

Kent Taylor Civic Hall 200 NE Second Street McMinnville, OR 97128

City Council Meeting Agenda Tuesday, September 22, 2020 5:30 p.m. – Level 10 Meeting 7:00 p.m. – Regular Council Meeting

Executive Session – to immediately follow the Urban Renewal Agency meeting (CLOSED TO THE PUBLIC)

Welcome! The public is welcome to attend, however if you are not feeling well, please stay home and take care of yourself. In accordance with Governor Kate Brown's Executive Order we are limiting the amount of people at Civic Hall and if we meet capacity we may ask you to leave. With new face covering mandate all who wish to attend public meetings must wear a face mask or some kind of face covering is required.

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

- Email at any time up to 12 p.m. the day of the meeting to Claudia. Cisneros@mcminnvilleoregon.gov;
- If appearing via telephone only please sign up prior to the meeting by emailing the City Recorder at Claudia.Cisneros@mcminnvilleoregon.gov as the chat function is not available when calling in zoom;
- Join the zoom meeting; send a chat directly to City Recorder, Claudia Cisneros, to request to speak and use the raise hand feature in zoom to request to speak, once your turn is up we will announce your name and unmute your mic.

You can live broadcasts the City Council Meeting on cable channels Xfinity 11 and 331,

Frontier 29 or webstream here:

www.mcm11.org/live

Level 10 Meeting:

You may join online via Zoom Meeting:

https://mcminnvilleoregon.zoom.us/j/98779532913?pwd=OXpNbS8rVHZtMHdXeIRiTzRVWVo1QT09

Zoom ID: 987-7953-2913 Zoom Password: 909429

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

ID: 987-7953-2913

CITY COUNCIL REGULAR MEETING:

You may join online via Zoom Meeting:

https://mcminnvilleoregon.zoom.us/j/92911913384?pwd=ajR5bWJGM2tKY0ZmaTc2Wi93Um15Zz09

Zoom ID: 929-1191-3384 Zoom Password: 984789

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

ID: 929-1191-3384

5:30 PM - LEVEL 10 MEETING - VIA ZOOM & COUNCIL CHAMBERS

- 1. CALL TO ORDER
- 2. REVIEW CITY COUNCIL LEVEL 10 MONTHLY TEAM MEETING AGENDA
- 3. ADJOURNMENT

7:00 PM - REGULAR COUNCIL MEETING - VIA ZOOM & COUNCIL CHAMBERS

1. CALL TO ORDER & ROLL CALL

2. PROCLAMATION

- a. MADE Day and National Manufacturing Day
- b. National Latinx Heritage Month
- 3. INVITATION TO CITIZENS FOR PUBLIC COMMENT The Mayor will announce that any interested audience members are invited to provide comments. Anyone may speak on any topic other than: a matter in litigation, a quasijudicial land use matter; or a matter scheduled for public hearing at some future date. The Mayor may limit comments to 3 minutes per person for a total of 30 minutes. The Mayor will read comments emailed to City Recorded and then any citizen participating via Zoom.

4. PRESENTATION

a. McMinnville Downtown Association (MDA) Annual Update

5. ADVICE/INFORMATION ITEMS

- a. Reports from Councilors on Committee & Board Assignments
 - 1. Adopt City Council Level 10 Master Issues List
- b. Department Head Reports
 - 1. Diversity, Equity, Inclusion (DEI) Update (Kylie Bayer, staff report in packet)

6. CONSENT AGENDA

- a. Consider the Minutes of the January 22, 2020 City Council Work Session.
- b. Consider the Minutes of the January 28, 2020 City Council Regular Meeting.
- c. Consider **Resolution No. <u>2020-59</u>**: A Resolution for City of McMinnville, Oregon Extending the City's Declaration of State of Emergency Expressed in Resolution 2020-18.

7. RESOLUTION

- a. Consider **Resolution No. <u>2020-58</u>**: A Resolution awarding the contract for the Apron & Taxilane Rehabilitation Project, Project 2017-10.
- 8. ADJOURNMENT

EXECUTIVE SESSION – IMMEDIATELY FOLLOW THE URBAN RENEWAL AGENCY MEETING - VIA ZOOM (NOT OPEN TO THE PUBLIC)

- CALL TO ORDER
- 2. **Executive Session pursuant to ORS 192.660(2)(e) and (h):** To conduct deliberations with persons designated by the governing body to negotiate real property transactions and To consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.
- 3. ADJOURNMENT

Meeting Accessibility Services and Americans with Disabilities Act (ADA) Notice: Kent Taylor Civic Hall is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made a least 48 hours before the meeting to the City Recorder (503) 435-5702 or claudia.Cisneros@mcminnvilleoregon.gov.

City Council Level 10 Meeting Agenda

Date: 9/22/2020 Time: 5:30-7pm

Attendees:

Meeting Chair: Mayor Scott Hill

Meeting Purpose:

(1) Out of the results from City of McMinnville City Council and Executive Team Survey summary of findings report, review, edit and approve 2020 Q4 Master Issues List for the City Council

Suggested preparation for this meeting:

- (1) Review Meeting Purpose and Agenda
- (2) Good News: Prepare your Business Best-Good News to share at the beginning of the meeting
- (3) Complete the following reading:
 - (a) What the Heck is EOS- Chapters 1, 2 and 6
 - (b) Robert's Rules of Order book
 - (c) City of McMinnville City Council and Executive Team Survey- Summary Findings prepared by Jensen Strategies
 - (d) Draft Master Issues List
- (4) Review and highlight Jensen Strategies Survey summary findings.
- (5) Review and draft feedback for the draft issues list created and be prepared to give feedback regarding edits or additions needed to be considered complete.
 - (a) Did we capture everything that we need to capture in the Master Issues List? Look for anything that might be missing.
 - (b) Did we adequately describe the issues and opportunities that were captured? Are any edits needed?
- (6) Be prepared to share one most striking takeaway for you from the report at the beginning of the IDS session

Agenda: Review Meeting Purpose: 5 Min	
Good news: 10 Min. Business Best (City and City Council business)	

New Actions:

Identify/Discuss/Solve Issues: 70 Min

- I. Each Councilor shares their high level takeaway overall from the report results.
- II. Systematically go through the report to capture all issues and opportunities in each section of the report.
- III. Review and approve final master issues list
- IV. Choose the October Level 10 IDS topic

Meeting Rating: 5 Min

Criteria:

- 1. Did the meeting start and end on time?
- 2. Did we follow the Level 10 agenda?
- 3. Did we hold to our allotted timeframes for the meeting sections?
- 4. Was everyone engaged and able to contribute to the discussion?
- 5. Did we listen to each other and speak to each other respectfully in our discussions?
- 6. Did we accomplish what we intended to accomplish in the meeting?

Anything below an 8 ask "What could we do to make the meeting a 8 or higher for you next time?"

Meeting ratings:

JENSEN STRATEGIES

City of McMinnville

City Council and Executive Team Survey

SUMMARY OF FINDINGS

Introduction

Jensen Strategies was retained by the City of McMinnville to conduct interviews with City Council and Executive Team members to identify the current attributes, challenges, and opportunities for refinement of the Council's meeting framework. The findings from these interviews will inform City Council discussions about retooling their Level 10 meeting structure and process as well as identifying other opportunities to enhance policy decision-making.

The consultant conducted 19 individual in-person and Zoom interviews with the City Council and Executive Team members over two weeks. The interviews solicited perspectives on the efficiency and effectiveness of current City Council decision-making processes, vetting and prioritization of issues, and connectivity to long-term plans. In this context, participants were asked to identify what has been working well, could be improved, opportunities to enhance, and the challenges the policymaking group faces in its work. Participants were also asked about their vision for an optimally functioning City Council and how they will know when they are successful in achieving it.

Overview of Findings

Interview participants are strongly supportive and proud of the City of McMinnville as an organization and a community. They see the City Council has having had long-term constructive working relationship comprised of respect, collaboration, and civil discourse. As a whole, staff is held in held in the highest regard as professionals and individuals. In addition, as a group, the participants conceptually embrace Mac-Town 2032 as a policy guide.

In the last year, the Council has been faced with unprecedented issues and challenges that have tested its effectiveness as a policymaking body. Broader national issues like Black Lives Matter/Defund the Police, Coronavirus, and homelessness drew the Council's attention from routine matters and long-term planning. In addition, new Council membership brought fresh ideas and expectations different from the Council's traditional parameters and tested the Council's resiliency to incorporate them.

The policy consequence from these issues has been a diversion of Council time and attention from the City's strategic plan and other longer-term planning to reactively address the topics before them. Although staff has been diligent about working toward implementing the strategic plan, the Council has been hard-pressed to keep it on the radar.

It is in this context, interviewees also raise concerns of recent, albeit periodic, deviations from the Council's traditionally constructive discussions and deliberations. Examples offered by participants include public meeting dialogues that become personally critical, emotional, disrespectful, and overbearing.

Interviewees acknowledge the above issues and are all willing to work toward achieving the highest functionality and realigning toward long-term policy development. They see these recent developments as an early opportunity to address these issues before they become systemic.

Working Well

Interview participants were asked what was going well for the Council as the City's policymaking body.

- 1. Council Membership: The City Council's current membership composition is seen as a foundational strength for this policymaking body. The vast majority of interviewees perceive the current membership as individuals who care about McMinnville above self and want what is best for the community. Many interviewees also see strength in the membership's diversity by representing various community interests and demographics, offering different professional and personal experience, and integrating long-time institutional knowledge with new ideas. Newer Council members are also recognized as bringing a valuable fresh perspective to the group that can build on the Council's long-time success.
- 2. An Effective Policymaking Body: Overall, interview participants agree the McMinnville City Council has a long track record as an effective policymaking body and, in their opinion, functions better than many other Councils. Some attributes cited as contributing to the Council's history of effectiveness include:
 - Council members, as a rule, demonstrating respect and cordiality toward one another and staff.
 - During public comment periods, the Council members treat citizens with respect while keeping input focused.
 - Council members are diligent about doing their homework and come prepared to meetings.
 - Discussion and decision-making on routine Council agenda items are managed effectively.
- **3.** L-10 Meetings: The L-10 meeting format is recognized as a potentially effective Council discussion and issue management framework. Earlier experiences with this meeting format have generated more robust and open dialogue on issues which many interviewees cite as positive. Several participants compliment Councilor Stassens as an effective and skilled facilitator for the L-10 meetings.
- **4. City Staff:** City staff is recognized by Council members as providing professional, high caliber, and effective support for their decision-making. Council members expressed appreciation for department head expertise and knowledge. Reciprocally, with some recent interactions notwithstanding, staff feels Council supports their work and respects their expertise.
- 5. Strategic Plan: The City's strategic plan, Mac-Town 2032, which was developed through extensive public input, is supported in concept by both Council and staff. Staff members note the strategic plan offers them a long-term guide for operations and are doing their best to fulfill its implementation.

Areas for Improvement

Interview participants were asked to identify areas where the Council could improve its effectiveness.

6. Lack of Long-Term or Consistent Policy Focus: In the last several months, the Council's attention has been diverted away from longer term policies and goals by one-time and/or controversial issues. These instances are referred by many interviewed as "squirrel moments" when the Council spends significant time and energy deliberating over issues that are not routine or part of a longer-term policy strategy. These issues originate from different sources including community, national movements, health crises, and/or individual Council members.

Council members and staff both acknowledge the consequence of responding or reacting to these issues has hindered proactive policymaking. Examples offered include Coronavirus, Black Lives Matter/Defund the Police, Fire Department staffing / SAFER Grant, DEQ monitors, and Homelessness. While no one disputes the community importance of these issues, interviewees note the Council does not have a structure or system to effectively address these issues and still maintain a focus on the long-term policy direction.

7. Erosion of Decorum and Rules of Conduct: The vast majority of interviewees express significant concern over recent instances where emotional, personal, and unnecessarily disrespectful confrontations have occurred in Council meetings. These episodes, while not frequent at this time, are seen as a concerning deviation from the Council's reputation of routinely measured and civil discourse in public meetings. Many shared concern that, if unchecked, this behavior will increase and lead to systemic dysfunction by fostering distrust and acrimony among Council members and with staff.

In this context, the greatest concern to interviewees are recent instances of criticism and/or disrespect of department heads in public meetings. A frequent example raised by many Executive Team members relates to recent discussions on Fire Department staffing and funding, where more than one department head's professional credibility was publicly questioned. Many staff members say this type of public rebuke has the potential to undermine individual managers' credibility with their staff and impact their professional effectiveness. Another potential consequence raised by several managers is the ability to retain or recruit Executive Team members if they no longer perceive the Council as a constructive partner in City policy and operational issues.

Regarding intra-Council discussions and deliberations during public meetings, interviewees acknowledge witnessing less civil and/or respectful behavior in the last year. Examples of this behavior include members dominating dialogues, being more confrontational with their peers on the dais, interrupting each other, bringing heightened emotion to policy debates, participating in side conversations, and posting on social media during meetings. Interviewees note the Council appears to have disregarded the 2019 update of the City Council Group Agreement.

Overall, Council members and staff, feel the Mayor and fellow Council members have not been assertive enough to hold others accountable during the meeting when disrespectful and/or less civil discourse happens.

8. Challenging Approaches to Agenda Management/Structure: The Council agenda development process and the criteria for selecting items are brought up as being unclear or need further clarification. In the case of agenda development, some Council members and staff do not know how the Council agenda is developed or how items are placed on it. They note without written procedures the process appears to be informal and lends itself to being ad hoc at best or limiting access at worst.

Several interviewees raise the structure of the agenda as inefficient. Most see the Council liaison reports at the beginning of the meeting as unnecessarily time consuming and ill-placed considering there are more important matters which audience members may be waiting to hear or comment on. Public comment at the beginning of the meeting was brought up as time consuming but interviewees are divided about the importance of having it positioned there.

- 9. Perception of a "Rubber Stamp" City Council: Many interviewed believe there is a perception that the City Council is a "rubber stamp" policymaking body that approves whatever staff recommends. While most believe this viewpoint is not accurate, or that anyone on Council or staff desire such a dynamic, they hope this perception will not be perpetuated. In fact, a number of Executive Team members want Council members to know, they have no expectation that Council accept their recommendations.
- **10. Disproportionate Discussion Opportunities:** Council members and staff shared a perception that sometimes newer Council members' questions and/or agenda ideas are given less priority or dismissed by longer-term Council members. Some feel there is "an unwritten rule" not to make waves or ask too many questions about issues. This dynamic is perceived as a Council cultural issue rather than anything personal.
- 11. Lack of Role Clarity: Many interviewed shared observations that some Council members are acting outside their roles as policymakers and/or not acting in the greater interest of the City. Examples include independently directing staff on special work requests for their own policy agendas and advocating for selected City workforce interests over broader City priorities. It is also noted by some that newer Council members have not had the opportunity to have the same elected official training that other members received.
- **12. Unfinished L-10 Meeting Framework:** While many interviewees are hopeful and supportive of the L-10 meeting framework, they feel some issues should be addressed to make the structure and process effective. These include:
 - While the meetings have elicited a more robust and open discussion, they have also resulted in accentuation of the conflicts and criticisms among the members and staff as described above.
 - The current format, with sharing of recent personal achievements uses up too much time that is already limited.
 - The structure can be bureaucratic and inflexible by limiting the ability to bring up different or new topics.
 - Some staff members say their role and opportunity to participate, if any, in these meetings is not clear.
 - While many appreciate Councilor Stassens bringing the L-10 framework to the Council and her strong facilitation skills, wearing two hats (facilitator/Councilor) limits her ability to participate and can cause role confusion.

- Many raise the question of whether L-10 is sustainable especially with one Councilor as the perceived process champion.
- **13.** Lack of Public Communication: Several interviewees perceive the Council's communications with the public to be ad hoc versus coordinated. According to some, there is a void of coordinated messaging to keep the public informed of the Council's priorities and actions. A few interviewees also feel there is not enough opportunity for public comment at Council meetings especially on agenda items that do not require public input.

Opportunities

Interview participants were asked about opportunities to enhance the City Council's effectiveness as a policymaking body.

- **14. Institute and Enforce a Code of Conduct:** Many interviewees suggest revisiting or replacing the Council's Group Agreement to institute an effective and mutually agreed upon code of conduct. In concert with this suggestion, interviewees say these standards will not be effective unless the Mayor, Council President, and fellow Councilors are assertive in holding members accountable.
- **15. Strengthen Strategic Plan Focus:** Many interviewees suggest additional measures could be taken to keep a consistent, but not exclusive, focus on Mac-Town 2032 initiatives. Suggestions include tying annual goal setting to the plan using a "strategic plan lens" when reviewing all policy issues and using a scorecard (see below). However, this focus is not meant to exclude issues not part of the strategic plan.
- **16. Updates to Council Agenda Development and Structure:** To address time management issues related to Council meetings, some suggest revising the agenda structure to put less priority items (e.g., liaison reports) toward the end. Also some recommend bringing transparency and clarity to the agenda development process by providing written guidelines.
- **17. Conduct Trainings:** Several trainings are recommended to build Council knowledge and skills as policymakers. Most often suggested is the League of Oregon Cities elected officials training which covers roles and responsibilities for Council members. Other recommendations include, land use, ethics, and DEI (diversity, equity, and inclusion).
- **18. Revise L-10 Meeting Process:** Given the L-10 meeting issues outlined above, interviewees suggest addressing three key elements better time management, clarify staff roles, and how issues are selected for discussion. Some suggest using a third-party facilitator for the meetings to allow all Council and staff to be full participants.
- **19. Institute a Policy Scorecard:** It is suggested Council institute a "scorecard" to be able to track and be accountable for moving long-term and priority policy initiatives forward. Several suggest this scorecard be tied to the strategic plan but not exclusively.
- **20. Tie Budget Process to City Policy:** Some interviewees feel Council policy priorities need to play a stronger role in guiding the budget process. On a related note, a few mention the need for greater clarity regarding what budget items constitute "core services" as a budget baseline.

Challenges

Interviewees were asked about potential obstacles to enhancing the Council's effectiveness as a policymaking body and/or addressing the issues raised above. Four primary challenges were identified.

- **21. Institutionalizing L-10:** In order to institutionalize the L-10 format as a core mechanism for Council discussion, interviewees saw potential barriers. Most notably, besides one current Councilor, there is no one else who understands or appears likely to champion it going forward. Thus, there is a probability of this format being unique to the current Council.
- **22.** Competing Needs for the City: There are always competing demands for resources that can cause conflicting priorities among policy members. A true test of the Council's ability to work together effectively will be the ability to navigate through these conflicts to tangible and constructive outcomes.
- **23. Change Management:** Change is difficult. Many of the issues identified in the interviews will require cultural, procedural, and personal change. Navigating these changes will be important and challenging.
- **24. Staff Recruitment and Retention:** Several Executive Team members suggest if Council and staff working relationships become eroded due to trust issues, it may become more difficult to recruit or retain new staff. While it is noted current Council-staff working relationships are strong, a few recent Council interactions (noted above) raised this particular challenge.

Optimally Functioning City Council

Interview participants were asked for their vision of an optimally functioning City Council. The following are the key elements as seen by most.

- **25. Respectful Environment for Council and Staff:** Almost unanimous, interview participants saw an effective City Council as one where respect is an operative word. Respectful interactions with Council members, staff, and the public are seen as important to civil and constructive policy discussion and development. This environment of respect means everyone feels heard.
- **26. Focus and Delivery on Long-Term and Annual Goals:** The Council maintains an overarching focus on long-term (e.g., strategic plan) and annual goals using them as guides for decision-making when appropriate. Tangible progress is made toward achieving these desired long-term outcomes.
- **27. Deliberations Focused on Content Not Emotion:** Council deliberations focus on the content of the issue at hand and is devoid emotional lobbying or argument. Rather, the discussion remains focused on the topic without drama. The Council members are able to have opposing or different views while making decisions without high emotion.
- **28. Rules of Conduct with Accountability:** The Council has established rules of conduct which they all agree to and own. Council leadership enables members to participate within the parameters of the rules by holding everyone accountable. Individual members also hold themselves accountable for their actions.

- **29. Transparency and Clarity of Policy Positions:** Council members are transparent and clear regarding their policy positions and their rationale.
- **30.** Adherence to Roles: Council members adhere to their roles within the context of the Charter and the Council-Manager form of government. To this end, Council members maintain their role as policymakers and work with the City Manager regarding concerns or requests related to the City's operations.
- **31.** Other Elements Offered of an Optimally Functioning City Council: Some ideas were offered by only one interviewee. The following list includes characteristics mentioned by one interviewee of an optimally functioning City Council:
 - A sustainable business structure that can transition between Councils.
 - Consistent training for new Council members.
 - Ability to have robust and open discussions.
 - Respect for the democratic process.
 - Members don't hold onto personal grudges.
 - Equitable access to placing agenda items.
 - Staff provides the necessary information for meetings.
 - Council and staff work toward the same goals.
 - Council members serve the community beyond self-interest.
 - People in the right seats.

Success Factors

Interview participants were asked what factors would demonstrate that the Council has become optimally functional. Three factors were predominant.

- **32.** Tangible Progress on Long-Term and Annual Goals: The Council is able to demonstrate tangible achievements related to their long-term and annual goals.
- **33. Respect and Trust Among Council and Staff:** Council members and staff feel respected and trusted by each other in conducting their work.
- **34.** Adherence to the Code of Conduct: Council members are following their code of conduct and hold each other accountable.
- **35. Other Success Factors:** Some ideas were offered by only one interviewee. The following list includes success factors of an optimally functioning City Council mentioned by one individual:
 - Deliberations are conducted without high emotion.
 - Public communications are consistent from Council members.
 - Council makes policy decisions in a timely manner.
 - Clear understanding of why or why not topics are put on the Council agenda.
 - Citizens are not complaining at City Council meetings.
 - Policy direction is clear.
 - People are happy.

Interview List

City Council

Mayor Scott Hill
Council President Kellie Menke
Councilor Adam Garvin
Councilor Remy Drabkin
Councilor Sal Peralta
Councilor Wendy Stassens
Councilor Zack Geary

Executive Team

Jeff Towery

Kylie Bayer

Jenny Berg

Mike Bisset

Scott Burke

Claudia Cisneros

Jennifer Cuellar

Walt Gowell

Chief Rich Leipfert

Susan Muir

Heather Richards

Chief Matt Scales

Q4 2020 Draft Master Issues List

Building the Machine of a High Functioning City Council			
<u>Definition</u> : A list of issues that could prevent our City Council from reaching the City's vision and opportunities that will			
help us be more successful at reaching our vision.			
Date Created:	Votes:	Total:	Notes:
Issue:			
City Council does not have a structure or system to effectively address the issues unrelated to the strategic plan and still			
maintain a focus on the long-term policy direction.			
The Council appears to be having difficulty adhering to the 2019 update of the City Council Group Agreement.			
Fellow Council members have not been assertive enough to hold others accountable during the meeting when			
disrespectful and/or less civil discourse happens.			
How do we build an environment where Councilors both respect each other and have and express different views to			
effectively solve complicated problems together.			
How can the City Council meetings and/or process be restructured to ensure maximum efficiency and City Councilor			
appropriate participation.			
The process and the criteria for selecting the items for the agenda for meetings are brought up as being unclear or need			
further clarificaiton.			
What does it mean to have a perception of a "rubber stamp" City Council and what is the root problem that needs to be			
solved?			
What is our culture, process and training around open and honest dialogue on the dais? Where are we now ("unwritten			
rule" not to make waves) and what culture, processes and training do we need to intentionally institutionalize?			
What should our training program be for McMinnville City Councilors?			
How do we get on the same page regarding City Council's communication with the public?			
Formulate the McMinnville City Council Scorecard and how we will hold ourselves accountable to those metrics			



CITY COUNCIL GROUP AGREEMENT

- 1. I will individually support the collective decision-making of the Council. If I disagree with the decision made by the council, I will exercise my convictions without personalizing the issue and without eroding the collective reputation of the council. Once the decision is made, I will respect that decision.
- 2. I will respect other members of the Council, even if we disagree philosophically, by articulating my view, listening openly to their perspectives and rationale, sharing my position and intended actions with the Council in a timely manner
- 3. I will present my rationale for my points of view and when asked for a rationale, I will act positively and offer my data for my conclusion.
- 4. If I am asked to respond or give my rationale to an issue and I am unready, I will say so, but will provide an approximate time when I will be.
- 5. I will say what I mean with no underlying messages in a positive manner.
- 6. I will not personalize issues or decisions.
- 7. If I have a concern or issue with another Council member or Mayor, I will go to that person first and in a positive, private, and timely manner, and share that concern. I will present my feelings and how those feelings affect me.
- 8. I will focus on the present and the future and use the past only as data for the present and the future.
- 9. If I am approached by someone, I will be open and positive and do my best to respond to his/her concerns.
- 10. I will not blame others for situations that I have opportunity to resolve.
- 11. I will recognize that the Council's role is to set policy and not to be administrators.
- 12. I will give other Council members and the Mayor advance notice through the City Manager of significant matters to be introduced at Council meetings so as to preclude stressful surprises at Council meetings. "Advance" means at least time to review the data.
- I will engage in a robust dialogue with the community in a constructive and inclusive manner.
- 14. I will follow the intention and the law concerning doing Council business outside of Council meetings.



PROCLAMATION

Whereas, manufacturing and traded sector companies make a very significant contribution to the national, state and local economy; and

Whereas, our community is fortunate to be the home of over 90 world-class manufacturing and traded sector companies featuring a multitude of products made in McMinnville; and

Whereas, those companies add to the vitality and prosperity of our community by employing over 4,000 people with a \$236 million average annual payroll.

Now, therefore, I, Scott A. Hill, by the virtue of the authority vested in me as the mayor of the City of McMinnville, do hereby proclaim October 2, 2020, as

McMinnville | MADE Day in conjunction with The National Manufacturing Day

In Witness Whereof, I have hereunto set my hand and caused the Official Seal of the City of McMinnville to be affixed this 22nd day of September 2020.

Scott A. Hill, Mayor		



PROCLAMATION

Designation of September 15 - October 15 as Latinx Heritage Month

WHEREAS, National Latinx Heritage Month celebrates the Latinx community and highlights its countless achievements; and

WHEREAS, the observation began in 1968 as Hispanics Heritage Week under President Lyndon B. Johnson, and was enacted into federal law on August 17, 1988, calling upon the people of the United States to observe this time with ceremonies, activities, and programs; and

WHEREAS, many Latinx Americans trace their roots to the cultures of indigenous peoples of the Americas – including the Arawaks, the Aztecs, the Incas, the Maya, and the Tainos, and some trace their roots to ancestors from Spain, Mexico, the Caribbean, Central and South America, and Africa; and

WHEREAS, September 15 – October 15 is recognized as National Hispanic Heritage Month, a time to honor and celebrate the invaluable ways Latinxs contribute to McMinnville's common goals, to celebrate a diverse Latinx culture, and to work toward a stronger and more inclusive society for all; and

WHEREAS, the September 15th is significant as a starting date for Latinx Heritage Month because it is the anniversary of independence for Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua. Mexico and Chile celebrate their independence on September 16th and 18th respectively; and

WHEREAS, Latinxs are a significant part of McMinnville's population and influence the fabric of our community with contributions to McMinnville's arts, businesses, restaurants, civic leadership, education, and overall culture; and

NOW, THEREFORE, I, Scott Hill, Mayor of McMinnville, do hereby proclaim the period between September 15 and October 15, 2020 as:

Latinx Heritage Month

IN WITNESS WHEREOF, I have hereunto set my hand, this twenty second day of September, in the year two thousand twenty.

Scott A. Hill, Mayor

McMinnville Downtown Association

2020 Annual Report



MCMINNVILLE DOWNTOWN ASSOCIATION



LOCAL PROGRAM EVALUATION

September 16-17, 2019

CONDUCTED BY: SHERI STUART, COORDINATOR OREGON MAIN STREET, HERITAGE PROGRAMS, OPRD

TODD SCOTT, PRESERVATION PLANNER KING COUNTY HISTORIC PRESERVATION

LIZ HANNUM, EXECUTIVE DIRECTOR
DOWNTOWN OREGON CITY ASSOCIATION



Positives

Downtown McMinnville is a vibrant and wonderful place for business and property owners, residents, and visitors.

Many attribute this success to the downtown association.



Priorities for Improvement



- Identity Crisis
- Lack of Leadership and Staff Turnover
- Program Evaluations
- Organization Sustainability

MDA Mission

THE MCMINNVILLE DOWNTOWN ASSOCIATION WORKS TO PROMOTE AND ENHANCE OUR HISTORIC DOWNTOWN AS THE ECONOMIC, SOCIAL AND CULTURAL HEART OF THE

COMMUNI

MDA Values

INTEGRITY: We work to do the right thing by making decisions through a consistent and transparent process.

SUSTAINABLE: We strive toward a balanced, responsible funding model and organizational stability.

COMMUNICATIVE: We actively foster collaborative and open dialogue to strengthen relationships with members.

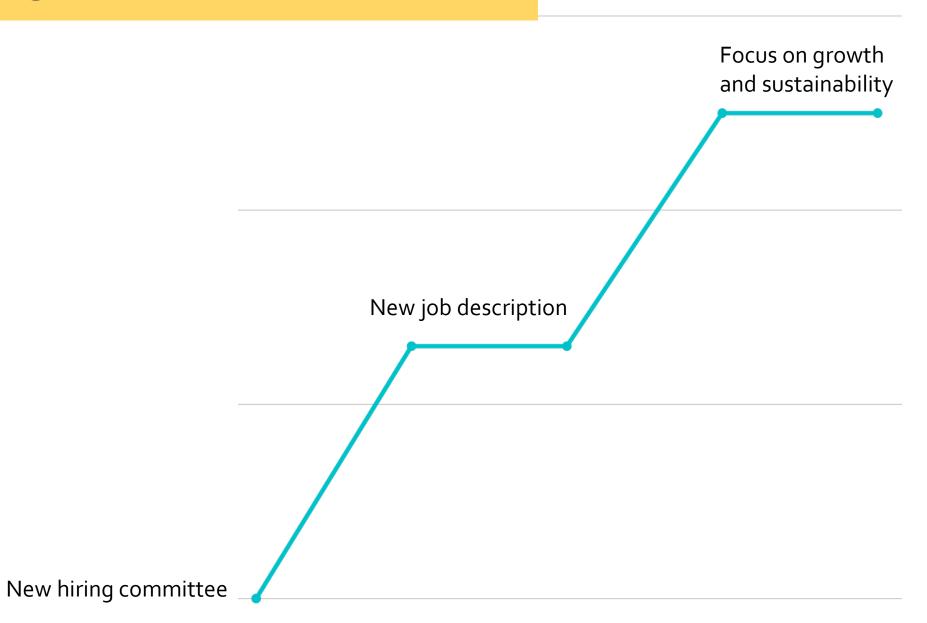
WELCOMING AND FRIENDLY: We cultivate an inclusive and safe environment that is respectful to our stakeholders, visitors and staff.

PURPOSEFUL: We are intentional in making decisions that take into consideration the needs and concerns of our members.

Returning to the Four Pillars of Main Street

)rganization Promotion

Hiring an Executive Director



2020 MDA Annual Dinner

19 Local Businesses Honored

161 Guests







Thirteen wonderful Piccadilly Prizes auctioned

Executive Director Onboarding Plan

- Introduction to Key Stakeholders
- Engage in Industry Round Table Discussions
- Accessibility through Meet and Greet Encounters

Dave Rucklos

MDA Executive Director

- Multi-Business Owner
- North American Brand Manager
- Downtown Business Association Director
- City Councilperson



COVID-19

Reacting to a Pandemic

"The Daily"

Communication with Stakeholders

You are receiving this email as a part of our downtown business & stakeholder community!

-View this email in your browser-



Dear Members,

We are assembling information from city, state and federal agencies meant to assist you with identifying potential financial aid resources as we navigate the economic impact of the Covid-19 virus (see below). We will update resource options as they are shared with us.

I will be participating in a conference call with other downtown leaders this next Tuesday in an effort to share ideas and solutions to this growing predicament. I will summarize results from that call that I find applicable to our downtown.

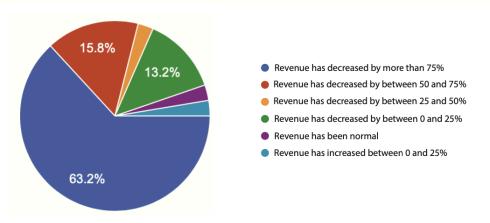
As we as a whole and individually formulate proactive responses, please note that overreaction can create its own set of problems. Be sure to seriously evaluate what is best for your business and act upon in a conservative thought-out manner.

"The Survey"

Quantifying the Pandemic's Financial and Social Impact

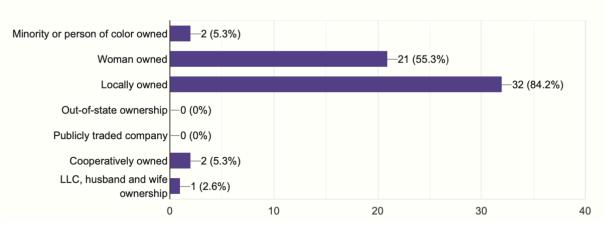
How has your business revenue changed since COVID-19 became a widespread concern in early March 2020?

38 responses



Would you characterize the ownership of the business in any of the following ways? (check all that apply)

38 responses



Creating a Safe Environment







Farmers Market

90% Vendor Retention from 2019

1,500 Weekly **Visitors**



\$1,446 Distributed in **Double Up Food Bucks**



Expanded market layout to ensure social distancing for safety of our vendors and market customers



Expanding the Food and Beverage Footprint



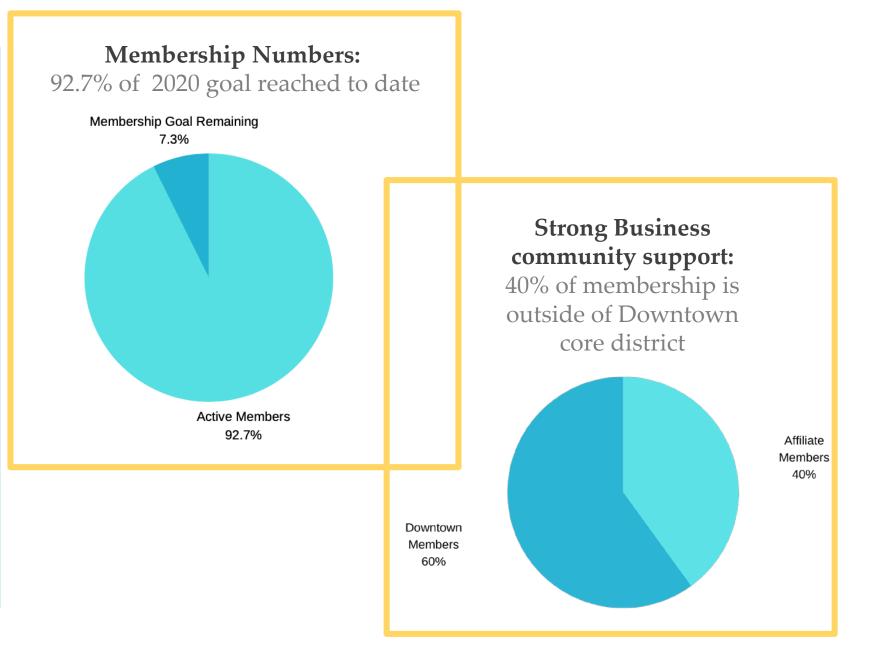






2020 Membership

Stabilizing in the face of a Pandemic



Current Initiatives



MURAC Façade Improvement Grant



Twinkle Light Maintenance



Downtown Banner Revival



Gift Card Sales: \$38,726.40 worth of gift cards sold in 2020 ₂₄

The Future is Now

Protect the Product Enhance the Product













MCMINNVILLE DOWNTOWN ASSOCIATION



LOCAL PROGRAM EVALUATION

September 16-17, 2019

CONDUCTED BY: SHERI STUART, COORDINATOR OREGON MAIN STREET, HERITAGE PROGRAMS, OPRD

TODD SCOTT, PRESERVATION PLANNER KING COUNTY HISTORIC PRESERVATION

LIZ HANNUM, EXECUTIVE DIRECTOR
DOWNTOWN OREGON CITY ASSOCIATION



INTRODUCTION

Sheri Stuart, state coordinator, Oregon Main Street (OMS); Todd Scott, Preservation Planner, King County Historic Preservation Program; and Liz Hannum, Executive Director, Downtown Oregon City Association, conducted the Local Program Evaluation visit for the McMinnville Downtown Association (MDA) on September 16-17, 2019. The purpose of this visit was to identify:

- · Community strengths, assets, and opportunities.
- Progress of standing committees in implementing work plans.
- Program areas where additional technical assistance would be helpful.
- · Local perceptions, concerns, and issues impacting the program.
- Recommendations for continuing the forward momentum.

PROCESS

Members of the MDA board of directors completed a self-assessment questionnaire prior to the on-site visit to help gather information about their individual perceptions of strengths, weaknesses, and opportunities for the local program. In addition, a community survey using the on-line Survey Monkey platform was conducted and 258 responses were received. On-site interviews were conducted with various stakeholder groups including city representatives, downtown business and property owners, civic organizations and community leaders, as well as committee leads. Overall, approximately 40 people attended the focus groups and meetings. In addition, written material including the program budget, board report, promotional material, and planning documents were reviewed.

Based on the self-assessment questionnaires submitted, written material, and interviews, the following report indicates the Evaluation Team's opinions regarding local revitalization efforts. It is a synopsis of the verbal report presented to the board and is a snapshot in time, reflecting the overall status of MDA. Although the report reflects some of MDA's accomplishments, it is meant to primarily focus on some of the steps that could be taken within the organization to strengthen its operations using the Main Street Approach®.

HOW TO USE THIS REPORT

The observations and recommendations presented in this evaluation report are intended to serve as a guide to the MDA board, staff, and committees for shaping the organization's annual scope of work for roughly the next 12 to 24 months. While not all of the recommendations may be appropriate at this time, they are intended to provide MDA with a platform from which to discuss issues, MDA's future direction, and operational and project improvements identified during the evaluation process.

To make the most of the report, we encourage each board member to review the document and to discuss various recommendations at subsequent board meetings. We recommend that the discussion center around the issues identified during the evaluation, as well as on discussion of the relative merit of the recommendations and suggested solutions—including whether or not the board is interested in pursuing particular recommendations. Additionally, we recommend that each committee member be provided, at minimum, his or her respective report

section so that each committee can review and discuss the evaluation observations, recommendations, and potential changes to the committees' work.

For those recommendations which the board and committees do wish to act upon, consider:

- Who within the MDA should take the lead?
- What partnerships can be developed to implement the recommendation(s)?
- . What human and financial resources are needed to execute the recommendation(s)?
- What is the appropriate and realistic timeline for implementation?

Where needed, develop written implementation plans ("work plans") that spell out how each project or activity will be accomplished.

Finally, be certain to continue to use the services of Oregon Main Street, particularly those recommended in the report. OMS staff is available on request to assist MDA with its continued development and refinement of downtown projects as well as internal operational improvements.

Thank you to all who shared their thoughts and comments to assist in preparing this report. In particular, heartfelt appreciation is extended to Tayler Brisbin, Dani Chisholm, and Jenny Berg for coordinating the on-site visit and providing the written materials.

OVERVIEW

The McMinnville Downtown Association is long-standing and revered organization. Many attribute the success of downtown to having the program in place. Undoubtable, downtown McMinnville is a vibrant and wonderful place to be for business and property owners, residents, and visitors. However, there has been significant turnover in staffing which is disconcerting to folks outside the board. One reason is because there had been a staff member who was in place for many years so the perception of rapid turnover is even higher. The other is the actual reality of multiple staff positions that have had turnover, not just the executive director position. Some of this is to be expected. The average tenure of executive directors is now more towards three years rather than longer term. What this means is that 1. processes need to be in place to weather more frequent transitions, and 2. look at those things that can be implemented to encourage staff to stay longer.



The other factor impacting the organization is a little bit of an identity crisis. When MDA was first started, the founders were very clear that there would be a comprehensive effort to support, sustain, and enhance downtown McMinnville. These early adopters are strong supporters of the Main Street methodology and feel that it is the structure that will allow downtown to continue to thrive. At the same time, MDA has moved a little away from the model with a heavy focus on promotions. Partly this is because other entities are now in place doing some of the work that MDA once did. But it seems the closer reason is that the MDA promotion schedule has grown so intensive that it is a drain on staff and volunteer time coupled with the ongoing need to recruit and train volunteers in the different aspects of the Main Street structure. One of the things the team needed to address is whether just being an events organization was the direction for MDA or whether there is still a need for a comprehensive approach. We feel strongly that the Main Street structure is still appropriate for McMinnville and are appreciative of the board's efforts to build this foundation again. There are things on the horizon like weathering the streetscape, the potential of county offices leaving downtown, and vacancies that will need a strong and active organization in place.

The board and staff has really stepped up during this time of transition and has gone above and beyond in giving their time and energy to MDA and downtown. We so appreciate your efforts.

OBSERVATIONS AND RECOMMENDATIONS

The following are key observations and recommendations gleaned from the surveys, interviews, and other research. For the sake of brevity, this information is presented as a set of bulleted lists.

BOARD & OPERATIONS

OBSERVATIONS

- MDA has a very strong and engaged board. It is important to ensure that all board members have a voice at the table and feel welcome to express their opinions.
- MDA has built very strong partnerships over the years. Partners value MDA as an equal partner at the table
 and want you to be a full player. They have felt the loss of not having the executive director position filled.
- It is quite significant that the EID passed. This is an indication of how strong the support is for MDA. But, this
 isn't unconditional which we know the board understands. Members want to see MDA get back to its roots as
 a comprehensive revitalization program otherwise it might be difficult to retain broad support.
- MDA has experienced significant staff turn-over with 4 executive directors in 10 years (not to mention the
 downtime between each hire). Current staff has been very flexible in filling multiple roles in the vacuum of an
 executive director, especially given that they were new in their respective positions with Brad's departure.
 They have worked tirelessly on behalf of MDA but this pattern can't continue.
- The board is taking the time to re-evaluate the focus and structure of MDA. As part of this process, the
 committee structure is getting re-activated. This is an important step to take and we applied the board for
 taking the time to undertake this process.
- MDA is very fortunate to own your building. It is an amazing historic resource and has provided a home and some income for MDA. However, it isn't very inviting to folks walking in for meetings or to talk to staff. The office should be a showcase of good design.

RECOMMENDATIONS

CREATE AN INFORMAL GROUP TO SERVE AS A "SOUNDING BOARD"

We suggest creating a sounding board of former board members and key stakeholders. The idea is to tap into
the deep institutional memory and knowledge of engaged members. The group could meet as needed but at
least once per year as the board puts together your priorities for the year. Tap into this group to review and
provide input to the board as needed on topics of importance impacting downtown.

STAFFING

We appreciate that the board is considering differing staffing structures to meet the needs of MDA. We
strongly recommend you retain an executive director position. There are a variety of reasons for this – both
structurally and for credibility. As mentioned above, MDA is viewed as an equal partner and those partners are
looking to MDA to have an executive director. Unprompted, we heard over and over again folks are eagerly
awaiting this position to be filled. Also, structurally, there needs to be someone who is the person responsible
to the board for helping implement your goals and objectives.

BOUNDARIES

• We were asked to take a look and provide feedback on MDA's boundaries. We do feel a mature program such as MDA can, overtime, expand your boundaries as revitalization work progresses. However, the timing isn't right to do this expansion at the present time. There is too much in transition to make the change from organizational structure to staffing to the recently passed EID. After staff is hired and the organizational structure is solidified, then it would be time to look at expanding the boundaries. We feel this is a discussion that can begin to take place in the next 6 months to a year. This might be a good use of the proposed Sounding Board.

CREATE A WELCOMING OFFICE ENVIRONMENT

 MDA should set the standard for good design. Perhaps someone who is really good at interior design or staging could offer advice on better layout of the office and provide a punch list of projects to improve the work environment.

ORGANIZATION COMMITTEE

The organization component of the Main Street Approach® lays the foundation to support a successful revitalization effort by ensuring adequate people and financial resources are available to implement approved projects and activities. Specifically, the Organization Committee is responsible for:

- Communications as it relates to creating awareness of the overall revitalization effort and promoting the purpose and activities of the program.
- · Volunteer and leadership development, including recruitment, training and recognition.
- Developing an overall fundraising plan.
- Fiscal oversights to ensure appropriate policies are in place and required reporting is completed.
- Staff management, including developing policies and procedures and a process for annual staff review.

ORGANIZATION OBSERVATIONS

• The Organization Committee is revamping and getting better organized. As part of this process they have improved organizational documents, including creating a values statement and board expectations. In addition, they are working on having a more productive annual dinner and looking at more fundraising opportunities including strengthening the Friends program. These are all great activities and areas of focus based on what this committee could and should be working on. It does appear that committee training could be helpful which is offered through Oregon Main Street.

ORGANIZATION RECOMMENDATIONS

PUBLIC RELATIONS

- MDA already uses a variety of communication tools. Some tweaks:
 - Board business walk while it is important for the executive director (when hired) to be visible on the street, it is also great for the visibility of the organization to have the board once a quarter or

- biannually spend some time on the street. Currently, the board has been giving above and beyond the amount of time to the organization so we don't anticipate implementing this recommendation until time management is better under control.
- One thing to consider is having a quarterly newsletter geared to property owners on topics of interest to them such as upcoming incentive programs, lease rates, projects impacting downtown, etc. We asked during the property focus group whether a quarterly meeting would be helpful and we heard, "ugh, no more meetings." So the newsletter might be a helpful way to stay in touch.
- Once an executive director is hired, it is important for them to schedule time on the street and to be visible. This isn't for in-depth meetings, but just popping in to businesses to check on things that might be on their mind. Make sure that information is shared with the board and appropriate committees.

VOLUNTEER DEVELOPMENT

Volunteers are the life-blood of any organization. Volunteers get things done but they can also work as the
group's corps of future idea people, donors, committee members, and board members. Volunteer
development includes recruiting, training, and recognizing volunteers. It is up to the Organization Committee
to develop the over plan. Some suggestions follow:

Recruitment:

- Host a "Friendraiser" event. Have every volunteer invite one friend to come to a meeting to learn
 more about the activities of MDA. Have sign-up sheets available for new volunteers. Host this event
 soon with the goal of generating 20 new volunteers. Be sure to "seed" the event by having board
 members know who they are bringing beforehand.
- Do a "We Want You" campaign and make the rounds at fraternal and service organizations that have breakfast/lunch/dinner meetings. Most groups have a guest speaker schedule. Be sure there is a board member or two doing these guest speaking rolls with staff.
- Continue to work with key partners to cooperate on specific projects and activities. In particular, work with the schools to generate student volunteers for specific projects.

Training:

- Provide training for new volunteers appropriate to task they are being asked to fulfill
- New board member training (includes orientation, board member manual, intro to the Main Street Approach®, etc.)
- Committee member training (use NMSC committee member handbooks and other relevant training materials – most of these are now available electronically.) OMS staff is also available to provide training.
- General volunteer training (Intro to Main Street, etc.)
- Task specific training (varies depending on assigned task/project/activity)

Retention:

- It is easier to retain a volunteer than it is to recruit one. There are many ways to work to retain a volunteer, and there are many resources for learning those methods. Here are a few things to remember:
- Give volunteers new challenges and opportunities.
- Honor their time and commitment by being organized and making the best use of their time.
- Honor their time and commitment by being professional and starting and ending meetings on time.
- Honor your commitments. Keep promises.

- Be clear on expectations.
- Do everything you can to make the working environment productive, yet fun. If volunteers have an
 enjoyable experience with your organization, they will work with you again.
- Let them rest after completing projects.
- Make sure you continue to recognize the efforts of volunteers. This will assure their return but also works as a valuable recruitment tool when others see that you appreciate volunteers' efforts. You cannot thank your volunteers enough. Thank them as many ways as you can:
- Thank them in person.
- Thank them in writing.
- Acknowledge them in news articles, on the web site, in the newsletter, in photos on social media
- Acknowledge them in your annual report.
- Acknowledge them at your annual meeting.
- Find other creative ways to acknowledge volunteers, with serious or gag awards at the annual meeting.

PROMOTION COMMITTEE

Promotion helps generate interest, excitement, and investment in downtown. Fundamentally, promotional efforts are economic development in the sense of creating an environment conducive to generating business within the district, but they also fulfill an important function in building a sense of community. Typically, downtown revitalization programs using the Main Street Approach® work in three broad areas of promotional activity, each with a specific purpose to promote the downtown business district as a center of neighborhood activity – a great place to live, work, shop, eat, invest, and recreate:

- Special events give people a reason to come to the business district and create a sense of liveliness and activity.
- Image building activities enhance the positive aspects of the district and minimize the negatives.
- Retail or business-generating activities should generate business as a direct result of activities.

PROMOTION OBSERVATIONS

- MDA has a very full promotion calendar when you take into consideration that the Farmers' Market is a minievent every week. 91% of community survey respondents stated they attend the market. Combined with the weekly concert series, it is really staff and volunteer intensive. Some of the other highly attended MDA events include the UFO Festival (71%), Santa's Parade and Tree Lighting (52%), Concerts on the Plaza (48%), Small Business Saturday (42%), and Trick or Treat on Third (39%).
- In addition, there are many other events and activities taking place in downtown hosted by other
 organizations, as well as other activities throughout the community. In fact, 68% of the people responding to
 the community survey stated that events and entertainment are one of the things that bring them downtown.
- Sponsorship sales help events not only breakeven but generate income for main street organizations. This
 appears to be an underutilized source of revenue for MDA. In fact, when we did a rough calculation of
 including staff and volunteer time, many of the events MDA undertakes don't break even let alone generate
 income for MDA.

PROMOTION RECOMMENDATIONS

STREETSCAPE

- We heard that the consultants working on the streetscape have been providing ideas to the city's streetscape
 committee (of which MDA has representation) on activities to help minimize disruption during the project.
 That is great. However, MDA should really be the lead in developing marketing and events to assist businesses
 through this project. OMS has information and resources to assist MDA in developing a plan of attack to
 manage the process, including contacts of other communities who have recently gone through this type of
 project.
- There might be opportunities for tactical urbanism leading up to the streetscape. For example, to highlight
 how to get around town on foot or bicycle, temporary wayfinding signs can be zip tied to posts with time or
 mileage indicated to key destinations. This could be a good way to strengthen ties to the college.

INCREASE LOCAL CUSTOMER BASE

- From the community survey, it was obvious people in McMinnville love and are proud of downtown. At the
 same time, people are afraid that downtown businesses no longer cater to the local population. We heard
 clearly that community members are an important part of the local business' success. It appears there is a
 need for ongoing marketing and education to let community members know what downtown has to offer.
 This can take different forms. With information about business clusters, you can do a postcard campaign to
 target clusters and neighborhoods or more strategic use of social media.
- In the last program evaluation, we recommended hosting a "Female Focus" activity. This brings together about 30 women who: 1) work downtown, 2) live in town but work out of town, 3) live out of town but work in town. Ask these women to use/observe downtown through the Christmas holiday season. They aren't told they have to shop downtown. Bring them back in January to gather their feedback. When another program in California did this type of activity, they found the women shared eye-opening information, noting things they hadn't seen or known before, and some became volunteers. Contact Oregon Main Street for information on hosting this activity to engage women in shopping downtown over the holidays.

EVENT EVALUATION

- There are pieces of event evaluation taking place but this should be more comprehensive. Events should be purposeful and designed to meet MDA's mission, goals, and objectives. If they don't, they should be cut or handed-off to another organization.
- The other area that needs to be evaluated is sponsorship levels. While you have had quality sponsorship
 solicitation materials in the past, you aren't generating the level you need. Downtown Oregon City Association
 has been successful in hiring a sponsorship development person to enhance their sales this past year. They will
 be able to continue and build on this base on their own now that they have the contacts. This might be an
 avenue for MDA to explore.
- See the attachments for information about event evaluation, including a post-event survey. The data should be reviewed by the Committee. Some of the things that should be considered are:

Attendance

Sales

Fundraising

Testimonials

Foot traffic

BUSINESS PROMOTIONS

- Convene business owners at least twice a year and up to quarterly (if done purposefully) to:
 - Brainstorm new ideas.
 - Review existing activities
 - Hear from other businesses on how they are successfully tying into events

NEW EVENTS

- After new event evaluation takes place, it is time to review whether there are opportunities for new events or
 activities. In the surveys, there were a healthy portion of respondents that felt there are enough events. If you
 do decide there is a need for additional activity, is there something unique to McMinnville that could be an
 opportunity to play off? In the community survey, we heard a lot about the types of activities community
 members would like to see (we also heard a lot pro and con about Turkeyrama which you can see in the full
 survey results). Some of the suggestions include:
 - Showcase local wine, beer, food
 - High quality art
 - More music focused
 - Lantinx-themed or multicultural
 - Pride festival
 - More family focused
 - Young adult focused
 - Educational with a focus on history
 - Food truck festival

DESIGN

This component of the Main Street Four-Point Approach® helps improve the physical environment of the district by renovating buildings, constructing compatible new ones, improving signage and merchandise displays, creating attractive and usable public spaces, and ensuring that planning and zoning regulations support Main Street® revitalization. The Design Committee plays a key role in shaping the physical image of downtown as a place attractive to shoppers, investors, business owners, and visitors. To succeed, this committee must:

- Educate others about good design.
- Provide good design advice.
- Plan Main Street's development.
- Enhance public spaces.
- · Motivate others to make changes through incentives and targeting key projects.

OBSERVATIONS

- McMinnville has one of the most compact and charming streetscapes in Oregon. From the community survey, community members love the trees and the tree lights. It is pretty magical! This will be traumatic to the community when the streetscape project moves forward so educating through this transition will be super important.
- Community members value the historic character and history embodied in the built environment in
 downtown. It's great that the City of McMinnville adopted a Historic Preservation Plan earlier this year. We
 were concerned to hear there is a potential for building demolition. Demolition has already occurred over the
 years. Cumulatively, this loss of historic fabric could change the character of downtown. MDA needs to be at
 the forefront of discussions.

- Long term Main Street programs go through waves of building improvement projects with an initial investment in facades that overtime can begin to look a little tired. This is the case in McMinnville.
- There are a variety of planning efforts on the horizon that will impact downtown including the streetscape improvement project, downtown master plan updates, and housing. MDA needs to be a partner and player in all of these efforts to really play your role as a liaison between business and property owners and the city.
- The Design Committee has been working on a variety of activities that fall within their scope including historic
 plaques, public art, and streetscape enhancements like street lights, planters, plants, etc. all of which they
 have work plans developed. It appears the strategic focus areas have been a little confusing. It would be
 helpful for this committee to have general committee training so they understand their roles and
 responsibilities.

ENCOURAGING BUILDING IMPROVEMENT PROJECTS

• The Design Committee should take a lead role in encouraging continual building improvements (both front and back). One of the initial tasks is for the committee to take a critical look at downtown and identify maintenance issues and other things that need repair or improvement. Based on this information, the Committee can put together a "honey do" list of things that need to be taken care of. This can lead to an annual maintenance calendar (see example in the Attachments) that can be distributed to business and property owners or put on MDA's website. Here's some things we noted:







Another great project for the Committee is to put together a simple brochure listing federal, state, and local
incentives. The committee can then spend time on the street sharing this brochure and talking to business and
property owners about potential projects they might undertake.

EDUCATING ABOUT EXISTING CODES

• There appears to be a lot of confusion about codes and the impact on building restoration projects. We heard a lot about "new" regulations. When we checked, we didn't find any new or changed codes so more research needs to be done to track down where the information is coming from because there is fear about investing in projects. MDA really needs to share information on existing codes and resources available to help business or property owners improve their property, and to get a clear response from city building officials about what is required.

STREETSCAPE PROJECT

We talked about MDA's role from a Promotion perspective earlier. From a design perspective, MDA should
play a role in providing feedback and being a liaison between business and property owners' needs and
concerns. This may already be happening with MDA's board representation on the streetscape committee.
 Just make sure information is being shared back to the full board and with the Design Committee.

ECONOMIC VITALITY

This component of the Main Street Four-Point Approach® concentrates on strengthening the district's existing economic base while finding ways to expand its economy and introduce compatible new uses. The Economic Restructuring Committee has the job of:

- Identifying new market opportunities.
- Strengthening existing businesses and recruiting new ones.
- · Finding new uses for historic commercial buildings.
- Stimulating investment in property.

EV OBSERVATIONS

- Downtown McMinnville does have a truly good business mix this has significantly improved over the past few years.
- We heard several times that there is a nice spirit of cooperation among businesses, including trying to offer different product lines in different retail businesses to enhance the sense of uniqueness and not sameness one might find downtown.
- The Economic Vitality Committee it appears has been one of the lesser active. There is really a lot that can and should be done by this committee so really getting them up to speed should be a priority. We can provide committee training through Oregon Main Street.
- The MAC-Town 2032 Economic Development Strategic Plan calls out several areas where MDA is the lead or
 partner. This is a good place for the committee to start and look at the activities that are called out in the plan
 and prioritize based on what the committee feels they have the capacity, interest, and skills to undertake.

DATA COLLECTION

There's a good amount of data available through the MAC-Town process. The EV Committee should become
familiar with existing data and identify gaps. In addition, it would be helpful to have a cluster analysis done so
you understand where the gaps in the market are and what types of businesses are most like to be successful.
This is a great exercise for the committee to undertake. The National Main Street Center has a new handbook
on market analysis "lite" so you don't get in a data paralysis cycle.

BUSINESS RECRUITMENT

• While downtown is pretty full to occupancy of useable space, there is always a need for business recruitment. This depends on knowing what the opportunities are as noted in the data collection section above. In the main street world, business recruitment is a matter of relationship building. Knowing what the opportunities are then casting your net within a 50-mile radius and encouraging businesses you see that would be a good match for downtown McMinnville to open a second location. The incentive handout recommended in the Design section is a useful tool to use here as well, especially as you talk to potential new businesses. The other opportunity is to formalize a recruitment pipeline with existing organizations like MEDP and SBDC.

BUSINESS RETENTION

- Of equal, if not more importance, is to formalize a process to provide assistance to retain existing businesses.
 This is all about building relationships and positioning MDA as the "go to" resource.
- A good exercise is to do a business survey to identify business trends and areas where assistance would be helpful. This information can help the EV Committee decide what trainings or assistance would be most

- helpful and whether to offer "in-house" training or who are potential partners to provide this support. Some of the types of assistance that are typical include business planning and succession planning.
- The other area that the EV might provide some guidance is around affordability. Gathering and disseminating
 information on lease rates, etc. can be invaluable to help set realistic expectations. This means building a
 relationship so that people feel comfortable sharing information and knowing that it will only be shared
 collectively and not by individual property or business.

CONCLUSION

The McMinnville Downtown Association can be credited for all the many projects and activities you have undertaken to make for a downtown that is full of vitality and character. You are currently undergoing an internal analysis to build the organizational structure to ensure you continue not just to survive but thrive. We feel you are on the right path and look forward to seeing what you accomplish as you move forward.

ATTACHMENTS

- 1. Event Evaluation
- 2. Sample Maintenance Schedule
- 3. Sample Business Surveys



Evaluating Promotional Events

Implementing an event is only half the battle in a successful promotion. After the event has occurred, a thorough evaluation will help you to identify the strengths and weaknesses of your event. Armed with this information, you can then improve the event or other similar events in the future. Benefits of evaluating events and measuring results include:

- Credibility for the organization:
- with event sponsors
- with event participants
- with district businesses
- with the public in general
 - Identification of current and future target markets

The evaluation should measure:

- Attendance: who and how many?
- Volunteer, participant, and businesses attitudes: how did they feel about the image created for the district/event? Did they feel the event generated sufficient recognition and awareness for the district? How well did the logistics of the event work? What needs to be improved?
- Sales volume (if retail sales was a component of the event).
- Media value for sponsors: did sponsors receive sufficient coverage?

Ways to measure attendance:

- Pedestrian counts: count at random locations and different times.
- Parking volume: calculate number of cars and approximate number of people per car.
- Photos: can instantly document crowd levels for later counting.
- Exit surveys: as people are leaving, survey them for residence, demographic information, reason for attending, length of attendance.
- Coupons: if used, coupons can give a good indication of number of participants.

Ways to measure attitudes:

- Surveys: volunteers, businesses, and attendees can be surveyed regarding their opinions of the event.
- Committee evaluation: the committee implementing the event should provide evaluation forms for volunteers, entertainers, vendors, sponsors, government officials, and businesses to get feedback on the event
- Evaluation of logistics: discuss problems and strengths. Discuss ways to fine-tune in the future.
- Overall evaluation: did the event meet its objectives? Do you want to implement it again?

Ways to measure sales volume:

- Survey selected merchants. It's helpful if they're able to compare sales during the event with sales on a normal day.
- Survey food, beverage, and product vendors.
- Conduct exit surveys at parking and transportation areas. Ask people if they purchased, how much, and why or why not.

Ways to measure value for sponsors:

- Evaluate the cost and value of their sponsorship based on number of people, types of people, and their estimated buying power.
- Gauge product/sponsor awareness by conducting exit surveys of participants and measuring on-site product sales.
- Prepare a final report for sponsors including attendance numbers, demographic profile, assessment of value, photographs that show their visibility.

Event Evaluation Worksheet

Scale: 1 to 5 with 5 being the best

Events	Merchant Benefit	Overnight Stays	Awareness Raising	Financial Benefit	Media Exposure	Staff Time	Vol. Time	Mission Statement	TOTAL
MDA Annual Awards									
Dinner & Auction									
Spring Fling									
Farmers Market									
Concerts on the Plaza									
UFO Festival									
Trick or Treat									
Santa's Parade &									
Treelighting									
Shop Small Saturday									
Holiday Stroll									

Explanation of categories:

Merchant Benefit May benefit one type of merchant more than others

Generates Overnight Stays Increases visitor overnight stays

Awareness Raising Raises awareness of Sturgeon Bay Visitor and Convention

Financial Benefits Funds raised for the program

Media Exposure Stories or sponsored ads promoting the event

Staff Time Higher rating = less staff time required

Volunteer Time Higher rating = less volunteer time required

Mission Statement Compliance with the program's mission statement





JANUARY













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After extreme weather, such as an ice storm, inspect building's exterior for damage and the interior for roof leaks (30 min)

NOTES

Inspect interior of building for leaks during first heavy rain of the season (30 min)

Sweep debris from flat or low sloping roofs (30 min)

Examine the flashing for a fight fit and proper water shed where any horizontal surface meets a vertical surface (chimney, parapet cap, and roof) (30 min)

Clean out gutters and downspouts, and inspect for damage that might have occurred cluring freeze-thaw cycles (1 hour)

Inspect base of building for damage caused by salt (15 min)

S

MARCH

Check masonry for loose bricks and mortar (15 min)

Examine windows for broken glass or putty failure (15 min)

Remove any temporary caulk (from winter) and permanently fix the wood gaps with a epoxy or wood consolidant (1 hour plus set time) Inspect any metal or cast iron components for rust, scrape and paint with a rust inhibiting paint (1 hour)

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MAY

Examine any painted surface for paint failure (cornice, windows, trim, and storefront) (30 min). Repaint if needed (2-3 hours)

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Remove plants growing on or close to walls and foundation (30 min)

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After extreme weather, inspect building's exterior for damage and the interior for roof leaks (30 min)

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JULY

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 OCTOBER

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August

Remove plants growing on or close to walls and foundation (30 min) Visually check for moss or lidnen, especially around parapets, sills and downspouts (30 min)

Check grading at foundation to makes sure water will drain away from building and not pool (15 min)

Inspect basement or crawl space for excessive water during wet weather (30 min)

Inspect interior of building for leaks during first heavy rain of the season (30 min)

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SEPTEMBER

Examine roof slope to make sure water is not pooling at any areas on the roof (15 min)

Make sure water can flow freely through the gutters and downspouts. Clean out if they are clogged (30 min) Sweep debris from flat or low sloping roofs (30 min)

Check weather stripping around windows and doors. Install to prevent air infiltration (1 hour, depending on type)

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NOVEMBER

Caulk any gaps in wood for a temporary water tight seal (30 min) If applicable install interior storm windows for winter (2 hours)

DECEMBER

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Business Survey Post Holidays

1.	How would you summarize your holiday retails sales during the holidays (fourth quarter or 6-8 weeks before Christmas)?
	Large decrease from last year (more than 10% decrease)
	Small decrease in sales from last year (1-10% decrease)
	About the same as last year
	Small increase in sales over last year (1-10%)
	Large increase in sales (more than 10%)
	My best holiday season ever!
2.	To what do you attribute the results noted in Question 1?
	Reasons for sales decline or even sales: (check all that apply)
	Overall fewer shoppers in downtown
	New completion
	Weather conditions
	Open fewer hours
	Decrease in marketing
	Fewer special events during the holiday season
	Other
	Reasons for sales increases: (check all that apply)
	Increased my marketing (print, on-air (TV, radio) and social media)
	Cooperative promotions with other downtown businesses
	Open extended hours
	Special events drew more people downtown
	Ran my own in-store promotions
	Expanded my product/service offerings Other
	Other
3.	Did you participate in Small Business Saturday?yesno
4.	What downtown events brought the most people past your business?
5.	What downtown events brought the most people into your store?
6.	What is the best thing the Main Street program does to help your business during the holiday season?
7.	What ideas do you have to increase overall shopping in downtown for next year?

Mississippi Main Street Association Downtown Business Survey



BUSINESS P	ROFILE							
Business Name:							Telephone:	
Business Owner Name:						Manager Nar	ne:	
Street Address:							Email:	
Mailing Address	(if different):						Website:	
Nature of Busines	ss:						Years at Pres	ent Location:
Number of Emple (specify full-time		FT	PT				Do you own	or lease?
Days/Hours of Operation	Monday	Tuesday	Wednesday	Thu	ırsday	Friday	Saturday	Sunday
Open								
Close								
CURRENT B								
How would you					Circle (D.	C. L. D.
Parking is accessi			ustomers		Strongly Strongly			Strongly Disagree Strongly Disagree
Downtown is a sa Downtown is a sa				-		Agree Ag		Strongly Disagree
Shoplifting and v			my hueinaee		Strongly			Strongly Disagree
Downtown is clea			illy busiliess	-		Agree Ag		Strongly Disagree
The City's busine			mits_etc_) are					Strongly Disagree
efficient and prof		neensing, per	iiiiiii, ete.) are		Strongry		, cc Diangree	Suongry Disagree
I plan to expand i		within the nex	t vear		Strongly	Agree Ag	ree Disagree	Strongly Disagree
I plan to close or								Strongly Disagree
I would recomme					Strongly	Agree Ag	ree Disagree	Strongly Disagree
TECHNICAL ASSISTANCE Which, if any, of the following workshops would you attend if offered: Customer satisfaction The Internet and business Marketing your business Developing a business plan Financing options Tax information Storefront design/Window displays TECHNICAL ASSISTANCE Healthcare options for small businesses Finance 101 for retailers Dealing with the seasonal business cycle Tapping into downtown neighborhoods Computers and your business Other								
What two things are the biggest impediments to your business success in downtown? What two things are the biggest facilitators of your success in downtown?								
Date Report made								

Business Owner Survey

	ease complete this questionnaire and return it to velope no later than	in the enclosed						
You	e are conducting this survey to learn how to better serve down ur answers will help us make some recommendations for how can be improved. For further information ogram, please contact Thanks for taking	v downtown on the Main Street						
1.	What type of business do you have? □ independent □ franchise □ local chain							
2.	Do you own or rent the building/space in which your business is located? □ Own □ Rent							
3.	If you rent, how long is the term of your lease? If you are a tenant-at-will, check here. □							
4.	Approximately how large, in square feet, is your business? _							
5.	How many people work at your business (including yourself? Full time Part-time							
6.	How long have you been in business at this location or at a p 1-3 years 4-5 years 6-9 years 10-20 years 20+ years	orevious location in downtown?						
7.	What are your business hours? Mondays to Tuesdays to Wednesdays to Thursdays to Fridays to Saturdays to Sundays to							

8. Which days in an average week are the two busiest?

	□ Mondays
	□ Tuesdays
	□ Wednesdays
	□ Thursdays
	□ Fridays
	□ Saturdays
	□ Sundays
9.	On your busiest days, what are the busiest time periods? (check all that apply)
	□ 7-10 am
	□ 10 am-noon
	□ 12-2 pm
	□ 2-4 pm
	□ 4-6 pm
	□ after 6 pm
10	Over the last three years, how has your business changed? (check one)
	□ Up 1-10%
	□ Up 11-20%
	□ Up 21-30%
	□ Up more than 30%
	□ Down 1-10%
	□ Down 11-20%
	□ Down 21-30%
	□ Down more than 30%
	□ Constant/Stayed the same
11.	Your customers come primarily from
	(Rate each from 1-3, with 1 representing areas with the most customers.) Insert name of area where businesses typically have customers
	Insert name of area where businesses typically have customers
	Insert name of area where businesses typically have customers
	Insert name of area where businesses typically have customers
	Insert name of area where businesses typically have customers
12	. How much do you spend on advertising each year? \$
13	. Where do you advertise your business?
	□ Insert name of media outlet
	□ Insert name of media outlet
	□ Insert name of media outlet
	□ Insert name of media outlet
	□ Insert name of media outlet

☐ Insert name of media outlet ☐ Other Method					
14. Do you think the <u>majority</u> of yo □ Male □ Female	ur customers	s are:			
15. Please estimate the percentag% under 14% 15-19% 20-24% 25-34% 35-44% 45-54% 55-69% 70 or over	e of your cus	stomers in	each of the	e following a	age groups:
16. Where do you think your major the strongest competition.) Other businesses in Name Insert Competing location Other place not listed			·		
17. What impact do public events that are held in downtown - ha □ Large positive impact □ Slight positive impact □ Neutral (no real impact) □ Negative impact Reasons:	ive on your b	ousiness?	everal of the	e major pro	motional events
18. How would you rate downtown	n	for t	he following	g? (Circle y	our answer)
Business hours Cleanliness of public spaces Cleanliness of store(s) Customer service Mix of businesses Parking Prices for value received Safety (crime)	Poor 1 1 1 1 1 1 1 1	2 2 2 2 2 2 2 2 2 2	3 3 3 3 3 3	4 4 4 4 4 4 4	Excellent 5 5 5 5 5 5 5 5 5
Safety (traffic & pedestrian)	1	2	3	4	5

19.	What other Insert Name of Community businesses do you think your customers visit during a shopping trip to your business?
20.	Are there other types of businesses that would complement your business if located nearby?
21.	What do you see as the advantage of operating your business in the downtown commercial district?
22.	What are the disadvantages of operating your business in the downtown commercial district?
23.	What changes or improvements in downtown would enhance your business?
24.	Have you encountered any obstacles or problems with zoning or other regulations? If so, explain.
25.	Are there any aspects of your business or issues in which you would like to receive training or technical assistance (e.g. business planning, window display, building façade design assistance, financial planning, personnel training, computerization, etc.)? Please be as specific as possible.
26.	Are there any sorts of financial incentives (such as low interest loans, façade grant programs) that would help your business expand if they could be offered? Please be as specific as possible.

1 2 3 4 5

Thank You!

Special events/festivals



City of McMinnville
Parks and Recreation
600 NE Evans Street
McMinnville, OR 97128
(503) 434-7310
www.mcminnvilleoregon.gov

STAFF REPORT

DATE: September 16, 2020

TO: Mayor and City Councilors

FROM: Kylie Bayer, Human Resources Manager

SUBJECT: Diversity, Equity, Inclusion Update

STRATEGIC PRIORITY & GOAL:



ENGAGEMENT & INCLUSION

Create a culture of acceptance & mutual respect that acknowledges differences & strives for equity.

OBJECTIVE/S: Grow City's employees and Boards and Commissions to reflect our community

Report in Brief:

This is an update on the City's diversity, equity, and inclusion (DEI) efforts.

Background:

On September 3, 2020 the City Council received a draft Diversity, Equity, and Inclusion Plan for review. On September 8, 2020 the Council discussed the document during the Department Head Report part of the regular Council meeting. Some Councilors provided feedback directly to City Manager Jeff Towery and HR Manager Kylie Bayer. The plan remains in draft and will be refined with guidance from the DEI Advisory Committee, once established.

The Council identified three DEI priorities:

- 1) Conduct mandatory DEI training with all City employees
- 2) Establish a DEI Advisory Committee
- 3) Conduct a DEI assessment to inform the draft DEI Plan and ongoing DEI work

The City received proposals for DEI training and audit work from two firms, 1) Construct The Present, and 2) Moore Consulting. The City is reviewing the proposals and will select one of the firms or possibly both to perform a combination of the work. The training will be scheduled for Fall 2020, preferably before the Thanksgiving Holiday. The City Council will be invited to the training.

The City will present an ordinance establishing the DEI Advisory Committee at the October 13, 2020 City Council meeting. Per City Charter, Chapter XI Section 62 the name, powers, and duties of boards and commissions shall be provided by ordinance.

Page | 1 50

CITY OF McMINNVILLE MINUTES OF CITY COUNCIL WORK SESSION

Held at the Kent L. Taylor Civic Hall on Gormley Plaza McMinnville, Oregon

Tuesday, January 22, 2020 at 6:00 p.m.

Presiding: Scott Hill, Mayor

Recording Secretary: Claudia Cisneros

Councilors: Excused Absence Present Remy Drabkin

Adam Garvin

Zack Geary Kellie Menke, Council President

Sal Peralta Wendy Stassens

Also present were City Manager Jeff Towery, Finance Director Jennifer Cuellar, Planning Director Heather Richards, Legal Counsel Spencer Parsons, Senior Planner Chuck Darnell, Senior Planner Tom Schauer, Associate Planner Jamie Fleckenstein, and Jerry Eichten, McMinnville Community Media and Tom Henderson, NewsRegister.

CALL TO ORDER: Mayor Hill called the meeting to order at 6:01 p.m. 1. and welcomed all in attendance.

2. PRESENTATION & DISCUSSION: Growth Planning

Planning Director Richards said this was a work session on growth planning. When they applied for a DLCD grant in October to move forward with long range planning, DLCD said they were not supportive of the proposed process. She was bringing the dialogue to Council tonight, walking through the background, and putting on the table several different paths for consideration for moving forward. Growth planning had been a long tenure of angst and frustration in the City. There had been a lot of attempts at moving forward with growth planning with many different challenges, appeals, and barriers and they had not managed to get through the maze of the system. It was not clear to her what the end goal was and if they all shared the same end goal. At times it felt like they were a mouse in a maze with no in or out and no middle that they were trying to get to. They were just running around inside the experiment and the cheese was not available to them. She gave a quick snapshot of McMinnville.

McMinnville was beginning to gentrify.

- Deficit of 1050 homes.
- Lower and moderate income households were being displaced.
- Homelessness was increasing.
- Average home sale price in 2019 was \$398,200.
- Employers were losing employees due to housing scarcity.
- Last successful UGB amendment was adopted in 1981 for the planning horizon of 1980-2000.
- McMinnville had been growth planning for 25 years for a 20 year planning horizon. It had been actively challenged for 20 of those years.
- We spent \$1,000,000 on growth planning that had not returned one new housing unit.

They were almost out of land to develop for housing. The total number of dwelling units in McMinnville increased by 3,257 units from 2000 to 2017 (33% change). About two-thirds of McMinnville's total housing stock was single family detached. McMinnville had a larger share of multifamily housing than Yamhill County which was comprised of both urban and rural areas. McMinnville also had a larger share of single family attached housing than other comparison cities. About 12% of McMinnville's housing stock was manufactured housing. McMinnville had a larger share of manufactured housing stock than all other comparison cities. She showed a history of building permits issued for new residential construction to 2017 which showed they were trending low. They should be at 200-225 permits per year and on average they had been doing that except for the last decade. This has led the City to an affordable housing problem. The median household income in McMinnville was \$55,440. The median listed home price right now was \$389,900 and median price of a home sold was \$338,500. The average rent for an apartment was \$1,794. They were not serving the community in terms of affordability. They did have 41% of households making an income greater than 120% of the median household income and could afford the home prices, but most of the community could not. She often got the question why people weren't building more affordable homes and the answer was there was a market for the higher end homes because they were building half as many homes as they used to build. Developers were still serving that market because the margin was there and the market not being served was the lower end market. As people came in who had the income to buy those homes, if there was a scarcity in the higher end homes they were buying into the moderate level homes and people who were on the lower end of the spectrum were in homes they could not afford. Housing was a commodity determined by supply and demand. Unaffordable housing was the result of artificial scarcity. Price = Demand/Supply. A city that had 50 units on the market and there were 100 families looking to move to that city, the supply could only accommodate 50% of the demand and thereby the most affluential 50% could afford it. Sprawl was occurring in the

County. The County was not supposed to be growing at a rate similar to or greater than the cities. The premise of the Oregon land use system was that cities were where the density and growth occurred. McMinnville was the largest city in Yamhill County and was meant to carry 30-40% of the population. They were doing that very well for a while. McMinnville's average annual growth rate from 2000-2010 was 1.9% and unincorporated county was 0.4%. However the following decade changed and they were now at a 0.5% growth rate and the unincorporated county was at a 1.9% growth rate. It had flipped on its head because of the supply issue. McMinnville was experiencing one of its slowest annual average growth rate periods in its history as an incorporated city. The population growth that should be happening in McMinnville was happening in the unincorporated county. For the projected population numbers, the annual average growth rate for McMinnville from 2017 to 2035 should be 1.4% per year and right now they were at 0.4% trending down to 0.3%. Cities were funded through property tax revenue and that revenue paid for public services, such as police, fire, library, parks, planning, and administration. The property tax should be keeping up and helping to pay for public services. In Oregon they were capped as to how much property taxes could go up per year, which was 3%. The intention was the differential between the cost of goods for delivering public services and the property tax value going up was accommodated by growth. If they did not have the growth they were not making up the deficit. From 2007-2019 the City's General Fund operated in the red 7 out of the 11 fiscal years with a total deficit of \$2,821,197. When that happened, there was discussion regarding additional levies to maintain existing levels of service. In terms of the property they had left in the community to develop, there were 2 properties greater than 20 acres, and only 1 was in the City limits and was very hampered to provide transportation and wastewater to the property. There was a very limited number of smaller parcels in the City limits. The parcels that were greater than three acres were mostly in the rural residential lands. McMinnville was supposed to be accommodating 12,739 people and 5,002 homes by 2041 and 28,045 people and 11,012 homes by 2067 which was building 200-250 new dwelling units per year. Land supply was constrained which caused higher land costs, lack of affordable housing opportunities, lack of overall housing opportunities, increasing homeless population, loss of economic opportunities, more population growth in unincorporated county creating sprawl, deficit in tax revenues to fund public level of services, and infill in a vacuum. By law, cities must plan for 20 years of population growth. McMinnville had been trying to plan for 20 years of population growth for 33 years unsuccessfully. The system had failed McMinnville and the City had been plagued by constant challenges and appeals. This community had spent thousands of hours of staff time, thousands of hours of community engagement, and a million dollars trying to amend its UGB. What they were struggling with in

McMinnville was the dichotomy of protecting farms and forests and serving the community.

Planning Director Richards discussed the Oregon land use goals.

- #1 Citizen Involvement
- #2 Local land use planning process
- #3 Preserve agricultural lands
- #4 Conserve forest lands
- #5 Protect natural resources, scenic and historic areas and open spaces
- #6 Maintain and improve air, water and land resources quality
- #7 Natural Hazards
- #8 Recreational Needs
- #9 Provide adequate economic development
- #10 Provide for housing needs
- #11 Public facilities and services
- #12 Transportation
- #13 Energy Conservation
- #14 Urbanization

These goals were meant to be equal priorities. No one goal should be prioritized over another goal, they should all be balanced. By state law, cities were supposed to expand their UGBs to accommodate future growth. They were in an imbalanced place based on selective ideology where they were choosing some goals over other goals. There had been a long sustained effort to challenge and legally appeal McMinnville's growth planning to protect farm and forest lands. But it was not intended to become a zero sum game to protect farm and forest lands at all costs. She thought they had lost sight of the people and planning for the future community and generations. McMinnville had a long history of generational families that had stayed here, but if they got to a place where they did not have affordable housing supply, how would that be sustained? To put it in perspective, Oregon had 62,963,840 acres of land.

- Of that, 849,217 acres were in a UGB (1.3% of total state land was in a city UGB to house a majority of the state population)
- Since 1973, cities had added 81,660 acres of land to their UGBs, a 1.0% growth.
- The population of Oregon had increased by 88% in that time period.

Yamhill County had 458,240 acres of land. Of that, 7,552 acres were in McMinnville's UGB (1.6% of total county land). Since 1973, cities in Yamhill County added 847 acres of land to their UGBs (0.2% growth). Yamhill County's population had increased by 140% in that timeframe. Yamhill County was the fourth fastest growing county in terms of average

annual growth rates since 1969. If McMinnville expanded its UGB by 1,200 acres to accommodate the growth of 12,800 people, that would be 0.3% of Yamhill County's overall acreage and 0.002% of statewide acreage. Yamhill County had 192,251 EFU acres. If the City expanded by 1,200 acres on to only EFU land, the City would be absorbing 0.6% of Yamhill County EFU land (6/10 of 1%). The City could absorb 12,800 people on less acreage than the unincorporated county. McMinnville had spent millions of dollars, thousands of hours of staff time, years of community engagement and dialogue on growth plans that had been challenged and appealed every step of the way yielding not one new housing unit on new land supply in 25 years. This contributed to current gentrification, housing unaffordability, and increasing homelessness in the community. Tonight they were at a decision making milestone and they needed to figure out how to move forward.

Planning Director Richards said they needed a 5 year land supply in the City limits, a 20 year land supply in the UGB, and a 50 year land supply in the URA. The state told them how much growth to plan for the 20 and 50 year horizons. The City then calculated the housing, employment, and public land needs based on those numbers and looked at how much buildable land was in the UGB and if the two did not match up, they talked about how to meet the need. They had to submit something to the state showing how they were going to meet the need. The choices were not to expand the UGB and figure out how to meet the need within the current UGB, expand the UGB, or do a little of both by going denser in the City limits and expand the UGB. She discussed the City's UGB history and past growth planning efforts which were very similar to what they were discussing today. The UGB expansion plan in 2003 focused on creating neighborhood activity centers with similar numbers that they were talking about now. The state approved that plan but it was appealed and the City was allowed to bring in a portion of the land as rural residential lands. Those lands had not been developed and the current property owners were not interested in developing them. They went into mediation with 1,000 Friends during that time period and a few more areas were allowed in. These were already developed and would need to be redeveloped for growth. The result of this effort was bringing in 217 acres of land that no one actually believed would develop new housing in any near term horizon. That left the City in a deficit of 673 acres including 320 acres of residential land.

Planning Director Richards said they were trying again and a housing, employment, and public land needs analysis was done. Staff did a housing strategy, Great Neighborhood Principles, City Center Housing Strategy, form based residential design standards, and embraced HB 2001. If they wanted to move forward as they were today as a community and be able to house the community as today, they would need to provide about 40% of

homes for people making less than 80% of the area median income. Often that was subsidized housing. They would also need to provide another 20% for people making 80-120% of area median income which was referred to as workforce housing. They would also need to provide 40% for those making greater than 120% of area median income which was market rate housing. The future housing mix was proposed to be 55% single family detached, 12% single family attached, and 33% multifamily. Currently the mix was 68% single family detached, 9% single family attached, and 23% multifamily. The intention of the change was to get more density and have more multifamily. It was an aggressive approach. They had redevelopment potential of 8% or 422 units. They also made a collection of creative ways to respond to needs and ways to provide home ownership opportunities to different levels of income. Those ideas included one mixed use residential zone with many different housing types and one high density residential zone. They also looked at the Great Neighborhood Principles to ensure people were living in great neighborhoods with density. Good comprehensive planning brought density into the mix in a quality way for great neighborhoods. It mixed up a diversity of housing, income levels, and generations. They put together a strategy that got away from the isolation of different zones with a fine grained land use pattern and moved to form based design standards. They wanted to mix it up so people could live in apartments in a neighborhood with people living in single family homes and share parks and other amenities. They also looked at design and development standards based on what they thought McMinnville could absorb and how to bring higher density housing online that looked like single family homes. What that meant for the City was a commitment to a higher density housing strategy and a paradigm shift in zoning from homogenous single family residential zones to neighborhoods that were inclusive and diverse with a variety of housing types. They put together a campaign called Growing McMinnville Mindfully. They wanted to hear from people about what they loved about McMinnville so they could be sure to maintain that. They also wanted to hear people's ideas about tomorrow's McMinnville. They asked people how they wanted to grow, whether up, out, or both. So far people said they preferred growing out or both. The up option, higher density only option, was not generating a lot of interest.

Planning Director Richards said they needed more urban land supply to accommodate future growth for the next 20 years. Staff's recommendation in March of 2018 was to:

- Initiate a discussion about growth ASAP
- Pursue a substantial UGB amendment
- Recommend an Urban Reserve Area analysis and establishment
- Recommend standard UGB amendment process
- This work would be a minimum of 5 years

The long term vision for the Urban Reserve Area was to have a big picture 50 year growth plan which would provide certainty for the growth areas and allow for oversizing of public facilities to serve future growth areas. The framework plan for the UGB would be a conceptual guide for future lands in the UGB holding zone, give general guidance to community form and design, and promote Great Neighborhood Principles with commercial centers that were bike and pedestrian friendly with public spaces. They could also create area plans that make sure the public facilities were cohesive and adequate, schools, and mix of housing units. They were calling it the Goldilocks UGB—not too big, not too small, but just right for McMinnville. It was defined by community dialogue and values, thoughtful planning, Great Neighborhood Principles, and enduring value for future generations. The Council had given direction in October 2019 to initiate Urban Reserve Area planning, general facility planning, Urban Growth Boundary analysis, UGB Framework Plan, specific facility planning, and UGB area plans, annexation. With that she had applied for a DLCD technical assistance grant of \$50,000 with a match of \$155,000. They had support from Representative Noble, Regional Solutions, and local partners. The City received a letter of denial in January 2020. In that letter DLCD expressed concerns about the Urban Reserve and UGB process the City put forward and said they would provide a grant for \$25,000 to conduct a UGB analysis and then the City could do a URA process after that. She thought the URA/UGB process was good, but DLCD was not supporting it because of fear that the process would be appealed. There was no case law yet as there had been no opposition for other communities, and McMinnville was in a different environment than other communities. There had already been rumblings of opposition to their intention to do a Urban Reserve Area process first. So staff was checking back with Council on how they should move forward. There was a memo in the packet from Spencer Parsons, legal counsel, for this effort that was provided to DLCD where they stated this process did meet the intent of the law. Findings had been adopted by nine other communities who had used the process previously and there were other communities who wanted to move forward with this same process. However it was very litigious in McMinnville and they could not find one appeal on a UGB amendment that was affirmed for the City in totality.

Planning Director Richards said they still needed to plan for 5,002 new homes and 12,739 people by 2041. How did they protect the small town charm and aesthetic of McMinnville while providing housing choice for a diverse community and ensure that everyone lived in a quality housing situation. The potential paths forward included:

- 1. URA/UGB
- 2. UGB
 - a. Dust off 2003 submittal and resubmit with revised findings

- b. New alternatives analysis
- c. Concurrent with URA
- 3. Regional problem solving
 - a. RPS 2003 UGB Plan
 - b. RPS URA/UGB
- 4. Legislative bill
- 5. Quasi-judicial UGB amendments
- 6. Do nothing (wait for a statewide fix)
- 7. Negotiate a deal

The decision making filter was:

- 1. Does it achieve success reality not monopoly
 - a. Housing
 - b. Economy
 - c. Parks
 - d. Livability
 - e. Infrastructure
 - f. Master planning
 - g. Local control
- 2. Achievement of goals
- 3. Costs
- 4. Time

Planning Director Richards discussed Oregonopoly vs. reality. As they went through the Oregon land use system and put together years' worth of data and analysis and spent a lot of money, they ended up looking at land not as if it would develop in the 20 year time period but on a land use system based on priorities and they had to bring that land in. They were not looking at whether the land would serve the need. If they did not have parcels of land that could be master planned, they were not going to achieve any of the goals like missing middle housing and HB 2001. They could continue to look at land that they brought into the City in 2003 which were homes on 1-5 acre lots and could assign 780 homes into that neighborhood thinking it would eventually develop that way and hopefully in 20 years it would develop that way. Or they could think about land in terms of how they could create density and inspire development to occur in the 20 year horizon in a master planned way. The other thing we need to be aware of is the appeal factor and being like the movie Groundhog's Day. The discussions they were having today in terms of challenges were the very same challenges that had occurred in the community since the 1990s. To understand how this moved forward, they needed to understand priority lands for UGB amendments. The first priority land to bring in was Urban Reserve land. The second priority was land adjacent to the UGB that was an exception area or non-resource land. The third priority was land designated as marginal land and the fourth priority was agricultural

and forest lands. Surrounding McMinnville was high priority soils and were protected lands in terms of the fourth priority to bring in. They did not have any soil around McMinnville that did not fall into that category. They also had exception lands and a lot of urban development surrounding the City that was not in the City limits that they would be looking at to bring in to serve growth. They were really redevelopment lands which were much more difficult to develop than greenfield development was, which was farmland.

The UGB amendment regime in Oregon was complex, multi-layered, case law rich, and not necessarily intuitive. The system favored appellants. The appeals process set up years of process and remands where appellants only needed to question the process and not provide solutions. The opposition was focused on selective ideology to save farm and forest lands and urban planning for livability was secondary. Cities were spending millions of dollars, thousands of hours of staff and volunteer time, years of community engagement on efforts that if challenged in court were remanded for more work and investment, parsed up, or mediated. Many cities were actively choosing to do nothing, wink at the system, and wait for the system to collapse under a housing crisis.

The first solution, URA/UGB process, was to do a 50 year land supply with a combination of exception/redevelopment lands and farm/vacant lands. The 20 year land supply would be based on cohesive area planning and fiscal infrastructure planning. It had been accomplished successfully by nine communities all supported by DLCD and funded with TA grants. She anticipated it would cost \$1 million, it could take 2-15 years to do, through this process they would achieve all their needs and state goals, and they would expect an appeal. The second solution, dusting off the 2003 submittal, would give a 20 year land supply with a combination of exception/redevelopment lands and farm/vacant lands. Infrastructure planning was already completed, it just needed to be updated. It would cost about \$500,000 with a potential timeframe of 2-10 years, all of the needs would be achieved as well as state goals, and they would expect an appeal. The remand identified the vulnerabilities in the plan and what the City would need to beef up. It had an awkward process laid out by the court and they would have to follow that process.

Legal Counsel Parsons said in addition to the remand from the court, the statutes and rules had been changed and they would need to overlay what was there against those changes.

The next solution, UGB – new alternatives analysis, was what DLCD would fund and encouraged the City to do. The 20 year land supply would be mostly exception/redevelopment land. It likely would not address the 20 year need due to unlikely full redevelopment of exception lands in the

20 year planning horizon. This was an Oregonopoly solution. It would cost about \$1 million and DLCD offered a \$25,000 grant and there might be opportunities for more grant funding. The timeframe was 2-10 years, the needs and state goals would not be achieved, and an appeal was possible. The solution to do a UGB concurrently with a URA would mean they would be looking at lands first for the UGB in terms of the priority structure rather than the lands in the priority structure for the Urban Reserve Area.

Councilor Peralta asked what the basis was for rejecting the idea of starting with the URA and then drilling down to the UGB.

Legal Counsel Parsons said the concern was the URA would be adopted to extend the area out for a projected 10-30 year horizon beyond the 20 year horizon of the UGB. DLCD had developed a concern about the 50 year block and carving the 20 year UGB out of that. Based on the litigation that McMinnville had faced, DLCD thought a more conservative approach was to block out the 20 years and then build the 10-30 year URA on top of it. The rule did not specifically say they could not do it the other way.

Councilor Peralta asked if they might not have rejected it if it was a different community, but because of McMinnville's set of facts and possible litigation they said no.

Legal Counsel Parsons said that was what was on everyone's mind. If McMinnville followed the direction where they did the 20 year UGB and then the 10-30 year URA, that was substantially more work for the City.

Planning Director Richards said if they were putting the UGB together and it had mostly exception lands and they struggled to redevelop that in the 20 year horizon, they could use the URA to replenish the UGB. If they were going to sit on land that never redeveloped, they were not replenishing. To put that in perspective, the 217 acres of rural residential land that was brought in had been on the books for 17 years. Not one acre had come into the City and it had not yielded one new housing unit. They would be relying on that same type of land for the housing supply. This would cost about \$1,000,000, potential timeframe of 2-15 years, it would not achieve needs or state goals, and an appeal was possible. Another solution was collaborative regional problem solving. This was the title of a statutory process that enabled local jurisdictions to get together to define the region's problems and to develop regional solutions. Regional problem solving also allowed regions to implement the statewide planning goals without strictly following the administrative rules of the Land Conservation and Development Commission. The intent was if they were having a regional issue that was a barricade for cities to move forward they could get everyone together and sit down and talk about it to get past

it. This was what happened in southern Oregon. There were six communities that went through an Urban Reserve process and pulled their UGB out of that by a regional problem solving effort. What occurred there was two cities in close proximity to each other were vying for the same land as part of their growth planning. The regional problem solving was a model to sit down and figure out that contention and work through that. DLCD came to the table and recommended this URA/UGB process to them. For this solution, the rules and methodology were established up front with all stakeholders present and LCDC approved the plan. The process took six years to navigate in southern Oregon. For this solution the 20 year land supply would be a combination of exception/redevelopment lands and farm/vacant lands, the infrastructure planning was already completed but would need to be updated, and it needed to be led by the County. They could look at the 2003 UGB plan to see if they could get it through a regional problem solving process. The cost would be about \$500,000, the timeframe would be 5-10 years, it would achieve the needs and state goals, and an appeal was possible. The opposition was at the table from the beginning. The same regional problem solving process could be done for the URA/UGB process and the County would help lead that because they were interested in that process for the City. The cost would be \$1 million, timeframe was up to 20 years, it would achieve the needs and state goals, and an appeal was possible. Another solution was a legislative bill. The 20 year land supply would be a combination of redevelopment/exception land and farm/vacant lands, it would address the needs, and could open up a statewide discussion about whether or not the Oregon land use system was working. They would put together what the UGB would look like, maybe it would be the 2003 plan, and see if they could get support at the legislature to try to get it to move forward. It was a political process and it could garner a lot of opposition. It would cost about \$500,000, the timeframe was 5-10 years, it would achieve the needs and state goals, and there would be no appeal. Another solution was quasijudicial UGB amendments. They would adopt a needs analysis and then set up a quasi-judicial process for property owners to navigate individually. The incremental amendments would slowly come into the UGB and address some need, but maybe not all. It would be fragmented land use planning and coordination. There would be no land use plan and only fringe project development on the edges. There might be costly infrastructure issues both downstream and as the edges expanded. What was concerning about this option was it was not led by the City or community and would not meet citizen involvement goals. It was unclear if it would meet the 20 year land supply. The cost was \$750,000, the timeframe was 2 years, it would not achieve the needs or state goals, and an appeal was possible. Another option was the do nothing approach. Many cities in Oregon already made this decision due to pent up frustration with the system. They could expect gentrification and very limited new housing supply as well as displacement of undervalued homes

for new development. Affordable housing was no longer a real dialogue in terms of expectations.

Councilor Garvin asked what the land supply was in the most adjacent small towns.

Planning Director Richards had this discussion at the Housing Solutions Committee where Willamina, Sheridan, Dayton, Lafayette, and Amity said they could provide their housing needs. Their UGBs were meant to supply those communities' 20 year housing need and they would be looking at hundreds of acres. Lafayette just went through a UGB amendment and brought in 60 acres. The scale was very different and the infrastructure to support that growth would be a struggle. It was a dialogue that came up, but she did not think it was realistic.

Councilor Stassens asked how the do nothing approach would meet all of the needs.

Planning Director Richards said it would meet all of the needs but only for those who could afford to live here.

Mayor Hill said this option achieved no goal except for the state to step up and fix it. How would they be able to achieve what the state wanted them to do?

Planning Director Richards said other cities had said that they had enough land and would rewrite code to allow for more density to achieve the state goals. Those cities were not densifying in that manner, but were slowing down in terms of growth and gentrifying.

Councilor Peralta asked to what extent were these options mutually exclusive. If they pursued one of the options, would that forestall them from pursuing a legislative strategy at the same time?

Planning Director Richards said no, but there were costs involved. They could put together a UGB and if it failed try the legislative piece with that investment. The last solution was to negotiate a deal with groups like Friends of Yamhill County and 1,000 Friends. It would eliminate citizen involvement and engagement. It could happen at the front end of the process as well as towards the end. They would need to give something up, most likely land to really serve the need and take in expensive redevelopment/exception lands. Woodburn went through this process and the state would say it was a successful effort. However, Woodburn did not feel the same as they gave up their land need and ability for future UGB amendments for a certain period of time. There would be no appeals, but she reminded them that the 2009 mediation was unsuccessful for the City

to negotiate a deal. The potential costs could be up to \$800,000, the timeframe was 2-5 years, it might achieve the needs but would not meet state goals, and someone else could still appeal the decision. She was looking for direction from the Council as to how to move forward. The state had pushed up their timeframe in regard to the population data which would be updated in June 2020.

Council President Menke said if they did a public process, what would she recommend.

Planning Director Richards thought they should hear from the public about the process and set it up in a way where they would get feedback in a fairly neutral manner. Who this was most impactful to were the families that lived here and future families who would live here. They needed to be engaged and that it was not just all special interest groups.

Mayor Hill said the discussions they had about Three Mile Lane had been inclusive and had been a good public dialogue.

Planning Director Richards would look into how that was done and maybe get someone to help facilitate the dialogue.

Councilor Stassens asked which options would the state give funding for.

Planning Director Richards said it was a biennium program and she did not know if they could use the \$25,000 for a different process.

Gordon Howard, Community Services Division Manager for DLCD, said their letter to the City offered \$25,000 for a process that involved a 20 year Urban Growth Boundary expansion analysis plus an additional 30 year Urban Reserve analysis. LCDC did approve the 2003 plan and the case before the Court of Appeals was 1,000 Friends vs. LCDC. He was interested in exploring that option with the City. The rules regarding the issue of farmland vs. non-farmland and expanding the UGB had changed as a result of the McMinnville decision and were rewritten in 2013. They still prioritized not adding farmland, but adding exception lands. They did allow for bypassing that land if it was shown to be too expensive to develop. They did research at the time and found that generally above a certain lot size, rural residential areas did redevelop and below a certain lot size they didn't. That informed the rules that they wrote. They would be willing to work with the City on those issues. The alternative of doing nothing might not be an option given recent changes in state law for housing. HB 2003 mandated cities the size of McMinnville to update their Housing Needs Analysis on an 8 year schedule and to take measures to accommodate the needs. It was an attempt to prevent cities from doing nothing regarding housing.

Councilor Garvin asked what the ramifications were for that.

Mr. Howard said the City could get an enforcement order from the state and they could end up in court.

Councilor Peralta asked beyond the idea of revisiting the 2003 plan, what suggestions did he have for the Council.

Mr. Howard suggested the City look at meeting the 20 year land needs as well as look at increasing the efficiency of development inside the City. It looked like the City would need to expand the UGB and they needed to find out how to do that under state law. He thought they should pursue the Urban Reserve after that process. There were examples of successes throughout the state. They found in research around the state that other rural residential areas did develop quicker than they had in McMinnville. The question would be why that had not occurred in McMinnville. One possibility might be unusually stubborn property owners or that those lands were difficult to serve and should be passed over. Those were the types of questions they should look at when looking at the expansion of the UGB.

Councilor Garvin asked about right-sizing the UGB. Did expanding by 1,200 acres coincide with other cities this size?

Mr. Howard did not have an answer to that because he did not know the details of McMinnville's analysis. It didn't sound out of the ordinary for the size of the City.

Councilor Peralta said in the Portland Metro area they had underbuilt from 2006-2016 by 27,000 units and statewide by 155,000 units. The development in Yamhill County had flipped from happening within the UGB to happening outside the UGB in the unincorporated areas. What kind of legislative strategy was DLCD looking at to help communities address these issues on a more statewide scale?

Mr. Howard said it was concerning. Their analysis was that a lot of things led to the underproduction of housing after the recession in 2008/2009. One of those was local land use regulations preventing housing from being built. That was what led to the laws for clear and objective standards for residential development. It had been stated that one of the impediments to providing housing was the UGB system, but DLCD disagreed with that. While McMinnville had a lot of difficulty, many cities had successfully maintained a 20 year UGB land supply for residential development. It was a managed growth scenario and the way the system was supposed to work. They did not agree that the problem was Urban Growth Boundaries. The problem was how they were proposed for expansion or the process that

was being used. They tried to rewrite the process by which farmland vs. exception lands were chosen to be in a UGB to try to resolve those issues. The idea was that a 20 year land supply should provide enough land for future residential development. It was important for local governments to have development codes that did not get in the way of residential development.

Councilor Peralta said in the case of McMinnville, DLCD's position was the City followed the correct process and DLCD defended the City's most recent process and it went down anyway. Did he think the 2013 legislative changes would have been sufficient to have a different legal outcome?

Mr. Howard did not have an answer without looking at it in more detail. He thought it was worthy of analysis and they would be willing to work with City staff to see if it could be justified.

Council President Menke said in regard to exception lands, a representative from LCDC had been in the group meetings and should have a feel for how they could bypass the exception lands. She would like a serious look at that option.

Mr. Howard said they would be willing to work with the City on that. There were specific ways to analyze serviceability of those lands and they could do a quick analysis to see if there were options.

Mayor Hill opened up a discussion on the options.

Councilor Geary asked if the Yamhill County growth numbers were with McMinnville or without.

Planning Director Richards said they were with McMinnville.

Councilor Geary clarified the last UGB that was adopted was for 1980-2000. Would they be making up for the lost time from 2000 to now and planning for those years that were lost?

Planning Director Richards said the population forecast had been adjusted down for the slower population trend in McMinnville and she did not think they would have to go back and do a planning horizon from 2000 to 2020. The needs analysis that they had been working on for the past year was based on today moving forward.

Councilor Geary asked if the state gave all cities the same population growth statistics.

Planning Director Richards said no, it was a population forecast done by Portland State University for every city. From what she could tell there had been a coordinated population forecast discussion here twice before. They made two efforts at this growth planning with the coordinated numbers.

Councilor Geary would like to see a graph of the population forecasts from far back in the past.

Planning Director Richards said staff could put that together.

Councilor Geary asked about public transit growth.

Planning Director Richards said there was a transit development plan that was put together with Yamhill County two years ago. It was a plan in place for how to serve McMinnville and around the County.

Councilor Geary asked if the 2003 effort was shot down or if they abandoned it or both.

Planning Director Richards said the City elected to not move forward with responding to the remand. The appeal was of LCDC's decision to approve McMinnville's UGB amendment. The court remanded it back to LCDC to do more work and LCDC remanded it back to the City and the City decided it wasn't worth the investment to continue forward because it would not respond to the City's need.

Councilor Geary asked what the legal ramifications were of dusting off something that had already moved that far into the process.

Legal Counsel Parsons said they would have to find that out if that was the direction of the Council. Planning Director Richards said when the appeal occurred, the City took out all of the updated Development Code and Comprehensive Plan amendments to implement the UGB expansion. They still had all of that information, however.

Mayor Hill said for the last two years they had been doing a lot of analysis that would be the foundation for this work and could be used to put back into the 2003 findings.

Legal Counsel Parsons said taking that work and incorporating it into the 2003 plan and updating it was one of two options. The other would be to use the 2003 plan as a template and move forward with a new process. He would have to see if there was a statute of limitations for the 2003 plan as far as the timeframe.

Council President Menke asked if they updated the 2003 plan, could they also do a URA process.

Planning Director Richards said yes, there was always the opportunity after establishing a UGB to do a URA process. Many cities did not do that because they were exhausted when they got to the end of the UGB effort.

Councilor Stassens asked if they could update the 2003 plan and do the URA process concurrently.

Planning Director Richards said they would have to do more analysis to figure out what the parameters of the 2003 plan would be. The state was now saying they were not supportive of doing the URA/UGB processes concurrently.

Councilor Stassens asked about the regional problem solving option vs. the negotiation option.

Planning Director Richards said the regional problem solving was a public and transparent approach. It brought all of the stakeholders to the table to have the discussion as opposed to the negotiation with one or two stakeholder groups. LCDC would need to approve the plan as well.

Council President Menke asked who they would interact with if they did a regional problem solving option.

Planning Director Richards was not sure as McMinnville's problem was getting the UGB amendment through the land use system without an appeal. She was not sure if this option was set up for that. It could be a discussion with the County and Newberg about how every UGB amendment was challenged in the County and how to get past that.

Legal Counsel Parsons thought it would be framed around the regional problem of exception areas.

Council President Menke asked if it was worth it to try for a URA first especially with the opposition.

Legal Counsel Parsons said the issue with that option was that it would have to be approved by LCDC who was already expressing reservations. It would be a matter of Council fortitude, to know that they would be on an uphill battle from the beginning and going through LCDC and the appeals court.

Councilor Stassens thought they should pursue reopening the 2003 plan and regional problem solving options.

Councilor Garvin agreed with pursuing those options. He did not think they needed to rush into any of these options when they did not have the code updated for how to develop that land.

Councilor Peralta would like to have a public process first to hear from people about their preference on the options. He agreed the place to start should be the 2003 plan. He was not sure about the regional problem solving option as he was concerned about bringing in additional stakeholders and adding more complication. He thought they should consider a legislative solution because these issues were being experienced in other cities as well as McMinnville.

Councilor Geary agreed about holding a public process first. He thought they could wait a bit as things were rapidly changing in the state and they could learn more about what had happened since the challenges to the last process. He also liked the idea of the regional problem solving approach to the URA/UGB issue.

Council President Menke was also in favor of reopening the 2003 plan. She was not sure about the regional problem solving option, but thought a back-up legislative approach was a good idea. She agreed about getting public input.

Mayor Hill thought the public process was a good idea. They should get some more training about these issues before the public input. He agreed with reopening the 2003 plan. He was not sure if the regional problem solving option would work as Newberg had different situations than McMinnville and he could see them getting caught up in a lot of other issues. He suggested bringing in other communities who were struggling like McMinnville and form a coalition to lobby the state legislature to see if they could get a foothold. That would not be a top priority, but an ongoing piece because there were some things statewide that needed to be addressed to bring more equity to the process.

Council President Menke said her concern with a legislative approach was that Councilors changed and the will of the Council might change too.

Councilor Peralta said his view on the legislative approach was to get a solution for McMinnville, not a broader solution.

Mayor Hill questioned their ability as an entity to get legislative change just for McMinnville.

Councilor Peralta thought other cities had done it.

Mayor Hill thought it was something that they needed more information about. He thought there was more power in a larger group, especially if there were things that were broken and not working well for communities.

There was consensus for staff to refine options 2a, 3a, and 4 and have a public engagement process that would provide more context on those options.

Planning Director Richards said for dusting off the 2003 plan, they would look at what was required for moving it forward as its own document and path. If it looked like it would not work from that perspective, they would look at whether it would work through the regional problem solving option or not. They would also work on a process for a legislative bill and on what the public process would look like.

Councilor Garvin asked about the timing for staff to bring back these items.

Planning Director Richards said it would be an expedited timeframe.

3. ADJOURMENT: Mayor Hill adjourned the meeting at 8:39 pm.

Claudia Cisneros, City Recorder

CITY OF McMINNVILLE MINUTES OF CITY COUNCIL MEETING

Held at the Kent L. Taylor Civic Hall on Gormley Plaza McMinnville, Oregon

Tuesday, January 28, 2020 at 7:00 p.m.

Presiding: Scott Hill, Mayor

Recording Secretary: Claudia Cisneros

Councilors: Present Excused Absence

Kellie Menke Remy Drabkin Adam Garvin Sal Peralta Wendy Stassens Zack Geary

Also present were City Manager Jeff Towery, City Attorney Spencer Parsons, City Recorder Claudia Cisneros, Chief of Police Matt Scales, Planning Director Heather Richards, Senior Planner Chuck Darnell, Parks and Recreation Director Susan Muir, Community Development Director Mike Bisset, and Jerry Eichten, McMinnville Community Media.

- 1. CALL TO ORDER: Mayor Hill called the meeting to order at 7:06 p.m. and welcomed all in attendance.
- 2. PLEDGE:

Councilor Geary led the Pledge of Allegiance.

- 3. PUBLIC HEARING:
 - a. CPA 1-19/ Ordinance 5084 Comprehensive Plan Amendment
 - b. ZC 1-19/ Ordinance 5085 Zone Change
 - c. PDA 2-19/ Ordinance 5086 Planned Development Amendment
 - d. PD 1-19/ Ordinance 5087 Planned Development
 - e. S 1-19/ Ordinance 5088 Tentative Subdivision
 - f. L 12-19/ Ordinance 5089 Landscape & Street Tree Plan

Opening Statement: Mayor Hill read the opening statement and described the public hearing procedure and rules.

Disclosures: Mayor Hill opened the public hearing and asked if there was any objection to the jurisdiction of the Councilor to hear this matter. There was none. He asked if any Councilor wished to make a disclosure or abstain from participating or voting on this application. There was none. Mayor Hill asked if any Councilor needed to declare any contact prior to the hearing with the applicant or any party involved in the hearing or any other source of

information outside of staff regarding the subject of this hearing. There was none. Mayor Hill asked if any Councilor had visited the site. If so, did they wish to discuss the visit to the site? Several Councilors had visited the site, but had no comments to make on the visit.

Staff Presentation: Senior Planner Darnell introduced the Baker Creek North Project. All applications were submitted together as a concurrent review. He described the site location and where each of the applications applied on the map. The Comprehensive Plan amendment would result in a reduction of the existing commercial designation to 6.62 acres. The rest of the property would be designated as residential. The zone change would change the property from the existing County zoning to C-3, General Commercial, and R-4, Residential. The Planned Development amendment was a request to reduce the size of the Planned Development to be consistent with the reduced Comprehensive Plan designation of commercial land and to amend the existing conditions of the approval to allow up to 120 multiple family units and a minimum of two acres of neighborhood commercial uses. No specific development plan was submitted for the site at this time. The review criteria related to the Planned Development amendment were from Code Section 17.74.070 where special physical conditions or objectives of a development which the proposal would satisfy were needed to warrant a departure from the standard regulation requirements. The objectives of the proposed Planned Development amendment were to introduce a mix of uses by allowing multiple family dwelling units and provide neighborhood commercial uses within the site to serve surrounding residential development. The City Council must find that these special objectives, either as proposed or as revised with conditions of approval, warrant a departure from the standard regulation requirements. The Planning Commission found that special objectives could warrant a departure from the existing regulations if the development of the site was designed appropriately given the location was surrounded by residential uses and public parks and the intent was to provide neighborhood serving commercial uses. They recommended that the mixed uses be integrated on the site and that commercial uses were retained. They recommended a condition of approval to require a minimum size of the commercial development of at least five acres and to allow the multiple family development on the remaining two acres and as a mixed use development. Another condition was to allow up to 120 multiple family dwelling units if integrated with the neighborhood commercial uses. It was intended for the development to be incorporated in neighborhood scale development and integration could be either in mixed use buildings or integrated between buildings (which must be approved by the Planning Commission). Walking distance and pedestrian connections were a priority in the integrated design. Another condition was to limit the uses to neighborhood commercial uses. These were uses permitted in C-1 and also allow restaurants and were limited to 10,000 square feet in size except for grocery stores. The Planning Commission would review any other use for consistency with the neighborhood-serving commercial. Another condition required detailed development plans to be reviewed and approved by the Planning Commission. Site design requirements included ensuring

neighborhood commercial scale and not strip development typical in other locations. The building entrances would be oriented towards the street, there would be human scale facades, shared access and internal circulation to minimize strip commercial, and community gathering space, landscaping, and additional open space for multi-family.

Senior Planner Darnell went over the request for a new Planned Development Overlay District to allow 280 single family residential lots, 18 open space tracts, and dedication of a parcel for a public park. It included requests for modifications from: minimum lot sizes (use of lot size averaging), reduced side yard setbacks, lot dimensions (exceeding a 2:1 depth-to-width ratio), driveway and alley widths, block length and block perimeter lengths, and street tree spacing standards. He explained the lot types proposed with a range of lot sizes and how they would spread throughout the subdivision phases. The reduced setbacks were requested as follows: SFD-70, SFD-60, SFD-50, and SFD-40 would have a minimum five foot side vard setback, SFD-45 would have a minimum four foot side yard setback, SFD-30a and SFD-26a would have a minimum of three foot side yard setback, and Lots 131-135 and Lots 269-280 would have a minimum 30 foot rear yard setback for tree preservation. All front, exterior side, and rear setbacks would follow the R-4 requirements. The transition from higher to lower density would go from south to north. The denser lot types would be near the arterial street and future transit route and the less dense lot types would be along the bluff and sloped portions of the site to transition between development and natural areas. Conditions #1 and #2 would require the plan to be binding on the site and allow lot size averaging as proposed. The smaller lots were proposed to be alley-loaded. It would reduce vehicle conflicts with sidewalk space, lessen garage door prominence on front facades, and some front auto common open space tracts. Conditions #15 and #16 required lots less than 40 feet wide to be alley loaded and that the alleys would be private. The larger lots were located along the bluff and sloped area on the north end of the site. The applicant was also proposing to dedicate Parcel D which included floodplains. Conditions #12 and #13 required recommended geo-tech analysis prior to development and geo-tech recommendations during construction. Conditions #5, 6, and 7 required dedication of BPA Trail tracts (tracts I, J, K, & L) and required trail improvement to the same standard as existed south of Baker Creek Road. Condition #9 required an additional connection for pedestrian access from the northwest area of the site. Condition #11 would require an enhanced crossing at Kent Street. Condition #6 required the dedication of a park parcel and easement to connect to Oak Ridge Meadows. Condition #7 required improvement of the BPA Trail, BPA trailhead terminus, and greenway trail around the floodplain. There were a number of private recreational amenities and those would be maintained privately by an HOA. The lot sizes and dimensions proposed would result in denser detached single family housing. To avoid cookie cutter housing, the Planning Commission recommended that specific design standards apply at the time of building permit review. Condition #20 included design standards related to: style and massing, quality and type of exterior materials, front porches/entry areas, roof design

and materials, exterior doors and windows, garage door types, exterior lighting, and exterior colors. Condition #21 would not allow any same house design in adjacency to another, including both sides of the street. The tentative subdivision plan would be done in 10 phases. Condition #5 would approve the proposed phasing. Conditions #6 and #7 would require Phase 1A to expire two years from the date of approval and each subsequent phase would expire five years from the date of the approval. A Landscape Plan was submitted for review to show the open space tracts and street tree plantings. It included a request for removal of 17 deciduous trees, street tree plan for new and improved public rights-of-way, and landscaping in the open space tracts. The conditions of approval verified the approved tree species, allowed variations in spacing of street trees, identified additional locations for street trees, required tree species appropriate for planting near overhead electrical transmission lines, setback from utilities, planting standards, and submittal of a revised landscape plan that achieved all the required conditions of approval.

Senior Planner Darnell discussed comments that had been received related to the Great Neighborhood Principles. These were not applicable to these applications as they were submitted prior to the approval of the Principles. However, the plans that were submitted included components of the Principles related to natural feature preservation, scenic views, parks and open spaces, pedestrian friendly, bike friendly, connected streets, accessibility, human scale design, mix of activities, urban-rural interface, housing for diverse incomes and generations, housing variety, and unique and integrated design elements. A traffic impact analysis had been provided by the applicant. It analyzed the Planned Development plan of 280 single family homes and 100,000 square feet of retail use. The 100,000 square feet of retail use was the worst-case scenario in terms of potential traffic generation as it was completed prior to application submittal. PDA 2-19 Condition #7 would require an updated analysis prior to any development of the commercial site. The traffic study analyzed the intersections in close proximity to the site to meet a volume-to-capacity ratio of 0.90 or less. All of the intersections met the ratio except Michelbook and Baker Creek Road without a signal. The City's Transportation System Plan did not identify the improvements around this site. There was some question about the modeling within the TSP and if what was being proposed was consistent. The TSP included system-wide traffic modeling based on the 2003 McMinnville Growth Management and Urbanization Plan. That plan identified a neighborhood activity center in this location that included some higher density uses similar to what was being proposed. Land west of Hill Road was not included in the Urban Growth Boundary but it was still in the TSP modeling. He gave a comparison of the TSP density assumptions and the Baker Creek North plan. The meetings that had been held on this project included a neighborhood meeting on November 1, 2018 and had 10 attendees and Planning Commission public hearing on December 5, 2019 where two items of written public testimony were received and three people testified in opposition. The applicant provided the suggested revisions to the conditions of approval related to the design standards. Staff was not recommending approval of the suggested revisions due to the changes from the Planning

Commission's recommendations. Three additional items of written public testimony had been received and were provided in the memorandum from January 27. Since the memo, staff had received four additional items of written public testimony and one additional letter from the applicant regarding the applicant's traffic engineer's response to the public testimony.

Senior Planner Darnell said the Planning Commission's recommendations were:

CPA 1-19: Approval

ZC 1-19: Approval with conditions (Not to be approved unless PDA 2-19 and PD 1-19 were approved)

PDA 2-19: Approval with conditions

PD 1-19: Approval with conditions

S 1-19: Approval with conditions (Not to be approved unless PD 1-19 was approved)

L 12-19: Approval with conditions (Not to be approved unless S 1-19 was approved)

The Council's options were to complete and close the public hearing, deliberate, and take action on each of the six ordinances individually. They could approve as recommended by the Planning Commission or deny by providing findings of fact and direct staff to include findings in the decision document. The Council could also continue the public hearing to a date specific time. This would require a special City Council meeting tentatively on February 4, 2020. The 120 day deadline was February 8, 2020.

Council Questions: Councilor Drabkin asked about the conditions related to the commercial parcel and the 10,000 square foot restriction. Did a convenience store qualify as a grocery store?

Senior Planner Darnell said there was no definition that differentiated between convenience and grocery store.

Councilor Drabkin asked how the sign ordinance applied to the commercial zone.

Senior Planner Darnell said in the conditions of approval for PDA 2-19, there were regulations for signs. The intention was that the signs would be more neighborhood scale and smaller than typical signs. No individual sign could exceed 36 square feet and internally illuminated signs were prohibited.

Councilor Drabkin asked about the appropriate trees for the BPA Trail.

Senior Planner Darnell said McMinnville Water & Light provided comments on the tree species for the BPA Trail easement and the areas under the power lines. Those changes were in the conditions for L 12-19.

Planning Director Richards said the food store retail use in the commercial zone was not defined. If there was a concern and the Council wanted to define it further, it was something they could amend as a condition.

Councilor Garvin asked why they were allowing a 45 foot height limit in this zone.

Senior Planner Darnell said it had to do with integrating the multi-family in the commercial uses. By allowing the additional height, the applicant could put in mixed use buildings. Anything above 35 feet would need to be stepped back to reduce the prominence on the façade.

Planning Director Richards clarified in order to have three floors of residential over the ground floor of commercial they raised the height.

Councilor Peralta asked for clarification on the original Development Plan and what was being requested.

Planning Director Richards explained existing today was 11 acres of Commercial and no multi-family development was allowed. The rest of the property was in a County zone and did not have a plan for it yet. The request was to reduce the Commercial to 6 acres and to allow multi-family development with the Commercial. The rest of the property would be rezoned for the 280 single family dwelling units at a higher density than the single family zone. The Planning Commission recommended at least five acres be Commercial and allow for multi-family in a mixed use way.

Councilor Peralta asked what the difference was between the traffic counts if they had 100,000 square feet of commercial and multi-family plus single family residential.

Senior Planner Darnell said the traffic study included an analysis of the 280 single family units and 100,000 square feet of retail. Those numbers showed 3,700 average daily trips and for the 120 multiple family trips it would be 653. The condition that the applicant had to do another analysis before they developed the site was to ensure that whatever mix of use that was built didn't impact the surrounding street network.

Planning Director Richards said the applicant had not submitted a site plan for the commercial acreage. They had to provide a worst case scenario for the rezone application. The 100,000 square feet represented the highest use of the property. They asked to put a maximum of 120 multiple family units on the commercial property, and multiple family generated less trips than retail commercial development. There had been questions as to how the system could accommodate this much housing units and commercial and they tried to show in the analysis what the transportation system was built to accommodate. The proposed applications would be less impactful than the Transportation System Plan modeled.

Councilor Stassens asked how they determined the size of commercial needed to serve this area and were those conditions still consistent today.

Planning Director Richards said through the Urban Growth Boundary discussions in the 1980s, it was identified that more commercial land was needed as neighborhood serving commercial. The five acres was designated for this parcel at that time and was adopted through Ordinance 4506. The Comprehensive Plan designation had 11 acres of commercial for this parcel and the applicant requested 2 acres of commercial. They were trying to honor the past by requiring the 5 acres.

Councilor Geary asked if the conditions were bound to the property.

Senior Planner Darnell said the land use applications would apply to the property and would be transferred if it was sold.

Councilor Geary asked about the enforcement plan for the conditions.

Senior Planner Darnell said most applied to the future development of the parcel and they would be reviewed at the time of subdivision platting, construction plans, building permit plans, and Planning Commission review.

Planning Director Richards explained the process. Several conditions were relative to how the infrastructure was put on the ground and the conditions would need to be achieved before the plat was approved. When they came in for a building permit, it was reviewed by the planning and engineering teams. A permit was not released until those were achieved in the plan documents. The final certificate of occupancy was not released until everything was built to the way the conditions stated and as they were approved.

Councilor Garvin asked about cost recovery for the conditions.

Planning Director Richards said they would not be in cost recovery. Staff worked hard to make sure they were being efficient with their time. Council could discuss at a later time if cost recovery for site and design standards and inspections was something they wanted to pursue.

Councilor Garvin asked if the review would bog down the permit process.

Planning Director Richards said no, the planning review process was not a long process like the Building Department, McMinnville Water & Light, and Engineering Department's processes.

Councilor Geary asked if this was the same property that had the DEQ violations earlier in the year.

Senior Planner Darnell stated those occurred on the south side of Baker Creek Road.

Councilor Garvin asked about Condition #20, if someone wanted to change their exterior doors or paint their house, would they need to get approval from the Planning Department.

Planning Director Richards said the reality was that unless it was triggered by a building permit, it would be driven by a complaint basis that would go into Code Enforcement.

Councilor Stassens asked about the Michelbook and Baker Creek Road improvements.

Senior Planner Darnell said there was nothing in the application related to capping the number of trips before that improvement was made.

Councilor Geary asked what the plan was for the improvements on Baker Creek Road and Michelbook.

Community Development Director Bisset said the Transportation System Plan anticipated that there would be a need for a traffic signal at Michelbook and Baker Creek Road. It was not currently programmed in a capital plan that would identify a target installation date. When the need for the signal became apparent, then they would add it to the capital plan. Included with the current safety improvements ODOT was working on at all of their signals along 99W, there would be signal improvements to Baker Creek Road and Baker Street. He expected those safety improvements to be done in 2021.

Councilor Garvin asked if there were response time concerns regarding this application.

Planning Director Richards responded the application had been sent out to all the agencies to review. The Fire Department had looked at it for safety issues. There were no comments provided to the City by the Fire Department. The applicant had been working for 2 ½ years with the City and the Fire Marshall had been at the table for all those discussions.

Applicant's Testimony: Gordon Root, Stafford Development, introduced the development team. They had been working with staff for 2½ years on this project. They were a local developer that worked in small cities in the Willamette Valley. Their focus was an innovative approach to community development dedicated to the ABCs of housing – attainability- balance – choice. They built communities with a diversity of housing types and lot sizes and made the lots they developed available to a variety of builders. They took their investment in the communities seriously. This project would bring \$100 million in homes to this community excluding the commercial. He explained the site orientation and number of dwelling units in Baker Creek South. This was 278 workforce housing units. He understood when they were mandated to provide workforce housing that not everyone would like how it looked from the back. They did address those considerations and concerns. The families inside those homes really enjoyed being home

owners. The park in that development was one of the most used parks in the City. They would pull their last permit in March for this development which showed how fast the community absorbed this type of housing. McMinnville had 141 residential 1 & 2 family dwelling limited permits opened between January 2019 and January 2020. Baker Creek South (East and West) represented 117 of those permits or 83% of the total permits pulled. They were meeting a need and building homes because people wanted to be in McMinnville. There was a demonstrated need for additional housing units. The Housing Needs Analysis showed that they would not be able to keep up and the housing shortage was projected to get worse. They were continuing to refine the products they were offering to reflect what residents wanted. He showed some illustrations of what Meadows Drive would look like looking north from Baker Creek Road. They would extend the stubbed streets on Blake Street, Shadden Drive, Meadows Drive, and Hill Road plus add a network of new internal local streets and private alleys. There would be 18 tracts of open space and Parcel D, private HOA open space, extension of the power line trail north, and donation of a 15 acre parcel for a special use nature park. The ratio of the Planned Development area to new park space was 3:1, 45 acres of housing to 15 acres of park.

Morgan Will, Project Manager, summarized the Comprehensive Plan amendment and Zone Change. Parcel A would be the commercial property and Parcel B would be Phase 2. Ordinance 4633 created the original area designated as Commercial, which was 12.34 acres. With the Hill Road expansion, the Commercial was reduced to 11.3 acres. This application proposed to shrink that to 6.62 acres. The zone change for the area would be to C-3 and the area remaining to the north would be zoned R-4. One of the goals was to provide a sense of uniformity and understanding of the overall picture by presenting all of the applications concurrently. Even though there was no development plan for the commercial area, they wanted the traffic study to show the worst case scenario. In terms of residential uses, the Baker Creek North plan was not an increase in residential density from what was assumed in the Transportation System Plan. They were proposing 280 units at this time. The plan also included commercial use and the traffic study used the assumption that it was developed at 10,000 square feet per acre for a full ten acres which would be 100,000 square feet. The City had required a minimum of five acres be commercial, which would be 50,000 square feet of commercial at the highest. With the 25% for open space, it would be less than that. The traffic study worst case scenario showed 3,775 trips, but it would be at least half of that number. This development would support the overall system with SDCs for sanitary sewer, parks and recreation, and transportation. The total amount of SDC fees would be \$2,006,760. Regarding the traffic signal at Michelbook and Baker Creed Road, the 280 residential lots would not trigger a traffic signal. It would need to go in before the commercial was built. He discussed the review criteria. The project was consistent with the goals and policies of the Comprehensive Plan. It was orderly and timely, considering the pattern of development, surrounding land uses, and any changes in the community to warrant amendment. The utilities and services could be efficiently provided. In

addition, the housing policies of the McMinnville Comprehensive Plan gave added emphasis and the other policies contained in the plan shall not be used to exclude needed housing, unnecessarily decrease densities, or allow special conditions to be attached which would have the effect of discouraging needed housing through unreasonable cost or delay. For the Planned Development amendment, there were two existing conditions for this property, no residential was allowed and it had its own development standards per Ordinance 4506. The amendment would change the boundary, allow a maximum of 120 multi-family units, and a minimum of two acres of commercial uses. The City had changed that request to a minimum of five acres and added some new conditions. The PD amendment met all of the review criteria. The applicant may propose alternative design components when detailed development plans were submitted for review. The Planning Commission may review and approve these alternative design components if they were found to be consistent with the intent of the required site design components listed. Any future commercial development would come back to the Planning Commission. They had created a project with multiple lots which would provide a variety in the development pattern. There were 7 different lot types, and 1/3 were large lots (102), 1/3 were medium lots (100), and 1/3 were small lots (78). The SFD-70 and SFD-60 were larger than a standard R-4 lot at 10,962 and 5,978 square foot lot area average, the SFD-50 was similar to a standard R-4 lot at 6,578 square foot lot area average, the SFD-45 was almost the size of a standard R-4 lot at 4,693 square foot lot area average, and SFD-40 was a 4,154 square foot lot area average, and the SFDA-30 interspersed with the SFDA-26 would be 2,977 and 2,660 square foot lot area average. He showed an example of a residential alley with perpendicular parking spaces and showed a map and pictures of the open spaces and trails. There would be both private and public open spaces. The project would be done in 10 phases and he showed a graphic for how it would be done. Many mature trees would be preserved and they would be planting 458 new street trees and over 332 trees and shrubs in the open spaces. The applicant was requesting changes to the conditions of approval. For Condition #18, the applicant was requesting driveway widths in the rightof-way. They were asking for 28 foot driveway widths for the SFD-70 and SFD-60 lots. They were proposing edits to Conditions #20 and Condition #11 as well.

Council Questions: Councilor Drabkin said workforce housing was for teachers, nurses, police officers, etc., a wide range of professions. They seemed to be implying that they could not build an attractive house for workforce housing rates.

Mr. Root said the comments he made related to public feedback about the back of the housing LGI built on Baker Creek West. That had been used as a justification to require Condition #20, which were architectural standards on the proposed homes. They built a full range of various houses. He thought it was an over-reaction and it took away their ability to build some of the highest demand types of housing. What they were proposing was similar to what they were building in Baker Creek East. He thought they would bring a

variety of housing and a welcoming environment that the community would like. They needed to have the ability to build a single level three car garage house in McMinnville and the staff proposed provisions did not provide for that. The products that were not selling were single level homes with double car garages that backed up to the golf course and two story homes with two car garages. They wanted to provide a variety of homes that appealed to various people. The three car garage would provide more storage as well as more parking which would help keep people from parking on the street.

Mr. Will said Condition #20 tried to require the rear yard of homes that were public facing to have special treatments and in their proposed change to the condition they added options for those elevation treatments. The condition was too prescriptive and the changes allowed a palette of options.

There was discussion regarding the driveway widths and the requested change to Condition #18. The wider width would allow for rectangular driveways.

Public Testimony:

Proponents: Jeff Odaw was a builder in Baker Creek South. He discussed how development would be affected by Condition #20. The reason he built in McMinnville was he could find a lot and build a single story house with a three car garage that he could sell for under half a million dollars which could not be done elsewhere in the Portland metro area. He would like to see the constraints on the development standards and driveways be removed.

Vince Vincery was a builder in Baker Creek East. He would like to go back to the 30 foot driveway for the SFD-70 lots instead of the 28 feet.

Brittney Ruiz, McMinnville resident, said since development on Hill Road, she had to find other alternate routes to get her kids to school because of the traffic. She was in support of the development, but wanted to make sure the traffic had been studied properly because there already was a lot of traffic and the area had not been built out yet.

Duane Wilson, builder, requested approval of the application. Regarding Conditions #18 and #20, he thought the change to the driveway widths would make for a lot better situation. If they were too small, people would drive over the landscape area. It was very expensive for the builder for the length of time it took for review and to make the architectural changes. None of the other homes in the remainder of the Baker Creek community had the condition for the rear yard facades. He thought the development as proposed by the applicant solved most of the concerns, but it gave flexibility. By making it so restrictive on the builders and the costs involved, it prevented them from building a three car garage single story home.

Jeff Bettnelli said he had been building homes in Yamhill County for 25 years. When they got a 60-70 foot lot, it gave them the ability to build a

single level home with three car garage. These lots sold fast. He had a lot in Baker Creek East that was a two level home with two car garage that had been sitting for months. He bought 10 lots in that subdivision and found that single level homes with three car garages were the demand. He thought the driveways needed to be the full width of the wing walls, which would be 30 feet for a three car garage. The width was needed to maneuver vehicles and for not stepping out on the lawns. If someone had a small boat or trailer, they would need to be parked in the three car garage. He thought it was pretty diverse housing arrangement in Baker Creek East. It had a lot of diversity without putting tight parameters on the building components.

Opponents: Rick Weidner, McMinnville resident, was concerned about uniqueness and authenticity. Overbuilding would turn them into another Sherwood. There was a lack of executive level housing opportunities in McMinnville. He asked what retail company would want to be in that northwest corner of the City limits. He asked if Stafford would sell the retail site to become medical office buildings. He thought there should be higher income apartment options as well. Stafford would build some of these lots, but they would also sell some of them. He thought the apartments were out of scale and out of place.

Pat Stinson, McMinnville resident, was a retired civil engineer. He was concerned about the traffic problems on 2nd Street and on Baker Hill Road. The assumption that traffic would be fine was hard to believe. Having ground floor commercial with residential on top would cause parking issues as residents would need parking as well as customers. They deserved quality development.

Linda Lindsey, McMinnville resident, discussed what affordable housing was for the community. She handed out mortgage information to the Council. The median income for McMinnville was \$57,246 and for that amount of money people qualified for a \$250,000 to \$280,000 loan for a house. The workforce housing from LGI was on average \$345,000. They were able to buy the homes with zero down but in order to qualify they had to make \$68,000 to \$84,000 per year. This was not affordable. She thought they needed to look at other options for affordable builds.

Scott Larson, McMinnville resident, had done a traffic report on Baker Creek Road. The report from the applicant was done in July when the kids were out of school. About 10,000 people went to the schools every day and caused much more traffic. In his report they came up with 8,100 trips and it did not include certain streets. With what the developer wanted to do, it would increase the trips by 6,677 when it was built out which was an 80% increase in traffic from what they had now. This was not where the density should be in the City.

Mike Colvin, McMinnville resident, said his concerns were density and traffic. Putting this development in the northwest corner of Hill and Baker Creek Road would affect the quality of life of the current residents,

especially with the potential traffic congestion. It would be an additional 3,000 trips per day and Baker Creek Road was a hybrid street that connected at least eight cul-de-sac developments. It was the only exit from these developments and those residents would have to wait for a safe break from the east/west traffic before they could exit their developments. They already struggled with this during rush hours, especially when school was in session. There were future developments in the southwest Hill Road area that would be built and the traffic issues would be increased even more. Improvements needed to be added to the Transportation System Plan. Several policies in the Comprehensive Plan and TSP recommended spreading high density fairly around town close to highways and major arterials instead of a mile from the nearest highway. This area was not suited for high density and the proposed density would create the worst transportation corridor in town. He hoped they came up with a solution to the transportation before they made a decision. – see attachment exhibit.

Markus Pfahler, McMinnville resident, said construction of this development coupled with other developments already approved or under construction in the proximity to Baker Creek Road would lead to problematic traffic. The most current traffic analysis in the Transportation System Plan was from 2010. That analysis determined the peak evening delay at the intersection of Baker Creek and Pacific Highway was 13.3 seconds. It estimated that in the year 2023 it would be 19.6 seconds. Here in 2020 he sometimes had to wait 2 light cycles to make the left turn onto Pacific Highway. Oakridge Meadows had a traffic study done where they estimated 1,020 trips for 100 single family homes which was 9.44 trips per home. The Baker Creek developments were adding 786 new homes and apartments which would generate 7,420 daily trips. They were constrained by two major arterial streets, 2nd Street and Baker, and the plans did not honor those constraints. They needed a traffic study before they built. He also discussed the dwelling design standards and how the 45 foot height was too high.

Phil Loving, McMinnville resident, was a custom home builder. He urged the Council to vote no against the project moving forward as presented. He was against the design of the subdivision and the attitude towards density. Getting rid of R-1 subdivisions was not the answer and this was not affordable housing. Livability was what the City brought to people who lived here. There were 160 lots that were 4,500 square feet or less in size and more than 70 lots that were 2,400 to 2,700 square feet in size. There were only 3 foot setbacks between most of the houses which meant less than 4 feet between gutters. How would people paint the outsides of their houses or what would happen when one of the houses caught on fire? There were no fire stations in the area. There would be no trees planted between the houses. All of the problems the developer was having could be solved by increasing the lot sizes. The standard used to be 9,000 square feet and that was how they got three car garages on the lots. They were trying to cram as much as they could into a small space, but the City did not need that. There would be nowhere to park on the street because of all the curb cuts and he questioned whether there would be space for garbage cans and fire trucks.

Kathy Loving, McMinnville resident, said people moved to McMinnville because they were tired of the high traffic areas they were living in, being crammed into small spaces, and they wanted privacy and a backyard. This was 280 homes and there had been testimony about traffic issues. This was a huge development. If they wanted three car garages, the lots could be bigger and fewer units could be built. This proposal did not promote livability.

Lana Brown, McMinnville resident, discussed the development creep that had happened in Portland that created livability issues and made her move to McMinnville. She had seen the increase in traffic in the time she had lived here. Today she had to wait through three lights to turn left from 99 to Baker Creek Road. She avoided 2nd Street because of the traffic. The density of the proposal would be using the only three streets in the area. She thought they needed to look at the traffic and livability before more homes were built.

Larry Yoder, McMinnville resident, opposed the density of this development. High density did not produce livability. They had spent time talking about what brought people to McMinnville and it was the small town atmosphere. High density did not promote small town atmosphere. He challenged them to keep McMinnville's small town atmosphere.

Councilor Peralta asked how they could balance the issues of housing affordability and density with maintaining the small town atmosphere that had brought so many to the City which had contributed to overcrowding and a significant shortage of supply.

Mr. Yoder thought the density needed to be around downtown, but putting the high rises on the perimeter did not make sense. People would have to drive everywhere and if they wanted a more walkable City they needed to put the high rises downtown.

Rebuttal: Mr. Will said the traffic study in the application addressed the traffic counts. They had analyzed the background traffic from the existing approved subdivisions in the area including Oakridge Meadows and Baker Creek South as well as applied the future growth rate. For the 280 dwellings using the 9.44 seconds was industry standard. The trips would be 2,643 trips per day and for the 10,000 square foot 10 acre commercial development, the estimate was 3,775 trips. The study was done by a professional engineer and showed that there was plenty of capacity.

Mr. Root said traffic came with development. There was not much more that the developers could do about it as far as this property being on a couple of arterials and within the City limits with density mandates and designs. The development would provide SDCs for improvements to the infrastructure. It was important for the building community to be able to have the driveway widths as they had proposed. They were also requesting approval of the revised Condition #20, or if the Council did not want to approve the revised condition, he asked that they continue the hearing so they could work with staff to come up with a workable condition.

Councilor Garvin asked if they could make the driveway widths work by having fewer lots.

Mr. Root said \$345,000 was a difficult price point to get to and they were trying to provide a diversity of housing. There were many would-be homeowners who liked the diversity of housing and Planned Developments. He did not think they wanted another homogenized unaffordable neighborhood.

Council President Menke asked what the price point would be for the 2,600 square foot lots.

Mr. Root said they were trying to shoot for \$300,000. They could not do it for less due to the cost of materials and labor. It was the most affordable new home that they could deliver to the market.

Councilor Garvin asked if they went from 280 lots to 270 lots, would they be able to meet the setbacks and driveway widths.

Mr. Root said if they could not arrive at a compromise on Condition #20, they would come in as a subdivision and do it in pieces. It would take away the City's ability to extract the community benefit of the natural park. They were asking for a variance to the side setback. It was more efficient to come in as a whole. The development would be done in ten phases over several years.

Councilor Garvin asked when in those years would the roads be connected to Oakridge Meadows.

Mr. Root said it would be done in 3b after the pump station was built. That would be three to four construction seasons.

Councilor Peralta asked how many years it would take to do all 10 phases.

Mr. Root stated if the economy didn't break, they were projecting a 5 year development cycle and a 7 year buildout.

Council Discussion: There was discussion regarding Condition #20.

Councilor Peralta asked about the policy they were making with respect to the width of the driveways, because of the smaller setbacks there would be less street parking?

Planning Director Richards replied they had discussed the on street parking relative to how wide the driveway cuts were. Also as the lots got smaller, density became higher and they struggled to fit in street trees, utilities, and landscaping.

Councilor Drabkin asked why those were preferred over common wall units.

Planning Director Richards said they had heard from the development community that townhomes and common walls were difficult to sell in McMinnville.

Councilor Drabkin asked about the revisions proposed by the applicant.

Planning Director Richards said staff had not had time to vet it entirely, the revisions were submitted just days before the packet was sent out. If the Council wanted staff to review and vet them, they would need to continue the hearing. The crux of the issue for the single family three car garage was the requirement in the design standards that not more than 50% of the home be a garage wall for the front façade. Staff looked at what other communities had done and they allowed for the greater than 50% if there was something above it. They had heard tonight that single story three car garages were the most problematic with the design standards.

Mayor Hill was in favor of continuing the public hearing for staff to go back and find a solution.

Planning Director Richards said the applicant was willing to toll the clock to February 25 which would give staff time to review and vet the materials. A decision would need to be made that night. Another action the Council could take was to keep the record open but close the public hearing. They would come back on February 25 to deliberate and make a decision.

City Attorney Parsons explained the options.

Councilor Peralta had concerns about the revisions to the conditions as well as the density, parking, and trees. However he was mindful of the opportunity for park land and an intentional and planned development. He was in favor of continuing the hearing but deliberate tonight to make the next meeting shorter.

Councilor Stassens thought they should give it more time so they could get direction from staff on the revisions and to review the late material that was submitted. She thought they should continue the hearing and deliberate at the next meeting.

Councilor Geary did not need more time as he was opposed to the revised Condition #20.

Councilor Garvin agreed that they needed a different version of Condition #20. There were other items in the applications that he was not in favor of, such as the 45 foot height and 2 acres of commercial.

Councilor Drabkin hadn't been able to compare the revised conditions and what she had seen in the revisions she did not like. There were a lot of adjustments throughout the application. She could deliberate on the

applications and continue the hearing with the record open as long as they gave staff enough time to review the changes proposed.

Council President Menke was not in favor of the revised Condition #20. She thought they should deliberate tonight and keep the record open so staff and the applicant could work out a compromise.

Mayor Hill said he would not be in attendance on February 25 and he suggested continuing the hearing to March 10.

The applicant was willing to extend the timeline to March 10. They formally requested that the hearing be continued.

Councilor Geary was ready to make the decision tonight. The rest of the Council was willing to continue the hearing,

Councilor Peralta MOVED to continue the hearing to March 10, leaving the record open for written testimony until February 4, applicant response until February 11, and final written arguments until February 18; SECONDED by Councilor Drabkin. Motion PASSED 5-1 with Councilor Geary opposed.

Council direction to staff was based on the conditions recommended by the Planning Commission, to continue to analyze and bring back in a different way these items:

- Clarifying traffic for a grocery store vs. convenience store
- Condition #20 in the PD application and mirror Condition #11 in the Subdivision application
- Taking the fragmented information regarding the traffic and putting it into context with the science taking into account the cumulative effect of the recently approved applications
- Parking for the commercial/residential mixed use
- Injecting language that drive thru-restaurants were not permitted
- 4. Ordinances continued to March 10
- 5. INVITATION TO CITIZENS FOR PUBLIC COMMENT: Mayor Hill invited the public to comment.

There were no public comments.

- 6. ADVICE/ INFORMATION ITEMS
- 6.a. Reports from Councilors on Committee & Board Assignments

Council President Menke said Visit McMinnville met and discussed how Transient Lodging Tax could be used.

Mayor Hill announced next Monday he would give the State of the City address as well as volunteer recognition at the Mac Market.

- 6.b. Department Head Reports None
- 7. RESOLUTION
- 7.a. **Resolution No. 2020-07**: A Resolution appointing members to the Enrichment Services Advisory Committee

Parks and Recreation Director Muir said this was a follow up item from the Council's October 22 Work Session. Staff was working on a Facilities Master Plan to replace the aging Community Center and the Aquatic Center into one facility. The Council asked that a study of the Library be included as well as City Hall and Fire Administration. The first step was to create an advisory committee. Staff kicked off the recruitment on November 18. They used NeoGov for the recruitment and had 40 applicants. They planned to provide childcare during the meetings. She was recommending a list of 20 committee members and meetings would kick off on February 6 at 6:30 p.m.

Councilor Geary asked if they would start using the NeoGov process for all of the City committees.

Parks and Recreation Director Muir got some negative feedback about it because it was a lengthier process. It was good for collecting demographic data.

Councilor Garvin thought there would be a good balance of demographics on the committee.

Councilor Drabkin MOVED to adopt Resolution No. <u>2020-07</u> appointing members to the Enrichment Services Advisory Committee; SECONDED by Councilor Garvin. Motion PASSED 6-0.

8.	ADJOURNMENT: Mayor Hill adjourned the City Council Meeting at
	11:10 p.m.

Claudia Cisneros, City Recorder



City of McMinnville
Fire Department
175 NE 1st Street
McMinnville, OR 97128
(503) 435-5800
www.mcminnvilleoregon.gov

STAFF REPORT

DATE: September 15, 2020

TO: Mayor and City Councilors FROM: Rich Leipfert, Fire Chief

SUBJECT: A Resolution to extend Resolution No. 2020-18 Declaring Local State of

Emergency for City of McMinnville

STRATEGIC PRIORITY & GOAL:



COMMUNITY SAFETY & RESILIENCY

Proactively plan for & responsively maintain a safe & resilient community.

OBJECTIVE/S: Lead and plan for emergency preparedness

Report in Brief: This action is the consideration of a new resolution to extend Resolution No. 2020-18, Declaring Local State of Emergency for City of McMinnville.

Background: On March 16th, 2020, Mayor Hill declared a State of Emergency for the City of McMinnville due to the COVID-19 Virus and its impact on the City of McMinnville. This action is allowed by City Emergency Operations Plan adopted by City Council in 2009, and ORS 401. Resolution No. 2020-18 was ratified before City Council at the March 24th, 2020 Regular City Council Meeting and set to expire on May 1, 2020. Resolution 2020-28 went before City Council at the April 28th, 2020 Regular City Council meeting to extend Resolution 2020-18. Resolution 2020-28 was adopted and Emergency Declaration was extended to expire on June 27, 2020. Resolution 2020-43 went before City Council at the June 23rd, 2020 Regular City Council meeting to extend Resolution 2020-18. Resolution 2020-43 was adopted and Emergency Declaration was extended to expire on July 31, 2020. Resolution 2020-48 went before City Council at the July 28th, 2020 Regular City Council meeting to extend Resolution 2020-43. Resolution 2020-48 was adopted and Emergency Declaration was extended to expire on September 4, 2020. Resolution 2020-52 went before City Council at the August 25, 2020 Regular City Council meeting to extend Resolution 2020-43. Resolution 2020-52 was adopted and Emergency Declaration was extended to expire on October 2, 2020.

<u>Discussion:</u> Resolution No. 2020-18 was scheduled to expire on May 1, but may be extended as necessary of the Common Council. COVID-19 continues to present a high potential public health threat to public health and safety, the duration of which is still unknown. The declaration of emergency is still needed to address the City's ability to respond and recover from this emergency and therefore asking for Resolution No. 2020-59 to extend the state of emergency to November 3, 2020, but may be extended again as necessary of the Common Council.

Attachments:

Resolution Number 2020-59

Page | 1 88

Resolution Number 2020-52 Resolution Number 2020-48 Resolution Number 2020-43 Resolution Number 2020-28 Resolution Number 2020-18 Signed Declaration of State of Emergency

Fiscal Impact: No changes

<u>Recommendation:</u> Council to adopt Resolution No. 2020-59 extending the duration of a State of Emergency for the City of McMinnville.

Page | 2

A Resolution for City of McMinnville, Oregon Extending the City's Declaration of State of Emergency Expressed in Resolution 2020-18.

RECITALS:

- **WHEREAS,** The Mayor of the City of McMinnville signed a Declaration of State of Emergency on March 16, 2020; and
- WHEREAS, McMinnville City Council ratified Resolution No. 2020-18 effective March 24, 2020 declaring a state of emergency for the entire City of McMinnville in response to the COVID-19 pandemic; and
- **WHEREAS,** Resolution No. 2020-18 was scheduled to remain in effect until at least May 1, 2020, but was extended to June 27, 2020 by Resolution No. 2020-28 by the Common Council on April 28, 2020; and
- **WHEREAS,** Resolution No. 2020-28 was scheduled to remain in effect until June 27, 2020, but was extended to July 31, 2020 by Resolution No. 2020-43 by the Common Council on June 23, 2020; and
- **WHEREAS,** Resolution No. 2020-43 was scheduled to remain in effect until July 31, but was extended to September 4, 2020 by Resolution No. 2020-48 by the Common Council on July 18, 2020; and
- **WHEREAS,** Resolution No. 2020-48 was scheduled to remain in effect until September 4, but was extended to October 2, 2020 by Resolution No. 2020-52 by the Common Council on August 25, 2020; and
- **WHEREAS,** Adoption of this resolution will repeal and replace City of McMinnville Resolution No.'s 2020-28, 2020-43, 2020-48 and 2020-52; and
- **WHEREAS,** COVID-19 continues to present a high potential public health threat to public health and safety, the duration of which is still unknown.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMINNVILLE, OREGON, as follows:

- 1. The declaration of emergency is still needed to address the City's ability to respond and recover from this emergency.
- 2. The Emergency Declaration was established in Resolution 2020-18 (March 24, 2020) the resolution was been extended four times and most recently to October 2, 2020 in Resolution 2020-52 (August 25, 2020 at Regular City Council Meeting) and shall be extended to October 2nd, 2020 by Resolution 2020-59.
- 3. This resolution is effective immediately and shall remain in effect until November 3, 2020, but may be extended as necessary by the Common Council.

Resolution No. 2020-59

Effective Date: September 22, 2020

Page 1 of 2

City Recorder

Adopted by the Common Council of the City of McMinnville at a meeting held the

22nd day of September 2020 by the following votes:

Resolution No. 2020-59

City Attorney

Effective Date: September 22, 2020

Page 2 of 2

A Resolution for City of McMinnville, Oregon Extending the City's Declaration of State of Emergency Expressed in Resolution 2020-18.

RECITALS:

WHEREAS, The Mayor of the City of McMinnville signed a Declaration of State of Emergency on March 16, 2020; and

WHEREAS, McMinnville City Council ratified Resolution No. 2020-18 effective March 24, 2020 declaring a state of emergency for the entire City of McMinnville in response to the COVID-19 pandemic; and

WHEREAS, Resolution No. 2020-18 was scheduled to remain in effect until at least May 1, 2020, but was extended to June 27, 2020 by Resolution No. 2020-28 by the Common Council on April 28, 2020; and

WHEREAS, Resolution No. 2020-28 was scheduled to remain in effect until June 27, 2020, but was extended to July 31, 2020 by Resolution No. 2020-43 by the Common Council on June 23, 2020; and

WHEREAS, Resolution No. 2020-43 was scheduled to remain in effect until July 31, but was extended to September 4, 2020 by Resolution No. 2020-48 by the Common Council on July 18, 2020; and

WHEREAS, Adoption of this resolution will repeal and replace City of McMinnville Resolution No.'s 2020-28, 2020-43 and 2020-48; and

WHEREAS, COVID-19 continues to present a high potential public health threat to public health and safety, the duration of which is still unknown.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMINNVILLE, OREGON, as follows:

- 1. The declaration of emergency is still needed to address the City's ability to respond and recover from this emergency.
- 2. The Emergency Declaration was established in Resolution 2020-18 (March 24, 2020) the resolution was been extended three times and most recently to September 4, 2020 in Resolution 2020-48 (July 28, 2020 at Regular City Council Meeting) and shall be extended to October 2nd, 2020 by Resolution 2020-52.
- 3. This resolution is effective immediately and shall remain in effect until October 2, 2020, but may be extended as necessary by the Common Council.

Resolution No. 2020-52 Effective Date: August 25, 2020

Page 1 of 2

Adopted by the Common Council of the City of McMinnville at a meeting held the 25^{th} day of August 2020 by the following votes:

Ayes: <u>Drabkin, Garvin, Menke, Pera</u>	alta, Stassens	
Nays:		
Abstain:		
Approved this 25 th day of August 2020.		
Scowa. Hu		
MAYOR		
Approved as to form:	Attest:	Ciono 108
City Attorney	City Recorder	

Resolution No. 2020-52 Effective Date: August 25, 2020

Page 2 of 2

A Resolution for City of McMinnville, Oregon Extending the City's Declaration of State of Emergency Expressed in Resolution 2020-18.

RECITALS:

Effective Date: July 28, 2020

Page 1 of 1

WHEREAS, The Mayor of the City of McMinnville signed a Declaration of State of Emergency on March 16, 2020; and

WHEREAS, McMinnville City Council ratified Resolution No. 2020-18 effective March 24, 2020 declaring a state of emergency for the entire City of McMinnville in response to the COVID-19 pandemic; and

WHEREAS, Resolution No. 2020-18 was scheduled to remain in effect until at least May 1, 2020, but was extended to June 27, 2020 by Resolution No. 2020-28 by the Common Council on April 28, 2020; and

WHEREAS, Resolution No. 2020-28 was scheduled to remain in effect until June 27, 2020, but was extended to July 31, 2020 by Resolution No. 2020-43 by the Common Council on June 23, 2020; and

WHEREAS, COVID-19 continues to present a high potential public health threat to public health and safety, the duration of which is still unknown.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMINNVILLE, OREGON, as follows:

- 1. The declaration of emergency is still needed to address the City's ability to respond and recover from this emergency.
- 2. The Emergency Declaration was established in Resolution 2020-18 (March 24, 2020) the resolution was extended to July 31, 2020 in Resolution 2020-43 (June 23, 2020) and shall be extended to September 4, 2020 by Resolution 2020-48.
- 3. This resolution is effective immediately and shall remain in effect until September 4, 2020, but may be extended as necessary by the Common Council.

Adopted by the Common Council of the City of McMinnville at a meeting held the 28th day of July 2020 by the following votes:

Ayes: <u>Drabkin, Garvin, G</u>	Seary, Me	enke, Peralta, Stas	sens
Nays:			
Approved this 28 th day of July 2020).		
Soona Hu		•	
MAYOR			
Approved as to form: City Attorney	Attest:	<u>Clauclia</u> City Recorder	Conuros
Resolution No. 2020-48		-	

94

A Resolution for City of McMinnville, Oregon Extending the City's Declaration of State of Emergency Expressed in Resolution 2020-18.

RECITALS:

Page 1 of 1

WHEREAS, The Mayor of the City of McMinnville signed a Declaration of State of Emergency on March 16, 2020; and

WHEREAS, McMinnville City Council ratified Resolution No. 2020-18 effective March 24, 2020 declaring a state of emergency for the entire City of McMinnville in response to the COVID-19 pandemic; and

WHEREAS, Resolution No. 2020-18 was scheduled to remain in effect until at least May 1, 2020, but was extended to June 27, 2020 by Resolution No. 2020-28 by the Common Council on April 28, 2020; and

WHEREAS, COVID-19 continues to present a high potential public health threat to public health and safety, the duration of which is still unknown.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMINNVILLE, OREGON, as follows:

- 1. The declaration of emergency is still needed to address the City's ability to respond and recover from this emergency.
- 2. The Emergency Declaration was established in Resolution 2020-18 (March 24, 2020) the resolution was extended to June 27, 2020 in Resolution 2020-28 (April 28, 2020) shall be extended to July 31, 2020.
- 3. This resolution is effective immediately and shall remain in effect until July 31, 2020, but may be extended as necessary by the Common Council.

Adopted by the Common Council of the City of McMinnville at a meeting held the 23rd day of June 2020 by the following votes:

Ayes: _	Drabkin, Garvin, G	eary, Menke, Pei	raita, Stassens	_
Nays:				_
5.25	this 23 rd day of June 2020.			
Scora. Hr				
MAYOR				
Approved	Thwff	Attest:	Cisneros	
City Attorn		City Recorder		
Resolution No.	2020-43			
Effective Date:	June 23, 2020			

A Resolution for City of McMinnville, Oregon Extending the City's Declaration of State of Emergency Expressed in Resolution 2020-18.

RECITALS:

WHEREAS, The Mayor of the City of McMinnville signed a Declaration of State of Emergency on March 16, 2020; and

WHEREAS, McMinnville City Council ratified Resolution No. 2020-18 effective March 24, 2020 declaring a state of emergency for the entire City of McMinnville in response to the COVID-19 pandemic; and

WHEREAS, Resolution No. 2020-18 was scheduled to remain in effect until at least May 1, 2020, but may be extended as necessary by the Common Council; and

WHEREAS, COVID-19 continues to present a high potential public health threat to public health and safety, the duration of which is still unknown.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMINNVILLE, OREGON, as follows:

- 1. The declaration of emergency is still needed to address the City's ability to respond and recover from this emergency.
- 2. The Emergency Declaration established in Resolution 2020-18 (March 24, 2020) shall be extended to June 27, 2020.
- 3. This resolution is effective immediately and shall remain in effect until June 27, 2020, but may be extended as necessary by the Common Council.

Adopted by the Common Council of the City of McMinnville at a meeting held the 28th day of April 2020 by the following votes:

Ayes: <u>Drabkin, Garvin, Geary, M</u>	<u>lenke, Peralta, Stassens</u>
Nays:	
Approved this 28th day of April 2020.	
MAYOR	_
Approved as to form: City Attorney	Attest: City Recorder

Resolution No. 2020-28 Effective Date: April 28, 2020

Page 1 of 1

A Resolution for City of McMinnville, Oregon Ratifying the Declaration of State of Emergency signed by Mayor Scott Hill on March 16, 2020.

RECITALS:

WHEREAS, Governor Kate Brown, on March 8, 2020 declared a state of emergency due to the COVID-19 virus, finding that COVID-19 has created a threat to public health and safety, and constitutes a statewide emergency under ORS 401.025(1); and

WHEREAS, The World Health Organization, on March 11, 2020 declared COVID-19 to be a pandemic threat that causes respiratory distress with the potential to cause serious illness and loss of life; and

WHEREAS, The City of McMinnville may require significant resources to provide for the health and safety of residents; and

WHEREAS, The State of Oregon, pursuant to ORS 401.309(1); authorizes the governing body of Oregon cities and counties to declare a local state of emergency; and

WHEREAS, The City of McMinnville, pursuant to the Emergency Operation Plan authorized the Mayor to declare a local state of emergency; and

WHEREAS, The Mayor of the City of McMinnville finds that conditions require a local state of emergency; and

WHEREAS, The Mayor of the City of McMinnville signed a Declaration of State of Emergency on March 16, 2020;

NOW, THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF MCMINNVILLE OREGON, HEREBY RATIFY THE DECLARATION OF STATE OF EMERGENCY SIGNED BY MAYOR SCOTT HILL ON MARCH 16,2020 AND AUTHORIZES THE FOLLOWING:

- City Manager of the City of McMinnville, as the Emergency Manager as indicated in the Emergency Operation Plan, may take any and all necessary steps authorized by law to coordinate a response to this emergency; and
- The state of emergency declaration provides the City Manager of the City of McMinnville is authorized to reallocate any city funds for emergency use; and
- City Manager of the City of McMinnville is authorized to coordinate an effective response by redirecting funding for emergency use as needed and suspending standard procurement procedures; and
- 4. This resolution is effective immediately and shall remain in effect until at least May 1, 2020, but may be extended as necessary.

Resolution No. 2020-18 Effective Date: March 16, 2020

Page 1 of 2

Adopted by the Common Council of the City of McMinnville at a meeting held the 24th day of March 2020 by the following votes:

Ayes: Drabkin , Garvin, Geary, Me	enke, Peralta, Stassens
Nays:	
Approved this 24th day of March 2020).
Scott a. H	
Approved as to form:	Attest:
City Attorney	City Recorder

Resolution No. 2020-18 Effective Date: March 16, 2020

Page 2 of 2



DECLARATION OF STATE OF EMERGENCY

To: Brian Young, Yamhill County Emergency Manager,

Yamhill County Office of Emergency Management

From: Mayor Scott Hill,

City of McMinnville, Oregon

At 3/16/2020(time) on 1.20pm (date),

The COVID -19 Pandemic is spreading within the State of Oregon, Yamhill County

The current situation and conditions are:

Taking this action allows City staff greater flexibility to address hazards posed by the COVID-19 by facilitating more expedient coordination with public agencies and quicker deployment of resources and staffing to safeguard the community. It also provides for the ability to modify work schedules of emergency responders to meet reduced staffing or increased emergency responses due to the COVID-19.

The state of emergency declaration provides the City Manager with the latitude to coordinate an effective response by redirecting funding for emergency use as needed and suspending standard procurement procedures.

City Manager of the City of McMinnville, as the Emergency Manager, may take any and all necessary steps authorized by law to coordinate a response to this emergency.

City Manager of the City of McMinnville is authorized to initiate emergency request for aid from Yamhill County, the State of Oregon, and the Federal Emergency Management Agency as necessary.

The Common Council of the City of McMinnville will ratify the Declaration of State of Emergency with Resolution No. 2020-18 on March 24, 2020.

Additionally, the designation aides the City's efforts when requesting assistance and/or reimbursement for expenditures related to COVID -19 response.

The declaration, set to expire on May 1, 2020 may be renewed if necessary

The geographic boundaries of the emergency are: The City Limits of McMinnville, OR 97128

WE DO HEREBY DECLARE THAT A STATE OF EMERGENCY NOW EXISTS IN THE CITY OF MCMINNVILLE AND THAT THE CITY HAS EXPENDED OR WILL SHORTLY EXPEND ITS NECESSARY AND AVAILABLE RESOURCES. WE RESPECTFULLY REQUEST THAT THE COUNTY PROVIDE ASSISTANCE, CONSIDER THE CITY AN "EMERGENCY AREA" AS PROVIDED FOR IN ORS 401, AND, AS APPROPRIATE, REQUEST SUPPORT FROM STATE AGENCIES AND/OR THE FEDERAL GOVERNMENT.

Title: Mayor Scott Hill

Date & Time: 3/16/2020 1:20 pm

This request may be passed to the County via radio, telephone, or fax. The original signed document must be sent to the County Emergency Management Office, with a copy placed in the final incident package.



City of McMinnville Community Development Department

231 NE Fifth Street McMinnville, OR 97128 (503) 434-7312

www.mcminnvilleoregon.gov

STAFF REPORT

DATE: September 9, 2020

TO: Jeff Towery, City Manager

FROM: Mike Bisset, Community Development Director

SUBJECT: Apron & Taxilane Rehabilitation Project, Project 2017-10

Report in Brief:

This action is the consideration of a resolution to award a public improvement contract in the amount of \$1,272,382.00 to K&E Excavating for the construction of the Apron & Taxilane Rehabilitation Project, Project 2017-10.

Background:

This apron and taxilane project at the McMinnville Municipal Airport project consists of reconstructing approximately 9,345SY of aircraft apron, design apron geometry and size to accommodate 19 current tie down positions, demolition and removal of existing pavement, preparations of a pavement sections design based on the anticipated aircraft using the apron, possible subgrade stabilization, drainage structures and underdrains, shoulder work, pavement markings, and construction of new tie down anchors.

Construction is expected to begin in August of 2021, and be completed in October 2021.

Discussion:

On Tuesday, May 12, 2020, five bids were received, opened and publicly read for the construction of the Apron & Taxilane Rehabilitation Project, Project 2017-10. The bid results are as follows:

K&E Excavating	\$1,272,382.00
Kodiak Pacific	\$1,489,089.89
Kerr Contractors	\$1,588,923.00
Tapani	\$1,589,938.50
North Santiam Paving	\$2,045,102.00

The construction estimate for this work was \$1,8,57,086.00.

The bids were reviewed by City staff, and by Century West Engineering – the City's design consultant for the project. The bid from K&E Excavating, in the amount of \$1,272,382.00, was deemed to be the lowest responsible and responsive bid.

Attachments:

- 1. Resolution No. 2020-58
- 2. Century West Engineering Recommendation of Award

Fiscal Impact:

Funding for the construction of this project will be covered by the Federal Aviation Administration via an airport improvement grant, and the project will be included in the City's Airport Fund (Fund 25) FY22 budget.

Recommendation:

Staff recommends that the City Council adopt the attached resolution awarding the public improvement contract for the construction of the Apron & Taxilane Rehabilitation Project, Project 2017-10, in the amount of \$1,272,382.00, to K&E Excavating.

A Resolution awarding the contract for the Apron & Taxilane Rehabilitation Project, Project 2017-10.

RECITALS:

WHEREAS, On Tuesday, May 12, 2020, five bids were received, opened and publicly read for the construction of the Apron & Taxilane Rehabilitation Project, Project 2017-10.

WHEREAS, The low bidder, K&E Excavating, met all of the bid requirements, and should be considered the lowest responsible bidder.

WHEREAS, Funding for this project will be covered by the Federal Aviation Administration via an airport improvement grant, and the project will be included in the City's Airport Fund (Fund 25) FY22 budget.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF McMINNVILLE, OREGON, as follows:

- 1. That entry into a public improvement contract with K&E Excavating, in the amount of \$1,272,382.00, for the Apron & Taxilane Rehabilitation Project, Project 2017-10, is hereby approved.
- 2. That the City Manager is hereby authorized and directed to execute the public improvement contract.
- 3. That this resolution shall take effect immediately upon passage and shall continue in full force and effect until revoked or replaced.

Adopted by the Common Council of the City of McMinnville at a regular meeting held the 22nd day of September 2020 by the following votes:

Ayes.		
Nays:		
Abstain:		
Approved this 22 nd day of Septemb	er 2020.	
NAVOD.		
MAYOR		
Approved as to form:	Attest:	
City Attorney	City Recorder	

Resolution No. 2020-58 Effective Date: September 22, 2020 Page 1 of 1



May 13, 2020

Mike Bisset City of McMinnville 231 NE Fifth Street McMinnville, OR 97128

Recommendation of Award
McMinnville Municipal Airport
Apron & Taxilane Rehabilitation Project, FAA AIP #3-41-0036-019

Mike-

Bids for the above-mentioned project were received and opened on May 12, 2020. Five bids were received. The low bid was received from K&E Excavating.

We have reviewed K&E's bid and found no arithmetic errors in their proposal, and their bid was found to be 'responsive' to the bidding requirements. The total amount bid by K&E to construct was \$1,272,382.00. A copy of the bid tabulation is enclosed.

We therefore recommend that this project be awarded to K&E Excavating, for the proposed amount of \$1,272,382.00 to construct the project.

Please contact me if you have any questions about our recommendation.

Sincerely,

Bryan Condon, P.E. Project Manager

Cc: Ian Bradshaw, FAA

Encl.

McMinnville Municipal Airport

Apron & Taxilane Rehabilitation Project - AIP #3-41-0036-019 - City Project 2017-10

Bids O	pened 5-12-20 @ 2pm			Engineer's	Estimate	K&E Excav	vating	Kodiak	Pacific	Tapan	ni	Kerr Con	tractors	North Santian	n Paving
Bid Iten	n Description	Quantity	Unit	Unit Price	Total	Unit Price	Total	Unit Price	Total	Unit Price	Total	Unit Price	Total	Unit Price	Total
1	Mobilization (Section C-105) 1 LS	1	LS	\$ 121,500.00	121,500.00	\$ 126,000.00 \$	126,000.00	\$ 160,063.39	\$ 160,063.39	\$ 155,000.00 \$	155,000.00	\$ 150,000.00	\$ 150,000.00	\$ 218,000.00 \$	218,000.00
2	Temporary Flagging, Marking, and Signing (Sheet G-2) 1 LS	1	LS	\$ 8,000.00	8,000.00	\$ 33,000.00 \$	33,000.00	\$ 32,500.00	\$ 32,500.00	\$ 20,000.00 \$	20,000.00	\$ 33,000.00	\$ 33,000.00	\$ 42,000.00 \$	42,000.00
3	Low Level Barricades (Sheet G-2) 1 LS	1	LS	\$ 9,500.00	9,500.00	\$ 15,000.00 \$	15,000.00	, , , , , , ,	, , , , , , ,		30,000.00		,	,	45,600.00
4	Safety Orange Mesh Construction Fence 1 LS	1	LS	\$ 3,000.00	\$ 3,000.00	\$ 3,500.00 \$	3,500.00	, , , , , , ,	, , , , , , ,	,	8,000.00	.,	,	, , , , , , ,	2,500.00
5	Construction Staking (Section 50) 1 LS	1	LS	\$ 15,000.00	15,000.00	\$ 25,000.00 \$	25,000.00	\$ 27,300.00	\$ 27,300.00		30,000.00		\$ 29,000.00	,	18,000.00
6	Asphalt Concrete Pavement Removal (Item P-101) 9,171 SY	9171	SY	\$ 25.00	\$ 229,275.00	\$ 2.00 \$	18,342.00		, .,		55,026.00				30,264.30
7	Temporary Air and Water Pollution, Soil Erosion, and Siltation Control (C-102) 1 LS	1	LS	\$ 5,000.00	5,000.00	\$ 33,500.00 \$	33,500.00	. ,	, , , , , , , ,	, , , , , , ,	41,000.00		,	, , , , , , , ,	21,000.00
8	Unclassified Excavation (Item P-152) 4,261 CY	4261	<u> </u>	\$ 35.00	149,135.00	\$ 19.00 \$	80,959.00				102,264.00				132,517.10
9	Embankment In-Place (Item P-152) 250 CY	250	<u> </u>	\$ 30.00	7,500.00	\$ 9.00 \$	2,250.00				1,000.00				1,450.00
10	Stripping (Item P-152) 760 CY	760		\$ 35.00	\$ 26,600.00	\$ 17.50 \$	13,300.00		, -,		22,800.00		,		19,760.00
11	Unsuitable Excavation (Item P-152) 3,861 CY	3861	CY	\$ 40.00	154,440.00	\$ 14.00 \$	54,054.00		\$ 104,247.00		65,637.00		\$ 57,915.00		100,386.00
12	Subgrade Stabilization (Item P-152) 3,861 CY	3861	CY	\$ 60.00	231,660.00	\$ 37.50 \$	144,787.50		, ,		177,606.00		\$ 169,884.00		250,965.00
13	Geotextile Fabric (Item P-152) 11,584 SY	11584		\$ 3.00	\$ 34,752.00	\$ 1.00 \$	11,584.00		, , , , , , ,		23,168.00		,		,
14	Geogrid (Item P-152) 23,167 SY	23167		\$ 3.00	69,501.00	\$ 1.50 \$	34,750.50				57,917.50				
15	Subbase Course (Item P-154) 2,982 CY	2982		\$ 40.00	119,280.00	\$ 50.00 \$	149,100.00		, -,		155,064.00		. ,		,
16	Crushed Aggregate Base Course (Item P-209) 3,231 TON	3231	TN	\$ 60.00	193,860.00	\$ 26.00 \$	84,006.00		,		161,550.00		,		216,477.00
17	Asphalt Course (Item P-401) 2,542 TON	2542	TN	\$ 120.00	\$ 305,040.00	\$ 125.00 \$	317,750.00		\$ 269,452.00		305,040.00				414,346.00
18	Emulsified Asphalt Prime Coat (Item P-602) 15 TON	15	TN	\$ 900.00	13,500.00	\$ 1.00 \$	15.00				15.00				27,000.00
19	Emulsified Asphalt Tack Coat (Item P-603) 1 TON	1	TN	\$ 900.00	900.00	\$ 1.00 \$	1.00				1.00	, , , , , , ,			990.00
20	Tie Down Anchor with Chains (P-610) 57 EA	57	Each	\$ 1,200.00	68,400.00	\$ 600.00 \$	34,200.00		, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		28,500.00		,	, , , , , , ,	96,900.00
21	Existing Tie Down Removal (P-610) 1 LS	1	L.S.	\$ 28,500.00	\$ 28,500.00	\$ 6,000.00 \$	6,000.00	.,	, ,,,,,,,		11,000.00			, , , , , , , ,	11,000.00
22	Pavement Making (first application) (Item P-620) 1,278 SF	1410	SF	\$ 1.00	1,410.00	\$ 1.50 \$	2,115.00		, , , , , , ,		2,820.00		, , , , , , , ,		2,820.00
23	Pavement Marking (final application) (Item P-620) 1,278 SF	1410	SF	\$ 1.00	1,410.00	\$ 1.50 \$	2,115.00				2,820.00				2,820.00
24	Pavement Marking Removal (Item P-620) 34 SF	79	SF	\$ 2.00	158.00	\$ 7.00 \$	553.00				790.00				869.00
25	12" Corrugated Polyethylene (HDPE) Storm Pipe - Paved Areas (Item D-701) 228 LF	228	LF	\$ 55.00	12,540.00	\$ 55.00 \$	12,540.00		, .,.		20,520.00		,		16,644.00
26	12" Corrugated Polyethylene (HDPE) Storm Pipe - Unpaved Areas (Item D-701) 45 LF	45	LF	\$ 45.00	2,025.00	\$ 48.00 \$	2,160.00				3,600.00				
27	6" HDPE Underdrains (Item D-705) 920 LF	920		\$ 17.50	16,100.00	\$ 35.00 \$	32,200.00		, , , , , , ,		59,800.00		. ,		44,160.00
28	Underdrain Cleanout Wye (Item D-705) 5 EA	5	Each	\$ 500.00	2,500.00	\$ 1,100.00 \$	5,500.00	,	,		2,500.00	,	,	, , , , , , , ,	7,500.00
29	Catch Basin (Item D-751) 3 EA	3	Each	\$ 3,050.00	9,150.00	\$ 4,750.00 \$	14,250.00				15,000.00				15,900.00
30	48" Flat Top Manhole with Open Grate (Item D-751) 1 EA	1	Each	\$ 5,000.00	5,000.00	\$ 5,000.00 \$	5,000.00	·			7,000.00	·		·	7,700.00
31	Connect to Exist Storm System, Install New Storm Structure on Exist Pipe (Item D-751) 2 EA	2	Each	\$ 600.00	1,200.00	\$ 1,250.00 \$	2,500.00				5,000.00				8,200.00
32	Connection to Existing Storm System, New Pipe to Existing Structure (Item D-751) 1 EA	1	Each	\$ 1,500.00	1,500.00	\$ 1,250.00 \$	1,250.00				2,500.00				2,250.00
33	Existing Manhole Adjustment (Item D-751) 1 EA	1	Each	\$ 750.00	750.00	\$ 1,250.00 \$	1,250.00	, , , , , , ,		, , , , , , ,	2,500.00		,	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
34	General Storm System Removal (Item D-751) 1 LS	1	LS	\$ 4,000.00	\$ 4,000.00	\$ 2,000.00 \$	2,000.00				12,000.00				
35	Seeding (Item T-901) 0.5 ACRE	0.5	Acre	\$ 10,000.00	5,000.00	\$ 3,700.00 \$	1,850.00	\$ 5,400.00	\$ 2,700.00	\$ 5,000.00 \$	2,500.00	\$ 10,000.00	\$ 5,000.00	,	14,650.00
		Tota	l Bid		\$ 1,857,086.00	\$	1,272,382.00		\$ 1,489,089.89	\$	1,589,938.50		\$ 1,588,923.00	\$	2,045,102.00

	K&E Excavating
Bid Complete & Signed?	X
Addendum 1 Acknowledged?	Х
Addendum 2 Acknowledged?	Х
Bid Bond & Power of Attorney?	Х
Qualification Statement Submitted?	Х
Certification of Nonsegregated Facilities Submitted?	Х
Bidders Statement on Previous Contracts Subject to EEO Clause Submitted?	Х
Letter of Intent Submitted? (If DBE Used)	Х
Restriction on Federal Public Works Projects form Submitted?	Х
Bidder's Certification Submitted?	Х
Buy American Certification Submitted?	X
Bidders List Submitted?	X
1st Tier Submitted?	X

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