



**City of
McMinnville**

NORTHWEST RUBBER SITE, NE GATEWAY DISTRICT –

Control, RFQ and Redevelopment



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Control, RFQ and Redevelopment

**Building Something Transformative –
for the Neighborhood and for McMinnville**

Tonight's Work Session

- ❖ History of the Project:
- ❖ Description of the Project:
- ❖ Goals for the Project:
- ❖ Public / Private Partnerships
- ❖ RFQ Specifics
- ❖ Q & A



NORTHWEST RUBBER REDEVELOPMENT

NE GATEWAY DISTRICT
MCMINNVILLE, OREGON

Leveraging publicly owned property for a public/private development partnership that sets the stage for the next chapter of this area, by respecting the past, honoring the present and building for the future in an equitable and just manner.

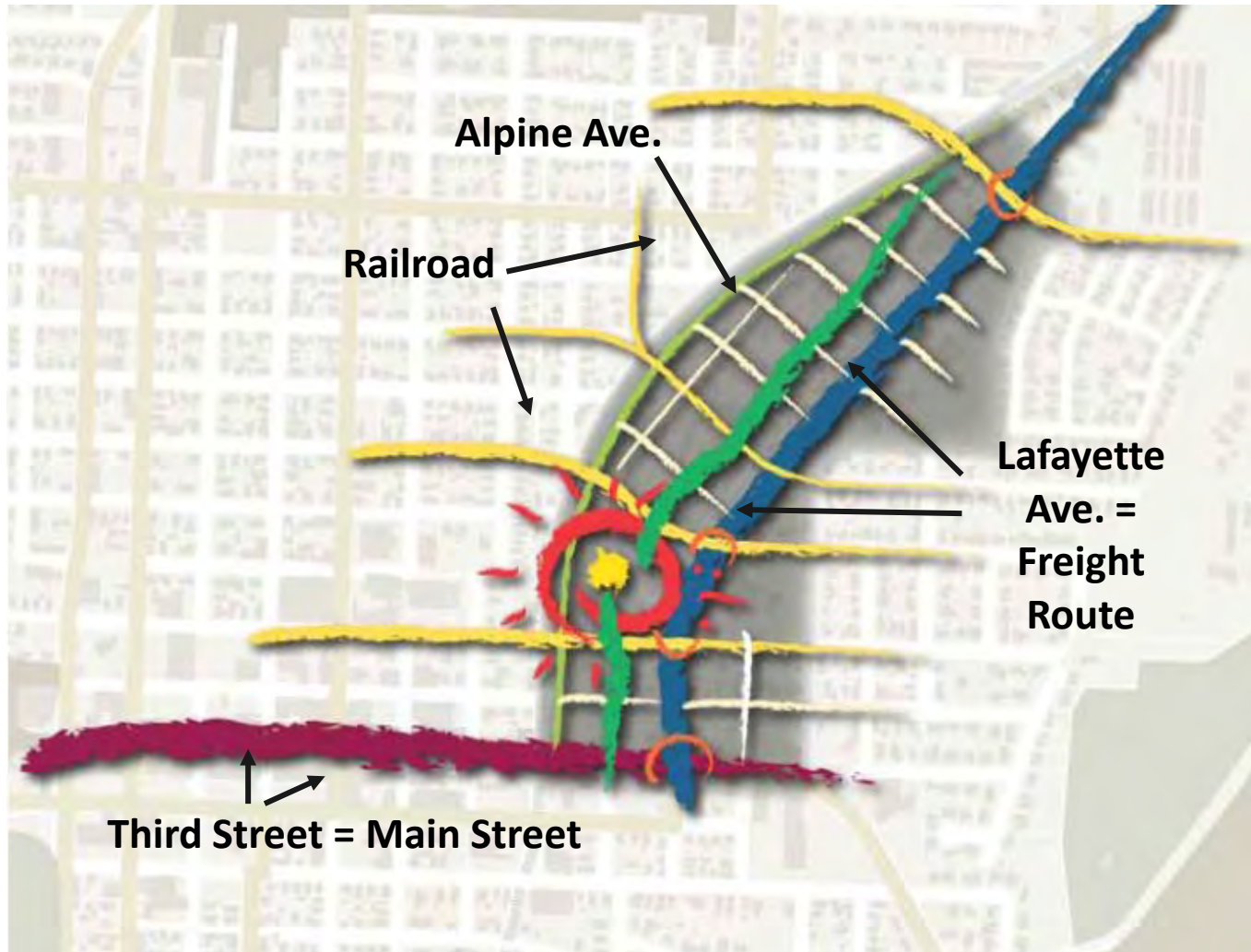


City of
McMinnville

Redevelopment Site
located in the heart of the
NE Gateway District.



NE GATEWAY DISTRICT



The City's historic industrial area formed during the late 1800s around the railroad, county courthouse, and community's business center (Third Street).

It is bounded to the west by an active freight railroad and to the east by a vehicular freight arterial.

Alpine Avenue is a partially paved and improved road that travels north-south through the neighborhood.

Properties are a mix of light industrial, warehousing, storage facilities, craft industrial, older residential housing, and emerging commercial entrepreneurs.



**City of
McMinnville**

Project History:

NE GATEWAY REDEVELOPMENT

Northwest Rubber

NE GATEWAY DISTRICT NEIGHBORHOOD – Existing Conditions, Revitalization of older industrial buildings



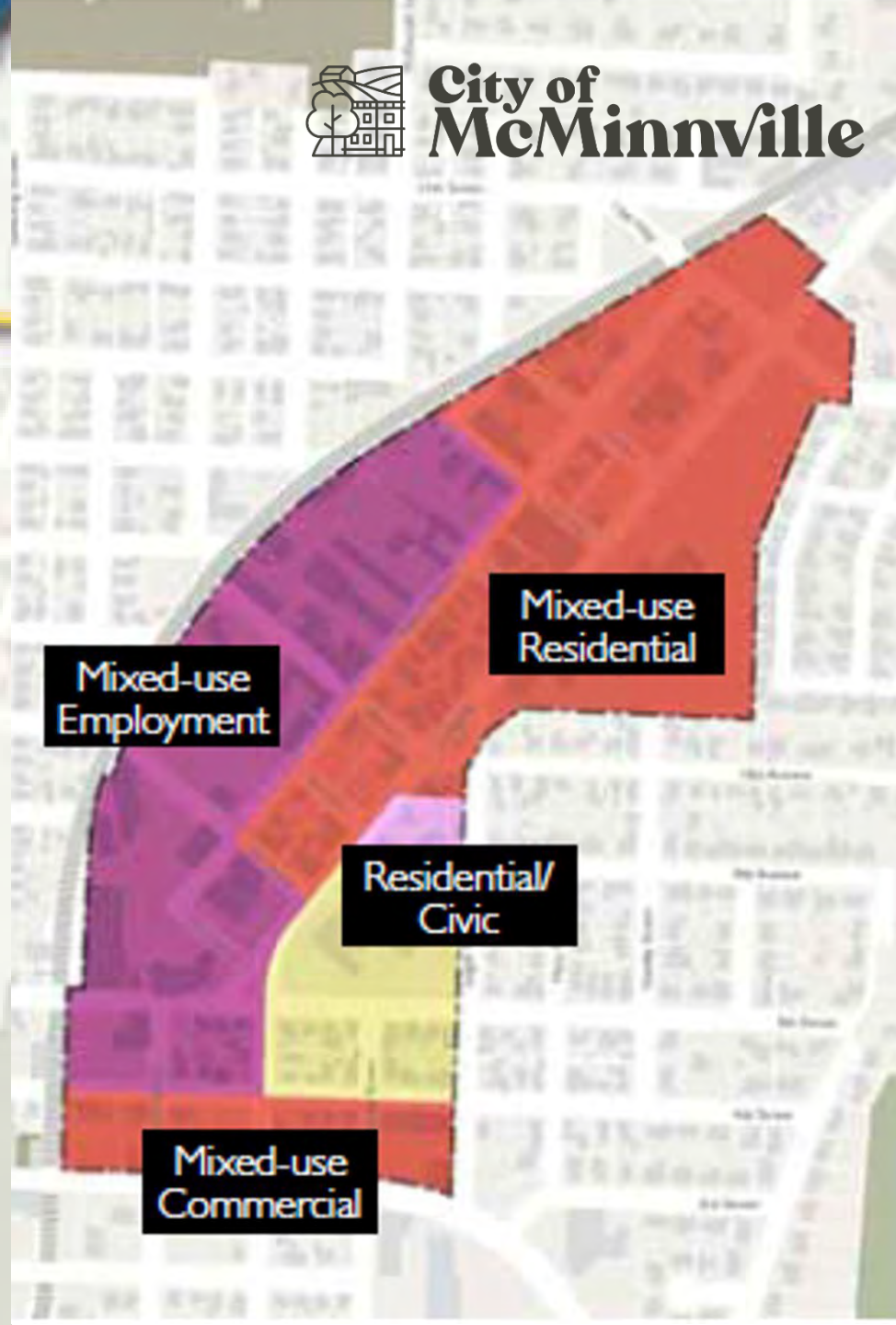
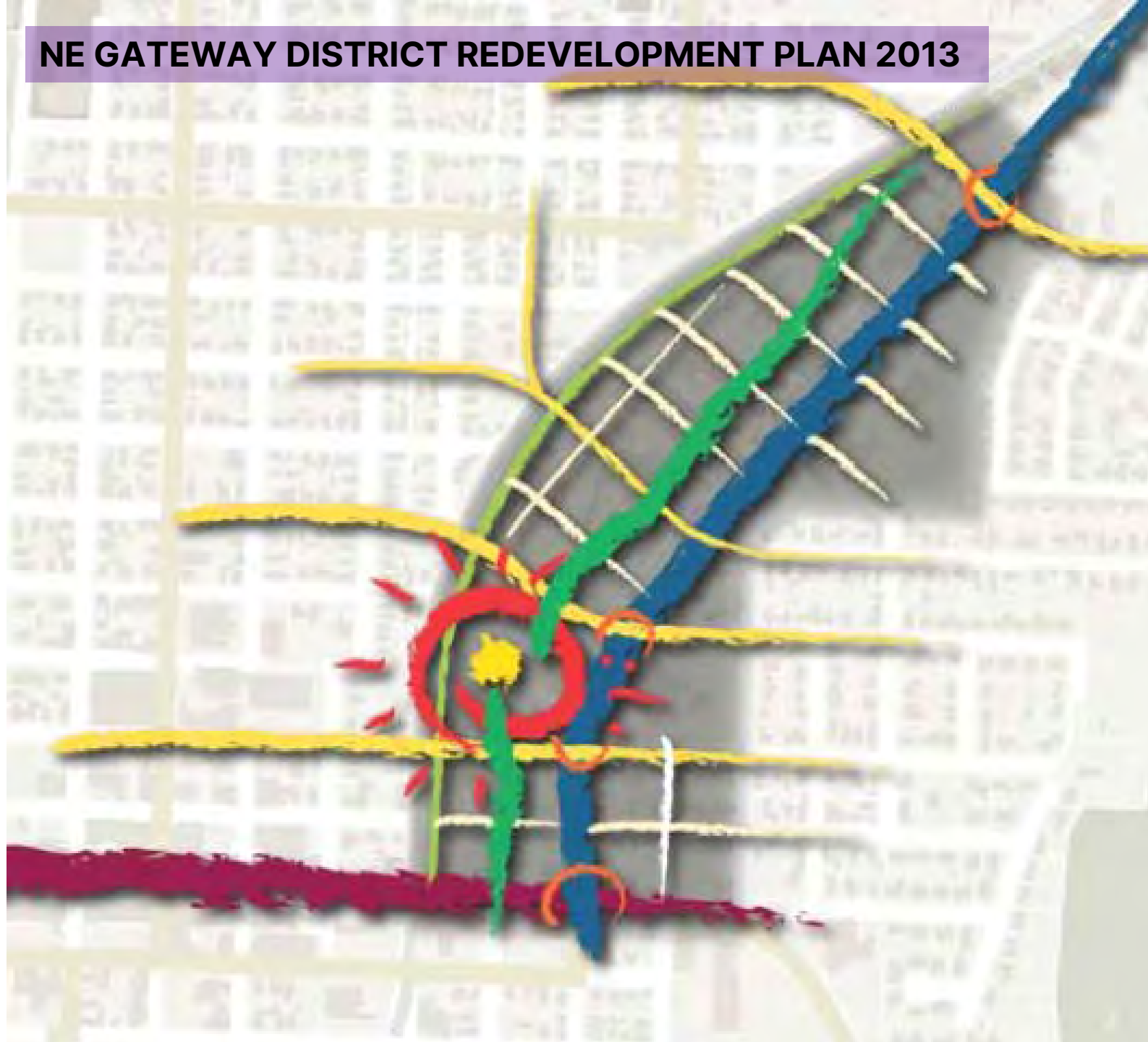
20 years ago, a local development team invested in the rehabilitation of an old grain station into a multi-purpose commercial development supporting local businesses.

This effort set the stage for the NE Gateway District Revitalization Plan.

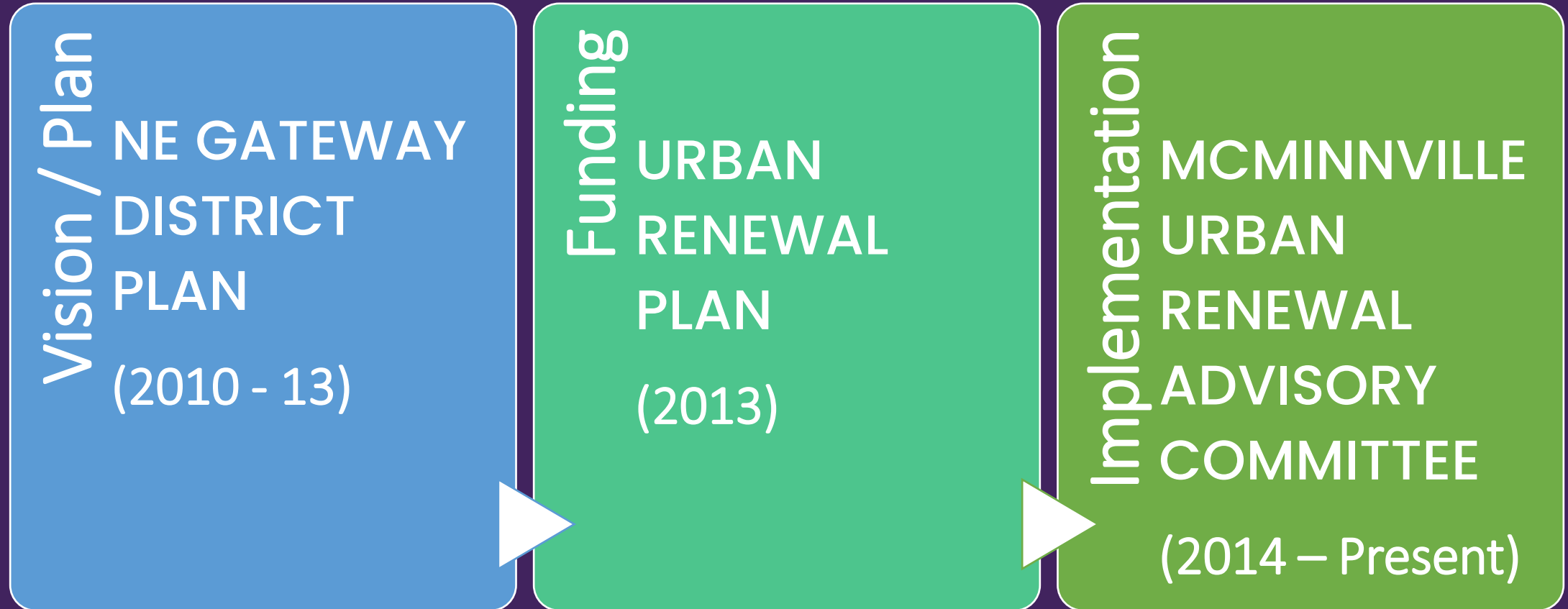
NE GATEWAY DISTRICT REDEVELOPMENT PLAN 2013



**City of
McMinnville**



Summary of Area Planning to Date



ULTIMATE RB – PRIORITY CATALYTIC SITE

Purchased by Northwest Rubber in 2023

City learned of plant closure and potential surplus of property – March, 2023

City contacted NW Rubber expressing an interest in purchasing the property prior to marketing it.

City purchased property October 23, 2023

Conducted Phase I and II Environmental Assessment

Removed all equipment from the site except for power, fire suppression and security.



Redevelopment Site
located in the heart of the
NE Gateway District.



Project Scope of Work

TASK	COMMENTS	TIMEFRAME
➤ Secure Property	Environmental assessment and purchase	8/23 - 11/23
➤ Subcommittee	Representative	11/23
➤ Hire a Consultant	Help the subcommittee draft a RFQ	2/24
➤ Harvard Mayor's Institute on City Design (Just City Fellowship)	Mayor Drabkin, 1 of 7 Mayors Chosen for a Fellowship to review project and develop RFQ with Just City Principles	2/24 – 4/24
➤ Host a Developer Tour	Generate interest	6/24
➤ Draft/Publish RFQ	Community Values / Just City Principles	7/24
➤ Select Developer	Reflect Project Goals/Values	8/24
➤ Community Engagement	Focus Groups / Representative	10/24
➤ Establish Design Principles	Reflect Project Goals/Values	11/24
➤ Negotiate Development Agreement	Incorporate Project Goals and Values	12/24 - 6/25
➤ Transact Property	Sell Property (Prepare Site as Negotiated)	7/25
➤ Construction		2025 - 26



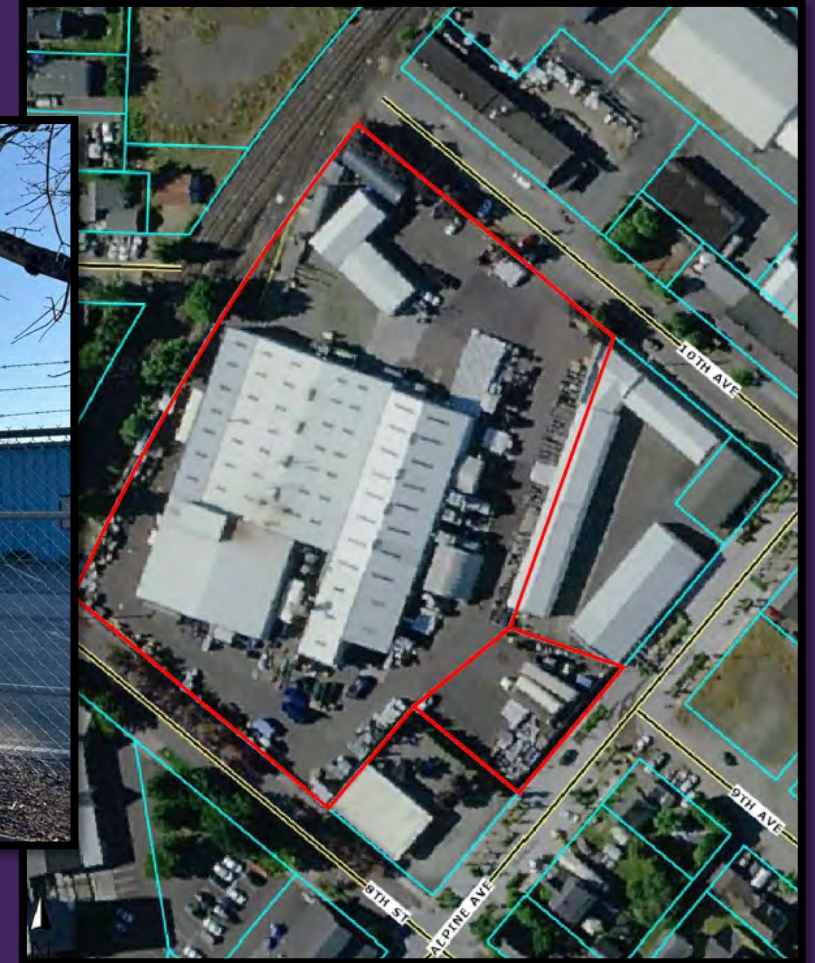
**City of
McMinnville**

**Project Site:
NE GATEWAY REDEVELOPMENT
Northwest Rubber**



NORTHWEST RUBBER REDEVELOPMENT SITE - NE GATEWAY DISTRICT

**Vacant 3.5 Acre Industrial Site
(Rubber Plant) Purchased by the
City of McMinnville for a mixed-use
commercial/residential
redevelopment project.**



Identified in 2013 NE Gateway District Plan as a catalyst opportunity site to revitalize the redevelopment of this city center industrial area into a vibrant mixed-use neighborhood.



Site Conditions

Project Description: Site Conditions

- ❖ Two Legal Parcels
- ❖ 3.5 Acres
- ❖ Vacant, Previous Use, Heavy Industrial
- ❖ 50,000 sf Warehouse (1970 – 1980, 2000)
- ❖ 4,000 sf Office (1980)
- ❖ Adjacent to Active Railroad (West Side)
- ❖ Railroad Spur with Loading Dock on Site
- ❖ 2 Blocks from Arterial
- ❖ Wet Utilities - WW, H2O, Gas Services
- ❖ Dry Utilities – Communication, Power
- ❖ 97% Impervious Site
- ❖ Phase I and II Recently Conducted, CMMP Underway
- ❖ HBMS 2023 – No Hazardous Materials Identified





**City of
McMinnville**

Site History:

History – INDUSTRIAL SITE



One of the first developments in the neighborhood as a milk condensary. This site has been used industrially until a rubber plant closed in 2013 and the property was purchased by the City.

1908 – Nestle Milk Condensary was built

1919–1953 – Nestle Milk operated the plant, condensed milk canning and processing facility

1955–1984 – Site operated as lumber yard under the names Yamhill Plywood, White City Plywood, and Coast Range Plywood

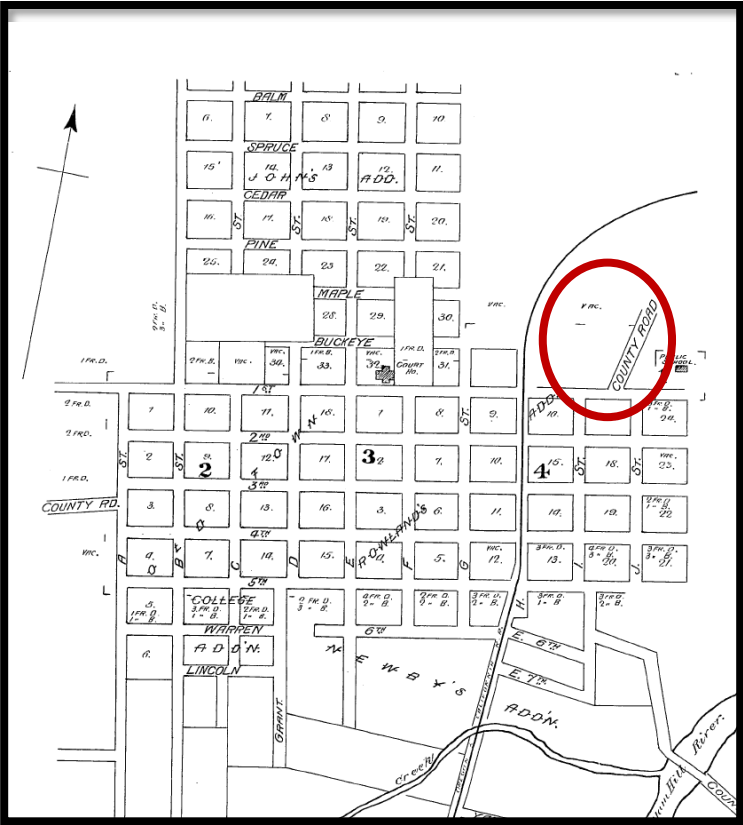


1985–2023 – RB Rubber Products acquired property, turning it into a rubber manufacturing plant, recycling rubber to make rubber matting products

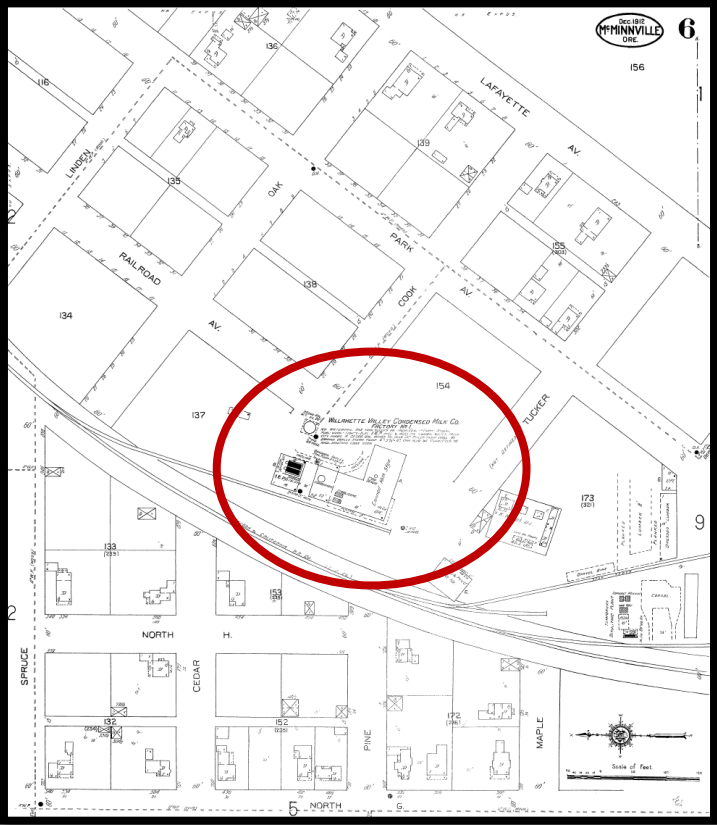
2020 – Company purchased by Carlisle Construction Materials, name changed to Ultimate RB Inc.

2023 – City of McMinnville purchased property

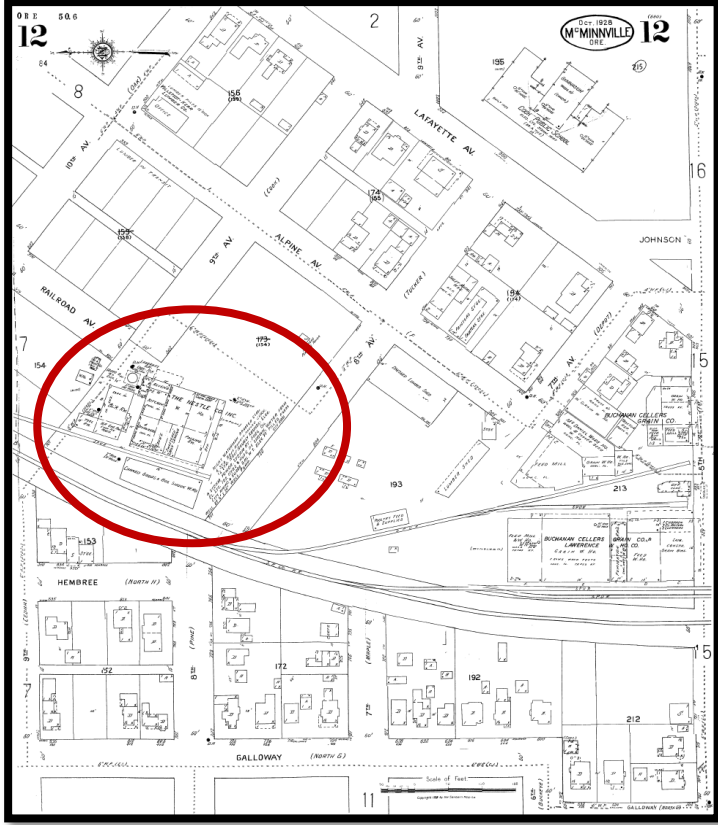
History – EARLY DEVELOPMENT – SANBORN MAPS



1889 - Railroad arrived in 1879, no development in the district area yet.



1912 – Nestle Milk Condensery built on the redevelopment site



1928 – Dwellings start to fill in the neighborhood.

Willamette Valley Treaty

Signed: January 22, 1855

Ratified: March 3, 1855

Tribes & Bands: Tualatin, Yamhill, Luckiamute, Mary's River, Muddy River, Long Tom, Calapooia, Winnefelly, Mohawk, Tekopa, Chafan, Santiam, Pudding River, Northern Molalla, Clackamas, Cascades, Clowwewalla, Multnomah, Cathlamet, Skilloot.

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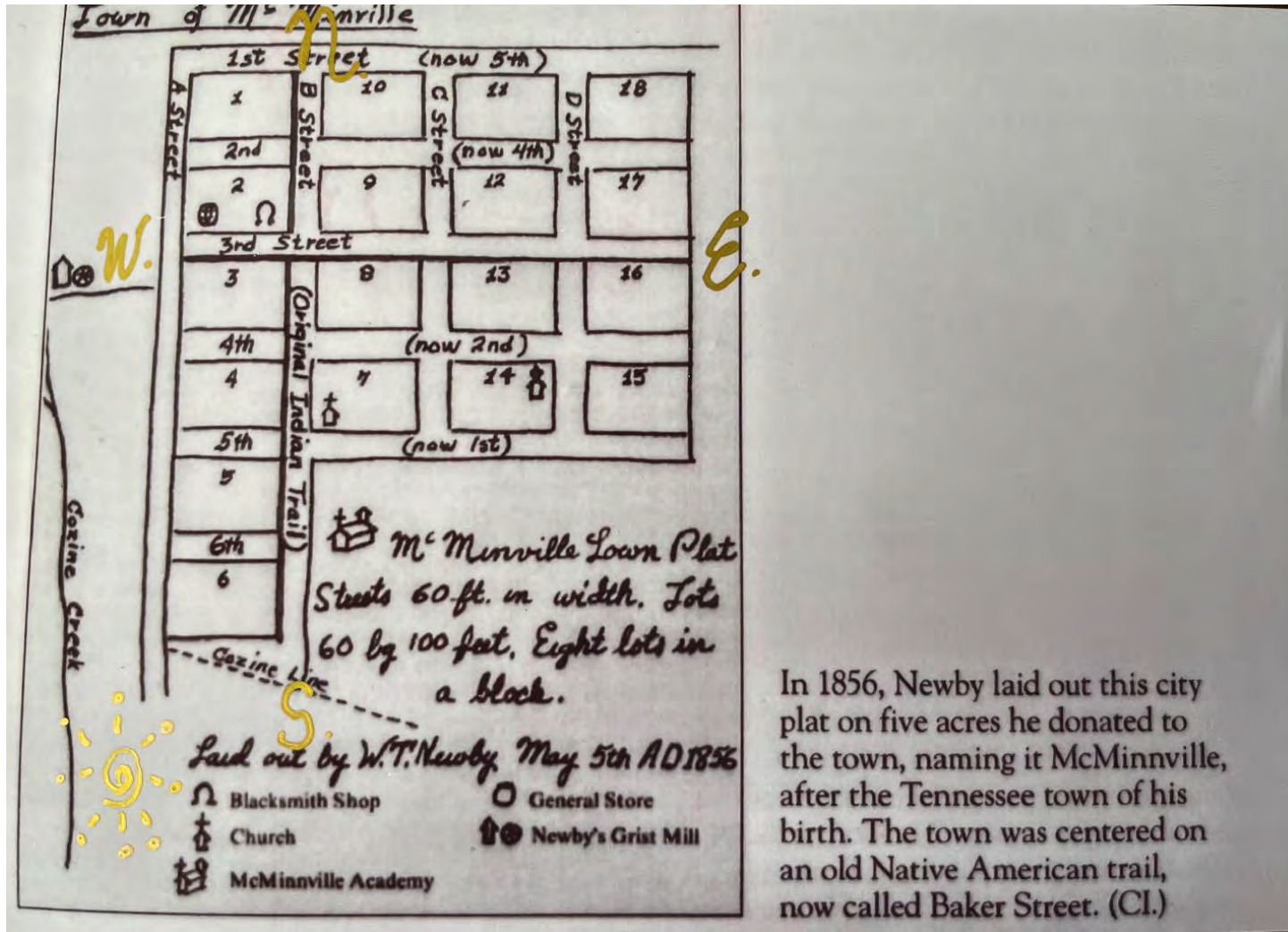
təmwata
Willamette Falls

The Confederated Tribes of the Grand Ronde Community of Oregon includes over 30 tribes and bands from western Oregon, northern California, and southwest Washington. Since time immemorial tribal people have relied on these traditional landscapes for their livelihood. The fish and game were plentiful and what the lands didn't provide, they acquired by trade.

This way of life changed with western expansion. Ratified and unratified treaties between the Tribes and the United States Government from 1853 through 1855 resulted in the forced removal of tribal members from their ancestral homelands. Despite this removal, tribal members maintained their connection to their homelands and areas such as Willamette Falls and Table Rocks.

[\(Home | Confederated Tribes of Grand Ronde\)](#)

History – NATIVE AMERICAN



The original plat is centered on a Native American Trail running north-south, now called Baker Street.

In 1856, Newby laid out this city plat on five acres he donated to the town, naming it McMinnville, after the Tennessee town of his birth. The town was centered on an old Native American trail, now called Baker Street. (CI.)

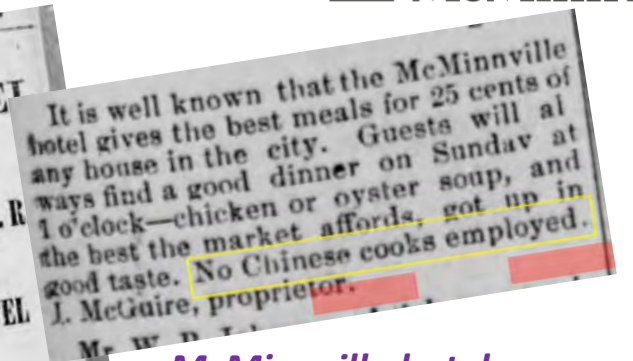
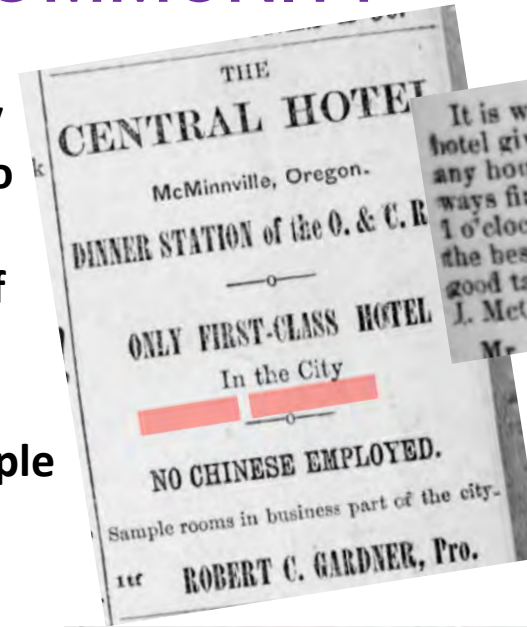
History – MCMINNVILLE CHINESE COMMUNITY

Despite working in many vital industries, Chinese in Oregon faced a series of racist state and federal laws aimed at preventing immigration family formation and economic mobility.

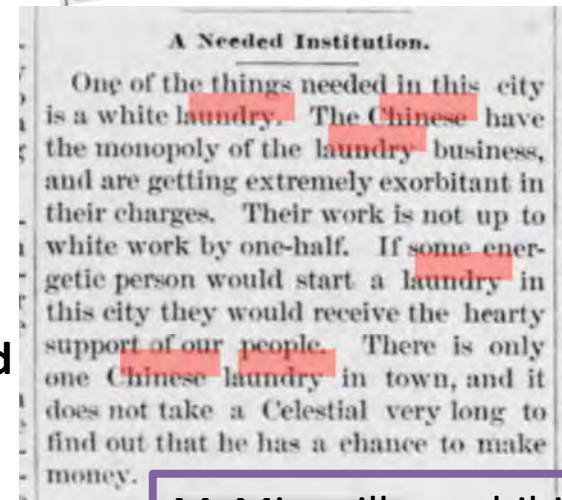
In Oregon, the period 1882-1943 is known as the Exclusion Era. During this period, as a practical matter Chinese could not legally enter the United States, and Chinese women were excludable as wives of banned Chinese laborers. Oregon also banned interracial marriage. During this time, Chinese were ineligible for naturalization on the basis of a 1789 law that limited naturalization to white immigrants. Additionally, Chinese were discriminated against in housing; banned from attending public schools, entering professions, and serving on juries; and not allowed to vote or hold office.

In the 1860s, William Newby hired 300 Chinese laborers to dig the three-mile long mill race critical for the vitality of the new settlement. That history is not publicly acknowledged despite multiple references to the mill throughout town.

In the late 1800s, several laundries in town were owned and operated by Chinese merchants. They were located on the edge of town and many newspaper advertisements and articles targeted them.



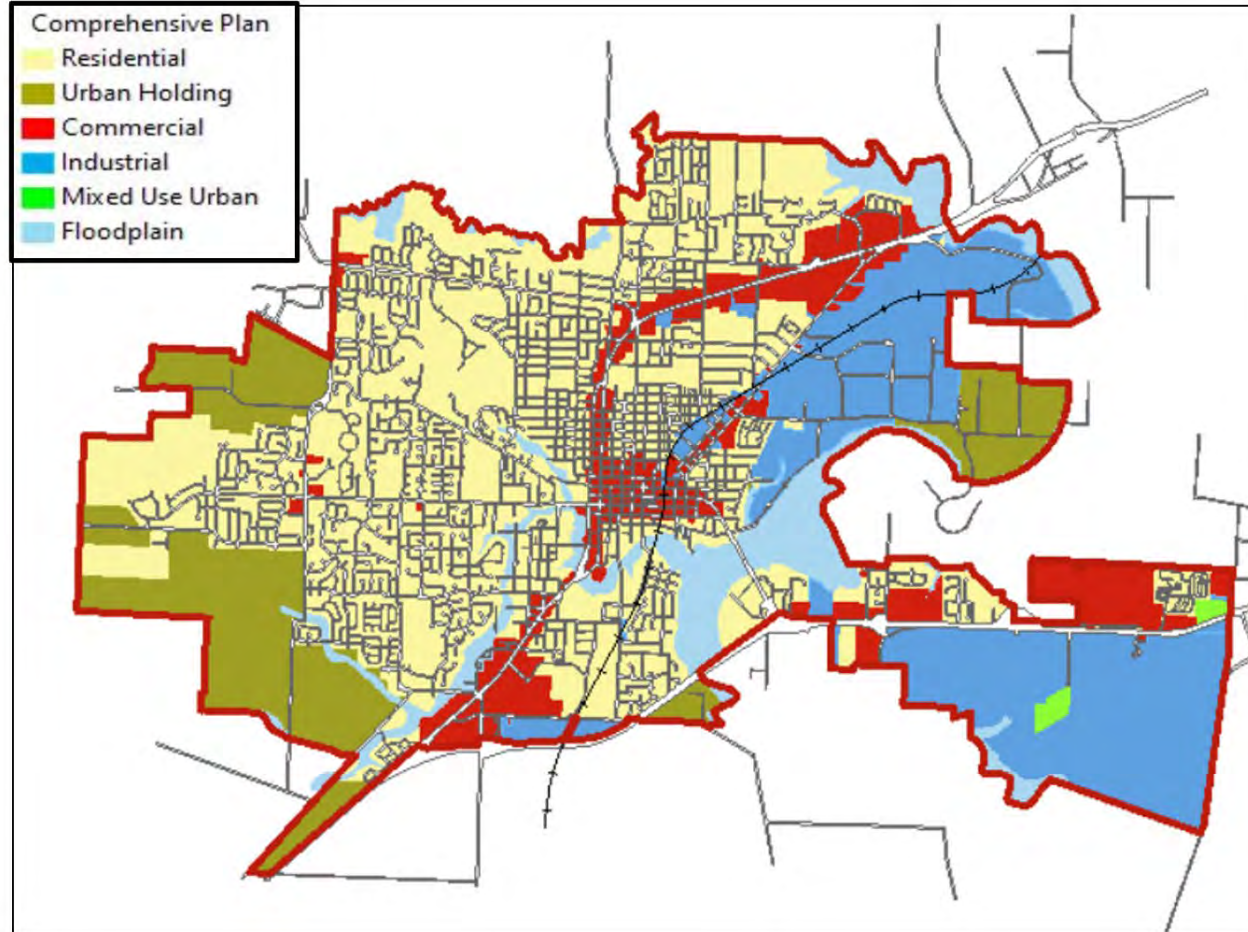
McMinnville hotels advertising they do not employ Chinese.



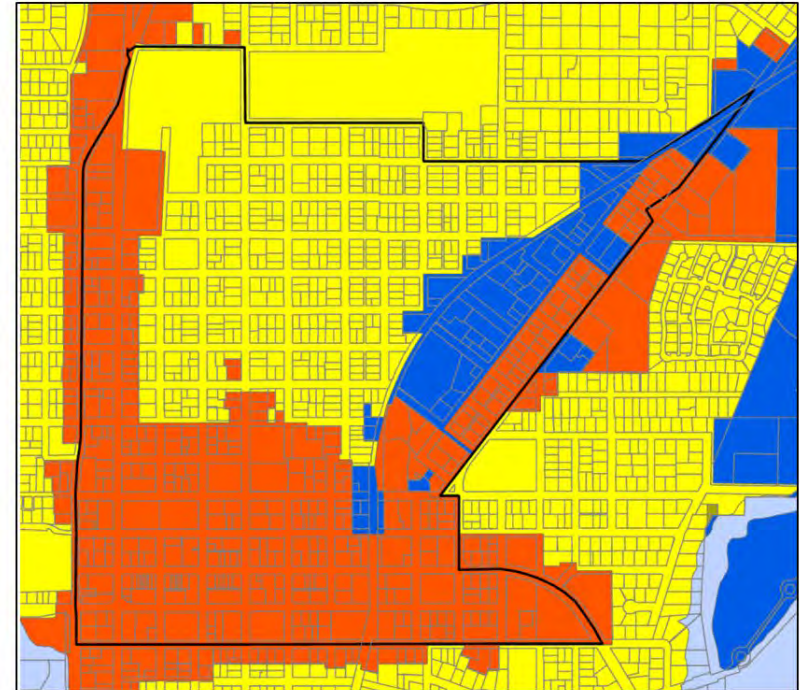
Newspaper article identifying "the need" for a laundry not owned and operated by Chinese.

McMinnville prohibited Chinese land ownership and business operations inside City limits until 1964

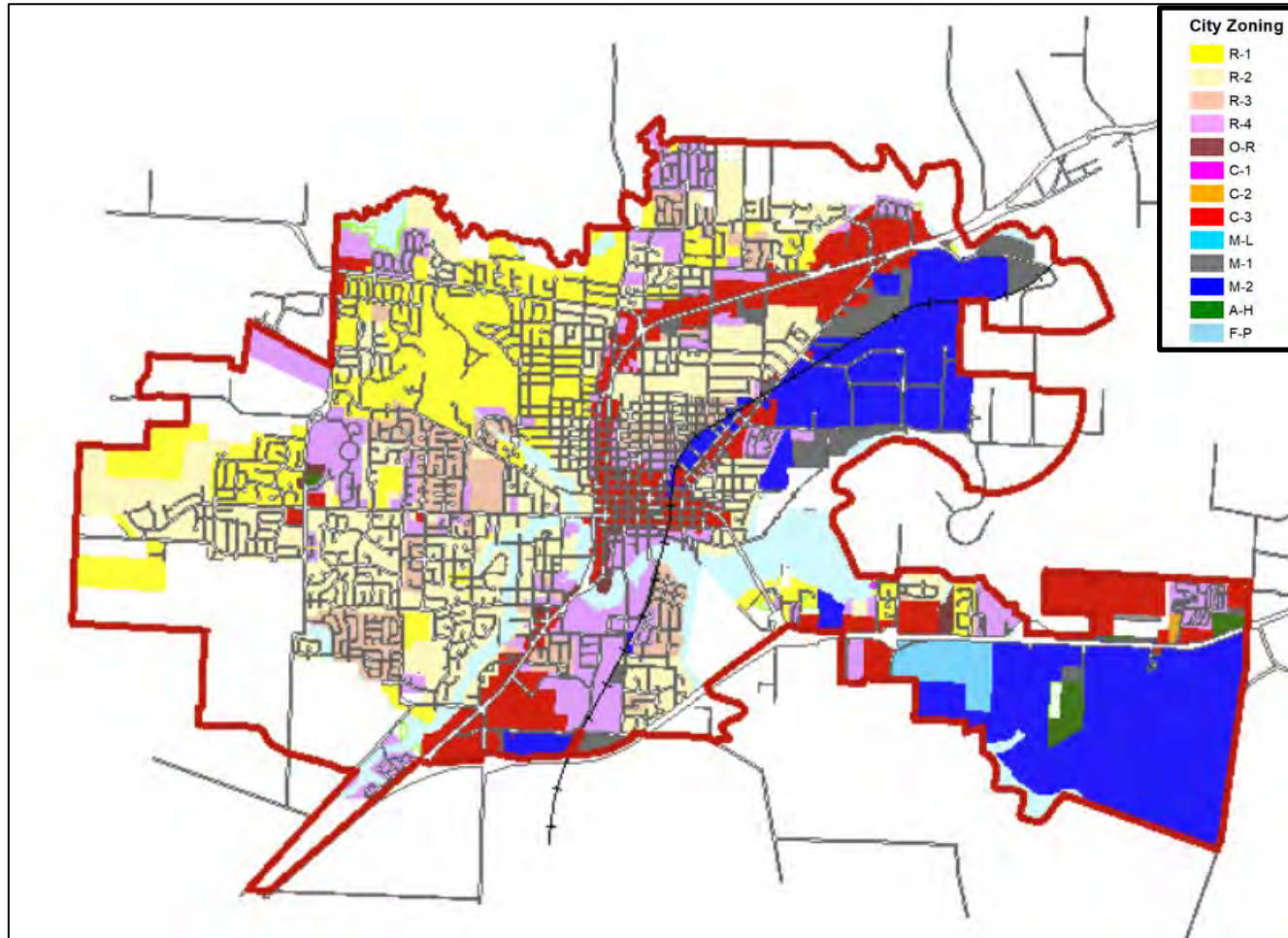
Land Use – Comprehensive Plan



Comprehensive Plan:
Mix of Industrial, Commercial, Residential



Land Use - Zoning



Zoning:

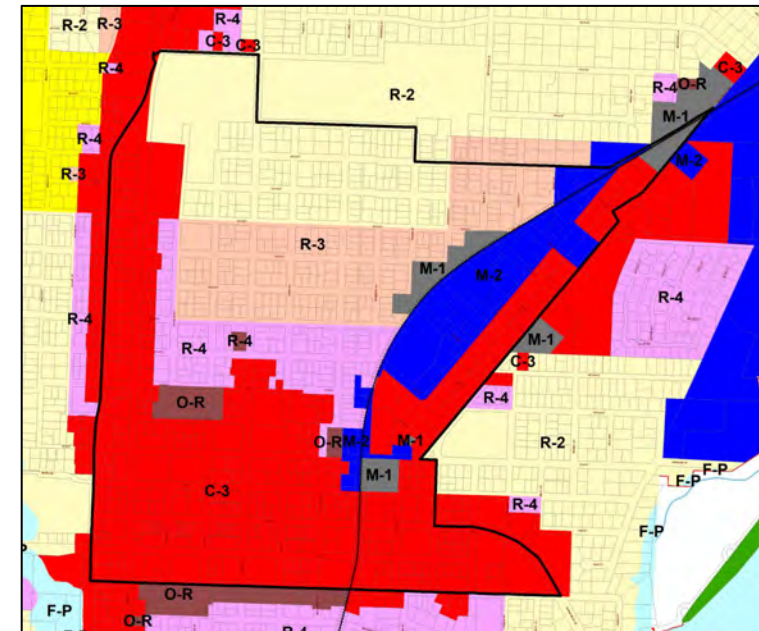
Mix of Industrial, Commercial, Office, Low-, Medium-, and Medium-High Density Residential

Two Primary Pedestrian-Oriented Special Districts:

- Downtown Design District (centered Around 3rd Street)
- Alpine Avenue/NE Gateway Overlay District (also allows mixed-use not indicated in base zoning)

Additional Special-Purpose Areas/Districts:

- Urban Renewal District
- Historic District
- Parking Reduction Area
- City Center Housing Overlay



NE GATEWAY DISTRICT NEIGHBORHOOD – Recent Business Development



CURRENT NEIGHBORHOOD CONDITIONS –
ALPINE AVENUE STREET IMPROVEMENT PROJECT –
3 Blocks on South End complete



RAILROAD AND STREETS



NE GATEWAY DISTRICT NEIGHBORHOOD – Housing (Along Alpine Avenue)

Low and Moderate-Income Neighborhood – Rental Majority

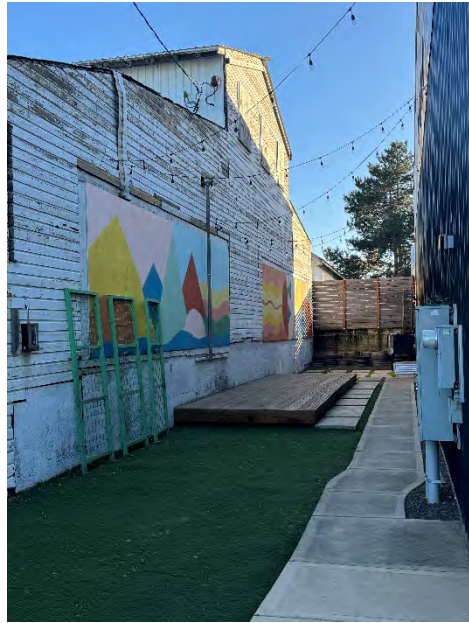


NE GATEWAY DISTRICT NEIGHBORHOOD – Historic Housing (Across Railroad Tracks)

Low and Moderate-Income Neighborhood – Ownership Majority



NE GATEWAY DISTRICT NEIGHBORHOOD – Recent Public Art Installations



NE GATEWAY DISTRICT NEIGHBORHOOD – Community Gardens Recent Non-Profit Collaborations on Alpine Avenue



NE GATEWAY DISTRICT NEIGHBORHOOD – Warehousing and Storage with Barbed Wire on Alpine Avenue





**City of
McMinnville**

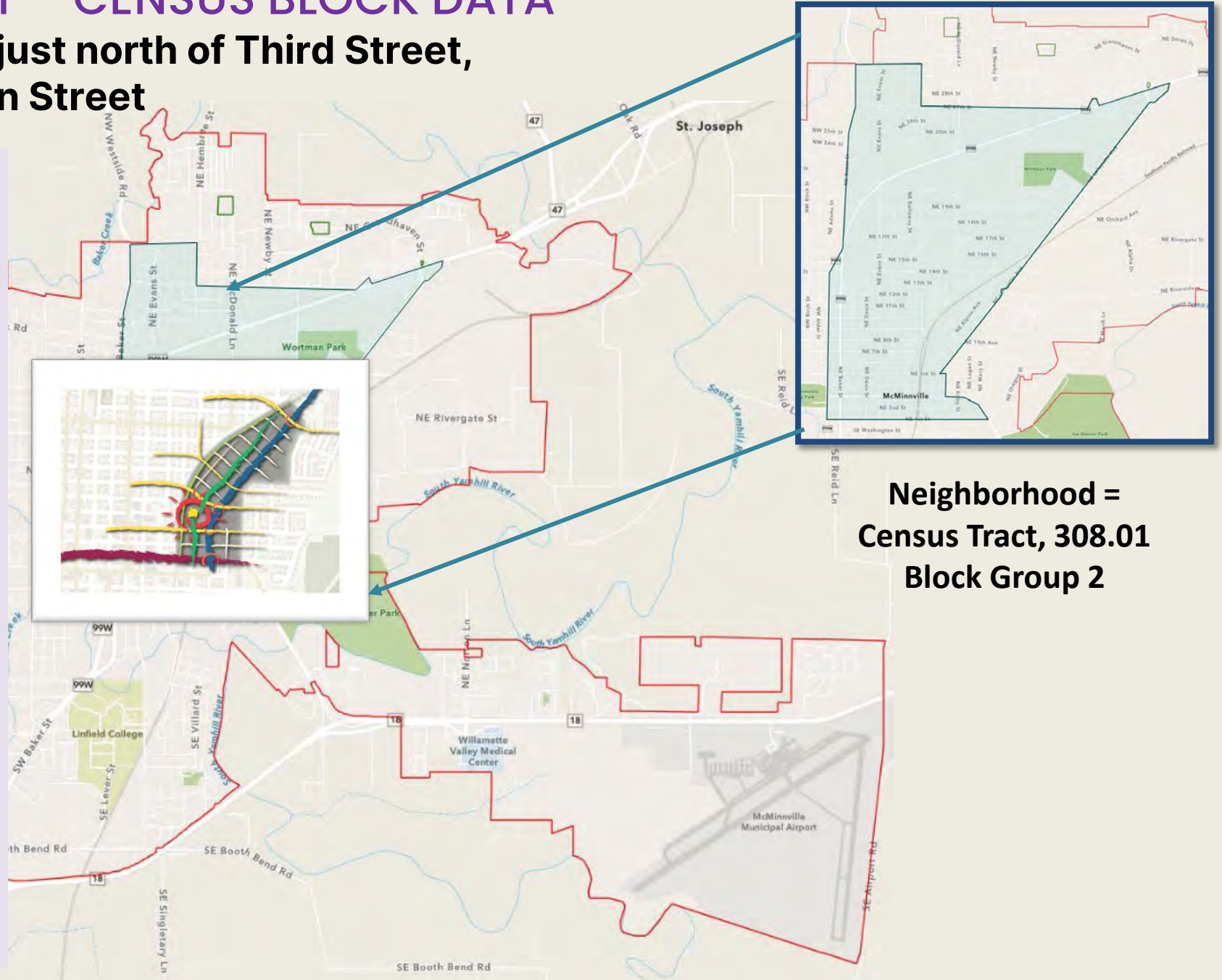
**Project –
CENSUS BLOCK DATA:**

NE GATEWAY DISTRICT – CENSUS BLOCK DATA

Located in the city center just north of Third Street,
McMinnville's historic Main Street

Selected Census Block Group 2 to
represent the neighborhood for
multiple reasons:

1. It is the smallest data set available to a city the size of McMinnville, 34,500 people.
2. The redevelopment site and NE Gateway District is within it.
3. The adjacent eastern census tract is very large, encompasses land outside the city and while some areas are culturally included in the neighborhood, they are also separated by a vehicular arterial.



**Neighborhood =
Census Tract, 308.01
Block Group 2**

Housing Supply and Production (City)

Gross Rent as % Of HH Income in Past 12 Months, City of McMinnville, Source: 2022 5-Year ACS, Tables B25070, B25003

For Renter Occupied Housing Units (~4,956 (38.5%) of Housing Units)

Renter-Occupied HHs Experiencing Cost Burden (Gross Rent >30% of HH Income): 2,670 of 4,956 HHs (~54% of HHs)

Renter-Occupied HHs Experiencing Severe Cost Burden (Gross Rent >50% of HH Income): 1,235 of 4,956 HHs (~25% of HHs)

B25070 | Gross Rent as a Percentage of Household Income in the Past 12 Months

American Community Survey | Universe: Renter-occupied housing units | 2022: ACS 5-Year Estim... | Notes | Geos

McMinnville city, Oregon		
Label	Estimate	Margin of Error
▼ Total:	4,956	±415
Less than 10.0 percent	105	±79
10.0 to 14.9 percent	348	±165
15.0 to 19.9 percent	546	±201
20.0 to 24.9 percent	493	±186
25.0 to 29.9 percent	575	±165
30.0 to 34.9 percent	363	±145
35.0 to 39.9 percent	424	±163
40.0 to 49.9 percent	648	±263
50.0 percent or more	1,235	±256
Not computed	219	±111

Housing	
Housing units, July 1, 2022, (V2022)	X
Owner-occupied housing unit rate, 2018-2022	61.5%
Median value of owner-occupied housing units, 2018-2022	\$365,300
Median selected monthly owner costs -with a mortgage, 2018-2022	\$1,721
Median selected monthly owner costs -without a mortgage, 2018-2022	\$600
Median gross rent, 2018-2022	\$1,213
Building permits, 2022	X

Housing – Units and Occupancy: Neighborhood Detail, With Comparison to City and County (2022)

Housing

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

Units & Occupancy

805
Number of housing units

McMinnville: 13,409
Yamhill County: 40,239

Occupied vs. Vacant

Occupied 90%†

Legend: Occupied (teal), Vacant (orange)

[Show data / Embed](#)

Ownership of occupied units

Owner occupied 54%†

Legend: Owner occupied (teal), Renter occupied (orange)

[Show data / Embed](#)

Types of structure

Single unit 71%

Legend: Single unit (teal), Multi-unit (orange), Mobile home (blue), Boat, RV, van, etc. (purple)

[Hide data / Embed](#)

Year moved in, by percentage of population

No data available

Types of structure (Table B25024) [View table](#)

Column	Block Group 2		McMinnville		Yamhill County							
Single unit	70.8%	±6.6%	570	±156.5	66.4%	±2.8%	8,899	±482.6	74%	±1.8%	29,780	±727.8
Multi-unit	29.2%†	±17.7%	235	±154.6	24.7%†	±3.4%	3,314	±469.4	16.3%†	±1.7%	6,537	±663.6
Mobile home	0%	±0%	0	±13	8.3%†	±1.9%	1,114	±253	9.5%†	±1.2%	3,819	±486
Boat, RV, van, etc.	0%	±0%	0	±13	0.6%†	±0.5%	82	±67	0.3%†	±0.2%	103	±72

[Hide data](#)

Housing – Value: Neighborhood Detail, With Comparison to City and County (2022)

† Margin of error is at least 10 percent of the total value. Take care with this statistic.

Value

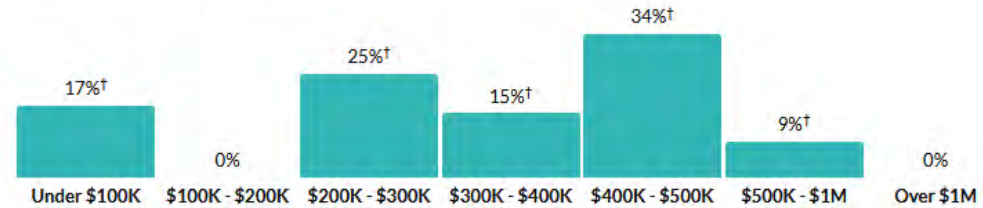
\$353,300

Median value of owner-occupied housing units

a little less than the amount in McMinnville:
\$365,300

about 90 percent of the amount in Yamhill County:
\$408,500

Value of owner-occupied housing units



[Hide data / Embed](#)

Value of owner-occupied housing units (Table B25075) [View table](#)

Column	Block Group 2		McMinnville			Yamhill County						
Under \$100K	17.1%†	±25.3%	67	±101.5	13.4%†	±3.5%	1,066	±279.3	7.2%†	±1.3%	1,913	±340.1
\$100K - \$200K	0%	±0%	0	±26	3.7%†	±1.9%	295	±149	5.3%†	±0.9%	1,399	±254.4
\$200K - \$300K	24.7%†	±12.2%	97	±57.8	16%†	±3.3%	1,266	±269.9	14.5%†	±1.6%	3,869	±439.8
\$300K - \$400K	15.3%†	±14.4%	60	±60	25.8%†	±4.2%	2,049	±351	21.5%†	±1.9%	5,709	±522
\$400K - \$500K	34.2%†	±16.3%	134	±78	21%†	±4.1%	1,663	±332	18.5%†	±1.8%	4,921	±502
\$500K - \$1M	8.7%†	±14.4%	34	±57.5	20%†	±3.7%	1,582	±305	28.4%†	±2.3%	7,559	±634.6
Over \$1M	0%	±0%	0	±13	0.1%†	±0.2%	10	±15	3%†	±0.8%	786	±208

[Hide data](#)

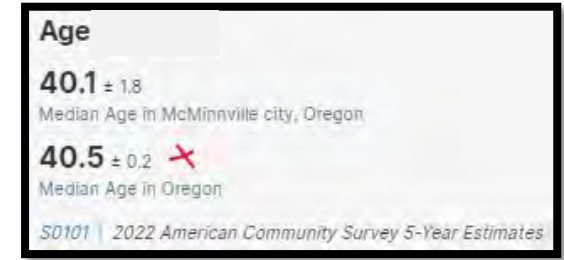
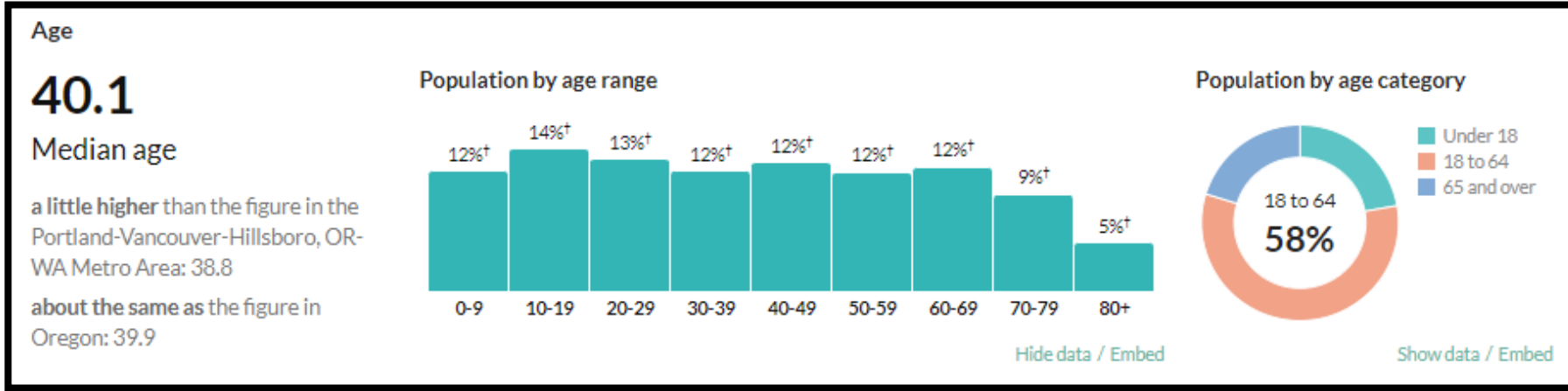
Geographical mobility

N/A

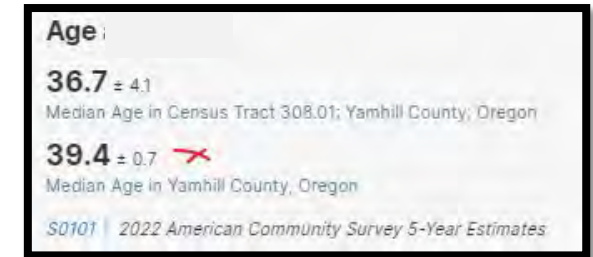
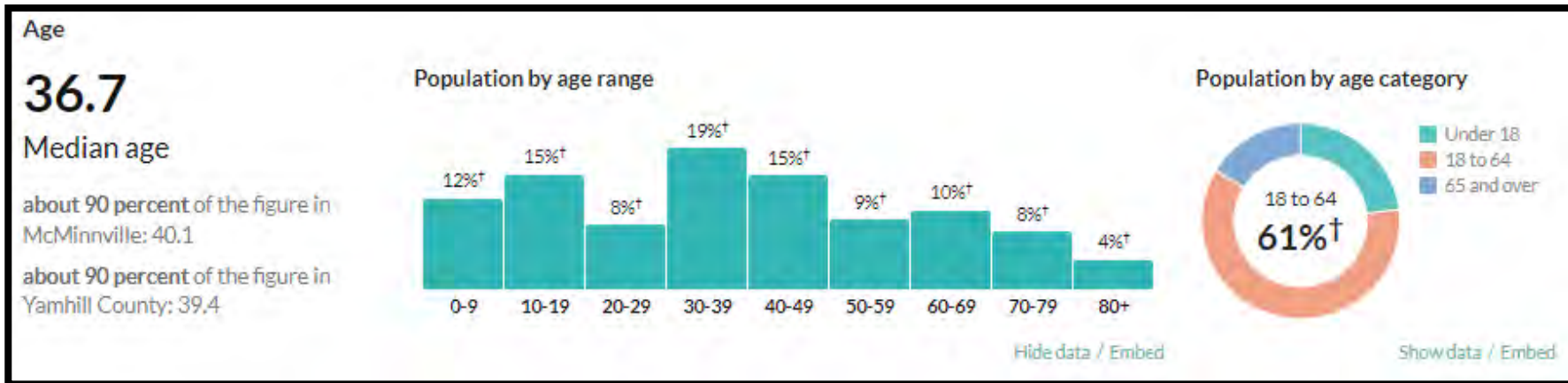
Population migration since previous year

No data available

Population of City & Neighborhood

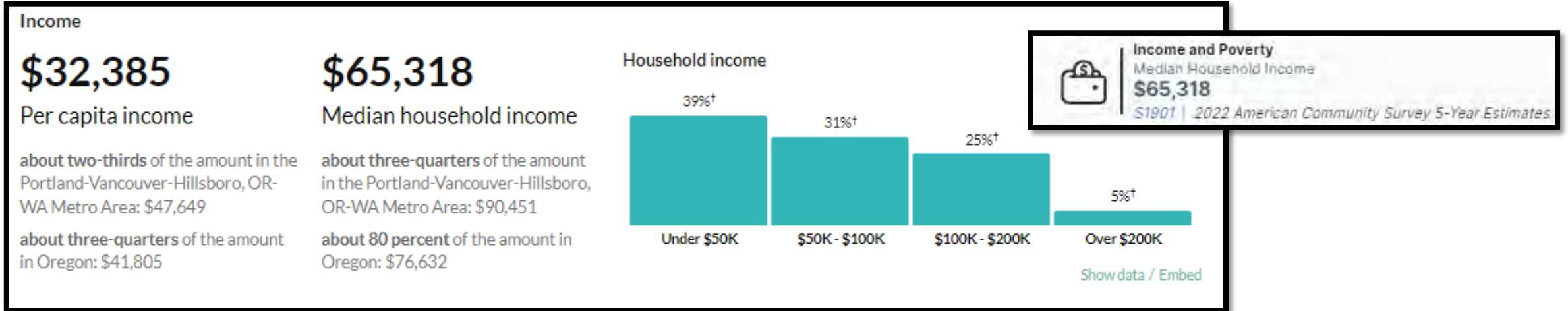


2022 American Community Survey (ACS) City-wide

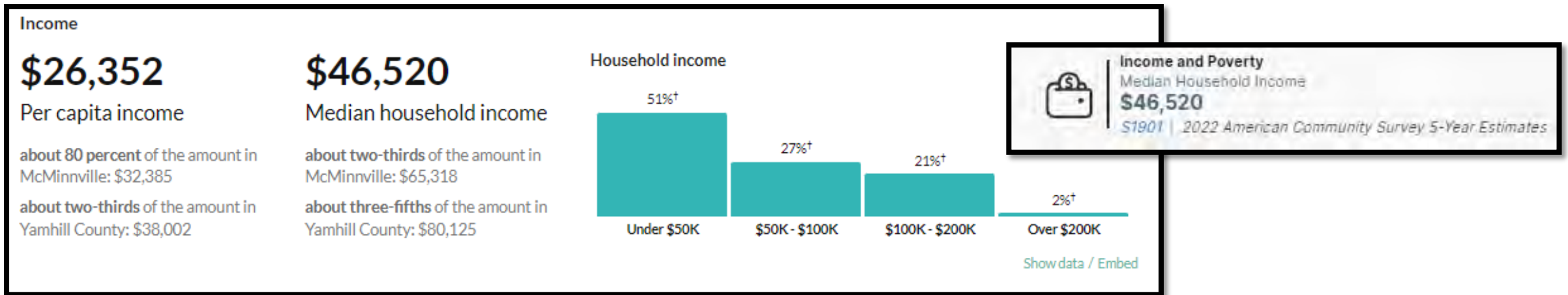


2022 American Community Survey (ACS) Neighborhood (Census Tract 308.01)

Population (Income) of City & Neighborhood

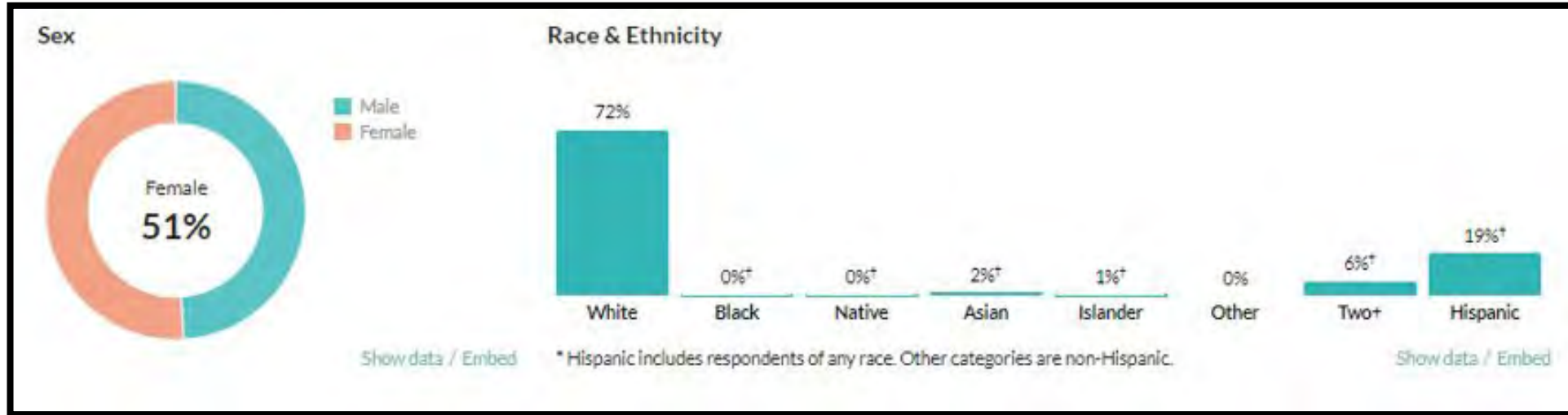


2022 American Community Survey (ACS) City-wide

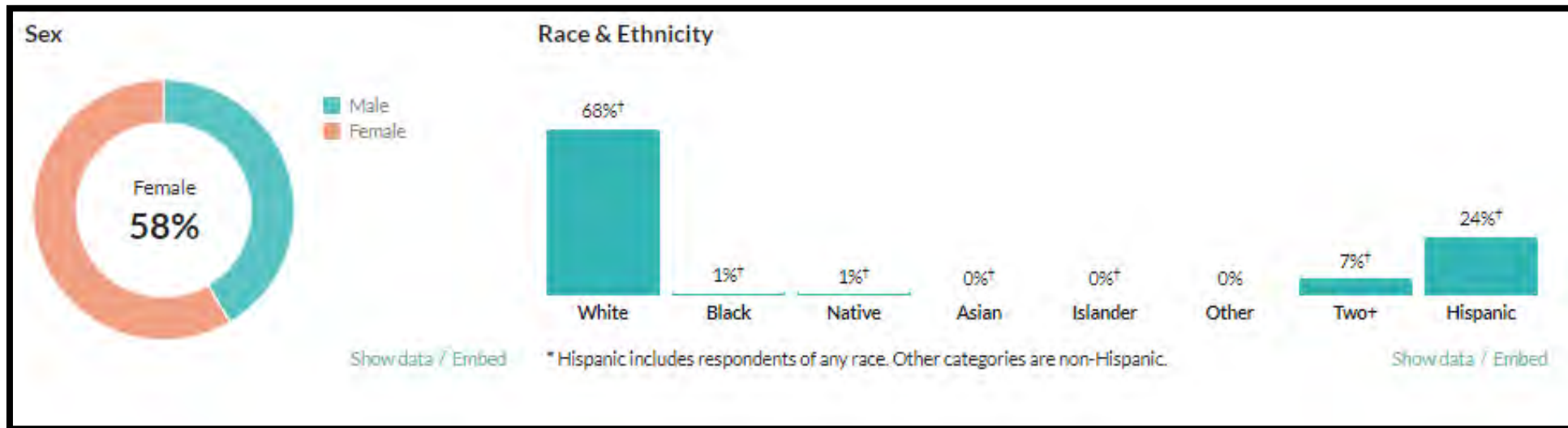


2022 American Community Survey (ACS) Neighborhood (Census Tract 308.01)

Population (Sex, Race and Ethnicity) of City & Neighborhood

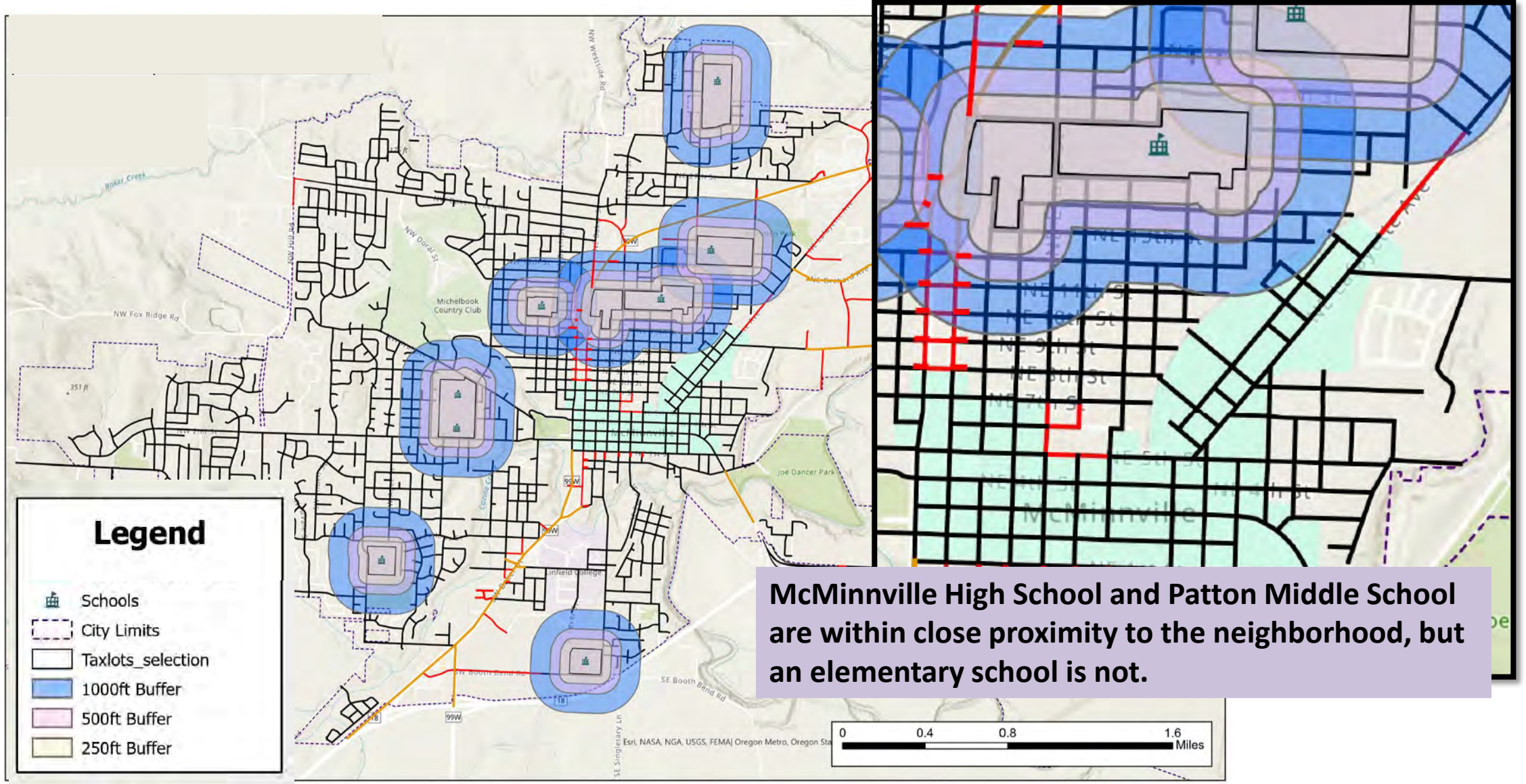


2022 American Community Survey (ACS) City-wide



**2022 American Community Survey (ACS)
Neighborhood (Census Tract 308.01)**

McMinnville School District



Educational Attainment (City and Neighborhood)

City-Wide

Neighborhood

High School Degree or Higher – Age 25+

High School Degree or Higher – Age 25+

87.1%

+5.2%



81.9%

Bachelor's Degree or Higher – Age 25+

Bachelor's Degree or Higher – Age 25+

26.7%

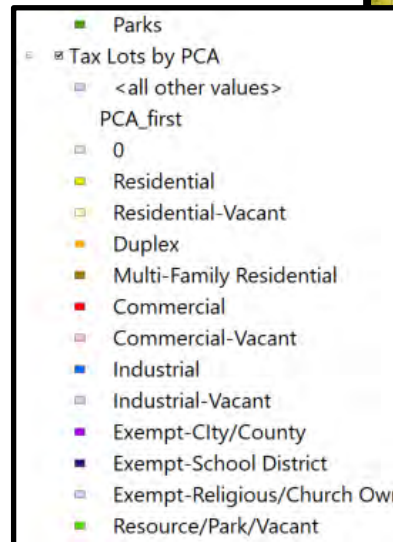
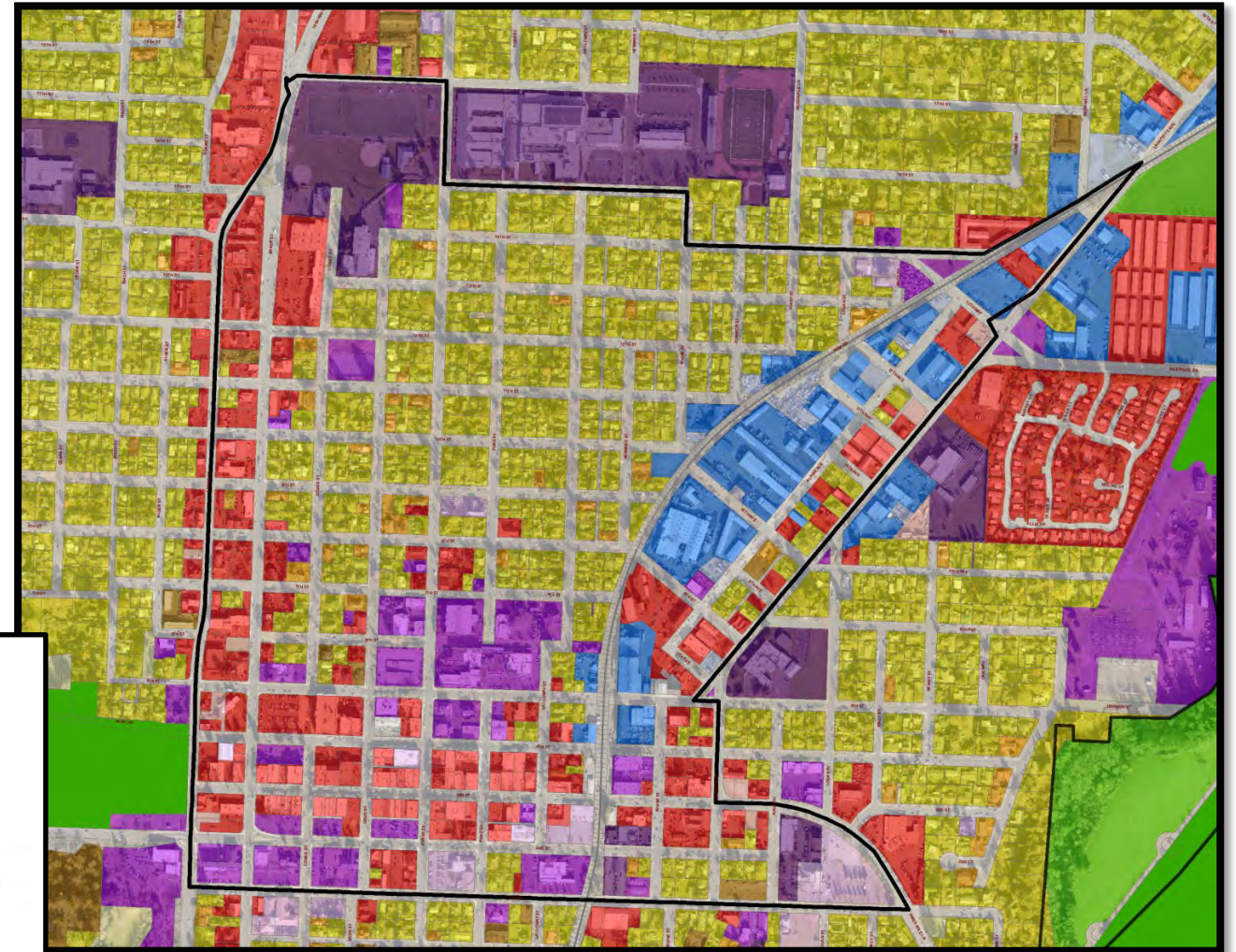
+17.1%



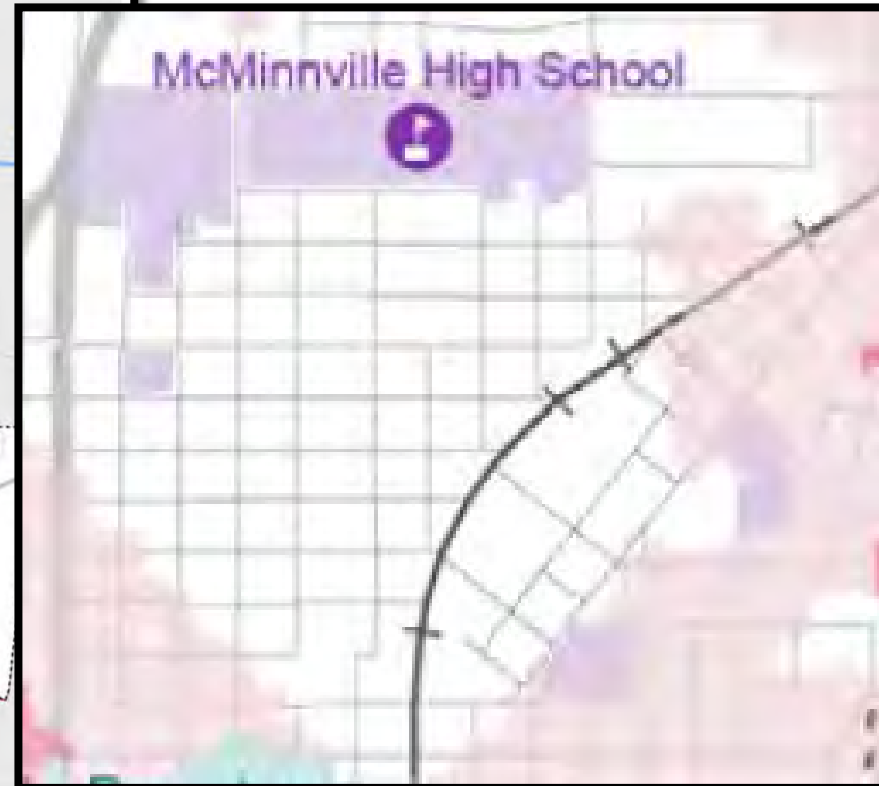
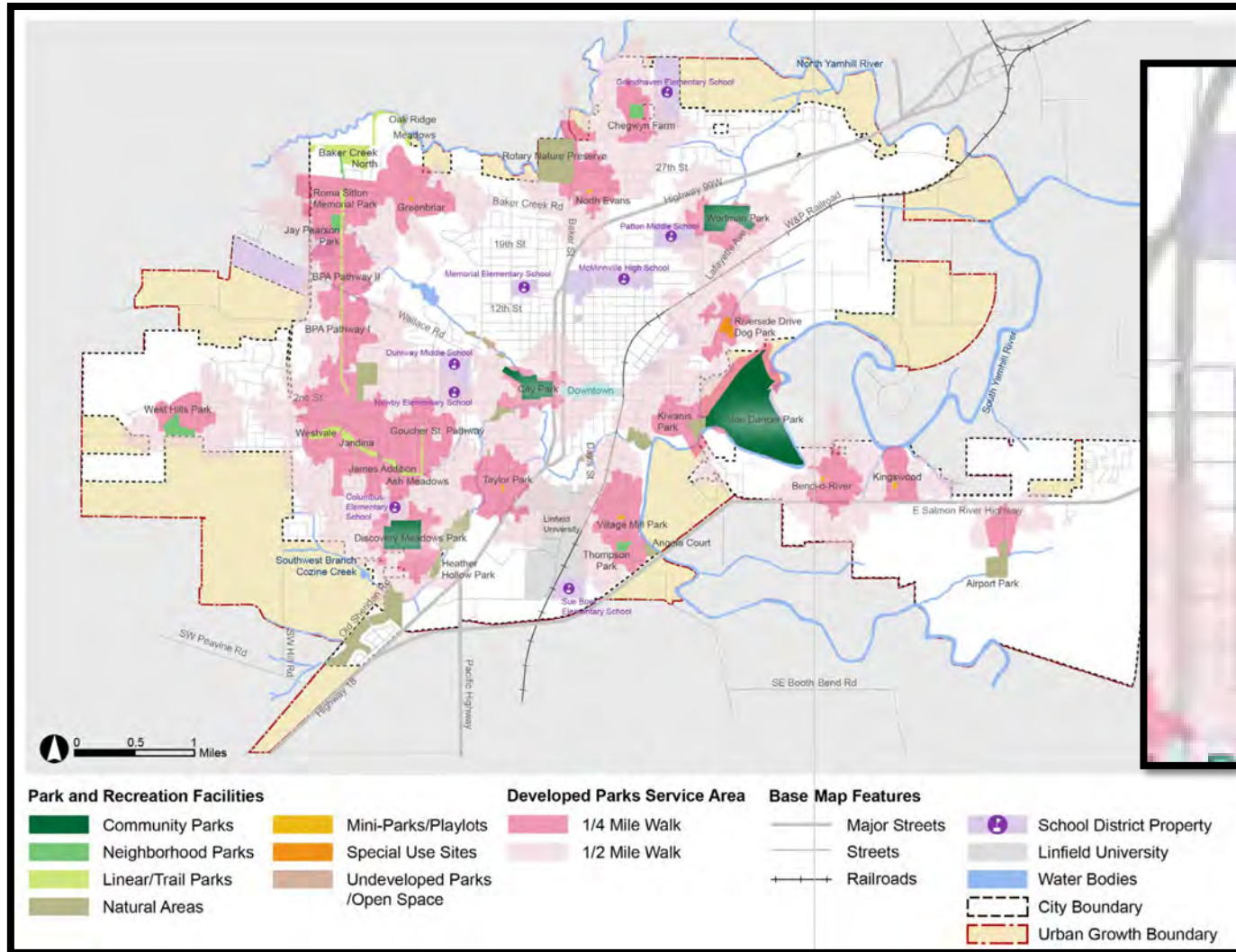
9.6%

Public Open Spaces and Natural Features

- Public green spaces are generally not present within the neighborhood
- One-block park w/ tennis courts (11th-12th/Cows-Davis)
- Some private green spaces on church-owned properties
- Civic and Private Plazas and Facilities Present (Gormley Civic Plaza, Community Center, US Bank Plaza)
- Pedestrian-Oriented Streets are present
- School District Ball Fields

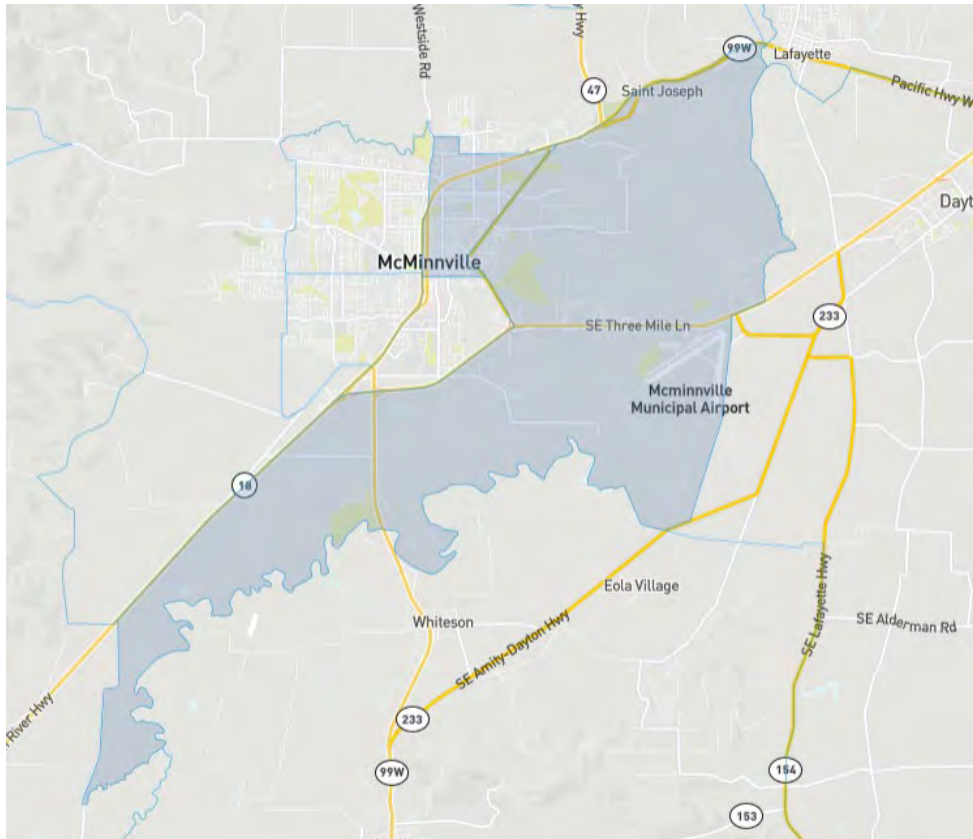


PARKS



Most residents in the neighborhood are not within ½ mile of a public park and need to cross an arterial to access one.

Environmental Conditions (City and Neighborhood)



Low median income

Comparison of median income in the tract to median incomes in the area

Low income

People in households where income is less than or equal to twice the federal poverty level, not including students enrolled in higher ed

High school education

Percent of people ages 25 years or older whose high school education is less than a high school diploma

90th
above 90th percentile

81st
above 81st percentile

18%
above 18th percent



This tract is considered disadvantaged because it meets 1 burden threshold **AND** the associated socioeconomic threshold. Census tracts that are overburdened and underserved are highlighted as being disadvantaged on the map. Federally Recognized Tribes, including Alaska Native Villages, are also considered disadvantaged communities.

Source: Climate and Economic Justice Screening Tool

<https://screeningtool.geoplatform.gov/en/#11.22/45.131/-123.1871>

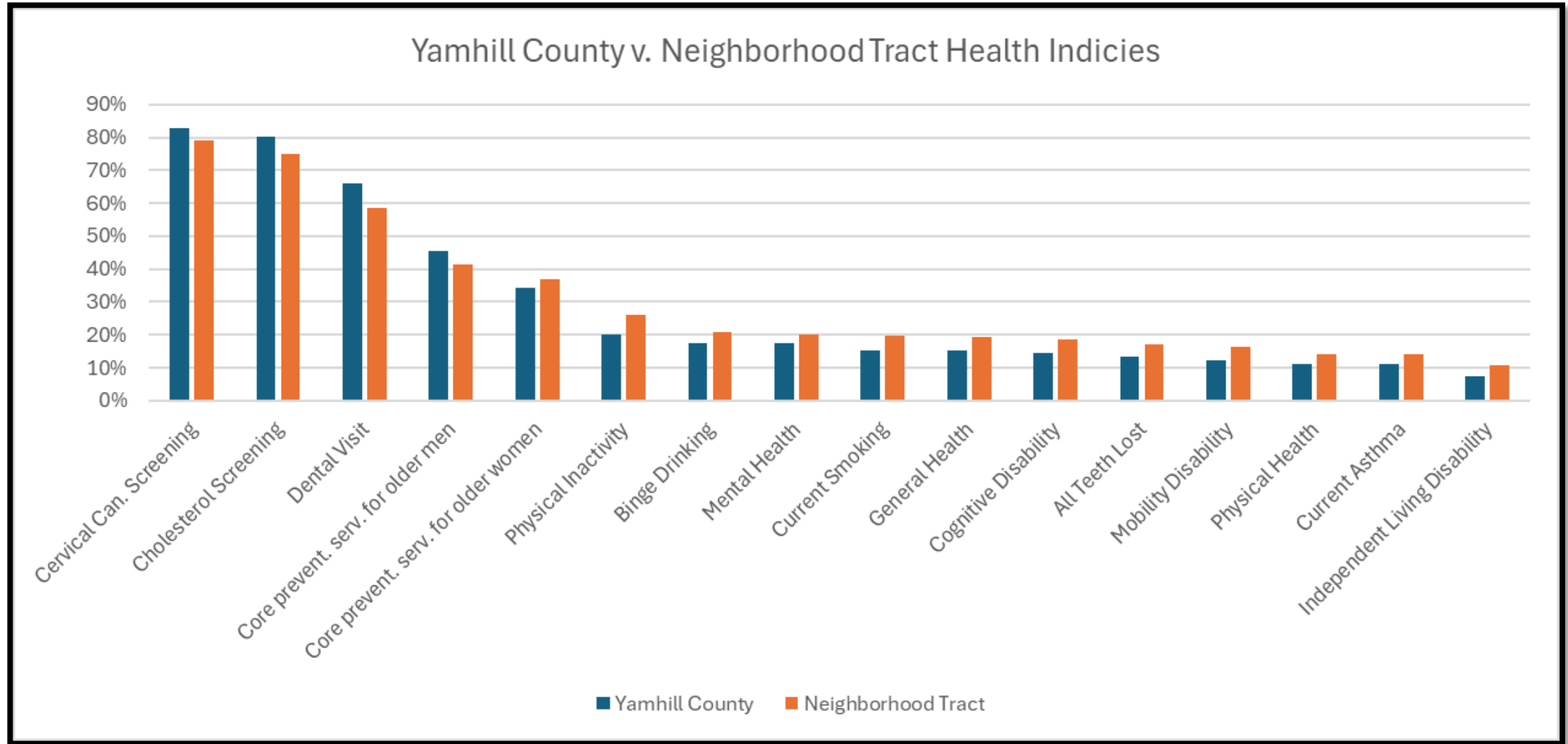
Environmental Conditions (City and Neighborhood)



	Census Block	City	Disparity
POLLUTION AND SOURCES			
Particulate Matter ($\mu\text{g}/\text{m}^3$)	7.92	7.8	2%
Ozone (ppb)	50.2	50.1	0%
Diesel Particulate Matter ($\mu\text{g}/\text{m}^3$)	0.249	0.218	12%
Air Toxics Cancer Risk* (lifetime risk per million)	20	20	0%
Air Toxics Respiratory HI*	0.3	0.3	0%
Toxic Releases to Air	1,600	440	73%
Traffic Proximity (daily traffic count/distance to road)	340	120	65%
Lead Paint (% Pre-1960 Housing)	0.62	0.16	74%
Superfund Proximity (site count/km distance)	0.044	0.046	-5%
RMP Facility Proximity (facility count/km distance)	0.041	0.04	2%
Hazardous Waste Proximity (facility count/km distance)	0.96	0.64	33%
Underground Storage Tanks (count/km ²)	6.2	2.3	63%
Wastewater Discharge (toxicity-weighted concentration/m distance)	0.00013	0.00012	8%

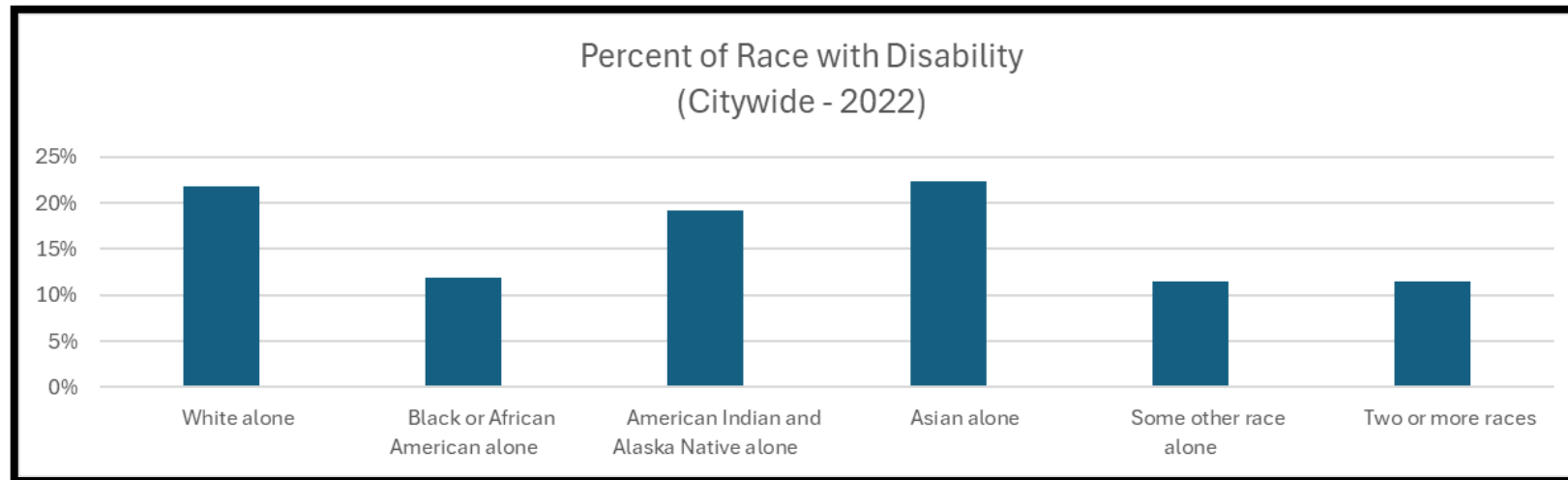
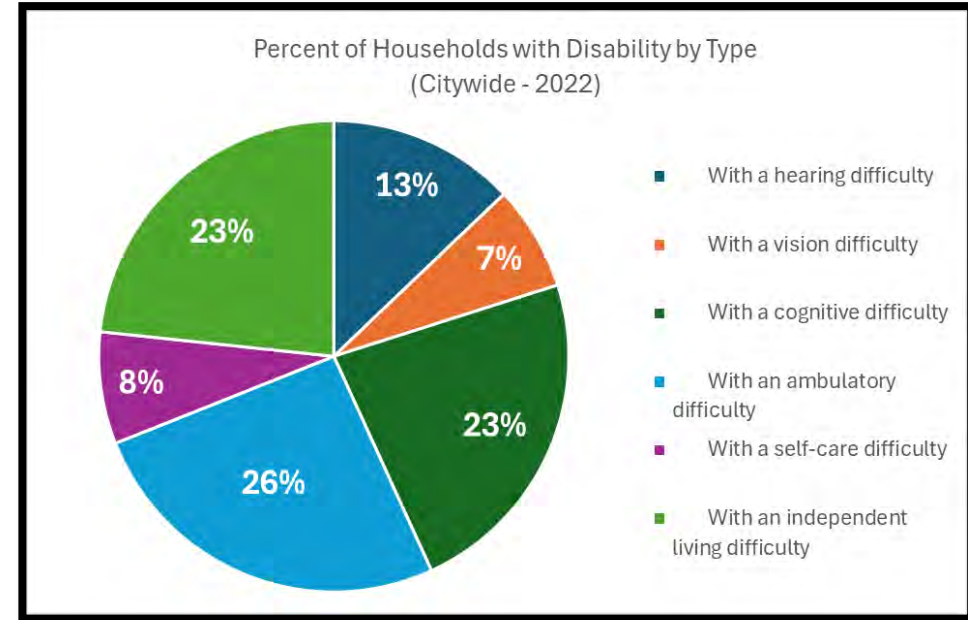
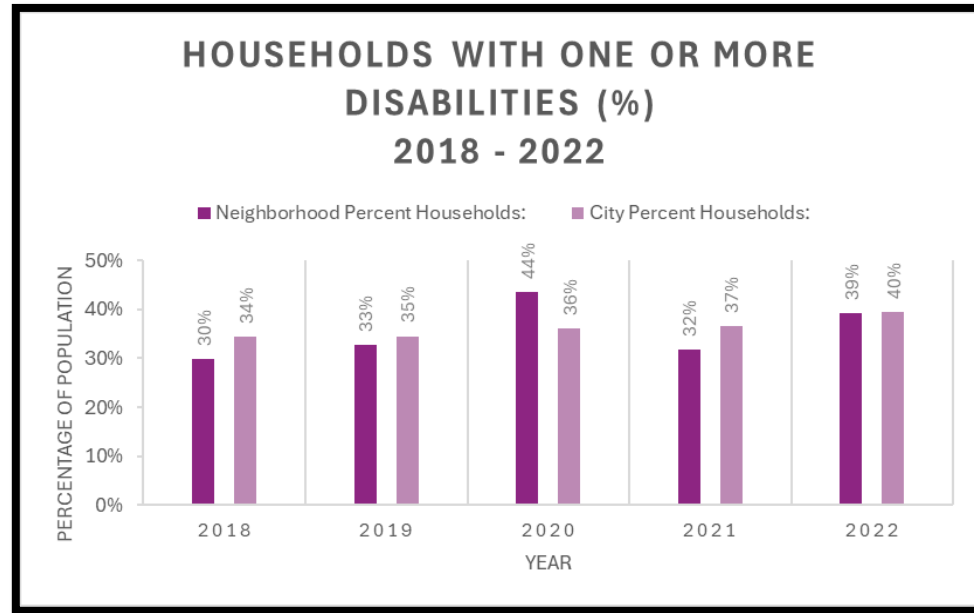
Source: EPA's Environmental Justice Screening and Mapping Tool (Version 2.2)
<https://ejscreen.epa.gov/mapper/>

Health (County and Neighborhood)



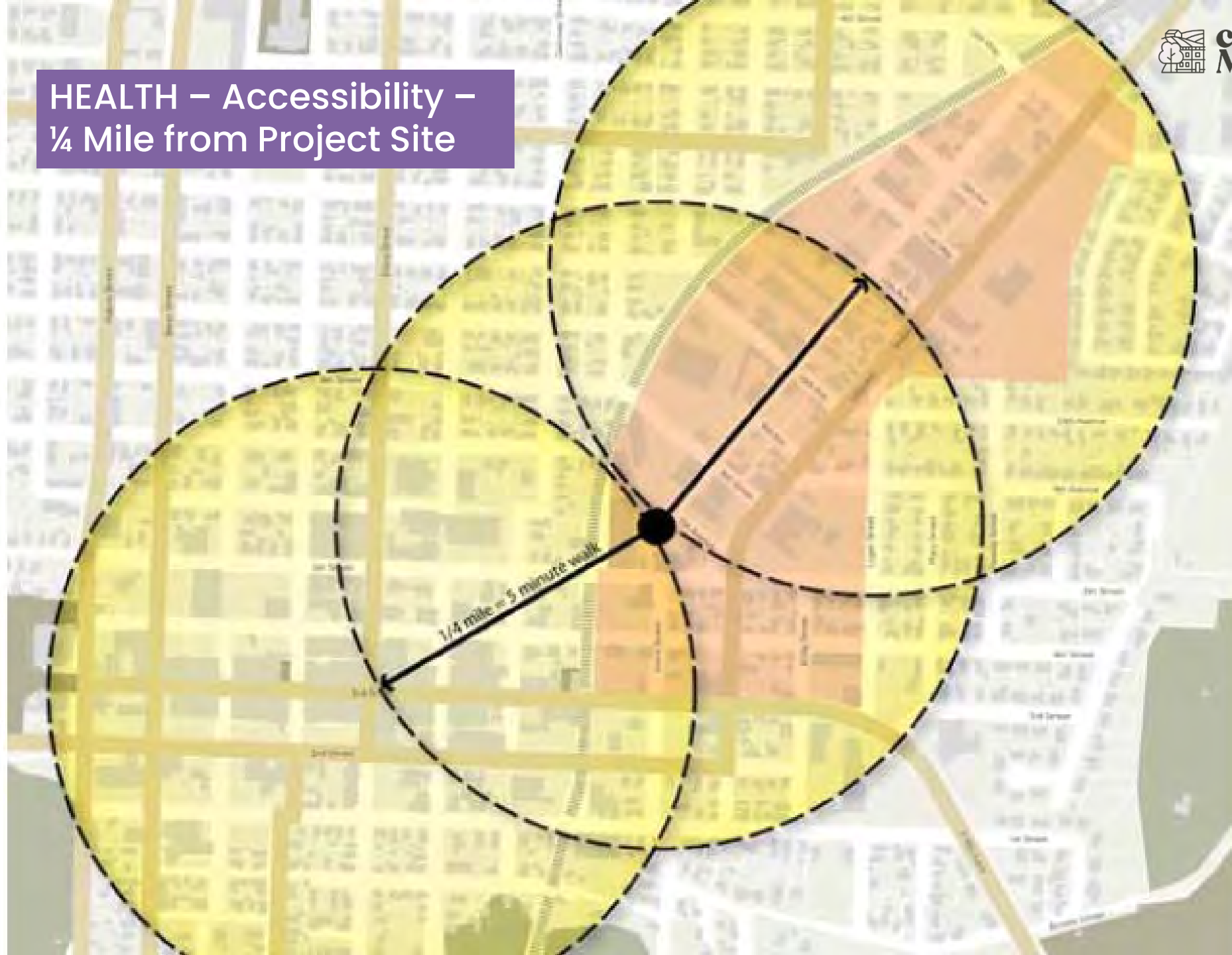
Health indices with +/- 3% between Yamhill County and neighborhood Tract, data: <https://chronicdata.cdc.gov/dataset/PLACES-Local-Data-for-Better-Health-Census-Tract-D/cwsq-ngmh>

Health (City and Neighborhood)



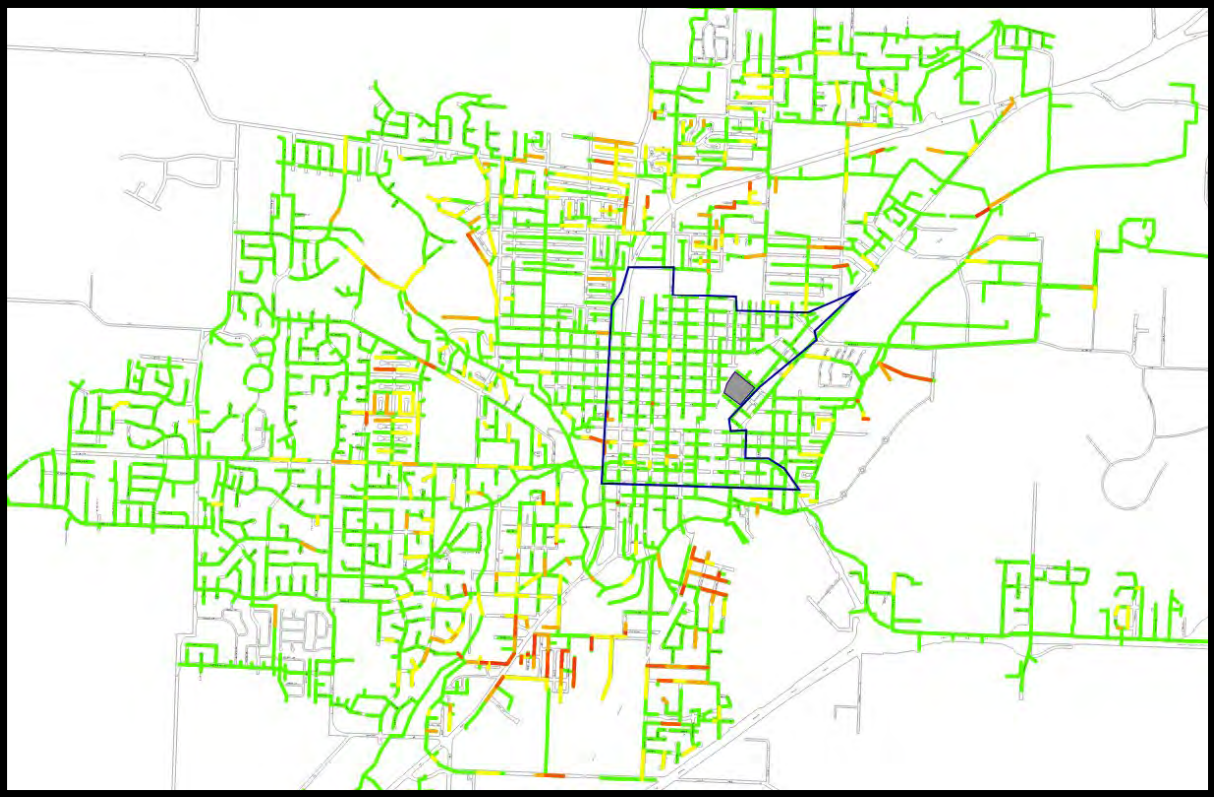
Source: CDC PLACES: https://data.cdc.gov/500-Cities-Places/PLACES-Local-Data-for-Better-Health-Census-Tract-D/cwsq-ngmh/about_data

**HEALTH – Accessibility –
¼ Mile from Project Site**



Sewer Structural Ratings (City and Neighborhood)

Sewer Structural Ratings - Citywide



Structural ratings

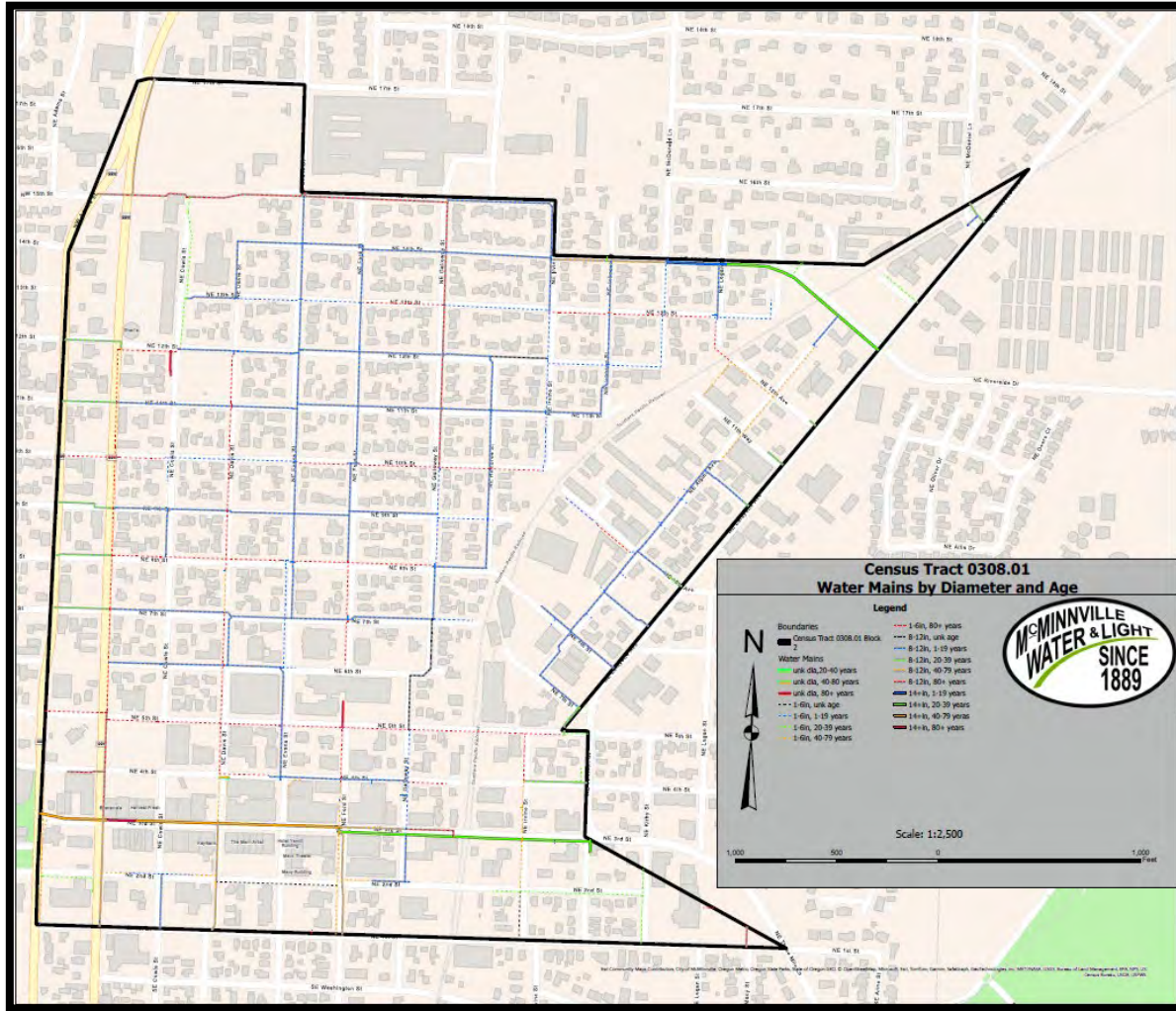
Rating	Color
0.000000 - 5.000000	GOOD
5.000001 - 25.000000	FAIR
25.000001 - 50.000000	BAD
50.000001 - 900.000000	VERY BAD

Sewer Structural Ratings - Neighborhood



Neighborhood block group outlined in blue and subject site identified in gray.

Water (Neighborhood)



Neighborhood

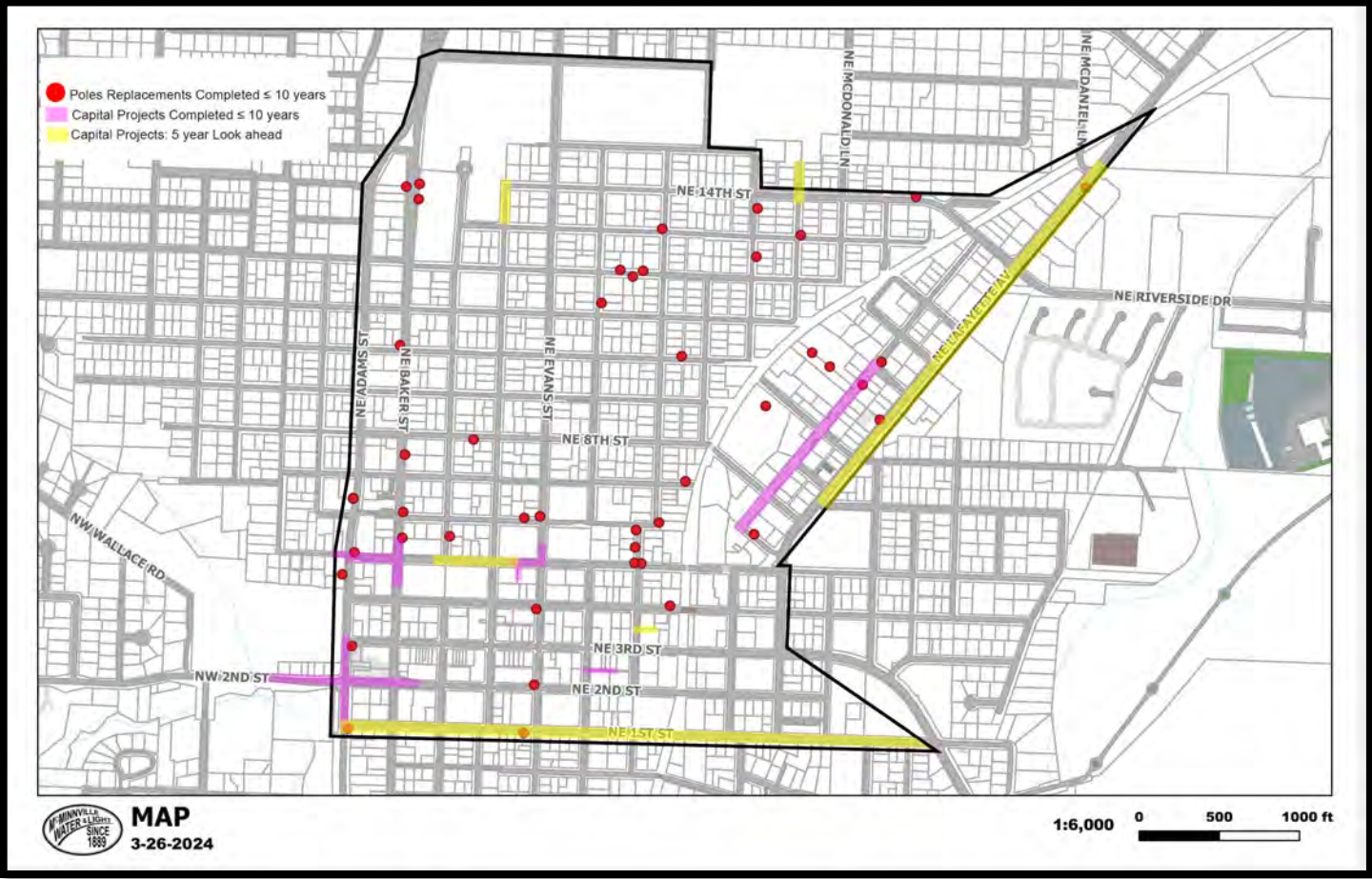
Total Water System Improvements City Wide, 2019-Present \$2.2 million (vs \$371k in the block)

8th 9th 10th between Alpine and Lafayette Ave (8" Ductile)	2019	\$65k
18th between McDaniel & Lafayette Ave (560' of 10" Ductile)	2020	\$130k
Galloway between 5th and 7th (630' of 8" Ductile)	2022	\$176k

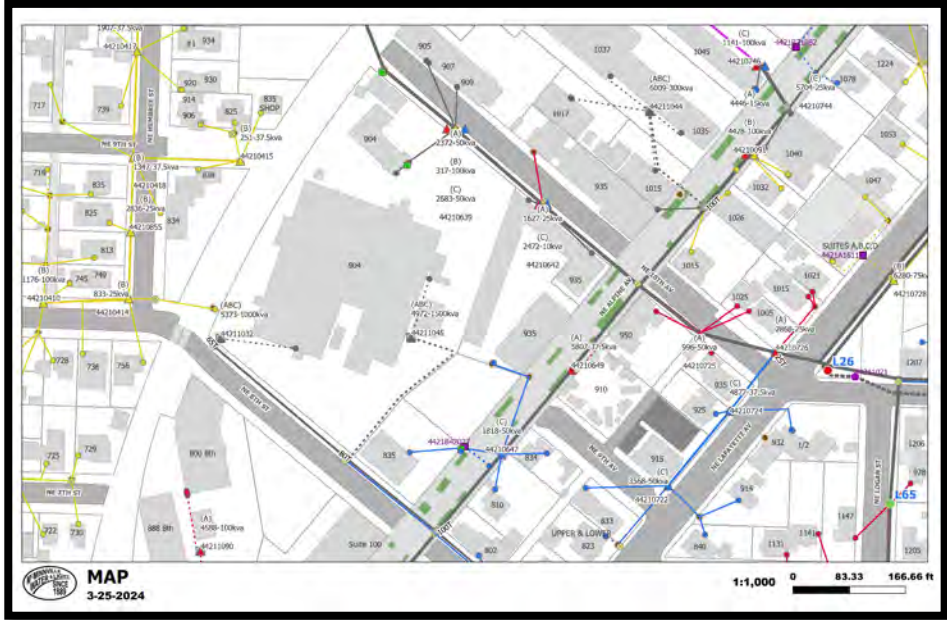


Redevelopment Site

Power (Neighborhood)



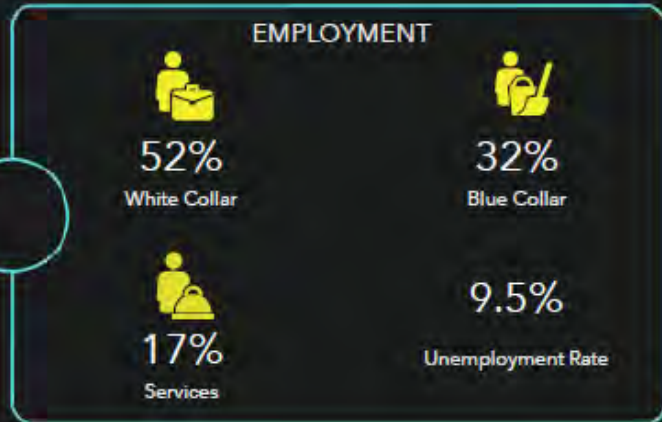
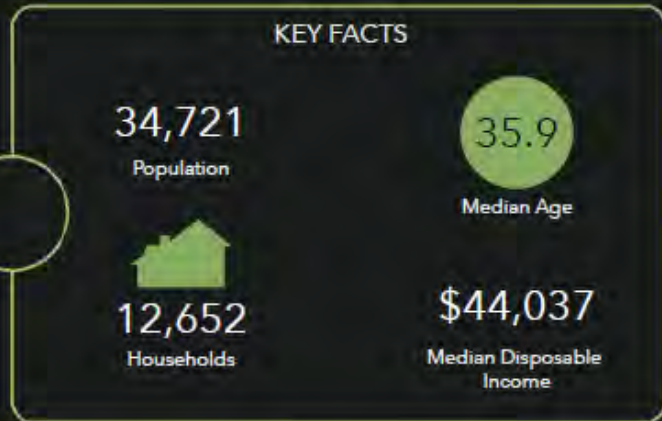
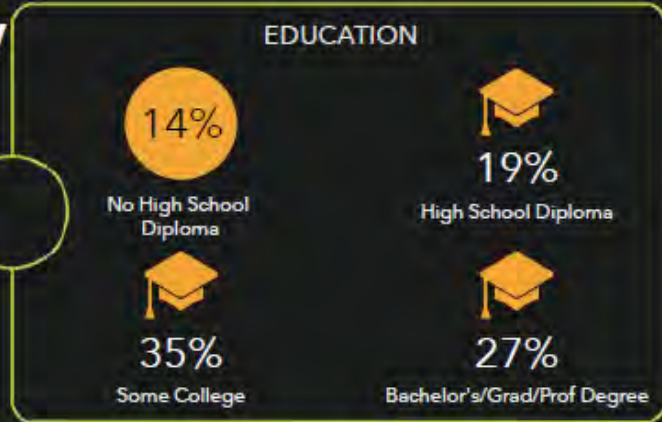
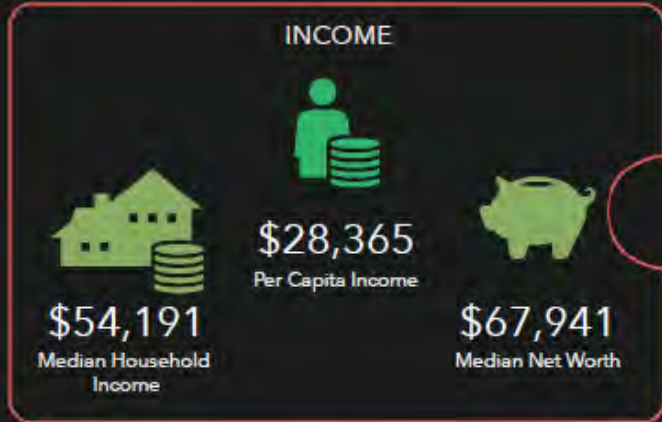
Neighborhood



Redevelopment Site

Employment Overview

McMinnville City, OR 2





**City of
McMinnville**

Project – SWOT

Study Area Justice/Injustice SWOT

STRENGTHS/ASSETS

- ❖ Diverse history of cultural use
- ❖ Diverse demographic profile
- ❖ Authentic settlement history still reflected in extant built environment
- ❖ New and old locally owned businesses in study area including eateries, breweries, wineries
- ❖ Existing manufacturing businesses/employees in study area
- ❖ Established childcare in study area

OPPORTUNITIES

- ❖ Market for all housing types
- ❖ Street and sidewalk creation and repair with public infrastructure dollars (vs developer cost)
- ❖ Festival Street Design and Construction (Alpine Avenue) – A pedestrian friendly street that acts as a public gathering space.
- ❖ Existing Collaboration with area partners including Edible Gardens and Zero Waste
- ❖ Located in the city center
- ❖ Active investment in the area in the past five years

Operational Justice/Injustice SWOT

STRENGTHS/ASSETS

- ❖ Leadership/Partnership with MICD/GSD
- ❖ City's stated mission, vision and values to address and not repeat harms.
- ❖ Community vision articulated
- ❖ Area Plan adopted (NE Gateway District Plan, 2013)
- ❖ Overlay zoning district adopted
- ❖ Urban Renewal District established as a funding tool
- ❖ Affordable water and electric utilities

OPPORTUNITIES

- ❖ Ability of City to act as convener or facilitating convening through policy
- ❖ Opportunity to promote active travel and increase bike and ped accessibility
- ❖ Current City DEI Organizational Assessment
- ❖ Recent code changes to encourage a variety of housing types, including but not limited to: missing middle housing, SROs, setbacks, parking
- ❖ Waived SDC policies for affordable housing

Project Justice/Injustice SWOT

STRENGTHS/ASSETS

- ❖ 3.5-acre site with direct frontage on Alpine Avenue and multiple access points
- ❖ Flat development site with limited environmental issues.
- ❖ Existing loading dock and rail spur
- ❖ Phase I and Phase II environmental assessments completed, no major concerns identified
- ❖ Located in the heart of the NE Gateway District
- ❖ Adjacent to the successful commercial Grain Station development.

OPPORTUNITIES

- ❖ City controls choice of developer and development agreement
- ❖ Opportunity to re-engage with community groups and work with credible community messengers to reach a broader audience through RFQ process. New civic participation through pre-development activation.
- ❖ Celebrate Chinese immigrant history (tie to local rail history), Indigenous history and industrial history through design
- ❖ Potential Co-location of commercial and residential

Project Justice/Injustice SWOT

STRENGTHS/ASSETS

- ❖ Pedestrian friendly access off 9th Avenue
- ❖ Pedestrian Friendly access to festival street from property
- ❖ Nearby Arterial (Lafayette Ave)

OPPORTUNITIES

- ❖ Opportunity to promote active travel and increase bike and ped accessibility
- ❖ Lack of Urban Forest allows for blank slate and successional landscapes
- ❖ Potential for disguised density (would be first in McMinnville)
- ❖ New community gathering space
- ❖ Collaboration with Confederated Tribes of Grande Ronde, Unidos, MV Advancements and other area non-profit organizations serving represented communities in the data.

Study Area Justice/Injustice SWOT

CHALLENGES

- ❖ Income, education and demographic disparity in area from balance of city
- ❖ Lack of proximity to public parks/plazas
- ❖ Lack of public transportation to employment
- ❖ Inequitable public infrastructure
- ❖ East-West connectivity constrained by an arterial and railroad
- ❖ Lack of wayfinding in area
- ❖ Original plan incorporates multi-use path along railroad corridor. Very limited property to do so without railroad connection

THREATS

- ❖ Lack of affordable housing for rental and homeownership opportunities
- ❖ Lack of low-income housing
- ❖ Exponentially rising housing prices
- ❖ Lack of urban forest and landscaping
- ❖ Exponential Gentrification
- ❖ High crime area of the railroad corridor

Operational Justice/Injustice SWOT

CHALLENGES

- ❖ Can we make decisions that don't cause harm?
- ❖ Prioritizing justice in the current culture of the organization
- ❖ Lack of neighborhood representation in city decision-making
- ❖ Reshaping how our community thinks about development and authenticity
- ❖ Dismissal of authentic area history
- ❖ Limited City capacity (staffing and financial resources)

THREATS

- ❖ Displacement of low and moderate-income housing with urban renewal
- ❖ Inequitable public process
- ❖ Nativism / Local Only mentality
- ❖ Elitism
- ❖ Prioritizing perceived efficiency over equity, defensiveness of status quo
- ❖ NIMBYism
- ❖ Lack of access to data

Project Justice/Injustice SWOT

CHALLENGES

- ❖ Ensure the design reflects the community identity rather than imposing a design aesthetic
- ❖ Open Space – Balance design that supports commercial and residential activities
- ❖ Lack of agreed upon definition of success

THREATS

- ❖ Aged city infrastructure limiting density potential
- ❖ Displacement or strain on existing area businesses
- ❖ Non-spatial displacement
- ❖ Lack of district parking



WHAT DOES ALL THIS MEAN

OUR OPPORTUNITY:

We have set the table to partner with a developer on a transformative project in this district:

Transformative in terms of –

- ❑ Developing a project that is uniquely McMinnville, meeting our city’s needs in a forward-facing, authentic manner
 - Mixture of housing serving a diverse community
 - Design reflecting the unique attributes of the neighborhood
 - Celebration of some of our community layers that are often not recognized fully
 - Involve the community in the project

- ❑ Utilizing a process that is inclusive, data-informed and responsive
 - City Goals and Principles in the RFQ
 - Choosing a developer based on shared values and vision for the area and the site