



McMinnville Urban Renewal Agency Meeting Agenda

Tuesday, January 13, 2026

7:00 p.m.

(IMMEDIATELY FOLLOWING REGULAR CITY COUNCIL MEETING)

Welcome! This meeting will be a hybrid (in-person & Zoom) Meeting. However, if you are not feeling well, please stay home and take care of yourself.

The public is strongly encouraged to relay concerns and comments to the Council in one of five ways:

- **Pre-register** using the online form here:

<https://www.mcminnvilleoregon.gov/citycouncil/webform/public-comment-card> (Registration **OPENS** at **5:00 p.m. the day the agenda is posted, one week before the meeting**, and **CLOSES** at **12:00 p.m. the day BEFORE the meeting** // (Any form submitted outside this window will not be addressed);

- **Written comments** may be submitted to the City Recorder Team any time up to **12:00 p.m. the day BEFORE the meeting** and mailed to (McMinnville City Hall, c/o City Recorder Team, 230 NE Second Street, McMinnville, OR, 97128);
- **Digital comments (email)** may be submitted to the City Recorder Team any time up to **12:00 p.m. the day BEFORE the meeting** to CityRecorderTeam@mcminnvilleoregon.gov;
- Fill out a **physical public comment card** found at McMinnville City Hall; any time up to **12:00 p.m. the day BEFORE the meeting**, but **not before 5:00 p.m.** on the day the agenda is posted for the following week;
 - Attend **in person** and fill out a public comment card.

You can live broadcast the City Council Meeting on cable channels Xfinity 11 and 331, Frontier 29 or webstream here:

mcm11.org/live

URA MEETING:

You may join online via Zoom Webinar Meeting:

<https://mcminnvilleoregon.zoom.us/j/88423491108?pwd=uL74oRgakyfwpH4qBv6RCIfKsa1Lk.1>

Or you can call in and listen via Zoom: 1-253- 215- 8782

Webinar ID: 884 2349 1108

1. CALL TO ORDER

2. RESOLUTION

- a. Consider **Resolution No. 2026-01**: A Resolution of the McMinnville Urban Renewal Board authorizing the Interim McMinnville City Manager or designee to enter into and manage a Memorandum of Understanding with Guardian Real Estate Services LLC and the Housing Authority of Yamhill County to negotiate the redevelopment of the property at 904 NE 10th Avenue and 836 NE Alpine Avenue (Tax Lots R4421BA 03800 and R4421BA 03850).

3. ADJOURNMENT



STAFF REPORT

DATE: January 13, 2026
TO: Adam Garvin, Interim City Manager
SUBMITTED BY: Heather Richards, Community Development Director
WRITTEN BY: Heather Richards, Community Development Director
SUBJECT: MOU for Redevelopment of the NW Rubber Site

1. A Resolution of the McMinnville Urban Renewal Board authorizing the Interim McMinnville City Manager or designee to enter into and manage a Memorandum of Understanding with Guardian Real Estate Services LLC and the Housing Authority of Yamhill County to negotiate the redevelopment of the property at 904 NE 10th Avenue and 836 NE Alpine Avenue (Tax Lots R4421BA 03800 and R4421BA 03850).

Report in Brief:

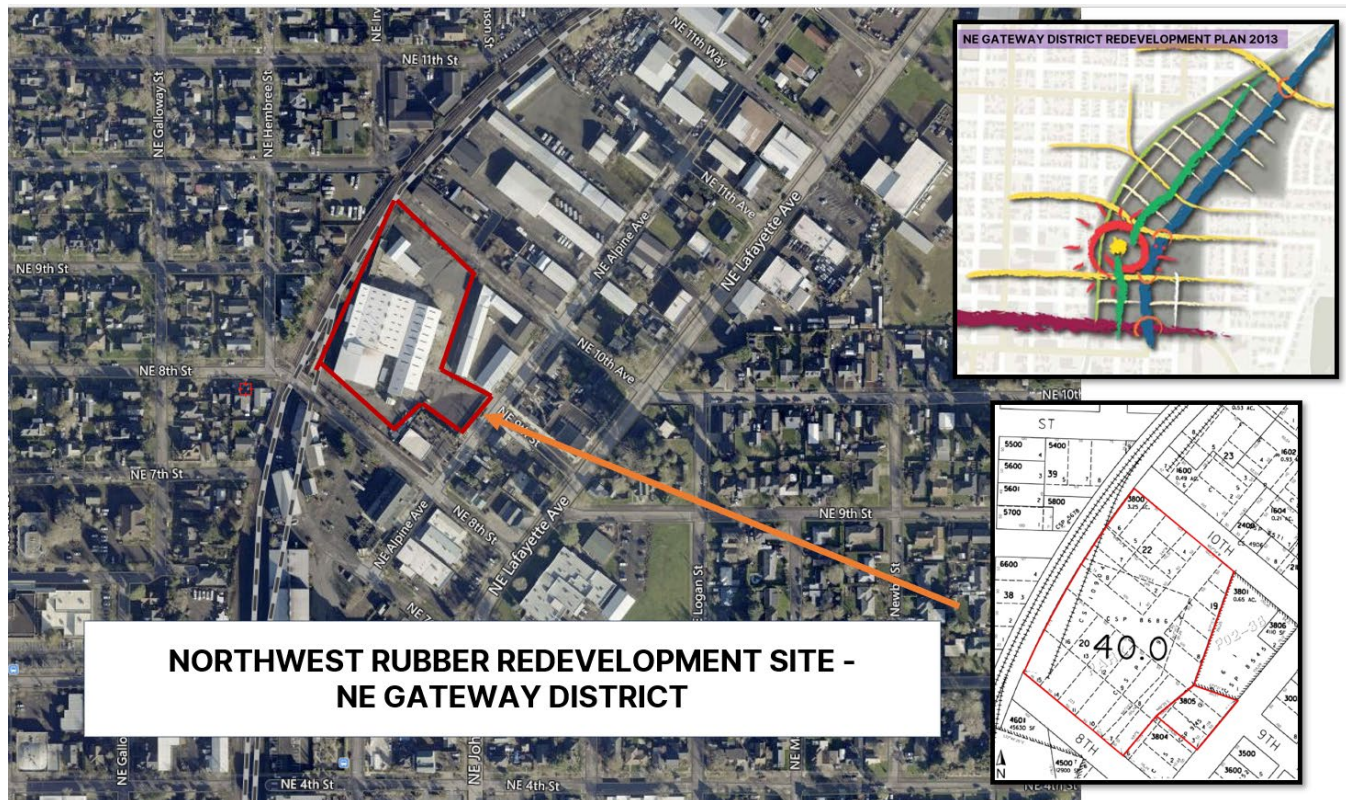
This is an action to consider Resolution No. 2026-01, a resolution authorizing the Interim City manager or designee to enter into a Memorandum of Understanding (MOU) with Guardian Real Estate Services LLC and the Housing Authority of Yamhill County (Developer) to negotiate a Development Agreement for the redevelopment of the properties at 904 NE 10th Avenue and 836 NE Alpine Avenue (Tax Lots R4421BA 03800 and R4421BA 03850) into a mixed-use residential/commercial development on behalf of the McMinnville Urban Renewal Agency (Agency) utilizing Developer's proposal received on February 14, 2025, as a framework for the negotiations.

The MOU establishes the structure for future cooperation and negotiation of a Development Agreement for the redevelopment of the property that will promote the goals of both the Agency and Developer.

The resulting Development Agreement will then be brought back to the Urban Renewal Board for final decision-making and action.

This is a recommendation of City Staff after Palindrome pulled out of negotiations in November.

Background:



The City purchased the property on October 23, 2023, after the owner, NW Rubber, announced its intentions to shut down the industrial plant and surplus the property. The City purchased the site because it had been identified as an opportunity site in the NE Gateway District Plan, critical to the revitalization of this area of McMinnville.

After purchasing the site, the City put out a Request for Proposals on July 19, 2024, seeking a developer or developers to redevelop the NW Rubber Site, a city-owned former industrial parcel in the NE Gateway District, into a mixed-use development of housing and commercial spaces that serve the community. The development should include housing for all types of household incomes, commercial opportunities that serve the district and community, open spaces, and gathering places, creating a sense of belonging for the McMinnville community at large.

8 proposals were received, which were then narrowed to three proposals, and the McMinnville Urban Renewal Advisory Committee made a recommendation to the Urban Renewal Board to enter into an MOU with Palindrome to negotiate a development agreement on March 21, 2025.

The Urban Renewal Board approved Resolution No. 2025-03, authorizing the City Manager to sign an MOU to start negotiations with Palindrome, with the direction to address the following items in the negotiations:

- The structure, amount, and timing of respective public and private financial participation, including the purchase and sale of the property and the duration of the tax exemption for the affordable housing units.
- Parking Adequacy - Parking shall be subject to sharing during certain times of the day. Final parking counts shall be negotiated and subject to the results of a comprehensive parking study.
- Continued community engagement

The MOU was signed on June 24, 2025. City staff (City Manager and Community Development Director) and a committee advising City staff (Walt Gowell, Kelly McDonald, and Peter Kircher) then met with Palindrome representatives 11 times to negotiate a deal. Palindrome contracted a parking study which resulted in requiring more parking on-site. More parking on-site reduced the overall number of housing units (188 to 140) and commercial square footage on site, as well as categorizing all of the housing units as affordable housing. The City's request for a fair purchase price on the property as part of the negotiations then created a project proforma that Palindrome could not support, and they elected to terminate negotiations in November 2025.

Discussion:

Based on the City's interest in recovering the costs of purchasing the property and enough on-site parking that meets the minimum standards in the McMinnville Municipal Code (MMC), staff is now recommending that the Urban Renewal Board authorize the Interim City Manager to sign a MOU with Guardian Real Estate Services and the Housing Authority of Yamhill County to redevelop the site.

The Guardian/HAYC proposal included purchasing the property for \$4,700,000 and providing 117 parking spaces (85 required per the MMC) to support 171 affordable housing units and 3000 square feet of commercial space.

The reason that this proposal was not initially selected was due to the fact that the Palindrome proposal had more market rate housing, a hotel and a larger commercial footprint. However, once the City indicated that they needed to recover the purchase price of the property and meet the parking standards of the MMC, the market rate housing, the hotel and a large amount of the commercial square footage was forfeited from the proposal.

With the Guardian/HAYC proposal the City is meeting its goals of a mixed-use housing and commercial project to stimulate additional development in this neighborhood, as well as a full property purchase price recovery and parking that exceeds the minimum standards in the MMC.

The City will work with the Developer to see if it is possible to include market rate housing units in the development as well.



Proposed Developer Site Plan



The MOU has a three-month negotiation period with the City's goal of having a draft development agreement for consideration by Q2 of 2026.

Attachments:

1. Guardian/HAYC RFQ Response, Phase 1
2. Guardian/HAYC RFQ Response Phase 2
3. Resolution No. 2026-01
 - a. Exhibit A: Memorandum of Understanding with Guardian/HAYC

Fiscal Impact:

The fiscal impact is determined by several different components:

- Expenses incurred: Note that the purchase price of the property was approximately \$4,300,000. The carrying price of the loan to purchase the property (interest only payments) and utilities and security on the property through June 30, 2026 is anticipated to be \$620,376. These expenses are being paid by the McMinnville Urban Renewal Agency and not the City of McMinnville's General Fund, and are currently accounted for in the FY 26 McMinnville Urban Renewal Agency adopted budget.
- Direct Return on Investment: Revenue anticipated: short-term (terms of the transaction) and long-term (annual property tax revenue, spending escalator of the project (jobs, wages, and residential disposable income)).
- Indirect Return on Investment: Catalytic influence on surrounding properties for redevelopment, which creates additional tax base, jobs, and a spending escalator.

The MOU provides the Agency with the opportunity to negotiate terms of the project with the development team taking into account the opportunities and constraints associated with the proposal, expenses incurred by the Agency, direct and indirect returns on the Agency's investment.

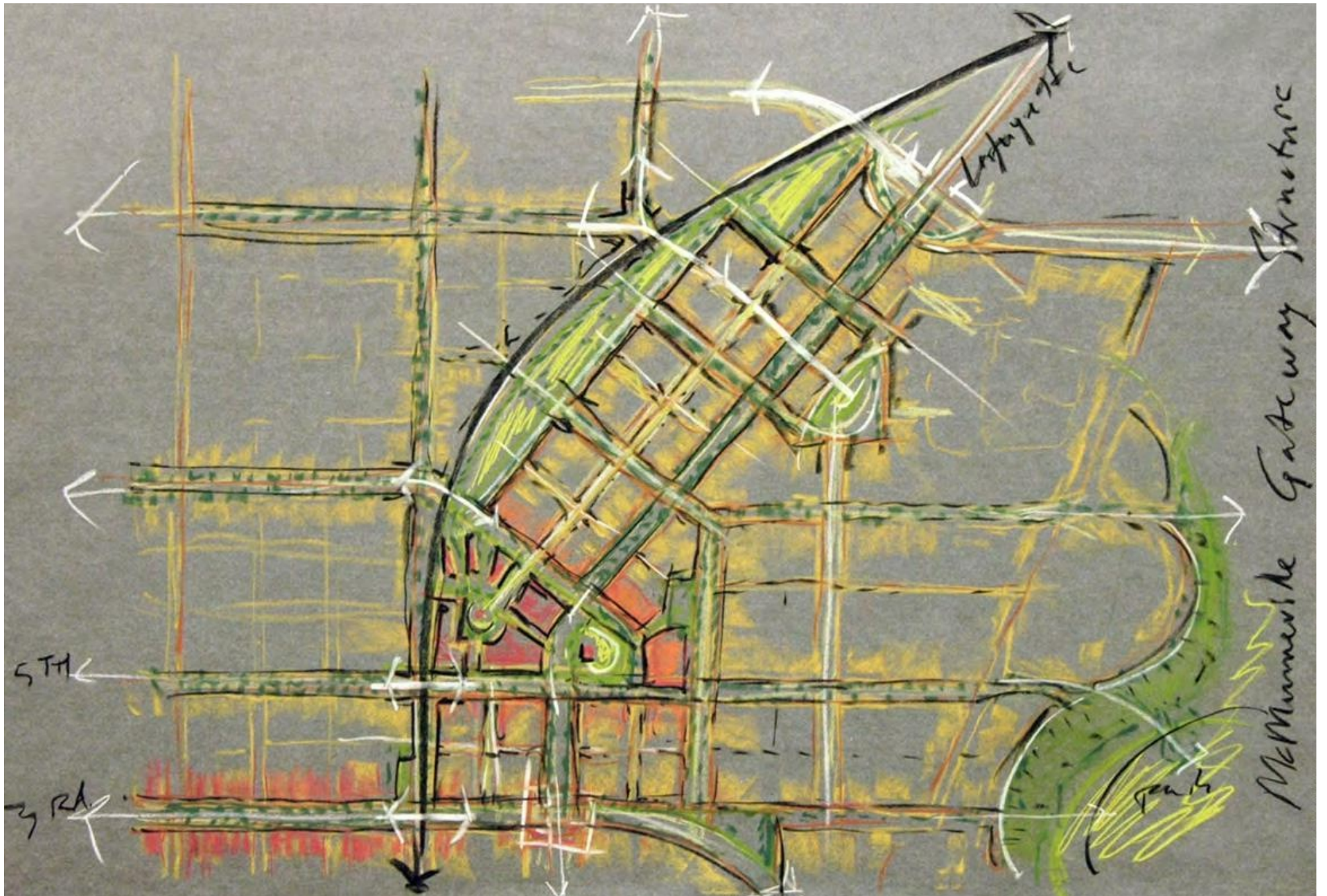
Alternatives:

1. **Alternative 1 [Staff Recommendation]:** Adopt the attached resolution authorizing the Interim City Manager to sign a MOU with Guardian Real Estate Services and Housing Authority of Yamhill County to negotiate a development agreement for the redevelopment of the NW Rubber Site at 904 NE 10th Avenue and 836 NE Alpine Avenue.
2. **Alternative 2:** Direct staff to develop a MOU to negotiate with the other Phase 2 respondent, Ethos for redevelopment of the NW Rubber Site.
3. **Alternative 3:** Direct staff to start another RFQ/RFP for developer proposals for the redevelopment of the NW Rubber Site.
4. **Alternative 4:** Reject the attached resolution and direct staff to put the property on the market for sale.
5. **Alternative 5:** The Council may consider any other alternative not presented by staff.

QUALIFICATIONS FOR THE

NW RUBBER SITE DEVELOPMENT OPPORTUNITY

Prepared for the City of McMinnville
August 30, 2024



Northeast Gateway Plan Concept

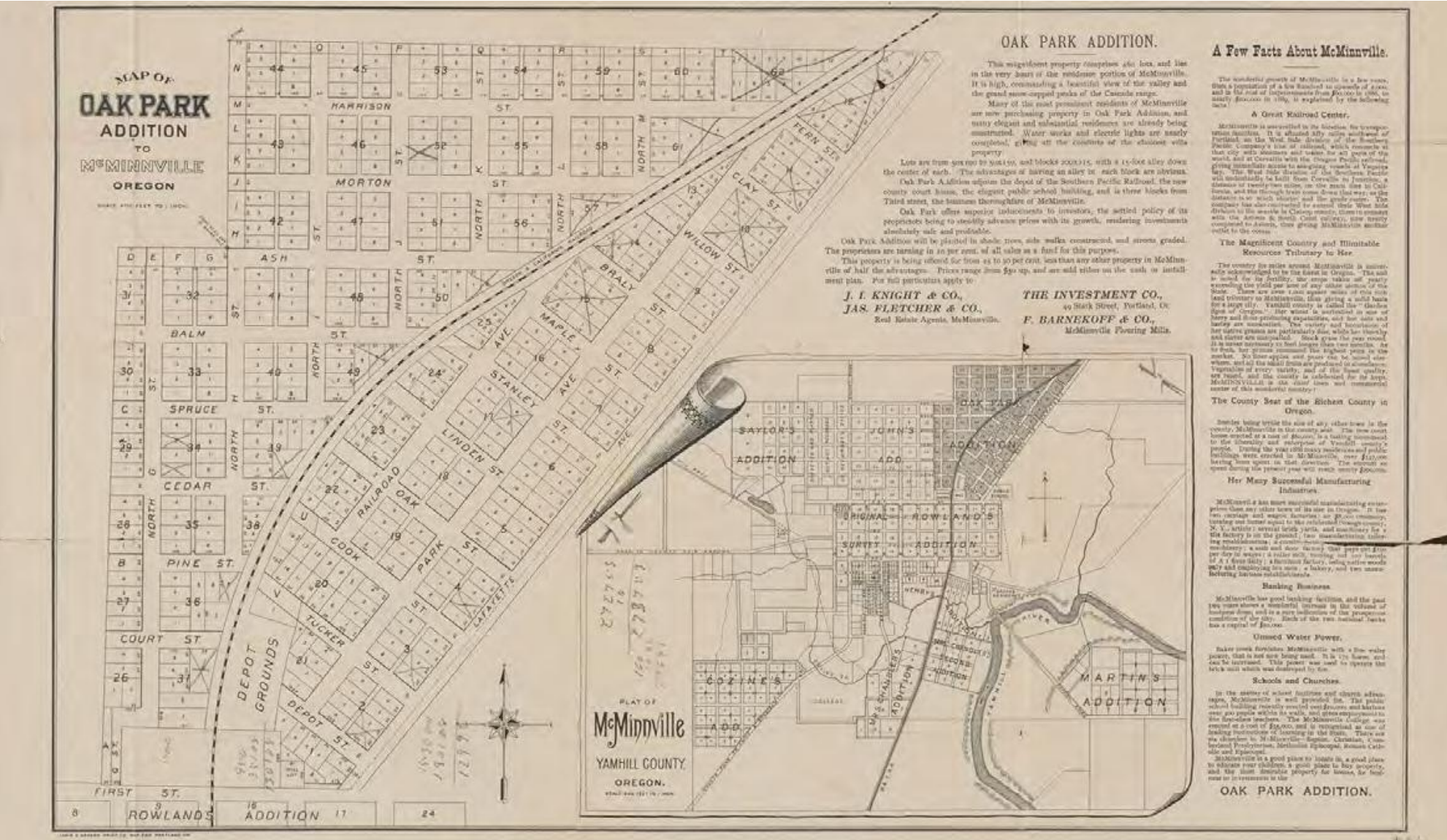
Prepared by
Guardian Real Estate Services LLC
760 SW 9th Avenue, Suite 2200
Portland, OR 97205

Contact
Ben Bortolazzo, VP of Development
ben.bortolazzo@gres.com
(503) 802-3539

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“ With more than 20 years of experience developing housing communities, we have a successful track record of cultivating public-private partnerships and executing complex transactions. ”



Map of Oak Park Edition, Circa 1895, showing the street grid plan on the NW Rubber site.

LETTER OF INTRODUCTION

Heather Richards
Community Development Director
McMinnville Community Development Center
231 NE 5th Street
McMinnville, OR 97128

Dear Ms. Richards,

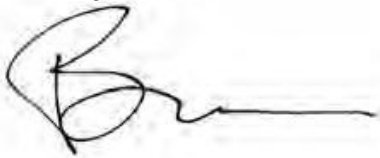
Thank you for the opportunity to submit our qualifications to redevelop the NW Rubber Site in McMinnville, Oregon. We are inspired by the transformative potential of this project and fully align with the City of McMinnville's vision for the NE Gateway District. This development is about more than revitalizing a former industrial site – it's about creating a dynamic, inclusive space that honors McMinnville's unique character and history.

Guardian will work as an exclusive partner with the Housing Authority of Yamhill County to develop the entire NW Rubber site. HAYC's mission is to provide affordable housing, however, a broad range of housing types, including affordable, workforce and market-rate will be considered. We plan on transforming this site into an inviting place where community can gather, shop, dine, and enjoy what McMinnville has to offer. Our vision includes commercial spaces, open spaces for the entire community to enjoy, and different housing options. We plan to also explore childcare and hospitality as part of the mix of uses.

In addition to our relationships with the City and County, we call on our industry partnerships to ensure successful results. Through our established network, we assembled the best-suited consultants team to facilitate this development: Structure, who along with HAYC will help target the very specific local housing needs; Glastra Van Loon Design with their track record of folding the broader context into a viable design concept and prior experience with both the NE Gateway District plan and the Alpine St. Streetscape project; LRS Architects for their design excellence and vast experience with mixed use projects; PBS Engineering for their expertise in creating vibrant neighborhoods on industrial sites; R&H construction for their understanding of the local context gained over 40 projects in Yamhill County; and Erin Stephenson to explore the viability of hospitality. The primary contact for this project will be Ben Bortolazzo, VP of Development at Guardian. Ben can be reached by phone at 503-802-3539 and by email at ben.bortolazzo@gres.com.

Thank you for the opportunity to submit our expression of interest in the NW Rubber Site redevelopment. We look forward to negotiating a strategic relationship with the City of McMinnville to develop a plan for the NW Rubber Site that continues the evolution of the Northeast Gateway District in adherence with the City's values of stewardship, equity, courage, and accountability.

Sincerely,



Thomas Brenneke, President
Guardian Real Estate Services, LLC
760 SW 9th Avenue, Suite 2200
Portland, OR 97205
thomas.brenneke@gres.com
(503) 802-3613



Vickie Ybarguen, Executive Director
Housing Authority of Yamhill County
135 NE Dunn Place
McMinnville, OR 97128
vickie@hayc.org
(503) 883-4318

RESUMES

TEAM MAKE-UP

We envision the following partners playing a key role in the NW Rubber Site redevelopment:

Company/Organization	Key Contact	Title	Role
Guardian	Ben Bortolazzo	VP of Development	Primary Contact, Developer and Marketing/Sales Support
Housing Authority of Yamhill County	Vicki Ybarguen	Executive Director	Affordable Housing Partner
Structure Ideas + Projects	Mike Andrews	Principal	Affordable Housing Development Strategy
LRS Architects	Greg Mitchell	Associate Principal	Architect
Glastra Van Loon Design	Martin Gastra Van Loon	Principal	Urban Design & Planning
PBS Engineering and Environmental	Scott Shumaker	Project Manager	Civil Engineering, Environmental & Public Outreach, Landscape Architecture, and Planning
R&H Construction	Dan Cook	Director of Preconstruction	General Contractor
Noble Union: Rooms & Revelry	Erin Stephenson	Co-Owner	Hospitality & Community Advisor

Please find resumes for all key contacts in Appendix A.

FIRM PROFILES

GUARDIAN

Guardian Real Estate Services LLC, and its property management affiliate, Guardian Management LLC, are headquartered in Portland, Oregon. Since 2002 Guardian has delivered innovative real estate solutions with a focus on community and housing for all. Our strong financial position and track record assure our capital partners that we can navigate market changes and project challenges effectively. We currently own and operate two apartment communities in McMinnville—Orchards Plaza and Villa West, and are invested in creating local housing and employment opportunities.



Our passion is developing communities that deliver exceptional results to our partners and the communities in which we invest. Working closely with public leadership, we develop a deep understanding of each unique location to deliver thoughtful additions to add lasting value to the community, our residents, and investors.

Our development and ownership experience includes more than 100 projects totaling 11,000 multifamily units. The majority of these projects have affordability restrictions and are subject to regulatory agreements. Guardian has strong relationships and years of experience with Housing and Urban Development (HUD), Oregon Housing & Community Services (OHCS), Yamhill County, and the City of McMinnville.

Guardian strives to be a leader in the fight to create housing for all income levels and ages. Creating and perpetuating affordability in housing is one of our greatest accomplishments. Our expertise in the affordable housing arena is used to position projects to qualify for a range of incentives. Our financing experience includes public/private partnerships, low-income housing tax credit (LIHTC), HOME, CDBG, Section 8, tax exempt bonds, FHA, and GSE.

HOUSING AUTHORITY OF YAMHILL COUNTY

Our mission is to provide the opportunity for decent, safe, and affordable housing to individuals and families in our community and opportunities to position themselves for success. In order to fulfill this mission, HAYC has established the following objectives:



- Create dynamic partnerships that contribute to the development of vibrant, inclusive communities.
- Provide support that respects the dignity and inherent worth of every person.
- Invest in programs that position eligible individuals and families for success in life, including home ownership education and provision of housing counseling. When people have a place to call home, they are better able to pursue opportunities and position themselves for success.
- Serve as a one-stop information resource for affordable housing opportunities in our community.
- Further the revitalization of the community through maintenance and rehabilitation of existing housing as well as through the development of new housing options.
- Maximize the utilization of available funds to assist eligible individuals and families.
- Adapt quickly and effectively to the changing economic landscape, regulations and resources in order to remain a high performing agency.

STRUCTURE IDEAS + PROJECTS

Structure Development Advisors (Structure) was launched in 2016 as a consulting and development company focused on creating and preserving affordable housing. Our deep experience with housing policy and programs, design, construction, finance, operations, and HUD programs allows Structure to create and implement successful projects.



Our strategic relationship with government agencies, nonprofit and for-profit developers, public housing authorities, banks, and other investors has positioned Structure to provide value-added expert advice to clients and partners.

Structure is skilled in identifying partnerships between organizations with a common purpose and complementary skills. Leveraging the collective strengths of the public and private sectors can produce results with more significant benefits for the partners and the community as a whole. Our expertise includes identifying opportunities and crafting a concept or “story” that responds to a community’s needs. We can create compelling and practical ideas based on significant experiences and a deep understanding of available programs, financial underwriting, regulatory requirements, and project management.

Based in Portland, Oregon, Structure provides consulting services nationally and focused development activity in the Pacific Northwest.

LRS ARCHITECTS

LRS Architects is a majority women-owned architecture and interior design firm with offices in Portland and Bend, Oregon. Founded in 1976, our award-winning practice is driven by a passion for good design that goes beyond aesthetics to create vibrant communities and spaces that support the well-being of those who inhabit them. With 111 design professionals, our firm is committed to partnering collaboratively with clients to positively shape the human experience through the physical environment. The diversity of our project experience provides a broad perspective and proven expertise in design, problem-solving, documentation, and project delivery methods. We have been recognized with dozens of awards for excellence in design, construction, and sustainability, and have been featured in hundreds of publications, including Architect, Fast Company, ENR, and Hospitality Snapshots, among many others. LRS Architects has been named an Oregonian Top Workplace Award Winner annually since 2016.



LRS and Guardian just completed Slabtown Square, a mixed- use project destined to be the center of the Slabtown neighborhood in Portland.

GLASTRA VAN LOON DESIGN

Glastra van Loon Design LLC is a boutique Urban Design firm founded by Martin Glastra van Loon, a seasoned professional with over three decades of experience in the field. With a mission to provide timeless Urban Design solutions to public and private clients in the western United States, Glastra Van Loon Design specializes in conceiving compelling spatial frameworks that form the basis for public and private value creation. Whether it’s revitalizing downtown districts, planning vibrant neighborhoods, or designing sustainable transportation systems, Glastra van Loon Design LLC is dedicated to shaping the urban landscapes of tomorrow.

Martin and members of the Guardian team have worked together on highly successful placemaking projects for over two decades on national and international projects.

PBS ENGINEERING & ENVIRONMENTAL

PBS Engineering and Environmental LLC (PBS) provides professional consulting and project delivery services with a staff of nearly 300 professionals throughout our 8 offices in Oregon and Washington. Our services include engineering (civil, traffic, transportation, geotechnical, environmental, and structural), health and safety, surveying, landscape architecture, construction management, environmental services, and natural resource planning. PBS pride themselves in offering quality, local staff and responsive services to public and private clients.



PBS and Guardian have been building a relationship working on over 100 projects dating back to 2004.

R&H CONSTRUCTION

R&H Construction was established in 1979 in Portland, Oregon. Since that time, we have crafted projects that have defined the Northwest's identity and pushed the imagination of what's possible in construction. Our projects are built to last and crafted with the highest level of integrity.



Our team approaches each project with a dedication and honor to the craft along with an unwavering commitment to the core values that define and guide us. With offices in both Portland and Bend, R&H has the ability to handle projects throughout the Pacific Northwest ranging from office build outs to the construction of ground-up office, commercial, hospitality, multifamily, and industrial developments.

We are builders of teamwork and relationships. R&H recognizes the importance of hiring and retaining talented and passionate team members that create impactful solutions throughout the building process. We prioritize the relationships we forge with clients and partners by building trust and respect through open and honest communication, strong performance, and consistent follow through. Our solid financial strength is backed by longstanding banking and bonding relationships and our ability to keep our equity growth within the company over the years.

R&H and Guardian completed many successful projects over the years, including Fuller Station Apartments in 2023 and Tiller Terrace Apartments in 2024.

NOBLE UNION: ROOMS & REVELRY

Noble Union: Rooms & Revelry is an independent hospitality development and operating company headquartered in McMinnville, Oregon. Noble Union's brands are rooted in a belief that the noblest of unions is a connection between people and place.

Focused on developing a small collection of very special properties, Noble Union's portfolio includes the award-winning luxury Atticus Hotel (2018), 3rd Street Flats (2010), Cypress Mediterranean Restaurant (2023), and the Mack Theater, currently under development.



The Noble Union team believes that the best hospitality experiences are created when there is total synergy between all elements of project development, from brand identity and architectural design to long term operations.

VISION STATEMENT

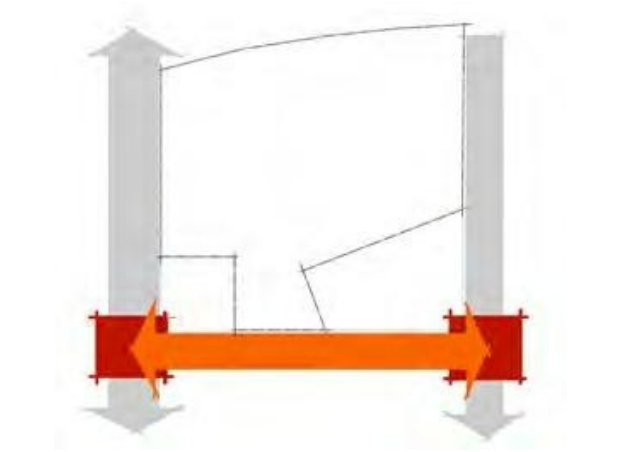
The NW Rubber site has the potential to be transformative not only for the neighborhood, but also for the City of McMinnville as a whole. Driven by a variety of housing types and income levels, and balanced by commercial uses and open spaces that fit the unique contest, the NW Rubber site will be a community for a variety of people and income levels and an energetic mixed-use hub for McMinnville.

We share the City’s vision that the following four elements, shaped by the corresponding design and mix, have the potential to successfully spark the redevelopment:

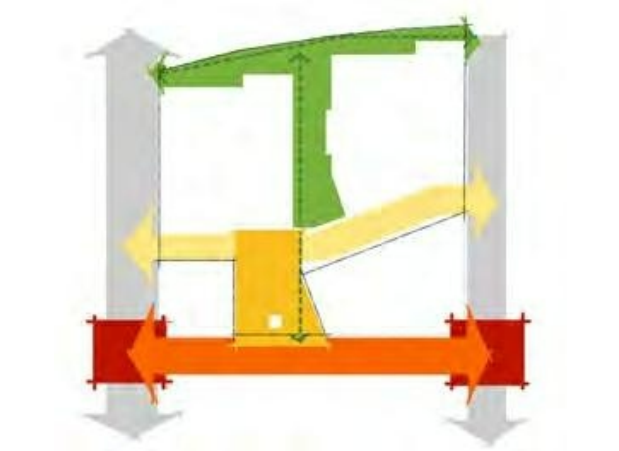
- 1. **A variety of housing types and price points** – Guardian and the HAYC will identify and target specific housing needs, and explore the full spectrum of affordable housing from deeply affordable to workforce housing, as well as market rate housing.
- 2. **Commercial Spaces** – The most successful communities provide a variety of choices and destinations for residents and neighbors. Building upon the early success stories of adjacent businesses in the District, we see the NW Rubber site as a great complement and realization of the Northeast Gateway Plan vision of a place where things are crafted, experienced and enjoyed. The district is an emerging place for creatives and entrepreneurs, and will explore craft Industrial and flex commercial/incubator spaces as potential uses.
- 3. **Parks, plazas and open spaces** – The neighborhood currently lacks public green spaces. We understand that flourishing housing needs right-sized and humanly scaled open spaces and placemaking. As an example, Guardian has just completed the Slabtown Square development, a project anchored by a new 17,000 sf public square surrounded by 14,000 sf of retail and commercial spaces destined to be the next food and entertainment hub in NW Portland. We are also collaborating with the City of Portland to create a new full-block public park adjacent to the Slabtown site.
- 4. **Parking** – Parking always plays a key role in determining the success of a community. Too much parking results in a bleak and uninviting environment, too little hinders the livability of the neighborhood. We have a proven track record of finding the right balance between density, parking availability and quality of open space. We are open to explore all options: from at-grade to structure to tuck-under, possible hybrid solutions and shared parking across different uses.

The sequence below depicts a possible approach to establish the project Public Realm Framework:

1.) Establish a strong connection to the existing fabric.



2.) Connect the surrounding fabric with the site’s internal spaces and places.



3.) Create a complete system with buildings responding to the public realm created.



Note: These are very high-level initial ideas for discussion and should not be regarded as preliminary site plans.

Please see below an initial list of principles and values that we plan to employ for this development, which we look forward to refining with the City and the community.

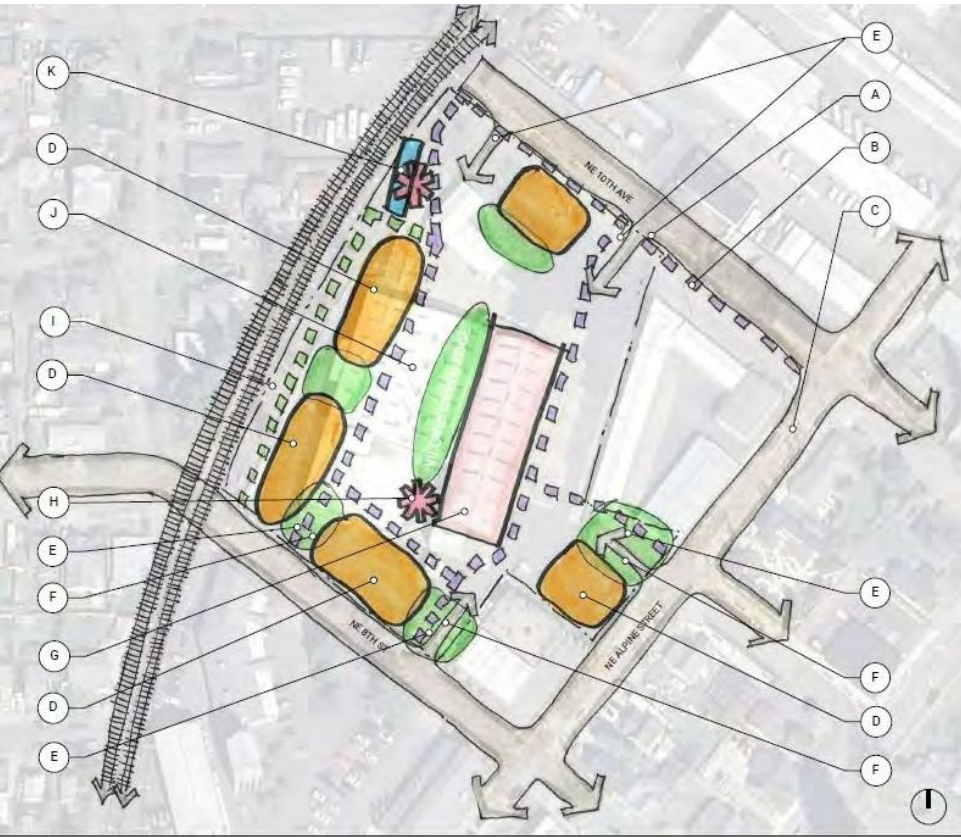
- Adopt a long-term perspective. We routinely hold long-term interest in the projects we create. Great design, quality of construction and meticulous property management are a hallmark of our brand.
- Create a resilient urban design framework that lays out a clear vision and design direction, allows for up front infrastructure decisions to be implemented, yet is flexible to accommodate future opportunities that may open up in the future (e.g. the availability of adjacent day care and storage sites). This is particularly crucial if a phased approach is envisioned.
- Identify and embrace the “spirit of the place,” the unique qualities and character of the neighborhood.
- Complement and fully integrate with the Alpine Street improvements. Place the project’s main entrance on Alpine St. Transform the closed-off nature of the previous industrial use into a welcoming people place, with new and welcoming interfaces along 8th and 10 street, that will have a huge impact on how the district presents itself. There is an opportunity to reinvigorate the opportunities that Alpine Ave created and promote programming that takes advantage of the festival street structure.
- Break down the 3.6 acre site into smaller parcels and add connectivity to improve benefits, walkability, and reduce the reliance on cars. New linkages throughout the site reinforce the existing street framework for vehicles, pedestrians, and bikes and reconnect the street grid.
- Design a place that feels safe, inviting, comfortable, a place that someone will want to explore. Take advantage of opportunities big and small such as a lovely pocket park, a hidden alley with a play structure and string lights to create a human-scale environment.
- Be true to the history of the site. Analyze how character can be enhanced or preserved through the adaptive reuse of some of the industrial structures that could be repurposed. Look for opportunities to capture and articulate the history of the site, particularly through the perspective of tribal people and Chinese merchants, as well as the milk, lumber and rubber industries that provided employment to the local population over 115 years.
- Keep the development to a scale that makes sense for McMinnville and tie into the current urban fabric.
- Consider expanding downtown beyond 3rd St as a linear destination within walking distance, to complement and strengthen 3rd St east of the railroad.
- Explore land uses as neighborhood and/or city-wide destination, complementary with the existing uses and destinations.
- Create a strategy to interface with or buffer from the active rail line. Consider a railroad pedestrian corridor as part of a future rail network.
- Explore how places and spaces can be used in multiple ways or repurposed at a later date. For instance, surface parking concepts can be flexible for other uses or dual-use, ground floor residences can become commercial space, structured parking ground floors could turn into retail.
- Look for opportunities to create fun, visual interest and whimsy, a place that draws you in. This is a unique district looking for unique input!

CONCEPTUAL SITE PARTI EXPLORATION

Note: The diagrams in this page are a first attempt at generating alternative conceptual site parti for the site. They each explore the possibility of re-using a portion of the existing industrial building for possible amenities, retail, incubator space and possibly flex parking space. These are very high-level initial ideas for discussion and should not be regarded as preliminary site plans.

SCHEME 01

NW Rubber Site Only



SCHEME 02

NW Rubber, Adjacent Daycare, and Mini Storage Sites



SCHEME 03

Potential Phased Approach



KEY NOTES

- A. ENHANCE THIS AS AN INDUSTRIAL FEEL FESTIVAL STREET WITH ON STREET PARALLEL PARKING
- B. EXTEND PEDESTRIAN / MULTI-MODEL PATH TO CONNECT TO EXISTING AND NEW USES ON NE 10TH AVE
- C. EXISTING PEDESTRIAN / MULTI-MODAL PATH
- D. NEW RESIDENTIAL APARTMENT BUILDINGS.
- E. NEW VEHICLE AND PEDESTRIAN ACCESS TO THE PROJECT USES.
- F. CREATE GREEN ENTRY FORECOURT TO THE BUILDINGS AND FRAME THE ENTRY TO THE SITE.
- G. RE-USE PORTION OF EXISTING BUILDING FOR COMMUNITY AMENITIES AND RETAIL.
- H. RETAIN EXISTING HOPPER TOWER.
- I. GREEN BUFFER EDGE WITH PEDESTRIAN ACCESS.
- J. PARKING WRAPS THE CORE TO SUPPORT THE RESIDENTS ADAPTIVE RE-USE OF THE EXISTING INDUSTRIAL BUILDING.
- K. ADAPTIVE RE-USE OF EXISTING RAIL SPUR FOR RAIL CAR CAFE
- L. NEW MIXED USE RESIDENTIAL APARTMENT BUILDINGS FRONTING THE EXISTING STREET EDGE.
- M. NEW RESIDENTIAL APARTMENT BUILDING WITH 'TUCK UNDER' PARKING
- N. POTENTIAL PHASE 2 NEW RESIDENTIAL APARTMENT OR MIXED USE BUILDING IF ADJACENT PROPERTY IS ACQUIRED.
- O. RE-USE PORTION OF EXISTING BUILDING FOR COVERED PARKING

COMMUNITY ENGAGEMENT

The key role of our approach to community engagement is to seek out diverse thoughts and to listen. We have our ideas on what should be included in this development, but it is important to listen to what other people think, need, and feel is missing in our community. What do they think would enhance our city?

Our team will use several well-planned public participation strategies to engage the entire community and take the project from concept to reality in alignment with the vision, uses, and objectives laid forth by the city. Below are some key elements of our community engagement strategy:

- **Equity & Inclusion:** Foster a sense of belonging and welcoming through multiple communications methods, accessibility features, multilingual formats, translator availability, convenient times and gathering places, and direct outreach to community, cultural, disability, advocacy, artistic, and historical groups.
- **Inform:** Share how the property came to be city-owned, how the project aligns with community-informed long-range plans, and what’s been done to date. Impart the benefits of public-private partnerships, and stress the city’s core values of courage, equity, stewardship, and accountability.
- **Consult/Involve:** Engage those interested in or impacted by the project to determine what the next chapter of McMinnville’s NE Gateway District entails, from parks to parking, housing to commerce, uses to artwork, and more. The city’s best practices, such as focus groups, neighborhood meetings, and committee sessions, will be prioritized.
- **Collaborate:** Work with community groups and cultural organizations to determine historical, cultural, and aspirational elements, making the reimagined space a true catalyst for more projects that respect the past, honor the present, and build for the future.

DIVERSITY, EQUITY & INCLUSION EFFORTS

Guardian is committed to a Supplier Diversity Initiative, encouraging businesses with certified diversity status to provide products and services. We aim to provide opportunities for small businesses as well as minority-owned, women-owned, and other historically disadvantaged businesses to supply high-quality, competitively priced goods and services required by Guardian and its clients.

Our goals include:

- A target MWESB firm participation rate of 30% or higher.
- Including minority and women business, and other diverse groups, such as disabled veterans, in all contracting opportunities.
- Ensuring all qualified vendors are given equal access to bid on business.
- Fostering an inclusive work environment.

RELEVANT EXPERIENCE

GUARDIAN

SLABTOWN SQUARE – PORTLAND, OR

Slabtown Square is be a seven-story, mixed-use building that includes 200 class-A apartments, 11,532 square feet of retail space, and a 16,000-square-foot public courtyard. Forty units are available at or below 80% AMI, pursuant to the 10-year Multi-Unit Limited Tax Exemption.

Guardian acquired the 1.55-acre superblock in 2015, which is part of the Con-way master plan. Over the years, there were five modifications to the Con-way master plan development standards and an amendment to the open space plan to allow the building to be 15 feet further east. After working with the neighborhood association and a pivot from the original 150-unit midrise concept, the Portland Design Commission unanimously approved the design in 2017.

In early March 2022, Guardian closed on this \$96 million development, and the project began moving in residents in May 2024.



FULLER STATION – HAPPY VALLEY, OR

Fuller Station is 100 units of new affordable housing located at the corner of the former SE Fuller Rd MAX Station Park and Ride facility. There are 30 project based units dedicated for families and individuals who are homeless or at risk of homelessness, including foster youth exiting or have exited the system.

Financing Partners include OHCS, Clackamas County, and Metro. To meet lending and equity guarantor requirements and increase development capacity for the project, Geller Silvis & Associates, a mission-driven social enterprise, brought in Guardian to co-develop Fuller Station. Completed in Summer 2022, Guardian worked with the Housing Authority to give preference to displaced public housing tenants and provide supportive housing services to Fuller Station tenants.



TILLER TERRACE – PORTLAND, OR

Tiller Terrace added 214 apartment homes in the Goose Hollow neighborhood of Portland, OR. Located directly across from the Providence Park TriMet light rail station, the project is a mixed-use, six-story midrise on 20,000 square feet of land. The development includes 3,500 square feet of retail space, a community room, an outdoor terrace, and classroom space. The project will obtain the nationally recognized Green Globes® certification.

Initially designed as a market-rate project, Guardian repositioned the development to help meet the growing need for affordable housing in central Portland. Tiller Terrace will serve households who earn no more than 60% of the Area Median Income (AMI), providing needed housing for central Portland's workers.



SEVEN ACRES – MILWAUKIE, OR

Seven Acres is a 234-unit, class-A apartment community in Milwaukie, Oregon. The spacious 7.2-acre community includes five residential buildings, multiple garage and bike storage units, and a state-of-the-art clubhouse with kitchen, lounge, an elevator-served co-working space, fitness center, and yoga studio. The community also includes an outdoor plaza with BBQ and picnic area, pool and spa, dog park, and playground.

Residents can choose from studio, one-, two-, and three-bedroom apartment homes, as well as live/work units, ranging from 495 to 1,198 square feet. Apartment homes have high-end interior furnishes, including luxury vinyl plank flooring, quartz countertops, tile backsplash, stainless steel appliances, and in-unit washer and dryer.

Seven Acres achieved one Green Globes® based on the Green Globes environmental assessment and rating system. The Green Globes rating system is developed on a one to four Green Globes scale to assess the environmental performance of commercial buildings. One Green Globes® certified demonstrates a strong commitment to resource efficiency, reducing environmental impacts, and improving occupant wellness.



ORCHARDS PLAZA – MCMINNVILLE, OR

Orchards Plaza is a 1980 affordable community with 60 units for seniors and people with disabilities located in McMinnville, OR. Guardian purchased the property in 2005 to preserve the affordability options in the area.

The project consists of one three-story building, with one entrance into the main lobby and to all units off of interior hallways, accessible through an elevator. The L-shape of the building creates a private and secluded rear courtyard, containing a large patio and a complete circle sidewalk where residents can walk for exercise.

In 2020, Guardian was awarded an allocation of 4% LIHTC and \$3,500,000 in competitive OHCS GHAP preservation funds to acquire and rehab the property, and also received 30 years of RD Section 515 Rental Assistance. The rehabilitation of the community required compliance with the Uniform Relocation Act (URA) and Federal Acquisition requirements. Apartments were rehabbed with new kitchen appliances, cabinets, flooring, and paint. In addition, the elevator was modernized and the landscaping was redone.



HOUSING AUTHORITY OF YAMHILL COUNTY

STRATUS VILLAGE – UNDER CONSTRUCTION

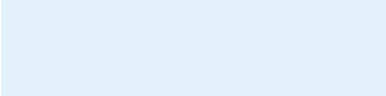
Scheduled completion - May 2026
2450 SE Stratus Ave
McMinnville, OR 97128
175 Units Multi Family Housing
Serving income levels up to 50% AMI

VILLAGE QUARTER -2008

333 NE Irvine Street
McMinnville, OR 97128
50 Units Senior/Disabled Housing
Commercial space and parking on ground floor
Affordable Housing on floors 2-4
Serving income levels up to 50% AMI

DESKINS COMMONS – 2014

1103 North Meridian Street
Newberg, OR 97128
56 Units Multi Family Housing
Serving income levels up to 50% AMI



GLASTRA VAN LOON DESIGN

NORTHEAST GATEWAY PLAN – MCMINNVILLE, OR

The Northeast Gateway Plan is an infill and redevelopment plan that addresses the current and future transportation needs and guides future development to achieve an integrated, mixed-use, pedestrian-oriented neighborhood over the course of the next 20-30 years. The Plan seeks to efficiently use land, complement surrounding development, and create a close-in working neighborhood as determined by the community and provided the specific direction, tools, and best management practices necessary to implement this vision.

In the future, Northeast Gateway will be viewed as a unique destination that reflects the authenticity of historic and current uses within the area – a place where things are crafted, experienced and enjoyed – a place to live, work and play.



ALPINE AVENUE STREETScape– MCMINNVILLE, OR

A friendly pedestrian route connecting downtown McMinnville, Alpine Avenue was designed to encourage redevelopment in a working neighborhood within walking distance of downtown. This project is an element that will be implemented into the Northeast Gateway plan. In this plan, Alpine Avenue will be the central spine and primary pedestrian route through the district as well as connecting and integrating Alpine Avenue to downtown.

The design focused on shared space and flexibility specifically allowing the street to be transformed into a pedestrian-only plaza in order to accommodate special events and festivals.



DOWNTOWN REIMAGINED – TIGARD, OR

The City has a long-standing, community-driven commitment to establishing Downtown Tigard as an equitable, mixed-use neighborhood that is active, attractive, and accessible for everyone.

Building on its momentum as a historic and walkable downtown with unique shopping, eating, and drinking establishments, Downtown Reimagined aims to integrate Downtown Tigard’s historic roots with a modernized approach to housing, development, and multi-modal transportation.



DOWNTOWN IMPROVEMENT PLAN – NORTH PLAINS, OR

The North Plains Downtown Improvement Plan (NPDIP) is a plan to strengthen Downtown in a way that enhances economic vitality and community livability. The plan identifies strategies and actions to support businesses and economic development, to facilitate new development and adaptive reuse, and to increase access by all modes of travel. All these goals come together in support of the creation of a traditional Downtown district where community members can live, work, recreate, shop, and more!

The NPDIP was completed in May 2023 and the first recommendation, an update to the City’s development code, was adopted that same month. In April 2024, a new Downtown welcome sign was installed at the corner of NW Glencoe Road and NW Commercial Street. Implementation of the strategies identified in the NPDIP is ongoing.



RIVER DISTRICT MASTERPLAN – EUGENE, OR

Fulfilling a long-held dream for the city and its residents with the transformation of an industrial site into a vibrant mixed-use neighborhood, the Eugene Riverfront Master Plan exemplifies what's possible with innovative, flexible infrastructure. The plan provides for pedestrian-friendly streets, an extension of existing retail vibrancy, and urban housing, all with a connection to nature that recognizes the diverse historical importance of the river.

This new district provides access to the river by extending 5th Avenue, an exiting retail center. The new pedestrian-friendly extension draws the community to the natural resource of the river. The public Riverfront Park protect access while providing overlooks, walking paths, seating areas, decks, bike paths, and native ecology for the community. A regional trail provides views across the river and an additional park connected downtown.



LRS ARCHITECTS

SELECT MARKET-RATE MULTIFAMILY HOUSING

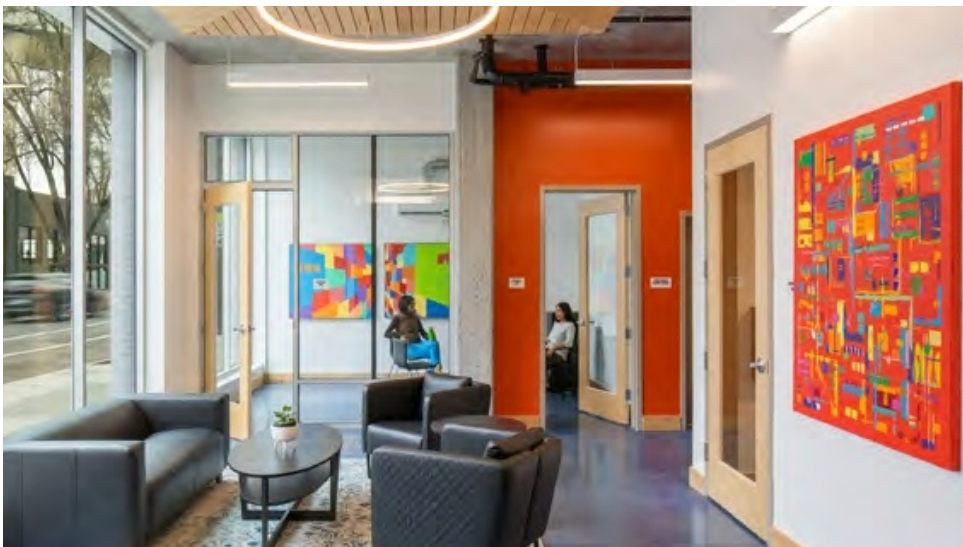
- 4707 Hawthorne | Portland, OR
- 515 Century | Bend, OR
- Alma Apartments | Henderson, NV
- Alta University Place | Tacoma, WA
- Amberglen | Hillsboro, OR
- ArtHouse | Portland, OR
- Britta Apartments | Bend, OR
- Butternut Creek | Hillsboro, OR
- Blue McKenzie | Springfield, OR
- Cook Street Apartments | Portland, OR
- Grant Park Village | Portland, OR
- Grass Valley Apartments | Camas, WA
- Laurel 42 | Portland, OR
- Misty Ridge Apartments | Happy Valley, OR
- The Aria | Vancouver, WA
- The Columbia | Vancouver, WA
- The Marilyn | Portland, OR
- The Mason Williams | Portland, OR
- Reeds Crossing | Hillsboro, OR
- Riverwest | Vancouver, WA
- Salem Cannery | Salem, OR
- Slabtown Square | Portland, OR
- Solis at Petrosa | Bend, OR
- Township 9 | Sacramento, CA
- TreeHouse | Portland, OR
- Trillium Woods | Beaverton, OR





AFFORDABLE MULTIFAMILY

- Capital Hill | Portland, OR
- Jamii Court | Portland, OR
- Magnolia II | Portland, OR
- Woodland Hearth | Tigard, OR
- Canal Commons | Bend, OR
- Lincoln City Apartments | Lincoln City, OR
- Vibrant! | Portland, OR
- Anthem Park Village | Portland, OR
- Columbia House Renovation | Vancouver, WA
- Garden Park Estates | Portland, OR
- Legacy Landing | Bend, OR
- The Louisa Flowers | Portland, OR
- Center Village | Portland, OR
- The Commons | Portland, OR
- Broadway Vantage | Portland, OR
- The Katherine Gray Renovation | Portland, OR
- MacDonald Center | Portland, OR
- Lexington Apartments | Portland, OR
- Park Tower Historic Apartments | Portland, OR



RETAIL + HOSPITALITY

- Aviation Gin | Portland, OR
- Barlow | Portland, OR
- Barbur Shops | Portland, OR
- Bunk House Hotel | Madras, OR
- Ecovibe | Portland, OR
- Glyph Cafe | Portland, OR
- Happy Valley Crossroads East Retail Center | Happy Valley, OR
- Jumbo’s Pickleball | Beaverton, OR
- Kingpins Bowling | Portland, OR
- Kinokuniya | Portland, OR
- Lone Wolf Watering Hole | Portland, OR
- New Seasons Market | Multiple Locations
- Palisades Marketplace Renovation | Milwaukie, OR
- Pendleton | Portland, OR
- Pepper Bridge & Amavi Cellars Tasting Room | Vancouver, WA
- Porsche Studio | Portland, OR
- Sen Restaurant | Bend, OR
- The Sahale Lodge | Mt. Hood, OR
- Timberland Retail Center | Portland, OR
- Travel Portland Visitor Center | Portland, OR
- Vancouver Waterfront | Vancouver, WA
- Wall Street Hotel Adaptive Reuse | Bend, OR
- Wineries at Woodland | Woodland, WA



COMMERCIAL + MIXED USE

- 12th and Morrison | Portland, OR
- 515 Century | Bend, OR
- Cook Street Apartments | Portland, OR
- Barbur Shops | Portland, OR
- Fanno Creek Office Buildings | Tigard, OR
- Grant Park Village | Portland, OR
- Historic Bank Blocks | Portland, OR
- Macadam Mixed-use | Portland, OR
- Port of Tillamook - Multiple Projects | Portland, OR
- Premier Gear | Portland, OR
- Slabtown Square | Portland, OR
- The Cove | Oregon City, OR
- The Marilyn | Portland, OR
- The Mason Williams | Portland, OR
- Township 9 | Sacramento, CA
- ArtHouse | Portland, OR
- Vancouver Waterfront | Vancouver, WA



REFERENCES

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HOUSING AUTHORITY OF YAMHILL COUNTY

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clay.downing@yamhillcap.org

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HOUSING AUTHORITY OF YAMHILL COUNTY

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CITIZENS BANK
455 NE Baker Street
McMinnville, OR 97128

BANNER BANK
14800 SW Murray Scholls Drive #104
Beaverton, OR 97007

APPENDIX A — RESUMES

GUARDIAN



Thomas Brenneke
President
✉ thomas.brenneke@gres.com

Tom Brenneke joined Guardian in 1984 and became the company president in 1998. He purchased the company in 2002 and set forth a strategic plan to diversify the property management service business into a vertically-integrated management, development, and investment company. Tom has directed major company growth initiatives that have resulted in more than 100 acquisition/development transactions, translating to an ownership track record of 11,000 multifamily units in four states. Tom has also spearheaded the company’s growth and evolution in the government-assisted housing sector where Guardian is distinguished as one of the Pacific Northwest’s largest private affordable housing developers.

- Education and Certifications:
- Bachelor of Business Administration, University of Portland
 - Certified Property Manager®
 - Oregon Principal Broker
 - Washington Designated Broker

- Community Involvement:
- Board Member, St. Mary’s Academy



Ben Bortolazzo
Vice President, Development
✉ ben.bortolazzo@gres.com

Ben joined Guardian in 2022. With more than 25 years of experience, he leads the company’s property development efforts.

Ben is experienced in master plan development, building design, and land development and entitlement processes. In addition, he is well-versed in managing client relationships and acting as a liaison between developers and design teams to create new and enhance existing communities.

Before joining Guardian, Ben spent 19 years at Otak, Inc., where he led a multidisciplinary team of planners, designers, and architects. Ben grew up in Italy and spent the first years of his professional career in Europe, bringing a diverse and rich cultural background.

- Education and Certifications:
- Master of Architecture, University of Washington
 - Architecture Diploma, IUAV Venice, Italy
- Community Involvement:
- Vice-Chair, Planning Sustainability Commission, City of Portland (four-year term)
 - Board Member, Oregon Smart Growth



Tamara Holden

Vice President,
Real Estate

✉ tamara.holden@gres.com

Tamara brings more than a decade of real estate development and asset management experience to Guardian. As Vice President of Real Estate, she specializes in new acquisitions and financing developments, with an emphasis on complex structuring. Her experience includes contract negotiations, lease-ups, construction management, and closings. With a keen eye on the market and regulatory changes, Tamara manages risk through due diligence, unique financial strategies, and developing key partner relationships.

Prior to joining Guardian, Tamara spent four years at a well-known affordable housing firm in Oregon. Her duties included developing and financing tax credit projects and asset management. Before her development work, Tamara owned and operated a storefront in SE Portland and worked with developers to obtain entitlements at KPFF Consulting Engineers.

Education and Certifications:

- Bachelor of Arts in Public Affairs, Washington State University



Levi Curran

Project Manager
✉ levi.curran@gres.com

Levi joined Guardian in 2012 as a Banking Specialist, and transitioned to the development department in 2015. Levi combines his financing background with firsthand project knowledge to maintain considerable budgets and set projects up for success. Levi works on numerous Guardian projects including new development, acquisitions, dispositions, and refinances for market-rate and affordable deals. Prior to joining Guardian, Levi worked in finance and accounting positions in Portland and Eugene.

Education and Certifications:

- Bachelor of Science in Finance and Economics, University of Oregon, Honors College
- Associate Degree in Construction Management, Portland Community College

HOUSING AUTHORITY OF YAMHILL COUNTY



Vickie Ybarguen

Executive Director

✉ vickie@hyac.org

As the Executive Director of the Housing Authority of Yamhill County, Vickie provides organizational leadership including affordable housing development, program advancement, financial planning, and policy creation. She also establishes and maintains sound working relationships and cooperative arrangements with governmental officials, community groups, and organizations. Vickie has also served as the Director of Finance and Information Technology for the Housing Authority. She managed the financial and accounting functions of the agency and ensured regulatory compliance for all programs. In addition, she worked with the Director of Housing Service to maintain appropriate levels of voucher utilization and program administration.

Education and Certifications:

- Bachelor of Science in Accounting, Linfield College

STRUCTURE IDEAS + PROJECTS



Mike Andrews

Principal / Founder

✉ mike@structurepdx.com

Over his 20-year career, Mike has shown an ability to identify opportunities and successfully execute complex real estate transactions that provide an important community benefit. He is able to understand and communicate complex structures and ideas in simple compelling ways to a variety of audiences; residents, investors, general contractors, board members, neighbors, and elected representatives alike. His experience includes a range of project types, including: urban mixed-use development; public elementary school and head start facilities; homeless shelters; large scale neighborhood redevelopment projects; and preservation of existing affordable housing. He has overseen the completion of over \$750 million in mission-based real estate projects.

Mike is experienced with a range of financial tools including; Low Income Housing Tax Credit, New Market Tax Credit, tax-exempt bonds, credit enhancements, derivatives, conventional debt, public housing capital and operating subsidy, Housing Choice Voucher, mixed finance, Section 18 disposition and Rental Assistance Demonstration program. Some of Mike’s most notable projects have been a result of public/private and public/public partnerships. The American Institute of Architects, Urban Land Institute, Affordable Housing Finance, NAHRO, Environmental Protection Agency, and U.S. Department of Urban Development have recognized his projects.

Education and Certifications:

- Bachelor of Arts in Urban Studies, Cleveland State University
- Economic Development Certification, National Development Council
- “Top 40 under 40,” Portland Business Journal, 2010

LRS ARCHITECTS



Greg Mitchell

Design Lead

✉ gtmitchell@lrsarchitects.com

With 38 years of experience, Greg joined LRS in 2003 and was named an Associate Principal in 2018. He expresses meaning through architecture by joining place with vision. His experience includes numerous office campuses and headquarters, multifamily housing, retail, and manufacturing projects across the Northwest.

Education and Certifications:

- Bachelor of Architecture, University of Oregon

Mixed-Use and Multifamily Housing

- Slabtown Square Mixed-use, Portland, OR [With Guardian] [Green Globes Certified]
- The Aria Apartments, Vancouver, WA
- Bekins Block Tower, Portland, OR
- The Cove Mixed-use, Oregon City, OR
- Mason Williams Mixed-use Apartments, Portland, OR [LEED Gold Certified]

Commercial and Retail

- Market at Petrosa Commercial Master Plan, Bend, OR
- 12th and Morrison, Portland, OR
- Happy Valley East Retail Center, Happy Valley, OR
- Blocks 9 & 12 Grant Street Pier Vancouver Waterfront Vancouver, WA
- The Lovejoy Building, Portland, OR [LEED Gold Certified]

GLASTRA VAN LOON DESIGN



Martin Glastra Van Loon

Principal

✉ mglavalo@gmail.com

Martin is an experienced senior urban designer, planner, and placemaker. He is a value-driven co-creator of sustainable, resilient, equitable, inclusive, and lasting places. A design leader experienced with diverse client and project types in the public and private sector, Martin is an inspired story-finder and engaging communicator. He is a holistic synthesizer at the intersection of land-use planning, multimodal transportation planning, economic development, (landscape) architecture, and civil engineering.

Prior to starting his own business, Martin was a client liaison, design leader, and project manager for SERA Architects. He was responsible for leading and executing best practices on public and private projects, as well as bringing in new business, throughout the West region.

Education and Certifications:

- Urban Design | Course and Studio work, Amsterdam School of the Arts, Amsterdam, The Netherlands
- Spatial Planning and Urban Design | Diploma and Ing. title, Hogere Technische School, Utrecht, The Netherlands
- Building Technology | Diploma, Middelbare Technische School, Dordrecht, The Netherlands
- Licensed Drone Pilot
- National Charrette Institute Certified
- LEED Green Associate
- CNU-A

PBS ENGINEERING & ENVIRONMENTAL



Scott Schumaker

Project Manager

✉ scott.shumaker@pbsusa.com

Scott Shumaker is experienced in planning, entitlements, engineering design, cost estimating and guidance during construction for various scales of development including corporate campus, residential, commercial, hospitality, streetscapes and high-rise buildings. Scott has planned and designed several new neighborhoods including roadway design, grading, stormwater, sanitary sewer, water and dry utility systems. He has extensive experience with brownfield and waterfront development from initial planning/engineering through final construction and with development requiring a phased approach over time.

Education and Certifications:

- AS Drafting Technology, Clackamas Community College
- Professional Engineer, OR #58361, WA #45103



Alicia Brazington

Sr. Public Involvement
Manager

✉ alicia.brazington@pbusa.com

In her 27 years of experience working in communities and communications, Alicia has contributed to numerous celebrated public projects, from parks and plazas to pathways and roadways. Alicia and her team work hand in hand with technical staff to ensure the project design balances the priorities of its many and diverse stakeholders. She prioritizes clear communications, ample documentation, and consistent follow-through for a stress-free client and stakeholder experience rife with accessibility and inclusivity.

Education and Certifications:

- BA English, University of Michigan



Dennis Terzian

Senior Geologist

✉ dennis.terzian@pbsusa.com

Dennis Terzian has more than 26 years of experience managing site investigation and remedial activities for an variety of clients including municipal and state agencies, brownfields properties, industrial/ commercial clients, and nonprofit organizations. Through numerous site investigations, he has evaluated and implemented remedial activities at sites with environmental issues related to historic petroleum releases, chlorinated solvents, and metals. He has prepared budgets, proposals, work plans, status reports, remedial investigation/ feasibility studies, quality assurance plans, and site closure requests. He has worked on several redevelopment projects in Oregon that focused on converting historic industrial use properties to mixed use.

Education and Certifications:

- BS Earth Science, Western Michigan University



Paul Wroblewski

Lead Landscape Architect

✉ paul.wroblewski@pbsusa.com

With over 20 years of landscape architectural experience, a design focus on the art of place-making, and a diverse portfolio of work within both the public and private realms, Paul Wroblewski brings design, strategy, construction, and project management expertise to the role of Lead Landscape Architect at PBS. A big-idea thinker and nonconformist who thrives on cross-disciplinary collaboration, Paul is in his element when solving complex design challenges—simplifying complicated ideas to efficiently execute design intent. His superpower is an intuitive ability to see connections and relationships between the essence of a design concept, individual elements, and final construction.

Education and Certifications:

- BLA Landscape Architecture, Ball State University



Rebecca Wahlstrom

Land Use Planner

✉ rebecca.wahlstrom@pbsusa.com

For 10 years, Rebecca has worked on residential, commercial, and light industrial projects throughout southwest Washington. In addition to her land use planning experience, she is a skilled project manager, keeping team members working toward a swift and successful completion of project goals.

In her work as a land use planner, Rebecca provides comprehensive narratives that show how the project meets required code, permitting (including critical areas) assistance, and municipal review follow up for a wide variety of projects throughout the southwest Washington region. Rebecca’s aim for each project is to create a safe, creative, and engaging environment that provides a sense of place.

Education and Certifications:

- BLA Landscape Architecture, University of Washington



John Manix

Traffic Engineer

✉ john.manix@pbsusa.com

John has 38 years of traffic engineering and transportation planning experience. John has design experience with traffic signal, streetlighting, signing, and striping design. His planning experience includes intersection control evaluation local road safety planning, ADA transportation planning, safe routes to school, and neighborhood transportation management plans for neighborhood associations. His private development work includes traffic impact analysis and mitigation of capacity constraints, reducing risk at high crash locations, trip generation letters, and trip generation rate studies. For both public and private projects, John prepares photometric analysis and pedestrian crossing enhancement evaluations.

Education and Certifications:

- BS Civil and Environmental Engineering, California Polytechnic State University

R&H CONSTRUCTION



Dan Cook

Director of
Preconstruction

✉ dcook@rhconst.com

As Director of Preconstruction, Dan built his career in construction by providing preconstruction services for some of R&H’s largest and most complex projects. Dan’s experience has allowed him to create strong relationships within R&H’s vast pool of specialized subcontractors that we draw on for their expertise and collaboration closely throughout preconstruction. As a non-union general contractor, subcontractor selection is always based on best overall value for your project and Dan will ensure that trades are carefully curated to achieve your budget, schedule and quality goals.

Dan takes a hands-on role working alongside our preconstruction team to ensure cost certainty through design development and provide important feedback and analysis to the owner and design teams. During each phase of the estimating process, Dan will continue to offer guidance and collaborate with the team to help steer the project to a successful start of construction and beyond.

Dan has overseen the preconstruction effort for large-scale projects in Yamhill County, including the Atticus Hotel in McMinnville, the 3rd & Ferry Street Development currently underway in Dayton, Jackson Family Wine’s production facility in McMinnville and more. Dan is also currently leading the preconstruction efforts for a ground-up hotel project in McMinnville. This depth of recent experience will ensure comprehensive and reliable budget for the Northwest Rubber Site projects.

NOBLE UNION: ROOMS & REVELRY



Erin Stephenson

Co-Owner

✉ erin@atticushotel.com

Erin Stephenson is a McMinnville, Oregon native whose passion for travel is eclipsed only by a love for her hometown. After serving as an Americorp VISTA volunteer, Erin served as Executive Director of McMinnville Area Habitat for Humanity, a position she held for five years before taking a post managing the charitable giving programs for a local bank.

In 2010, Erin launched 3rd Street Flats, a boutique lodging company in downtown McMinnville. The company has since grown to include two locations. In 2018 she and partners Brian and Shea and Ben Perle opened the Atticus Hotel a luxury lifestyle hotel in historic downtown McMinnville. Over the past six years the Atticus Hotel has been named one of the Top 25 Hotels in America by Trip Advisor four times. Erin, Brian & Ben are also partners in Cypress restaurant and are currently working on a community focused redevelopment of the Mack Theater and historic Hotel Yamhill.

Education and Certifications:

- Bachelor of Arts in English and History, University of Oregon

Community Involvement:

- Oregon Tourism Commissioner
- Founding Board Chair, Visit McMinnville
- Executive Committee, YCAP’s campaign to build McMinnville’s food bank
- Active Volunteer, Linfield University and McMinnville Downtown Association



THANK YOU

Please don't hesitate to contact for any additional clarifications or questions.

Ben Bortolazzo, Vice President of Development

Guardian Real Estate Services, LLC

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Portland, OR 97205

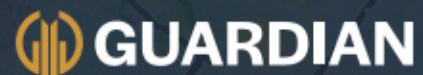
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City of McMinnville

NW Rubber Site Redevelopment





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Final Remarks

Executive Summary

The City of McMinnville has defined an appealing set of core values for the redevelopment of the NW Rubber site: courage, equity, stewardship, and accountability. Guardian Real Estate Services LLC (Guardian) and the Housing Authority of Yamhill County (HAYC) are proud to deliver on these values with this proposal for a transformative mixed-use development. Through human-centric design and thoughtful development we will create an inclusive and vibrant community that addresses critical housing needs while benefiting the northeast gateway district and the city as a whole.

DEVELOPMENT PROGRAM

- 171 affordable housing units serving households from 30% to 80% Area Median Income
- Nine live-work units to foster small business development
- 3,000 square feet of stand-alone commercial space
- 117 parking spaces (0.68 per unit)
- An extensive fabric of public spaces including plazas, open spaces, and pedestrian pathways

KEY FEATURES

- **Context-Driven Design:** The development seamlessly integrates with the Northeast Gateway District through careful consideration of existing street grids, view corridors, and landmark buildings.
- **Community Integration:** A new “Alpine Alley” creates a pedestrian-friendly connection between 8th and 10th streets, featuring gateway arches built from reclaimed structural steel elements.
- **Sustainability Focus:** The project incorporates Earth Advantage certification, bio-swale stormwater treatment, solar readiness, and robust native landscaping.
- **Public Amenities:** A public plaza connected to multiple outdoor gathering spaces, landscaped areas, and pedestrian pathways create an inviting environment for residents and the broader community.

FINANCIAL STRUCTURE

- Acquisition of the City-owned land for a price of \$4,700,000 (\$450,000 above the City's purchase price)
- Two-phase development to optimize costs and streamline construction
- Leverage of public subsidies, tax credits, and HAYC's operating subsidy
- Inclusion of 42 project-based vouchers funded by HAYC

TIMELINE

- Phase 1 (Housing & Live/Work): Construction start Q2 2026, completion Q2 2028
- Phase 2 (Commercial): Construction start Q1 2028, completion Q4 2028

Our team combines Guardian's proven McMinnville track record with HAYC's extensive community experience. As Yamhill County's largest affordable housing provider, HAYC serves over 2,100 low-income families daily through its housing portfolio and rental assistance programs. HAYC owns and manages 586 affordable units, has developed four LIHTC projects as general partner, and is McMinnville's sole administrator of long-term operating subsidies—crucial for ensuring affordable rents while maximizing project financial feasibility.

Our proposal represents a financially viable solution that will serve as a catalytic project for the district while addressing McMinnville's pressing housing needs. Through thoughtful design, strategic partnerships, and community engagement, we will create a development that enhances the neighborhood while respecting its historic character and ensuring long-term value for the entire community. We look forward to working together with the City, stakeholders, and residents to bring this vision to life.

The Guardian and HAYC team



Community Engagement Plan

Over the last several months, through a pursuit process like none we've experienced, we have learned a lot. We would like to thank you for allowing us to get to know the project and the community so deeply.

From the jam-packed community design charrette to the insightful post-event debrief, our intensive market research to inspiring team collaboration, there's one thing that's clear: your community is the heartbeat of this transformative project.

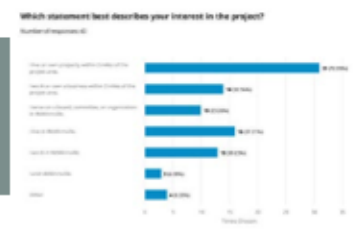
Phase 1 – Charette

We are extremely proud of the experience we created for attendees of the design charrette and are excited to deliver more of the same hands-on, casual, conversational opportunities in the next phase of outreach.



How We Gathered Information

During the event, we gathered more than 300 data points about community members' priorities, preferences, questions, and concerns through five main strategies:



31

SIGN-IN SHEETS

We followed up with those who provided an email to thank them and encourage them to take the online survey. This strategy indeed resulted in more connections and survey completions.

50+

ONE-ON-ONE DISCUSSIONS

Ten project team members engaged attendees in informal shifts to not overwhelm the floor while making ourselves readily available. Each team member took notes, and Martin sketched nonstop at a center table.

5

CONCEPT SKETCHES

Martin's visioning process resulted in several pastel sketches (see image), whose whimsical titles (such as "A Townie's Dream") reflect the contributors' main idea. Notably, there were consistently 2-3 people per table at a time, and each stayed for 30 minutes or more, guiding the sketch and coming up with possibilities.

230+

REACTIONS

Five image boards were populated with feedback in the form of star stickers and sticky notes indicating likes, dislikes, and suggestions of real places we should explore for inspiration. We love that attendees got creative by commenting on and star-sticker-ing others' suggestions on the boards, which were titled, (1) Housing, (2) Community & Open Spaces, (3) Local History & Culture, (4) Neighborhood Stores & Services, and (5) Access for Vehicles, Pedestrians & Bikes.

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SURVEY RESPONSES

Our online survey (available in English and Spanish) mimicked the in-person event with all the questions from the sign-in sheets plus content, images, and commenting options from the five image boards. In addition, the sign-in sheet results were manually entered into the online survey tool to make comprehensive analysis possible.

What We Learned and How We'll Use It

The following section outlines how our team will manage interactions with the public and stakeholder organizations to advance the development process. It also calls out the specific community feedback guiding our strategies, which are rooted in our Phase 1 outreach approach: Ensure equity & inclusion, Inform, Consult/Involve, Collaborate.

WHAT WE LEARNED

Who wasn't represented – With all the data that we did gather, there was a lack of response from several notable audiences. These included those below the poverty line, nonprofits, visitors to the area, non-English speakers, cultural and historical groups, and partner entities such as the railroad, transit authorities, bike/pedestrian advocates, and disability advocates.

Who else we should include in future outreach – Twenty-six suggestions to this question included McMinnville School District, Encompass Yamhill, Edible Landscapes, nearby businesses, Visit McMinnville, and Latinx community.

Language preference – The majority of respondents were English speaking. With the [most recent census data](#) showing that more than 20% of the McMinnville population is Hispanic or Latino, we can strive to ensure a wider audience receives and understands the project materials.

HOW WE'LL USE IT

- At kick-off, in development of a Community Engagement Plan document, we'll work with City staff and local agencies like HAYC to **identify** individuals, organizations, and public agencies that are affected by or interested in the project—especially those *not* represented at the charette.
- The expanded stakeholder list will receive project communications and invitations. *See more below on communications methods and accessible formats.*
- Create participation **opportunities** for feedback at two major milestones in the design process: Concept and Schematic.
- **Meet and exceed McMinnville requirements** for publicizing and holding a public Neighborhood Meeting, inviting stakeholders not only within the required distance, but also throughout the community.

In partnership with the City and local agencies like HAYC, our development of the Community Engage Plan, mentioned above, will pinpoint additional stakeholders.

- Events and materials will be presented in multilingual and accessible formats, meeting or exceeding the Americans with Disabilities Act policy and accommodations request process.
- We will consult local organizations like Unidos Mission Gospel to inform our formats, outreach, and venues.

WHAT WE LEARNED

Why they were interested in the project – Respondents represented a mix of project-area residents, project-area business owners, board/commission/committee members, and McMinnville residents from the larger community.



HOW WE'LL USE IT

To publicize the project, the participation opportunities, and the outcomes, we will reach the multitude of stakeholder types using a range of **new and existing communications methods** such as:

- Webpage. (64% of respondents indicated this was their preferred communication method.)
- Email.
- Events.
- Mailers.
- Social media.
- News media / McMinnville Community Media.
- Newsletters.
- Door hangers.
- Signage.
- Council mentions/updates.
- Flyers/posters/blurbs, etc. distributed through local businesses and organizations.

Home ownership, rental, or living status / Annual household income – Most respondents own their home, and there was a pretty even division of those in the low-, moderate-, and high-income ranges. Again, we can strive to ensure a wider audience receives the project materials.



- We will work with HAYC to ensure our communications, formats, and mailings/publicity capture those living in a variety of housing arrangements and statuses.
- We will use the results of the City's 2024 Housing Survey to supplement what we know and what we need to find out and dig deeper into.

WHAT WE LEARNED

Of the City's project priorities—(1) Housing, (2) Community & Open Spaces, (3) Local History & Culture, (4) Neighborhood Stores & Services, and (5) Access for Vehicles, Pedestrians & Bikes—which ones attendees and respondents were most interested in and how they would (and wouldn't) like to see them brought to life. Of note:

- A **beloved, local historical property**, Buchanan Cellars, garnered significant star responses (aka "likes") on the Local History and Culture board.
- The **Stores and Services** board had more sticky note comments than any other.
- There were a range of comments for and against **parking**.
- Many want to focus on **housing and amenities**, including pedestrian-centered features and design details that retain local charm, for McMinnville residents.
- Several want covered areas to encourage **year-round uses**.
- **Mixed-use concepts** garnered great support.
- **Brick and warmth** were more popular than overly modern and concrete-heavy details

HOW WE'LL USE IT

- These preferences are reflected in the **Concept Designs** included in this proposal.
- We will use additional community input gathered in future activities to inform the **Schematic Design** and the **Final Design**.
- We will also use what we learned from the way we hosted the design charrette (layout, interactions, materials, staffing, etc.) to improve upon future events.
- Our grasp of the City's project goals, comprehensive plans, and core values will allow us to create a final design that both reflects the community's priorities and achieves the City's goals.



Phase 2 - Community Engagement Plan

Our team has all the data to hit the ground running into Phase 2 of community engagement. We look forward to working with you on a successful and balanced approach to the transformation of the NW Rubber Site.



Throughout the process, we will provide updates for City staff, the Planning Commission, any additional boards and commissions, and the City Council.

COMMUNITY ENGAGEMENT PLAN

With input from the City, HAYC, and local organizations and businesses.

INITIAL PROJECT COMMUNICATIONS

Publicize Neighborhood Meeting 1 and Online Survey 1

NEIGHBORHOOD MEETING 1 & ONLINE SURVEY 1

ONGOING PROJECT COMMUNICATIONS

Share results from first meeting and survey and publicize Neighborhood Meeting 2 and Online Survey 2

NEIGHBORHOOD MEETING 2 & ONLINE SURVEY 2

Schematic Design

ONGOING PROJECT COMMUNICATIONS

Share outreach results. Land use process proceeds and design is finalized.

Conceptual Design

Context-Driven Design

The NW Rubber site presents a unique opportunity to seamlessly connect the Northeast Gateway District to its neighboring communities and downtown area. Through a thoughtful, context-sensitive approach, our proposal aims to weave the fabric of the area into one cohesive and vibrant district that encourages interaction and fosters a sense of belonging.

ANALYSIS – WHAT MAKES THIS AREA UNIQUE?

INTERSECTING STREET GRIDS

The Northeast Gateway District is defined by its distinctive street grid, which is rotated at an angle compared to the rest of the city. While the surrounding streets follow a typical north-south, east-west layout, the district's streets are aligned at an angle, likely shaped by the historic path of NE Lafayette Avenue, a regional route that found its way through the landscape.

This difference in orientation creates a unique spatial experience for those navigating the area. Unlike a single grid that offers wide-open views and endless straight lines, the two rotated street systems create moments of enclosure where the two grids meet. These intersections, where streets clash at angles, lead to interrupted sightlines with buildings that become key landmarks.

LANDMARK BUILDINGS AND VIEWS

Certain existing buildings play an important role in framing views and guiding movement through the district. Some notable examples include:

- Buchanan's Feed, marking the end of NE Irvine Street
- The School District Office, where NE 7th and 8th Streets come to a close
- The R. Stuart Co warehouse, which defines the view down Alpine Avenue
- The NW Rubber building, which shifts the view along NE 8th Street to the east

These buildings serve not just as navigational points, but as defining features of the entire district's character. Their presence creates an intimate feeling within the space, offering a sense of place that is both meaningful and memorable.

The towering silos of the district serve as important vertical markers, helping people orient themselves no matter where they are.



SPATIAL ENCLOSURE

The termination of views create a sense of spatial enclosure that gives the existing district its distinctive quirky flavor. The sense of cohesive enclosure is currently best experienced around the Granary Station and Alpine Avenue, in a series of connected “places”. These can be considered as the primary “urban fabric” of the district, specifically for people on foot.

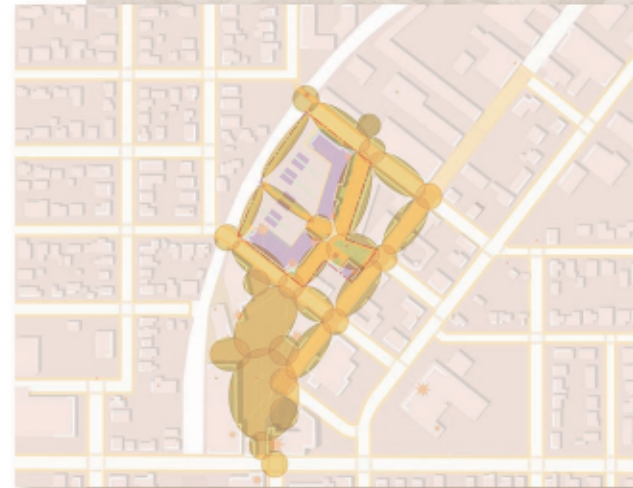
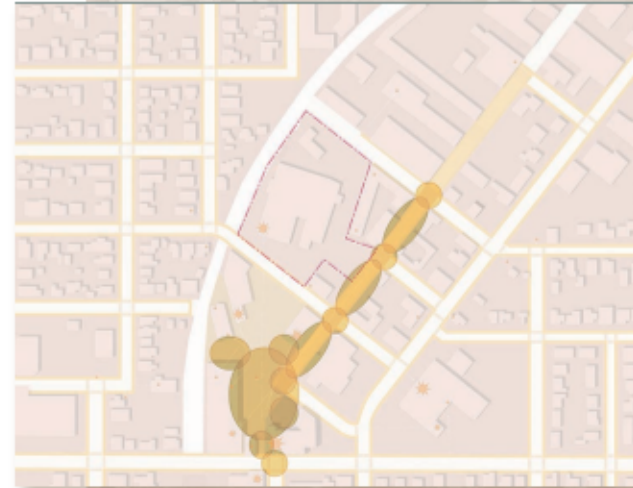
PROPOSED DESIGN – HOW CAN WE MAXIMIZE THE IMPACT OF THE NW RUBBER REDEVELOPMENT?

Our design builds on the existing key views and landmarks to propose a thoughtful redevelopment of the NW Rubber site that aims to enhance the district and broader context as a whole.

EXPANDING THE URBAN FABRIC

From the start, we heard a strong desire to reconnect this site to the larger community, without losing its unique and quirky character. Our design strives to achieve that balance by recognizing the role the angled street grids play in defining the quirky character, and by stitching together the public spaces and built environment. The resulting enriched public realm experience, with its seamless and inviting character, is the heart of our proposal.

The way streets and pathways are framed by buildings plays a critical role in shaping the district's character. With an approach inspired by European cities, our proposed design integrates new and existing spatial enclosures to create intimate, inviting spaces. These newly defined areas not only benefit the development itself but enhance the entire district, elevating it beyond a collection of individual buildings to a more cohesive whole. This approach complements the investments already made in and around Alpine Avenue, improving connections and adding depth to the neighborhood.



DEFINING PURPOSEFUL SPACES

The spaces between buildings will be thoughtfully designed places, each with their own identity. Each space will complement the overall design of the district, offering a clear sense of connection while contributing to the broader urban landscape. This approach will bring clarity, coherence, and intrigue to the district as a whole.

NEW BUILDINGS AND THEIR CONTEXT

Three new buildings have been carefully positioned to enhance the district's overall spatial composition. Together they will:

- Frame a new plaza along Alpine Avenue
- Define the Granary District with a building frontage along NE 8th Street
- Create a welcoming, enclosed street along NE 10th Street
- Establish a new linear space parallel to Alpine Avenue between NE 8th and 10th Streets, adding a fresh and intimate open space experience

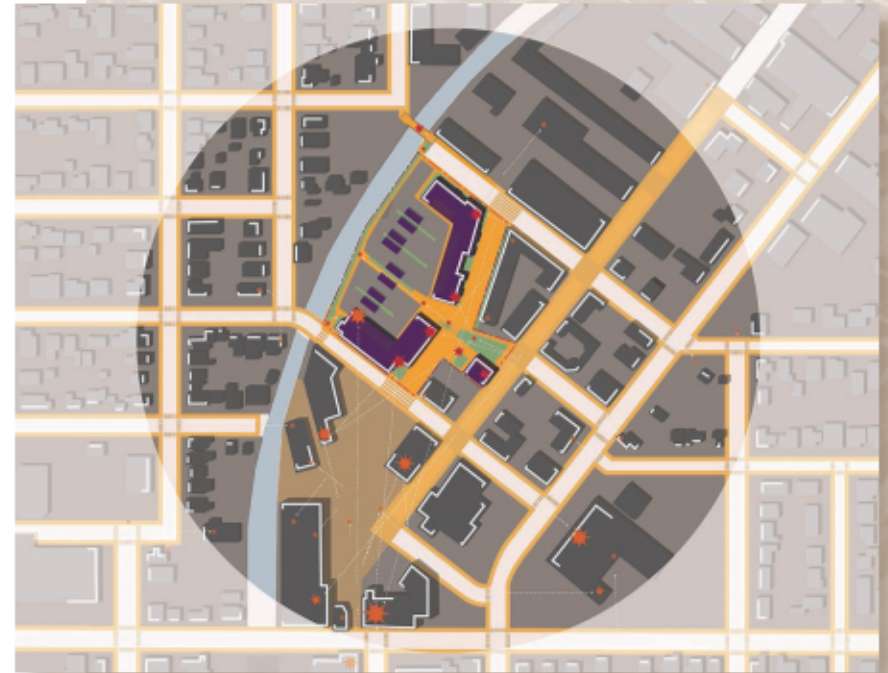
A CONNECTED URBAN FABRIC OF SPACES, BUILDINGS, AND VIEWS

Expanding the collection of enclosed spaces and terminated view corridors will create a unique spatial experience in the district. Centered on the NW Rubber site, a circle with a three-block radius (750') describes a perfectly sized human centric and walkable district.

The inviting urban design encourages movement that will organically blend the RB Rubber site with the surrounding neighborhoods. Each corner holds new surprises, and the journey through the district will feel like an unfolding adventure along a choice of new pathways.

A SPATIAL FRAMEWORK FOR FUTURE TRANSFORMATION

Our proposal seeks to benefit the entire community. We have carefully designed our proposed urban fabric as a spatial framework that sets up surrounding parcels for future redevelopment success. The storage facility on the corner of 10th and Alpine for instance will now be framed by a clear set of urban spaces that future redevelopment design can take advantage of. Similarly, the position of existing daycare on the corner of 8th and Alpine Avenue will be improved as a result of this spatial framework, while leaving the door open to creative future redevelopment options (more on this topic at Phase 2 – Commercial on page 32).



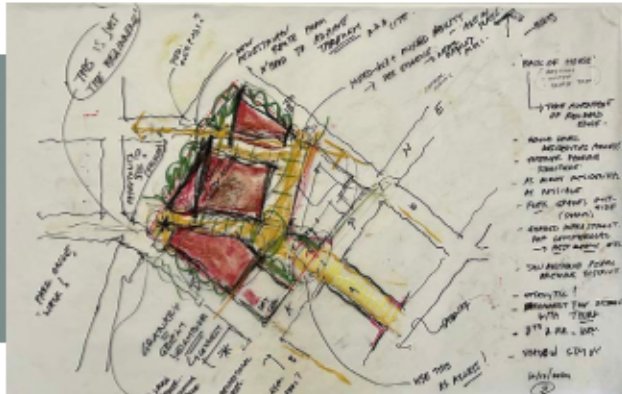
NW Rubber - Summary of Urban Design Essence

Our design approach for the NW Rubber site centers on creating a seamless connection between the Northeast Gateway District, its surrounding neighborhoods, and downtown. By embracing the unique intersection of rotated street grids, the design transforms these spatial challenges into opportunities, fostering intimate, enclosed spaces that encourage exploration and engagement. The placement of new buildings is carefully orchestrated to enhance key view corridors and strengthen the district's identity, while preserving and amplifying the role of existing landmarks. The design creates a cohesive, walkable environment where each space—whether public or private—has a clear purpose and contributes to a rich, interconnected urban experience. Through thoughtful integration of old and new structures, the approach promotes a sense of community, inviting people to experience a vibrant and welcoming district. Ultimately, the proposal enriches the public realm, fostering a district that is both connected and distinctive, offering diverse, meaningful experiences for all.



Charette Workshop – Designing With The Community

During the 12/12/2024 Community Charette workshop, we helped the public visualize their ideas, which resulted in six concepts, outlined below. These concepts played an important role in informing our design, and several ideas were folded into the proposed development concept.



EXTEND 8TH EAST-WEST

- Extend 8th street as a pedestrian route to the east into the NW Rubber site, and intersect it with an extension of 9th street.
- New gateway at the railroad crossing
- Use the railroad side for "back of house functions"
- Provide a new edge to the Granary District, our great neighbor.
- Include a small grocery store
- Maximize the number of residential units that you can fit
- New plaza on Alpine
- Three buildings
- Structure parking below



CITY WITHIN A CITY

- Public bathroom
- Plaza space on Alpine
- Extend 9th street as access from Lafayette and Alpine Avenues.
- Two buildings with court yards
- Structured parking below
- Linear parking along the railroad
- Activate 8th street with ground floor retail.
- Bring variety of new business types: less winery/ beer focused. Keep it local.
- Interpretive telling the history of place
- Distinct from downtown 3rd street but connected.



COMMUNITY THE MCMINNVILLE WAY

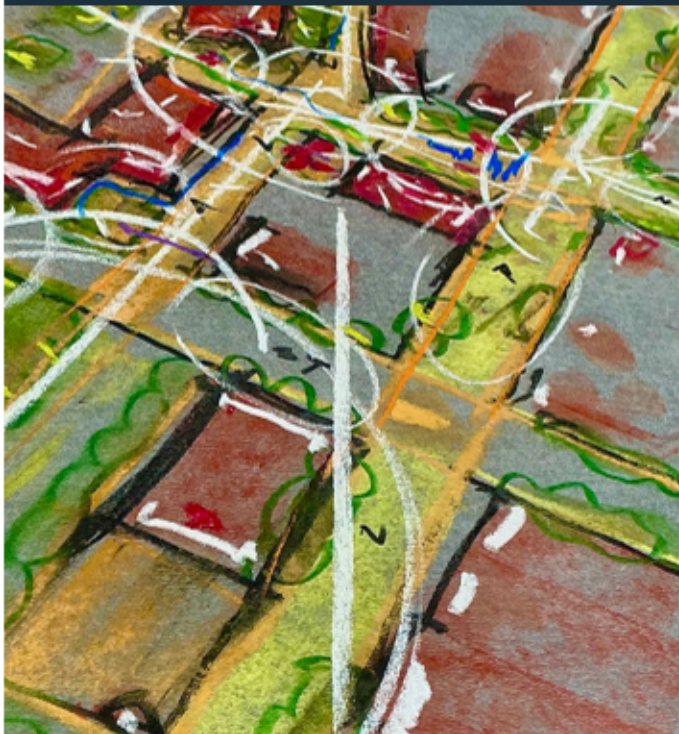
- Human centric design
- Inviting fabric of pedestrian routes that lead to a central enclosed green urban oasis for quiet contemplation
- Open spaces like rooms: journey of discovery
- Inclusive central neighborhood that is distinct from downtown, but connected
- New entrance off of 10th Street
- Space for small local businesses
- Plaza off of Alpine Avenue with food carts and a retail building; this sports the intended vision for Alpine. Enter via a pocket park.
- Mark the view corridor on 8th Street looking east, with a new landmark building feature
- Structured parking centralized, below or in buildings

Summarizing all the input we gathered through our sketch concepts, this is what we heard from the public:

OVERALL VISION:

The project aims to create a walkable, vibrant community that balances residential, retail, and public spaces, all while being mindful of its historical context. It promotes a sense of inclusivity and connectivity with a mix of modern and historical elements, ensuring the area remains distinct but connected to the broader town.

This plan emphasizes community, history, and thoughtful urban design to create a space that serves a range of needs and fosters local businesses and engagement.



Key Urban Planning Elements:

1. PUBLIC SPACES & PLAZA AREAS:

- Centralized plaza spaces, particularly along Alpine Avenue, with room for food carts, retail, and a pocket park. These areas are meant to serve as social hubs and activate the surrounding streets.
- A central public open space with features like a gazebo, playground, and potential movie screenings, providing a communal environment.
- A “piazza” with arcades and water features, blending urban and cultural elements.

2. STREETScape & CONNECTIVITY:

- A new gateway at the railroad crossing, with access points on 9th and 10th streets to improve circulation.
- Pedestrian-friendly streets designed with flexibility for various uses, creating an inviting environment for walking, biking, and socializing.

3. MIXED-USE DEVELOPMENT:

- Emphasis on a mix of residential units and local businesses, such as small grocery stores and shops that serve the community rather than focus on wineries or beer.
- Varied building types, with courtyards and breezeways, and residential parking situated near the railroad for visitor access.
- Retail integrated along areas like the back of mini-storage units, creating a more dynamic, usable space.

4. HUMAN-CENTRIC DESIGN:

- A focus on creating an inclusive, community-oriented neighborhood that feels distinct from downtown while maintaining connectivity.
- Pedestrian routes designed to lead to a green space that serves as a quiet urban oasis, with open spaces that encourage exploration and discovery.

5. ENVIRONMENTAL & HISTORICAL INTEGRATION:

- Preservation of the area’s historic feel, especially utilizing iconic structures like Buchanan Cellars, and maximizing rooftop spaces for outdoor dining or recreational activities.
- Landscaping buffers between the development and the railroad, ensuring the community remains connected yet separated from industrial aspects.

6. ARCHITECTURAL FEATURES:

- New landmark buildings, including those on 8th Street, designed to highlight views, with arcades and structured parking below grade.
- Integration of unique features like a water feature or ice skating rink in the piazza and creative use of rooftop spaces.

Conceptual Architectural & Urban Design Development

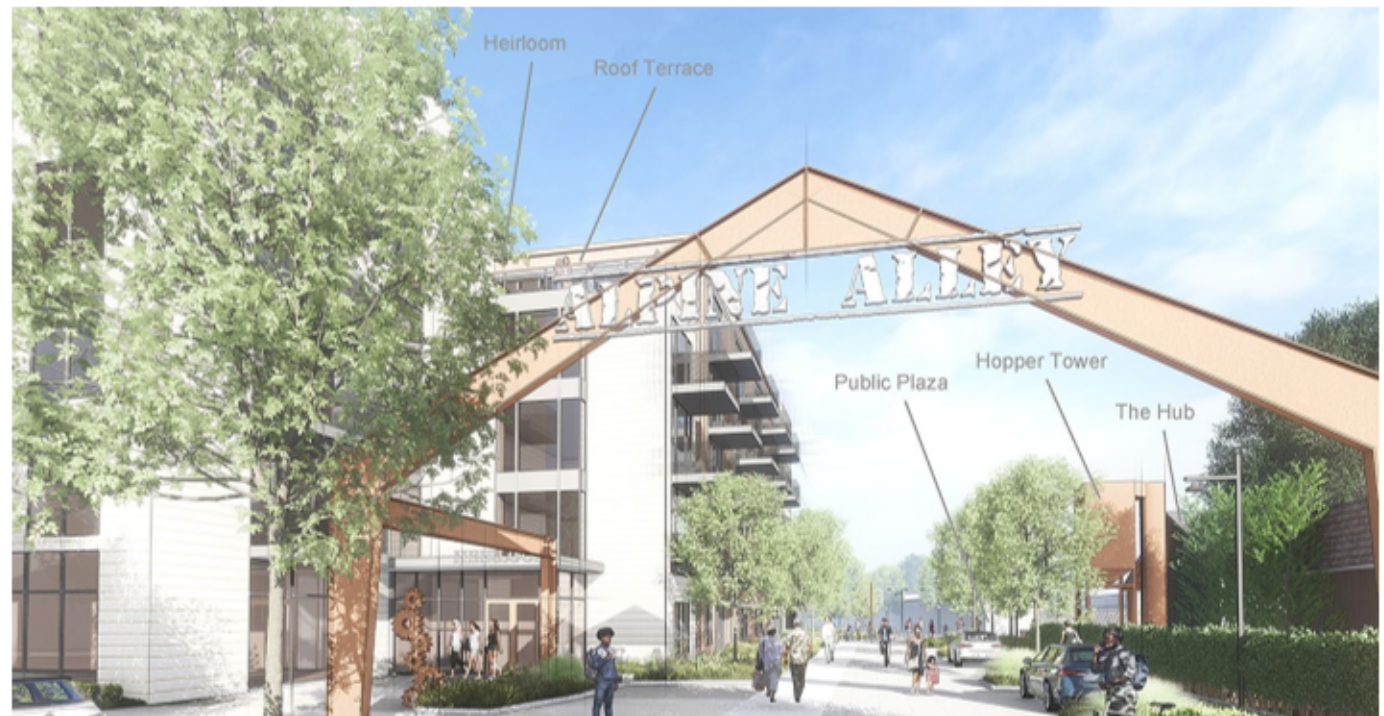
The Guardian and HAYC team is proposing a development consistent with the City's vision and development objectives. We have explored multiple options for the site and taken into consideration the feedback we received from the public engagement session as well as market conditions to arrive at a project that can be successfully executed and consistent with the City's values of Stewardship, Equity, Courage, and Accountability.

This new development will transform the neighborhood and further continue the good work that the City has started along Alpine. New housing opportunities for current and future residents of McMinnville offer singles and families a chance to live economically in the heart of the city. Outdoor gathering, activity and landscaped spaces provide both residents and the public, places to play, relax, and enjoy nature. The addition of the commercial space along Alpine and 8th, will add to the activity and further expand the vibrancy of the development.

Our goal to the design of this development will be to seamlessly merge with the eclectic and transitional nature of the neighborhood and strive to respect, complement, and enhance the rich character that already exists. All proposed buildings are composed to address good urban design and patterns of the exiting neighborhood.

With the scale of the proposed development, there is an exciting opportunity to reference local iconic industrial architectural styles found in the surrounding buildings like the McDaniel Fertilizer Company and the Buchanan Cellars Mill to name a few. The simple forms and basic materiality of these reference buildings lend a wonderful tapestry to add to. This development's proposed new buildings frame or architecturally address view corridors such as the "Heirloom" building tower element on the 8th street approach from the northwest. The "Heirloom" and "Perennial" buildings separate and frame the northern terminus of 9th Street & Alpine Ave allowing for the public space.

Based on some great feedback in the public workshop a key part of our design will be a new "Alpine Alley" which allows some vehicle access and parking, but more importantly includes a cozy shared path for pedestrians and bikers to traverse the site between 8th and 10th streets. Punctuating the mid-block alley entrances will be gateway arches built of reclaimed structural steel elements from the site. Most importantly the alley opens into a series of central outdoor public spaces linked to Alpine Ave. Additionally, if in the future the daycare and/or storage facilities sites where to become a part of the development this internal connection could provide flexibility for many adaptations, such as the storage facility could become "makers space" with shops accessed from both Alpine and "Alpine Alley."



Existing metal frames and industrial elements provide gateways into the site effectively tying the development into the neighborhood.

TWO DISTINCT BUILDINGS WITH THEIR OWN CHARACTER

Each building will have its own name and identity. We have two distinct but connected names: “Perennial” and “Heirloom.” These names are inspired by the fertility of the Valley’s soil and rich agricultural legacy of McMinnville.

Perennial *adjective*

“lasting or existing for a long or apparently infinite time; enduring or continually recurring.” -Oxford Languages.

Perennial Concept Images: How flowers can grow in the tightest circumstances, this site may mix its industrial past with a softer more hospitable future. Hard and soft. Industrial and organic. Bright and timeless.

Heirloom *noun*

“a valuable object that has belonged to a family for several generations.” -Oxford Languages.

Heirloom Concept Images: We are stewards of the land for this phase in its story, knowing that it has had a past and will have a long future. Working in artifacts from the Rubber plant as well as heirloom plant inspiration to tell its story.

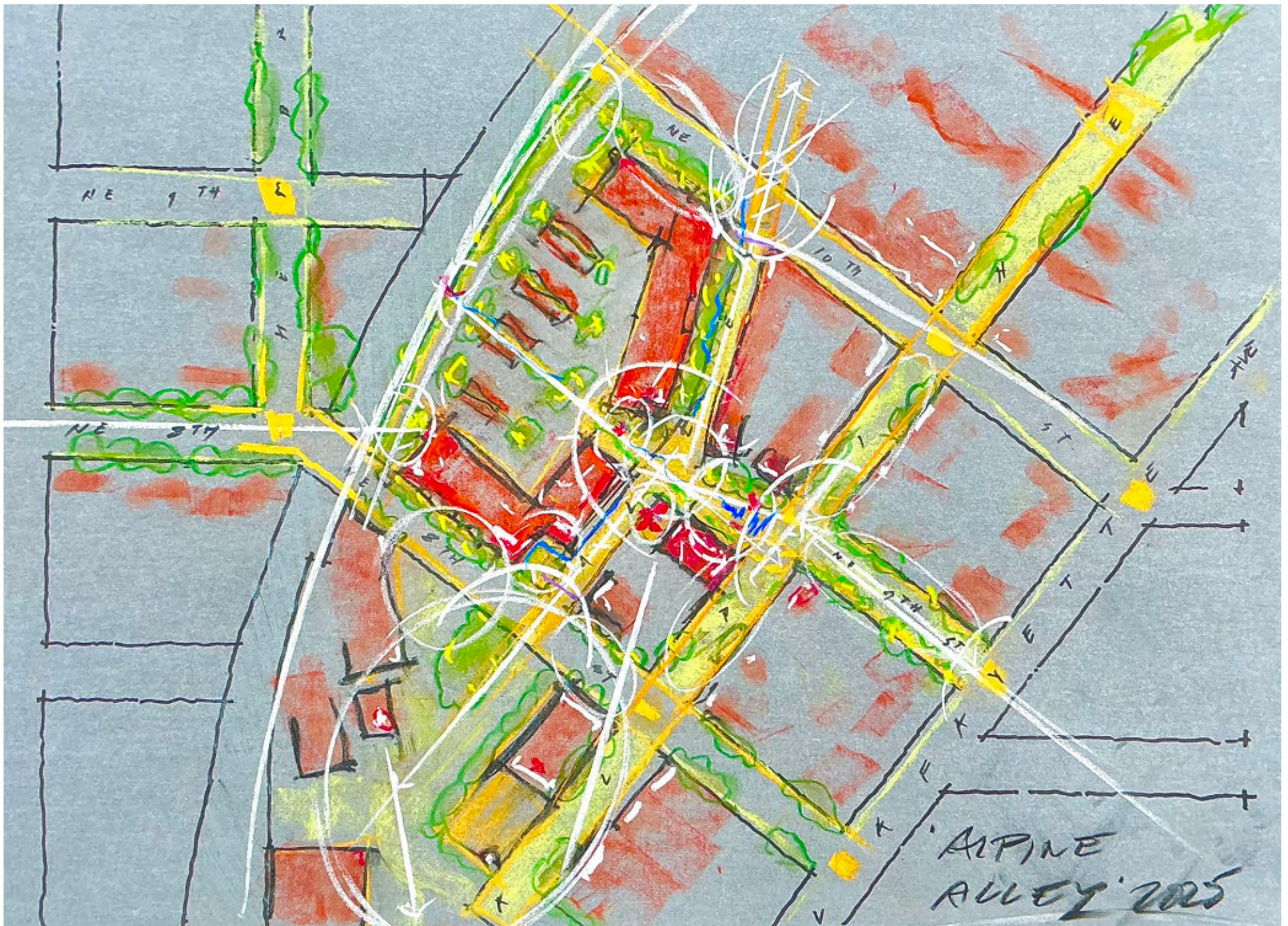
Both names are to inspire a design that will bring new life the project site while also honoring the history that came before.

HEIRLOOM



PERENNIAL





Proposed Conceptual Site Plan



Landscape Rendering

HEIRLOOM

PRELIMINARY AREA PLANS



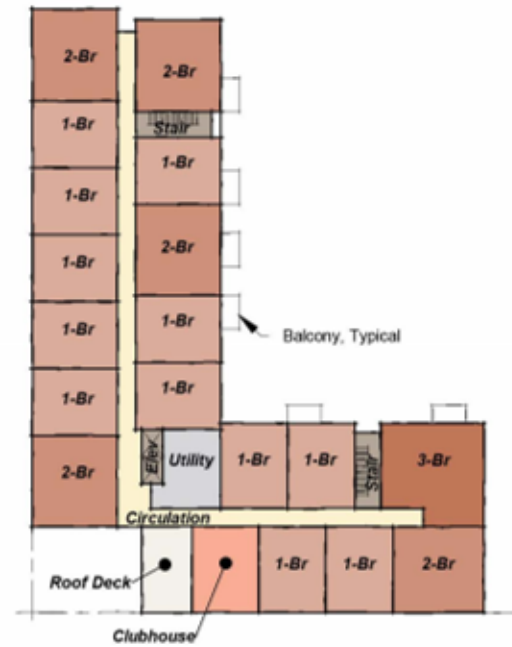
GROUND FLOOR

0 30' 60' 120' GROSS ENCLOSED FLOOR AREA: 16,437SF



TYP. UPPER FLOOR

2nd thru 4th floor similar GROSS ENCLOSED FLOOR AREA: 16,437SF



5TH FLOOR

GROSS ENCLOSED FLOOR AREA: 15,975SF

Heirloom Building - Areas	
Rentable Area Type	Area
Circulation	7820 SF
Common / Amenity Space	3705 SF
Residential L/W Units	6230 SF
Residential Units	58034 SF
Roof Deck Amenity	462 SF
Utility / Storage	3185 SF
Vertical Circulation	2749 SF
	82185 SF

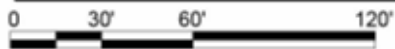
Heirloom - Assumed Unit Mix				
Net Residential SF				64,264
Unit Type	# of Dwelling Units	%	sf/Unit	Area Totals
1-Bed	59	66%	616	36,344
2-Bed	24	27%	850	20,398
3-Bed	7	8%	1075	7,522
Totals	90	100%		64,264
Average Unit Size			714	

NOTE: UNIT SQUARE FOOTAGES ARE APPROXIMATE AVERAGES.

PERENNIAL PRELIMINARY AREA PLANS



GROUND FLOOR



GROSS ENCLOSED FLOOR AREA: 19,886SF



TYP. UPPER FLOOR 2nd & 3rd floor similar

GROSS ENCLOSED FLOOR AREA: 18,764SF

Perennial Building - Areas

Rentable Area Type	Area
Circulation	7757 SF
Common / Amenity Space	2968 SF
Residential Units	60627 SF
Roof Deck Amenity	990 SF
Utility / Storage	1725 SF
Vertical Circulation	2199 SF
Totals	76267 SF

Perennial - Assumed Unit Mix

Net Residential SF				60,627
Unit Type	# of Dwelling Units	%	sf/Unit	Area Totals
1-Bed	47	58%	622	29,242
2-Bed	28	35%	859	24,062
3-Bed	6	7%	1221	7,323
Totals	81	100%		60,627
Average Unit Size				748

NOTE: UNIT SQUARE FOOTAGES ARE APPROXIMATE AVERAGES.



4TH FLOOR

GROSS ENCLOSED FLOOR AREA: 17,863SF

Vision and Uses – How We Meet Them

REQUIRED ELEMENTS

Housing types and price points: After exploring a broad range of housing price points, Guardian and HAYC determined that the most successful option is to provide affordable housing that ranges in affordability from 30% MFI to 80% MFI. This is situated in two well-crafted buildings designed with sustainability in mind.

Commercial spaces: The Guardian team explored several commercial space options both with the housing buildings as well as free standing. To provide as much housing as possible, the team decided the best option was to combine commercial and living spaces for 9 live-work units within the Heirloom. These units will serve as small incubators and provide flex commercial space.

WHAT IS A LIVE-WORK UNIT?

A live-work unit is a hybrid space that combines elements of residential living with commercial or office space. These units allow residents to work and live in the same location. The ideal solution for kitchen-table startups and freelancers.



The “Hub” provides a welcoming “front door” to the new housing community.

Additionally, we are proposing a 3,000-square-foot commercial space, we’re calling “the Hub”. Located at the pivotal location on 9th & Alpine “the Hub” is proposed to be built out of recycled steel building elements as well as reuse of a “Hopper Tower” of the former industrial site. The space will contribute to the area’s vibrancy, providing opportunities for businesses to serve both residents and the surrounding community.

Parks, plazas, and open spaces: The development integrates mixed-use housing with a network of dynamic open spaces, creating a pedestrian-friendly environment. These spaces include plazas, courtyards, terraced decks, and pathways that enhance the experience for residents and visitors. Each element connects seamlessly with the Alpine Avenue pedestrian way, integrating the development into the surrounding urban landscape.

The design centers on outdoor public rooms that extend both the built and natural environment. These interconnected spaces feature stormwater gardens that promote sustainability while adding natural beauty. Native vegetation and varied seating areas create comfortable spaces for relaxation and community interaction.

The pedestrian-focused design ensures safety and accessibility through Universal Design principles and comprehensive lighting. A continuous pathway network flows from Alpine Avenue past the railroad, with convenient connections to the Heirloom and Perennial buildings via Alpine Alley and to the wider community through 8th and 10th street sidewalks.

Flexible gathering spaces support both intimate meetings and community events, while dedicated areas accommodate outdoor dining, resident amenities, and children’s play spaces. This integration of outdoor elements creates a vibrant social environment that enhances the quality of life for all users.

Historical Context: The site’s open spaces present opportunities to share the area’s rich history through interpretive features and art installations. These elements will honor the Confederated Tribes of the Grande Ronde Community of Oregon’s ancestral presence, the railroad’s arrival in the late 1800s, the early 1900s milk condensery, and the site’s industrial heritage as a plywood mill and rubber products facility. We will recognize the deep indigenous history of the trail, paying tribute to the Kalapuya people, their enduring cultural legacy, and their connection to this land. Additionally, the installations will highlight the resilience and contributions of the Chinese community, whose businesses and labor played a vital role in McMinnville’s early development. Through these efforts, we aim to create a space for education, reflection, and appreciation—ensuring that the stories of these communities are acknowledged, valued, and passed down for generations to come.

Parking: The project will provide 117 (0.68/unit) onsite surface parking spaces to serve the apartment buildings and commercial space. The parking is located primarily between the new housing buildings and the railroad. Landscape islands that include large canopy trees break up the parking lot and maximize shade and cut down on the heat island affect. Along the rear of the parking lot a row of trees sites to provide a visual buffer of the railroad for the new development's residents and screening and softening of the view of the parking lot from the single-family homes across the railroad tracks. Also provided are parallel parking spots along the newly formed internal one-way street we're calling "Alpine Alley".



The Heirloom and Perennial address and complete the 8th and 10th street frontages while effectively screening the projects parking field.

OPTIONAL ELEMENTS

Hospitality: To maximize the number of housing units, the project team determined that there was not sufficient space for dedicated hospitality uses on the site. However, the development's commercial space and residential density may still support nearby businesses that cater to the region's wine and tourism economy and the Northwest Gateway businesses.

Existing site components: The history of the site and the community are important to celebrate so it was important to us to embrace the "spirit of the place" with this new development. The team's initial design ideas included reuse of a portion of

the existing Rubber building. Due to its central location on the site and the desire to maximize the number of housing units provided, we decided instead to save and reuse certain elements from the building throughout the site, as gateway elements at entries along 8th and 10th, and for the structure of "the Hub".

Sustainability: The design and development team are committed to sustainable measures in the development of this project. The following are some of the of those considerations toward sustainability:

- Earth Advantage and/or Green Globes Certification.
- Exploration into bio-swale stormwater treatment.
- Possible use of previous surfaces to reduce stormwater impacts.
- Use of "Dark Sky" site and building exterior lighting protocols.
- Reuse and/or repurposing of existing industrial building structural and cladding elements.
- All buildings to be "solar ready."
- Future proof the parking fields by additional EV charging station infrastructure above code minimums.
- Future proof parking area for carport infrastructure with P.V. arrays – also adds more sun shading of paved surfaces reducing heat island effects.
- More robust native landscape planting materials.
- Explore options on more resilient building materials.



The tower at the "Heirloom" provides a link to the surrounding industrial buildings.

Key Objectives

Catalytic Project: This development is poised to serve as a catalytic project for both the district and the City of McMinnville. By introducing a mix of housing types, a commercial space, and inviting public areas, it will attract new residents, businesses, and visitors, spurring further investment and growth in the surrounding area.

Welcoming to the entire community: This development is designed to be welcoming to the entire community. While internal amenities will be reserved for residents, the external amenities – including the plaza, park, outdoor spaces, sidewalks, and commercial space – are open and accessible to all. These public areas are designed to encourage community interaction and provide spaces for relaxation, recreation, and social engagement, ensuring the development benefits both residents and the broader community.

Incorporating McMinnville's core values: This project is committed to aligning with the City of McMinnville's core values of courage, equity, stewardship, and accountability:

- **Courage:** This project embraces bold decisions to address housing and community needs, taking innovative approaches to create a development that enhances the neighborhood while respecting its history.
- **Equity:** By offering affordable housing options at multiple price points and incorporating inclusive community engagement efforts, the project ensures that the voices of diverse residents are heard and prioritized, fostering an equitable environment for all
- **Stewardship:** The project team is dedicated to responsible stewardship of the site and surrounding area, preserving the site's historical character while also enhancing sustainability through design choices that promote long-term value and environmental care.
- **Accountability:** The team is committed to transparency and accountability throughout the development process, engaging with the community regularly and ensuring that the project stays true its promises of improving the neighborhood in ways that benefit everyone.

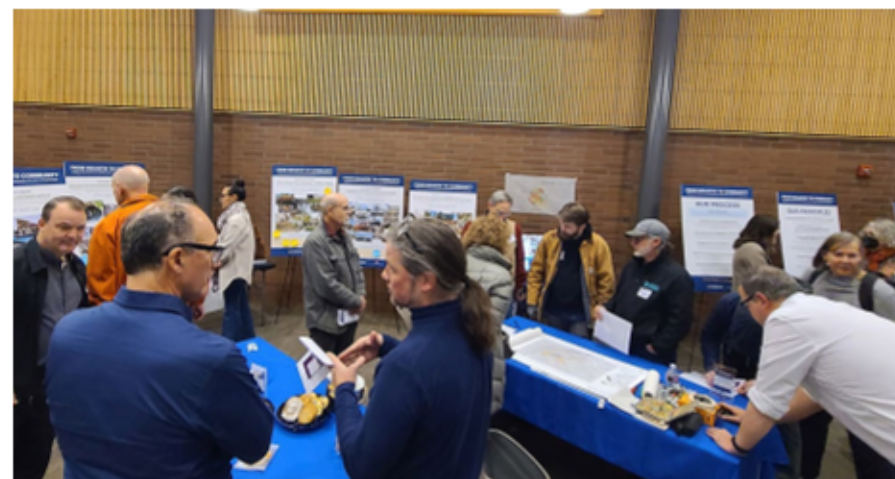
These values are central to the project's vision, ensuring a development that is both responsive and responsible to the community and the environment.

Design Excellence: The design team has carefully explored various design options to find one that maximizes the potential of the site while ensuring visual appeal.

The final design incorporates industrial features that pay homage to the site's original use, adding character and a sense of history. This thoughtful approach demonstrates design excellence by blending functionality with aesthetic consideration, creating a space that enhances the surrounding environment.

Effects of the redevelopment: The project team is mindful that the redevelopment may cause some short-term disruption to the surrounding neighborhood. However, in the long term, we believe the development will integrate well into the area. Its uses will complement, rather than compete with, surrounding businesses, potentially bringing more customers. Additionally, the inclusion of inviting outdoor spaces will enhance the neighborhood and create more walking opportunities, benefiting both residents and local businesses.

Representational community engagement: The project team has already incorporated community feedback into the design and development process by gathering input from community members at the charette. The team plans to gather additional feedback by tabling at local events, hosting neighborhood meetings and conducting an online survey. These efforts ensure broad and inclusive participation, allowing diverse community voices to shape the project. For more information, please see our Community Engagement section.



Development Program

Project Overview

Guardian and HAYC have studied the development potential for the site to reach the best available financial plan to accomplish the city's goals, return the city's land acquisition capital, begin construction of a catalytic project, and respond to market conditions that determine financial feasibility. We believe the most feasible approach is to create a range of rental options from affordable housing to workforce housing on the site. The approach responds to a demonstrated housing need, and it meets financial feasibility.



The existing fabric of the community's buildings continue with this new development.

Market Considerations & Financial Feasibility

During the initial stages of project modeling, Guardian and HAYC explored multiple approaches. The current economic landscape poses significant challenges for new housing development. High cost of construction materials and shortage of labor has driven up the cost to build. Interest rates remain high making it difficult to leverage capital. Market residential rental rates in McMinnville fit within the definition of affordable housing. As shown in the table to the right, average rents of market-rate properties in McMinnville and Newberg fall below the 80% AMI rent limit. Given the current market rents, a “market” rate project would not provide a return to investors necessary to fully fund market-rate development. We do not believe a market rate project can be funded without significant local development subsidy and free land. We believe a market project would not move forward for years.

Under these conditions, a housing development that offers a range of affordable options emerges as the most practical and financially responsible solution. By leveraging public subsidies, tax credits and HAYC’s operating subsidy, Guardian and HAYC can move forward with a project that delivers on catalytic design, returns the city’s capital, and provides housing much needed in McMinnville.

PROPOSED DEVELOPMENT PLAN

By committing to a 100% affordable development, Guardian and HAYC can minimize the need for city subsidies while still delivering a high-impact housing solution. This project will provide:

- 171 affordable housing units serving households at 30%, 50%, 60%, and 80% AMI.
- Including nine Live-Work units.
- Outdoor space designed to support residents and enhance neighborhood engagement.
- A 3,012-square-foot commercial space.

This approach ensures that the project remains financially sustainable while addressing McMinnville’s need for affordable housing. Since market rents are currently at the 80% AMI level, Guardian and HAYC have developed two potential rent structures based on future market conditions.

Affordable Rents					Market Rents	
Unit Type	Size (SF)	AMI	Rent/Unit	\$/SF	Rent/Unit	\$/SF
1	600	30%	\$663	\$1.11	\$1,465	\$2.44
		50%	\$1,106	\$1.84		
		60%	\$1,327	\$2.21		
		80%	\$1,770	\$2.95		
2	860	30%	\$796	\$0.93	\$1,638	\$1.90
		50%	\$1,327	\$1.54		
		60%	\$1,593	\$1.85		
		80%	\$2,124	\$2.47		
3	1100	30%	\$920	\$0.84	\$1,875	\$1.70
		50%	\$1,534	\$1.39		
		60%	\$1,841	\$1.67		
		80%	\$2,455	\$2.23		

Proposed Unit Mix			
Heirloom & Perennial Units	Number of Units	Rentable Square Footage	Net Monthly Rent Per Unit
One-Bedroom - 30% AMI	26	616-622	604
One-Bedroom - 50% AMI	26	616-622	1,047
One-Bedroom - 60% AMI	27	616-622	1,268
One-Bedroom - 80% AMI	27	616-622	1,711
Two-Bedroom - 30% AMI	13	850-859	726
Two-Bedroom - 50% AMI	13	850-859	1,257
Two-Bedroom - 60% AMI	13	850-859	1,523
Two-Bedroom - 80% AMI	13	850-859	2,054
Three-Bedroom - 30% AMI	3	1075-1221	837
Three-Bedroom - 50% AMI	3	1075-1221	1,451
Three-Bedroom - 60% AMI	3	1075-1221	1,758
Three-Bedroom - 80% AMI	4	1075-1221	2,372

Tenant Demographics

The affordable residential units in this phase are designed to meet the needs of the local workforce and families, aligning with the area's income demographics. According to the 2022 American Community Survey, 39% of McMinnville's population earns under \$50,000, and in the immediate neighborhood (Census Tract 308.01), that percentage rises to 51%. With a large portion of individuals and families eligible for these units, this housing will help address a critical need in the community by providing quality, affordable living options. The development aims to support residents who contribute to the local economy while ensuring they have access to stable and accessible housing.

Household Size	Income Size							
	30% Median Income		50% Median Income		60% Median Income		80% Median Income	
	Monthly	Annually	Monthly	Annually	Monthly	Annually	Monthly	Annually
1	2,065	24,780	3,292	39,500	4,030	48,360	5,263	63,156
2	2,360	28,320	3,763	45,150	4,605	55,260	6,017	72,204
3	2,655	31,860	4,233	50,800	5,180	62,160	6,767	81,204
4	2,950	35,400	4,700	56,400	5,755	69,060	7,517	90,204
5	3,188	38,250	5,079	60,950	6,220	74,640	8,121	97,452
6	3,423	41,070	5,454	65,450	6,680	80,160	8,721	104,652
7	3,660	43,920	5,829	69,950	7,140	85,680	9,321	111,852
8	3,895	46,740	6,204	74,450	7,600	91,200	9,925	119,100

Source: OHCS



Phase 1 – Option 1

This fully affordable development offers 171 units with affordability levels ranging from 30% to 80% of AMI. Rental income will be supported by 42 project-based vouchers funded by the Housing Authority of Yamhill County.

NW Rubber Site: Phase 1 - Option 1 Development Costs	
LIHTC Funds	26,579,003
LIFT Funds	18,468,000
City of McMinnville Grant	100,000
Deferred Developer Fee	3,500,000
Perm Loan	26,000,000
TOTAL DEVELOPMENT SOURCES	\$74,647,003
LAND COSTS	\$4,700,000
Perennial	19,369,623
Heirloom	22,533,137
ROW Improvements	993,043
Sitework (Includes commercial)	5,020,413
Other Hard Costs	935,000
CONSTRUCTION COSTS	\$48,851,216
Architectural	1,638,401
Engineer	480,500
FF&E	200,000
Permits, Impact Fees & SDCs	750,000
Marketing	150,000
Other Costs	1,794,471
DEVELOPMENT COSTS	\$5,013,372
Bond Financing Costs	451,000
Tax Credit Costs	347,500
Loan Costs	1,074,065
Interest Reserve	6,300,000
TOTAL FINANCING COSTS	\$8,172,565
Lease Up Reserve	400,000
Operating Reserve	450,000
Replacement Reserve	59,850
TOTAL RESERVES	\$909,850
Developer Fee	7,000,000
TOTAL PROJECT COSTS	\$74,647,003

Perennial and Heirloom NOI		
Operating Income		
	Monthly Income	Annual Income
Unit Rent	271,707	3,260,484
Other Income	12,260	147,115
Gross Potential Income	283,967	3,407,599
Vacancy	5.00%	\$(14,690)
Effective Gross Income	\$269,277	\$3,231,324
Operating Expenses		
CATEGORY	Monthly Expenses	Annual Expenses
Insurance	8,906	106,875
Payroll	25,650	307,800
Utilities	11,400	136,800
Garbage	2,138	25,650
Administrative	14,250	171,000
Advertising	1,425	17,100
Repair	11,756	141,075
Elevator	2,850	34,200
Landscaping	5,700	68,400
Turnover	3,563	42,750
Reserves	4,988	59,850
Total Operating Expenses	\$92,625	\$1,111,500
Net Operating Income	\$176,652	\$2,119,824
Mortgage		\$(1,745,024)
Net Income		\$374,800
Debt Coverage Ratio		1.21

Phase 1 – Option 2

As stated above, 80% AMI rents are currently aligned with market-rate rents. However, if the market does not improve by the time construction begins, the 80% AMI units will be adjusted downward to 60% AMI rents to ensure affordability and market feasibility.



NW Rubber Site: Phase 1 - Option 2 Development Costs	
LIHTC Funds	26,579,003
LIFT Funds	18,468,000
City of McMinnville Grant	100,000
Gap Funding	2,500,000
Deferred Developer Fee	3,500,000
Perm Loan	23,500,000
TOTAL DEVELOPMENT SOURCES	\$74,647,003
LAND COSTS	\$4,700,000
Perennial	19,369,623
Heirloom	22,533,137
ROW Improvements	993,043
Sitework (Includes commercial)	5,020,413
Other Hard Costs	935,000
CONSTRUCTION COSTS	\$48,851,216
Architectural	1,638,401
Engineer	480,500
FF&E	200,000
Permits, Impact Fees & SDCs	750,000
Marketing	150,000
Other Costs	1,794,471
DEVELOPMENT COSTS	\$5,013,372
Bond Financing Costs	451,000
Tax Credit Costs	347,500
Loan Costs	1,074,065
Interest Reserve	6,300,000
TOTAL FINANCING COSTS	\$8,172,565
Lease Up Reserve	400,000
Operating Reserve	450,000
Replacement Reserve	59,850
TOTAL RESERVES	\$909,850
Developer Fee	7,000,000
TOTAL PROJECT COSTS	\$74,647,003

Phase 1 – Option 3

Option 3 models the financials for a vertical mixed-use development model, integrating commercial and residential within the buildings. If Guardian and HAYC were to proceed with this option, a significant subsidy would be required to support the project's feasibility. A major factor contributing to the funding gap is the inclusion of commercial construction, which triggers Commercial Bureau of Labor and Industries (BOLI) prevailing wage requirements. These wage standards substantially increase labor costs, making the project more expensive and necessitating greater financial assistance to ensure its viability. Other factors affecting this option's feasibility is the more expensive construction cost to build the 5-story building, requiring ground floor concrete "podium" to accommodate retail and tuck-under parking, as well as the low projected rents which would not support the construction cost.

We are open to share with the selection committee our detailed design and financial analysis for this option, which would result in a \$12 million deficit.



Conceptual site plan including ground floor commercial and market-rate configuration of Heirloom building.

NW Rubber Site: Phase 1 - Option 3 Development Costs	
LIHTC Funds	28,506,184
LIFT Funds	14,904,000
City of McMinnville Grant	100,000
Deferred Developer Fee	3,500,000
Perm Loan	20,500,000
TOTAL DEVELOPMENT SOURCES	67,510,184
LAND COSTS	4,700,000
Perennial	21,306,585
Heirloom	24,786,451
ROW Improvements	1,092,347
Sitework (Includes commercial)	6,429,955
Other Hard Costs	1,130,000
CONSTRUCTION COSTS	54,745,337
Architectural	1,638,401
Engineer	480,500
FF&E	200,000
Permits, Impact Fees & SDCs	750,000
Marketing	200,000
Other Costs	1,089,150
DEVELOPMENT COSTS	4,358,051
Bond Financing Costs	451,000
Tax Credit Costs	347,500
Loan Costs	1,074,065
Interest Reserve	6,300,000
TOTAL FINANCING COSTS	8,172,565
Lease Up Reserve	350,000
Operating Reserve	300,000
Replacement Reserve	59,850
TOTAL RESERVES	709,850
Developer Fee	7,000,000
TOTAL PROJECT COSTS	79,685,803
Gap	\$(12,175,619)

Phase 2 – Commercial

Phase 2 encompasses a 3,000-square-foot commercial space scheduled to commence construction in Q1 2028. The space will be designed to accommodate a range of potential uses that align with community needs and market demand. Our development team has conducted preliminary market analysis and engaged with prospective tenants, identifying strong interest in a specialty grocery concept focused on local and artisanal products. Additional viable uses include food and beverage establishments or wellness-oriented businesses that would complement the residential components and enhance the neighborhood’s amenity offerings.

As part of our comprehensive development strategy, we are evaluating opportunities to optimize the site’s potential through strategic partnerships with adjacent property owners, including preliminary discussions regarding the neighboring childcare facility parcel. This approach allows for potential future expansion while maintaining flexibility in the commercial programming to best serve the community’s evolving needs.

NW Rubber Site: Phase 2 - Commercial Development Costs	
Commercial Building	825,000
Tenant Improvements	155,000
Development Costs	100,000
TOTAL DEVELOPMENT SOURCES	\$1,080,000
ESTIMATED RENT	\$24/SF NNN



Proposed Business Deal and Transaction Structure

Guardian and HAYC are partnering to develop this multifamily housing project. Both organizations have extensive experience in real estate development, particularly in the affordable housing sector. Guardian has a long-standing history of successfully developing both affordable and market-rate housing, while HAYC has a proven track record of developing and managing affordable housing projects that serve low-income residents. Together, Guardian and HAYC bring the expertise necessary to navigate the challenges of the current market and deliver a successful development.

Our team includes two proven real estate developers and operating with an existing commitment to McMinnville. Guardian has owned and operated apartments in McMinnville since 2005. HAYC is the only community focused organization competing for this opportunity. HAYC deep commitment and long ties to McMinnville that makes this project a point of pride.

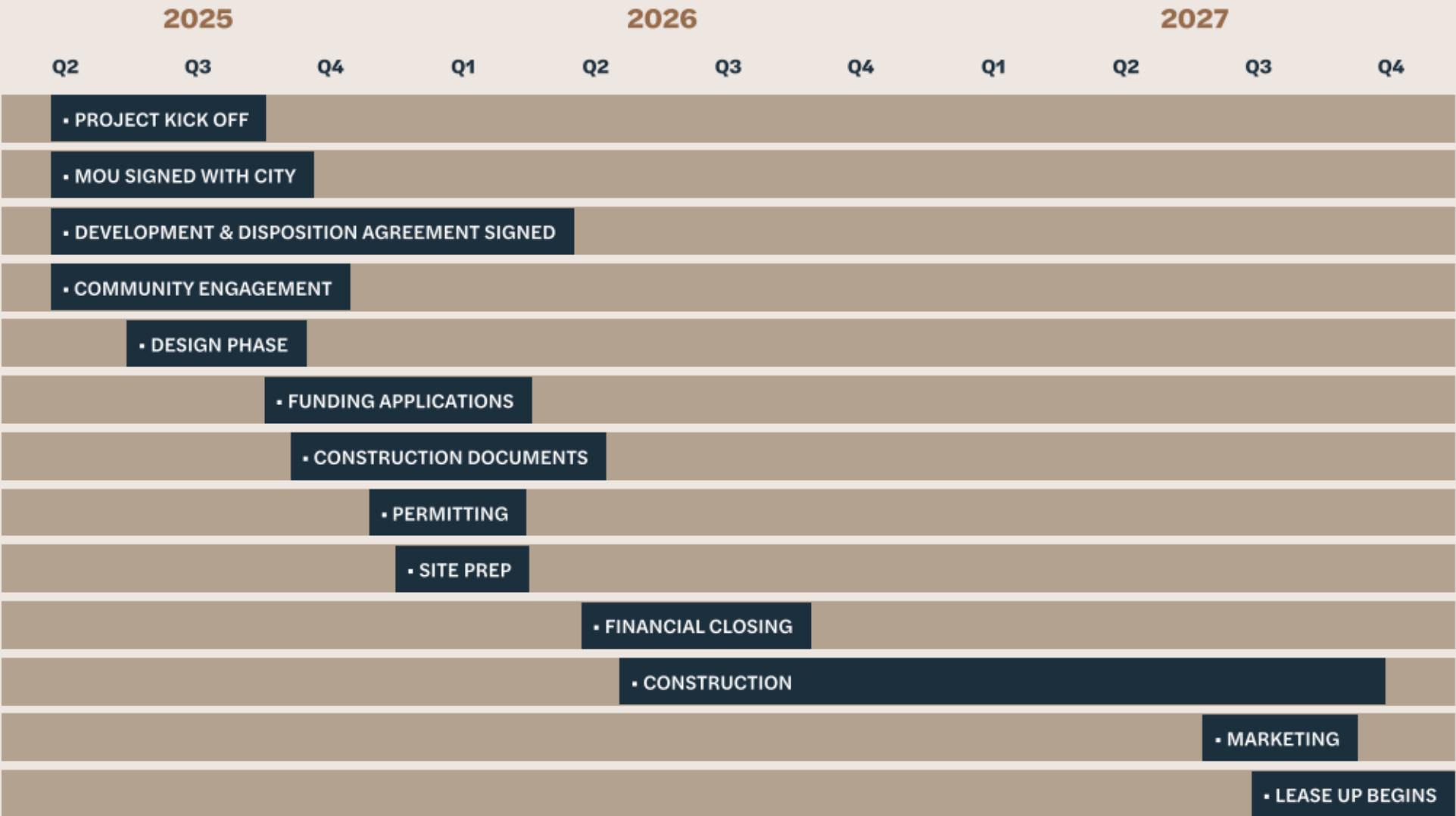
To facilitate this development, we are proposing a land acquisition cost of \$4,700,000 through a fee simple property sale for the NW Rubber site, which is \$450,000 above the \$4,250,000 purchase price paid by the City of McMinnville in 2023. The financial framework of the project relies on key exemptions, including a full property tax exemption, System Development Charge (SDC) exemption, and Construction Excise Tax (CET) exemption, all of which are essential to maintaining the project's financial viability.

Guardian and HAYC have proposed a two-phase development plan to optimize project costs and streamline the construction process. The first phase will include all site work, the two residential buildings, and right-of-way improvements. The second phase will focus on the development of the commercial space. By splitting the project into two phases, the team can save on costs by avoiding the inclusion of BOLI pricing across the entire development, ultimately making the project more financially feasible while still delivering a high-quality result.

This proposal reflects our commitment to delivering a viable, community focused housing solution at the NW Rubber site while leveraging strategic partnerships and financial tools to overcome market challenges.



Development Schedule



Final Remarks

The NW Rubber site stands at a transformative moment in McMinnville's story. Our vision, inspired by the intimate, walkable neighborhoods of Europe's most beloved cities, weaves together the site's industrial heritage with thoughtfully designed spaces that celebrate community life. Through the partnership of Guardian and the HAYC, we've crafted more than a development – we've created a framework for a vibrant, inclusive neighborhood where every corner, open space, and connection is shaped by the unique character of McMinnville itself. Our context-driven design responds to the poetry of intersecting street grids, historic viewsheds, and architectural landmarks that make this district special, while delivering crucial affordable housing and dynamic public spaces that will enrich daily life. With deep local roots, proven experience, and an unwavering commitment to McMinnville's values, our team is ready to transform this historic site into a cherished neighborhood that will inspire and serve generations to come.





RESOLUTION NO. 2026 - 01

A Resolution of the McMinnville Urban Renewal Board authorizing the Interim McMinnville City Manager or designee to enter into and manage a Memorandum of Understanding with Guardian Real Estate Services LLC and the Housing Authority of Yamhill County to negotiate the redevelopment of the property at 904 NE 10th Avenue and 836 NE Alpine Avenue (Tax Lots R4421BA 03800 and R4421BA 03850).

RECITALS:

WHEREAS, the City of McMinnville created an Urban Renewal Area in its downtown core and NE Gateway Area in 2013; and

WHEREAS, the Purpose of this plan was to assist in implementing the goals of the McMinnville Comprehensive Plan, the NE Gateway District Plan, and other planning documents, to help stimulate the economy, create a unique identity and sense of place, and to support local downtown businesses and development of the downtown and the NE Gateway area; and

WHEREAS, some of the McMinnville Urban Renewal Agency's (Agency) goals are to encourage the economic growth of the McMinnville Urban Renewal Area (Area) as the commercial, cultural, civic and craft industry center for McMinnville; to encourage a unique district identity both in the downtown commercial core and the Northeast Gateway area; and pursue development and redevelopment opportunities that will add economic, civic, craft industry and cultural opportunities for the citizens of McMinnville, economically strengthen the Area and attract visitors to the Area; and

WHEREAS, the subject site was identified in the City's adopted NE Gateway District Plan as a catalytic opportunity site for incentivizing the revitalization and redevelopment of the NE Gateway District; and

WHEREAS, the subject site became available for purchase when the existing industrial business and property owner of the site indicated their interest to shut down the business and surplus the site; and

WHEREAS, in order to achieve the goals of the McMinnville Downtown Urban Renewal Plan and NE Gateway District Plan, the Agency entered into an agreement with the City of McMinnville to purchase the properties at 904 NE 10th Avenue and 836 NE Alpine Avenue and reposition the industrial property for a mixed-use commercial and residential development; and

WHEREAS, the Agency intends to choose a development team to purchase and develop the property into a mixed-use commercial and residential project per the NE Gateway District Plan and NE Gateway Overlay District; and

WHEREAS, through an RFQ process, from three semi-finalists the City undertook negotiations with Palindrome Properties Group, LLC, which negotiations were unable to come to a successful conclusion; and

WHEREAS, the City communicated with the other semi-finalists and considered their continued interest and viability against the City’s needs and desires; and

WHEREAS, the McMinnville Urban Renewal Board would like to enter into a Memorandum of Understanding with Guardian Real Estate Services LLC and the Housing Authority of Yamhill County to negotiate a development agreement for the property per their proposal:

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF THE McMINNVILLE URBAN RENEWAL AGENCY as follows:

1. The Interim McMinnville City Manager or designee is authorized to enter into a Memorandum of Understanding to negotiate a Development Agreement with Guardian Real Estate Services and Housing Authority of Yamhill County for the redevelopment of the properties at 904 NE 10th Avenue and 836 NE Alpine Avenue on behalf of the McMinnville Urban Renewal Agency.
2. The Memorandum of Understanding should establish a framework for future cooperation and negotiation of a Development Agreement for the redevelopment of the property that will promote the goals of both the Urban Renewal Agency and the Development Team.
3. The resulting Development Agreement will be brought back to the Urban Renewal Agency for final decision-making and action.
4. This resolution shall take effect immediately upon passage and shall continue in full force and effect until modified, revoked, or replaced.

Adopted by the Board Members of the McMinnville Urban Renewal Agency at a regular meeting held the 13th day of January 2026 by the following votes:

Ayes: _____

Nays: _____

Approved this 13th day of January 2026.

MAYOR

Approved as to form:

Attest:

City Attorney

City Recorder

EXHIBITS:

- A. Memorandum of Understanding with Guardian Real Estate Services and Housing Authority of Yamhill County

MEMORANDUM OF UNDERSTANDING NW RUBBER SITE

This Memorandum of Understanding (MOU) is made and entered into on this _____ day of _____, 2025 (“Execution Date”) by and between GUARDIAN REAL ESTATE SERVICES LLC AND THE HOUSING AUTHORITY OF YAMHILL COUNTY, a limited liability company and non profit (“Developer”) and the City of McMinnville, (“City”) a municipal corporation established under ORS Chapter 221, acting by and through the MCMINNVILLE URBAN RENEWAL AGENCY (“Agency”), a municipal corporation established under ORS Chapter 457.

BACKGROUND

- A. The City adopted a NE Gateway Plan in 2012 with the intention of revitalizing the historic industrial center of McMinnville into a mixed-use residential, commercial, and light industrial neighborhood. In 2013, the City established an urban renewal agency and adopted an urban renewal plan to implement the NE Gateway Plan. A large 3.54-acre active industrial site was identified as a critical opportunity site for redevelopment to help catalyze the revitalization of the area into a vibrant residential and employment area just north of the downtown.
- B. On October 23, 2023, the City purchased the 3.54-acre site when the industrial owner indicated their interest in closing down the business and selling. This site is known as the NW Rubber Site (the “Property”). The Property comprises two parcels, 904 NE 10th Street and 836 NE Alpine St., extending from 8th Street to 10th Street along portions of Alpine Ave. The City paid \$4.25 million plus closing costs for the Property with a short-term \$4.35 million loan from its wastewater fund. This loan was structured as an interest-only, five-year interfund loan that is callable after two years at 5.05% interest per annum with no penalty on pre-payment of the loan during its term. The City then entered into an Intergovernmental Agreement with the Agency to pay the loan interest with tax increment revenues generated within the Urban Renewal District. Agency has or will incur approximately \$430,000 in maintenance costs for the Property through June 2025 and thereafter approximately \$21,000 per month for the property interest-only payments, security, and utility contracts.
- C. The Property was the site of the first industrial development in the area, originally containing a milk dispensary when built in 1908. The land was also used as a lumber yard, and in 1985, it became a facility for recycling rubber mat products when it was owned by Ultimate RB, eventually selling to North West Rubber USA, Inc. The site currently includes a 50,465 sq. ft. vacant warehouse and a 4,500 sq. ft. office building. The site has a railroad spur and loading docks.
- D. In October and November 2023, the Agency invested in a Phase I and II environmental study as well as a Hazardous Building Materials study. Those studies yielded information about potential and known contaminations on the site that would require a contaminated materials management plan if substantial digging occurred on the site. The Property contained a buried petroleum storage tank, reportedly decommissioned by a previous property owner by filling it with concrete (although no official documents have been found on the decommissioning), which may still exist in the northeastern portion of the Property. The

Phase II environmental site assessment found hazardous substances in limited areas in the soil and groundwater exceeding regulatory screening levels. The remediation plan and costs have not yet been determined. There may be potential federal or state funding for remediation of the site.

- E. The Agency also conducted extensive community engagement and data analysis to understand and incorporate the community's vision for the NE Gateway area and the property into a future redevelopment project.
- F. The Agency issued a Request for Qualifications (RFQ) in July of 2024 seeking developers interested in redevelopment of the Property into a mixed-use development to include a variety of housing types, commercial spaces, gathering spaces and open spaces to benefit the community. Specific to the RFQ were the following:

Required Elements of the Project:

- A **variety of housing types and price points**, including market-rate housing, potentially luxury housing and housing serving households with income restrictions.
- **Commercial spaces** that activate the site and complement the existing commercial activity in the district.
- **Parks, plazas, and open spaces** that encourage relaxation, play or outdoor living to address need for open space in the district, enhancing the wellbeing of the neighborhood.
- **Parking** adequate to serve the development without negatively impacting the rest of the district.

Optional elements:

- **Hospitality uses** that support the region's wine and tourism economy and nearby Northeast Gateway businesses.
- Utilization of **existing site components** that add diversity to the built environment, such as the existing loading dock.

Key objectives for the site include:

- Development serving as a **catalytic project** for the district and the City.
- Creating a place that is **welcoming to the entire community**.
- Incorporating the City's **core values of courage, equity, stewardship, and accountability** in both the development team and the project.
- Demonstrating **design excellence**.
- Demonstrating consideration for the **effects** that this redevelopment may have on residents of the surrounding neighborhoods.
- Incorporating **representational community engagement** into the design and development process.

- G. The Property's zoning classification is NE Gateway Planned Development Overlay Zone 2, which allows residential, commercial, and light industrial uses. The Agency intends that the Project will meet all of the standards and goals of the NE Gateway Planned Development Overlay ordinance (Ordinance No. 4971).
- H. Developer is a leading West Coast mixed-use developer with over 20 years of experience, including two housing projects in McMinnville, Orchards Plaza and Villa West. On February 14, 2025, Developer submitted a proposal for the development of 171 affordable housing units, 9 live work units, 3000 sf of commercial space, and 117 parking spaces. Three options were provided for how the project could evolve. The project was estimated to be approximately \$71.0 million and would take approximately 24 months to construct.
- I. Agency has selected Developer for negotiations for preparation of a Disposition and Development Agreement (DDA). The definitive agreement would include possible refinement of the Project scope, phasing, and financing; the terms for the sale of the Property; guarantees for development of the housing, and commercial development; and on-site and off-site infrastructure and other public improvements.

AGREEMENT

This Agreement confirms the basis upon which the City, the Agency, and Developer are prepared to negotiate the terms of a Disposition and Development Agreement and related documents for the redevelopment of the Property.

NOW, THEREFORE, the parties mutually covenant and agree as follows:

- 1. Exclusive Right to Negotiate.** This MOU grants to Developer the exclusive right to negotiate with City and Agency the terms of a DDA. The City and Agency acknowledge that Developer has expended substantial time and expense, and will continue to expend time and expense, in preparing a more detailed proposal, conducting its due diligence and refining its development proposal for the Project. The parties commit to negotiate with each other in good faith and to share information needed to evaluate the Project, to conduct due diligence of the condition of the Property, and to further examine the financial feasibility of the proposed development during the term of this MOU.
- 2. Reservation of Rights.** This MOU does not obligate the Developer or the Agency to the exact project and financial terms outlined in the proposal, but it will set the stage for negotiations of the DDA; does not grant Developer the right to purchase the Property or receive financial concessions for Project construction; nor is the Agency obligated to approve the DDA negotiated by the parties. Permits and entitlements to develop the Project on the Property will be determined by the City, acting as the government agency with municipal land use and permitting regulatory authority. This MOU does not bind City to exercise its legislative and discretionary municipal land use and permitting regulatory authority in any particular manner to benefit Developer. This MOU does not obligate Developer to proceed with purchase of the Property.
- 3. Items to be addressed in the Negotiations:** The parties anticipate that a number of issues will require further negotiation prior the execution and delivery of the DDA, including, but not limited to, the following:

- The structure, amount and timing of respective public and private financial participation, including the purchase and sale of the property.
- Timing for state housing grants.
- Timing for state infrastructure grants.
- Ability to incorporate market-rate housing and vital commercial space.
- Defining the amount of open space for the project.
- Timing of commercial space.

4. Project Components: The parties currently anticipate that the Project will comprise the following components:

171 Total Housing Units – Affordable (per HUD standards, Portland Metro Area), including
9 Live Work Units

- 3000 sf of commercial space
- 117 Parking Spaces

The housing would be located in two buildings – the Heirloom building and the Perennial building. Parking would be adjacent to the railroad and the commercial space would be located at the frontage of Alpine Avenue.

The Parties agree that final configuration and amount of the land uses described above will be finalized during the DDA negotiation and entitlement process.

- 5. Studies.** City has made a good faith effort to identify, and has provided to Developer, all documents and materials in its possession regarding the Property, including, without limitation, reports regarding the condition of the Property and the scope of the contamination.
- 6. Right of Entry.** City will provide Developer with the opportunity to inspect the Property and conduct tests of the soil, groundwater, the buildings, and any materials on the Property. Developer's investigations may include, without limitation, the availability and cost of providing utilities, the location of underground sewers and storm drains, topographic and soil studies, surveying, staking, potholing, and testing of the soil and groundwater conditions to determine the extent of the contamination and the costs for remediation. Developer assumes liability for any damages or injuries that may occur during Developer's entry onto the Property and shall pay in full all persons who perform labor or provide materials and services for any work to be performed by Developer. Developer shall not permit or suffer any mechanics' or materialmen's liens of any kind or nature to be enforced against the Property for such work.
- 7. Entitlements.** During the term of this MOU, Developer may apply for entitlements to develop the Property for the planned Project. City will process the entitlements in accordance with its existing procedures and Developer shall be obligated to pay the application and permit fees assigned to the project, including the 50% planning, engineering, and building permit fee reductions allowed for the qualifying affordable housing units.

- 8. Grants.** City will cooperate with Developer in seeking federal and state remediation grants and low interest loans that may be available to address the contamination of the Property, as well as federal and state subsidies for construction of the affordable housing component of the Project.
- 9. Damages.** In no event will either party be liable to the other party for monetary damages due to breach of this MOU or for the costs of enforcement of this MOU, including, without limitation, attorneys' fees and legal costs. Developer acknowledges and accepts that City will not be liable to Developer regarding any inability of Developer to acquire and develop the Property for Developer's intended use, even though the planned development project is referenced in this MOU.
- 10. No Joint Venture, Partnership or other Relationship.** Nothing contained in this MOU or in any other document executed in connection with this MOU shall be construed as creating a joint venture or partnership between City and Developer. Each party is acting as an independent entity and not as an agent of the other in any respect.
- 11. Term.** The term of this MOU shall end either 90 days from the Effective Date, or when a DDA is approved by both parties, whichever is earlier, unless one or both parties decide to earlier terminate this MOU for convenience by providing written notice to the other party and specifying the date of termination.
- 12. Brokers.** Each Party represents and warrants that no broker, finder, or other representative is acting on its behalf in connection with this MOU. Each Party agrees to indemnify, defend and hold the other harmless from any claim or liability for any fee, commission or other compensation with respect to this MOU, the DDA or other transactions contemplated hereby, asserted by any other broker, finder or other representative claiming through the indemnifying party. This Section 12 survives termination of this MOU.
- 13. Confidentiality.** Each Party agrees that all information submitted by Developer during the Term is submitted on the condition that the Agency and City shall keep said information confidential and not use such information or share such information for a future development of the Project if Palindrome Properties Group LLC or its assignee is not the developer. Agency and City agree not to disclose said confidential information provided by Developer, including, but not limited to, financial materials regarding Developer or the Project, and pro forma information; provided, however, that the restriction shall not apply to the extent any such information is publicly available (without City or Agency having disclosed it), has been disclosed by Developer, or is required to be disclosed under Oregon Public Record laws.
- 14. Governing Law.** This MOU shall be governed by the laws of the state of Oregon. This Section 14 survives termination of this MOU.
- 15. Time is of the Essence.** Time is of the essence of this MOU.
- 16. Amendments.** This MOU may be amended only by written agreement of the Parties.

17. Notices. All notices under this MOU must be in writing and either (a) personally delivered, (b) delivered by express mail, Federal Express, or comparable courier service, or (c) delivered by certified mail, postage prepaid, return receipt requested, as follows:

To the Agency: McMinnville Urban Renewal Agency
Attn: City of McMinnville
Community Development Director
231 NE Fifth Street
McMinnville, OR, 97128

To the City: City Manager
City of McMinnville
220 SE 2nd Street
McMinnville, OR 97128

To Developer: Guardian Real Estate Services LLC.
Ben Bortolazzo
Vice President of Development
320 NW 23rd Ave
Portland, OR 97210

All notices shall be deemed effective upon receipt. Any Party may from time to time change its address for purposes of this Section by notice in writing to the other Parties.

IN WITNESS WHERE OF, the parties have caused this MOU to be duly executed as of the Execution Date.

GUARDIAN REAL ESTATE SERVICES LLC

By: 
Thomas Benneke, President

HOUSING AUTHORITY OF YAMHILL COUNTY

By: 
Vicki Ybarguen, Executive Director

CITY OF MCMINNVILLE/MCMINNVILLE URBAN RENEWAL AGENCY:

By: _____
Adam Garvin
Interim City Manager