



City of McMinnville
Community Development Department
231 NE Fifth Street
McMinnville, OR 97128
(503) 434-7311
www.mcminnvilleoregon.gov

McMinnville Economic Vitality Leadership Council
Wednesday, July 10, 2024 – 3:00 – 4:00 PM

HYBRID Meeting
IN PERSON – 231 NE Fifth Street or ZOOM Online Meeting

(Please note that this meeting will be conducted via ZOOM meeting software due to the COVID-19 event.)

<https://mcminnvilleoregon.zoom.us/j/89826790447?pwd=G7fXdl4ZimZ4luYtIVK5AIFDIiVfKq.1>

Meeting ID 898 2679 0447

Meeting Passcode: 406921

Or join ZOOM Meeting by phone via the following number: 1-669-900-9128

Council Members

Agenda Items

Carson Benner, Chair
McMinnville School District

Mike Morris, Vice-Chair
Chamber of Commerce

Trena McManus,
McMinnville Water and Light

Chris Chenoweth,
City of McMinnville

Kelly McDonald,
City of McMinnville

Steve Patterson,
Chamber of Commerce

Dani Chisholm, MDA

Heather Miller, MDA

John Dietz,
MEDP

Deven Paolo,
MEDP

Erin Stephenson,
Visit McMinnville

Diana Riggs,
Visit McMinnville

Gerardo Ochoa,
Linfield University

Michael Mulkey,
Willamette Valley Medical Center

1. Call to Order / Introductions

2. Minutes

- September 13, 2023 (*Exhibit 1*)
- November 8, 2023 (*Exhibit 2*)

3. Discussion Items

- Downtown Master Plan Update (*Exhibit 3*)

4. Rumor Mill

5. Citizen Comments

6. Committee Member Comments

7. Staff Comments

8. Adjournment

The meeting site is accessible to handicapped individuals. Assistance with communications (visual, hearing) must be requested 24 hours in advance by contacting (503) 434-7311 – 1-800-735-1232 for voice, or TDY 1-800-735-2900.

*Please note that these documents are also on the City's website, www.mcminnvilleoregon.gov. You may also request a copy from the Planning Department.

EXHIBIT 1 - MINUTES

September 13, 2023
McMinnville Economic Vitality Leadership Council
Regular Meeting

3:00 pm
Zoom Meeting
McMinnville, Oregon

Members Present: Carson Benner, Mike Morris, Trena McManus, Chris Chenoweth, Dani Chisholm, Heather Miller, John Dietz, and Deven Paolo

Members Absent: Gerardo Ochoa, Michael Mulkey, Erin Stephenson, Steve Patterson, and Walt Gowell

Staff Present: Heather Richards – Community Development Director, Jody Christensen – Special Projects Manager, Patty Herzog – McMinnville Economic Development Partnership, Jeff Knapp – Visit McMinnville, and Olivia Rovang – Visit McMinnville

Others Present:

1. Call to Order

Chair Benner called the meeting to order at 3:00 p.m.

Jeff Knapp, Visit McMinnville, introduced Olivia Rovang, RARE Program student, who would be helping with projects.

2. Minutes

- January 18, 2023

Committee Member Dietz moved to approve the January 18, 2023, minutes. The motion was seconded by Committee Member Paolo and passed unanimously.

3. Discussion – Work Force Housing (Understanding Need)

- 2023/2024 Priorities

Community Development Director Richards said the Committee had come up with five priorities and staff and the Chair and Vice Chair created an agenda for the next four meetings.

- McMinnville Housing Needs Analysis

Community Development Director Richards discussed four principles for planning for growth, Oregon Land Use Goals, housing capacity analysis update and how the City had to adopt a new HNA and BLI by December 2023, and how household income and lack of housing affordability impacted work force housing. She then explained housing building permits by decade and how they were not meeting the thresholds, how land supply was an issue in McMinnville, other cities that were severely rent burdened, population forecast, housing needs in McMinnville, how not all multi-family housing was low income, not all lower income households should be pushed into multi-family housing, and as lots got smaller, access to open space was more important. The three steps to growth were identification of the need, land use efficiencies, and UGB alternatives analysis. She discussed the process to update the Housing Needs Analysis, Economic Opportunities Analysis, and Public Lands Need Analysis as well as the Buildable Lands Inventory. She described the buildable and partially vacant residential land by zoning district, capacity, current/proposed work force housing projects, mix of housing types, deficit of land for new housing, land need for housing, employment, and public lands, how to meet the need through land use efficiencies and UGB amendment, and perspective for discussion. They would need 484 acres total for the planning period of 2021-2041 to meet the land deficiencies which was 0.1% of the total land acreage in Yamhill County.

There was discussion regarding comparing McMinnville with other cities, areas for growth, funding for infrastructure, opposition to the current process, population forecast, process timeline, and annexations since the last UGB expansion.

- Business Assistance/Resiliency Grant (8212) Update

Special Projects Manager Christensen gave an update on the expenditure report for the Business Assistance Resiliency Grant. She explained the funding, Business Recovery and Resiliency Plan, monitoring overview, progress on the Business Assistance Grant program, progress on the Coordination of Sustainable, Localized Workforce program, progress on the Micro Enterprise Services of Oregon (MESO) 40/60 loans which had zero expenditures currently, progress on the Bilingual Business Training and Mentorship program, and next steps.

There was discussion regarding the timeline for the funds to be expended and what happened if it was not all expended, successes and issues with the programs, and getting case studies from businesses who participated.

4. Rumor Mill

There was discussion regarding businesses that had recently closed and opened.

Mr. Knapp said ODOT was partnering with Cycle Oregon to work on Safe Routes to School programs to provide bikes and curriculum to schools. The Hello McMinnville program would be starting in October.

Committee Member Morris discussed approaching churches about their available land and opportunities for affordable housing. He asked about the impact of Portland tourism slowing down and rebooking conventions.

Mr. Knapp said in general tourism was down in Oregon and international travel was low. He thought with the Evergreen Aviation Museum and their new conference facility and year-round conferences, McMinnville would be a destination. The number of short-term rentals in the City was small, but they were performing well and hotels were also performing well. He did not think the hospitality industry was down in McMinnville. Work force was a challenge.

Committee Member Chisholm said occupancy was down, but the average daily rate was increasing considerably. The bottom line was about the same for hotels. Food and beverage had been up.

Committee Member Miller said her restaurant was up from last summer and she was seeing last minute bookings for her rural accommodations. Winery and tasting room foot traffic was down, but it was from a shift from the pandemic where people wanted to be more spontaneous instead of making reservations and the wine industry was changing to allow that.

Committee Member Chisholm agreed there was an increase in last minute bookings.

Committee Member Chenoweth said the R&B Rubber site was still moving forward.

Committee Member Dietz said they were working on the partnership with the high school.

5. Citizen Comments

None

6. Committee Member Comments

None

7. Staff Comments

None

8. Adjournment

Chair Benner adjourned the meeting at 4:44 p.m.

EXHIBIT 2 - MINUTES

November 8, 2023
McMinnville Economic Vitality Leadership Council
Regular Meeting

3:00 pm
Zoom Meeting
McMinnville, Oregon

Members Present: Carson Benner, Mike Morris, Trena McManus, Chris Chenoweth, Dani Chisholm, Heather Miller, John Dietz, Erin Stephenson, and Deven Paolo

Members Absent: Gerardo Ochoa, Michael Mulkey, Steve Patterson, and Walt Gowell

Staff Present: Heather Richards – Community Development Director, Jody Christensen – Special Projects Manager, Patty Herzog – McMinnville Economic Development Partnership, Jeff Knapp – Visit McMinnville, and Olivia Rovang – Visit McMinnville

Others Present:

1. Call to Order

Chair Benner called the meeting to order at 3:00 p.m.

2. Minutes

- October 13, 2021
- October 27, 2021
- December 1, 2021
- February 9, 2022
- March 9, 2022
- May 11, 2022
- June 8, 2022
- August 10, 2022

Committee Member Morris moved to approve the October 13, October 27, and December 1, 2021, and February 9, March 9, May 11, June 8, and August 10, 2022 minutes. The motion was seconded by Committee Member Chenoweth and passed unanimously.

3. Presentation – MEDP, 8212 Grant - Workforce

Patty Herzog, McMinnville Economic Development Partnership, gave a presentation on the 8212 grant. She discussed the grant funding statement, grant overview, and timeline that all grants would be obligated by June 30, 2024, and project work completed by December 31, 2026.

Craig Brockett, Workforce Development Project Contractor, discussed the stakeholder survey, upcoming listening sessions, and contractor one-on-one business interviews. They were collecting and evaluating the data from a broad cross section of employers and jobseekers. He explained early survey feedback which indicated businesses were having difficulties recruiting qualified applicants. The survey was open from October 20 to December 4 and a mailer had been sent on November 2.

Ms. Herzog said their database had over 2,500 contacts but needed additional evaluation. She discussed the top NAICS Code employers by industry to show the business landscape in McMinnville.

There was discussion regarding the employer data and number of employees for each industry.

Ms. Herzog continued by discussing their action plan to develop and implement programs including the Workforce Integration Network.

Mr. Brockett talked about sustainable resources including web-based directory, work-based learning programs, and Advisory Council. He also discussed the draft action plan framework, data collected, feedback, action steps, and deliverables. He shared how people could participate and contact information.

There was discussion regarding the listening sessions and keeping the database current and useable for the future.

4. Discussion Items – Priority Projects

- Streamline Permitting Processes – Initial Discussion

Community Development Director Richards said a top priority for the Council was to evaluate the City's permitting process for streamlining opportunities for business development. She reviewed what the current process entailed for timeframes and costs. The City did not have a site and design review permitting process outside of the Building Permit Review which saved time and money. She then discussed the current SDC charges and inspection fees, comparison with other cities, and updating master plans.

There was discussion about McMinnville Water & Light's SDC study and possible creation of a water SDC and how currently new development paid all the water infrastructure.

Community Development Director Richards discussed timeliness opportunities and constraints and next steps.

There was discussion regarding changes to the commercial side, but not residential side, as it sometimes got bogged down, problems when community involvement was required and derailing a project, updating codes for better clear and objective standards, great pre-application process, complex relocation and expansion process and making it more user friendly, SDCs for change of use, staffing the counter at the Community Development Center which was only open from 12-5, and how the City was behind on legislative changes in the code.

The Council asked for a full scope of permits and what it would take to update codes.

- Workforce Housing – Follow Up Discussion

Community Development Director Richards said Representative Elmer agreed to offer one of her bills in this legislative session to housing. Staff had been working with her on that and yesterday testified at the state. It was the Housing Oregon's Workforce Bill and was all about incentivizing supply. For projects ready to proceed immediately, the state would pay for the infrastructure needs and those projects agreed that 30% of the units would be for households making 130% median income or less. There was support for the bill, but she did not know if it would pass. There were two projects from McMinnville that would be included.

5. Action Items

- Business Assistance/Resiliency Grant (8212) Update

Community Development Director Richards said staff met with MESO to come up with options for reallocating the rest of the funds as the forgivable loan program had run its course. Those options included bilingual business training program round two, bilingual business training circle to continue work with round one, and business assistance grants. She asked for direction on which option to move forward with.

There was discussion regarding the timeline for spending the funds, using the funds for another year of workforce training and development, how that option would need language to defend it, federal and state pressure on how the money was being spent, partnering with Chemeketa Community College, and extending the deadline for deployment of the funds.

The Council gave direction to staff to ask the state if the remaining \$166,000 could be used to extend an FTE to a certain timeframe and maintain the database for workforce development. The employee was developing the programs responding to the business needs that came out of the survey.

Mr. Knapp thought it was important to consider business licenses to be able to support and maintain the database.

6. Rumor Mill

None

7. Citizen Comments

None

8. Committee Member Comments

None

9. Staff Comments

None

10. Adjournment

Chair Benner adjourned the meeting at 4:56 p.m.

EXHIBIT 3 – STAFF REPORT

DATE: July 10, 2024
TO: McMinnville Economic Vitality Leadership Council
FROM: Heather Richards, Community Development Director
SUBJECT: Downtown Master Plan Update - Discussion

STRATEGIC PRIORITY & GOAL:



GROWTH & DEVELOPMENT CHARACTER

Guide growth & development strategically, responsively & responsibly to enhance our unique character.

OBJECTIVE/S: Define the unique character through a community process that articulates our core principles

Report in Brief:

This is a discussion about the upcoming Downtown Master Plan update planned by the McMinnville Urban Renewal Agency (URB) and the McMinnville Urban Renewal Advisory Committee (MURAC).

Background:

McMinnville has been implementing plans for downtown McMinnville since the 1960s. The last Downtown Master Plan was adopted in 2000 as the Downtown Improvement Plan. (Please see attached). This plan along with the NE Gateway District Plan adopted in 2010 formed the basis for the Downtown Urban Renewal Plan in 2013, to help fund the public projects identified in those two planning documents, including the Alpine Avenue Street Improvement Project and the Third Street Streetscape Improvement Project.

Discussion:

In recent years, there have been many different critical conversations within McMinnville that potentially would have significant impact on the downtown, including but not exclusive to the following:

- 2018 Downtown Parking Management Strategic Plan
- 2019 City Center Housing Strategy
- Yamhill County Downtown Space Needs Analysis and Strategic Plan
- City of McMinnville MAC Pac Project
- Successful Establishment of Visit McMinnville
- Repositioning of Corporate Offices (OMI, In Springs Living, TTR, etc)
- Pressure of Property Redevelopment on Third Street

MURAC in its advisory role to the URB, recommended the need to fund and implement a Downtown Master Plan Update in FY 24/25 and FY 25/26 to incorporate all of these changes into a future vision for the McMinnville downtown area.

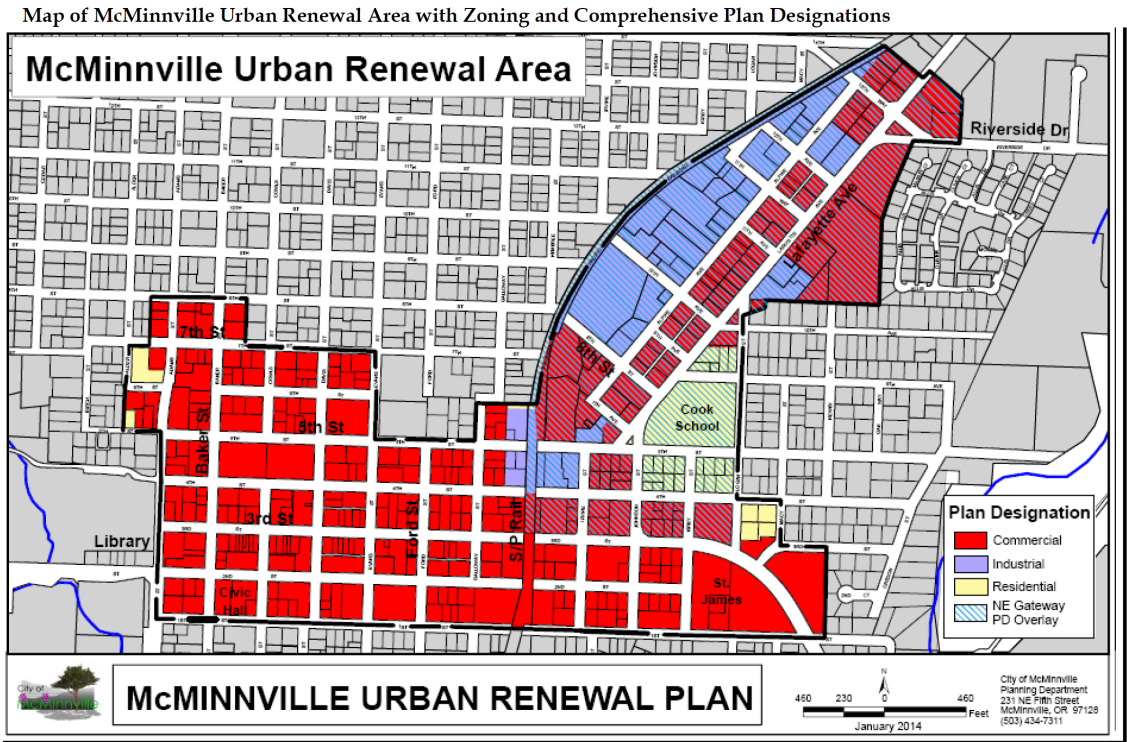
Suggested Scope of Work:

- Familiarization with existing reports, data and plans.
- Survey and identify areas within and adjacent to the Downtown Urban Renewal Area that meet the conditions of blight defined by ORS 457.
- Review Six Study Areas identified by City Staff and provide recommendations for changes or additions to the study areas.
- Prepare potential development strategies for the selected Study Areas.
- Identify, evaluate and prioritize additional public projects necessary to the achieve the goals of the Urban Renewal Plan in the study areas.
- Recommend potential amendments to the boundaries of the URA.
- Evaluate the overall development potential of the URA under baseline conditions and assuming successful implementation of the amended URA plan.
- Provide recommendations for prioritization and phasing of all recommended projects.
- Provide a financial analysis of the proposed plan.

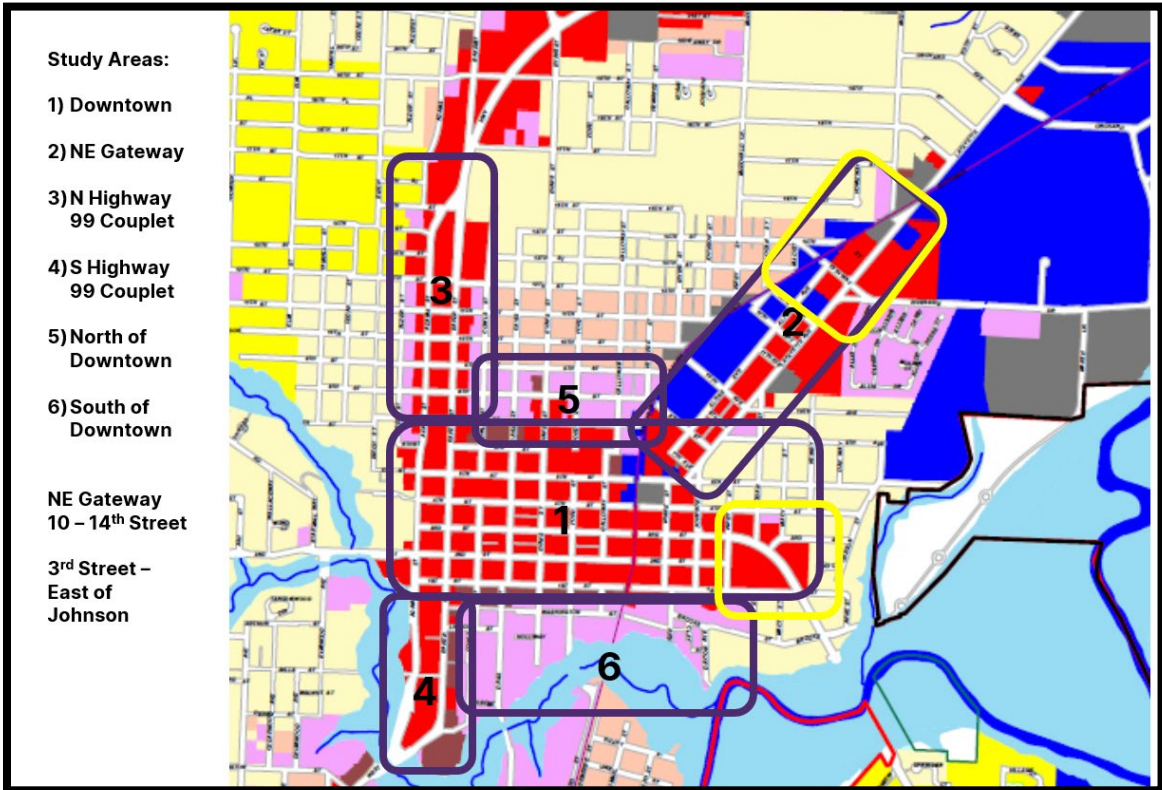
Potential Deliverables:

- ❖ Summary of the Downtown Master Plan
 - Overall Summary
 - Action Plan for Implementation
 - Visuals of the Final Plan as Developed
- ❖ Analysis of the Market Potential of the Study Areas.
- ❖ Update and Revision of the Downtown Urban Renewal Plan
 - Boundary Description
 - Proposed Land Uses
 - Outline of Development
 - Description of Projects to be Undertaken
 - Redeveloper's Obligations
 - Financing Methods
- ❖ Update and Revise of the Report on the Downtown Urban Renewal Plan

Map of the McMinnville Urban Renewal Area:



Proposed Study Areas:

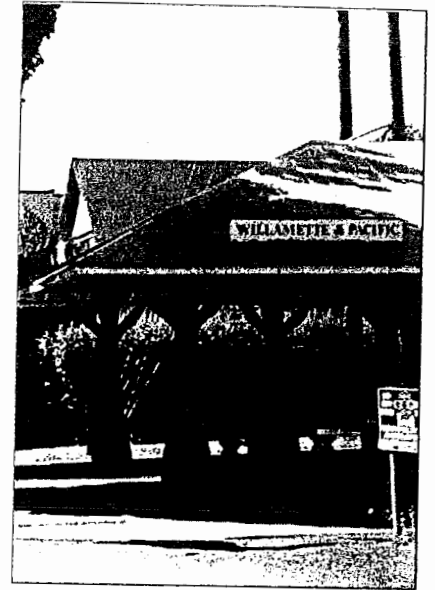


Attachments:

- Downtown Improvement Plan, 2000
- NE Gateway District Plan, 2010
- McMinnville Downtown Urban Renewal Plan, 2013

Fiscal Impact:

This effort will cost approximately \$300,000 - \$350,000 and will take approximately 24 months. Funding is from the McMinnville Urban Renewal Agency over two fiscal years.



City of McMinnville Downtown Improvement Plan

Walker Macy
July 2000

City of McMinnville Downtown Improvement Plan

Walker Macy
July 2000

Prepared by:

Walker Macy
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Portland, Oregon 97204
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Acknowledgements

City of McMinnville Downtown Steering Committee

Walt Gowell, Chair
Jerry Hart, Vice-Chair
Rose Marie Caughran
Ruel Fish
Tricia Harrop
Steve Macy
Marcia Mikesh
Frank Nelson
Neil Reiter
Dale Tomlinson
Patti Webb
David Wiegen

McMinnville City Council

Ed Gormley, Mayor
Dave Hughes
Robert Payne
Rick Olson
Tino Aleman
Sandy Rabe
Richard Windle

McMinnville Downtown Association

Patti Pierce-Webb

City of McMinnville

Kent Taylor, City Manager
Don Schut, Community Development Director
Doug Montgomery, Planning Director

Consulting Team

Walker Macy Michael Zilis, Principal in Charge
Patrick Sweeney, Project Manager

Robert Mazany Associates Robert Mazany, Arborist

Professional Advisors

Leland Consulting Group Dave Leland, Economist

Kittleson & Associates Mark Butorac, Engineer

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I. Executive Summary

The City of McMinnville, located in the heart of Yamhill County, has been built on a long history of civic pride and community cooperation. This pride and cooperation has directly resulted in a vital downtown that is people-oriented and continues to be the focus of the community. Today, downtown McMinnville has many benefits that other communities do not enjoy. The City's downtown core remains intact, with a complete block grid that encourages walking as well as driving. The grid is reinforced with buildings, especially along Third Street, which are of high quality, define the street edge, and add vitality. There are a good mix of uses downtown including office, civic, entertainment, recreation, housing and retail. The downtown is supported with on street parking, parking lots, and a public parking garage. It also retains an historic quality with many structures on the historic register.

As true in most communities, McMinnville's downtown is in competition with commercial, office, and residential development at the City's fringe. While key physical elements are in place, it will take specific and continual efforts to keep the downtown economically vital and prosperous into the future.

Through an interactive process, the Walker Macy consultant team assisted the City of McMinnville in preparing this strategic planning document. Working with the Downtown Steering Committee (DSC), the plan was crafted to set achievable goals and implementation measures formulated to build on the values of the community. The City of McMinnville Downtown Improvement Plan is intended to guide the downtown's economic, social and physical success well into the future.

The study area encompassed NE First Street to the south, NE Fifth Street to the north, the City Park and the library to the west and Johnson Avenue to the east. The goal of this effort was to formulate a plan to articulate the shared vision for the downtown and identify specific courses of action to achieve this vision.

The following sequence of tasks were undertaken:

- 1) Establish Goals & Objectives
- 2) Analyze Existing Conditions and Identify Opportunities & Constraints
- 3) Develop a Concept Plan
- 4) Identify Partnerships, Programs, Improvement Projects, and Funding Sources
- 5) Develop an Action Plan and Establish Priorities

Recommendations:

The plan provides a balanced approach to the improvement of downtown McMinnville. The plan's recommendations are arranged into three categories:

- Partnerships - Agencies and organizations the City should cooperatively work with to achieve common goals.
- Programs - Programs to be developed or expanded to add vitality to downtown.
- Improvement Projects - Specific improvements to be implemented.

Partnerships:

One of the primary reasons the downtown has been successful is its cooperative partnerships with the community and with governmental agencies. Through ongoing dialogue and cooperation, the downtown can tap the resources necessary to continue its success. The following partners are key to the success of McMinnville's Downtown Improvement Plan.

- Yamhill County- Retain county offices downtown and encourage the county to cooperatively plan the growth and development of its governmental facilities.
- Willamette and Pacific Railroad- Encourage the railroad to upgrade its facilities and work to develop future passenger service.
- Oregon Dept. of Transportation (ODOT)- Partner with ODOT to upgrade Adams Street and Baker Street to be more pedestrian friendly, easily crossed and developed to a similar standard as downtown streets.
- U.S. Bank- Negotiate with U.S. Bank to lease or acquire the plaza at Third Street and Davis Street for public use.
- McMinnville Downtown Association (MDA)- Continue to cooperate with the MDA to expedite the improvement of downtown.
- Chamber of Commerce- Continue to work with the Chamber of Commerce to attract businesses downtown.
- McMinnville Water & Light - Coordinate streetscape and other improvements with future utility upgrades.
- City of McMinnville - Coordinate with future developments and implement improvement projects.

Programs:

The following programs have been identified to guide improvement of downtown.

- Building Infill Programs - Building infill refers to the development of new building in areas that reinforce the structure and vitality of downtown. Develop building infill programs consistent with downtown's existing character that maintains high quality and good economic performance. Continue to encourage housing and office uses downtown to support businesses and add vitality.
- Parking Management- Implement a parking management program to balance the needs of residents, employees and visitors. Establish a shared parking system to efficiently utilize existing public and private parking downtown.
- Downtown Events and Activities- Expand activities to enliven downtown, encourage people to visit, and activate the public open spaces.
- Youth Programs-Establish programs for youth that provide opportunities for safe activities and positive interactions.
- Design Guidelines - Develop design guidelines to encourage appropriate and consistent downtown development. Guidelines should focus on achievable levels of improvement and management. Establish guidelines for: buildings, site development, signs, lighting, parking and other important components.
- Economic Programs - Establish an ongoing program to secure financial assistance to aid with the construction of new and redevelopment projects. Include sources in governmental agencies as well as private institutions.
- Physical Links and Connections - Accommodate opportunities for mass transit and expand pedestrian and bicycles networks. Discourage the development of one-way couplets or closure of any street portion of the downtown grid.

Improvement Projects:

The following projects have been identified as specific improvements to downtown McMinnville.

District Streetscape - Streetscape refers to all of the physical elements which comprise the area within the public right of way. Elements such as pavements, lighting, furnishing, and planting are part of the downtown McMinnville streetscape. These elements are to be developed uniformly to establish recognizable patterns which are pleasant and identify the downtown. All of the streets, First Street through Fifth Street, as well as the north/south streets, are to be developed with this consistent and attractive streetscape.

Adams Street and Baker Street - Improve Adams Street and Baker Street to appear and function as downtown streets. Improvements include additional pedestrian crossings, consistent planting and lighting, as well as additional on-street parking.

Third Street - Third Street is the identifiable center of the City. Ensuring that the street is successful both functionally and aesthetically is important to the health of the entire downtown. Planned improvements for Third Street include:

1. Replace the street trees over a period of years with tree species that do not damage sidewalks.

2. Upgrade street furnishings, lighting, and pavements to the same standards of the entire downtown.
3. Reconstruct mid-block crossings to be more useable by pedestrians.

Public Plaza - Negotiate the lease or purchase of the plaza at Third Street and Davis Street for permanent public use. Redevelop the plaza to better accommodate gatherings by expanding the paving surface across Davis St. for use during large events, and add site furnishings, plantings, and other amenities.

District Parking - Establish a downtown parking district to manage the parking resources as a cohesive system. Establish shared parking arrangements to maximize parking utilization and minimize the need for expansion of parking lots.

East Gateway Development- Mixed-use developments (development that combines housing, office and retail uses) increase vitality and support healthy downtowns. Develop the eastern portion of downtown into a vibrant mixed-use area which will add residents, visitors, workers, and shoppers to downtown.

District Lighting - Implement a comprehensive and coordinated lighting program throughout the downtown.

Directional Signage - Develop a sign program to direct visitors to and within downtown. Identify the downtown boundaries through uniform street improvements rather than monuments.

Access Development - Expand pedestrian and bicycle access connections to areas adjacent to downtown.

II. Process and Participants

The Downtown Improvement Plan is intended to establish a shared vision to guide downtown McMinnville's success into the future. It was undertaken jointly by the City, the Downtown Steering Committee (DSC), and the consultant team. The DSC includes representatives from the McMinnville Downtown Association, downtown property owners and business people, the City of McMinnville, and Linfield College.

Planning Process

Through an interactive process, the work resulted in this strategic planning document which establishes goals, development concepts, and phased action plans for implementation of downtown improvements.

The process began with the establishment of a definitive work program and review of existing plans, policies, and standards. Goals and initial priorities were then established. Through analysis of the existing downtown, opportunities and constraints were identified and initial development concepts discussed. Through interaction with the committee as well as the public, the concepts were refined, partnerships identified, and strategies and programs articulated. This strategic planning document is the result of the combined efforts of all participants.

III. Previous Downtown Studies

In order to better understand the evolution of downtown McMinnville, previous planning efforts were reviewed that have influenced and chronicled the City's development. These studies demonstrate a long history of community interest and reflect the efforts of many volunteers who have enthusiastically contributed to the City's development.

Many of the recommendations made in the four previous reports were valid ideas that have been implemented. However, McMinnville is fortunate that some of the recommendations that were considered good ideas in earlier studies-such as developing superblocks and pedestrian bridges-were not implemented, preserving a downtown core that remains intact and vital today.

Following is a brief summary of pertinent issues from the four most recent downtown studies.

Planning for the Central Area, 1968

The majority of the recommendations from this plan are already complete or are underway in Downtown thanks to strong leadership and a focused vision outlined in this plan. Second, Third, and Fourth Streets have established the City's Central Business District, existing multi-story buildings are being retained and improved to give character to downtown, upper floors of buildings are being redeveloped, and amenities such as benches, drinking fountains, garbage cans, trees, lighting, and planting boxes have been introduced. In addition, off street parking has been developed adjacent to Third Street, where possible.

Fortunately, the concept of establishing a pedestrian mall (a popular concept in the 1960's and 1970's that has since proven a detriment to many downtowns) between Adams and Ford, was not implemented.

McMinnville AIA Report, 1973 (also referred to as the "RUDAT Report")

This report acknowledged McMinnville's active citizenry as key to the City's future. It built on the conclusions of the previous report in areas such as providing housing on second stories above businesses. In keeping with 1970's urban design practices, the report proposed creating a pedestrian mall with department store and plaza at the ends, a recommendation that was fortunately not implemented. Looking beyond the boundaries of downtown, the report expressed concern about strip development on Route 99 and suggested that direct connection to I-5 be avoided. It proposed an open space spine concept between Adams and Baker and lobbied for the development of future open space along Cozine Creek. Many of these concepts were carried further in later studies as well.

McMinnville Planning Project, 1974

Key elements of the 1974 plan included reuse of downtown's Oregon Hotel, which has recently occurred, as well as establishing additional parking for downtown businesses. Similar to its predecessors, this plan continued to emphasize maintaining the historic character of downtown's architecture. The concepts of developing "superblocks" and pedestrian bridges between buildings (both of which would have disrupted the vitality of downtown) were introduced but never implemented. Many of the specific improvements that were proposed in this plan (street trees, additional parking, underground utilities, open space connections, etc.) have been successfully implemented and contribute to the City's current success.

Task Force 2000 Plan, 1996

Though the study area extended well beyond the downtown area, its focus on downtown mirrors many of the same components discussed with the current improvement plan. The 2020 report called for multi-use development, establishment of a parking district, and abandonment of the proposed one-way street couplet through downtown. It also called for increased pedestrian orientation and improved bicycle routes. Downtown recommendations included restoration of historic structures and improvements to the streetscape throughout. Additional cultural events and better utilization of public spaces and sidewalks were also recommended for downtown.

IV. Goals

Through an interactive process, the following goals were developed to guide downtown's improvement.

Development

Goal: New development and redevelopment should enhance and preserve those qualities of the McMinnville downtown that make it an economically healthy, attractive, and unique environment in which to live, work, shop, and socialize.

- Identify properties with potential for redevelopment that is appropriate to downtown. Assist interested parties in establishing viable and integrated improvements downtown.
- Expand the downtown employment base with complementary businesses.

- Improve the physical connections between downtown and its adjacent neighborhoods.

Goal: Improve the pedestrian orientation of downtown.

- Establish and implement guidelines and standards for buildings, site development, streetscape, and signage that are of a pedestrian scale or orientation and encourage use of downtown.

Goal: Develop a downtown environment that provides cultural and civic activities in balance with a mix of high quality commercial office and residential uses.

- Extend the time of use of downtown by increasing residential development and attractions.
- Develop mixed-use zoning ordinances for downtown that encourage appropriate and complementary uses.

Transportation and Parking

Goal: Develop a downtown transportation system that creates a safe, efficient, and pleasant environment for the pedestrian, bicyclist, and the driver.

- Prohibit the designation of additional one-way streets within the downtown area.
- Identify alternative west-east vehicular routes beyond downtown to provide a balance between the needs of the downtown and the surrounding community.
- Implement a comprehensive parking management plan for the downtown core.
- Improve pedestrian and bicycle connections to City Park, the Cozine, Linfield College, and adjacent neighborhoods. Such improvements should be directed at the Adams and Baker corridor, Evans Street, Davis Street, and other well-traveled downtown transportation corridors. In addition, sidewalks should be provided in those areas that currently lack such improvement (such as on Adams Street, between the former hospital and West 2nd Street).
- Accommodate future transit use in the downtown core.
- Maintain the existing grid of the City streets as a free flowing network of circulation of pedestrians, bicycles and vehicles.
- Encourage the reestablishment of passenger rail service to downtown.

Buildings

Goal: Retain, adaptively reuse, and redevelop existing downtown buildings. Construct new buildings in a manner that respects the downtown's existing architectural context and patterns.

- Develop, adopt by ordinance and implement design standards and guidelines for use in the construction of new buildings and renovation of existing buildings.
- Adopt programs that encourage retention, adaptive reuse, or redevelopment of historic downtown buildings (such as the adoption and use of the "Code for Building Conservation").

Streetscape

Goal: Develop a cohesive and attractive streetscape to encourage use of the streets, as well as continued investment and economic vitality.

- Develop financial strategies, improvement plans, and phasing scenarios to upgrade downtown's streetscape over time.
- Develop and implement a comprehensive lighting program.
- Expand flower basket program.
- Develop street tree management program and sidewalk repair strategy.
- Place utilities underground.

Public Open Spaces

Goal: Develop a downtown environment that provides opportunity for public interaction, community events, and downtown activities.

- Negotiate with U.S. Bank to lease or acquire the open space at Third Street and Davis Street to expand its use as a public plaza. Utilize its prime location in the center of the downtown for an active, public open space which is effectively programmed and managed.
- Identify, acquire, and develop a variety of appropriate public open spaces throughout downtown to accommodate gatherings and festivals.
- Promote and schedule activities in downtown and in the City Park, Library, and the Aquatic Center in a mutually beneficial manner.

V. Opportunities & Constraints

The existing conditions of downtown were assessed in order to determine opportunities and constraints for improvement. A summary of the assessments is included here with additional detailed information in the Appendix.

Land Use

Observations:

- Civic uses are distributed throughout the downtown area and beyond. Churches, city offices, private organizations, and schools are intermixed throughout and add to the health and vitality of downtown.
- Downtown McMinnville has a good mixture of land uses in proximity to each other. The existing land use districts form broader patterns that support each other. Downtown's pattern of land use is made up of the following districts adjacent to the Third Street retail core:
 - a) Industrial
 - b) Office
 - c) Civic
 - d) Yamhill County services
 - e) Church

Western Portion (Baker to the Cozine)

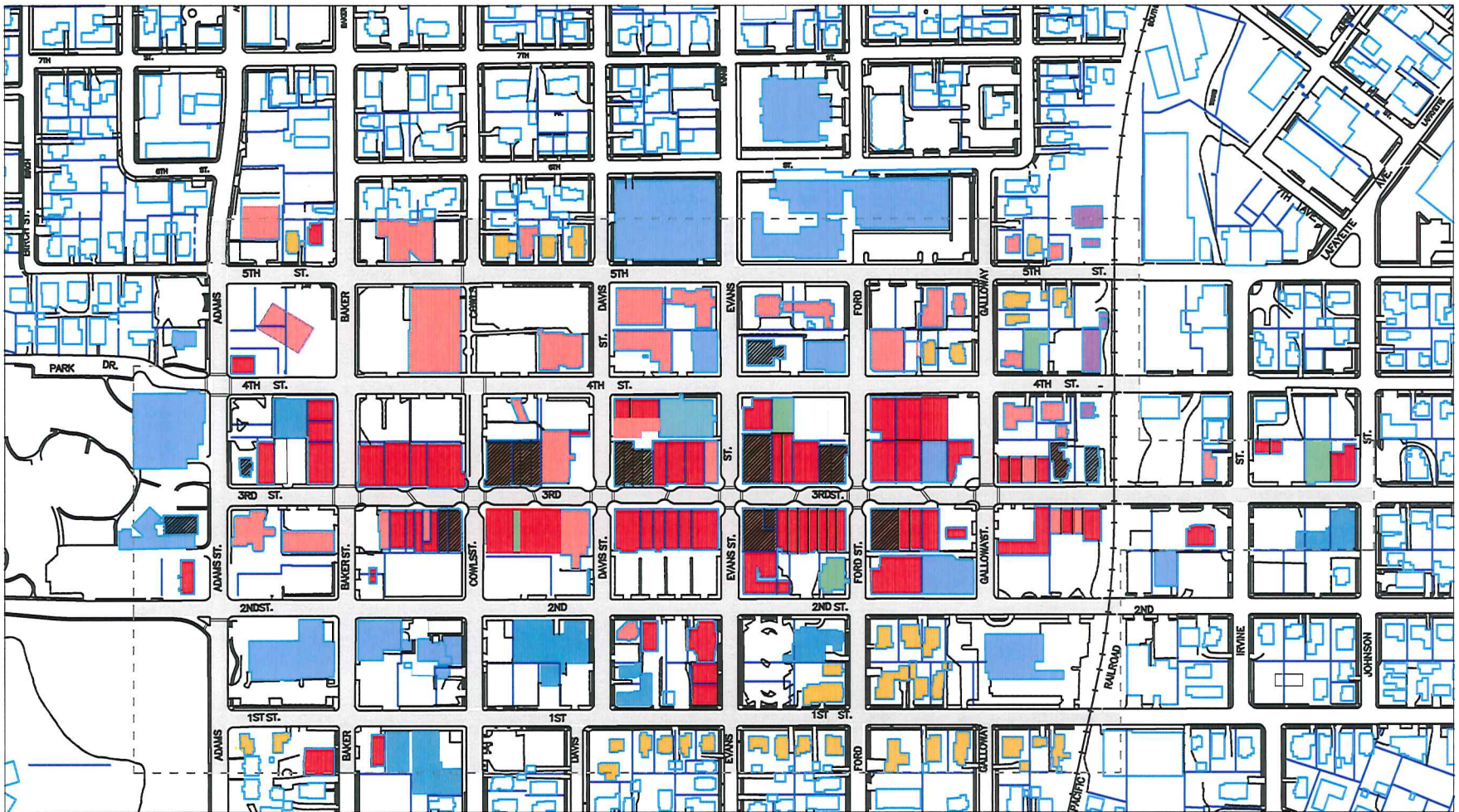
- The western end of downtown is anchored by the existing City Park, the Public Library and the McMinnville Aquatic Center. These civic amenities are difficult to reach for pedestrians given the limited number of crosswalks on Adams Street and Baker Street.

Eastern Portion (Galloway Street to Johnson Street)










- The eastern portion of downtown is characterized by the Willamette Pacific railroad corridor and underdeveloped industrial and commercial parcels. Currently the railroad's unattractive appearance is a detriment to downtown.

Southern Portion (First - Second Streets):

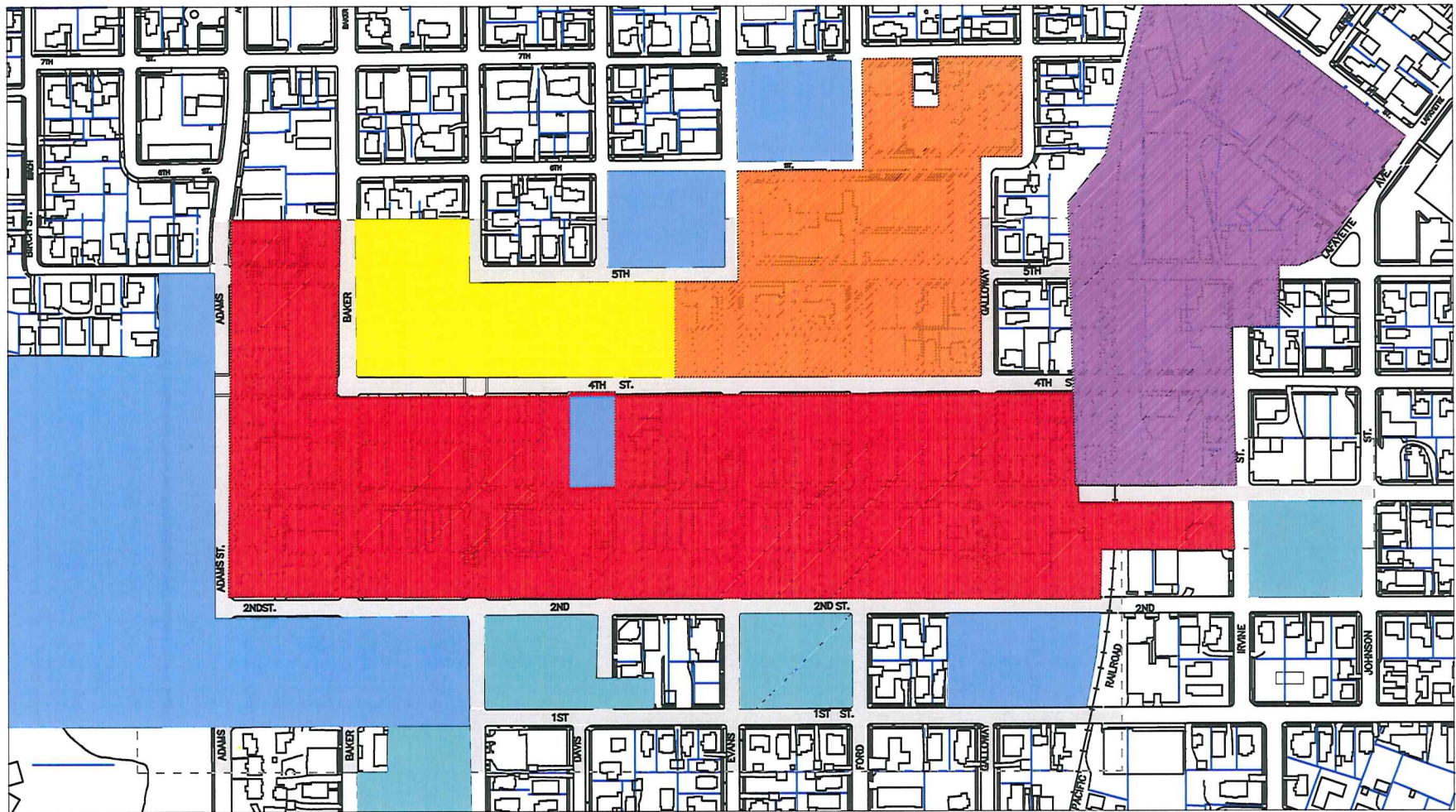
- The First Street area has a mixture of residential, office, and commercial uses. It is currently serving as the seam between downtown and the adjacent residential neighborhoods to the south. The renovated houses along First Street with some businesses act as a good buffer between downtown and the neighborhood to the south.
- The area adjacent to Second Street currently provides significant parking to serve the downtown businesses. It has limited pedestrian and business activity given its openness and lack of other uses. City facilities along and adjacent to Second Street add to the street's vitality.







Legend

- | | | |
|--|---|---|
|  Commercial - Retail |  Church |  Vacant Building |
|  Commercial - Office/Professional |  Public Agency |  Industrial |
|  Community Organizations |  Residential |  Historic Building Designation |

Existing Land Use



Legend

- | | |
|--|--|
|  Church |  Public |
|  Industrial |  Retail |
|  Office |  Yamhill County |

Existing Land Use Districts

Central Portion (Third Street):

- With the majority of downtown's commercial businesses concentrated on Third Street, it is the focus retail core for downtown McMinnville. It is the identifiable center of the City and is important to the health of the entire downtown. This area currently has high quality buildings and streetscape and is the most vital downtown area.

Northern Portion (Fourth/Fifth Street):

- The Fourth Street area also has considerable open parking lots. East of Davis Street, buildings are in mixed condition but provide character to the street. The new bank development between Adams Street and Baker Street, while a positive addition economically, does nothing to reinforce the character of downtown and appears very much out of place given its open parking lots and angled building placement.
- Yamhill County offices, insurance companies, and other professional offices are located in the northern portion of downtown. The mixture of building and site development types, sizes, and functions are varied and do not have a cohesive appearance. Fifth Street acts as the seam between downtown and the neighborhood to the north.

Opportunities:

- Downtown enjoys a healthy mixture of commercial, office, civic, and housing. There is a variety of underutilized area available downtown within which to expand on the existing mix of uses.
- The high quality character of the historic downtown can be used as the design basis for new development.

Constraints:

- Redevelopment of existing structures can be more difficult for certain uses.
- The economic viability of downtown businesses is directly affected by development at the fringe of the City. The development along 99W and other areas tend to pull economic strength away from downtown limiting investment downtown.
- The size of the community and location within the region will continue to limit the number of visitors and downtown users.

Parking

Observations:

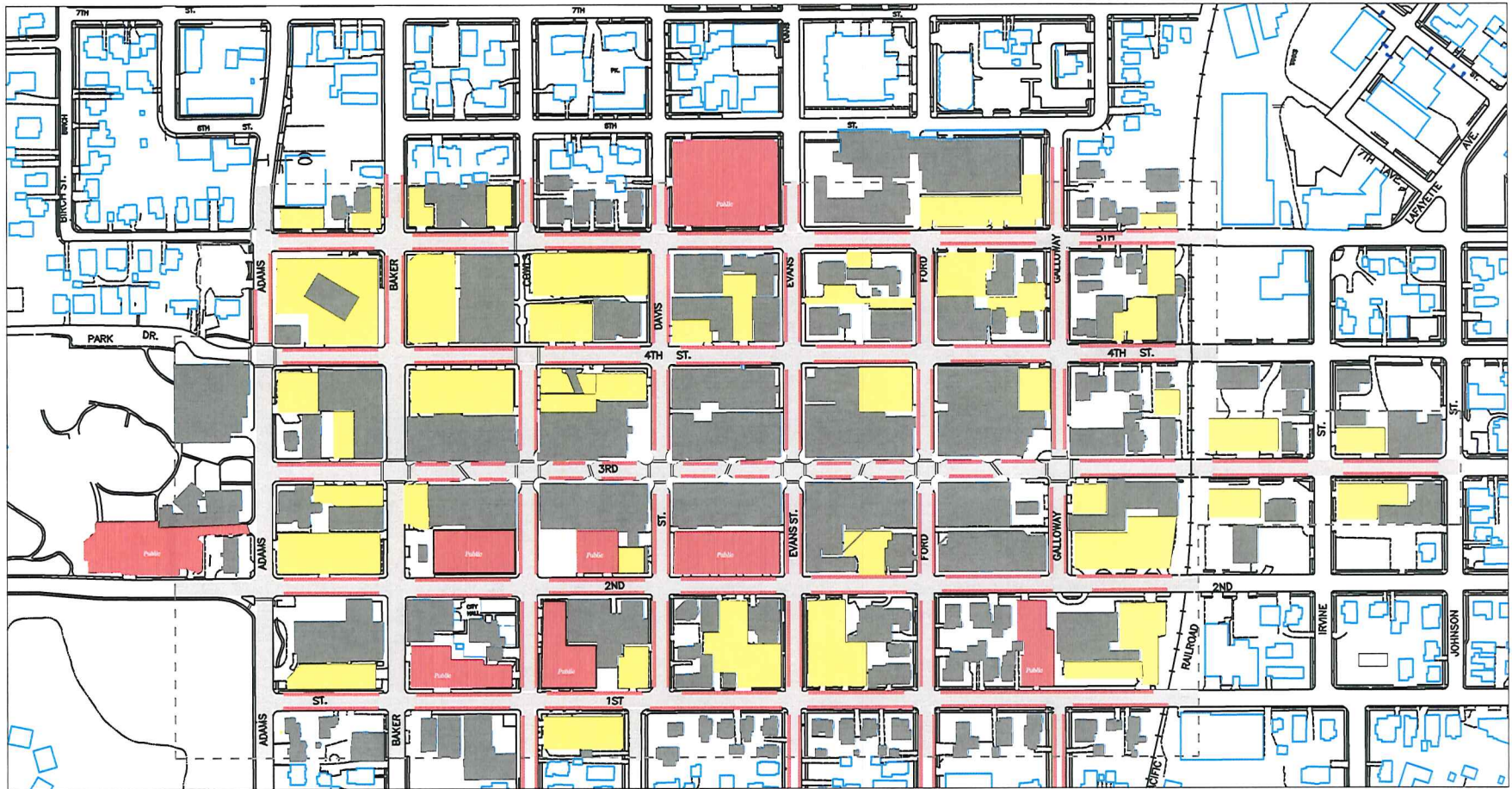
- Currently there is a considerable quantity of parking provided on street, in lots, and in the public parking garage at Fifth Street.
- Many of the existing lots are not screened and detract from the visual quality of downtown.
- Second Street and Fourth Street corridors supply considerable parking resource for downtown commercial uses. (See Appendix)
- The parking garage is not easily recognizable as a public facility and is currently used heavily by office workers.
- There are few shared parking arrangements downtown between public and private parking lot owners.

Opportunities:

- Providing adequate and convenient parking is critical to the downtown. The need for parking must be balanced with providing a quality experience for downtown users.
- Development of a downtown parking program can utilize the available parking resources more effectively. Establishing shared parking agreements will efficiently utilize existing parking lots and minimize the need for expansion.
- Development of a comprehensive directional and identification signage system for public parking will encourage more convenient use of downtown.
- Reconfiguration and screening of parking lots will result in parking lots that visually incorporate better into downtown and are more visually pleasing.

Constraints:

- Landscaping and screening improvements may reduce the number of off-street parking spaces available within a given property.



Legend

- | | | |
|---|---------------------|--|
| Public | Public Parking Area | Private Parking Area |
| Public On-street Parking | Buildings | Buildings |

Existing Parking

Streetscape

Observations:

Streets form the primary public open space of downtown. They are the places that accommodate everyone who lives in, visits, works, or shops downtown. The configuration and character of the streetscape - the physical components that compromise the streets - are therefore critical to the function and feeling of downtown. (See Appendix)

First Street:

With a mixture of residential, office, and commercial uses, First Street has a varied appearance and function. The streets and walkways are consistent and provide clear circulation for vehicles and pedestrians. Street trees are inconsistent and there is little street furnishing.

Second Street:

With many open parking lots, Second Street does not have a good sense of visual enclosure and therefore does not encourage pedestrian use. The perceived width of the space is over 150'. Street trees and site furnishings are inconsistent. There have been some successful attempts to provide small seating areas and planting areas along the street.

Third Street:

Third Street has the highest quality streetscape downtown. The buildings provide a consistent edge to the street and add activity and vitality. The buildings' historic quality and two-story height further add to the character of the street. The street trees along Third Street provide a consistent and pleasant canopy over the walks. Unfortunately, some of the trees' root systems are destroying the sidewalks (see Third Street Tree Assessment in the Appendix). The pedestrian system is clear and direct without interruptions. The street furnishings, benches, kiosks, trash receptacles, etc., are generally in disrepair.

The mid-block crossings, while good for encouraging pedestrian connections and providing additional sidewalk space, are poorly configured and uninviting. Lighting through cobra head fixtures is consistent and provides a cohesive character. The elimination of overhead utilities and the addition of flower baskets enhance the character of the street. The street configuration provides on street parallel parking and intersection extensions which encourage pedestrian crossing.

Fourth Street:

The east end of Fourth Street has some older buildings that bracket the street, providing character and a feeling of enclosure. At the west end of the street, parking lots are dominant, curb cuts for automobiles interrupt sidewalks and the street loses its pedestrian friendly feeling. Parking lots lack screening or separation from the sidewalk and the street. In addition, overhead utilities and building services, such as dumpsters, are visible from the street. The street grid is planned to be broken by closing the railroad crossing at Fourth Street. This is an unfortunate condition which should not be repeated elsewhere.

Fifth Street:

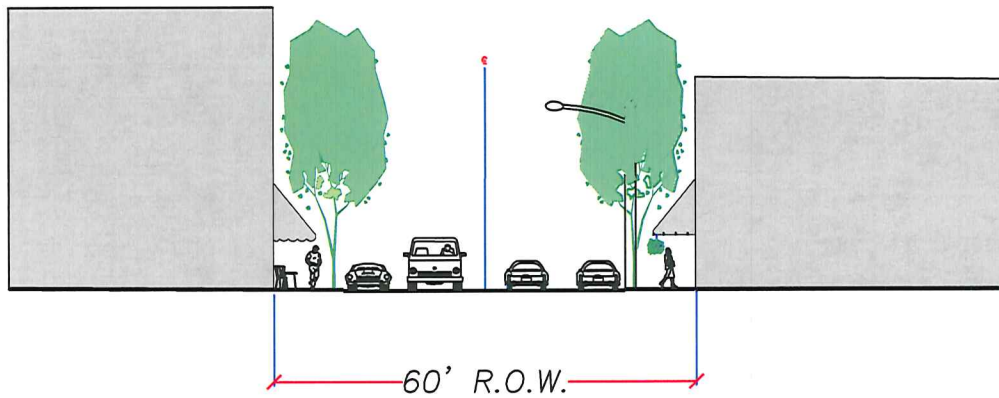
As the seam between downtown and the residential neighborhood to the north, Fifth Street has a varied character. The variety of institutional buildings and parking lots disrupt the continuity of the street. Street trees and site furnishings are also inconsistent. However, pedestrian and vehicular circulation remains generally clear and direct.

Adams and Baker Streets:

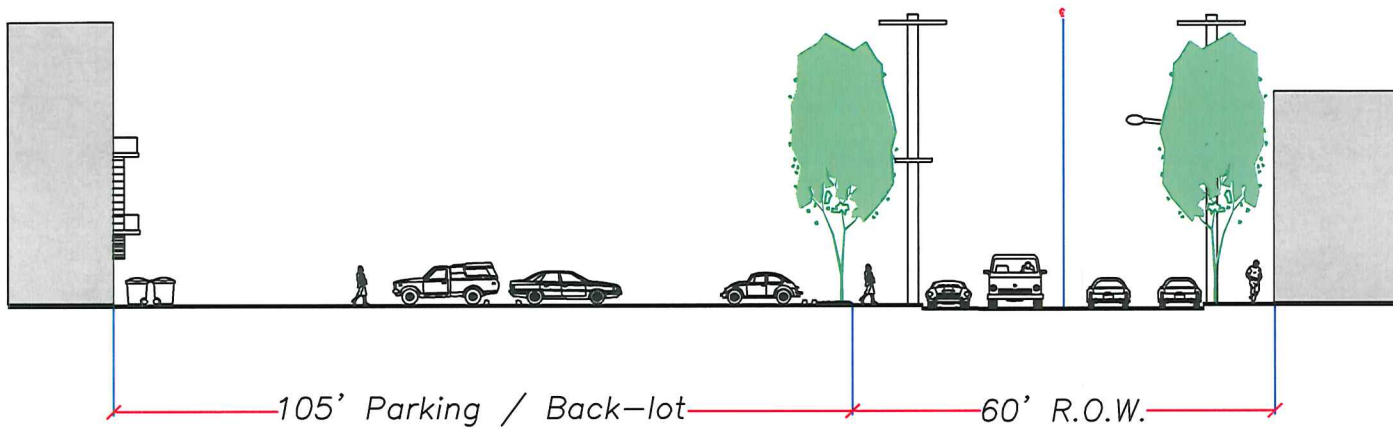
Adams and Baker Streets are configured as one-way couplet streets which are designated as State of Oregon Highway 99W and are operated by the Oregon Department of Transportation (ODOT). These high volume roadways, while more pedestrian friendly than other portions of 99W, have been impacted by the significant traffic counts. Pedestrian crossings have been minimized, thereby limiting access to the Library, Aquatics Center, and City Park, as well as other uses to the west. Existing on-street parking and street trees do not form in consistent patterns. The sidewalks along the street are continuous, but given the volume of traffic on the street could benefit with additional plant material along their edges.



Section: 2nd Street



Section: 3rd Street



Section: 4th Street

Davis and Evans Streets:

Davis and Evans Streets provide good connections north and south to adjacent neighborhoods, civic and commercial uses and Linfield College. Bike routes are designated on Davis Street. Given these connections, Davis Street and Evans Street are important corridors in downtown.

The character of both streets is varied given the mix of uses along them. The pedestrian and vehicular routes are direct but the pattern of the street trees and furnishings vary.

Opportunities

- McMinnville is fortunate to have a functioning grid of streets which provide circulation for pedestrians, bicyclists, and drivers. As the primary system of public open space, the streetscape has the potential to be the identifiable signature of downtown and provide pleasant and active corridors to and through downtown.
- Given the width of the public right of ways (60') there is considerable opportunity to improve the streetscape including: street trees, pavements, site furnishings, and lighting.

Constraints

- Closed portions of the street grid including Cows Street from Fourth to Fifth Streets and the planned railroad crossing at Fourth Street break the continuity of the street system and increase traffic on adjacent streets. These closures will continue to constrain the street grid system from operating to its fullest potential.
- Public improvement of the streetscape is an expensive undertaking. Securing funding which does not overly burden property owners will be critical to the success of downtown.

Existing Vegetation

Observations:

Plant material downtown primarily consists of trees along the streets and shrub plantings along buildings and parking lots. The street trees, while inconsistent along most streets, do provide a lush quality to downtown in addition to the seasonal color and shade they provide. Street trees on Third Street provide the most consistent and effective planting downtown. While these trees add to a pleasant streetscape, the maple tree roots are buckling the walks and causing considerable damage.

As part of the Downtown Improvement Plan consulting team, Robert Mazany, Registered Consulting Arborist, conducted a tree and site condition review for the Third Street study area. (See Appendix for complete report.) Key findings follow:

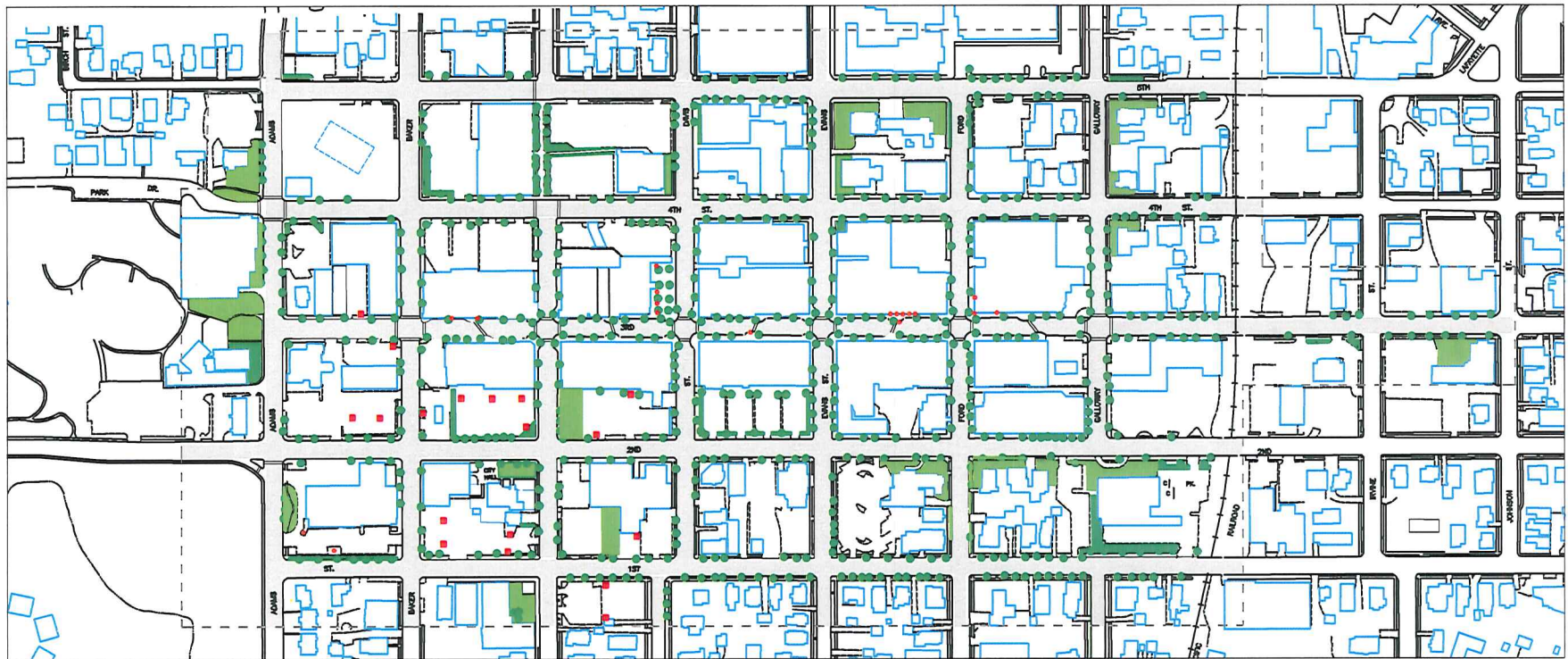
There are 133 trees in the Third Street study area. Trees at each end of center block crosswalks are European Hornbeam with Little Leaf Linden and columnar Maples interspersed throughout the study area. European Hornbeam and Little Leaf Linden are good choices for close urban street tree areas because of their finer root zone development and good response to pruning. The most seriously stressed trees (first priority trees) will likely not survive more than five years and are recommended highest priority for removal and replacement. The moderately stressed trees and those causing the most serious sidewalk upheaval are the second priority group for replacement.

Trees along other streets are a mix of types, and ages, and are in a variety of locations relative to other improvements. While establishing a positive effect, these plantings would benefit from consistency. Shrub planting downtown is very divergent dependent upon location. Used sometimes along foundations of buildings or along parking lots, these plants provide a range of effectiveness.

The flower basket program is a positive addition to downtown providing color and seasonal variety.

Opportunities:

- There is the opportunity to develop a street tree management program which will assess the viability of the existing street trees downtown and establish a systematic approach to the management, replacement, and care of the existing tree resources. This program should address technical considerations such as appropriate tree species, installation techniques and phasing, as well as aesthetic considerations such as establishing consistency of appearance and maintenance techniques.
- Street tree adjustments should be undertaken in coordination with other street and utility improvements.



Legend

- Street Trees
- Shrub Areas
- ▨ Lawn Areas
- Flower Baskets
- Historic Light w/Flower Basket

Existing Vegetation

- Establishing shrub planting in appropriate locations to screen parking areas and utilities, as well as at building foundations, can greatly improve the appearance of downtown.
- Expanding the flower basket program will assist in adding visual cohesion to the entire downtown area.

Constraints:

- The existing trees are a valuable resource to downtown. Their replacement where necessary should be considered a long-term, phased process. The cost of new trees and their long-term care must be funded properly.
- Overhead utilities will limit the tree selection available given the potential conflicts between tree branches and power lines.

Transportation System

Observations:

Currently, downtown McMinnville enjoys a balance of pedestrian and vehicular circulation systems downtown. Streets generally circulate two ways and have on street parking. The street grid is relatively intact giving many route options to drivers. The pedestrian circulation is consistent and clear and provides good access to and through downtown, with few exceptions. The bicycle system is not evident and there are few accommodations for bicycle use. There is a moderate transit system through a bus stop at Third Street and Davis Street. The City is currently updating the Transportation Master Plan, which will include issues related to downtown.

One-Way Couplet Concept:

It is important that the downtown's transportation system work in balance with the needs of downtown businesses, as well as commuters into and through the downtown. The Downtown Steering Committee and the consultant team discussed many options, including the one-way couplet concept for downtown. It was determined that such a system will likely:

- Increase volumes and speeds of traffic on the couplet streets in downtown.
- Make the streets more difficult for pedestrians to cross.
- Change the character of the streets, creating the perception of separation between the couplet streets and the adjacent neighborhoods.
- Limit future opportunities to expand the downtown.

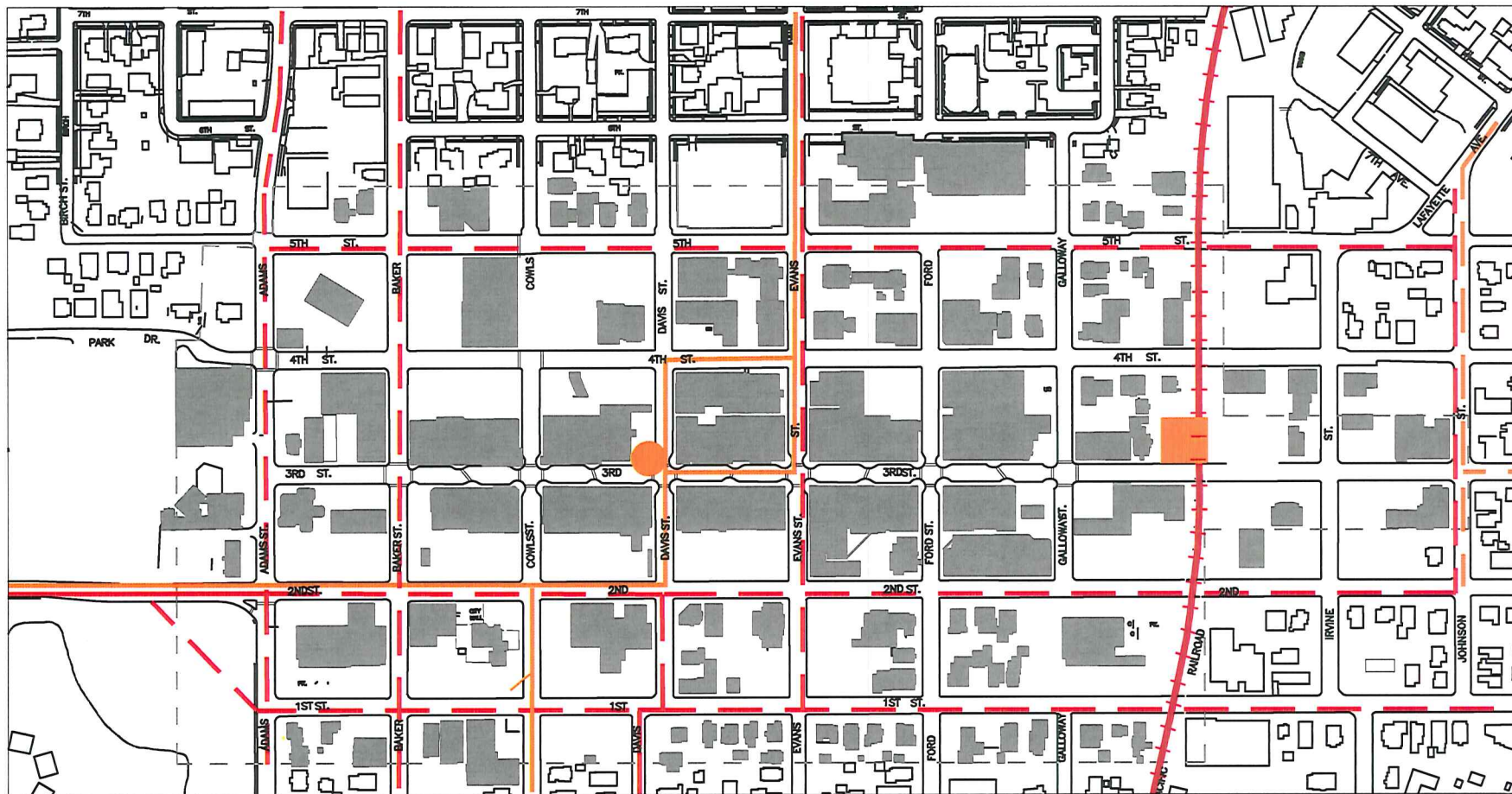
It is the firmly held belief of the Downtown Steering Committee that the Adams and Baker street couplet that now forms the downtown's western edge provides a clear demonstration of the problems that may be created with the implementation of an east-west couplet through the downtown (difficult pedestrian crossing, perceived separation of the downtown from City Park and other properties to the west). Several of the goals and actions recommended by this plan are directed at correcting the problems created by the Adams and Baker couplet. The Committee does not believe it prudent to repeat history and create these same problems along the downtown's southern edge.

Experience in other communities has shown that couplet streets also negatively impact pedestrian oriented commercial uses, as well as residential uses. For these reasons, the Downtown Improvement Plan does not support the couplet concept.

Currently rail service to downtown is limited to freight service only. There has been discussions related to development of passenger service to downtown with a stop at the newly renovated train station.

Opportunities:

- The primary opportunity facing downtown is to maintain and strengthen the existing fabric of its transportation system. Ensuring a complete uninterrupted street grid system, not constructing a couplet through downtown, and continuing to encourage pedestrian use by providing a direct and pleasant system of sidewalks and street crossings will create a successful downtown transportation system.
- Planning for and encouraging increased bus transit service will increase the use of downtown while minimizing additional traffic.



Legend

- Yamco Transit Routes
- Existing City Bikeways
- Proposed Bikeway
- Historic Passenger Rail Station
- Railroad Tracks
- Yamco Transit Stop

- Increasing bicycle systems and facilities will encourage bike use to downtown and potentially lessen vehicle trips.
- Development of passenger rail service will allow connections to surrounding communities without increasing traffic impacts.

Buildings

Observations:

McMinnville is fortunate to have a stock of high quality buildings in its downtown. Most notable are the historic structures, some of which are on the historic register. The two- and three-story buildings provide a sense of quality and history which most people identify with McMinnville. The structures, which align the streets, provide a pleasant and active edge to the street corridor. The mixture of building types adds to the variety of downtown.

Opportunity:

- Utilize the character and scale of the existing structures downtown as a model for future buildings and development guidelines.

Constraint:

- Renovation and updating of older structures is expensive and often times very difficult. Given the tight economics of operating commercial business in downtown, often times the cost of renovation can be prohibitive.

VI. Concept Plan

The City of McMinnville Downtown Improvement Plan is organized to provide a balanced approach to the improvement of downtown. The plan is comprised of three main components:

1. Partnerships - Agencies and organizations that the City should collaboratively work with to achieve common goals.
2. Programs - Programs to be developed or expanded to add vitality to downtown.
3. Improvement Projects - Specific improvements to be undertaken.

Partnerships

The City has been built on a long history of civic pride and community cooperation. Maintaining and building upon the City's ongoing cooperation with public agencies, private businesses, and the community is the key to the success of the downtown improvement plan. The concept plan begins with a summary of partnerships that will continue downtown's success and will encourage future improvement and vitality.

The following partners have been identified:

Yamhill County

McMinnville is the county seat for Yamhill County and enjoys the benefit of having many county services located downtown. These services provide a consistent volume of employees and visitors to downtown who support its businesses and services. In addition, there are a number of businesses that are located adjacent to the County office downtown in support of services provided there. Currently, the County offices are in diverse structures and there is little known about the County's future plans. It is important to the City to retain the County services downtown. The City should encourage the County to plan the use and improvement of their facilities in a coordinated manner to better incorporate facilities and to balance needs for facilities and parking.

Willamette and Pacific Railroad

This privately owned railroad provides freight service to local industry. The rail ownership runs north/south through downtown, is currently unsightly with stored materials and debris, and perceptually divides the downtown. The train station has been restored and is a positive element along Third Street. The City should encourage the railroad to upgrade its corridor and to develop future passenger rail service to McMinnville.

ODOT

Adams Street and Baker Street form the Highway 99 couplet which passes through the western edge of downtown. The couplet brings large amounts of traffic through the area. It is critical to the downtown improvement plan that this corridor is attractive, convenient and pedestrian friendly. The City should work with ODOT to add pedestrian crossings, especially at Third Street to better connect the Library, Aquatics Center, and City Park to downtown. In addition, improving the streetscape to be visually part of the downtown should be encouraged.

The following strategy may be effective in working with ODOT.

- Request and review all existing data from ODOT related to the project to develop a complete understanding of the agency's pertinent issues.
- Identify interested people from businesses and government to create a group of constituents who can participate in a concerted, coordinated dialogue with ODOT related to traffic and circulation improvements for the community.
- Retain a traffic engineer to provide analytical and design work, and to participate in meetings with ODOT.
- When developing design improvements in partnership with ODOT, it is helpful to present a strategy of incremental improvements to roadways, as well as financial strategies for implementation.

US Bank

Located at Third Street and Davis Street in the center of the downtown, the plaza owned by US Bank is an important open space which has been enjoyed by the community during festivals and gatherings, as well as on a daily basis. It is important that this space remains available for public use. The existing plaza would benefit from reconfiguration to better accommodate use. The MDA should continue to negotiate to lease or purchase the plaza for public use. Negotiations should also explore the lease or purchase of the bank building if it becomes available for use as a public facility such as a community arts center.

McMinnville Downtown Association (MDA)

This coalition of downtown businesses has played a key role in the City's success. The group is well organized to provide assistance to downtown business owners. The MDA also helps downtown businesses communicate with the Community Development Department. Continued cooperation with this group will help expedite and coordinate improvements for the downtown.

Chamber of Commerce

The Chamber works closely with the City of McMinnville and McMinnville Industrial Promotions to ensure continued business activity with the City. To facilitate a healthy downtown, the City should continue to work with the Chamber of Commerce to attract businesses and other appropriate uses to downtown.

McMinnville Water and Light

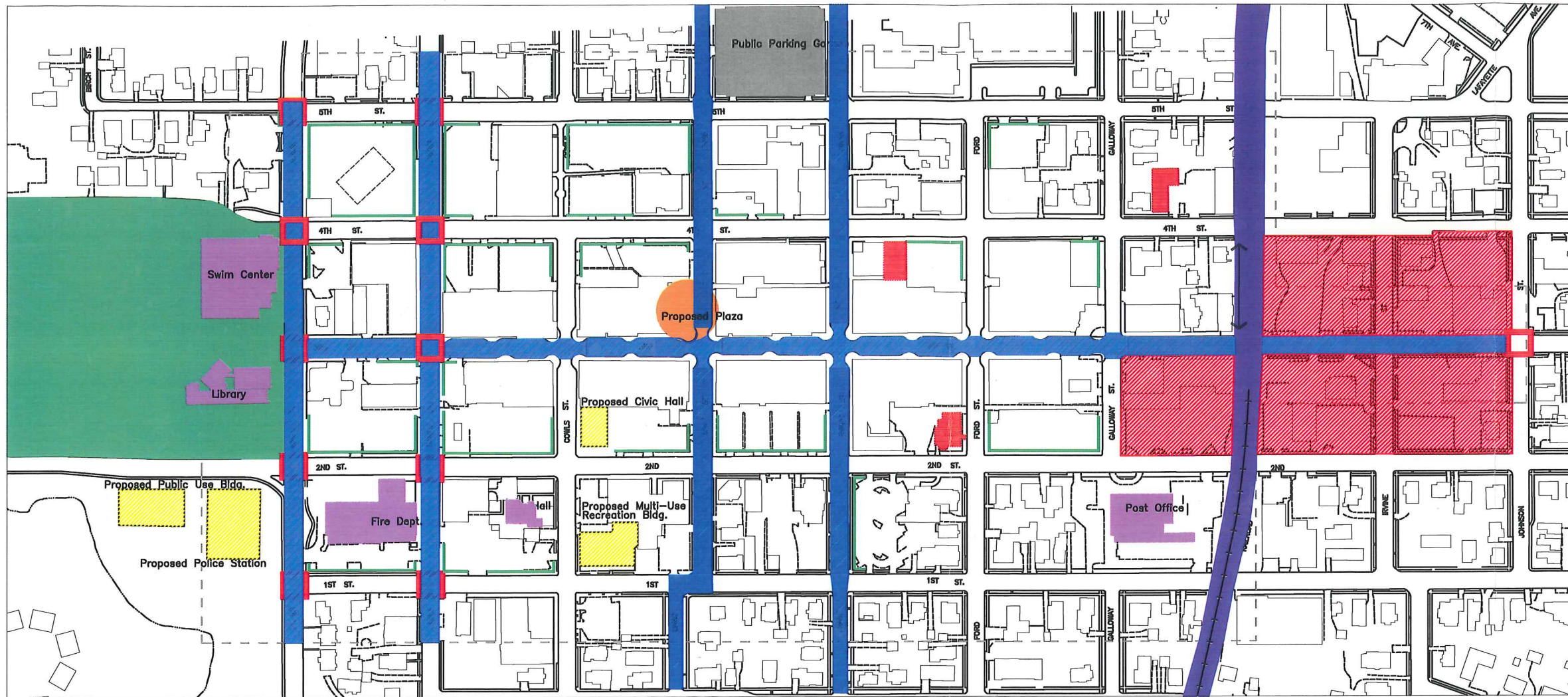
As serving utility, all streetscape improvements should be coordinated with future utility upgrades and infrastructure improvements.

City of McMinnville

The City of McMinnville plays a critical role in bringing stakeholders together to coordinate and implement improvement projects. The City will be the point of coordination through the Public Works and Planning Departments during the phased implementation of downtown improvements.

Programs

The following programs will guide improvements to downtown McMinnville. The management of these programs should be determined based on establishing appropriate partnerships between organizations within the community.



Partnerships

- Yamhill County
- Railroad
- ODOT
- US Bank
- Chamber of Commerce
- McMinnville Water & Light
- McMinnville Downtown Association
- Community Development Department










Programs/Strategies

- Economic Strategies
- Infill Strategies
- Public Parking Management
- Downtown Events/Activities
- Youth Programs
- Design Guidelines
- Streetscape Improvement Program

Improvement Projects

- 3rd Street
- Adams / Baker
- Evans / Davis
- District Lighting
- Directional Signage
- District Parking
- Public Plaza
- District Streetscape

Legend

-  Improvement Areas
-  Potential Redevelopment Areas
-  Upgrade Area
-  Proposed Public Plaza
-  Pedestrian Crossing Improvements
-  Existing Public Buildings
-  Proposed Public Buildings
-  Public Park
-  Parking Lot Buffer

Recommendations

Building Infill Programs

Programs which encourage building development within the existing downtown on vacant or underutilized parcels.

- Develop infill consistent with the existing character of the community, expectations of quality, and economic performance.
- Determine the most appropriate types of infill development through economic and demographic analysis.
- Prioritize development of appropriate housing to support existing and new downtown businesses.

Parking Management

- Develop a parking management plan which balances the needs of customers, residents, workers and visitors. The plan should examine opportunities for shared parking arrangements between all parking area owners to efficiently accommodate demand without the impacts of major parking expansion.

Downtown Events and Activities

- Provide continual programming to activate downtown and to manage public spaces
- Enhance existing and develop additional public celebrations
- Develop and distribute an annual schedule of events
- Coordinate and support promotions of local business and industry

Youth Programs

- Provide activities programming that considers the needs and wishes of the community's youth
- Provide opportunities for safe youth activities and interaction in the downtown

Design Guidelines

- Establish specific design guidelines to ensure a consistent, quality downtown experience.
- Encourage active storefronts, tasteful displays, pedestrian oriented architecture and comfortable sidewalks as elements of a quality downtown experience.
- Guidelines should include: buildings, signs, lighting, parking areas, and site development.
- Determine the best methods of implementing and enforcing guidelines.
- Establish property owner assistance programs to facilitate implementation of design guidelines.

Economic Programs

- Investigate and secure sources for financial assistance from the Federal Government, State Redevelopment Agencies, County assistance programs and from other agencies and businesses to support downtown improvement.
- Produce improvement strategies to meet the requirements of specific funds as necessary.

Physical Links and Connections

- Discourage the development of one way couplets or closure of any street portion of the grid downtown.
- Accommodate future opportunities for mass transit where appropriate downtown.
- Continue to expand linkages for pedestrians and bicyclists between downtown and adjoining neighborhoods.
- Provide future connections from downtown to the Cozine and to Linfield College.

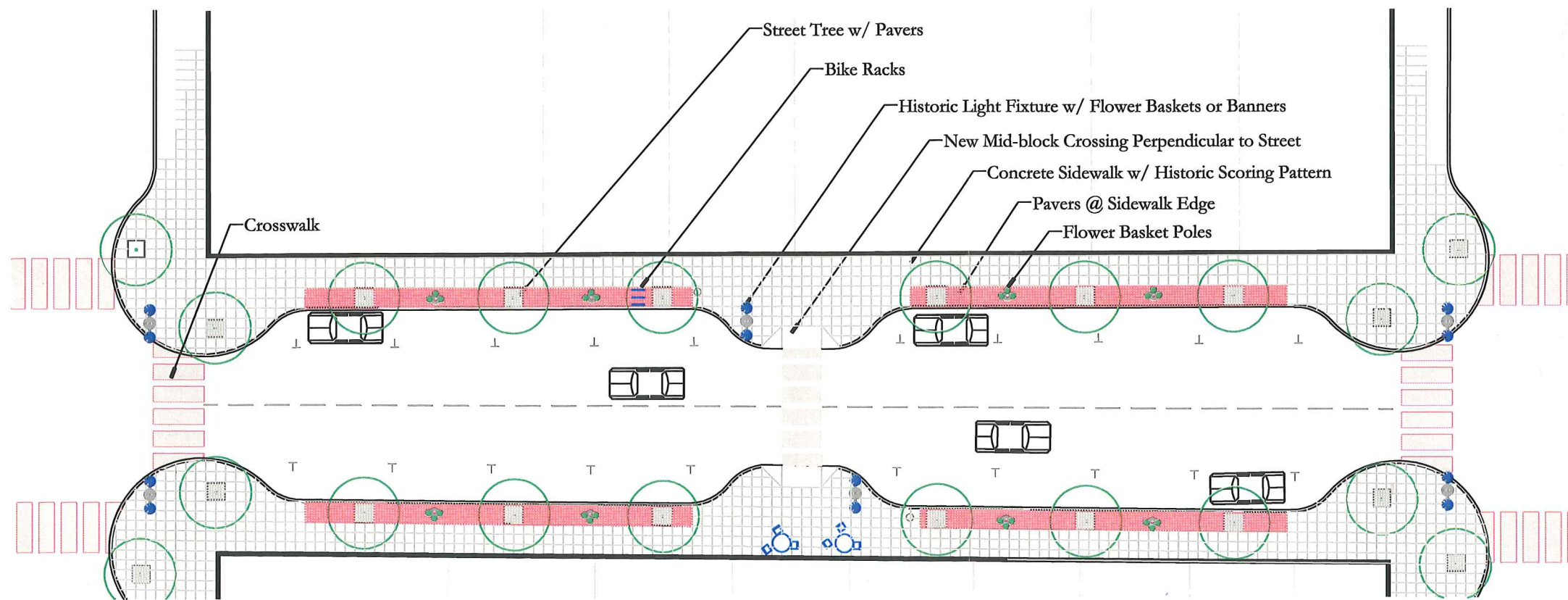
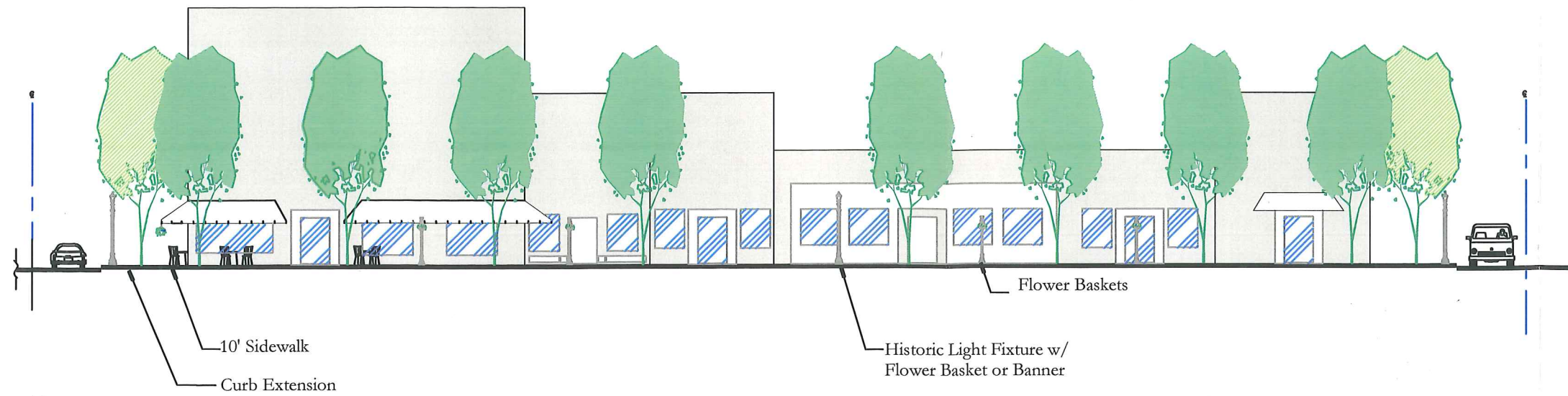
Improvement Projects

The following projects have been identified as specific improvements to downtown McMinnville.

District Streetscape

McMinnville's streetscape can be a key identifier of downtown. Improved in a cohesive manner, the streets will establish a sense of quality to the most highly used open space downtown. Improvements to all downtown streets include:

- Systematically replace the existing sidewalks as needed with new concrete sidewalks with historic 2'x2' scoring patterns. Replacement sidewalks should include stamped street name at street intersection. Install in replacement sidewalks a unit paver zone for street tree planting.



Illustrative Street Improvements

- Implement a comprehensive street tree program throughout downtown which establishes coordinated patterns of tree types, placement and maintenance.
- To preserve and maintain street trees, and the ambiance they create in the downtown, establish a system for tree rotation that periodically replaces trees as they begin to decline. To maintain the character of downtown, remove no more than 10 percent of existing trees in any given year, replacing them with trees with a high branching pattern and that reach a height at maturity equal to the downtown building rooflines. The minimum replacement size tree will be 4 inch caliper. In addition, care should be taken to plant trees in such a manner that minimizes the risk that they will conflict or interfere with other downtown improvements, both public and private. Such standards should be drafted and implemented by the City.
- Expand the flower basket program throughout the downtown.
- Install a matched system of street furnishings including benches, bike racks, trash receptacles, and bollards.
- Develop and install a district wide street lighting system.
- Develop midblock crossings at 3rd Street only.

Adams Street and Baker Street Streetscape

Proposed improvements for Adams Street and Baker Street include:

- Pedestrian crosswalks with curb walks and extensions at all intersections
- A consistent street tree pattern.
- Consistent planting beds with shrubs and groundcovers between the curb and sidewalk.
- Historic light fixtures, with traffic arms, pedestrian buttons and banner holders as appropriate.
- Additional on-street parking spaces where appropriate.

Proposed Public Plaza

The plaza at Third Street and Davis Street should be leased or purchased by the City. Once secured, the following improvements should be made:

- Reconfigure the plaza to better accommodate gatherings as well as daily use.
- Repave the plaza and extend paving across Davis Street so the streets can be temporarily used during large events.
- Establish a focal point, such as a fountain.
- Install site furnishings, trees, and lighting.

District Parking

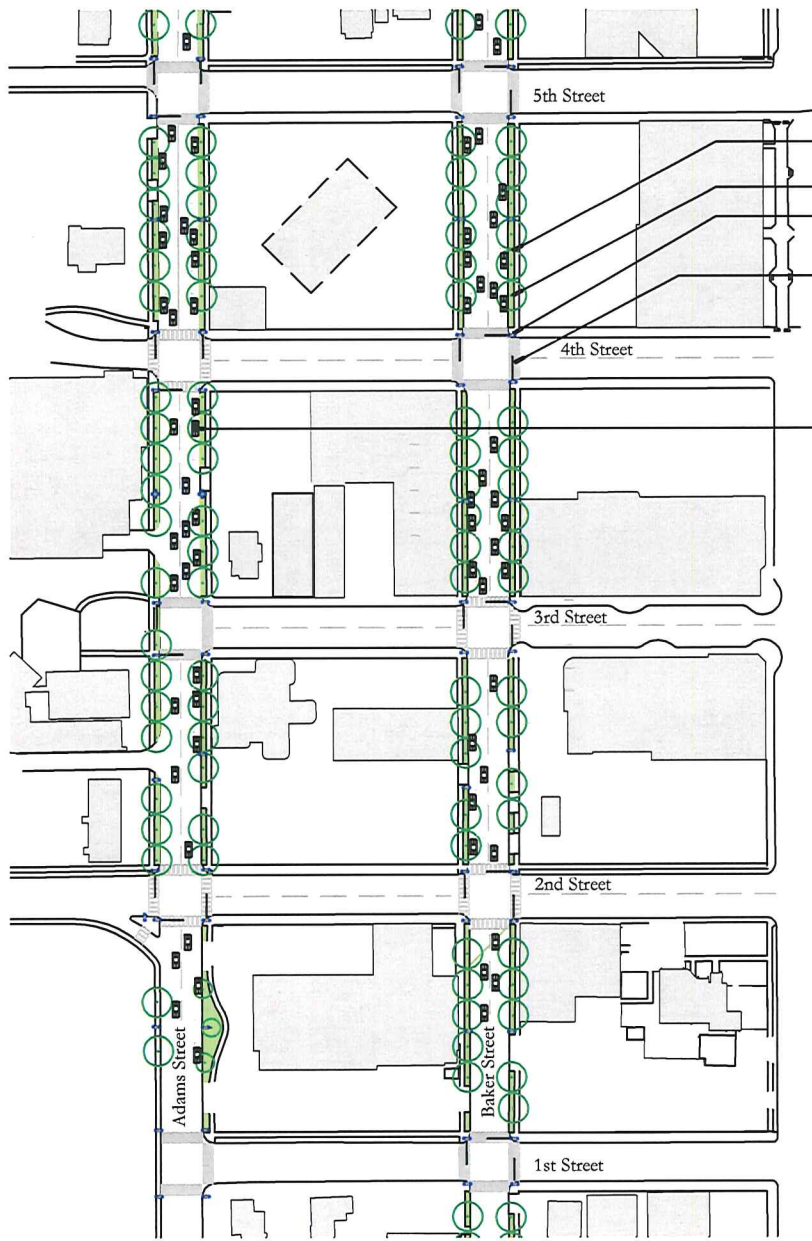
Surface parking lots throughout downtown should be improved to be more visually pleasant, provide an edge to streets, screen the views of parked vehicles, and be accessed through driveways which are safe and minimize conflicts with pedestrians and traffic on the street.

Improvements include:

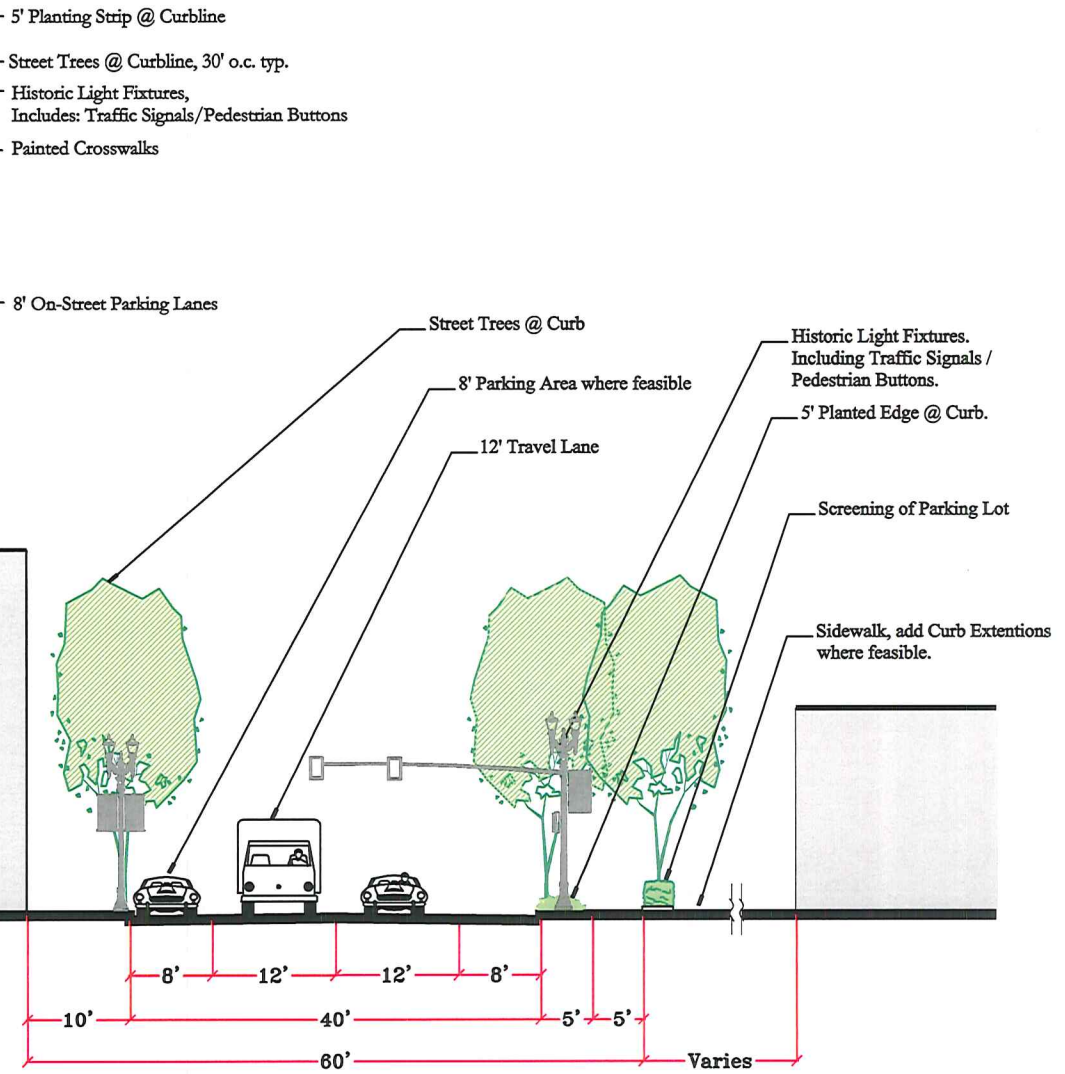
- Tree and shrub planting internal to lot to visually interrupt views of expansive pavement, to provide shade, and to screen utilities and storage areas.
- Install hedges or masonry walls at the boundaries to screen view of parked vehicles and visually reinforce the edge of the street.
- Establish access points away from street corners that do not conflict with pedestrian and vehicular circulation.
- Install matched lighting where possible.
- Implement a uniform signage program to identify public parking.

East Gateway Development

- The eastern portion of Downtown between Galloway Street and Johnson Street is currently underutilized. With the appropriate type of mixed-use development including residential, office and commercial uses, this area could provide a significant asset to the success of downtown.

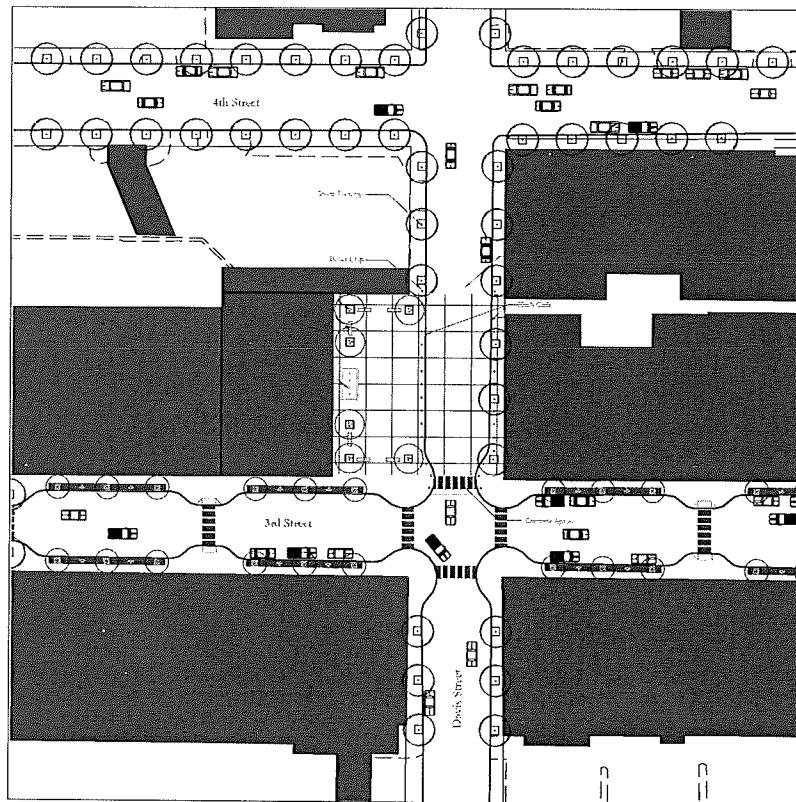


PLAN:

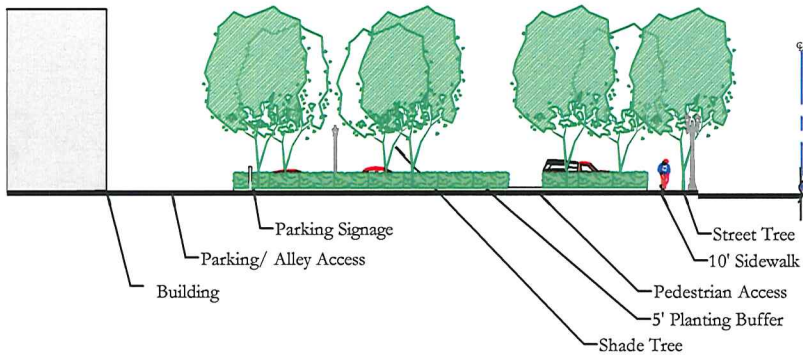


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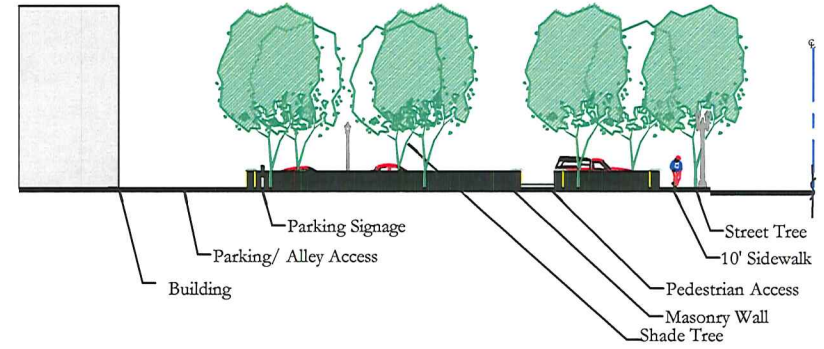
Proposed Adams & Baker Streetscape



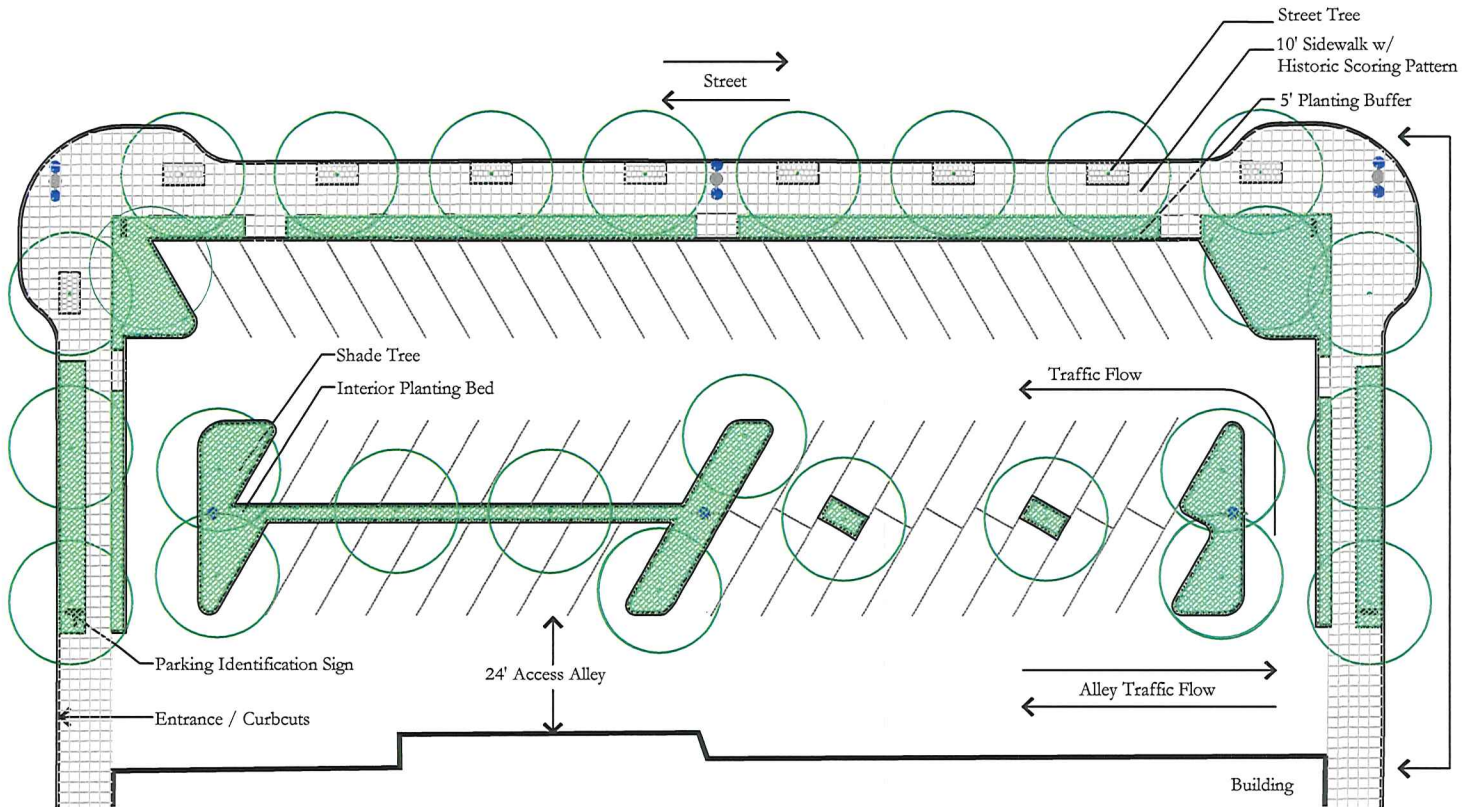
Proposed Plaza Concept



SECTION: PARKING LOT BUFFER - ALTERNATIVE A



SECTION: PARKING LOT BUFFER - ALTERNATIVE B



District Lighting

- Establish a comprehensive lighting program for downtown.

Directional Signage

- Establish a sign system at appropriate locations directing people to the downtown. Develop a simple, direct system which is easily identified by visitors.
- Let the district streetscape identify downtown rather than large monuments.
- Develop a comprehensive system of signs which also directs visitors to public parking and other key designations within downtown.

Davis Street and Evans Street

- Given their linkages to other key areas outside of downtown, Davis Street and Evans Street streetscapes should be improved beyond First Street and Fifth Street.

Action Plan

The City of McMinnville Downtown Improvement Plan provides the structure to guide the downtown's economic, social, and physical success into the future. The plan is crafted to have achievable goals and phased implementation measures formulated to build on the values of the community.

The desired outcome of this effort was to develop the following action plan and to set priorities for phased implementation of improvements. The Downtown Steering Committee and the consultant team worked collaboratively to prepare the following Action Plan prioritizing projects by phase.

Phase 1 Projects are targeted to start July 1, 2000 with completion targeted for Spring of 2002. Timeframes have been estimated for accomplishing each individual task, and responsibility for each task has been assigned to the Downtown Steering Committee (DSC), McMinnville Downtown Association (MDA), the City of McMinnville (City), and/or the Consultants.

Phase 2 Projects have also been outlined. Timeframes and responsibilities for each Phase 2 Project task will be established at a later date.

Potential Funding Sources

Below is a list of funding sources and what types of improvements they are best applied to. For more detailed financing information, please see the Appendix.

Improvements	Potential Funding Source	Jurisdiction
Streetscape: - 3rd Street, Adams/Baker, - Evans/Davis, Plaza, - Parking Lot Screening	<ul style="list-style-type: none">• Local Improvement District• Tax Increment Financing• TEA-21• General Obligation Bond• Street (State Gas Tax) Fund	City/Private City ODOT City State/City
East Gateway Development: - Redevelop Buildings and Develop Vacant Land on East Third Street - Railway Corridor Rehabilitation	<ul style="list-style-type: none">• Community Development Block Grants• TEA-21• Transportation and Growth Management• Tax Increment Financing	State ODOT ODOT City

ID	Task Name	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Quarter				
		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb		
1	PHASE 1 PROJECTS:																																			
2																																				
3	Parking Management Plan																																			
4	Form Parking Management Plan Committee / Partnerships																																			
5	Prepare Parking Management Plan																																			
6	Review / Adopt Plan																																			
7	Implement Plan																																			
8	Directional Signage																																			
9	Identify locations for sign placement																																			
10	Develop sign design(s)																																			
11	Construct / Install signs																																			
12	Design Guidelines and Standards																																			
13	Form Design Guideline / Standards Committee and Partnerships																																			
14	Draft design guidelines and standards																																			
15	Adopt guidelines and standards																																			
16	Implement																																			
17	Comprehensive Downtown Core Improvement Plan																																			
18	Form Downtown Core Improvement Plan Committee and Partnerships																																			
19	Hire Design Consultants																																			
20	Draft Downtown Core Improvement Plan																																			
21	Draft implementation plan																																			
22	Council adoption of plan																																			
23	Funding and implementation																																			
24	Architectural Lighting Plan and Implementation																																			
25	See Downtown Core Improvement Plan above																																			
26	Public Plaza																																			
27	Form Public Plaza Improvement Committee																																			
28	Draft plaza improvement / acquisition plan																																			
29	Council adoption of plan																																			
30	Funding and implementation																																			
31	Economic Programs																																			
32	Identify potential funding sources																																			
33	Pursue funding																																			
34																																				
35																																				
36																																				
37																																				

ID	Task Name	er	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st Quarter			2nd Quarter			3rd Qua		
			Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
38	PHASE 2 PROJECTS:																						
39																							
40	Adams / Baker Street Design Improvements																						
41	Form Adams/Baker Street Design Committee																						
42	Draft Corridor Improvement Plan																						
43	Draft implementation plan																						
44	Council adoption of plan																						
45	Funding and implementation																						
46	Evans / Davis Street Design Improvements																						
47	Form Evans/Davis Street Design Committee																						
48	Draft Corridor Improvement Plan																						
49	Draft implementation plan																						
50	Council adoption of plan																						
51	Funding and implementation																						
52	East Gateway Development Plan																						
53	Form Gateway Development Committee																						
54	Draft Development / Implementation Plan																						
55	Council adoption of plan																						
56	Funding and implementation																						

	<ul style="list-style-type: none"> • HUD Section 108 • Local Improvement District • Multiple Unit Housing for Core, Rail and Transit Areas 	<p>HUD City/Private State</p>
Historic Building Improvements	<ul style="list-style-type: none"> • 10% Historic Rehabilitation Tax Credit • 20% Historic Rehabilitation Tax Credit • Revolving Loan Program • Tax Increment Financing 	<p>NPS/State NPS/State City/Private City</p>
Design Guidelines, Code Assistance	<ul style="list-style-type: none"> • Transportation & Growth Management • General Fund • McMinnville Downtown Association 	<p>ODOT City MDA</p>
Public Parking Management	<ul style="list-style-type: none"> • General Fund • McMinnville Downtown Association 	<p>City MDA</p>
Directional Signage	<ul style="list-style-type: none"> • General Fund • Donations • Street (State Gas Tax) Fund 	<p>City Private State/City</p>

Legend:

HUD - (Department of) Housing and Urban Development

MDA - McMinnville Downtown Association

NPS - National Park Service

ODOT - Oregon Department of Transportation

VII. Appendix

**Third Street Tree Study Area
McMinnville, Oregon
Preliminary Tree and Site Condition Review
September 25, 1999**

Prepared For:

Walker-Macy
Mike Zilis – Patrick Sweeney
111 Southwest Oak Street
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Portland, Oregon 97204
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Prepared By:

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MEMORANDUM

TO: Mike Zilis/Patrick Sweeney
Walker-Macy

FROM: Robert Mazany, ASCA#133, ACFE
Consulting Arborist

DATE: September 25, 1 1999

RE: Third Street Tree Study Area – McMinnville, Oregon

I have completed my preliminary tree and site condition review of the Third Street Study Area as requested. I conducted a site review with my associate, Jan Michael DeRuyter, on September 5, 1999 to provide preliminary information relative to our observations. A subsequent, more definitive site visit was conducted on April 15, 1999 to produce the information attached and identify trees by number on the plan provided. General observations, field notes and numbered tree location plan are included in this report.

Please contact me if additional information is required or when I may be of further assistance on this project.

September 25, 1999

**Third Street Tree Study Area – McMinnville, Oregon
Preliminary Tree and Site Condition Review – 9/5/99 & 9/15/99**

General Observations

1. There are 133 trees in this study area including cross street intersection corner trees.
2. Trees at each end of center block crosswalks are European Hornbeam.
3. There are 19 Little Leaf Linden interspersed throughout the study area, most of which are concentrated at the east two blocks. May have been mistakenly supplied as Maple cultivars.

NOTE: European Hornbeam and Little Leaf Linden are good choices for close urban street tree areas. They both have finer root zone development with little or no larger buttress flair roots. They respond well to pruning and are used as hedges in many European countries.

4. Not all the columnar Maples are the same cultivar.
5. The most recent plantings appear to be the same Columnar Red Maple cultivar.
6. The most serious sidewalk upheaval is with the older cultivars which were not planted deep enough and have a large buttress flair support root system.
7. It is my opinion the tree well layout was not as well planned as it might have been. Trees, in many instances, are too closely spaced and obscure street lights and traffic signals. Some consideration should be given to a street lighting design using shorter, more aesthetically acceptable poles and fixtures.
8. The most seriously stressed trees likely will not survive the long term, more than five years, therefore should be given consideration for priority removal and replacement, this given the planting locations are redesigned where necessary to best serve the intent of this streetscape. The moderately stressed trees and those causing the most serious sidewalk upheaval should be considered the second priority group.
9. The root zone growth area must be enlarged under the hard surfaces using interlocking pavers to cover a portion of this enlarged area to the greatest extent possible. Where possible, perhaps the sidewalk could be gently contoured over the root zones. Some sidewalk contouring has already been done.
10. Currently empty planter areas should have the root zone growth area expanded prior to replanting. This should be done only after the location is checked for verification for proper spacing and other considerations.

General Observations (continued)

11. Tree numbers are noted on the plan provided east from Adams to Johnson.
12. The plan provided has been updated to locate and identify trees not currently shown. Two empty planting spaces west of Evans Street have also been noted on the plan.

Field Notes

Tree 1 - Katsura located on First Federal Bank property.

Trees 3-6-19-20-21-38-39-40-41-42-45-68-72-80 – Moderately stressed.

Trees 57-62-69-70-71-75-128 – Most seriously stressed.

Trees 5-26-31-61-87-99-114 through 121- 124 through 128 are Linden.

Trees 8 & 10 – Planted high – some cracking of curb and walk.

Tree 11 – Obscures sign and street light.

Trees 12 & 13 –43-53-82-94-97 are new trees.

Trees 13A-22-23 are Dogwood.

Trees 17-18-36-37-55-56-73-74-92-93 are Hornbeam.

Tree 34A is a different Maple cultivar from the others.

Tree 92 – Obscures street light.

Tree 45 – Too close to adjacent tree and partially obscures traffic signal and sign.

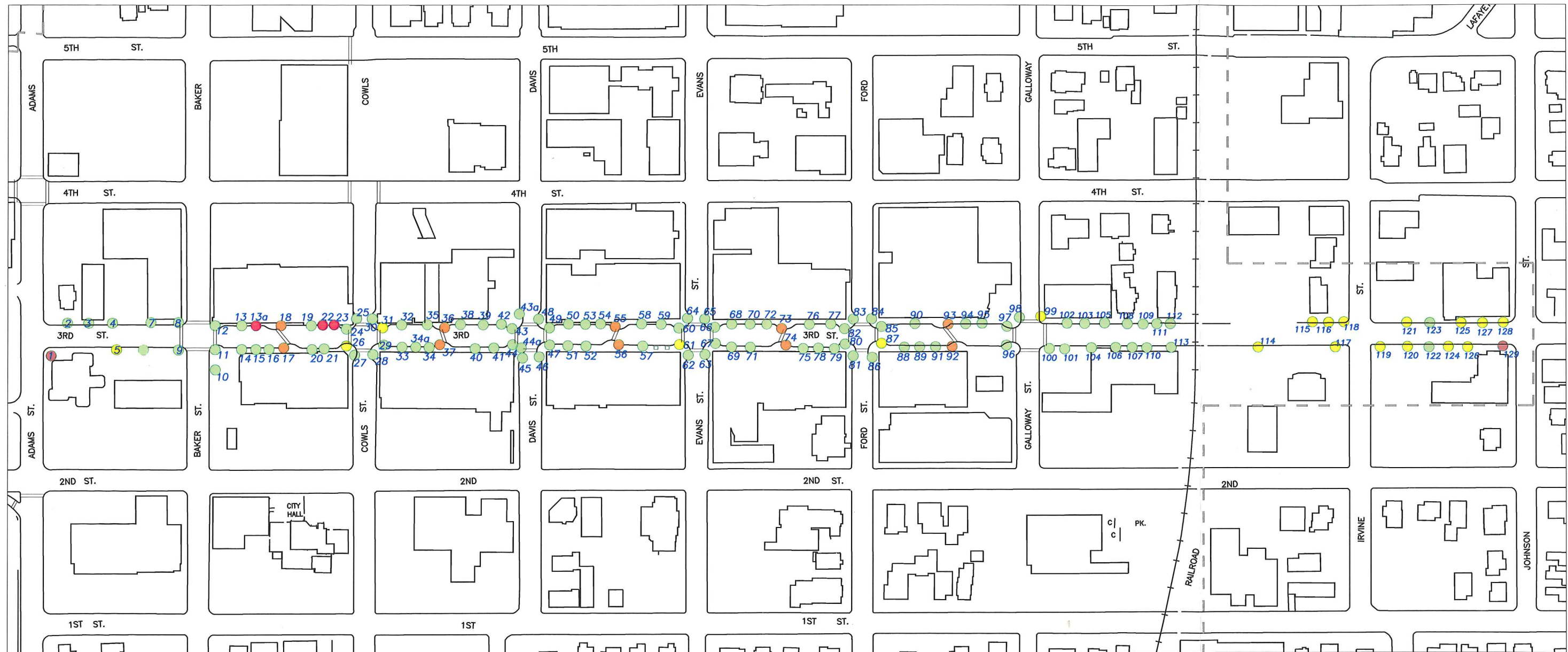
Tree 89 – Is a bronze foliage cultivar, possible Fassens Black Maple, causing serious sidewalk upheaval.

Tree 96 – Serious sidewalk upheaval.

Tree 98 – Has a mishapen crown from utility pruning. There is serious sidewalk upheaval between Galloway and the RR tracks.

Tree 104 – Has utility pole guywire running through and rubbing tree trunk.

Tree 129 – Is a Perrotia persica.



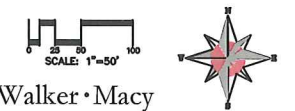
Legend

- Street Tree Referenced in Sept. 1999 Report
- Dogwood
- Linden
- Hornbeam
- Maple Cultivar
- Other

Tree Inventory Map McMinnville Downtown Improvement Plan

McMinnville, Oregon

Condition	Tree Number(s)
Moderately stressed	3, 6, 19, 20, 21, 38, 39, 40, 41, 42, 45, 68, 72, 80
Most seriously stressed	57, 62, 69, 70, 71, 75, 128
Planted high (cracking curb/walk)	8, 10
Obscure signs and/or street lights	11, 45, 92
Tree roots heaving sidewalks	96, 98
Conflict with utility pole guywire	104



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Financing Programs and Implementation Tools for Public/Private Development

Financing Program	Jurisdiction	Description	Advantage(s)	Disadvantage(s)
<i>Bond</i>				
Local Improvement Districts	Local	A Local Improvement District, or LID, is a type of special assessment district frequently used by communities to pay for capital improvements that benefit a defined area. A specific area is determined based on the type of improvement and who will benefit from the improvement. The assessment is generally based on the increased property values that result from the improvement and is used to pay off all or a portion of the costs of the project. The assessment can be paid off all at one time or over a 10 or 20 year period through the issuance of a bond. An LID can be initiated by the local government or by citizens in the affected area and requires approval from both community and affected property owners.	Benefiting property owners pay for improvements.	Cost of improvements may be greater than districts ability to pay.
Tax Increment Financing (Urban Renewal Districts)	Local	Tax increment financing are the taxes raised by the increase (or increment) in total property values in the urban renewal area from the time the urban renewal area is first established. The assessed value for identified redevelopment properties within the district are frozen when district is first established. As properties redevelop, the added value above the frozen base is used to determine the tax levy that will generate the taxes needed to repay any issued "Debt." Debt is issued, up to a set maximum amount, to carry out the urban renewal plan and repay with the incremental taxes generated within the district.	Can pay for upfront costs associated with redevelopment. Benefiting property owners pay for improvements.	Cost of improvements may be greater than districts ability to pay.
<i>Grant</i>				
Community Development Block Grants (CDBG funds)	HUD	These competitive grants are available to political subdivisions and non-profit agencies for the purpose of eliminating slum and blight (either area-wide or spot). Applying for these funds requires a reasonable demonstration of blight or serving low income individuals. Funds are distributed through state economic development agencies to local/regional project review boards, unless the local jurisdiction is an "entitlement community" then the funds are distributed directly to the local jurisdiction. The jurisdictions receiving funds from local/regional boards have their project application reviewed and are awarded grant funds if their project ranks high enough before funds run out. CDBG funds can be used in revitalizing neighborhoods, expanding affordable housing and economic opportunities, and/or improving community facilities and services.	Grant funds that do not have to be repaid.	Can only be used in blighted or low income areas and are competing against other projects seeking funds.

<u>Financing Program</u>	<u>Jurisdiction</u>	<u>Description</u>	<u>Advantage(s)</u>	<u>Disadvantage(s)</u>
HUD Section 202 Housing	HUD	<p>HUD's Section 202 program provides low-income elderly with options that allow them to live independently but in an environment that provides support activities such as cleaning, cooking, transportation, etc.</p> <p>This program provides capital advances to finance property acquisition, site improvement, conversion, demolition, relocation, and other expenses associated with supportive housing for the elderly. The capital advance does not have to be repaid as long as the project serves very low income elderly persons for 40 years. Project Rental Assistance is used to cover the difference between the HUD-approved operating cost per unit and the tenant's rent. Project Rental Assistance contract payments can be approved up to 5 years. However, contracts are renewable based on the availability of funds. Construction on projects must start within 18 months of the date of fund reservation, with limited exceptions up to 24 months. Funds are advanced on a monthly basis during construction.</p> <p>To be eligible for funding under Section 202 the applicant must be a private, nonprofit organization with prior experience in housing or related social service activities. As a minimum capital investment, the owner must deposit in a special escrow account 0.5 percent of the HUD-approved capital advance, up to a maximum of \$25,000 for national sponsors or \$10,000 for other sponsors. Government entities are not eligible for funding under this program.</p> <p>Criteria for allocation of program funding include the number of elderly rental households served, the number of very low-income elderly renters in the area, and the number of very low-income elderly renters with housing problems who pay more than 30 percent of their incomes for rent.</p>	Funds do not have to be repaid if project serves low income elderly for at least 40 years.	Project has to serve low income elderly for at least 40 years.

Financing Program	Jurisdiction	Description	Advantage(s)	Disadvantage(s)
HUD Section 8	HUD	<p>Section 8 has two programs: certificate and voucher.</p> <p>The certificate program gives eligible households certificates to find housing that is within rent limits (established by HUD) and in good condition. The tenant leases directly from the owner and pays a portion of the rent based on income. The local Housing Authority enters into a contract with the owner to pay the difference between the tenant's share and the actual rent. HUD pays the Authority a management fee to cover administrative expenditures. Some certificates are allocated to families in the Family Self-Sufficiency Program. These families develop goals and a plan to work towards economic independence. Rent increases resulting from increased income are placed in an escrow account which is given to the family when it no longer needs any public assistance.</p> <p>The voucher program resembles the certificate program except that there is no upper limit on the total rent which is paid for units. The housing assistance which is paid on behalf of an assisted family is limited to the difference between the fair market rent (established by HUD for each unit size) and 30% of the family's income. The Authority earns a monthly management fee. The Authority receives a set dollar amount which is estimated to be sufficient to assist a certain number of families for a period of five years. The Authority must adjust the number assisted so that the maximum amount is not exceeded. Not having an upper rent limit gives the family more flexibility in locating a unit that meets its needs. On the other hand, the rent paid by the family may exceed 30% and not be affordable.</p>	<p>Allows low income families to obtain housing. Provides tenants for low income housing projects.</p>	<p>Households on the certified program may not be able to find housing in tight (low vacancy) markets. Households on voucher program may be cut if market rents rise too rapidly, shrinking the amount of funds available; or rapidly rising rents may eventually price households out of the market.</p>
Oregon Housing Trust Fund	Oregon Housing and Community Services Department	<p>Designed to provide grants (up to \$100,000) to construct new housing, or to acquire and/or rehabilitate existing structures devoted to serve very-low (below 50% of median area income) and low income (50%-80% of median area income) households. Program has three primary objectives: 1) to facilitate the creation and preservation for the longest use (min. 25 years), safe and decent affordable housing for low and very low income households, including special needs housing, by providing grants needed to close a financial gap; 2) to encourage the coupling of ancillary social services (e.g., child care, counseling, health care, etc.) with housing; and 3) to increase the "leverage" of Trust Fund dollars through the use of other public and private resources. Seventy-five percent of funds are devoted to very-low income and 25 percent is devoted to low income.</p>	Flexibility of use of funds.	Project has to serve very low and low income households for a minimum 25 years.

<u>Financing Program</u>	<u>Jurisdiction</u>	<u>Description</u>	<u>Advantage(s)</u>	<u>Disadvantage(s)</u>
<i>Loan</i>				
American Communities Fund	Fannie Mae	American Communities Fund was created in 1996 as a community development venture capital fund with an initial capitalization of \$100 million. It is dedicated to making equity investments in neighborhoods that lack adequate access to traditional equity capital for the development of affordable housing and related facilities. The ACF's mission is to make high-impact investments that will have a substantial, catalytic effect on the vitality of the neighborhood in which the investment is located. Eligible transactions include rental housing and homeownership opportunities, as well as mixed-use projects, commercial, retail, and other facilities that directly support residential communities. Investments made by the fund generally range in size from \$1 million to \$5 million. The locations sought by the American Communities Fund are primarily areas in which Fannie Mae is already working with the community to implement a local housing strategy. These include cities or states where Fannie Mae has a Regional or Partnership Office or has formed a Community Partnership.	Provides needed equity for long-term financing.	Fannie Mae expects a market rate of return on equity and wants to exit project within 7 to 10 years. Therefore, project has to be financially sound from a market (private) investment perspective. Community has to be actively working with Fannie Mae and have a housing strategy.
Community Development Financial Institutions (CDFIs)	Fannie Mae	Community Development Financial Institutions (CDFIs) are important partners for Fannie Mae. The goals of the CDFI investments include stimulating economic development and increasing affordable housing opportunities in low-income areas; promoting fair lending and increasing the participation of minority- and women-owned lenders; serving as a catalyst that attracts the financing of other potential investors; and forging new relationships that will enable Fannie Mae to be more effective in serving unmet housing needs. Funding is based on recommendations from Fannie Mae's regional office and completion of due diligence leading to the conclusion that the investment is a prudent economic decision based on Fannie Mae's COFI investment guidelines.	Benefits low-income households and minority and women-owned lenders.	COFI investment guidelines may be prohibitive to project funding.



Financing Program	Jurisdiction	Description	Advantage(s)	Disadvantage(s)
Elderly and Disabled Loan Program	Oregon Housing and Community Services Department	The Oregon Housing and Community Services Department uses tax-exempt General Obligation Bonds to provide long-term financing for the development of multi-unit housing for elderly and disabled households. The department sells \$10 million in bonds (at a minimum) to fund a group of projects. Qualifying projects can receive between \$100,000 to \$7.0 million. To qualify as Elderly, the head of the household must be 58 years of age or older. Disabled is defined as a person who has a physical or mental impairment that substantially limits one or more major life activities. Eligible Developments include new construction as well as acquisition with substantial rehabilitation. Substantial rehabilitation is defined as rehabilitation costs 15% or more than the amount of bond financing used toward the acquisition. Projects at a minimum must be two attached dwelling units or more. All facilities must qualify as low income projects according to Section 42 of the IRS code. Loans are for 30 year terms and there is no pre-payoff, therefore projects must remain low income during pay back.	Flexibility of use of funds.	Project has to serve very low and low income households for a minimum 30 years.
Housing Impact Fund	Fannie Mae	Housing Impact Fund was created by Fannie Mae as a short-term loan fund to invest in ventures that have significant housing impact value but that cannot be easily accommodated within their standard lines of business. HIF's lending authority currently is \$200 million. Its primary goals are (1) to support unique development or financing opportunities for rental or ownership housing primarily for lower-income households and (2) to encourage the development of innovative housing finance products and services. The financing provided through the HIF may take many forms, including direct loans, loan participations, loan guarantees, and lines of credit. Any credit worthy borrower, whether nonprofit or for-profit, may apply for assistance through the fund. Funding decisions are based on demonstrated financial and organizational viability and on proposals that meet HIF's investment guidelines.	Source of short term financing.	Financially marginal projects may not be able to meet HIF investment guidelines.
HUD Section 108	HUD	This program leverages CDBG funds (up to 5 times latest grant) for economic development, housing rehabilitation, public facilities, and large scale physical development projects. Communities (with state authorization) apply to HUD for a long-term, fixed, low interest rate loan committing current CDBG funds. Cities may re-loan funds to developers, which may allow riskier projects that may not obtain market rate financing to do so at a lower cost of development. Defaulted loans are paid back with future CDBG grants.	Maximizes use of CDBG funds and could provide needed capital for a larger project that otherwise would not occur.	Ties up CDBG funds for at least 10 years. Defaulted projects wipe out future CDBG projects during repayment period.

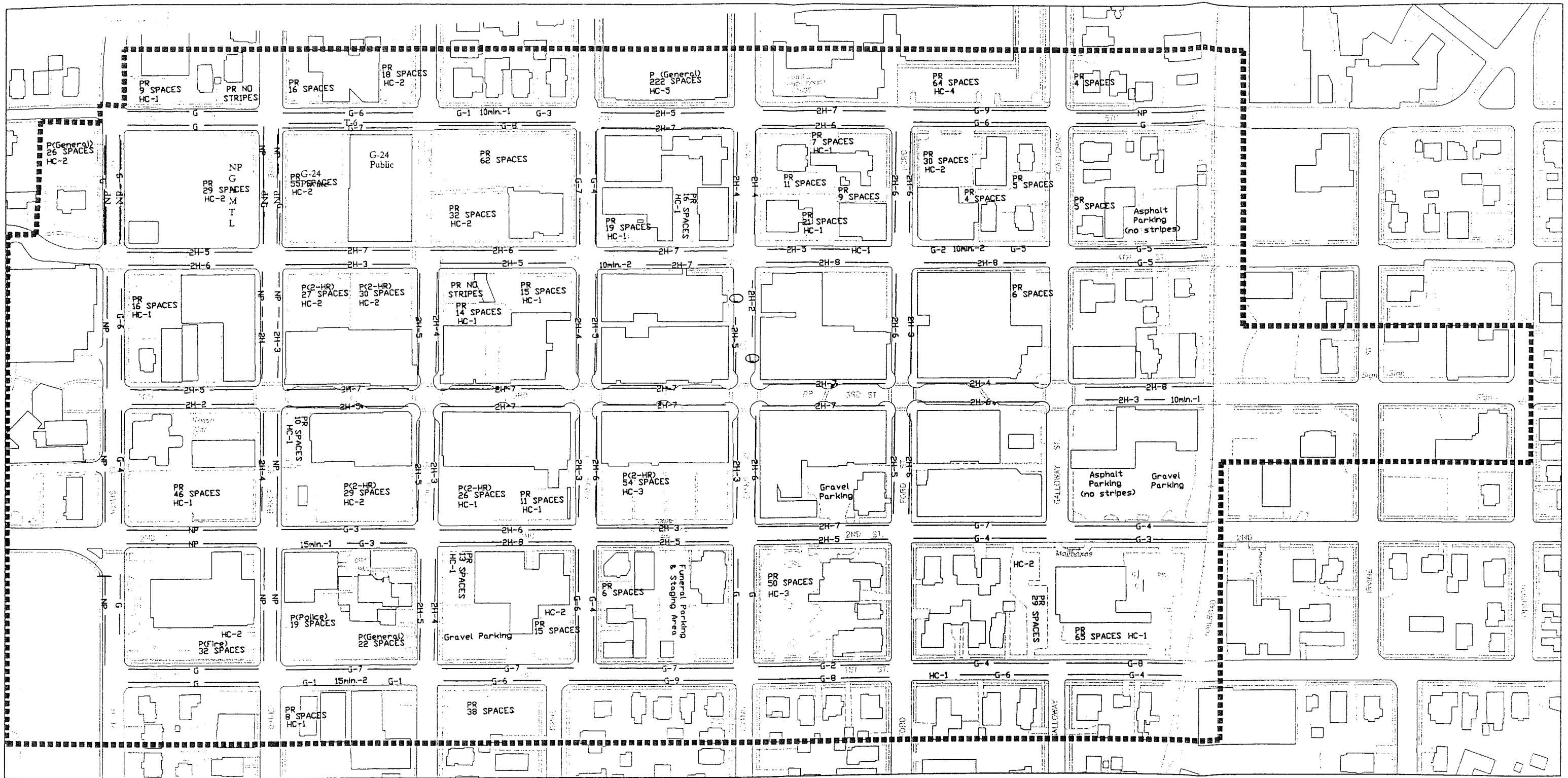


Financing Program	Jurisdiction	Description	Advantage(s)	Disadvantage(s)
Loan Guarantee Program	Oregon Housing and Community Services Department	The Loan Guarantee Program provides loan guarantees to construct new housing or acquire and/or rehabilitate existing structures for low and very low income housing units. Loan guarantees can guarantee up to 25% of the original principal balance of a loan. To participate, a lender submits a request for a loan guarantee for a project that needs a credit enhancement in order to obtain a loan. Preference is given to those projects insuring the longest possible use of the units for the targeted group and providing a service program that addresses many of their specific needs, such as, health care, child care, and alcohol and drug treatments. The annual fee for a loan guarantee is 0.25% of the loan balance.	Marginally feasible or high risk projects can obtain financing	Annual loan fee for large projects could make this prohibitive. Example, \$100,000 loan balance would generate a \$25,000 loan fee.
OEDD Special Public Works Fund	Oregon Economic Development Department (OEDD)	Program provides financing to local governments to construct, improve and repair public infrastructure in order to support local economic development and create new jobs, especially family wage jobs, locally. In order to be eligible: a) the existing infrastructure must be inefficient to support current or future eligible developments and b) there must be a high probability that family wage jobs will be created or retained.	Improvements to deficient infrastructure	Criteria may limit eligible projects
Risk Sharing Program	Oregon Housing and Community Services Department	The Risk Sharing Program is a partnership between the U.S. Department of Housing and Urban Development (HUD) and Oregon Housing and Community Services Department for the credit enhancement of tax exempt bond financing to provide permanent 30 year fixed first mortgage or construction (with participating lender who has letter of credit to guarantee loan with rating of A or better) financing for affordable multi-family rental housing. The Department will issue tax exempt bonds for the Risk Sharing Program within its annual allocation of private activity bond cap for the State of Oregon. There is a \$1,500 non-refundable application fee that can be applied toward loan commitment fee of 2%. Borrower is also required to pay a pro-rata share of bond issuing costs, but can finance costs by proceeds of mortgage loan. Funds can be used for new construction, acquisition, or substantial rehabilitation. Project must have a minimum 1.10 to 1 debt service coverage ration, maximum loan to value ratio lesser of development cost or 85% of appraised value, and for-profit borrowers must have an 8% net equity investment. Minimum project size is 5 units and land must be owned fee simple. A market analysis is required.	Riskier projects are able to obtain financing. Zero to 8% equity required by borrower.	Financing charges and \$1,500 non-refundable application fee may be viewed as prohibitive.

<u>Financing Program</u>	<u>Jurisdiction</u>	<u>Description</u>	<u>Advantage(s)</u>	<u>Disadvantage(s)</u>
Seed Money Advance Loan Program	Oregon Housing and Community Services Department	The Seed Money Advance Loan Program is a revolving loan fund which provides no-interest loans to qualified nonprofits and interest-bearing loans to qualified for profit sponsors from a \$250,000 revolving loan fund. The maximum loan amount is \$40,000 or 2% of the project cost, whichever is less. The loans are used to pay recoverable preconstruction costs before construction loan proceeds become available. The maximum loan term is nine months unless extended by the Department. Nonprofit sponsors are not charged an interest rate; however, for-profit sponsors are charged 50% of the set prime lending rate established by New York commercial banks at the time of closing. A 2% processing fee is charged to all borrowers.	Obtain short-term money to pay up front costs of get project under way.	Additional debt and financing charges.
Tax Credit				
10% Historic Rehabilitation Tax Credit	National Park Service/State Historic Preservation Office	Tax credit if for rehabilitation of non-historic non-residential structures built before 1936. Tax credit equals 10% of the amount spent in rehabilitation. Credit reduces the amount of income tax owed dollar for dollar. Rehabilitation must be substantial, greater than \$5,000. At least 50% of existing wall must remain in place as external walls, 75% of existing external walls must remain, and 75% of buildings internal structural framework must remain.	Building does not have to be a certified historic place. Reduction of income taxes owed.	Building has to be pre-1936 construction. Rehabilitation of building may be substantially more expensive then new construction and tax credit may be not enough of a benefit.
20% Historic Rehabilitation Tax Credit	National Park Service/State Historic Preservation Office	Tax credit if for certified rehabilitation of certified historic structures. Tax credit equals 20% of the amount spent in a certified rehabilitation. Credit reduces the amount of income tax owed dollar for dollar. Credit is available for commercial, industrial, agricultural, or rental residential. Long-term lessees may apply if lease for residential is 27.5 years or 39 years for non-residential. Preliminary fee is \$250. Final fee, charge to accepted projects, ranges from 0\$ to \$2,500 depending on cost of rehabilitation. Owner must hold the building for 5 full years, or repay whole or partial tax credit (repay reduced by 20% for each full year building remain in original ownership).	Reduction of income taxes owed.	Rehabilitation of building may be substantially more expensive then new construction and tax credit may be not enough of a benefit.
Low-Income Housing Tax Credit Program (LIHTC)	IRS	The Low-Income Housing Tax Credit (LIHTC) Program provides federal tax credits to sponsors of low-income rental housing projects. Sponsors can use these tax credits to directly reduce the amount of federal income tax they owe, or they can sell these tax credits to one or more purchasers (sometimes through transactions known as tax credit syndications) who can use the tax credits to reduce their tax liability. The sponsor uses the proceeds of the sale of the tax credits as equity for their project. The amount of tax credits for which a sponsor is eligible represents a fixed percentage of eligible costs of developing the low-income housing project. However, the actual amount of tax credits awarded to the sponsor cannot exceed the amount the Department deems necessary for the project's financial feasibility.	Guaranteed maximum 15% developer fee or ROI in a market producing lower returns.	Cannot exceed 15% developer fees or ROI in markets producing higher returns; demonstrate housing need; and project has to provide low-income rental housing for a minimum of 30 years.



<u>Financing Program</u>	<u>Jurisdiction</u>	<u>Description</u>	<u>Advantage(s)</u>	<u>Disadvantage(s)</u>
Multiple-Unit Housing in Core Areas, Light Rail Station Areas and Transit Oriented Areas	State of Oregon	Property tax exemption (up to 10 consecutive years) for multi-family units constructed in Core Areas, Light Rail Station Areas, and Transit Oriented Areas that emphasize vacant and underutilized sites, include ground level commercial, development of existing surface parking lots (see ORS 307.600). Unit pricing (rental or ownership) shall be available to a broad range of general public. Governed by cities and counties. Must be located in locally designated areas and meet local adopted criteria. Exemption only applies to city or county tax levies, unless otherwise agreed upon by 51 percent of other taxing jurisdictions (i.e. tax levy).	Property tax exemption for up to 10 consecutive years.	Must meet local adopted guidelines, which may offset tax benefit.
Multiple-Unit Housing Tax Incentive Program	City	Property tax exemption (up to 10 consecutive years) for multi-family units constructed in Core Area.	Property tax exemption for up to 10 consecutive years.	
Oregon Affordable Housing Tax Credit Program (OAHTC)	Oregon Housing and Community Services Department	Through the use of tax credits, lending institutions are able to lower the cost of financing by as much as 4% for housing projects or community rehabilitation programs. Tax credits may be claimed for the term of the loan, or a period not to exceed 20 years. Must be used to lower rents after all other subsidies have been applied. For example, if an applicant applies for a Federal Low-Income Housing Tax Credit and indicates they are targeting 60% median income rents, the application must show the project is feasible at the 60% median rents without this subsidy. This subsidy will then be applied to reduce rents below the 60% level. The applicant is required to show two Income Statements, one showing the project at market interest rate and one showing the project at the OAHTC reduced rate (the Expense Statement should not change).	Reduction of loan interest rate.	Possibility of reduced rental income not covering costs (e.g. operating, debt service, replacement reserves, etc.)



Walker • Macy

Parking Count
 McMinnville Downtown Improvement Plan
 McMinnville, Oregon

Legend

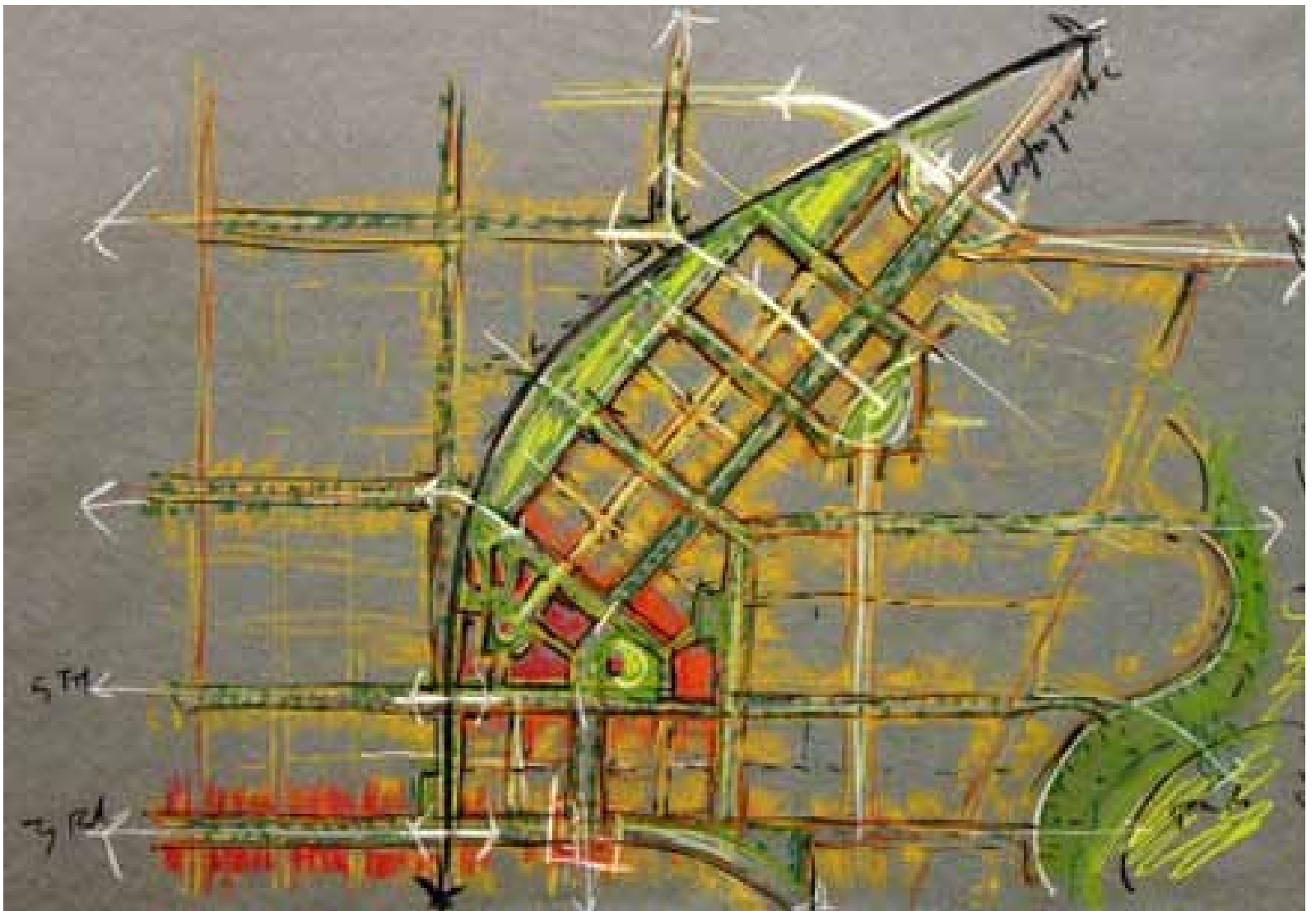
- NP = No Parking
- G = General Parking
- H = Handicapped Parking
- M = Metered Parking
- T = Two-Hour Parking
- L = Loading Zone

Site Plan



August 14, 1999

NORTHEAST GATEWAY PLAN



FINAL, MARCH 2012

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This project is partially funded by a grant from the Transportation and Growth Management Program (TGM), a joint program of the Oregon Department of Transportation and the Oregon Department of Land Conservation and Development. This TGM grant is financed, in part, by the Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users (SAFETEA-LU), local government, and the State of Oregon funds. The contents of this document do not necessarily reflect views or policies of the State of Oregon.

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EXECUTIVE SUMMARY

OVERVIEW

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

The Northeast Gateway District is a 75-acre area that occupies a prime location northeast of downtown McMinnville. While the area has strong redevelopment potential, there is a lack of street connectivity, paved streets, bicycle facilities, and sidewalks that hinder walking and cycling activity throughout the District and discourages redevelopment. The area is bordered by NE 3rd Street to the south, NE 14th Street to the north, the Portland and Western Railroad to the west, and Logan Street and Lafayette Avenue (inclusive of properties fronting Lafayette) to the east.

The Northeast Gateway Plan is the result of an interactive community planning process and includes a vision for the area, an urban design framework, and improvements to land use, circulation, streetscape, and infrastructure. The vision for Northeast Gateway was developed iteratively through discussions with stakeholders, the Northeast Gateway Advisory Committee, and the community at large, as well as thorough analysis of the existing physical and market conditions of the District. A brief summary of each of the Plan's major components follows.



VISION

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

Transformed over time by public and private investment, Northeast Gateway will possess a number of additional key characteristics, including:

- vibrancy and economic vitality;
- a mix of residential, employment, cultural/tourism uses and support services;
- attractive and affordable to a broad section of the community;
- walkability and accessibility by many modes of transportation;
- a range of neighborhood-scale support services making it possible to meet most daily needs within a convenient distance; and
- attractive streetscaping and signage, signaling a sense of arrival to someplace special.

URBAN DESIGN FRAMEWORK

The urban design framework provides the physical structure of the area and describes how various urban elements will interact in order to achieve the vision. It was derived from the vision statement and community input. The components of the urban design framework are:

- Granary District Focus
- Alpine Avenue Improvements
- Lafayette Avenue Improvements
- Gateways and Wayfinding Improvements
- East/West Connections
- Reconnecting the Street Grid
- Railroad Multi-Use Trail



LAND USE

The vision and urban design framework describe a District comprised of different but complementary uses that would be distributed throughout the District through the use of sub-areas in which these uses would predominate. This scheme is consistent with the vision for a vibrant, compact, mixed-use district in which people can live, work, shop and play. These sub-areas of uses include:

- Mixed-Use Residential
- Mixed-Use Employment
- Mixed-Use Commercial
- Residential/Civic

CIRCULATION

Improvements to the transportation network as described in the urban design framework will improve access to the Northeast Gateway District and allow efficient circulation of pedestrians, cyclists, automobiles, and trucks.

- The completed grid system will provide multiple routes to destinations and help to minimize congestion on Lafayette Avenue, which is currently the primary route for all traffic in the District. Multiple routes will also provide a hierarchy of streets that offer alternative facilities for pedestrians and cyclists, local traffic, and through traffic and trucks.

Figure 4 - Urban Design Framework
Refer to page 2.2 for more detail and a larger graphic.

- An improved Alpine Avenue will provide a low traffic, pedestrian friendly connection between downtown and destinations throughout the District, while Lafayette Avenue will continue to serve vehicles as an arterial and freight route with pedestrian safety improvements.
- The proposed multi-use path along the railroad right-of-way will provide a direct route with few intersections or interactions with vehicles for non-motorized commuters and recreational users.
- New east-west connections will improve circulation between neighborhoods on both sides of the Northeast Gateway District. The local street grid will also improve emergency vehicle access.

STREETSCAPE

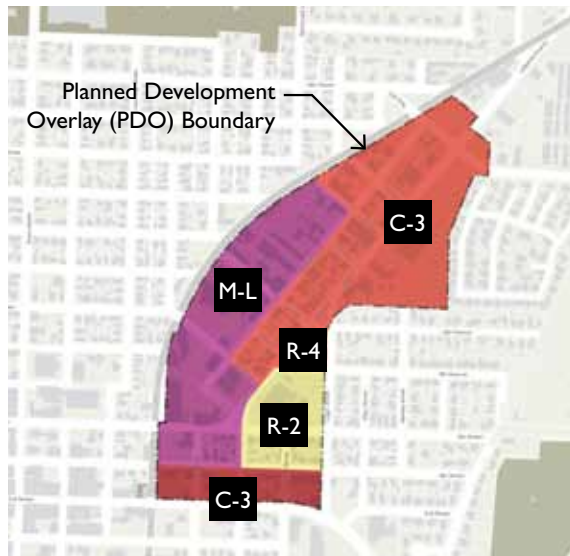
The streets in Northeast Gateway should have a consistent streetscape design that enhances the character of the area in support of the vision. While Alpine and Lafayette Avenues should have a distinctive section and design, all of the streets in the District should have a similar or complementary set of streetscape elements to unify the area. The elements should include:

- Decorative street furnishings and utilities
- Gateways and wayfinding
- Street crossing improvements

ACTION PLAN CONCEPT

The Action Plan to carry out the Northeast Gateway Plan focuses on the following:

- Changes to the City’s comprehensive plan, development code and implementing ordinances;
- Future transportation system improvements;
- Development and community projects important for creating a climate of investment within the area;
- Actions to be taken and partnerships to be formed;
- Sources of funding for improvements within the area; and a
- Time frame for initiating key actions and projects.



REGULATORY IMPROVEMENT STRATEGY

Regulatory improvements include changes to the McMinnville Comprehensive Plan and the Development Code as noted below.

- Adopt the Northeast Gateway Plan as a refinement plan of the McMinnville Comprehensive Plan and re-designate the entire Northeast Gateway area to a new Comprehensive Plan designation titled Northeast Gateway District.
- Amend the Comprehensive Plan text to add policies pertaining to Northeast Gateway to Chapter IX, Urbanization under “Land Use Development Tools.”
- Create and adopt a new Northeast Gateway Planned Development Overlay (PDO) zone that would apply to the entire area addressed in the Northeast Gateway Plan.
- Use existing city zones in the area. The Northeast Gateway PDO would describe permitted uses, prohibited uses, and design standards that supplement the base zoning and implement the Plan.
- Retain the R-2 and R-4 zoning and most of the C-3 zoning in the area. All M-1, M-2, and R-4 properties should be rezoned to either C-3 or M-L zones as shown in Figure 17.

Figure 17 - Northeast Gateway PDO Zoning
Refer to page 3.3 for more detail and a larger graphic.

INCREMENTAL IMPLEMENTATION STRATEGY

The Incremental Implementation Strategy is a renewable/rolling, short-term action plan that is annually updated, with a regularly-scheduled monitoring and updating process and a supporting budget. It is an assemblage of objectives and a game plan of short-term and medium-range projects, actions and partnerships for achieving them, prioritized with regard to relative timing (e.g., short-term: 1-3 years; near-term: 4-6 years; and long-term: seven years and beyond). The strategy includes:

- Funding, Administrative & Organizational Actions
- Granary District Development Plan
- Industrial Use Transition
- Streetscape and Gateway Plan
- Alpine Avenue Improvements
- Lafayette Avenue Improvements
- North End Catalyst Project (Mixed-Use Residential)
- Cook School Future Plans
- Railroad Trail

In conclusion, this Plan represents the community’s official framework and guide for the revitalization of the Northeast Gateway area into a thriving, mixed-use neighborhood that is close-in and complementary to downtown.



INTRODUCTION

PURPOSE OF PROJECT

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

STUDY AREA

The Northeast Gateway District is a 75-acre area bordered by NE 3rd Street to the south, NE 14th Street to the north, the Portland and Western Railroad to the west, and Logan Street and Lafayette Avenue (inclusive of properties fronting Lafayette) to the east.

DOCUMENT CONTENTS

This document is divided into three sections: Introduction, Plan, and Implementation. The Plan section describes all the elements of what should be improved in the physical environment to achieve the vision. The Implementation section describes how to achieve those improvements through a programmatic strategy of projects to be undertaken by the City and its project partners.



Figure 1 - Northeast Gateway Study Area

PLANNING PROCESS

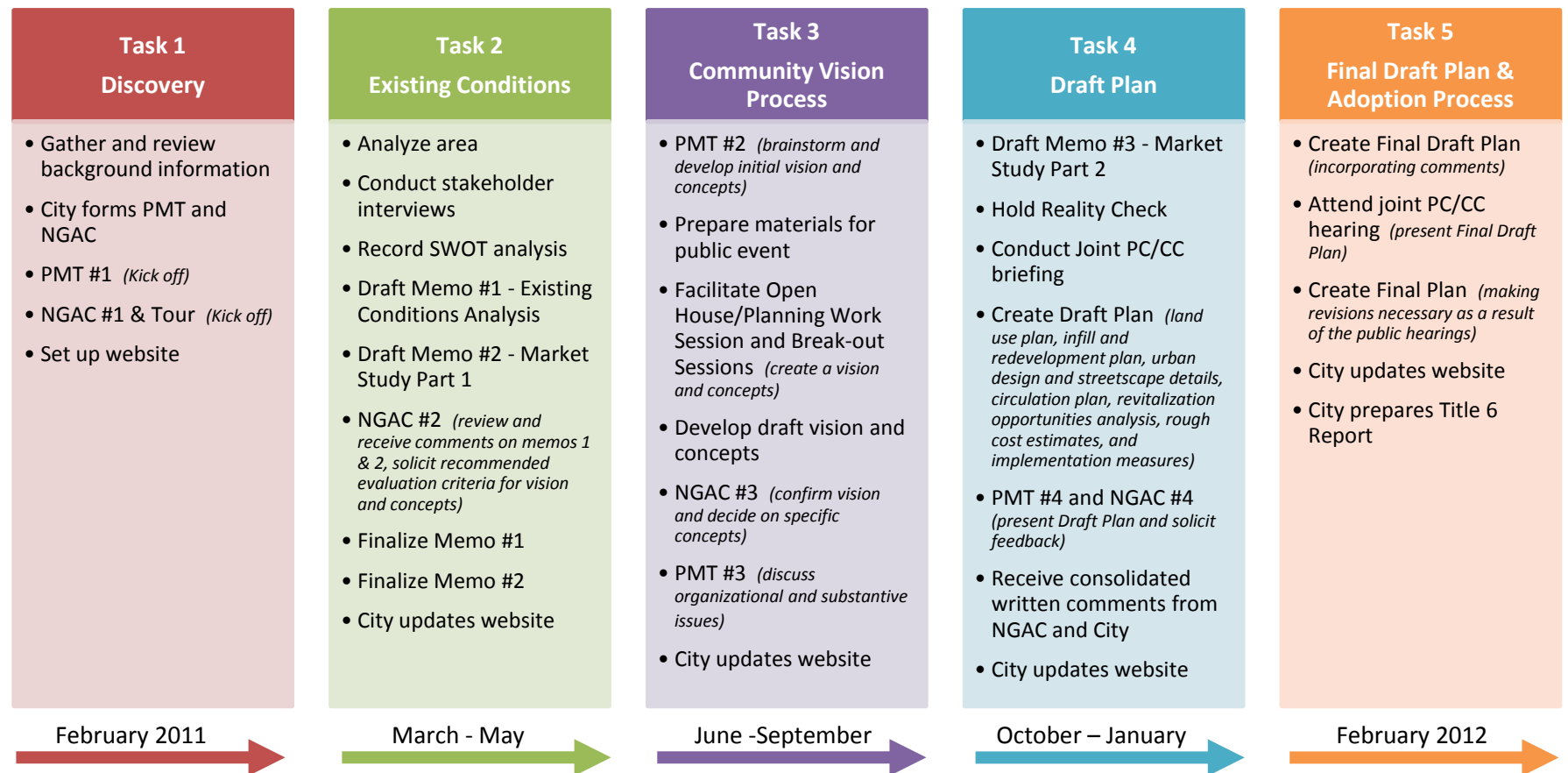
The planning process was divided into five major tasks: Discovery, Existing Conditions Analysis, Community Visioning, Draft Plan, and Final Plan and Adoption. The elements of each task are shown in the chart below.

As one of the first steps in the process, a Project Management Team (PMT) and a Northeast Gateway Advisory Committee (NGAC) were formed. The PMT consisted of the project leaders and project managers from

the City of McMinnville and the consultant team as well as the project's Transportation and Growth Management (TGM) Program Grant Manager. The PMT met at strategic points in the process to make critical decisions in project direction.

The NGAC was comprised of community leaders and stakeholders from the District and the City. The membership represented business, residential, and general community interests.

The role of the NGAC was to represent the public viewpoint in discussions, review and comment on project reports and presentation materials, provide technical and regulatory advice according to their expertise, and disseminate information regarding the project to others in the community to solicit input on issues and recommended solutions. The NGAC met during each of the major tasks.



CONTEXT

The Northeast Gateway District is a 75-acre area that occupies a prime location northeast of downtown McMinnville. While the area has strong redevelopment potential, there is a lack of street connectivity, paved streets, bicycle facilities, and sidewalks that hinders walking and cycling activity throughout the District and discourages redevelopment.

The Northeast Gateway District was originally platted as the Oak Park Addition for new residential lots in 1890 with a highly connected, fine-grained urban pattern of streets. The plat oriented the street grid between the railroad tracks and Lafayette Avenue to Lafayette's diagonal alignment, which created a unique characteristic for the area that is not seen anywhere else in the city.

Quickly, the area transitioned to industrial uses and became the original industrial core for the City of McMinnville. Over time, industry has largely moved to more suitable areas and the Northeast Gateway District has become underutilized. Today, it contains residual heavy industrial businesses, including a roofing business, rubber manufacturer, sheet metal shop, cabinet business, and a wrecking yard.



Figure 2 - City of McMinnville showing Northeast Gateway District

In addition, there are commercially zoned properties along Lafayette Avenue and several isolated residential properties scattered throughout the District.

Presently, the study area serves as an entry into the city core; however, it is made up of quite a few distinct and disconnected areas roughly characterized and described below as the southern, middle and northern portions of the District.

As an extension of the downtown street grid, the southern section of the study area is located on the east side of McMinnville's bustling downtown main street. It is part of the entrance sequence into the downtown for people arriving from the east on SE Three Mile Lane.

The middle and north sections of the study area are bordered by the railroad tracks, Lafayette Avenue, and residential neighborhoods to the north, west, and east. Due to the barrier-like character of the railroad and Lafayette Avenue, this part of the study area belongs to neither of the adjacent neighborhoods, but rather forms its own fragment in the structure of the city. This is both a constraint and an opportunity for future redevelopment of the north end of the project site. In addition, the northern portion of the study area plays a role in the arrival sequence for people arriving from the north along Lafayette Avenue.

It should be noted that the historic nature of portions of Northeast Gateway provides a unique opportunity to inform future

development and help shape the District's character. Buchanan Cellars, Cook School, and the Huberd Shoe Grease building are representative of the historic and cultural facilities that add to the unique flavor of the area. Additionally, the City has a historic preservation program that affords both recognition and some protections for several resources within the study area that have been designated as historically significant or distinctive.



Established businesses extend from downtown



Established businesses along Lafayette Avenue

Recent development concentrated in and around the Granary District has led to increased interest in the Northeast Gateway project area. The Granary District, which is a mixed-use development of retail, wineries, and artisan space, along with several other long-standing and viable craft businesses, has proven the potential for the area to develop into a unique and desirable live-work neighborhood.



Alpine Avenue near NE 1 3th Street



Railroad right-of-way and barricades near NE 1 2th Street

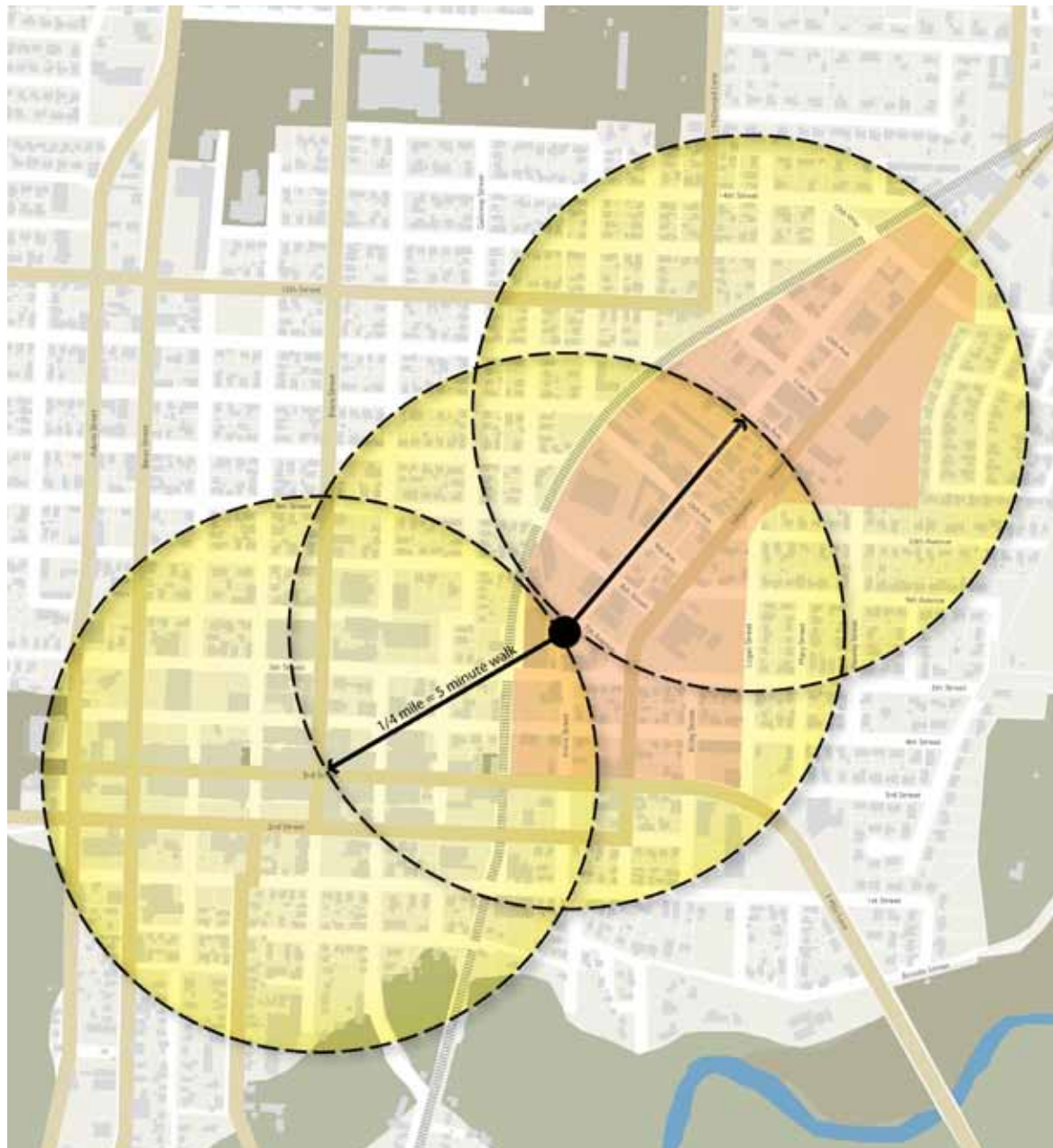


Figure 3 - Walkability of Northeast Gateway

For planning purposes, a dimension of $\frac{1}{4}$ mile is important to consider. This 1320-foot dimension is the minimum that average people can and will cover in a 5 -10 minute walk. As shown in Figure 3, the length of Northeast Gateway is a little less than three $\frac{1}{4}$ mile walks (15-30 minutes; $\frac{3}{4}$ mile) and the width is just short of one $\frac{1}{4}$ mile walk. These dimensions suggest that theoretically the site is small enough to be a pedestrian destination from surrounding areas or an origin for pedestrian trips to surrounding destinations, such as NE 3rd Street in downtown, the high school, St. James Catholic School, and surrounding neighborhoods.



OVERVIEW

The Northeast Gateway Plan is the result of an interactive community planning process and includes a vision for the area, an urban design framework, and improvements to land use, circulation, streetscape, and infrastructure. The vision for Northeast Gateway was developed iteratively through discussions with stakeholders, the Northeast Gateway Advisory Committee, and the community at large, as well as thorough analysis of the existing physical and market conditions of the District.

The vision informed the development of an urban design framework that provides the physical structure for the area and a foundation upon which the improvements to land use, circulation, streetscape, and infrastructure are founded.

The land use plan and development program describe the types and locations for different residential, commercial, and employment uses throughout the District to support the vision. The circulation plan includes improvements for vehicular and freight traffic, pedestrian and

bicycling activity, and general safety improvements. Streetscape improvements include creating streets of character and increasing the attractiveness and safety of the area. The infrastructure plan identifies necessary improvements to the utilities and roads to support the land use, circulation, and streetscape recommendations.



Second of two public meetings - August 16, 2011

VISION

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

Transformed over time by public and private investment, Northeast Gateway will possess a number of additional key characteristics, including:

- vibrancy and economic vitality;
- a mix of residential, employment, cultural/ tourism uses and support services;
- attractive and affordable to a broad section of the community;
- walkability and accessibility by many modes of transportation;
- a range of neighborhood-scale support services making it possible to meet most daily needs within a convenient distance; and
- attractive streetscaping and signage, signaling a sense of arrival to someplace special.

URBAN DESIGN FRAMEWORK

OVERVIEW

The urban design framework provides the physical structure of the area and describes how various urban elements will interact in order to achieve the vision. It was derived from the vision statement and community input. The components of the urban design framework are:

- Granary District Focus
- Alpine Avenue Improvements
- Lafayette Avenue Improvements
- Gateways and Wayfinding
- East/West Connections
- Reconnecting the Street Grid
- Railroad Multi-Use Trail

These components address the unique character of the area; movement of pedestrians, cyclists, and cars; connectivity to, from, and throughout the District; and providing places for gathering and recreation. The components are further described individually in the pages that follow; however, they are not discrete pieces, but rather layers that build upon one another and work together to achieve the vision.



Figure 4 - Urban Design Framework

GRANARY DISTRICT



The Granary District is a catalyst for transformation. It has set a standard for the character for the Northeast Gateway and should be complemented, but not imitated as the greater area develops. The public realm (streets, gathering space, and the exterior of buildings) of the Granary District should continue to emphasize that distinct character and strive for a high quality environment that is primarily pedestrian, but allows for vehicular access for loading and parking.

As the core of the area, a central gathering space or plaza should be located in the Granary District or very close by. Consider curb-less, shared street design techniques, especially as a connection to Alpine Avenue. Make parking less formal and emphasize pedestrian quality. Utilize the space to demonstrate innovative and sustainable storm water practices in an interactive way by capturing, retaining, and treating local storm water from rooftops and impervious surfaces.



ALPINE AVENUE IMPROVEMENTS



Alpine will be the central spine and primary pedestrian route through the District. It should be a unique street that complements the craft workshop atmosphere of the businesses along Alpine and within the Granary District. The design of Alpine should consider curb-less, shared space road treatments, as well as sustainable storm-water facilities.

Closest to the Granary District, Alpine should be a “festival street,” which is a flexible space

for cars, bikes, and pedestrians that can easily be blocked off for festivals. It would be wired for electricity for setting up booths and entertainment. North of the festival street treatment, the design could give way to a “woonerf” (a Dutch term that means “living street”), which is similar in that it is a curb-less, shared road space, with low speed limits to improve pedestrian, bicycle, and automobile safety.



LAFAYETTE AVENUE IMPROVEMENTS



Lafayette Avenue is an important connection and through-way for local residents, and a key route for the movement of goods and services to and through the community; however, improvements should be made to make it a more attractive and safe street for motorists, cyclists, and pedestrians. Even though it serves mainly an automobile and freight movement function, there are a number of tools that can be used to improve its appearance, such as well-maintained sidewalks, landscaping,

decorative lighting, and signage. Burying the overhead power and communication lines would also have a significant positive impact on the visual quality of the street. Increasing pedestrian safety can be achieved by making the pedestrian more visible through illuminated crosswalk warning devices and medians, which can also make the corridor more attractive overall. The pedestrian zone should be buffered from the cars through landscaping and street trees.



GATEWAYS



Gateway features help define neighborhoods and districts through the design of landscape, building, or art installations to symbolize an entrance or arrival to a special area or place. If they are unique and attractive, gateways help to establish the district's identity and send a signal, to visitors and residents alike, that the area is a special place that takes pride in itself. Gateways often feature physical structures, such as landmarks, public art, special signs, and

highly visible archways or other drive-through entries. Gateways may also feature landscaping or signs and structures that evoke pride in the district's history or unique character. With respect to location, gateways should emphasize transitions between the Northeast Gateway District and downtown at 3rd and 5th Streets, the neighborhood at 8th and 13th Streets, and along major intersections on Lafayette Avenue.

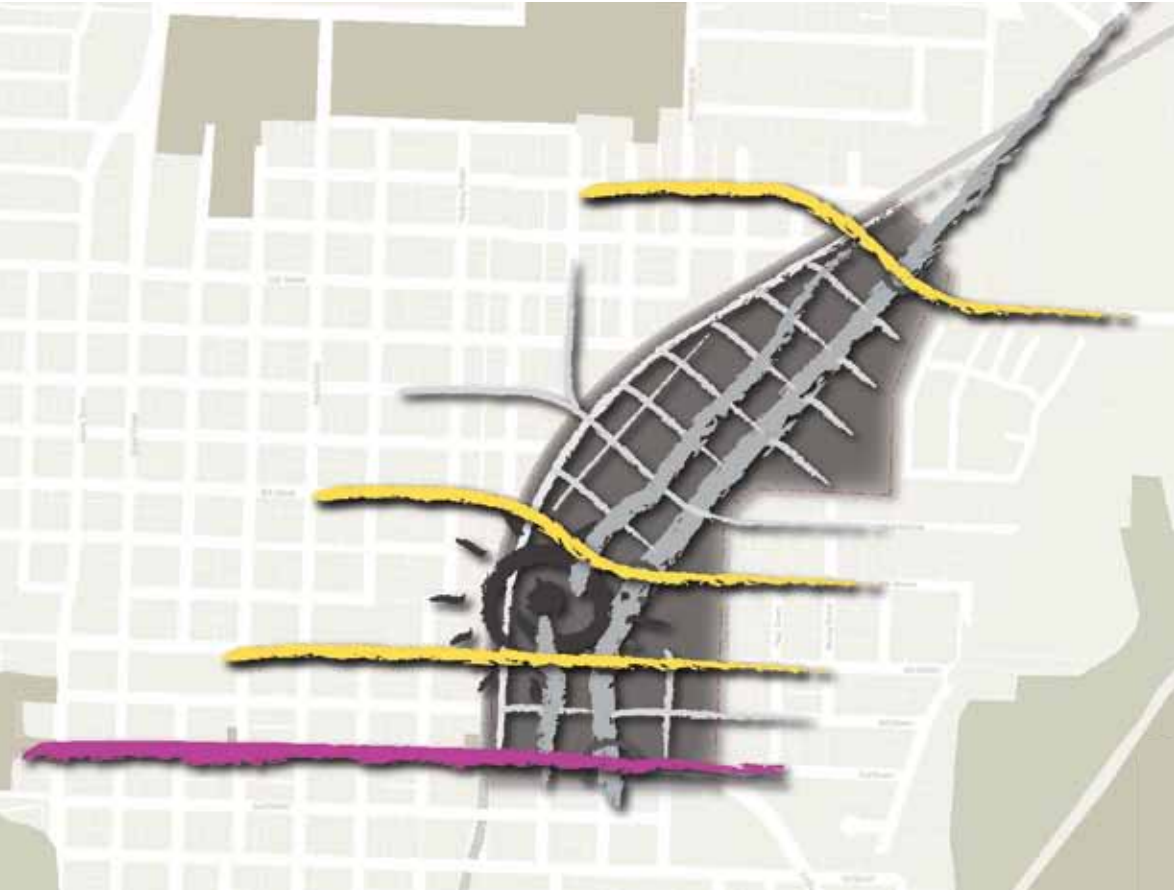
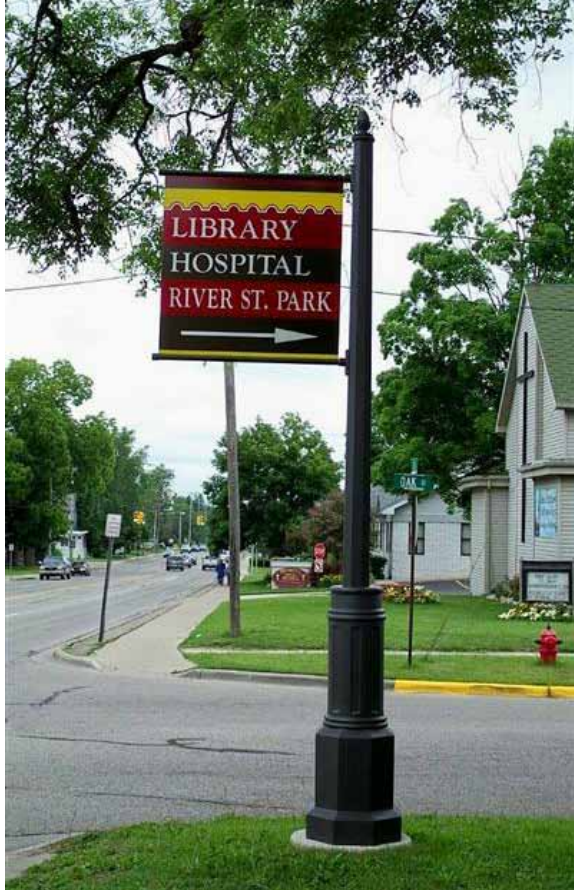


EAST/WEST CONNECTIONS



Local east/west streets within the District should be improved to emphasize or make new connections to adjacent areas and neighborhoods. The District should be easy to understand and navigate by car, bike or on foot. This requires good street and walkway connectivity and good signage. Places need to be easy to get to and integrated physically and visually with their surroundings to help people feel comfortable and willing to explore.

Many streets currently lack sidewalks, gutters and curbs. Upgrading these unimproved streets would improve pedestrian safety and access throughout the District, making it a more walkable and connected environment. Connecting to the residential neighborhoods to the east (across Lafayette) and west (across the railroad tracks) will help activate the district and provide easier access to community services for residents.



RECONNECT THE STREET GRID



Streets are important not only as connections between spaces and places, but also because streets are spaces themselves. They are defined by their physical dimension and character as well as the size, scale, and character of the buildings that line them. The pattern of the street network is part of what defines a city and what makes each area unique.

To the extent practical, streets that have been vacated over time should be re-established

to knit the District into the existing urban fabric of McMinnville to improve circulation, activity, and access. Specifically, Railroad Avenue should be recreated as an additional north/south route and to provide another address for development. Connecting streets and adhering to the grid would make this area an easier to navigate, more pedestrian friendly, walkable, and vibrant neighborhood.



RAILROAD CORRIDOR TRAIL



A multi-use trail should be developed along the railroad right-of-way through the District. Currently, the railroad tracks are a negative barrier separating the District from other parts of town. Creating a trail along the railroad corridor would turn this barrier into an amenity for the District and McMinnville as a whole. Such “trails with rails” have been successfully implemented in communities around the country and in other nations.

Over time as the District develops, property should be identified to create a wider park between the tracks and a re-established Railroad Avenue. This would provide a much needed green space for the community and an additional amenity for development.



LAND USE

The vision and urban design framework describe a District comprised of different but complementary uses. Figure 12 shows how these uses should be distributed throughout the District through the use of sub-areas in which these uses would predominate. This scheme is consistent with the vision for a vibrant, compact, mixed-use district in which people can live, work, shop and play. These uses would be enabled, encouraged and incentivized through the City's development code and the implementation strategy accompanying this Plan. A brief summary of these sub-areas and their envisioned character is provided below.

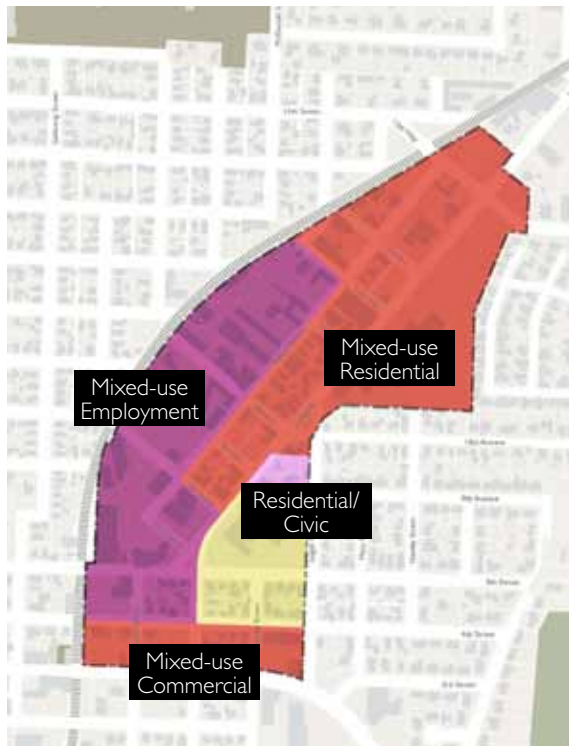


Figure 12 - Land Use

MIXED-USE RESIDENTIAL

Having a primarily residential feel and orientation, this area allows for a variety of attached housing products including row houses, condominiums, and apartments with ground floor commercial uses. Free-standing commercial uses should be neighborhood-supportive and neighborhood-scale enabling neighborhood residents to meet many of their daily shopping needs with a short walk, or without having to drive longer distances. Drive-through uses should be discouraged or prohibited as they are not in keeping with the vision of a pedestrian-oriented neighborhood.

MIXED-USE EMPLOYMENT

This area would preserve the employment character found in the heart of the Granary District, and allow residential uses to create an authentic live-work environment. It would build upon current employment and artisan uses to create a mix of smaller employers and visitor-oriented industries. All buildings should be oriented to the street and activities should be within enclosed structures. Expansions of existing uses must be contained within a building. Attached or upper story housing should be allowed. Free-standing commercial uses (that are not considered craft or employment uses) should be neighborhood-supportive and neighborhood-scale.

MIXED-USE COMMERCIAL

Building on the energy and character of downtown and allowing it to grow to the east over time, this area would transition into an extension of the downtown and encourage storefront commercial uses with a feel consistent with that associated with downtown McMinnville. Residential or office uses above active ground floor commercial or retail uses should be allowed.

RESIDENTIAL/CIVIC

This area envisions continued use of the current single-family residences in the area as well as the School District's property (Cook School). Future transition of the Cook School property may be possible if the property is determined by the School District to be no longer needed for their purposes. Public uses, such as a cultural/arts/conference facility, should be considered and allowed within this area at such time as circumstances may allow.

LAND USE TYPOLOGIES

The following pages show an illustrative description of land uses or "typologies" that could make up the individual projects that could populate the land use sub-areas and, over time, help implement the vision. These typologies are based on the existing conditions and market analysis completed for the District.

HOUSING

New housing development in the District will most likely be in the form of townhouses or apartment buildings. Townhouses and wood frame apartments would be most likely to develop in the residential areas in the northern portion of the District. The mid-rise apartments would be more likely to be supported in the southern end, closer to downtown, and will be more likely to develop in tandem with increased amenities in the area.



Townhouse/ Rowhouse

- 12 – 20 du/acre
- 2 to 3 stories
- Surface parking or parking within each unit



Wood Frame Condos or Apartments

- 20 – 35 du/acre
- 2 to 3 stories
- Surface, garage, or tuck under parking



Mixed-Use Mid-Rise or Mid-Rise Apartments

- 30 – 50 du/acre
- 3 to 4 stories
- Tuck under or structured parking

NEIGHBORHOOD COMMERCIAL

Neighborhood commercial space typically serves local residents and can range from retailers like bakeries, small grocers, or boutique clothing to service-oriented businesses such as hair and nail salons or insurance agents. Many businesses require smaller format spaces, less than 5,000 square feet, and can be as small as 1,000 square feet. A small grocer could be larger, up to 15,000 square feet. Neighborhood commercial uses can be housed in one-story buildings or on the ground floor of mixed-use buildings with housing above. Increased residents help to make these businesses viable, which in turn attracts more residents as people want to live close to convenient services and amenities.



Ground Floor or One-Story Building



Small Grocer

- 5,000 to 15,000 SF



Bakery/Deli

- 2,000 to 4,000 SF



Services

- 1,000 to 3,000 SF

CRAFT INDUSTRIAL

The Granary District has several successful businesses, like wineries, which fall under this land use category. Buildings are typically one story and may house workshop and/or retail space. Businesses may employ people in the metal or woodworking industry, entrepreneurs in craft foods and drinks, or other artistic endeavors. These uses are typically light industrial that is compatible with other commercial or nearby residential space. Some live-work units might be appropriate in supporting local artists. These businesses help support the tourism industry in the area and supply visitors with unique products unlikely to be found in chain stores.



Flexible Open Space
• 3,000 to 15,000 SF



Woodworking/ Metals



Specialty Craft Foods



Winery/Brewery

CIVIC

Civic uses include performing arts, cultural and community centers and may have elements of each. It would offer a range of events and performance capacity. Events such as classes, art shows and concerts help to draw local residents and tourists, and can showcase the diverse talents within the local craft industry. Old schools or other public buildings have been successfully transitioned into community centers in other communities.



Gallery



Chehalem Cultural Center, Newberg



Classes

DEVELOPMENT PROGRAM

The future development program was developed by matching potential redevelopment sites with market information about trends and future demographic and economic conditions, which will shape the types of land uses that will be in demand in McMinnville in the future.

Potential redevelopment sites are identified using the ratio of a property's improvement value to land value (I:L). The improvement to land ratio categories range from less than 1.0 for properties where the value of improvements is less than the value of land (thus, significant redevelopment potential) to greater than 7.0 for properties where the value of improvements is significantly higher than the value of land (redevelopment is less likely).

Figure 13 shows the improvement to land ratios of the properties in the Northeast Gateway District. The values used for this analysis are real market values as identified by the Yamhill County assessor. There is significant redevelopment potential in the area based on low improvement to land ratios and low overall property values. Improved properties with low (1.0 to 3.0) or very low (< 1.0) improvement to land ratios comprise 59 percent of the District (30.9 acres) and are considered to have the greatest short- to mid-term redevelopment potential. Many of these properties have older buildings, some of which are in substandard condition or in need of significant improvements.

The development program describes how these potential redevelopment properties may develop over time. The overall objective is to capture target markets, maintain economically viable conditions, continually strengthen prospects for financial success while addressing residents' needs and desires for a "live, work, stay, play, learn" environment and create a positive, long-term identity for the District as described in the Vision for Northeast Gateway.

Following is a description of the anticipated development over the short term (through 2015) and the long term (through 2025).

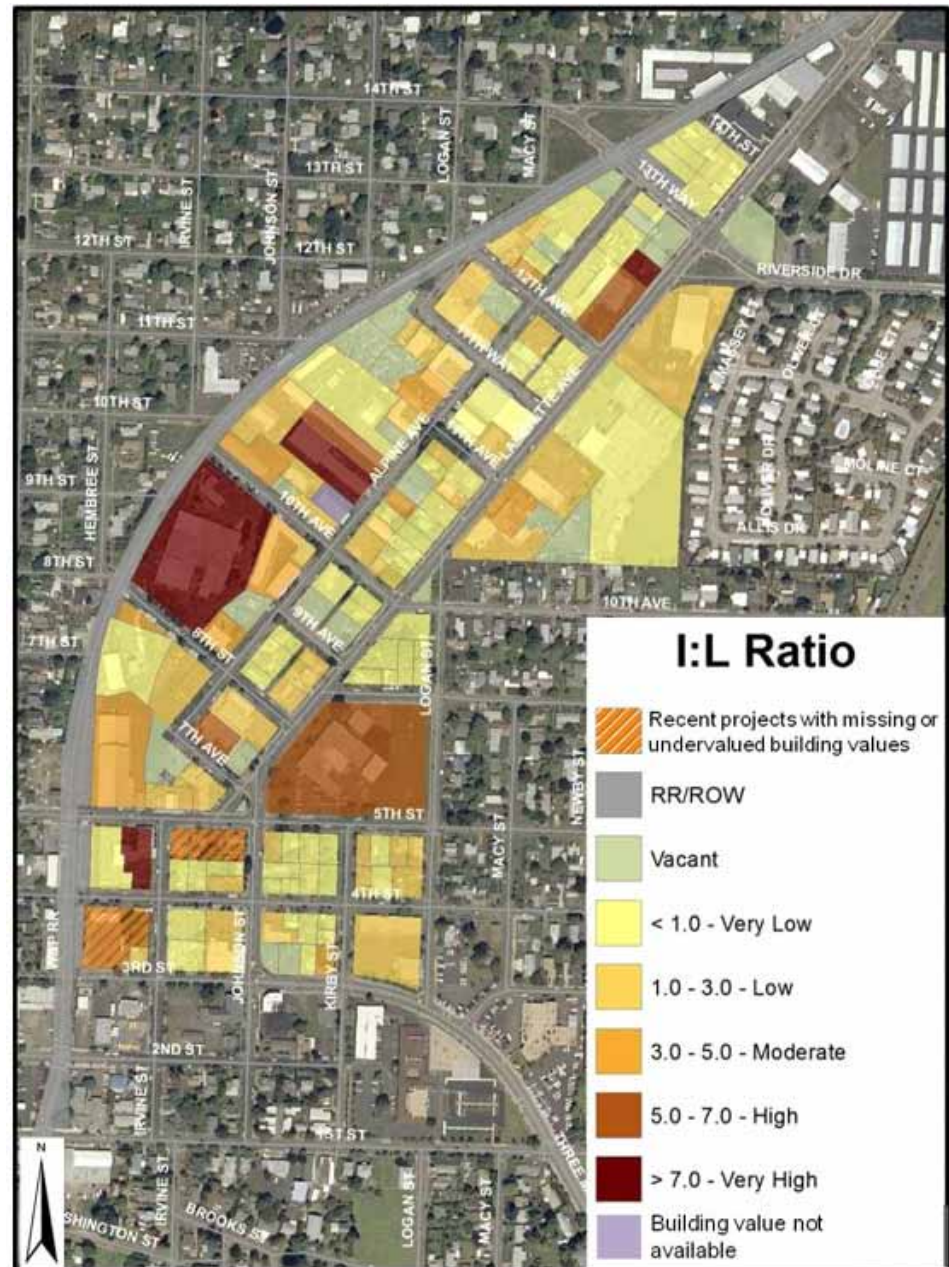


Figure 13- Improvement to Land Ratios

DEVELOPMENT ASSUMPTIONS

The development program for Northeast Gateway assumes the following parameters will guide both the form and timing of development.

Surface Parking: The area will most likely be reliant upon surface parking. Development in the short term will be unlikely to support structured parking, which is much more expensive to build. This will dictate the form of development and will likely keep new development at a two to four story maximum. In the long term, it is possible that development nearest to downtown will command prices that make structured parking feasible. Likewise, a public shared parking facility could be built at any time.

Infrastructure: Before the area can reach its full redevelopment potential, major investments in infrastructure will be necessary, especially paving Alpine. The timeframe suggested in the development program, especially the housing elements in the northern portion of the District, reflects the anticipated phasing of such investments. More detail on the implementation actions is presented in the Implementation Strategy.

Mixed-use Zoning: As described in the previous Land Use discussion, achieving the community's vision implies that land uses will change over time, which will require new zoning and development regulations as presented in the Implementation Strategy.

SHORT TERM DEVELOPMENT THROUGH 2015

Development in the short term will be hampered by current economic uncertainties, such as the backlog of single-family homes that are still working through foreclosure, high unemployment rates, and a tight credit market. As such, very little development of any type is expected to occur through 2015.

Granary District: Build-out of the Granary District will continue, as new businesses build upon the success of existing businesses and existing businesses expand. This area could be expected to add around 9,000 square feet of retail and up to 23,000 square feet of non-retail, employment space. Additionally, an apartment project or two including up to 30 units could be expected in the short term.

South End: The southern portion of the District will likely experience the majority of the growth through 2015 because of its proximity to downtown, existing infrastructure and success of the nearby Granary District. This area could be expected to add nearly 7,500 square feet of retail and 15,000 square feet of non-retail space. One or two pioneering housing projects could be expected to emerge in the South End near downtown. Up to 20 units of housing could be expected during the short term delivered in one or two multifamily housing developments.

North End: There will be little to no growth in the northern portion of the District until infrastructure needs are met, namely paving Alpine. It has the most area available for redevelopment but is farther from downtown and lacks infrastructure. Growth here will likely be in the long term. There is a possibility of a project happening in northern end of the District, due to the low land values and availability of vacant and underutilized parcels. However, this is highly dependent on the timeframe for paving Alpine. No housing units or other development are projected for the short term in this area.



Granary District site study showing potential infill, plaza, walkway, and gateway opportunities.

LONG TERM DEVELOPMENT 2015 – 2025

Development prospects look better for the long term as overall economic conditions stabilize, and infrastructure improvements are made within the area. The District is still not expected to be completely built out within this timeframe, however, and market conditions should be reassessed in the future to further guide development in this area. That said, the following program estimates the development that could be expected over this 10-year period.

Granary District: Just as in the short term, build out of the Granary District will continue, as new businesses build upon the success of existing businesses and existing businesses expand. Another 7,000 square feet of retail space could be expected, along with approximately 23,000 square feet of employment space. Additionally this area could see increased residential activity adding around 10 townhomes and up to 30 apartments.

South End: As with the short-term prospects, the southern portion of the District will continue to experience growth and redevelopment because of its proximity to downtown, existing infrastructure and continued success of the Granary District. This area could be expected to add 13,500 square feet of retail space, such as restaurants or a small-format grocer. Another 13,500 of

non-retail commercial/employment space could be developed in this area to house local businesses. Apartment construction could bring approximately 50 additional units on line.

North End: As infrastructure needs are met, the northern portion of the District will be able to absorb significant growth, as it has the most area available for redevelopment. However it is farther from downtown and will be dependent upon the southern area developing services and other amenities that will attract residents to this portion of the District. This northern area could be expected to add approximately 210 total housing units over this timeframe, 70 as townhomes and 140 in multifamily apartment buildings. Some non-retail commercial/employment space (roughly 30,500 square feet) could also be expected to develop as additional residences will need neighborhood services, such as hair salons and insurance agents. Approximately 15,000 square feet of retail could be expected in this area, such as convenience stores or local bakeries and coffee shops.

Civic: Assuming that leadership and civic engagement are strong enough to support this endeavor, the school building could be expected to redevelop over the long term. Although anticipated to be a rehabilitation of the existing building, up to 30,000 square feet could be added as part of the redevelopment.

CONCLUSION

Northeast Gateway could capture a significant amount of growth through 2025 if needed infrastructure is developed and the actions presented in the Implementation Strategy are completed. The housing development program of 350 total units represents a shift from the traditionally industrial nature of the area, but responds well to fundamental demographic shifts currently underway. With targeted infrastructure investments and residential amenities, such growth is achievable through 2025. The total growth projected for the area represents somewhere between six and ten percent of McMinnville's total projected population growth through 2025, assuming an average household size of 2 to 3 people per unit.



Site study of the northern portion of project area showing potential residential, and retail redevelopment and gateway opportunities.

CIRCULATION

Improvements to the street network as described in the Urban Design Framework will improve access to the Northeast Gateway District and allow efficient circulation of pedestrians, cyclists, automobiles, and trucks. The completed grid system will provide multiple routes to destinations and help to minimize congestion on Lafayette Avenue, which is currently the primary route for all traffic in the District.

Multiple routes will also provide a hierarchy of streets that offer alternative facilities for pedestrians and cyclists, local traffic, and through traffic and trucks. An improved Alpine Avenue will provide a low-traffic, bicycle and pedestrian friendly connection between downtown and destinations throughout the District, while Lafayette Avenue will continue to serve vehicles as an arterial and freight route with pedestrian safety improvements. The proposed multi-use path along the railroad

right-of-way will provide a direct route with few intersections or interactions with vehicles for non-motorized commuters and recreational users.

New east-west connections will improve circulation between neighborhoods on both sides of the Northeast Gateway District. The local street grid will also improve emergency vehicle access.

Following is a discussion of how the parking and circulation will work for cars and trucks as well as cyclists and pedestrians.

PARKING

Parking is essential to a healthy and accessible mixed-use neighborhood such as that envisioned for Northeast Gateway. Each of the planned land uses will have some parking demand, whether generated by employees, residents, patrons of commercial uses, or

people attending special events within the Granary District. Parking to accommodate future uses will be provided through a combination of means, including:

- On-street parking;
- Off-street, onsite parking with development and redevelopment;
- Formal and informal shared parking arrangements; and
- Potential off-street public parking facilities.

As Northeast Gateway develops, new and existing streets will be improved, creating that finer, historical street grid. These local streets will accommodate on-street parking. Lafayette Avenue will not have on-street parking.

New development and redevelopment will provide onsite parking as a part of project design, and per the requirements of the City's Development Code. To augment onsite and on-street parking, formal and informal shared parking arrangements, whereby parking spaces are shared by more than one user, allowing parking facilities to be used more efficiently will help address anticipated parking demand.

Finally, a public-private partnership should work together to develop a common vision for the Granary District and a development program for future improvements and activities, which could include a Granary District parking plan that investigates shared parking and potential off-street parking facilities to accommodate routine and event parking.



Alpine Avenue will enhance pedestrian and bicycle circulation within and through the Gateway.



The local street grid will provide separate route options for pedestrians and local truck deliveries.

AUTO AND FREIGHT

Due to the historic mix of industrial, commercial, and residential uses in the Northeast Gateway District, the type and condition of streets in the area varies greatly. Large blocks, the railroad, and unimproved streets also limit the ability of trucks and automobiles to circulate within and through the District.

As shown in Figure 14, proposed street improvements within Northeast Gateway will maintain and enhance a network of arterial and collector streets that connect the District to downtown and Highway 99W. A new, fine-grained grid of local streets will improve circulation for local traffic and truck deliveries within the District.

Lafayette Avenue will continue to serve as a City Freight Route serving non-local trucks and “through” vehicle traffic, as designated in the McMinnville Transportation System Plan. However, improvements such as streetscaping and gateway treatments will help to calm traffic on the corridor and make it safer and more attractive for pedestrians.



Entering the District's north end on NE Lafayette Avenue

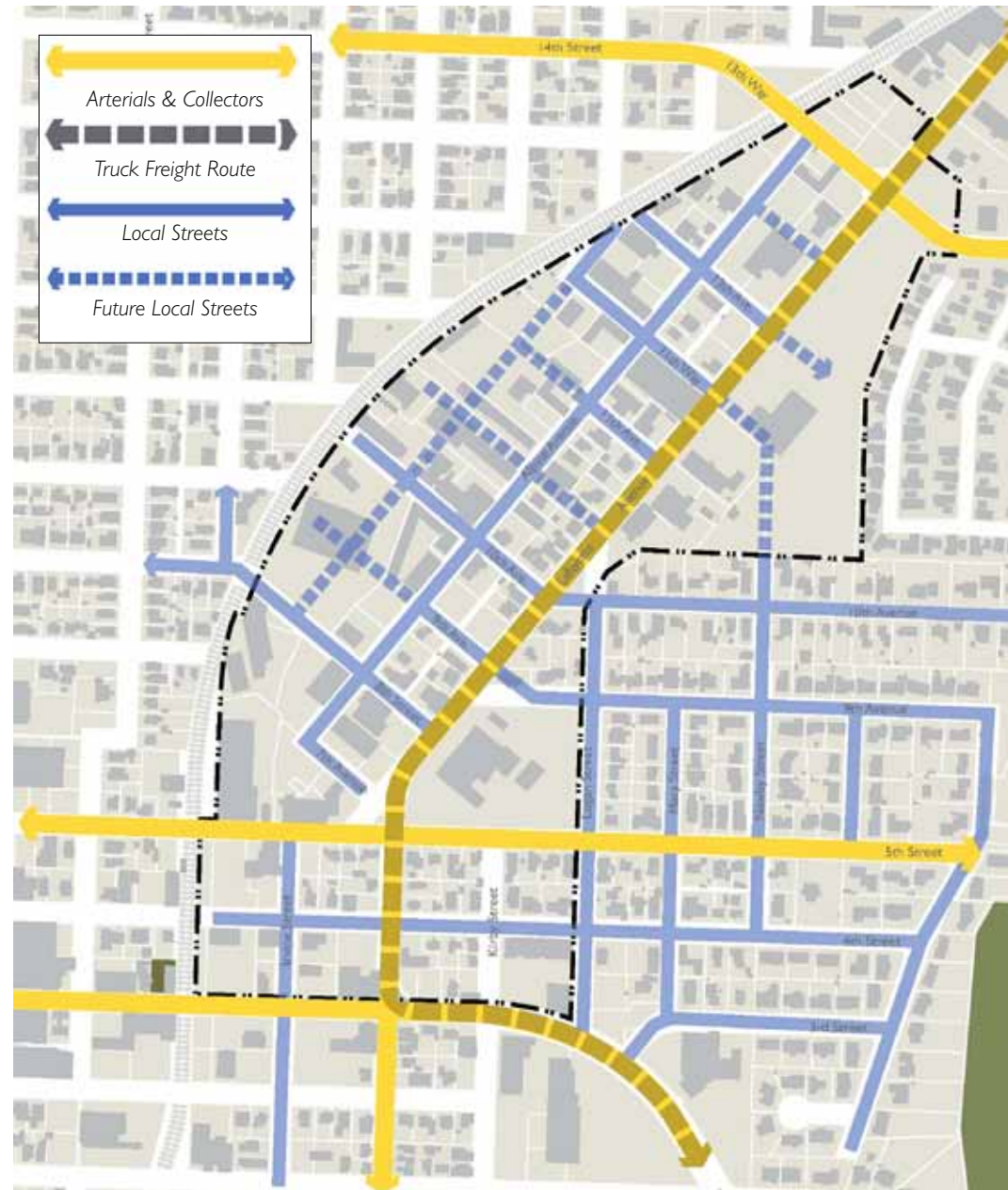


Figure 14 - Auto and Freight Circulation

PEDESTRIAN AND BICYCLE CIRCULATION

The average person walks approximately $\frac{1}{4}$ mile in 5-10 minutes, meaning that the average pedestrian could walk from the northern edge of the Northeast Gateway District to downtown in 15-30 minutes. As a result, there are many opportunities to increase the comfort and safety of walking and bicycling in the District and promote these modes as viable alternatives to driving for many trips.

As shown in Figure 15, proposed improvements will convert Alpine Avenue into a primary pedestrian and bicycle friendly connection from downtown to the Granary District and through Northeast Gateway. Streetscaping and pedestrian crossing improvements on Lafayette Avenue will improve pedestrian safety and circulation along and across this corridor. The grid of other low-traffic local streets, developed with curbs and sidewalks, will provide multiple pedestrian-friendly route options to other destinations.

Northeast Gateway will be well-connected to the bicycle network outlined in the Transportation System Plan. Bike lanes or shared lane markings on 3rd Street, 5th Street, and 14th Street/Riverside Drive will provide east-west connections through the area and connect to existing bike lanes on Lafayette. On local streets in the District, traffic volumes and speeds are expected to remain low enough for cyclists to comfortably share the road with vehicles. The multi-use path along the railroad right-of-way will be integrated with the bicycle network and provide a direct route through Northeast Gateway for bicyclists and pedestrians. This facility will serve recreational and transportation trips and may encourage a broader range of people to walk/bike in the District due to its separation from auto traffic.



Figure 15 - Pedestrian and Bicycle Circulation

TRANSIT ACCESS

Yamhill County Transit Area (YCTA) operates local, inter-city, and demand responsive bus service in McMinnville. The City Loop and East-West bus routes travel through the plan area on Lafayette Avenue and 3rd Street, respectively. There are currently no bus stops in the District, however, a new YCTA transit center is planned at the existing Yamhill County Action Partnership site near 2nd Street/Irvine Street. A shared use path could be extended to provide a convenient connection between the District and the new transit center. Additional bus stops could also be developed through coordination with YCTA as new development occurs. A bus stop should be considered at Lafayette/5th in the short term to serve the Granary District. In the long-term, stops may be appropriate at Lafayette/10th and Lafayette/13th.

RAILROAD CROSSINGS

The Portland & Western Westside Branch rail line makes up the western boundary of the Gateway. The rail line provides a valuable alternative to truck freight transportation and may provide passenger rail service between the Gateway and surrounding cities in the long-term. The railroad also creates connectivity and safety challenges. Existing railroad crossings are located at NE 13th Way/14th Street, 8th Street, 5th Street, and 3rd Street. Pedestrians regularly break through fences at 10th Street to cross the railroad. In

the long-term, a new railroad crossing at 10th Street would formalize this high demand route, incorporate safety improvements, and increase east-west connectivity. This additional crossing would require approval from the ODOT Rail Division and Portland & Western Railroad and would likely be conditioned upon the closing of an existing at-grade crossing. However unlikely the crossing may be in the near term from an approval standpoint, the idea, due to its potential for increasing accessibility and safety particularly between the District and McMinnville High School, should not be precluded by development to keep the option available in the future.

SAFE ROUTES TO SCHOOL

The Northeast Gateway District is located within 1.5 miles of a middle and high school, the “Walk Zone” within which the McMinnville School District does not bus students to school. The proposed street improvements will help to create safe routes to school by increasing the number of streets with sidewalks and bicycle facilities. The proposed grid of local streets will provide more direct routes between residential areas and schools, as well as pedestrian and bicycle friendly route options that are separated from high-traffic routes.

East-west connectivity improvements will address Lafayette Avenue and the railroad as the primary barriers to pedestrian movement and safety in the Gateway. A new 10th Street

rail crossing would provide a direct connection to McMinnville High School, formalizing an existing demand route and discouraging students from illegally crossing the railroad track (see previous discussion in the Railroad Crossings section). Streetscaping and other pedestrian improvements on Lafayette Avenue will help to calm traffic and increase safety for students crossing the street, particularly at 8th Street.



Existing railroad crossing at NE 13th Way



Proposed street improvements will help create safe routes for kids walking to and from school

STREETSCAPE

The streets in Northeast Gateway should have a consistent streetscape design that enhances the character of the area in support of the vision. While Alpine and Lafayette Avenues should have a distinctive section and design as discussed earlier in the plan, all of the streets in the District should have a similar or complementary set of streetscape elements to unify the area.

Following are guidelines and examples of potential street design improvements to increase the attractiveness and sense of place as well as pedestrian and bicycle safety and comfort in the Northeast Gateway area. The majority of these tools are applicable to multiple locations in the District; specific improvement locations and design treatments should be informed by engineering studies as development occurs and/or additional funding becomes available. More information regarding the development of a Streetscape and Gateway Plan to help flesh out and apply these (and other) tools is in the Implementation Strategy.



SIDEWALK CORRIDOR

The sidewalk corridor is the zone between the curb and the edge of the right-of-way/ property line of adjacent development. It consists of three functional zones: Frontage Zone, Pedestrian Zone, and Furnishings Zone (see Figure 16).

STREET CROSSINGS

Crossing improvements that may be used at intersection and mid-block locations include:

- upgrading or installing crosswalks,
- reducing pedestrian crossing distances by installing curb extensions or narrowing travel lanes,
- adding new crossing locations,
- designing corner curb radii to slow turning vehicles,
- installing median pedestrian islands, or
- using signing or beacons to increase awareness and visibility of pedestrians.

GATEWAYS AND WAYFINDING

Street signs should be supplemented with attractive wayfinding signs and landmarks, such as public art, to help people find destinations and encourage extended visitation in the District. People will generally walk farther if there is a destination or sign in sight and a clear path to direct them.



Figure 16 shows the elements of the Sidewalk Corridor. While, not all features would be accommodated on every street, the figure shows elements to consider for an active pedestrian streetscape.

Furnishing Zone

Streetscape elements of the Furnishing Zone include utility poles, street lights, planters, trees, benches, bike racks, and bus shelters, all of which should be designed and consistently

used throughout the District to contribute to the unified character. Green Street design with flow-through stormwater planters should also be located in this zone.

Pedestrian Zone

New sidewalks should be at least five feet in width and wider if the right-of-way allows. Ideally, two people walking together should be able to pass a third person comfortably.

Frontage Zone

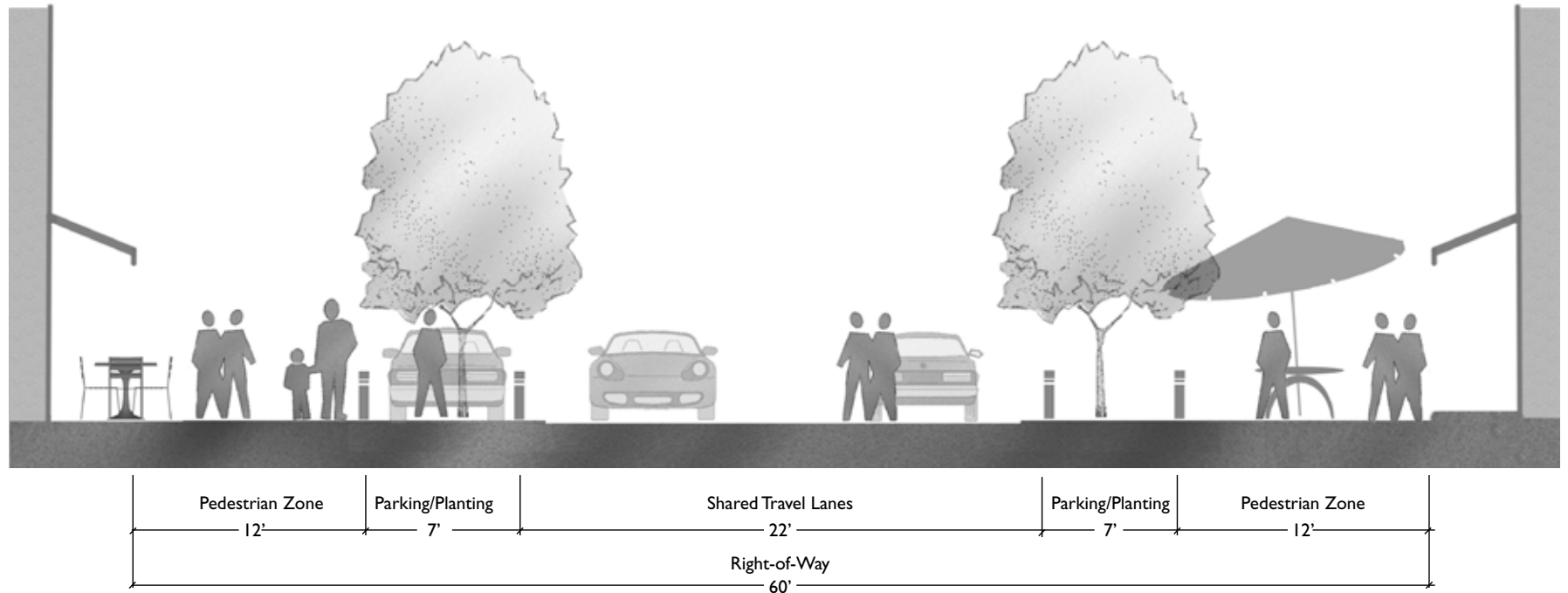
Buildings should have active frontages including outdoor uses, such as display or restaurant seating, or be designed to have views into buildings from ground floor windows and doors. Residential uses should include stoops, main entries, and/or public spaces. No blank walls should be permitted.



Figure 16 - Sidewalk Corridor

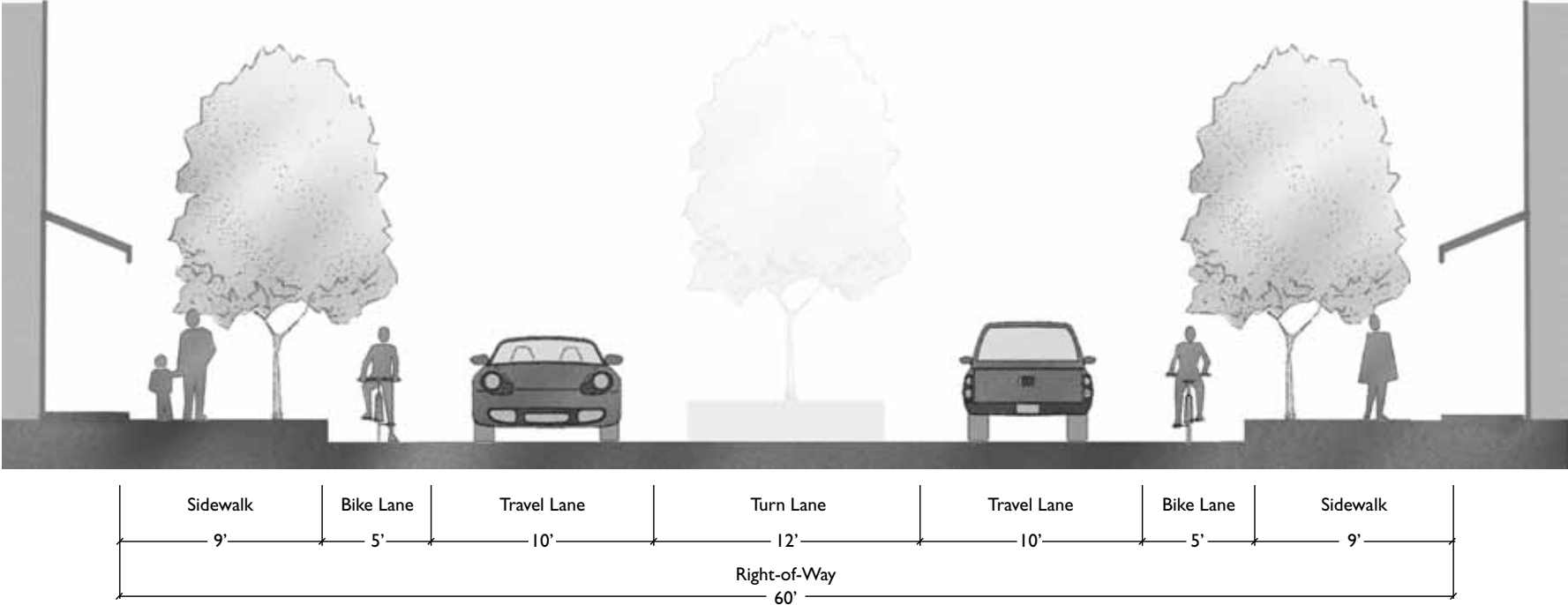
ALPINE AVENUE

An improved Alpine Avenue will provide a low traffic, pedestrian-friendly connection between downtown and destinations throughout the Northeast Gateway District. The design of Alpine should consider curb-less, shared space road treatments, as well as sustainable stormwater facilities. Closest to the Granary District, Alpine should be a “festival street,” which is a flexible space for cars, bikes, and pedestrians that can easily be blocked off for festivals or other special, in-street activities.



LAFAYETTE AVENUE

Lafayette Avenue will continue to serve vehicles as an arterial vehicular and freight route; however, improvements should be made to make it a more attractive and safe street for motorists, cyclists, and pedestrians. Even though it serves mainly an automobile function, there are a number of tools that can be used to improve its appearance and safety. These include new and well-maintained sidewalks, landscaping, decorative lighting, and signage.





Alpine Avenue



Alpine Avenue



Lafayette Avenue

INFRASTRUCTURE

RECOMMENDED IMPROVEMENTS

Improvements for Alpine Avenue include development of the street section previously mentioned that would take advantage of the full 60-foot right-of-way. A portion of this street, approximately two blocks near the Granary District, would be developed as a “festival street”, while the remainder would be developed as a “woonerf” street as described in the urban design framework and streetscape plan. The “festival street” section would have pavers in lieu of traditional asphalt pavement. The “woonerf” street would have flush sidewalk to create a shared street effect with pavers incorporated into street crossings and intersections. The total extent of improvements for Alpine Avenue would extend for approximately 2,600 feet between 5th Street and 14th Street.

Utility improvements for Alpine Avenue should include the recommended capital improvements from the utility master plans. The City’s Storm Drainage Master Plan identifies deficiencies in the storm sewers along Alpine Avenue. These should be upsized according to the Master Plan recommendations for the entire length of storm sewer. Additionally, street surface storm water should be treated through forms of low impact development practices. The most common examples of street treatment are flow-through planters and swales. Planters should be used on this street since there will be intermittent curb

extensions and street grades are fairly flat. The sewer conveyance system in this street is not identified as a deficiency and was upgraded in 1998; therefore, no new sewer upgrades are anticipated in Alpine Avenue. Water lines in Alpine Avenue have been deemed sufficient by McMinnville Water and Light with no new upgrades recommended; however, McMinnville Water and Light is in the process of updating its water master plan and should be consulted during the final design phase to ensure no improvements are recommended for the area. Overhead power routed along Alpine Avenue should be placed underground to enhance the area.

Lafayette Avenue improvements are minimal to enhance pedestrian safety. Medians should be placed intermittently to create safe pedestrian crossings, and sidewalks should be widened on both sides to help create more of a buffer between automotive and pedestrian traffic.

There are no recommended utility improvements along Lafayette Avenue from the utility master plans. As recommended for Alpine Avenue improvements, McMinnville Water and Light should be consulted during the final

design phase to ensure no water improvements are recommended in Lafayette Avenue. Overhead power lines routed along Lafayette Avenue should be placed underground.

COST ESTIMATES

High-level cost estimates have been developed for Alpine Avenue and Lafayette Avenue. The estimate for Alpine Avenue includes full reconstruction of the existing pavement and gravel sections for its entirety. The cost estimate for the Alpine Avenue storm sewer improvements have been extracted from the Storm Drainage Master Plan and included in the overall cost for Alpine Avenue street improvements.

Soft costs and contingencies include 30% for design and engineering, 30% for construction contingencies, and 10% for construction engineering.

Summary of Cost Estimates

Street	Linear Feet of Street Improvements	Hard Costs	Soft Costs and Contingencies	Total Cost
Alpine Avenue	2,600	\$3,117,000	\$2,182,000	\$5,299,000
Lafayette Avenue	3,200	\$876,000	\$613,000	\$1,489,000



HOW WILL THE PLAN BE CARRIED OUT?

The Northeast Gateway Plan is action-oriented, focusing upon the projects to be undertaken and the partnerships to be formed to carry out a clearly defined vision, a set of guiding principles, and the conceptual plan for urban form, land use and transportation. The Plan will be implemented in pieces. Some actions will be initiated immediately; others will be initiated in the years to follow.

There are projects, actions and partnerships that are expected to serve as catalysts for investment, development and redevelopment. In some cases, these catalyst activities require a refinement study to pin down a concept, a location, a footprint or criteria for subsequent development proposals. Accordingly, the Plan identifies preliminary “set-up” tasks or staffing resources/actions needed to enable projects to move forward (e.g., land assembly, property owner coordination, etc.). The Plan also contains amendments to the City’s Comprehensive Plan and Development Code to carry out Plan intent and to achieve the uses, character and densities envisioned.

It is anticipated that the City will begin discussions with potential development interests regarding carrying out the Plan. Certain major improvements will be made by the City of McMinnville through a variety of funding sources, including urban renewal, should this financing tool, currently under study by the City, be approved. Other improvements will be the responsibility of proposers of specific development activities. One or more of the catalyst projects may come about as a result of a “public-private partnership”, a contractual arrangement tailor-made for each situation by which the public sector authority assigns certain functions or responsibilities to a private developer.

The important point is that the Northeast Gateway Plan is both a community partnership and a long-term plan for the revitalization and growth of the area over the course of the next 20-30 years, in alignment with a vision for the future of the area established by the community.

ACTION PLAN CONCEPT

For a plan to be the “chart for change” it is intended to be, it must be accompanied by an implementation program – a strategy indicating the appropriate tools, actions and timelines for carrying out the plan. The Implementation Action Plan to carry out the Northeast Gateway Plan focuses on the following:

- Changes to the City’s comprehensive plan, development code and implementing ordinances;
- Future transportation system improvements;
- Development and community projects important for creating a climate of investment within the area;
- Actions to be taken and partnerships to be formed;
- Sources of funding for improvements within the area; and a
- Time frame for initiating key actions and projects.

REGULATORY IMPROVEMENTS

OVERVIEW

Needed regulatory amendments include changes to the McMinnville Comprehensive Plan and the Development Code. No changes to the City's adopted Transportation System Plan are required.

COMPREHENSIVE PLAN AMENDMENTS

The Northeast Gateway Plan should be adopted as a refinement plan of the McMinnville Comprehensive Plan and the entire Northeast Gateway area re-designated to a new Comprehensive Plan designation titled Northeast Gateway District. This approach has the advantage of distinguishing the Northeast Gateway area as a special sub-area addressed in the Comprehensive Plan. It also provides a clear statement about the mixed-use vision for the area.

The Comprehensive Plan text should be amended to add policies pertaining to Northeast Gateway to Chapter IX, Urbanization. Under "Land Use Development Tools" the following new policy should be added:

The City of McMinnville shall support the redevelopment of Northeast Gateway into a unique destination that reflects the authenticity of historic and current uses within the area – a place where things are crafted, experienced and enjoyed – a place to live, work and play. To set forth the specific

conditions for development of properties within the District, the City shall place a planned development overlay on the Northeast Gateway District. All development proposals shall contribute to the following characteristics for Northeast Gateway:

- 1. vibrancy and economic vitality;*
- 2. a mix of residential, employment, cultural/ tourism uses and support services;*
- 3. attractive and affordable to a broad section of the community;*
- 4. walkability and accessibility by many modes of transportation;*
- 5. a range of neighborhood-scale support services making it possible to meet most daily needs within a convenient distance; and*
- 6. attractive streetscaping and signage, signaling a sense of arrival to someplace special.*

ZONING MAP AND DEVELOPMENT CODE CHANGES

The following amendments to the Zoning and Development Code are needed to implement the new Comprehensive Plan designation and the Vision for Northeast Gateway:

- Create and adopt a new Northeast Gateway Planned Development Overlay (PDO) that would apply to the entire area addressed in the Northeast Gateway Plan.

- Use existing City zones as these base zones are currently working well for the City in this area. The Northeast Gateway PDO would describe permitted uses, prohibited uses, and design standards that supplement the base zoning and implement the Plan.

The zoning in the area would be retained or rezoned as follows:

- Retain the R-2 zoning east of NE Lafayette Avenue in the three blocks between NE 4th Street and NE 9th Avenue and the R-4 zoning just north of NE 9th Avenue.
- Retain the C-3 zoning in the four blocks along NE 3rd Street between the railroad tracks and NE Logan Street, as well as the blocks on both sides of NE Lafayette Avenue north of NE 8th Street. Rezone the few industrially-designated properties along Lafayette to C-3.
- Rezone the industrial properties north of NE 11th Way to C-3.
- The industrially and commercially-zoned properties between NE Alpine Avenue and the railroad tracks, the block between NE Alpine and NE Lafayette Avenues/7th and 8th Streets, and the two blocks between the railroad tracks and NE Johnson/4th and 5th Streets should be rezoned M-L.

Figure 17 shows the recommended zoning in the area as well as which properties would need to be rezoned.

PLAN DEVELOPMENT OVERLAY (PDO)

The new Northeast Gateway PDO would include the following elements:

- Purpose, Vision Statement, and Short Title
- Permitted Uses - A description of “permitted” and “not permitted” uses by exception, that is, by listing what is different from the base zone within the Northeast Gateway PDO. Uses that are “encouraged” would also be listed.
- Design Objectives – through a reference to the Northeast Gateway Plan
- Development Standards and Design Guidelines including:
 - Maximum setbacks
 - Active frontages
 - Prohibited vehicle access
 - Building orientation to streets
 - Pedestrian oriented development
 - Human scale design
 - Parking location and design
 - Lighting
 - Signage
 - Weather protection
 - Downtown standards applied to the blocks between 3rd and 4th Streets

The Northeast Gateway PDO does not repeat all of the urban design framework elements of the Plan (e.g. gateways, the design intent for Alpine Avenue). Rather, it provides zoning standards and guidelines that implement the plan.

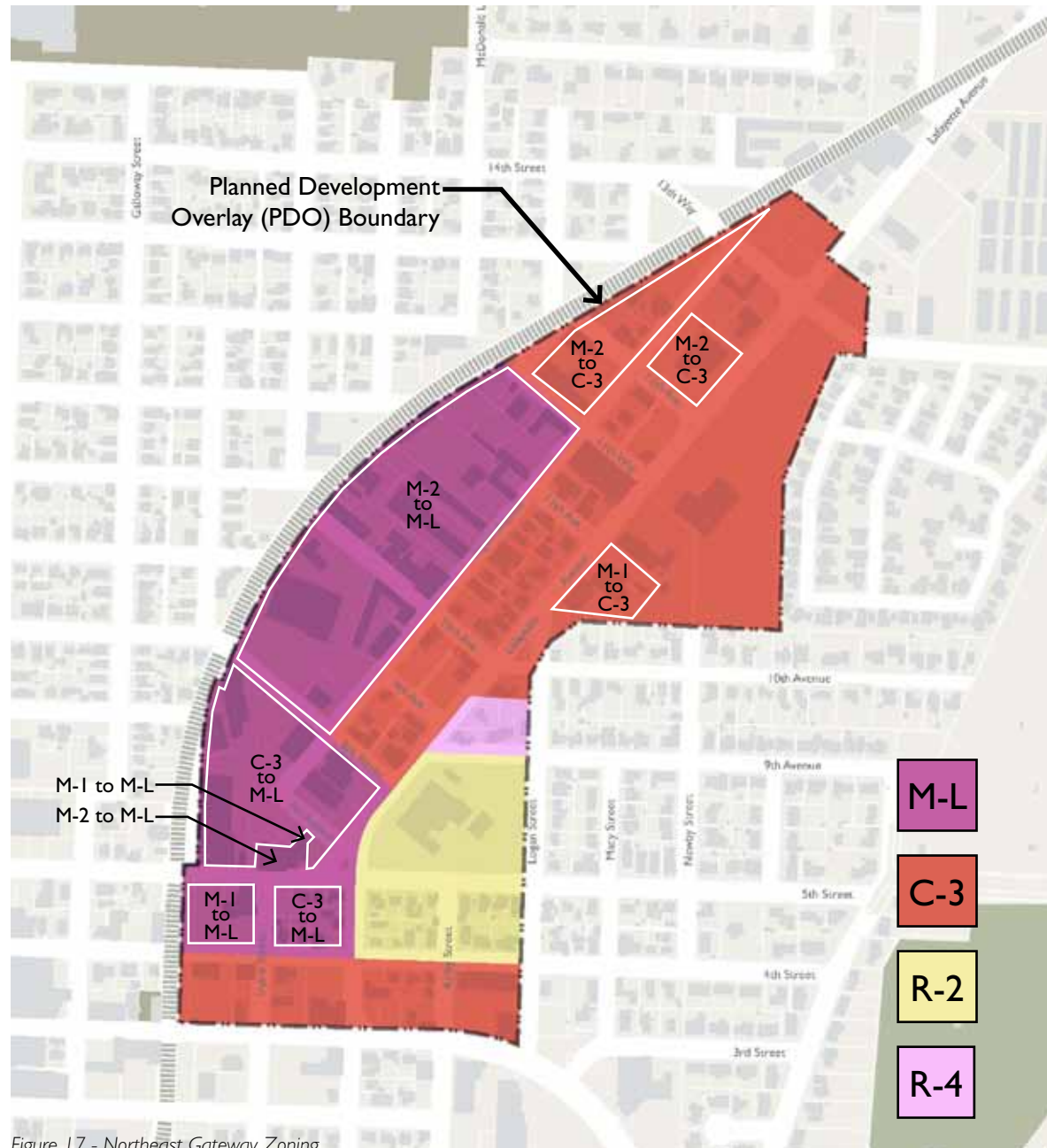


Figure 17 - Northeast Gateway Zoning

ACTION STRATEGY

INCREMENTAL IMPLEMENTATION STRATEGY

The Incremental Implementation Strategy is a renewable/rolling, short-term action plan that is annually updated, with a regularly-scheduled monitoring and updating process and a supporting budget. It is an assemblage of objectives and a game plan of short-term and medium-range projects, actions and partnerships for achieving them, prioritized with regard to relative timing (e.g., short-term: 1-3 years; near-term: 4-6 years; and long-term: 7 years and beyond).

This allows the City to review the Northeast Gateway Plan on a regularly-scheduled basis, and make amendments as opportunity or changing community and economic circumstances necessitate. Should there be a desire to change the vision and guiding principles or shift the emphasis of a particular project, this action plan and update process provides the mechanism for doing so within the context of reviewing the plan as a whole.

A substantial number of actions, programs and projects are needed to carry out the Plan.

Not all of these can be done at once, and consideration needs to be given at the outset to the grouping, phasing, and timing of particular actions. The community should program available resources where they can

do the most good, where they can leverage other resources or supporting activities, or where they can be concentrated to focus on a designated geographic target area. However, as opportunities and priorities change, or as additional funding becomes available, there may very well be the desire to change the geographic focus or implementation priorities for carrying out components of the Plan. The Incremental Implementation Strategy and its periodic review are intended to allow for and accommodate just this sort of flexibility.

In addition, the strategy identifies those short-term actions needing to occur in each of the next three years to set the stage for the activities to be programmed for the next year. The Implementation Strategy calls for the City to develop and maintain a short-term strategic action plan for phasing and carrying out the Plan's improvements and actions.

HOW IT WORKS

The Plan's vision and guiding principles would be examined on a regularly scheduled basis to ascertain the current status of progress in achieving them and actions for moving ahead in each of the next three years. The activities for Year 1 would be tied to the City's annual operating budget. The activities identified for Year 2 and Year 3 would serve as a placeholder or indication of anticipated action-related resource needs for the coming two years. Once Year 1 is nearly complete, the status of activities would be reviewed, and the activities

for Year 2 would be adjusted as necessary, as it will become the new Year 1. Year 3 would be adjusted as appropriate in readiness for its becoming the new Year 2, and activities for a new Year 3 would be identified.

The City should identify the coordinating body responsible for the monitoring, development and update of the Incremental Implementation Strategy, and for the coordination of the various City departmental activities to fund and/or carry out the strategy. City staff or the identified coordinating body would provide the City Council with a regularly scheduled status report on implementation activities. This regular monitoring, reporting and updating helps to keep the Northeast Gateway Plan flexible and current, keeps all City departments focused on the carrying out of this important public policy objective, and keeps the implementation of the Plan on the "front burner."

A brief overview of the projects and actions needed to carry out the Plan for Northeast Gateway is provided below, accompanied by a summary matrix indicating the suggested timing/programming for initiating them over the short-term (1-3 years), near-term (4-6 years), and long-term (7 years and beyond).

ADMINISTRATIVE, ORGANIZATIONAL, & FUNDING ACTIONS

The existing Comprehensive Plan and Development Code and their associated ordinances and policies should be amended as discussed earlier in this Plan to enable and provide guidance to envisioned development and redevelopment within Northeast Gateway. These amendments are proposed for review and approval within the first year of the Implementation Strategy both to enable envisioned development and to preclude land use and development actions that might compromise the vision of this Plan.

NE Gateway District Management:

Successful implementation will require the combined resources of many public and private partners. The City's Planning Department is uniquely suited to manage and coordinate the efforts of the community to carry out the NE Gateway Plan. Tasks may include business and property owner outreach, marketing and communications, grant writing, coordinating policy changes, and business and developer recruitment.

Urban Renewal Feasibility Study: Evaluate the feasibility of including the Northeast Gateway in a new urban renewal district. Urban renewal can bring significant financial resources and other tools to support revitalization and encourage private investment. A feasibility study will test the financial viability, test for statutory

eligibility, and evaluate the timing of potential investments and projects. An urban renewal feasibility study is already underway as of early 2012.

Urban Renewal Plan: If an urban renewal district is deemed viable and appropriate, a plan must be created that identifies the goals of the district and the projects to be funded.

Urban Renewal District and Board: To initiate tax increment revenues, the Urban Renewal Plan must be adopted and an agency and board created that will oversee the district.

Establish Economic Improvement

District (EID): An EID (sometimes also known as a business improvement district, or BID) is a special district where businesses and/or property owners are assessed a fee in order to generate revenue to support marketing, maintenance, security, beautification, and many other initiatives in the designated EID boundary. EIDs are created by a petition of those who will be assessed, so it forms a strong linkage between the services to be provided and the needs of those who will pay. An EID that assesses property owners is already in place in downtown McMinnville. This EID could be expanded to include the Northeast Gateway as a special zone, or a brand new EID could be created instead. Assessment formulas for EIDs can be tailored in many ways, including having different rates for different zones in the area. EIDs are typically established for a period of five years (but this can vary) and are renewed by a similar petition of support.

Establish NE Gateway Advisory

Committee: With so many projects, actions, and initiatives included in the implementation program, an ongoing Northeast Gateway Advisory Committee would provide a venue for the continued input and participation by stakeholders. The advisory committee could provide guidance to the city council or the urban renewal board as projects move forward, ensuring that decisions benefit from the input of informed and involved stakeholders.

Establish Alpine Local Improvement

District (LID): Similar to a BID, an LID is an assessment district formed by a petition of affected property owners. Whereas a BID typically creates an ongoing funding stream for operating costs, an LID typically creates funding for a one-time capital expenditure such as the paving of a street. In an LID, property owners usually have the option of paying a lump sum all at once or spreading their payments over time, usually 10 years.



GRANARY DISTRICT DEVELOPMENT PLAN

The Granary District represents a unique opportunity for a public-private partnership between property owners, businesses, the City and other interests to determine a common vision for the District, a development program of specific projects and actions and the subsequent design and construction of one or more demonstration projects. It is anticipated that this effort would be initiated through meetings of a targeted group with a resultant memorandum of understanding regarding objectives, roles and responsibilities for moving forward over the long-term. Potential program features could include such components as: an identity, brand and marketing strategy; public plaza improvements; an occasional-use “festival street” for special events; public restrooms; and off-street public parking facilities and shared parking agreements.



Memorandum of Understanding (MOU):

An MOU is a nonbinding agreement between two parties (in this case the City and property owners) that establishes a framework for working together. While not legally binding, MOUs are often politically binding; making a public statement of the shared vision, goals, objectives, and operating principles. This gives both parties the assurance they need to continue working together, where more significant expenses may be incurred in planning, studies, and other predevelopment activities.

Program Development: With an MOU in place, the City and the property owners can conduct more detailed planning to identify specific projects and investments that will further the Granary District concept.

Demonstration Project Design/

Construction: In collaboration with property owners, design and build a catalytic demonstration project to initiate development momentum in the area. The specific location, use, and character of the project would be defined in the Program Development phase.



INDUSTRIAL USE TRANSITION

The vision for Northeast Gateway is one of a compact, mixed-use, and economically vital district that complements McMinnville’s downtown and surrounding neighborhoods, providing a mix of residential, employment, cultural/tourism and support services. This intentional future envisions a long-term transition of remaining heavier industrial uses to more appropriate and well-served locations within the community, and shorter-term interim physical, aesthetic and operational improvements and strategies for improved and cooperative operation with existing and new development and redevelopment in the interim. This gradual transition is best initiated through discussions between the City and the property/business owner to identify future plans, needs and opportunities for a win-win solution to current operations and phased transition, and the development of an action program for achieving mutual objectives.

Future Use Discussions: Utilizing the services of the Northeast Gateway District management function within the Planning Department as well as that of other economic development partners such as McMinnville Industrial Promotions and the McMinnville Economic Development Partnership, initiate discussions with all potentially affected businesses in the district. These discussions should initially serve to better understand the existing plans of these businesses and the types of conditions that they would need to succeed, either in the Northeast Gateway or elsewhere.

Economic Development/Transition

Strategy: Economic development involves not just the creation of new jobs, but the preservation of existing jobs. Based on the needs of each business identified in the previous step, develop a strategy that provides options for each business to transition their existing use or relocate on a timeline that works for their business.

Interim Operating & Improvement

Strategy: These transitions may take many years to materialize. In working with each business owner, develop strategies that will allow for them to maintain operations while simultaneously laying the foundation for other investments nearby that further the Northeast Gateway vision. These strategies could include employee parking strategies, “good neighbor” agreements that address noise and pollution impacts, and fencing and landscaping improvements that provide good “edges” that encourage pedestrian activity.



STREETSCAPE AND GATEWAY PLAN

Streetscape improvements such as lighting, benches, landscaping, bike racks and other amenities enhance the environment accessed and viewed by the public, help attract both business and development, and foster a desire to come to and stay within the district. In addition, “gateways” are physical features that help define an identity, an entrance, a means of access, or a sense of arrival to a destination. To determine the desired look, feel and purpose of such public realm improvements, an overall streetscape and gateway plan is proposed, along with the identification of pilot projects to provide initial identity, definition and momentum.

- RFP and Consultant Solicitation
- Streetscape Plan Preparation
- Pilot Project Design and Construction



ALPINE AVENUE IMPROVEMENTS

This project provides for the design and reconstruction of Alpine Avenue from the Granary District to 14th Street as a local street with a human-scale and pedestrian/bicycle-friendly character. This improvement is seen as a vital and necessary precursor to the largely mixed-use residential development envisioned along Alpine. The design would address the recommendations of the Northeast Gateway Streetscape and Gateway Plan.

LAFAYETTE AVENUE IMPROVEMENTS

Lafayette Avenue will continue to serve vehicles as an arterial and freight route with new pedestrian safety improvements. Streetscaping and gateway treatments (as per the recommendations of the Northeast Gateway Streetscape and Gateway Plan) will help to calm traffic on the corridor and make it safer and more attractive for pedestrians through the use of better signage and wayfinding treatments, high-visibility crosswalks, and landscaping and other pedestrian, bicycle and transit-oriented amenities. This project provides for the design and construction of Lafayette beautification and safety improvements.

NORTH END CATALYST PROJECT (MIXED-USE RESIDENTIAL)

The Plan anticipates creating a range of housing within Northeast Gateway, particularly in the Plan area's north end, primarily focused upon medium-density residential products (townhouses, owner and rental multi-family housing). Upon completion of the improvements to Alpine Avenue, an initial, catalyst project is proposed to help jumpstart mixed-use residential development in this area. Accordingly, a Housing Investment Strategy to identify market-responsive mixed-use housing prototypes and locations along with a program for property assembly, financing, and site development should be prepared.

Housing Investment Strategy: This strategy will be a focused research effort to identify the optimal sites for a catalyst housing project, including market research to identify the mix, pricing, and scale of housing that will be marketable in McMinnville. Included in the strategy will be detail on the amenities, financing tools, phasing, public-private partnerships, and other strategies that will be needed.

Property Assembly: Once the Housing Investment Strategy is complete, assemble properties to prepare potential development sites. Property assembly could be through the use of acquisition (using urban renewal

or other funds), assignable options (where property can be secured by one party, but purchased by another), and other strategies.

Design and Construction: Depending on the type of project identified in the Housing Investment Strategy, recruit a housing developer to design and build the first catalyst project.

COOK SCHOOL FUTURE PLANS

The Cook School building and property represents a long-term opportunity for the Northeast Gateway. In the process of preparing this Plan, a number of suggestions for future, alternative uses arose, including: educational space; school district administrative and employment uses; a hotel; a conference center; a performing arts center; and others. For the foreseeable future, Cook School will continue to play a role as an educational institution, with the potential to provide classroom space, administrative offices and other school district functions. Should the school district's plans for the property change in the future, it will represent an opportunity for the District and the City to hold discussions regarding potential long-term uses and new, mutually-supportive roles in contributing to Northeast Gateway's success. At the appropriate time, discussions should be initiated between the City and the District to explore how the future vision for Northeast Gateway and the District's future plans for Cook School

can complement and support each other's forward progress and long-term success.

- Initiate Discussions

RAILROAD TRAIL

Establishment of a pedestrian/bicycle trail running north-south through the Northeast Gateway area along and/or in conjunction with the existing railroad right-of-way will require discussions with the railroad, property owners, utilities and other stakeholders. If successful, these discussions would be followed by the preparation of a trail plan and design, and subsequent acquisition of easements, real property, or use agreements to enable improvement, operation and maintenance of the trail. Construction would follow as funding and approvals permit.

- Initiate Discussions with Railroad and Property Owners
- Prepare Trail Plan and Design
- Initiate Property and Easement Acquisition
- Phase I Trail Construction



SUMMARY MATRIX OF IMPROVEMENTS & ACTIONS

Improvements & Actions	Short-Term Years			Medium-Term Years 4-6	Long-Term Years 7+
	1	2	3		
1. Funding, Administrative & Organizational Actions					
a. Urban Renewal Feasibility Study	X				
b. Urban Renewal Plan		X			
c. Urban Renewal District and Board		X			
d. Establish Economic Improvement District (EID)		X			
e. Establish NE Gateway Advisory Committee	X				
f. Regulatory Amendments	X				
g. Establish Alpine Local Improvement District (LID)			X		
2. Granary District Development Plan					
a. Memorandum of Understanding	X				
b. Program Development		X			
c. Demonstration Project Design/Construction				X	
3. Industrial Use Transition					
a. Future Use Discussions	X				
b. Economic Development/Transition Strategy		X			
c. Interim Operating & Improvement Strategy		X			
4. Streetscape and Gateway Plan					
a. RFP and Consultant Solicitation		X			
b. Streetscape Plan Preparation			X		
c. Pilot Project Design and Construction				X	

Improvements & Actions	Short-Term Years			Medium-Term Years 4-6	Long-Term Years 7+
	1	2	3		
5. Alpine Avenue Improvements					
a. Design			X		
b. Construction				X	
6. Lafayette Avenue Improvements					
a. Design			X		
b. Construction					X
7. North End Catalyst Project					
a. Housing Investment Strategy			X		
b. Property Assembly				X	
c. Design and Construction				X	X
8. Cook School Future Plans					
a. Initiate Discussions			X		
9. Railroad Trail					
a. Initiate Discussions with RR and Property Owners		X			
b. Prepare Trail Plan and Design				X	
c. Initiate Easement and Property Acquisition				X	
d. Phase I Trail Construction					X
<i>Assumption: Year 1 is July, 2012 through July, 2013</i>					

CONCLUSION



In conclusion, this Plan represents the community's official framework and guide for the revitalization of the Northeast Gateway area into a thriving, mixed-use neighborhood that is close-in and complimentary to downtown McMinnville. In the future, Northeast Gateway is envisioned as a place where people can live, work, shop and play – a place where things are crafted, experienced and enjoyed. As this Plan expresses the community's vision and an expression of their desired outcomes for this area, the Plan must be a dynamic and responsive policy framework and action plan – one that changes as needed to keep pace with changing community values and external factors, and as opportunities arise. The Northeast Gateway Plan is intended to evolve accordingly, serving as the framework for further refinement according to changing circumstances and the wishes of the community.



McMinnville Urban Renewal Plan



Adopted by the City of McMinnville
July 23, 2013
Ordinance No. 4972

Elaine Howard Consulting, LLC
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McMinnville Urban Renewal Plan

I. DEFINITIONS

“Area” means the properties and rights of way located within the McMinnville urban renewal boundary.

“Citizens’ Advisory Committee” means the committee formed from private individuals to provide input on the McMinnville Urban Renewal Plan. Those members are identified on the acknowledgement page of the urban renewal plan.

“City” means the city of McMinnville, Oregon.

“City Council” or “Council” means the City Council of the city of McMinnville.

“Comprehensive Plan” means the city of McMinnville comprehensive land use plan and its implementing ordinances, policies and standards.

“County” means Yamhill County.

“Fiscal year” means the year commencing on July 1 and closing on June 30.

“Frozen base” means the total assessed value including all real, personal, manufactured and utility values within an urban renewal area at the time of adoption. The county assessor certifies the assessed value after the adoption of an urban renewal plan.

“Increment” means that part of the assessed value of a taxing district attributable to any increase in the assessed value of the property located in an urban renewal area, or portion thereof, over the assessed value specified in the certified statement.

“Maximum indebtedness” means the amount of the principal of indebtedness included in a plan pursuant to ORS 457.190 and does not include indebtedness incurred to refund or refinance existing indebtedness.

“McMinnville Transportation Systems Plan (TSP)” means the transportation system plan adopted by the McMinnville City Council on May 25, 2010, and as may be amended.

“Northeast Gateway Plan” means the plan adopted by resolution by the McMinnville City Council on July 28, 2012 for planning in the Northeast Gateway area.

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“ORS” means the Oregon revised statutes and specifically Chapter 457, which relates to urban renewal.

“Planning Commission” means the McMinnville Planning Commission.

“Tax increment financing (TIF)” means the funds that are associated with the division of taxes accomplished through the adoption of an urban renewal plan.

“Tax increment revenues” means the funds allocated by the assessor to an urban renewal area due to increases in assessed value over the frozen base within the area.

“Technical Advisory Committee” means the technical committee composed of public officials and consultants to provide input on the McMinnville Urban Renewal Plan. Those members are identified on the acknowledgement page of the urban renewal plan.

“Urban renewal agency” or “agency” means an urban renewal agency created under ORS 457.035 and 457.045. This agency is responsible for administration of the urban renewal plan.

“Urban renewal area” means a blighted area included in an urban renewal plan or an area included in an urban renewal plan under ORS 457.160.

“Urban renewal plan” or “plan” means a plan, as it exists or is changed or modified from time to time, for one or more urban renewal areas, as provided in ORS 457.085, 457.095, 457.105, 457.115, 457.120, 457.125, 457.135 and 457.220.

“Urban renewal project” or “project” means any work or undertaking carried out under ORS 457.170 in an urban renewal area.

“Urban renewal report” means the official report that accompanies the urban renewal plan pursuant to ORS 457.085(3).

II. INTRODUCTION

The McMinnville Urban Renewal Plan (Plan) has been developed for the McMinnville City Council (City Council) with the cooperative input of a Citizens' Advisory Committee and a Technical Advisory Committee. The Plan contains goals, objectives, and projects for the development of the McMinnville Urban Renewal Area (Area). The overall purpose of the Plan is to use tax increment financing to overcome obstacles to the proper development of the Area.

The purpose of urban renewal is to improve specific areas of a city that are poorly developed or underdeveloped. These areas can have old or deteriorated buildings, public spaces that need improvements, streets and utilities in poor condition, a complete lack of streets and utilities altogether, or other obstacles to development. The Area has infrastructure needs, lacks adequate streetscape and parking, and does not have a program for assistance to business owners.

Urban renewal allows for the use of tax increment financing (TIF), a financing source that is unique to urban renewal, to fund its projects. Tax increment revenues – the amount of property taxes generated by the increase in total assessed values in the urban renewal area from the time the urban renewal area is first established – are used to repay borrowed funds. The funds borrowed are used to pay for urban renewal projects.

In general, urban renewal projects can include construction or improvement of streets, utilities, and other public facilities; assistance for rehabilitation or redevelopment of property; acquisition and re-sale of property (site assembly) from willing sellers; and improvements to public spaces. The specific projects to be approved in this Plan are outlined in Sections IV and V.

Urban renewal is put into effect when the local government (the City of McMinnville, in this case) adopts an urban renewal plan. The urban renewal plan defines the urban renewal area, states goals and objectives for the area, lists projects and programs that can be undertaken, provides a dollar limit on the funds borrowed for urban renewal projects, and states how the plan may be changed in the future.

The Area, shown in Figure 1, consists of approximately 175 total acres: 116.74 acres of land and 58.26 acres of public right-of-way.

The Plan will be administered by the McMinnville Urban Renewal Agency (Agency), which was established by the McMinnville City Council as the City's Urban Renewal

McMinnville Urban Renewal Plan

Agency (Ordinance No. 4966). Major changes to the Plan, if necessary, must be approved by the City Council, as outlined in Section IX of this Plan.

The Plan is accompanied by an Urban Renewal Report (Report) that contains additional information, as required by ORS 457.085. The technical information in the Report includes:

- A description of the physical, social, and economic conditions in the area;
- Expected impact of the Plan, including fiscal impact in light of increased services;
- Reasons for selection of each Area in the Plan;
- The relationship between each project to be undertaken and the existing conditions;
- The total cost of each project and the source of funds to pay such costs;
- The estimated completion date of each project;
- The estimated amount of funds required in the Area, and the anticipated year in which the debt will be retired;
- A financial analysis of the Plan;
- A fiscal impact statement that estimates the impact of tax increment financing upon all entities levying taxes upon property in the urban renewal area; and
- A relocation report.

It is anticipated that the Plan will take 25 years to implement. The maximum amount of indebtedness (amount of tax increment financing for projects and programs) that may be issued for the Plan is \$30,000,000.

III. GOALS AND OBJECTIVES

The goals of the Plan represent the basic intents and purposes. Accompanying each goal are objectives, which generally describe how the Agency intends to achieve the goals. The urban renewal projects identified in Sections IV and V of the Plan are the specific means of meeting the objectives. The goals relate to adopted plans, as detailed in Section X, and were developed with input from the McMinnville Urban Renewal Plan Technical Advisory Committee, the McMinnville Urban Renewal Plan Citizens' Advisory Committee, and community input from the urban renewal open house at which approximately 130 citizens participated. . The goals and objectives will be pursued as economically as is feasible and at the discretion of the urban renewal agency. The goals and objectives are not ranked by priority.

Goal 1: *PUBLIC INVOLVEMENT*

Maintain a citizen involvement program that ensures the opportunity for citizens to be involved in all phases of the urban renewal implementation process.

Objectives:

1. Provide opportunities for public input throughout the implementation process.
2. Establish and maintain an ongoing Citizens' Advisory Committee to assist the Urban Renewal Board in its decisions regarding plan implementation.

Goal 2: *ECONOMY*

Encourage the economic growth of the Area as the commercial, cultural, civic, and craft industry center for McMinnville.

Objectives:

1. Support development in the Area by assisting in the financing and provision of transportation and public infrastructure improvements.
2. Assist existing businesses and support the creation of new business and employment opportunities in the Area.
3. Work with property owners to promote the development and redevelopment of properties within the Area. Develop programs and incentives that encourage economic development in the Area.
4. Partner with public and private entities to leverage public investment and generate private investment.

5. Remove barriers to development and redevelopment in the Area.

Goal 3: *ENCOURAGE A UNIQUE DISTRICT IDENTITY*

One intent of the Plan is to enhance the physical appearance of the district, create a pedestrian environment that encourages the development and redevelopment of active uses such as shopping and entertainment, and support commercial, civic, and craft industrial business activity.

DOWNTOWN COMMERCIAL CORE

The downtown commercial core should be a regional destination as well as the commercial center for the citizens of McMinnville. Its identity should enhance and preserve the qualities of the downtown, including its historic heritage, that make it an economically healthy, attractive, and unique environment for people to live, work, shop, and socialize.

NORTHEAST GATEWAY

The Northeast Gateway area should be a unique destination that reflects the authenticity of historic and current uses within the area – a place where things are crafted, experienced, and enjoyed, and a place where you can live, work, and play.

Objectives:

1. Extend common streetscape features and signage throughout the Area so the streetscape design is consistent and ties the Area together visually. Such improvements could include, but are not limited to, gateways and directional signage, landscaping and street tree improvements, street lighting and traffic signal standards, and public use amenities, including benches, bike racks, fountains, restrooms, shelters, kiosks, mid-block crossings, and crosswalk and street improvements.
2. Create public spaces that provide a venue for formal and informal community activities.
3. Encourage the incorporation of public art into the Area.
4. Underground the overhead utilities.
5. Draft and implement design standards and guidelines.

Goal 4: *TRAFFIC AND TRANSPORTATION*

Encourage development of a transportation network that provides for safe and efficient multi-modal transportation for vehicles, pedestrians, and bicyclists, and encourages the redevelopment and development of parcels within the Area.

Objectives:

1. Restore the historic grid system in the Northeast Gateway area. Provide street improvements to facilitate development of under-developed properties.
2. Design and implement improvements in the Area as recommended in the McMinnville Transportation System Plan.
3. Provide sidewalk and streetscape improvements that enhance the Area and provide access and safety.
4. Provide sufficient off-street parking.
5. Improve and enhance physical connections for pedestrians and bicyclists from the downtown commercial center to the Northeast Gateway area.
6. Provide transit facilities.

Goal 5: *PUBLIC UTILITIES*

Provide necessary public and private facilities and utilities at levels commensurate with urban development. Public utilities should be extended in a phased manner, and planned and provided in advance of, or concurrent with, development.

Objectives:

1. Encourage the development and redevelopment of commercial and residential parcels within the Area to ensure the public infrastructure already in place is efficiently utilized.
2. Upgrade infrastructure to encourage development and redevelopment of parcels in the Area in coordination with adopted master plans.
3. Underground the overhead utilities.

Goal 6: HOUSING

Promote development of affordable, quality housing in the Area. Promote a residential development pattern that is compact and energy efficient, provides for an urban level of public and private services, and allows unique and innovative development techniques to be employed in residential designs.

Objectives:

1. Provide assistance for infrastructure development that will encourage the development of housing in the Area.
2. Encourage the use of upper floors as housing to support commercial uses and promote vitality in the Area.

Goal 7: HISTORIC PRESERVATION

Enhance sites and structures of historical, cultural, and/or architectural significance.

Objectives:

1. Encourage the preservation of historic properties in the Area.

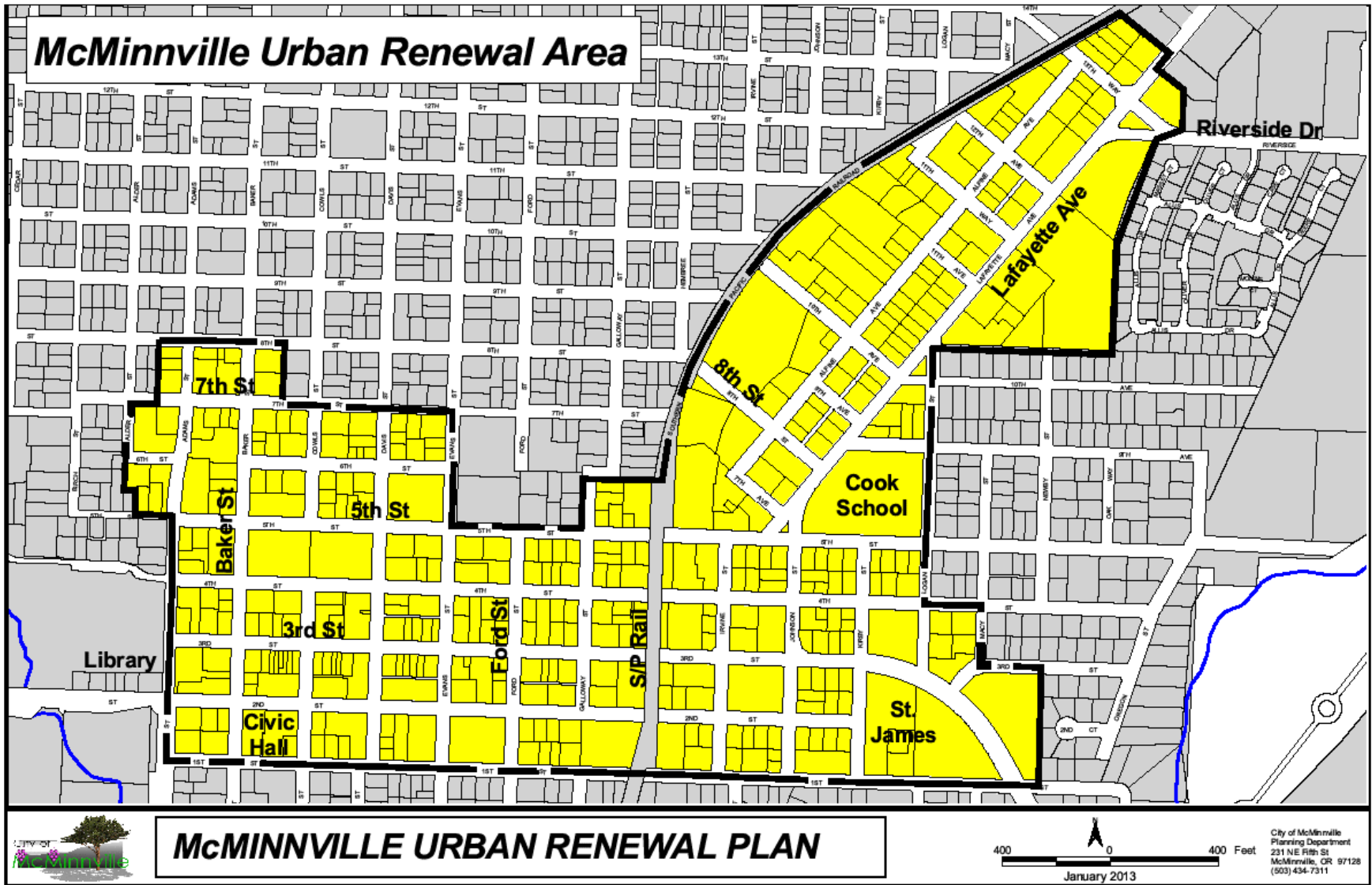
Goal 8: DEVELOPMENT AND REDEVELOPMENT

Pursue development and redevelopment opportunities that will add economic, civic, educational, craft industry, and cultural opportunities for the citizens of McMinnville, economically strengthen the Area, and attract visitors to the Area.

Objectives:

1. Provide financial and technical assistance for development and redevelopment that will implement the Northeast Gateway Plan, including, but not limited to, housing and craft industry projects.
2. Provide financial and technical assistance for commercial development and redevelopment.

Figure 1 – Urban Renewal Area Boundary



IV. OUTLINE OF MAJOR URBAN RENEWAL PROJECT ACTIVITIES

The projects within the Area include:

- A. Public infrastructure and transportation improvements*
- B. Planning and development assistance programs*
- C. Debt service and project administration*
- D. Property acquisition*

V. URBAN RENEWAL PROJECTS

Urban renewal projects authorized by the Plan are described below. Public improvements authorized under the Plan include assistance to help create a district identity for the Area, upgrade of utilities to encourage development, and economic assistance to developers. These projects are consistent with the McMinnville Transportation Systems Plan (TSP) and the Northeast Gateway Plan, both adopted by the McMinnville City Council. The projects are in conformance with the McMinnville Comprehensive Plan as detailed in Section X of this Plan.

As shown in the Report, urban renewal funds will be combined with existing and other future sources of funding to finance project costs. Projects authorized by the Plan are:

A. Public infrastructure and transportation improvements

1. Alpine Avenue

Design and reconstruct Alpine Avenue (in phases) as identified in the Northeast Gateway Plan, including streetscape, and district identity improvements. Streetscape features could include sidewalks, signage, landscaping, lighting, public use amenities, shelters, and public art to help improve the physical appearance of the district. It will also create a pedestrian environment that encourages the development (and redevelopment) of active uses such as shopping, entertainment, education, commercial and craft industrial business activity, and housing development.

2. 3rd Street Streetscape and District Identity Improvements

Design and construct streetscape improvements to 3rd Street as identified in the TSP. This project will implement various streetscape and design improvements through the district to establish a high quality and unique aesthetic. Such improvements could include:

McMinnville Urban Renewal Plan

- The undergrounding of overhead utilities,
- Gateways and directional signage,
- Landscaping and street tree improvements,
- Historic street lighting and traffic signal standards,
- Additional public use amenities (i.e. benches, bike racks, fountains, restrooms)
- Public sidewalks that integrate historic paving patterns and materials,
- Drafting and implementation of design standards and guidelines for the district (signage),
- Redesign and reconstruction of the US Bank Plaza for public events (should the property owner lease or sell the property to Urban Renewal Board),
- Redesign of mid-block crossings,
- Redesign/construction of downtown shelters (kiosks), and
- Public art.

The intent of these improvements is to improve the physical appearance of the district and create a pedestrian environment that encourages the development (and redevelopment) of active uses such as shopping, entertainment, commercial, and upper floor housing activity.

3. Adams/Baker Couplet

This project will provide for the design and reconfiguration of the Adams/Baker couplet by adding curb extensions at major intersections within the corridor, providing new curb ramps for accessibility, adding pedestrian scale lighting, and delineating pedestrian crosswalks with pavers or similar materials as identified in the TSP.

4. 5th Street

The 5th Street project will provide for the design and reconfiguration of 5th Street from Lafayette Avenue to Adams Street, as identified in the TSP p 4-12, 4-15, and Appendix D. The project will add critical improvements necessary for 5th Street to function as an alternative to other east-west streets in the downtown commercial core (1st, 2nd, and 3rd streets, in particular). Such improvements would include adding curb extensions at major intersections, curb ramp and sidewalk replacement, as needed, and traffic signals at Adams Street, Baker Street, and Lafayette Avenue. An existing signal would also be removed at 4th and Adams and pavement would be repaired.

5. 1st and 2nd Street Improvements

The 1st and 2nd Street project will improve the corridor's safety and efficiency in moving traffic and pedestrians within the downtown area by providing curb extensions at major intersections and adding pedestrian scale lighting, a new traffic signal at 2nd and Davis, and crosswalk delineation as identified in the TSP.

6. Lafayette Avenue

This project provides for the design and construction of Lafayette Avenue beautification and safety improvements as identified in the Northeast Gateway Plan. Lafayette Avenue will continue to serve vehicles as an arterial and freight route with new pedestrian safety improvements. Streetscaping and gateway treatments will help to calm traffic on the corridor and make it safer and more attractive for pedestrians through the use of better signage and wayfinding treatments, high-visibility crosswalks, and landscaping and other pedestrian, bicycle, and transit-oriented amenities.

7. Downtown Signal Improvements

The McMinnville TSP identifies a number of traffic signals that need to be upgraded to current standards, including accessibility improvements and interconnectivity. There are five existing signals in the Area that need to be upgraded. These are at: 3rd/Johnson, 3rd/Ford, 3rd/Davis, 2nd/Adams, and 2nd/Baker.

8. Public Off-Street Parking

This project will provide additional public parking facilities to accommodate the anticipated increase in demand for off-street parking as identified in the TSP. This parking could be public or could be a joint venture with the private sector.

9. 2nd Street Project

The project will provide for better movement through the 2nd Street and Adams Street intersection. The physical improvements are curb extensions at Baker Street, additional westbound travel lane if feasible and traffic signal replacement and timing as identified in the TSP.

10. Public Infrastructure

The public infrastructure project includes public utilities or infrastructure projects as identified in adopted master plans. These projects would go in tandem with the street and streetscape improvement projects.

B. Planning and development assistance programs

This project will establish and manage a package of low interest loan and/or small grant programs for business and residents to improve their property's appearance and condition, consistent with the goals and objectives of this plan (e.g., storefront and tenant improvement programs, signage, historic preservation, seismic upgrades, and financial and technical assistance).

C. Debt service and project administration

This project will allow for the repayment of costs associated with the preparation, including the potential repayment of the initial planning costs for the development of the urban renewal plan including the feasibility study, adoption, and implementation of the McMinnville Urban Renewal Plan. It also includes ongoing administration and any financing costs associated with issuing long term debt, relocation costs and other administrative costs.

D. Property Acquisition

This project will fund acquisition and assembly of key properties for redevelopment, public open space, public parking, trail corridor, housing, or other use consistent with the goals and objectives of this plan, consistent with the property acquisition section of this Plan (Section VI).

VI. PROPERTY ACQUISITION AND DISPOSITION

The Plan authorizes the acquisition and disposition of property as described in this section. Property includes any and all interests in property, including fee simple ownership, lease, easements, licenses, or other rights to use.

A. Property acquisition for public improvements

The Agency may acquire any property within the Area for the public improvement projects undertaken pursuant to the Plan by all legal means, including use of eminent domain. Good faith negotiations for such acquisitions must occur prior to institution of eminent domain procedures.

B. Property acquisition – from willing sellers

The Plan authorizes Agency acquisition of any interest in property within the Area that the Agency finds is necessary to support private redevelopment, but only in those cases where the property owner wishes to convey such interest to the Agency. The Plan does not authorize the Agency to use the power of eminent domain to acquire property from a private party to transfer property to another private party for private redevelopment. Property acquisition from willing sellers may be required to support development of projects within the Area.

C. Land disposition

The Agency will dispose of property acquired for a public improvement project by conveyance to the appropriate public agency responsible for the construction and/or maintenance of the public improvement. The Agency may retain such property during the construction of the public improvement.

The Agency may dispose of property acquired under Subsection B of this Section VI by conveying any interest in property acquired. Property shall be conveyed at its fair reuse value. Fair reuse value is the value, whether expressed in terms of rental or capital price, at which the urban renewal agency, in its discretion, determines such land should be made available in order that it may be developed, redeveloped, cleared, conserved, or rehabilitated for the purposes specified in such plan. Because fair reuse value reflects limitations on the use of the property to those purposes specified in the Plan, the value may be lower than the property's fair market value.

Where land is sold or leased, the purchaser or lessee must agree to use the land for the purposes designated in the Plan and to begin and complete the building of its improvements within a period of time that the Agency determines is reasonable.

VII. RELOCATION METHODS

When the Agency acquires occupied property under the Plan, residential or commercial occupants of such property shall be offered relocation assistance, as required under applicable state law. Prior to such acquisition, the Agency shall adopt rules and regulations, as necessary, for the administration of relocation assistance.

VIII. TAX INCREMENT FINANCING OF PLAN

Tax increment financing consists of using annual tax increment revenues to make payments on loans, usually in the form of tax increment bonds. The proceeds of the bonds are used to finance the urban renewal projects authorized in the Plan. Bonds may be either long-term or short-term.

Tax increment revenues equal most of the annual property taxes imposed on the cumulative *increase* in assessed value within an urban renewal area over the total assessed value at the time an urban renewal plan is adopted. (Under current law, the property taxes for general obligation (GO) bonds and local option levies approved after October 6, 2001 are not part of the tax increment revenues.)

A. General description of the proposed financing methods

The Plan will be financed using a combination of revenue sources. These include:

- Tax increment revenues;
- Advances, loans, grants, and any other form of financial assistance from the federal, state, or local governments, or other public bodies;
- Loans, grants, dedications, or other contributions from private developers and property owners, including, but not limited to, assessment districts; and
- Any other public or private source.

Revenues obtained by the Agency will be used to pay or repay the costs, expenses, advancements, and indebtedness incurred in (1) planning or undertaking project activities, or (2) otherwise exercising any of the powers granted by ORS Chapter 457 in connection with the implementation of this Plan.

B. Tax increment financing and maximum indebtedness

The Plan may be financed, in whole or in part, by tax increment revenues allocated to the Agency, as provided in ORS Chapter 457. The ad valorem taxes, if any, levied by a taxing district in which all or a portion of the Area is located, shall be divided as provided in Section 1c, Article IX of the Oregon Constitution, and ORS 457.440. Amounts collected pursuant to ORS 457.440 shall be deposited

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into the unsegregated tax collections account and distributed to the Agency based upon the distribution schedule established under ORS 311.390.

The maximum amount of indebtedness that may be issued or incurred under the Plan, based upon good faith estimates of the scope and costs of projects in the Plan and the schedule for their completion is \$30,000,000. This amount is the principal of such indebtedness and does not include interest or indebtedness incurred to refund or refinance existing indebtedness.

C. Prior indebtedness

Any indebtedness permitted by law and incurred by the Agency or the City of McMinnville in connection with the preparation of this Plan or prior planning efforts that support the preparation or implementation of this Plan may be repaid from tax increment revenues from the Area when, and if, such funds are available.

IX. FUTURE AMENDMENTS TO PLAN

The Plan may be amended as described in this section.

A. Substantial Amendments

Substantial Amendments are amendments that:

- Add land to the urban renewal area, except for an addition of land that totals not more than 1% of the existing area of the urban renewal area; or
- Increase the maximum amount of indebtedness that can be issued or incurred under the Plan.

Substantial Amendments, in accordance with ORS 457.085(2)(i), shall require the same notice, hearing, and approval procedure required of the original Plan, under ORS 457.095, including public involvement, consultation with taxing districts, presentation to the Planning Commission, and adoption by the City Council by non-emergency ordinance after a hearing. Notice of such hearing shall be provided to individuals or households within the City of McMinnville, as required by ORS 457.120. Notice of adoption of a Substantial Amendment shall be provided in accordance with ORS 457.095 and 457.115.

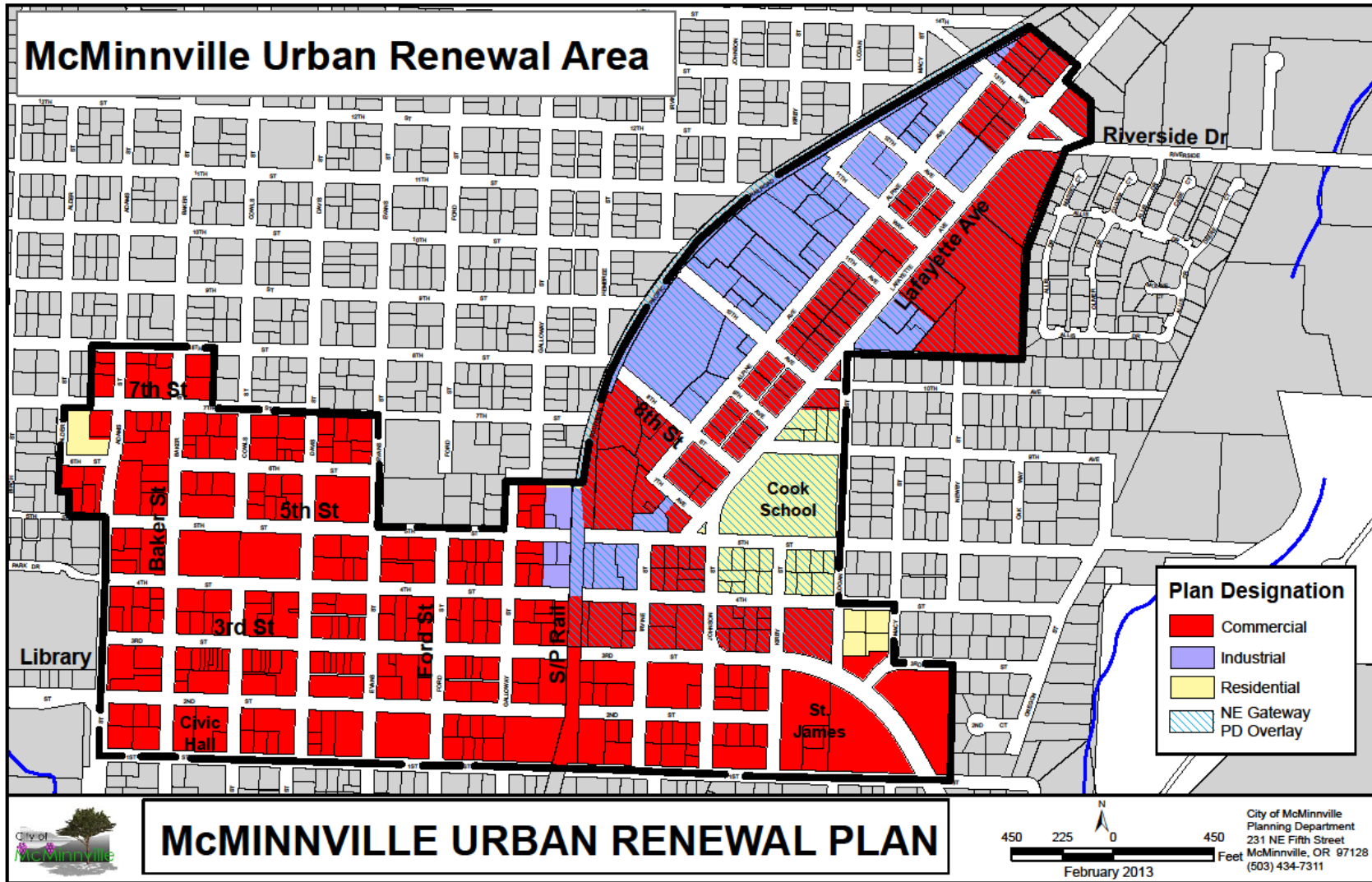
B. Minor Amendments

Minor Amendments are amendments that are not Substantial Amendments in scope. They require approval by the Agency by resolution.

C. Amendments to the McMinnville Comprehensive Plan and/or McMinnville Zoning Ordinance

Amendments to the McMinnville Comprehensive Plan and/or McMinnville Zoning Ordinance that affect the Urban Renewal Plan and/or the Urban Renewal Area shall be incorporated automatically within the Urban Renewal Plan without any separate action required by the Agency or the City Council.

Figure 2 – Zoning and Comprehensive Plan Designations



X. RELATIONSHIP TO LOCAL OBJECTIVES

The Plan relates to local planning and development objectives contained within the City of McMinnville's Comprehensive Plan, McMinnville Municipal Code (Section 17: Zoning Ordinance), and the Transportation System Plan. The following section describes the purpose and intent of these plans, the particular goals and policies within each planning document to which the proposed Plan relates, and an explanation of how the Plan relates to these goals and policies. The numbering of the goals, policies, and implementation strategies will reflect the numbering that occurs in the original document. Italicized text is text that has **not** been taken directly from an original planning document. The Zoning and Comprehensive Plan designations are shown in Figure 2. The maximum densities and building requirements are contained in the McMinnville Zoning Ordinance. The proposed land uses conform to Figure 2.

This is not a comprehensive list of all parts of the McMinnville Comprehensive Plan that are supported by this Plan. This list includes the major Goals and Policies from the Comprehensive Plan that are supported, however, there may be other Goals and Policies that are not listed, but are still supported by this Plan.

A. City of McMinnville Comprehensive Plan

Chapter III Cultural, Historical, and Educational Resources

Goal III 1: To provide cultural and social services and facilities commensurate with the needs of our expanding population, properly located to service the community and to provide positive impacts on surrounding areas.

The Plan conforms with Goal III 1 by providing projects that will improve the infrastructure in the core area of the city where cultural, historical, and social services are provided. The Plan also allows for development and redevelopment assistance, which may be used to help facilitate the development of cultural and social services in the Area.

Goal III 2: To preserve and protect sites, structures, areas and objects of historical, cultural, architectural or archeological significance to the City of McMinnville.

The Plan conforms with Goal III 2 by providing projects that will improve the infrastructure in the core area of the city where significant sites are prevalent. The Plan also allows for the development of a program for redevelopment assistance for historic structures.

Chapter IV Economy of McMinnville

Goal IV 1: To encourage the continued growth and diversification of McMinnville's economy in order to enhance the general well-being of the community and provide employment opportunities for its citizens.

The Plan conforms with Goal IV 1 by providing infrastructure improvements to the Area that will support economic activity in the Area. The Plan also allows for planning and development assistance programs for businesses located in the Area to improve their appearance and condition, as well as financial and technical assistance for craft industry and commercial developments. These programs will help grow the economy in McMinnville, provide employment opportunities, and enhance the well-being of the community.

Goal IV 2: To encourage the continued growth of McMinnville as the commercial center of Yamhill county in order to provide employment opportunities, goods, and services for the city and county residents.

The Plan conforms with Goal IV 1 by providing infrastructure improvements to the Area that will support economic activity in the Area. The Plan also allows for planning and development assistance programs for businesses located in the Area to improve their appearance and condition, as well as financial and technical assistance for craft industry and commercial developments. These programs will help establish McMinnville as the commercial center of Yamhill County by encouraging economic growth in the Area. Transportation improvements throughout the Area will enhance the appearance, desirability, and efficiency of transport in the Area, and will attract more businesses and shoppers.

Goal IV 3: To ensure commercial development that maximizes efficiency of land use through utilization of existing commercially designated lands, through appropriately locating future commercial lands, and through encouraging alternatives to strip development.

General Policies:

22.00 The maximum and most efficient use of existing commercially designated lands will be encouraged as will the revitalization and reuse of existing commercial properties.

24.00 The cluster development of commercial uses shall be encouraged rather than strip development.

25.00 Commercial uses will be located in areas where conflicts with adjacent land uses can be minimized and where city services commensurate with the scale of development are or can be made available prior to development.

The Plan conforms with Goal IV 3 by providing programs and infrastructure improvements to the Area, which lies within the current Urban Growth Boundary and in close proximity to downtown McMinnville. This will help maximize the efficient use of land by encouraging more intense uses on lands already developed or designated for urban development, will help keep the urban pattern compact, and will prevent sprawl and strip development.

Goal IV 4: To promote the downtown as a cultural, administrative, service, and retail center of McMinnville.

Downtown Development Policies:

36.00 The City of McMinnville shall encourage the development of a land use pattern which integrates residential, commercial, and governmental activities in and around the core of the City, which provides expansion room for commercial establishments and allows dense residential development, which provides adequate parking areas, and which provides for a safe and convenient auto/pedestrian traffic circulation system.

37.00 The City of McMinnville shall strongly support, through technical and financial assistance, the efforts of the Committee on Redevelopment to implement those elements of Phase II of the plan to renovate the downtown that are found proper, necessary, and feasible by the City.

38.00 The City of McMinnville shall encourage the renovation and rehabilitation of buildings in the downtown area, especially those of historical significance or unique design.

41.00 The City of McMinnville shall encourage the expansion of retail and other commercial enterprises east of the railroad tracks and north and south of Third Street. This will be achieved by redesignating the comprehensive plan from multi-family residential to commercial and by allowing block combining where feasible.

42.00 The City of McMinnville shall continue to redesignate streets and traffic patterns in and around the downtown area to facilitate the movement of automobile traffic and provide for the safety and convenience of pedestrians.

45.00 The City of McMinnville shall study the feasibility of developing bicycle and pedestrian paths between residential areas and the activity centers in the downtown.

46.00 The City shall work to implement the recommendations of the adopted "McMinnville Downtown Improvement Plan."

The Plan conforms with Goal IV 1 by providing infrastructure improvements to the Area that will help promote the downtown as a cultural, administrative, service, and retail center of McMinnville. The Plan also allows for planning and development assistance programs for businesses located in the Area to improve their appearance and condition, as well as financial

and technical assistance for craft industry and commercial developments. These programs will help grow the economy in the Area and will help establish it as a cultural, administrative, service, and retail center of McMinnville. Transportation projects in the Area will include multi-modal accessibility, will enhance the efficiency of transport, and will provide additional parking options, as necessary.

Chapter V Housing and Residential Development

Goal V 1: To promote development of affordable, quality housing for all city residents.

General Housing Policies:

58.00 City land development ordinances shall provide opportunities for development of a variety of housing types and densities.

The Plan conforms with Goal V 1 by providing infrastructure improvements that will help facilitate development of properties within the Area that will potentially include housing developments and development projects with a residential component. The Plan also allows for planning and development assistance programs for development in the Area.

Goal V 2: To promote a residential development pattern that is land intensive and energy efficient, that provides for an urban level of public and private services, and that allows unique and innovative development techniques to be employed in residential designs.

Policies:

68.00 The City of McMinnville shall encourage a compact form of urban development by directing residential growth close to the city center and to those areas where urban services are already available before committing alternate areas to residential use.

69.00 The City of McMinnville shall explore the utilization of innovative land use regulatory ordinances which seek to integrate the functions of housing, commercial, and industrial developments into a compatible framework within the city.

70.00 The City of McMinnville shall continue to update zoning and subdivision ordinances to include innovative land development techniques and incentives that provide for a variety of housing types, densities, and price ranges that will adequately meet the present and future needs of the community.

The Plan conforms with Goal V 1 by providing infrastructure improvements that will help facilitate development of properties within the Area that will potentially include housing developments and development projects with a residential component. The Plan also allows for planning and development assistance programs for development in the Area. Providing

assistance for integrated multi-use projects encourages a compact urban form and promotes efficient resource use.

Chapter VI Transportation

Goal VI 1: To encourage development of a transportation system that provides for the coordinated movement of people and freight in a safe and efficient manner.

Street Policies:

117.00 The City of McMinnville shall endeavor to insure that the roadway network provides safe and easy access to every parcel.

118.00 The City of McMinnville shall encourage development of roads that include the following design factors:

1. Minimal adverse effects on, and advantageous utilization of, natural features of the land.
2. Reduction in the amount of land necessary for streets with continuance of safety, maintenance, and convenience standards.
3. Emphasis placed on existing and future needs of the area to be serviced. The function of the street and expected traffic volumes are important factors.
4. Consideration given to Complete Streets, in consideration of all modes of transportation (public transit, private vehicle, bike and foot paths).
5. Connectivity of local residential streets shall be encouraged. Residential cul-de-sac streets shall be discouraged where opportunities for through streets exist.

119.00 The City of McMinnville shall encourage utilization of existing transportation corridors, wherever possible, before committing new lands.

Parking Policies:

126.00 The City of McMinnville shall continue to require adequate off-street parking and loading facilities for future developments and land use changes.

127.00 The City of McMinnville shall encourage the provision of off-street parking where possible, to better utilize existing and future roadways and right-of-ways as transportation routes.

128.00 The City of McMinnville shall continue to assist in the provision of parking spaces for the downtown area.

Bike Paths Policies:

130.00 The City of McMinnville shall encourage implementation of the Bicycle System Plan that connect residential areas to activity areas such as the downtown core, areas of work, schools, community facilities, and recreation facilities.

130.05 In areas where bikeways are planned, the City may require that new development provide bikeway improvements such as widened streets, bike paths, or the elimination of on-street parking. At the minimum, new development shall be required to make provisions for the future elimination of on-street parking along streets where bikeways are planned so that bike lanes can be striped in the future. Bike lanes and bike paths in new developments shall be constructed to standards recommended in the bikeway plan.

132.00 The City of McMinnville shall encourage development of subdivision designs that include bike and foot paths that interconnect neighborhoods and lead to schools, parks, and other activity areas (as amended by Ord. 4922, February 23, 2010; Ord. 4260, August 2, 1983).

The Plan conforms with Goal VI 1 by funding a variety of transportation projects throughout the Area to streets such as Alpine, Lafayette, and 3rd Street that will improve their appearance, efficiency, safety, and multi-modal accessibility.

Chapter VII Community Facilities

Goal VII 1: To provide necessary public and private facilities and utilities at levels commensurate with urban development, extended in a phased manner, and planned and provided in advance of or concurrent with development, in order to promote the orderly conversion of urbanizable and future urbanizable lands to urban lands within the McMinnville urban growth boundary.

138.00 The City of McMinnville shall develop, or require development of, sewer system facilities capable of servicing the maximum levels of development envisioned in the McMinnville Comprehensive Plan.

144.00 The City of McMinnville, through the City Water and Light Department, shall provide water services for development at urban densities within the McMinnville Urban Growth Boundary.

145.00 The City of McMinnville, recognizing the City Water and Light Department as the agency responsible for water systems\services, shall extend water services within the framework outlined below:

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1. Facilities are placed in locations and in such a manner as to insure compatibility with surrounding land uses.
2. Extensions promote the development patterns and phasing envisioned in the McMinnville Comprehensive Plan.
3. For urban level developments within McMinnville, sanitary sewers are extended or planned for extension at the proposed development densities by such time as the water services are to be utilized.

147.00 The City of McMinnville shall continue to support coordination between city departments, other public and private agencies and utilities, and the City Water and Light Department to insure the coordinated provision of utilities to developing areas. The City shall also continue to coordinate with the City Water and Light Department in making land use decisions.

The Plan conforms with Goal VII 1 by providing infrastructure improvements that will help facilitate development of properties within the Area.

Goal VII 3: To provide parks and recreational facilities, open spaces and scenic areas for the use and enjoyment of all citizens of the community.

166.00 The City of McMinnville shall recognize open space and natural areas, in addition to developed park sites, as necessary elements of the urban area.

The Plan conforms with Goal VII 3 by designating open space/public space as one component of the streetscape and identity improvements project.

Chapter VIII Energy

Goal VIII 2: To conserve all forms of energy through utilization of land use planning tools.

178.00 The City of McMinnville shall encourage a compact urban development pattern to provide for conservation of all forms of energy.

180.50 The City of McMinnville supports local sustainability and endorses the utilization of proven and innovative energy efficient design and construction technologies to reduce building heat-gain, lower energy consumption, and lessen pollutant output. (As amended by Ord. 4903, December 9, 2008)

The Plan conforms with Goal VIII 2 by providing programs and infrastructure improvements that will focus development in an area already designated for urban use, encourage the remodel and reuse of existing infrastructure, and focus development in the Area, which is in a central location and will maximize the utility of currently installed infrastructure.

Chapter X Citizen Involvement

Goal X 1: To provide opportunities for citizen involvement in the Land use decision making process established by the City of McMinnville.

188.00 The City of McMinnville shall continue to provide opportunities for citizen involvement in all phases of the planning process. The opportunities will allow for review and comment by community residents and will be supplemented by the availability of information on planning requests and the provision of feedback mechanisms to evaluate decisions and keep citizens informed.

The Plan conforms with Goal X 1 by allowing for public input in the planning stages of the Plan. There were two public meeting in the feasibility study phase of this project. In the development of the Plan an advisory committee was formed of community representatives and of technical representatives, including the taxing jurisdictions. There was a public open house in addition to open public meetings at the Planning Commission and the hearing in front of City Council. The Agency will establish an advisory committee for ongoing input on the implementation of the Plan.

B. Downtown Improvement Plan

The Downtown Improvement Plan was completed in July, 2000, and it sets forth a cohesive vision for downtown McMinnville. With goals for Development, Transportation and Parking, Buildings, Streetscape and Public Open Spaces, the Downtown Improvement Plan focused on building a successful downtown by encouraging a compact urban form, having good transportation connections, reusing buildings, and developing a cohesive and attractive aesthetic. The City of McMinnville Downtown Improvement Plan is intended to guide the downtown's economic, social, and physical success well into the future.

The projects in the Plan conform with the Downtown Improvement Plan and promote the same goals as the Downtown Improvement Plan. The Plan activities encourage a compact urban form, improved transportation infrastructure, and an enhanced economy, consistent with the Downtown Improvement Plan.

C. Northeast Gateway Plan and Implementation Strategy

The Northeast Gateway Plan and Implementation Strategy (NGPIS) was created to guide the infill and redevelopment of the Northeast Gateway District through 2032. Focusing mainly on improving transportation infrastructure, the NGPIS envisions a

vibrant district with a mix of residential, employment, cultural/tourism, and support uses. Among other projects, the NGPIS hopes to lay the framework for this by improving Alpine Avenue and Lafayette Avenue to provide a low traffic, pedestrian friendly connection at Alpine Avenue and minimize congestion on Lafayette Avenue.

The Plan conforms with the NGPIS and contains projects that will complete numerous transportation improvements in the Area, including major overhauls of both Alpine and Lafayette Avenues. These projects are integral to the NGPIS, and providing the funding to complete them is a major step towards realizing the vision set forth by the NGPIS.

D. Third Street Streetscape Plan

The Third Street Streetscape Plan (TSSP) is an in-depth plan for making Third Street into a coordinated, inviting, pedestrian friendly street that will boost the economic potential of Downtown McMinnville. Submitted in 2005, the TSSP lays out a plan for Third Street including street tree modification options, crosswalks, street lighting, landscaping, benches and bike racks, and more.

The Plan conforms with and will directly support the vision of streetscape improvements put forth by the TSSP. It will provide the funds to complete projects identified in the TSSP.

E. Task Force 2000

Task Force 2000 (TF2000) was submitted in 1996, and presents a "home grown long range vision" for McMinnville's downtown area through 2020. TF2000 submits major recommendations on the core area boundary, core area development, transportation needs, historic preservation and restoration, streetscape and landscape improvements, Linfield College, and mixed use character and culture. These recommendations are meant to guide the downtown core and ensure it remains a strong and vibrant economic area.

The activities, goals, and objectives in the Plan conform with the vision laid out in the TF2000. The TF2000 envisions a vibrant downtown with a welcoming pedestrian and strong economy, and the Plan will provide funding for projects that will move downtown McMinnville towards achieving and solidifying these goals.

XI. APPENDIX A: LEGAL DESCRIPTION

URBAN RENEWAL DISTRICT BOUNDARY

A Tract of land located within the City of McMinnville, Yamhill County, Oregon more particularly described as follows:

Beginning at a point on the South boundary of 1st Street, said point being the Northwest corner of Lot 4, Block 5, TOWN PLAT OF McMINNVILLE , Yamhill County, Oregon; thence Westerly following said South boundary of 1st Street and the westerly extension thereof, to a point of intersection with the West boundary of Adams Street (State Highway 99W); thence North following the West boundary of Adams Street to a point of intersection with the North boundary of NW 5th Street; thence Westerly, following the North boundary of NW 5th Street 190.92 feet more or less to an iron rod located at the Southwest corner of that certain tract deeded to Lars and Tracey Ward by Deed recorded at Inst. No. 1998-17266. (Tax Lot R4420AD – 2200), Deed and Mortgage Records; thence North along the West line of said Ward tract 100 feet to the Northwest corner of said Ward tract; thence continuing Northerly along the West line of that certain tract deeded to Columbia/Willamette, Inc. (as parcel) by Deed recorded 05-25-2007 as Inst. No. 2007-11581 , Deed and Mortgage Records, 124 feet, more or less, to a point on the South boundary of 6th Street; thence Northwesterly, following the Southwesterly boundary of 6th Street to a point of intersection with the West boundary of NW Alder Street, said point also lying at the Southeast corner of Lot 8, Block 15, BAKER AND MARTIN ADDITION TO THE City of McMinnville; thence Northerly, following the East lines of Lots 8 and 1 of said Block 15 to a point on the South boundary of NW 7th Street, said point also being the Northeast corner of Lot 1 of said Block 15; thence Easterly, following the South boundary of NW 7th Street to the Northeast corner of Lot 3, Block 14, BAKER AND MARTIN ADDITION; thence North to a point on the North boundary of 7th Street located at the Southeast corner of Lot 6,

Block 11 BAKER AND MARTIN ADDITION TO THE City of McMinnville; thence Northerly, following the East lines of Lots 6 and 3 of said Block 11 to a point on the South boundary of 8th Street located at the Northeast corner of said Lot 3, Block 11 BAKER AND MARTIN ADDITION TO THE City of McMinnville; thence Easterly along the South boundary of 8th Street to an iron rod located at the Northwest corner of Lot 2, Block 25 of JOHNS ADDITION to the City of McMinnville; thence South following the West line of Lot 2 and the East line of Lot 6 of said Block 25 of JOHNS ADDITION to the Southeast corner of said lot 6, said point also being the Northwest corner of Lot 2, Block 3 of the WILLIS ADDITION to the City of McMinnville; thence South following the West line of said Lot 2, Block 3 of WILLIS ADDITION to a point on the North boundary of 7th Street located at the Southwest corner of said Lot 2 of the WILLIS ADDITION; thence Southwesterly to a point on the South boundary of 7th street located 15 feet West of the Northwest corner of Lot 2, Block 4 of WILLIS ADDITION; thence East following the South boundary of 7th Street to a point of intersection with the East boundary of Evans Street, said point also located at the Northwest corner of Block 6, COURT ADDITION to the City of McMinnville; thence Southerly following the East boundary of Evans Street to a point of intersection with the North boundary of 5th Street; thence Easterly following the North boundary of 5th Street to a point of intersection with the West boundary of Galloway Street; thence Northerly, following the West boundary of Galloway Street 200 feet to a point; thence Easterly to the Northwest corner of parcel deeded to S4 Ranch LLC by deed recorded 12-31-2012 as Inst. No. 2012-19078, Yamhill County Deed and Mortgage Records; thence Easterly following the North line of said LLC parcel to a 5/8 inch iron rod located at the Southwest Corner of Lot 1, Block 37 OAK PARK ADDITION to the City of McMinnville; thence continuing Easterly along the North line of said LLC tract 17.54 feet to an iron rod located at the Northeast corner of said tract, said point also being the Northwest corner of that certain parcel conveyed by Purina Mills, Inc. to Shawn Rollins

by deed recorded at 200508527, Deed and Mortgage Records, as shown on County Survey No. 12046; thence East along the North line of said Rollins parcel to the Northeast corner thereof; said point also being located on the West line of the Southern Pacific Railroad (S.P.R.R.) right of way; thence continuing West 13 feet more or less to an angle corner in the West line the S.P.R.R. right of way; thence Northeasterly following the West line of the S.P.R.R. right of Way to a point on the West line of the S.P.R.R. right of way laying due West of the centerline of 14th Street now vacated by City Ord. No. 4479 recorded as Inst. No. 2003-07633 Records of Yamhill County, Oregon; thence East to a point located on the East line of the S.P.R.R. right of way at a point of intersection with the centerline of said 14th Street (now vacated); thence Southeasterly following the centerline of said vacated 14th Street and the Southeasterly extension thereof to a point on the East boundary of Lafayette Avenue; thence Northeasterly following the East boundary of Lafayette Avenue to a 5/8 " iron rod located at the most northerly corner of Parcel 3 of Yamhill County Partition Plat No. 1990-32; thence South 54° 05' 05" East along the Northerly line of said Parcel 3 a distance of 211.04 feet to a 5/8 inch iron rod; thence South 01° 22' 00" West 85 feet to a 5/8 inch iron rod located at the Southeast Corner of said Parcel 3 of Partition Plat 1990-32; thence continuing South 01° 22' 00" West 138.52 feet to a 5/8 inch iron rod located at the Southeast corner of Parcel 2 of said partition Plat 1990-32, said point also lying on the North boundary of Riverside Drive; thence continuing South 01° 22' 00" West 30 feet more or less to a point on the South boundary of Riverside Drive; thence Westerly following the South line of Riverside Drive to a point lying South 88° 48' 20" East 199.14 feet from the intersection of the South boundary of Riverside Drive with the East boundary of Lafayette Avenue; thence South 22° 07' 26" West 10.64 feet to a found monument as shown on County Survey 10512; thence South 21° 37' 15" West 252.29 feet to a found monument as shown on County Survey 10512; thence South 16° 30' 05" West 199.85 feet to a found monument as shown on County Survey 10512; thence South 00°

31' 57" West 476.5 feet to a 5/8 inch iron rod located at the Northeast corner of Lot 12, COTTAGE ADDITION to the City of McMinnville; thence Westerly, following the North line of COTTAGE ADDITION and the westerly projection thereof, to a point of intersection with the East boundary of Logan Avenue; thence Southerly following the East boundary of Logan Avenue to a point of intersection with the South boundary of 4th Street; thence Easterly following the South boundary of 4th Street to a point of intersection with the West boundary of Macy Street; thence Southerly following the West line of Macy Street to a point of intersection with the North boundary of 3rd Street; thence Easterly following the North boundary of 3rd Street to the Southwest corner of Lot 6, Block 2 of CARINYA ADDITION to the City of McMinnville; thence southerly to the Northwest Corner of Lot 4, Block 3 of the RE-SUBDIVISION of CARINYA SUBDIVISION; thence continuing southerly following the West line of Lots 4 and 5 of Block 3 of the RE-SUBDIVISION OF CARINYA ADDITION and Lot 3 of Block 4 of the RE-SUBDIVISION OF CARINYA ADDITION to the Southwest corner of said Lot 3 of Block 4; said point also being at the intersection of the North line of that certain tract of land described in deed to Christopher and Shannon Brame recorded 09-15-2004 as Inst. No. 2004-19035 Records of Yamhill County, Oregon and the East boundary of vacated Newby Street; thence West a distance of 22.5 feet more or less following along the North line of said Brame tract to the Northwest corner thereof; thence South along the west line of said Brame tract to the South boundary of 1st Street; thence Westerly following the South boundary of said 1st Street to the point of beginning.