



**City of
McMinnville**

NORTHWEST RUBBER REDEVELOPMENT PROJECT:

PRIORITY PROJECT: 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.

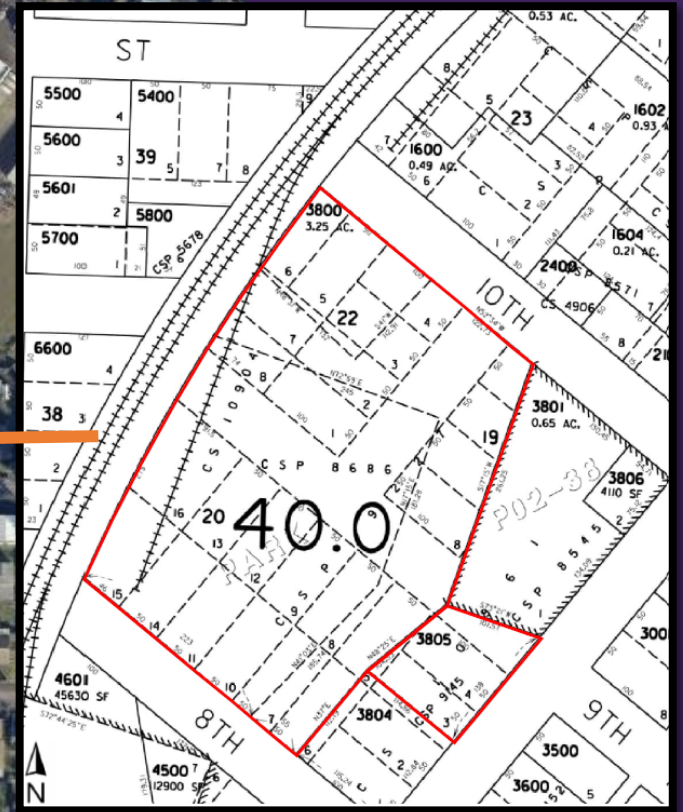


City of
McMinnville

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

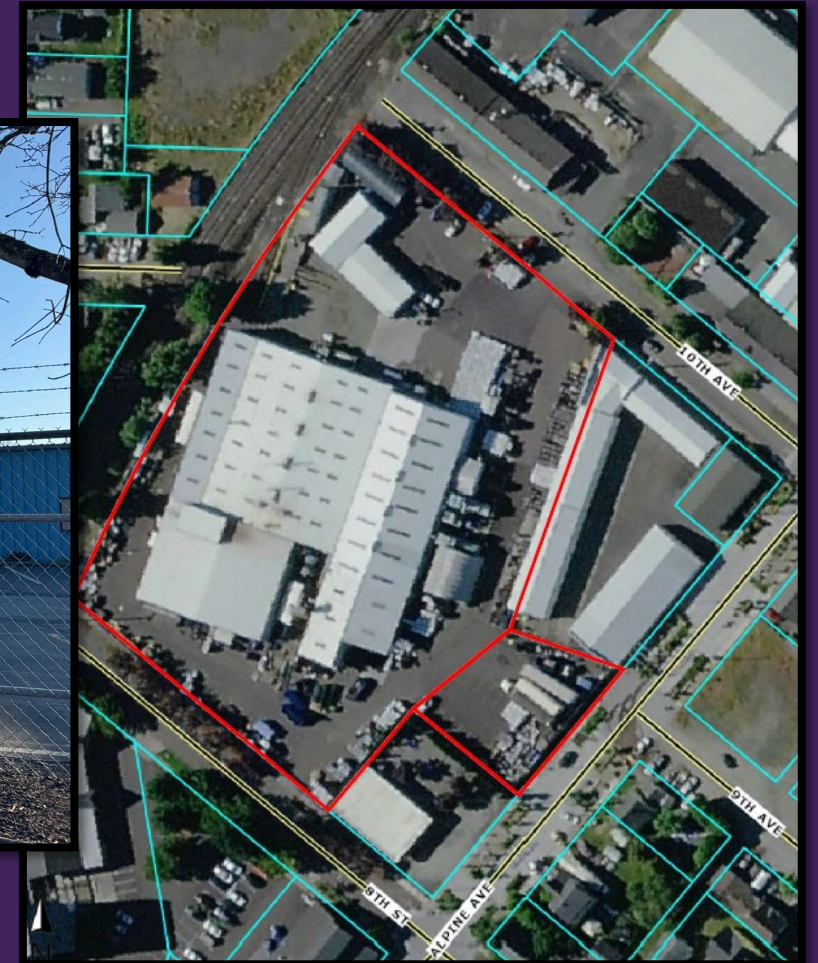


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NORTHWEST
FELLOWSHIP



**PRIORITY PROJECT SITE:
NE GATEWAY DISTRICT –
ULTIMATE RUBBER REDEVELOPMENT**

**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.

Project Goals, Objectives and Desired Outcomes

Goals: Position opportunity property for private development that is transformative for area and McMinnville.

Objectives:

- Facilitate design excellence
- Elevate McMinnville's multi-culturalism

Desired Just City Outcomes:

- Honor area's multi-cultural heritage in design and civic engagement
- Raise awareness of McMinnville's unique history
- Celebrate McMinnville's diverse demographic profile
- Create systemic changes that lead towards an inclusive decision-making process
- Build local wealth
- Do not displace residents in census block group
- Elevate historically marginalized communities in procurement process





Project Introduction: Site Conditions

Project Introduction: 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**

ABOUT MCMINNVILLE:

Welcome to Mac



**City of
McMinnville**

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MAVORAL
FELLOWSHIP**

Centrally Located in the Willamette Valley

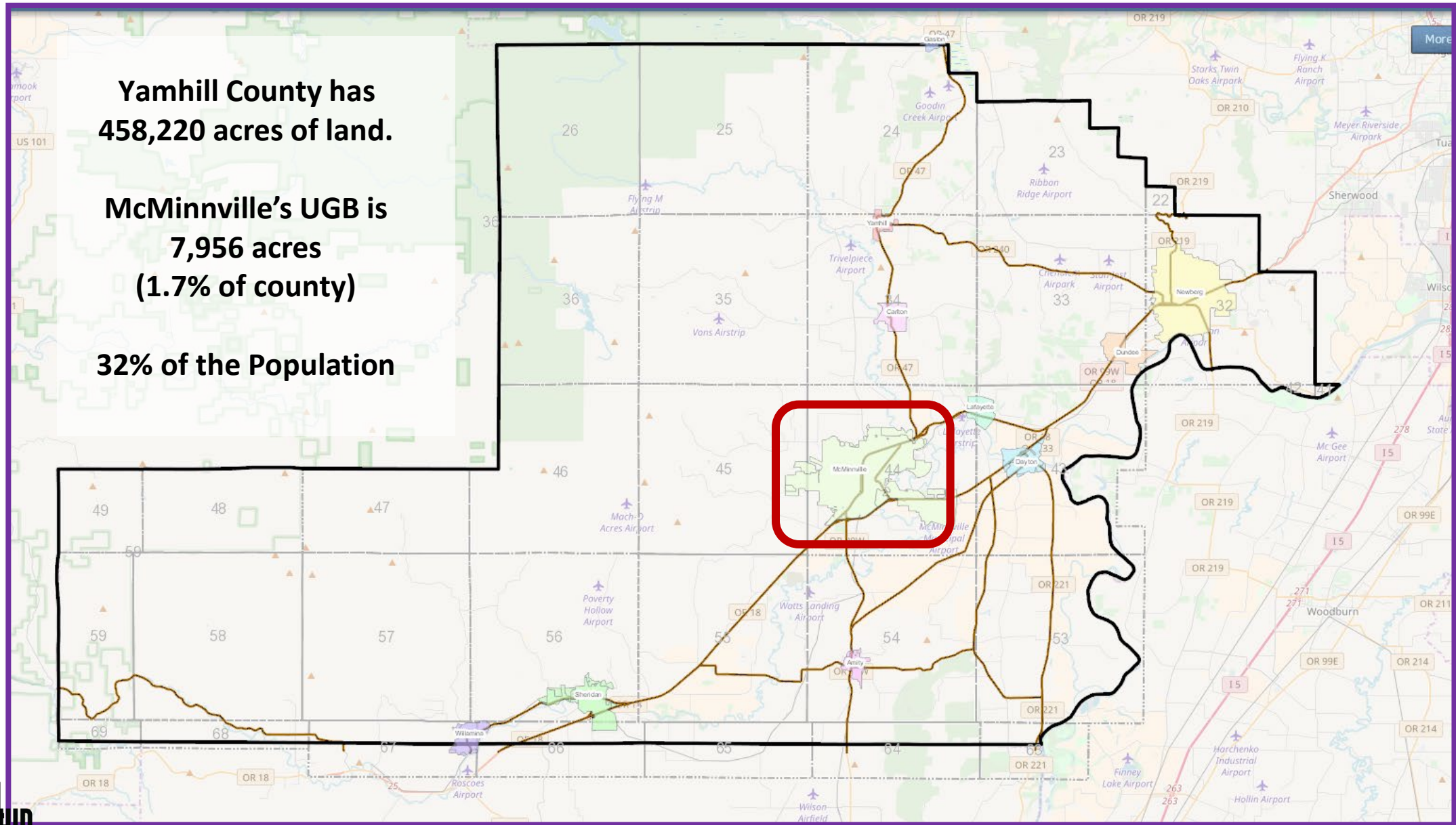


McMinnville is the county seat of Yamhill County

**Yamhill County has
458,220 acres of land.**

**McMinnville's UGB is
7,956 acres
(1.7% of county)**

32% of the Population



Welcome to Mac



City of
McMinnville

WE ARE SURROUNDED BY HIGH VALUE FARM LAND.

Welcome to Mac



OUR DOWNTOWN IS OUR COMMUNITY LIVING ROOM.

Welcome to Mac



WE ARE ALL ABOUT THE SMALL TOWN CHARM.

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FELLOWSHIP

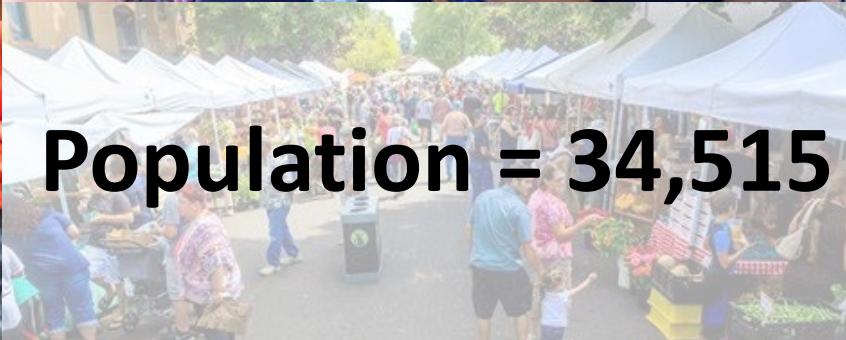
Welcome to Mac



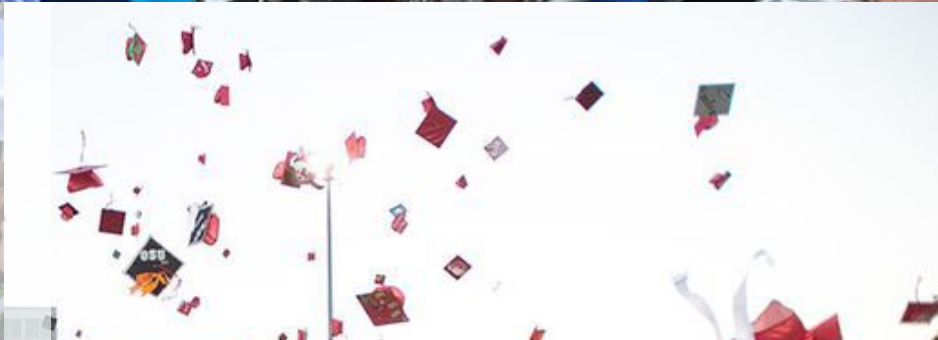
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18th Largest City in Oregon Largest City in Yamhill County

Welcome to Mac



Population = 34,515



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MAYORAL
FELLOWSHIP



Welcome to Mac



ECONOMIC DEVELOPMENT + INNOVATION = Tech Terroir



Welcome to Mac



City of
McMinnville

But please do not try to
make us like PORTLAND....
We are own authentic selves

Welcome to Mac



City of
McMinnville



Welcome to Mac





**City of
McMinnville**

HISTORY OF CITY AND SITE:

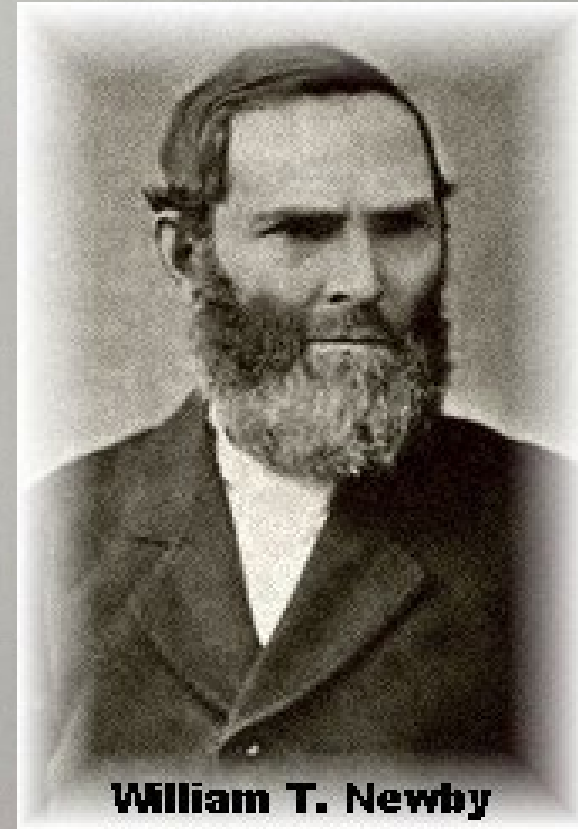
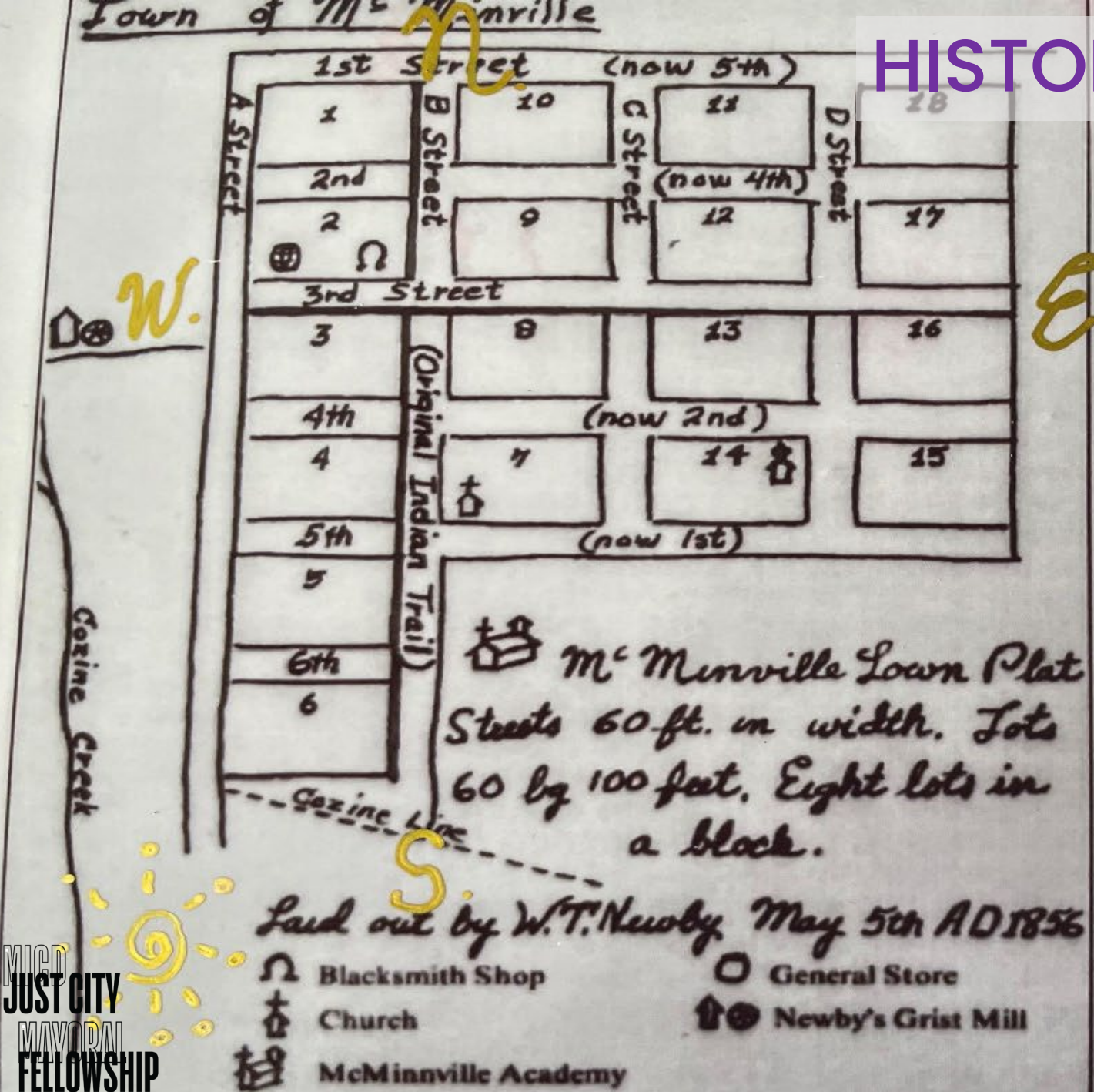


HISTORY: INDIGENOUS

- **Indigenous Ancestry Kalapuyan**
- **Current Day Confederated Tribes of Grand Ronde**
- **Willamette Treaty seized Native Lands**

(Photo from 2023 Veterans Pow Wow)

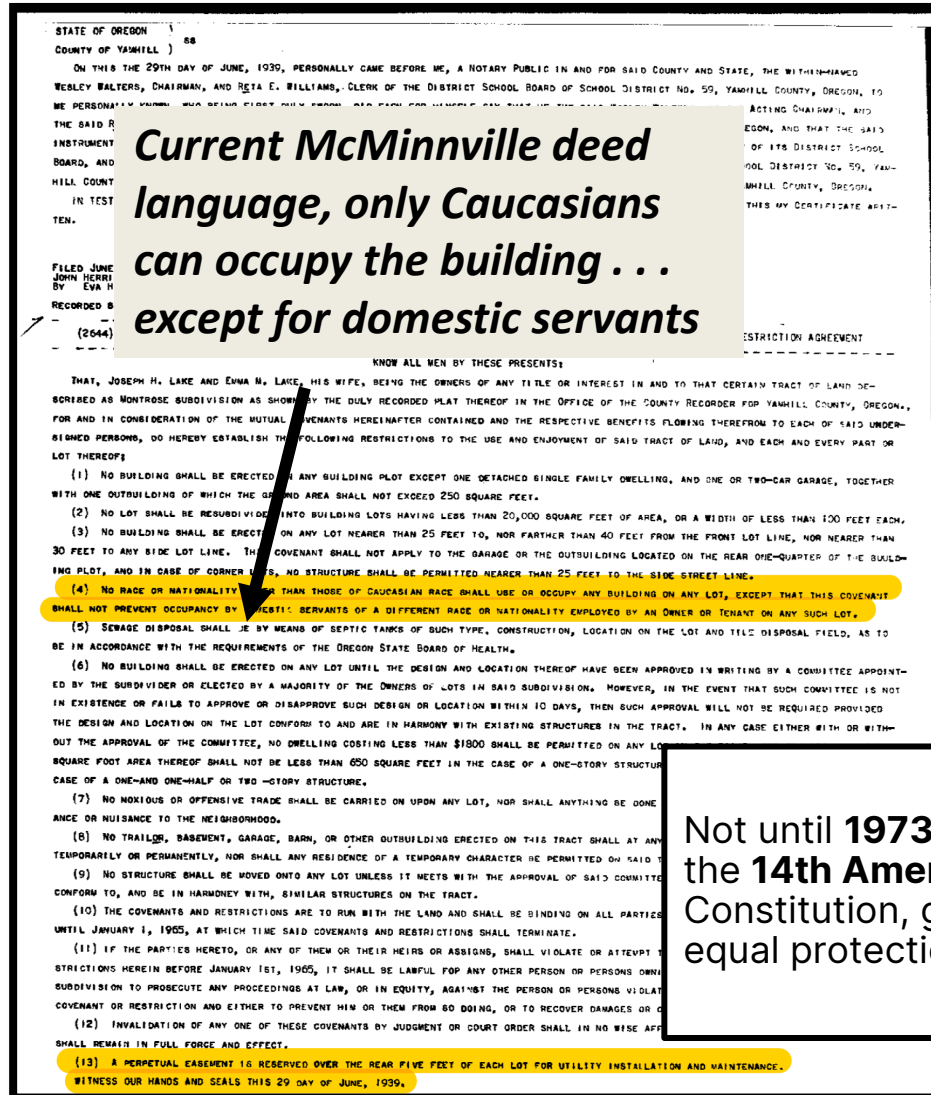
HISTORY: WHITE SETTLEMENT



William T. Newby

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: EXCLUSION LAWS



Current McMinnville deed language, only Caucasians can occupy the building... except for domestic servants

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

Not until 1973 did Oregon fully ratify the 14th Amendment of the U.S. Constitution, granting citizenship and equal protection to black citizens

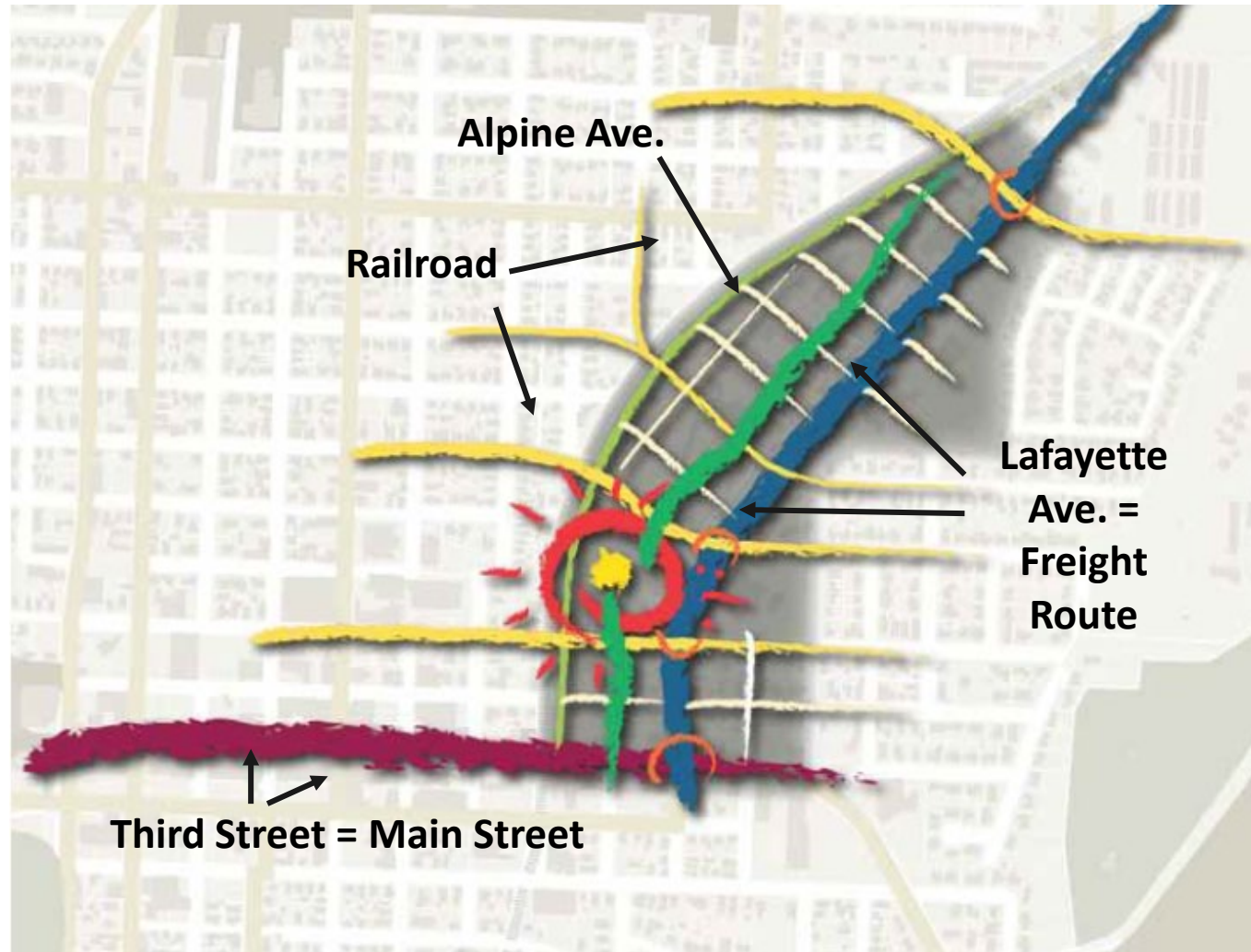


HISTORY: LATINX COMMUNITY

- Countries of Origin: Mexico, Guatemala and El Salvador
- 2nd and 3rd Generation Families in McMinnville
- Underreported in Census Data

Michoacan, Jalisco, Guanajuato

History - NE GATEWAY DISTRICT NEIGHBORHOOD



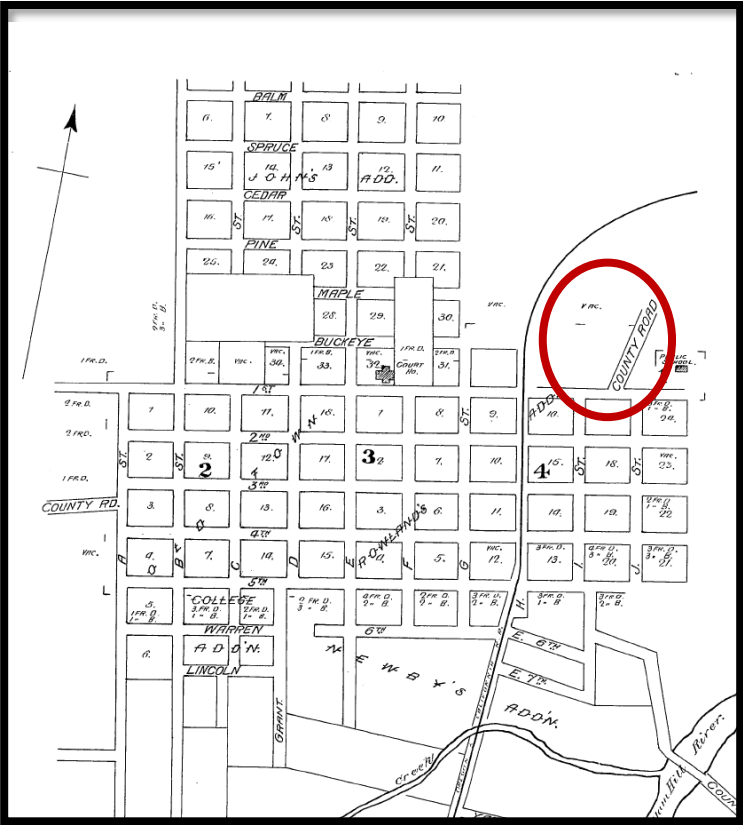
The City's historic industrial area formed during the late 1800s around the railroad, county courthouse, and community's business center (Third Street).

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

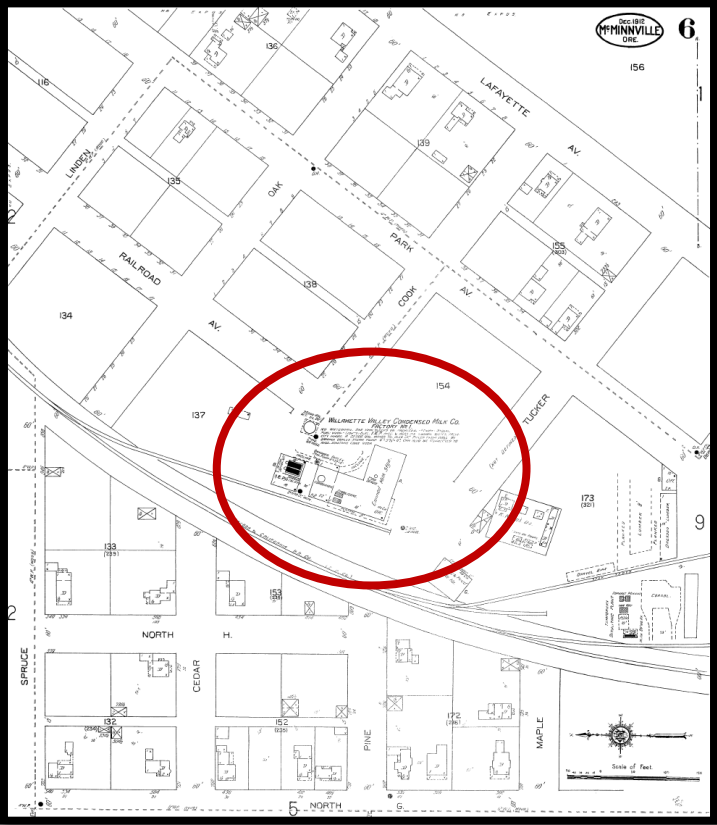
Alpine Avenue is a partially paved and improved road that travels north-south through the neighborhood.

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

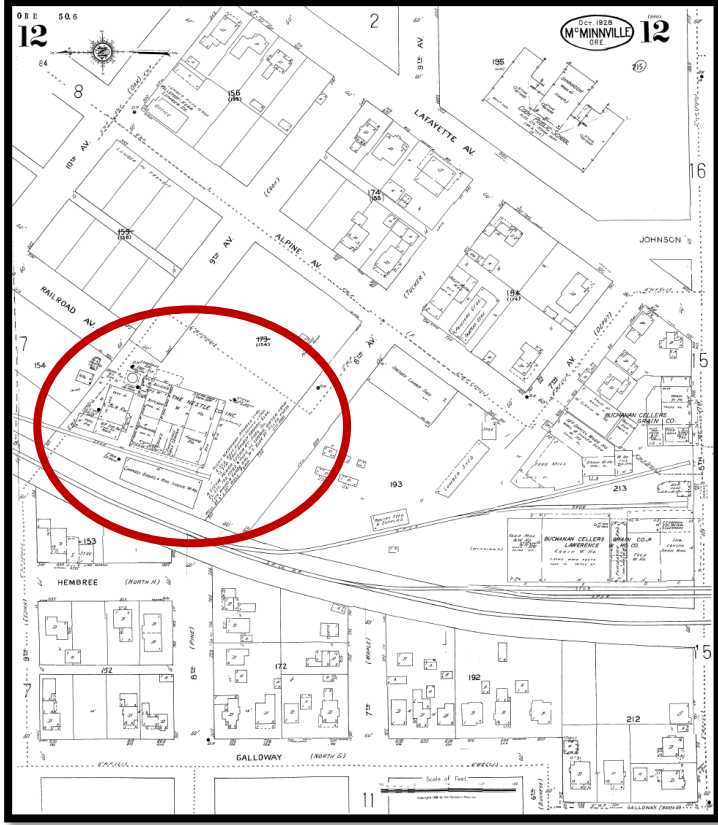
History – EARLY DEVELOPMENT – SANBORN MAPS



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



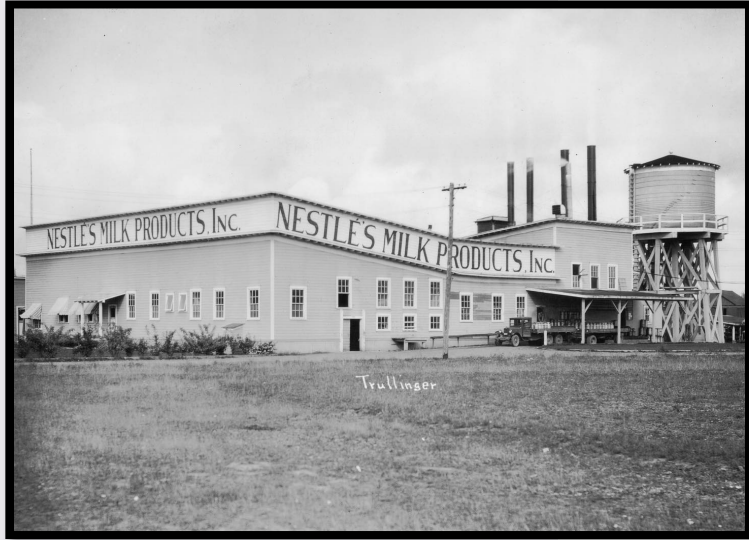
1912 – Nestle Milk Condensery built on the redevelopment site



1928 – Dwellings start to fill in the neighborhood.

History – REDEVELOPMENT SITE

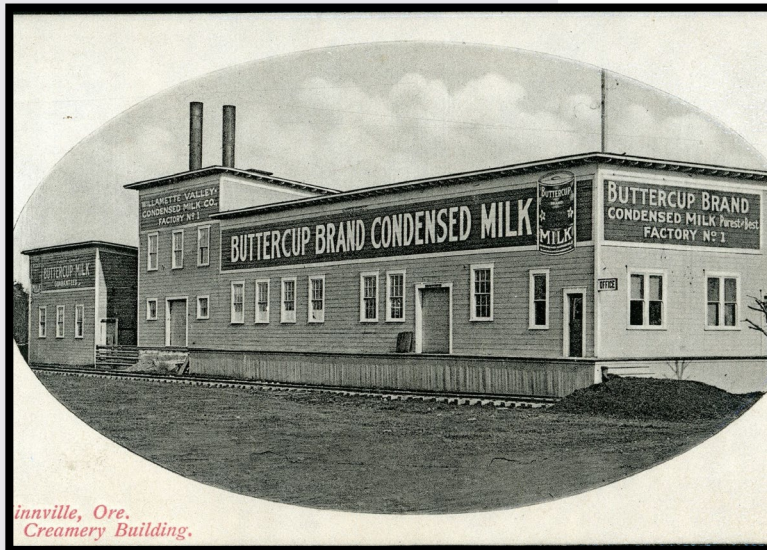
One of the first developments in the neighborhood as a milk condensary. This site has been used industrially until a rubber plant closed in 2013 and the property was purchased by the City.



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

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**

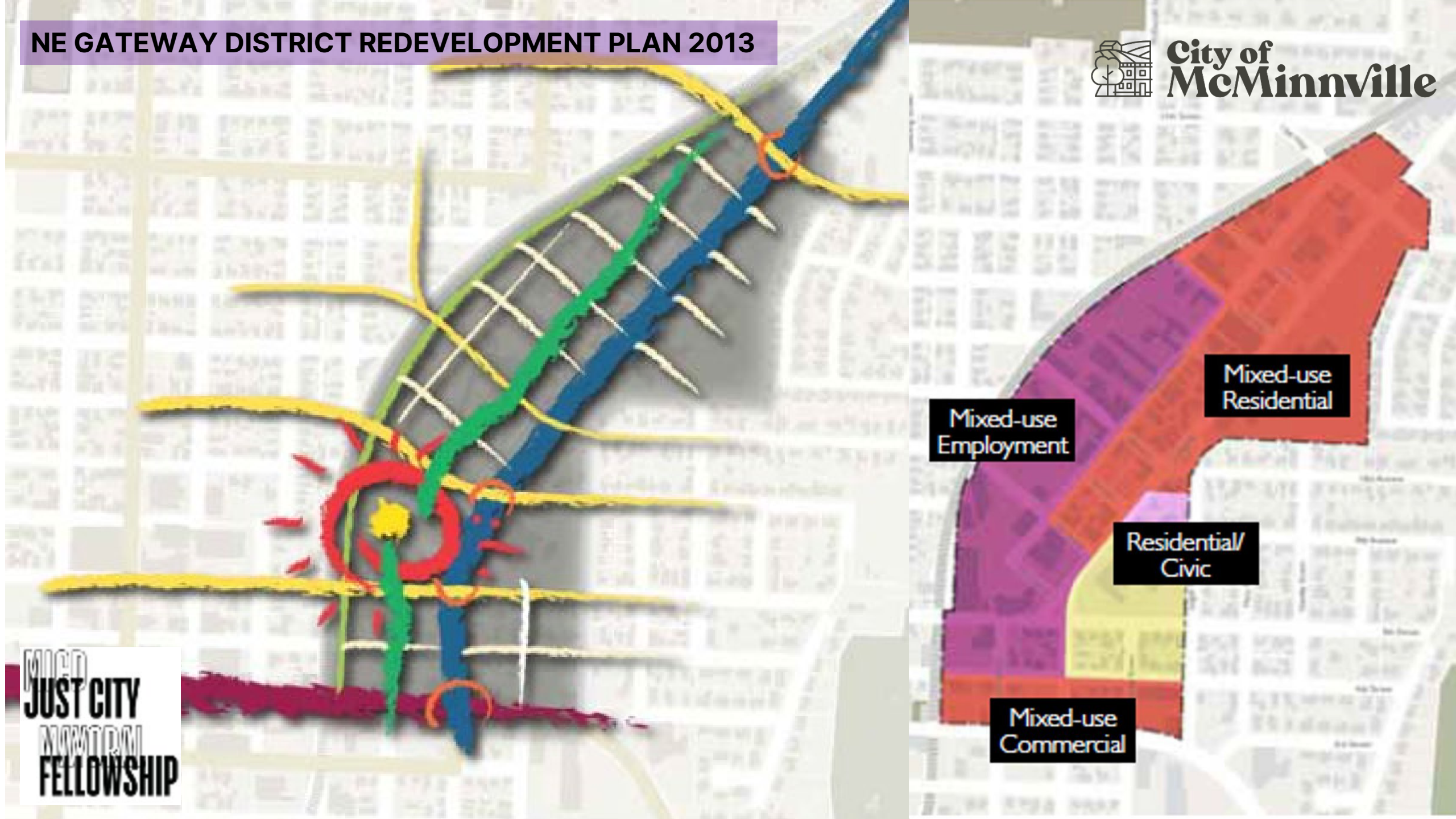
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FELLOWSHIP**

Mixed-use
Employment

Mixed-use
Residential

Residential/
Civic

Mixed-use
Commercial



Summary of Area Planning to Date



NE GATEWAY DISTRICT NEIGHBORHOOD – Recent Business Development



CURRENT NEIGHBORHOOD CONDITIONS –
ALPINE AVENUE STREET IMPROVEMENT PROJECT



NE GATEWAY DISTRICT NEIGHBORHOOD – Housing (Along Alpine Avenue)

Low and Moderate-Income Neighborhood – Rental Majority

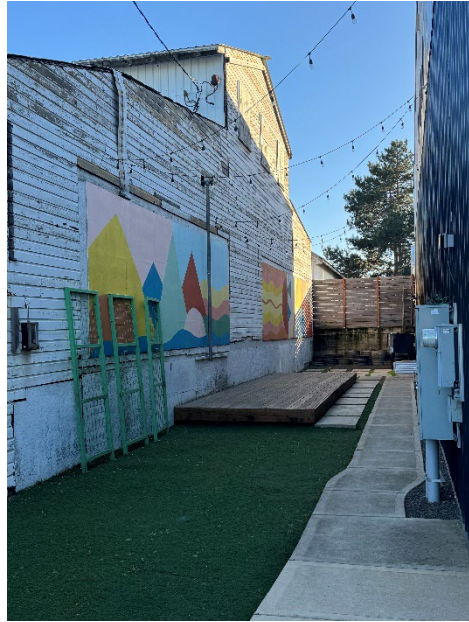


NE GATEWAY DISTRICT NEIGHBORHOOD – Historic Housing (Across Railroad Tracks)

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



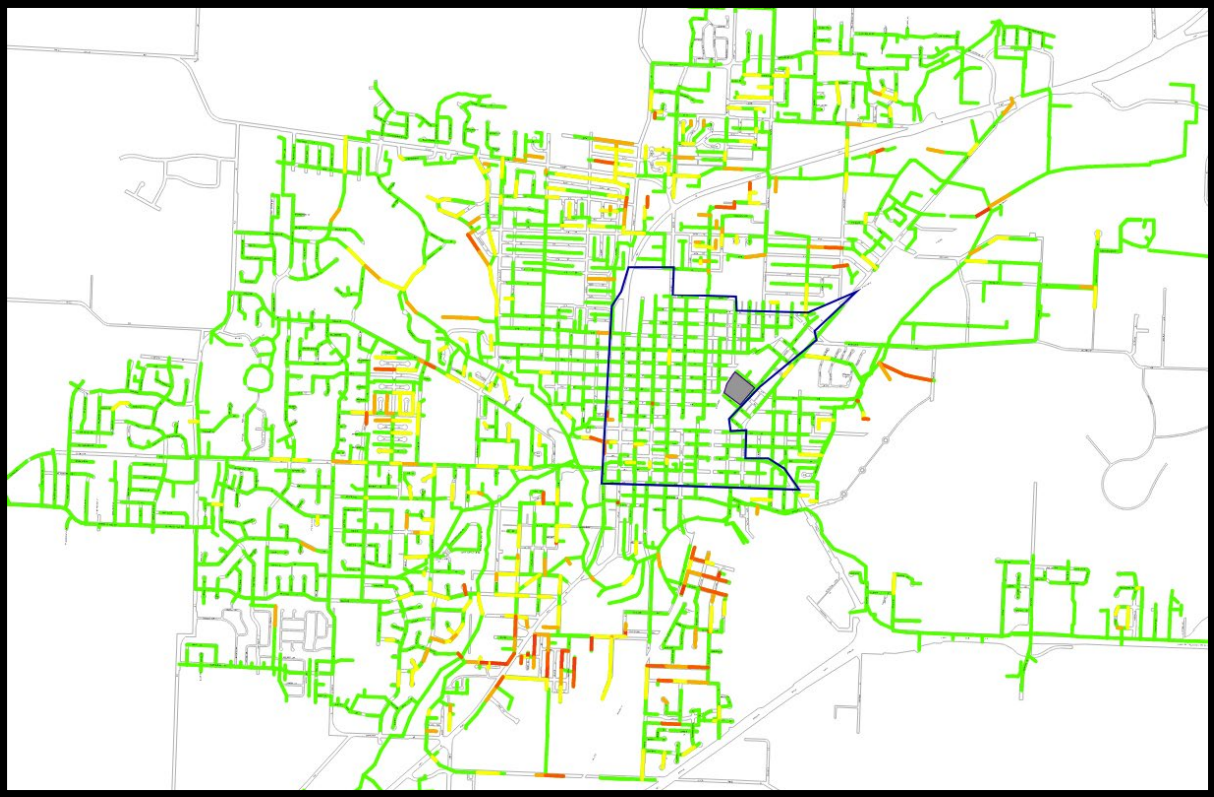


**City of
McMinnville**

INFRASTRUCTURE REVIEW:

Sewer Structural Ratings (City and Neighborhood)

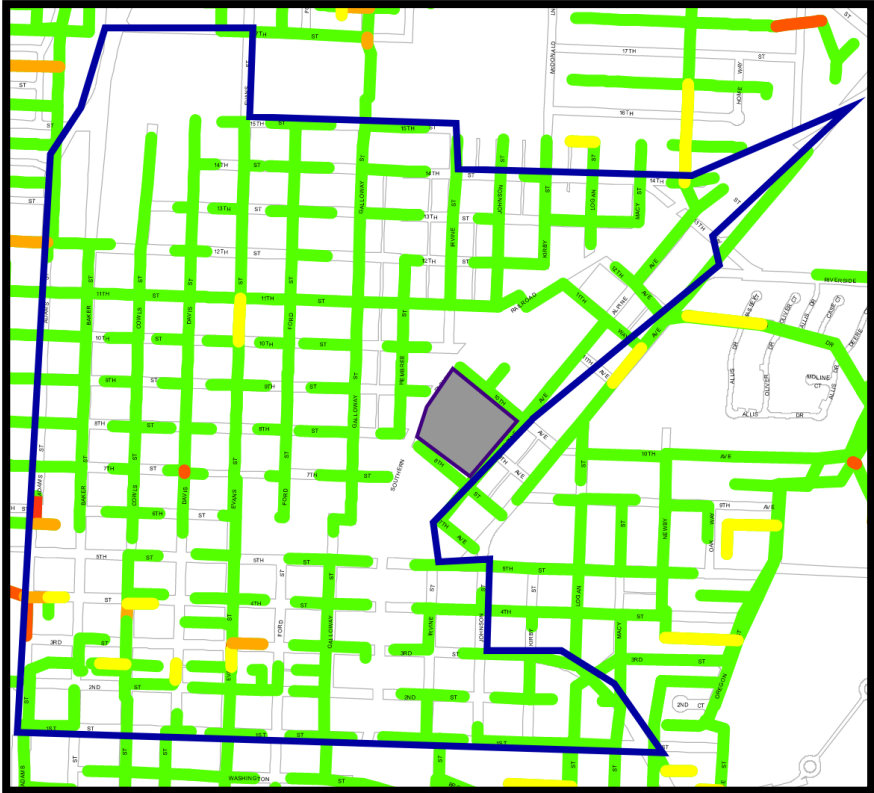
Sewer Structural Ratings - Citywide



Structural ratings

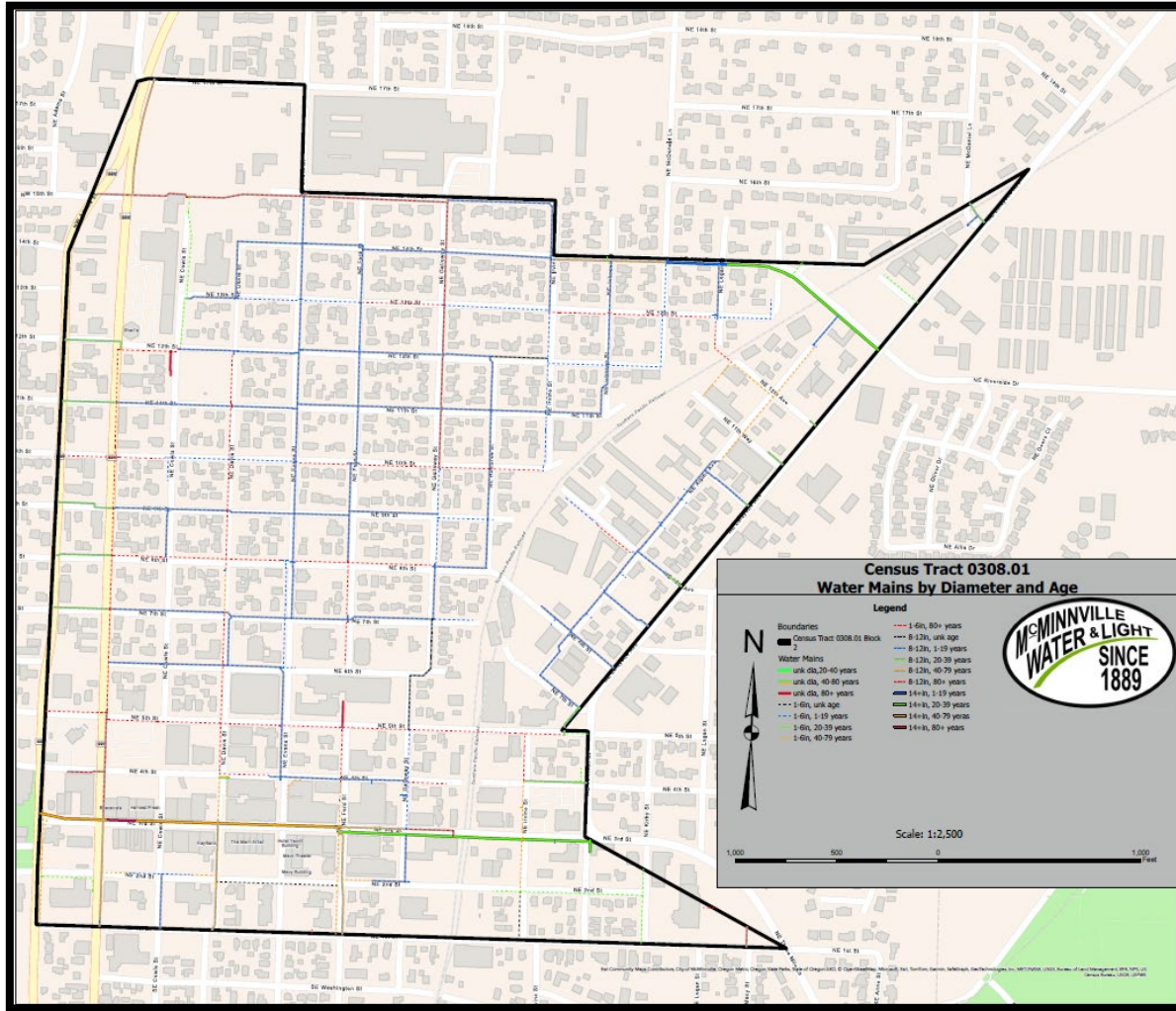
Rating	Color	Condition
0.000000 - 5.000000	Green	GOOD
5.000001 - 25.000000	Yellow	FAIR
25.000001 - 50.000000	Orange	BAD
50.000001 - 900.000000	Red	VERY BAD

Sewer Structural Ratings - Neighborhood



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

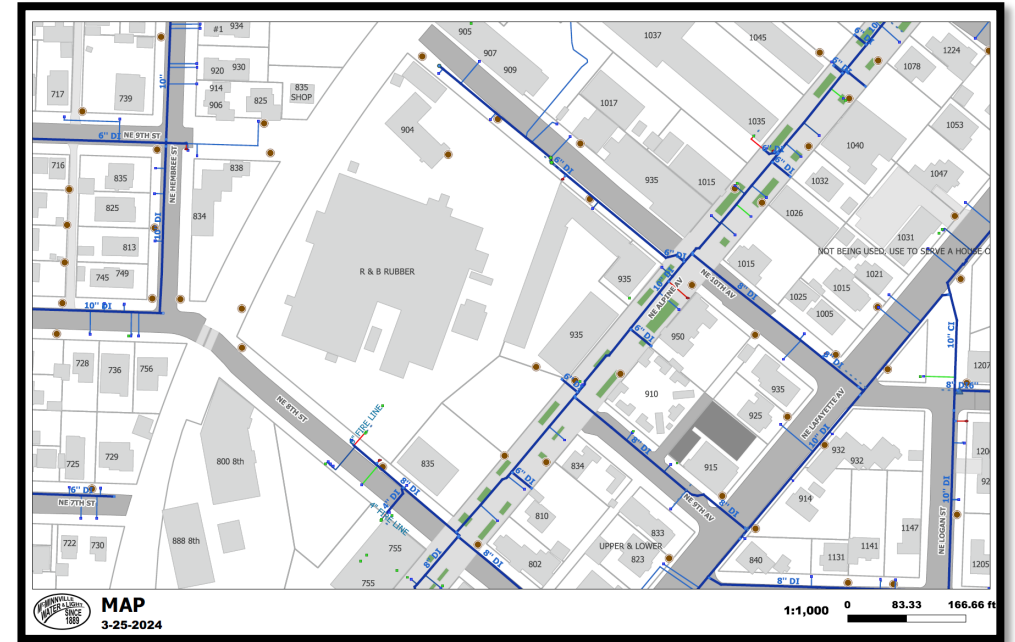
Water (Neighborhood)



Neighborhood

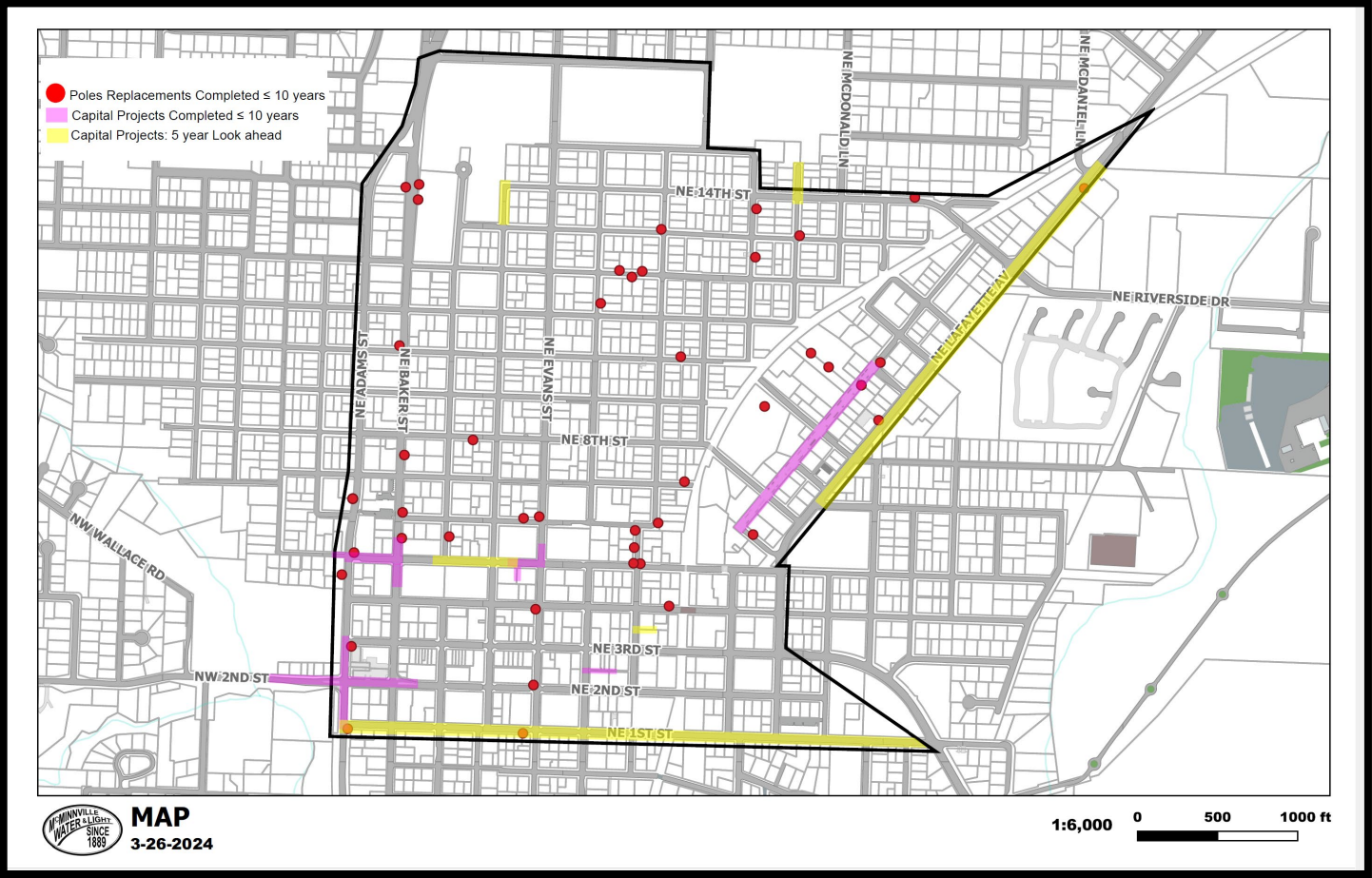
Total Water System Improvements City Wide, 2019-Present \$2.2 million (vs \$371k in the block)

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

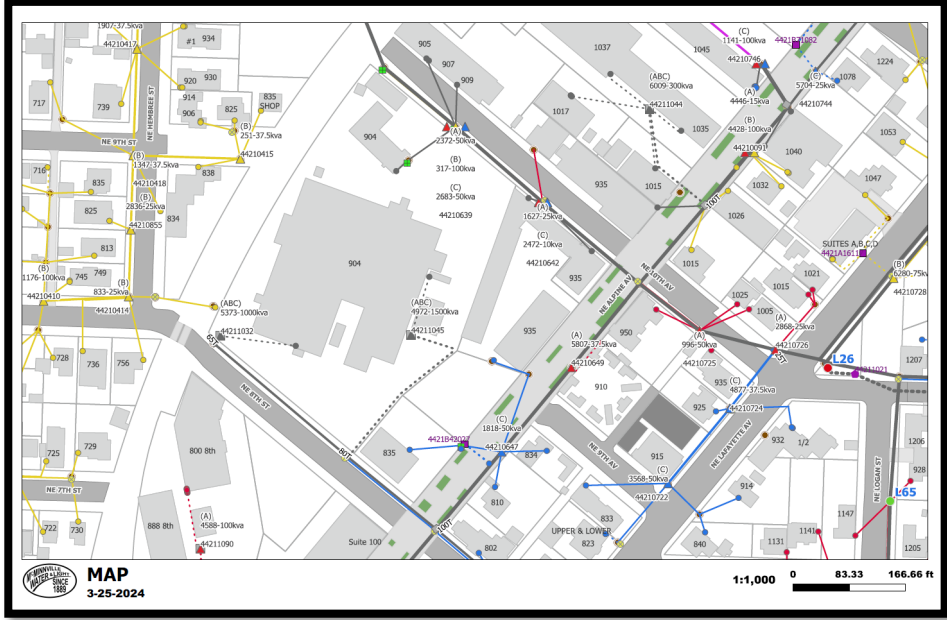


Redevelopment Site

Power (Neighborhood)

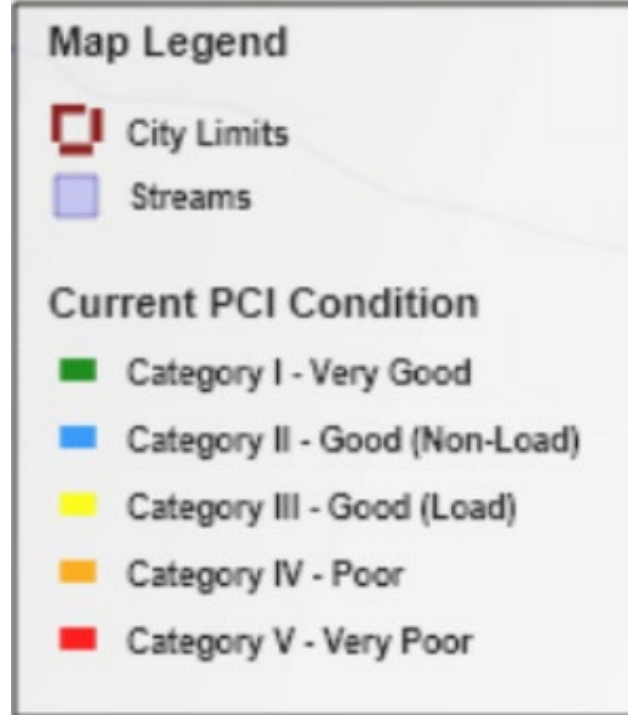
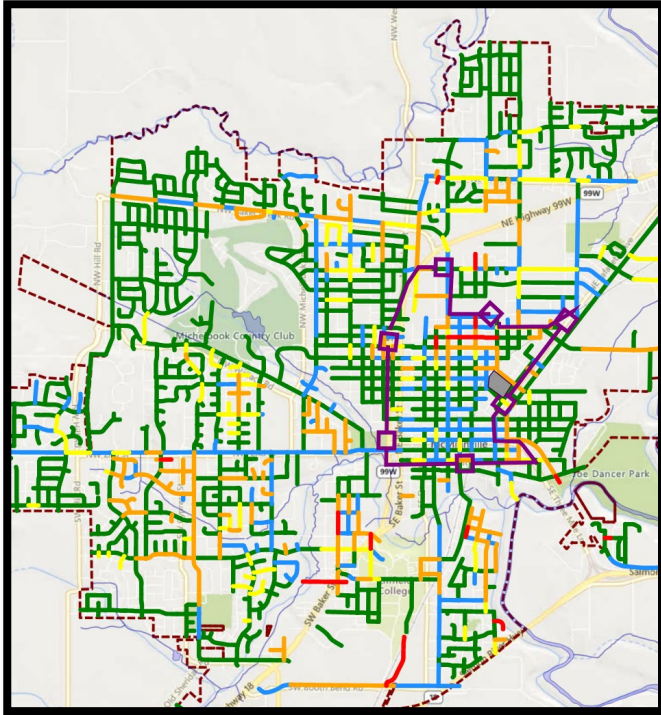


Neighborhood

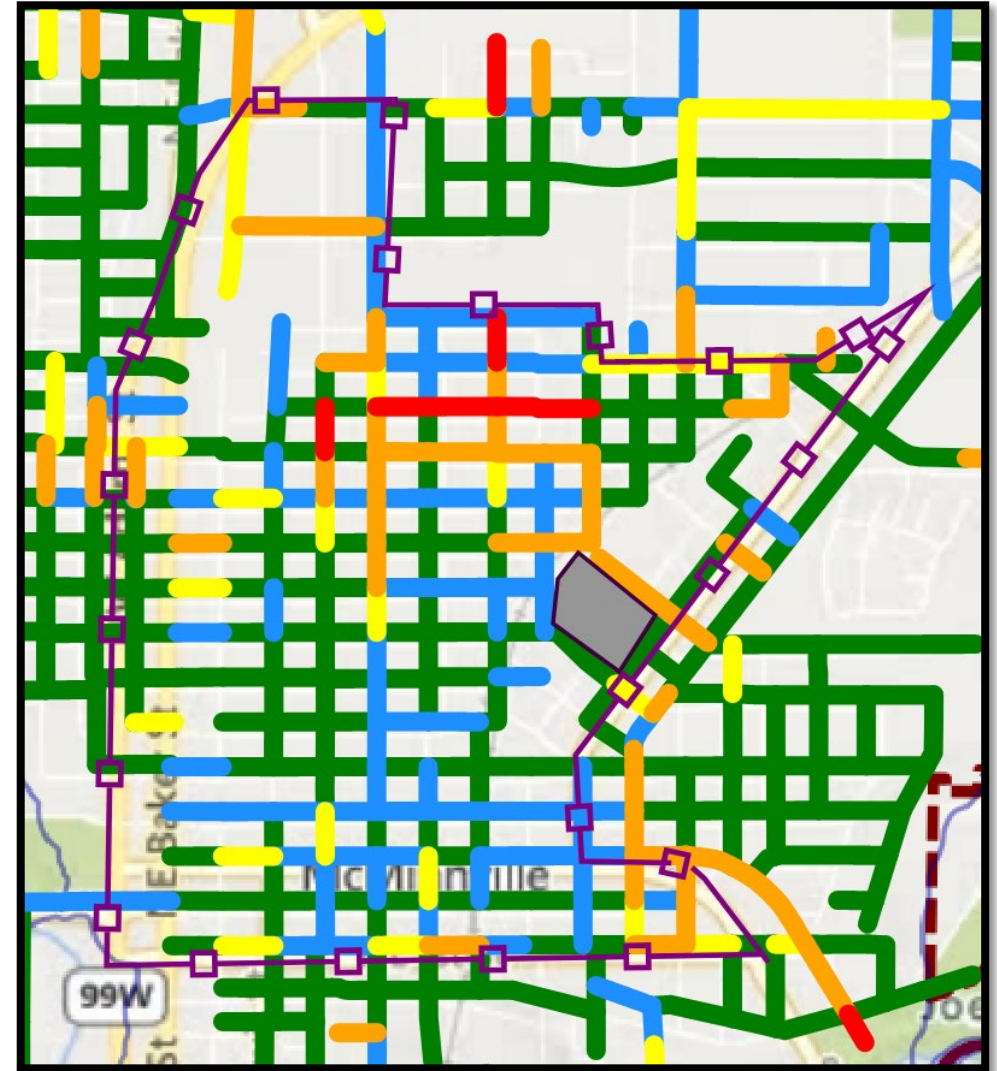


Redevelopment Site

Transportation Systems (City and Neighborhood) – Pavement Conditions

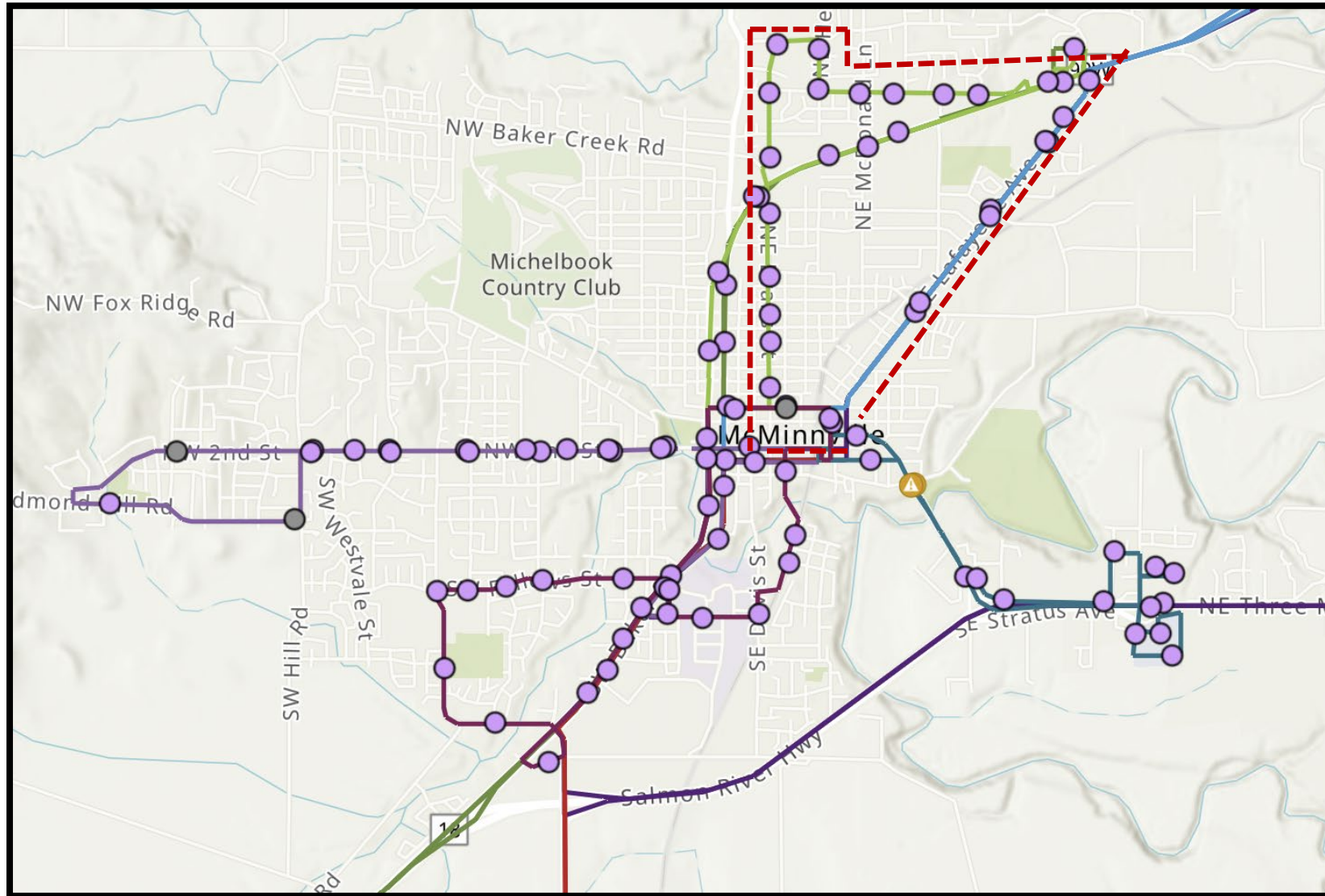


Pavement Condition Index – City



Pavement Condition Index - Neighborhood

Transportation Systems (City and Neighborhood) - Transit

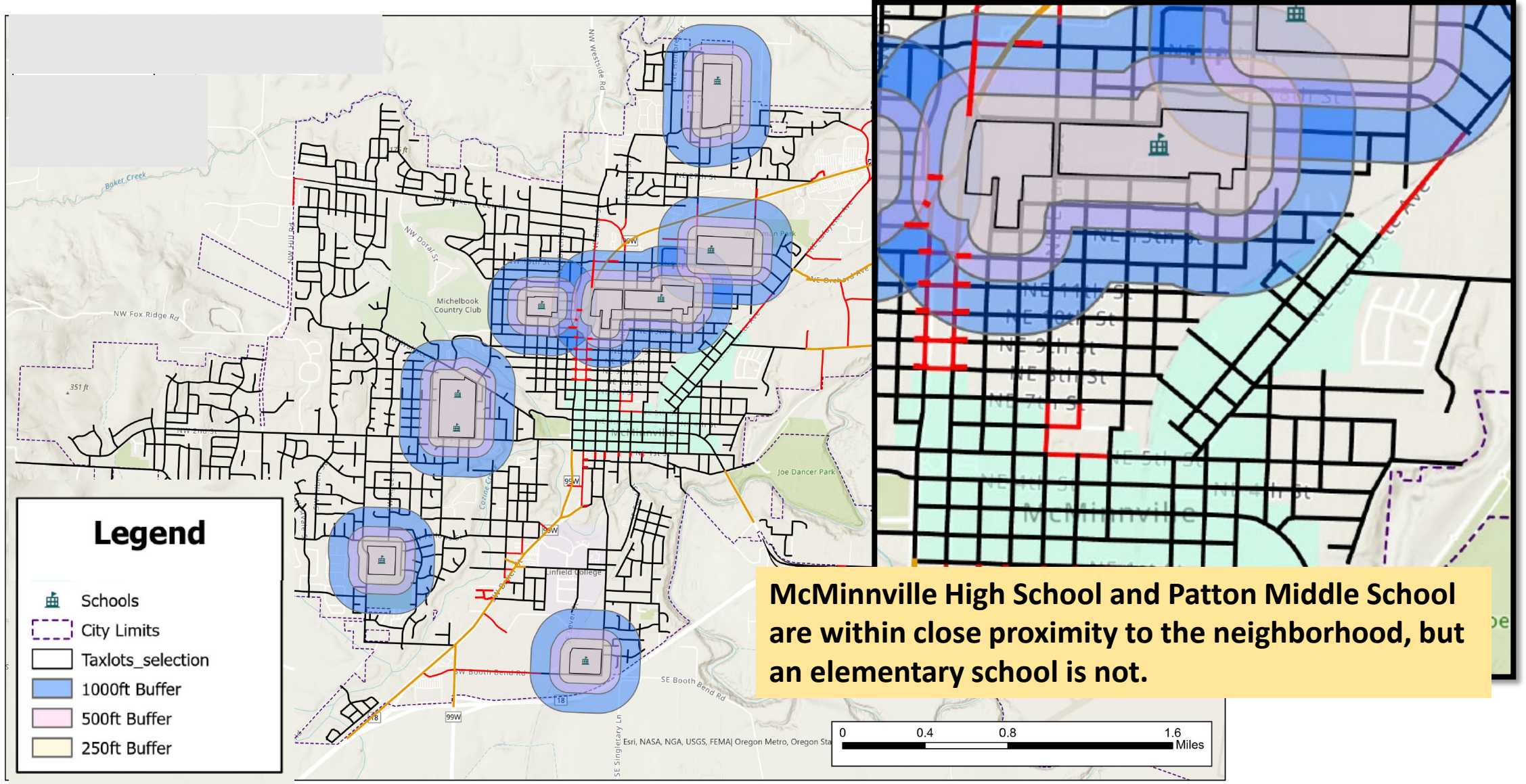


Neighborhood

Yamhill County Transit– Bus Stop Map, March 8, 2024

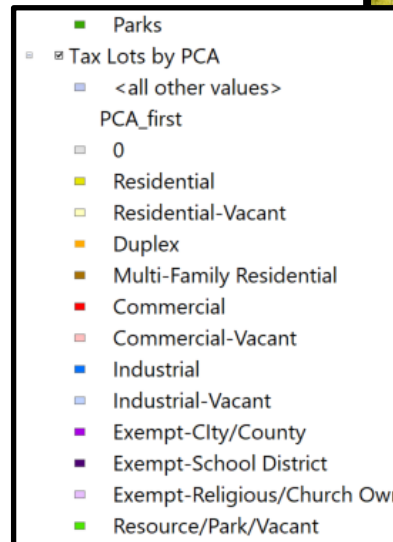
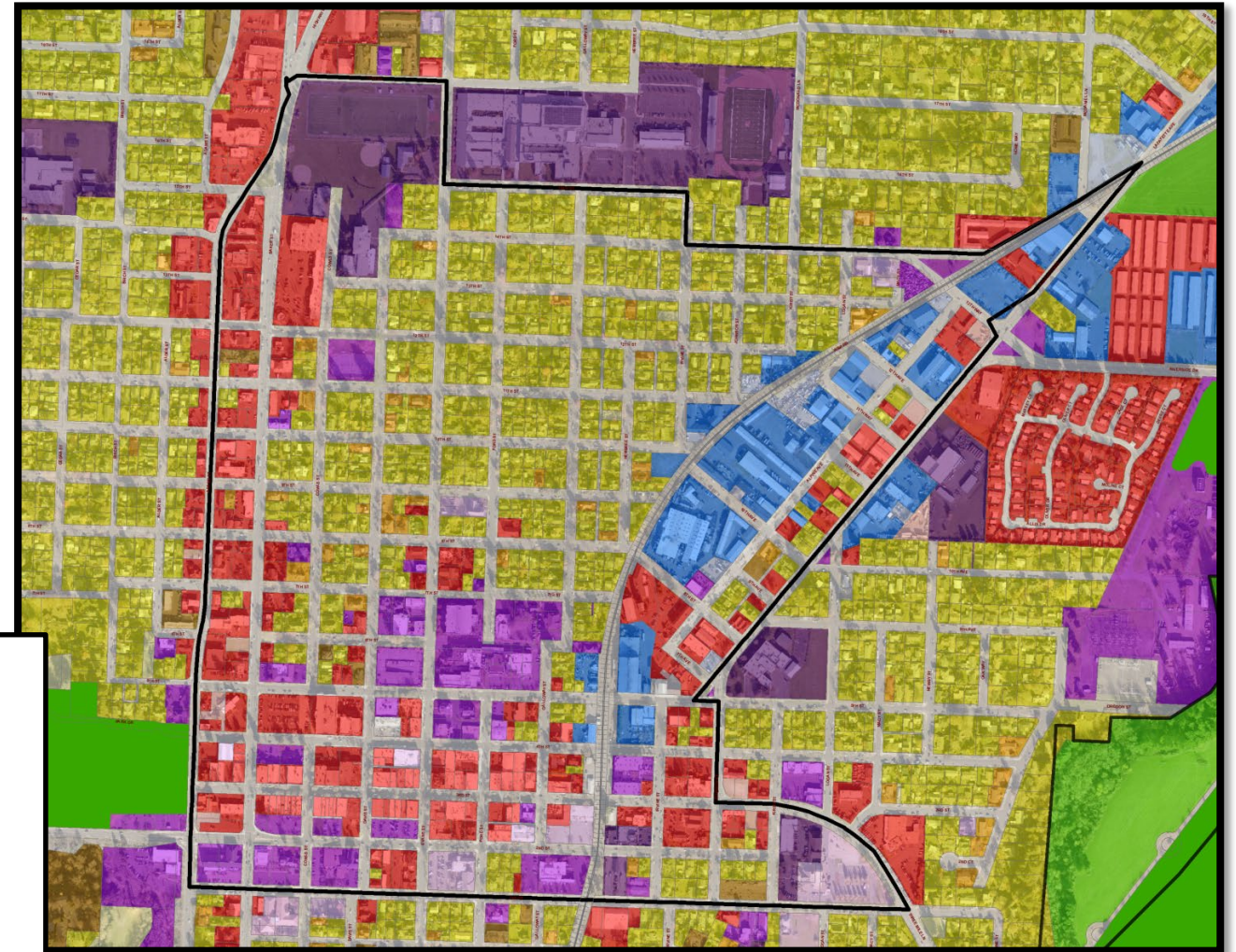
<https://nelsonnygaard.maps.arcgis.com/apps/mapviewer/index.html?webmap=776fe4dfa3c049f2ad0674a5dd848734>

McMinnville School District

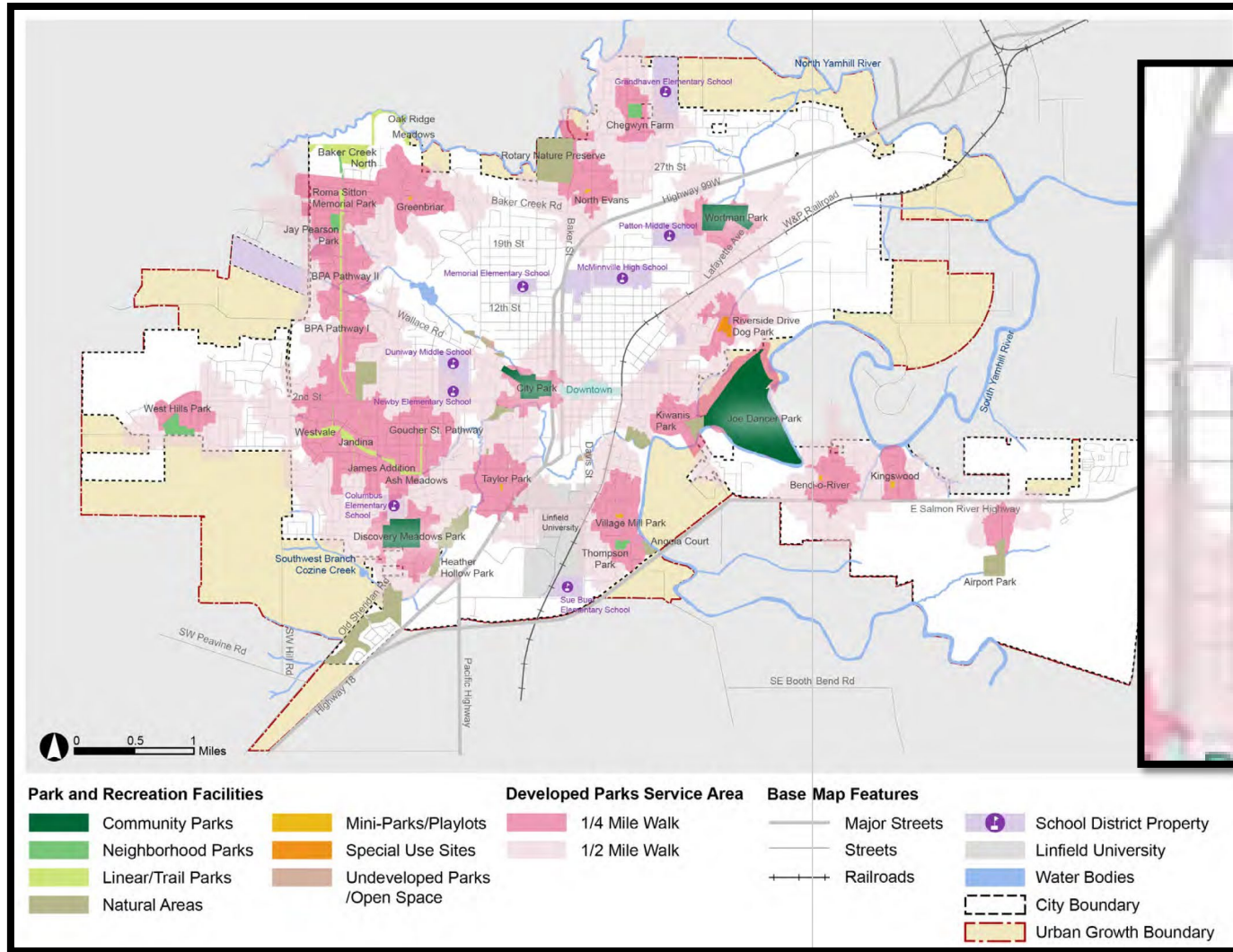


Public Open Spaces and Natural Features

- 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.

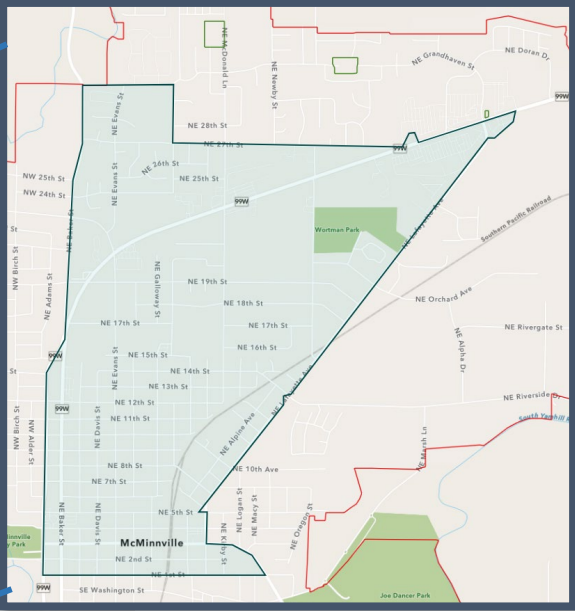
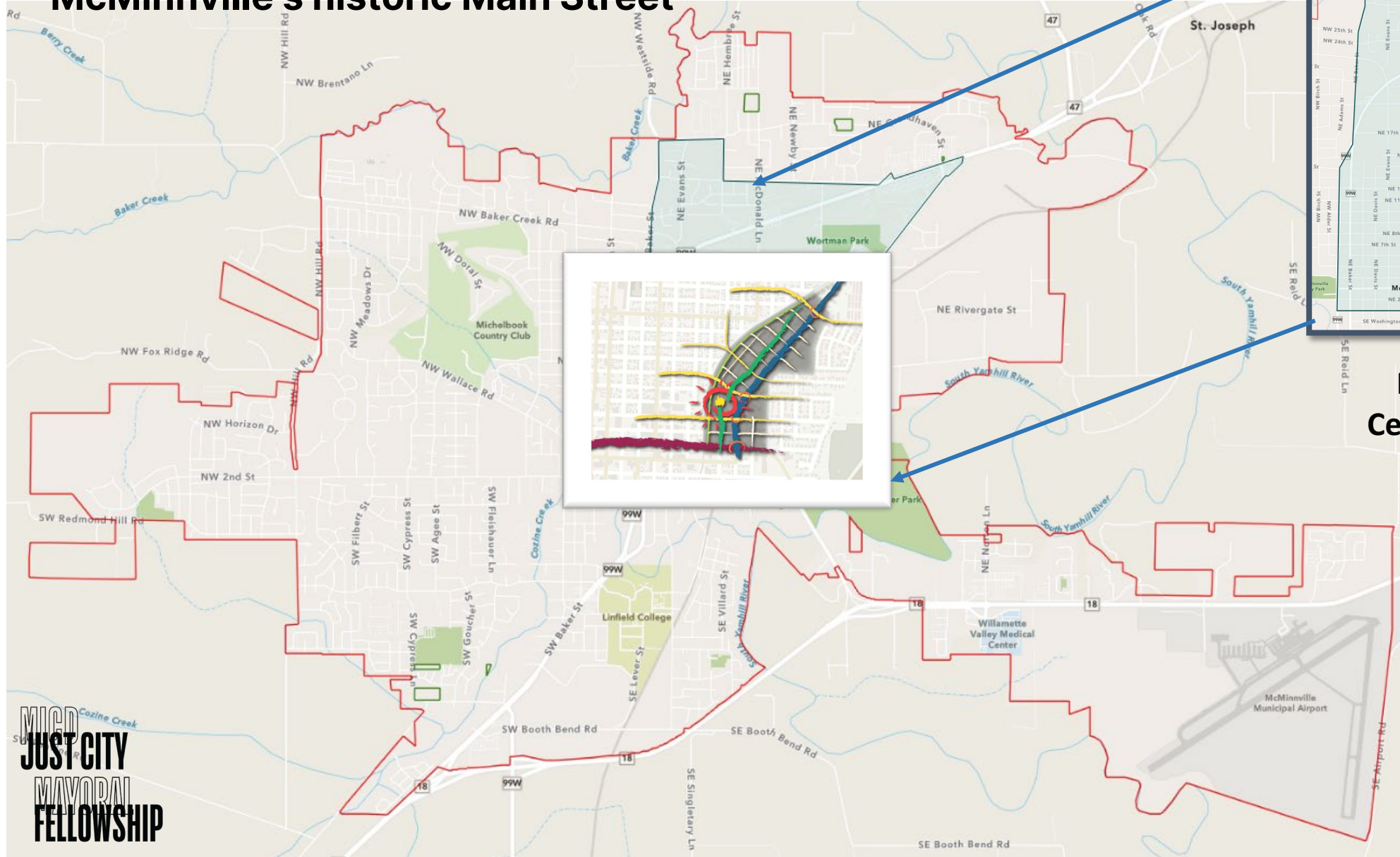


**City of
McMinnville**

DEMOGRAPHICS (CITY AND NEIGHBORHOOD):

NE GATEWAY DISTRICT – CENSUS BLOCK DATA

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



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



Population of City & Neighborhood

McMinnville, OR

Place in: [Yamhill County, OR](#), [Portland-Vancouver-Hillsboro, OR-WA Metro Area, Oregon, United States](#)

34,432

Population

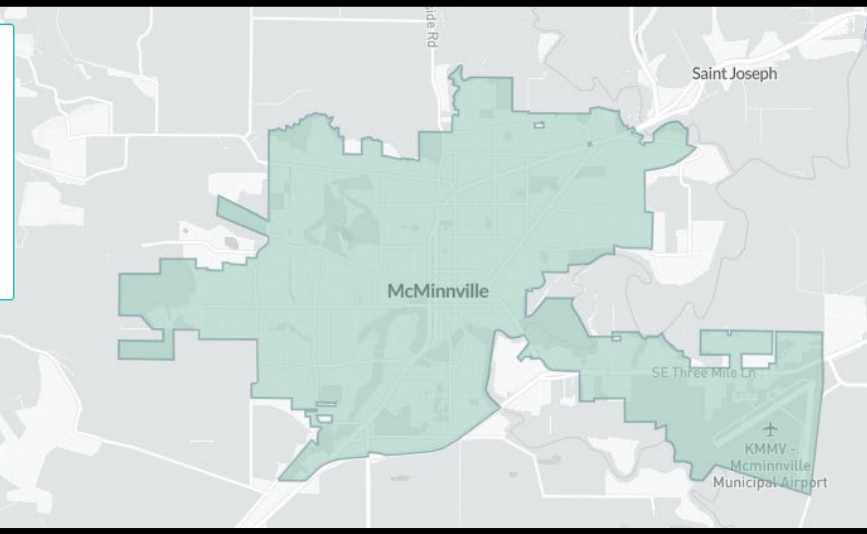
10.6 square miles

3,254.7 people per square mile

Census data: ACS 2022 5-year unless noted

2020

<https://censusreporter.org/profiles/16000US4145000-mcminnville-or/>



Populations and People

Total Population

34,319

P1 | 2020 Decennial Census



Populations and People

Total Population

5,580

P1 | 2020 Decennial Census

Census Tract 308.01, Yamhill, OR

Census Tract in: [McMinnville, OR](#), [Yamhill County, OR](#), [Oregon, United States](#)

5,852

Population

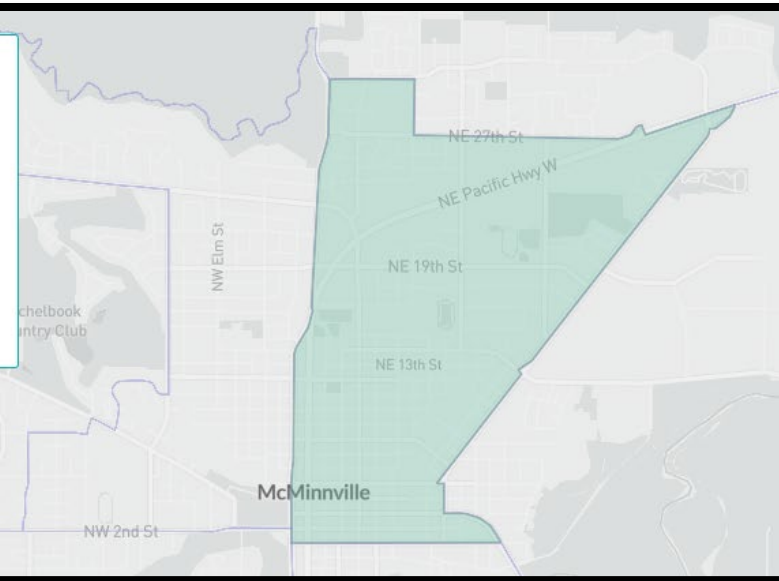
1.2 square miles

4,857.1 people per square mile

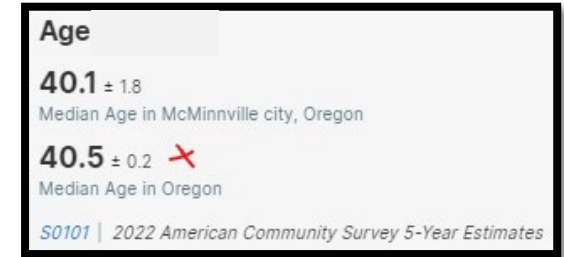
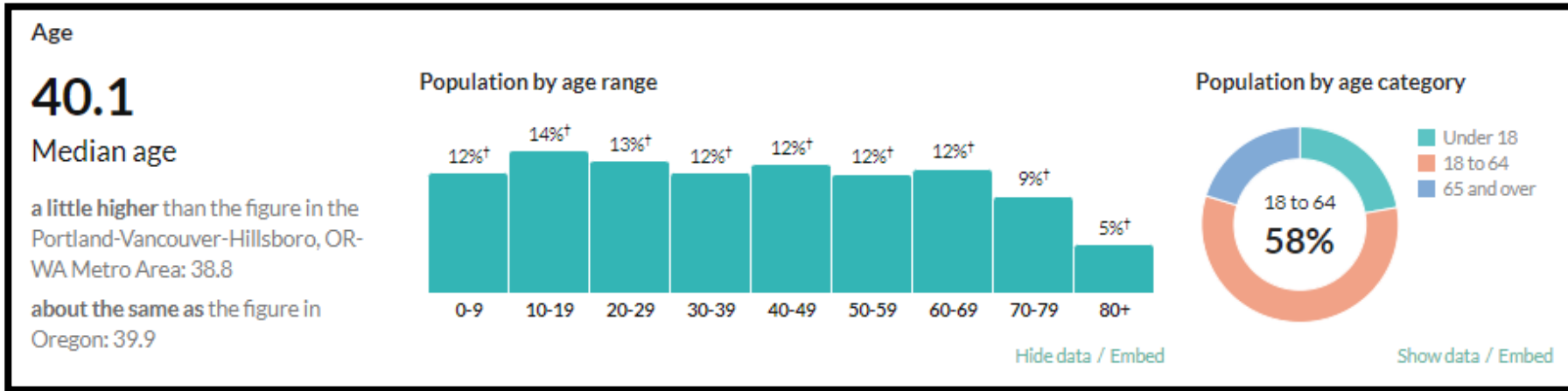
Census data: ACS 2022 5-year unless noted

2020

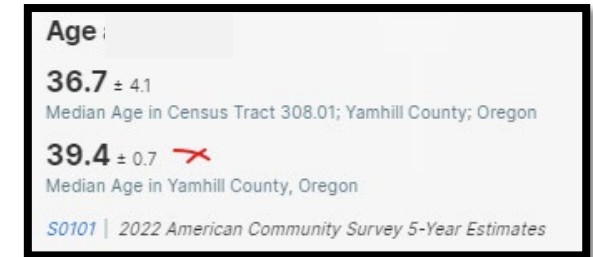
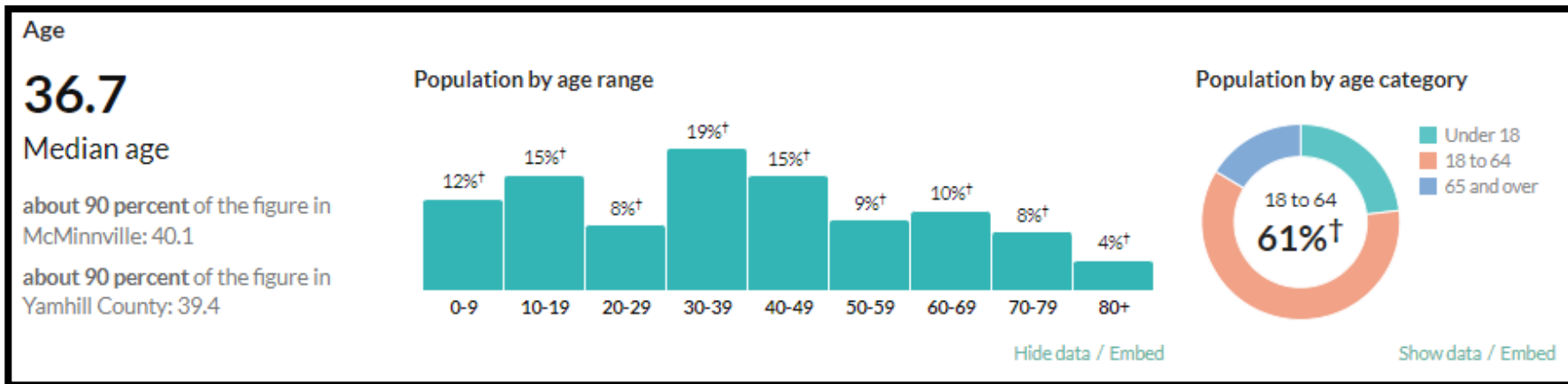
<https://censusreporter.org/profiles/14000US41071030801-census-tract-30801-yamhill-or/>



Population of City & Neighborhood

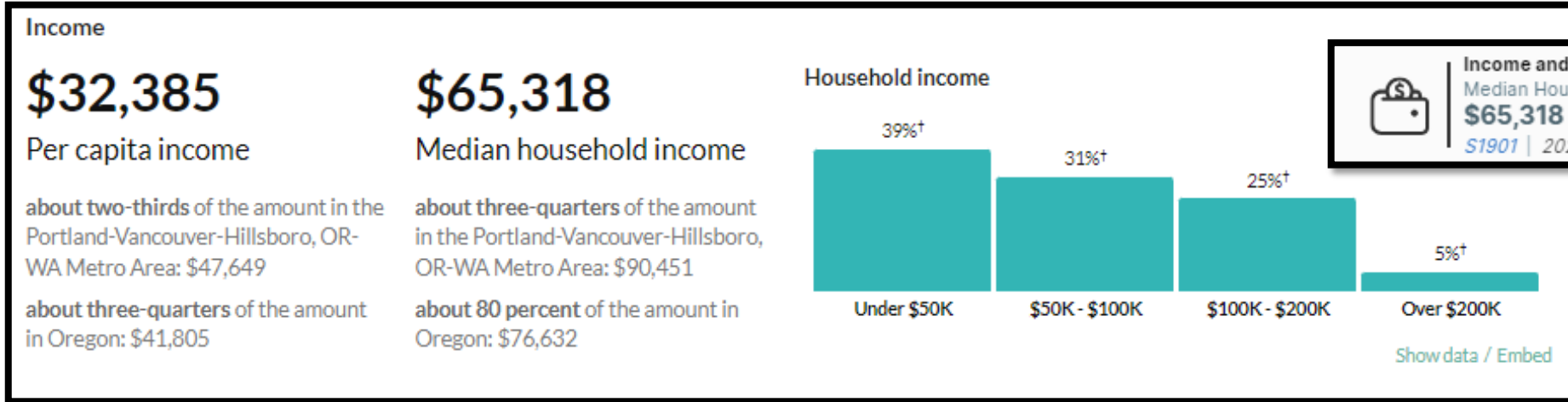


2022 American Community Survey (ACS) City-wide

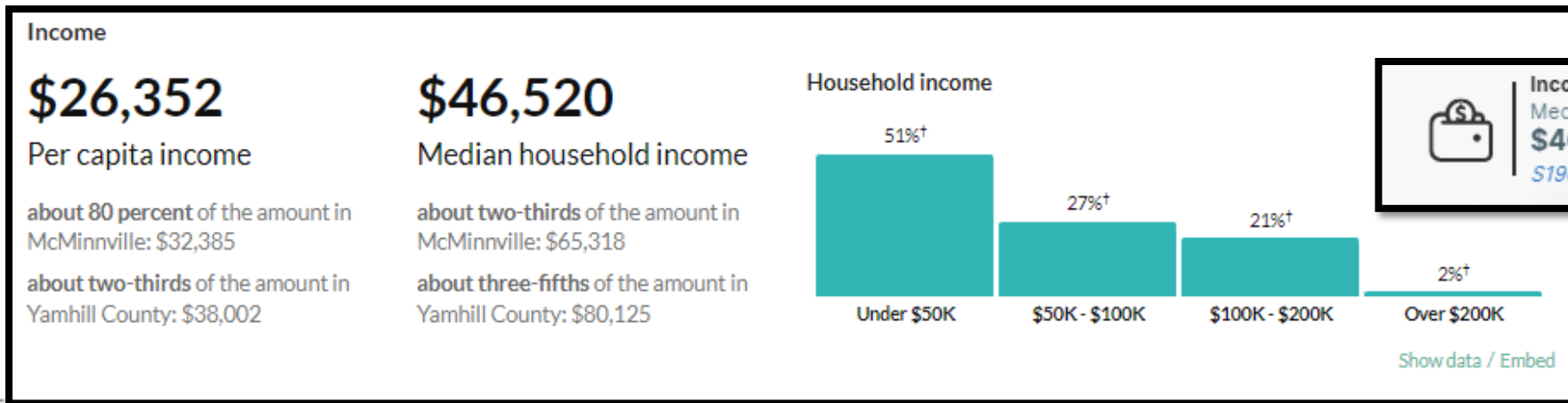


2022 American Community Survey (ACS) Neighborhood (Census Tract 308.01)

Population (Income) of City & Neighborhood

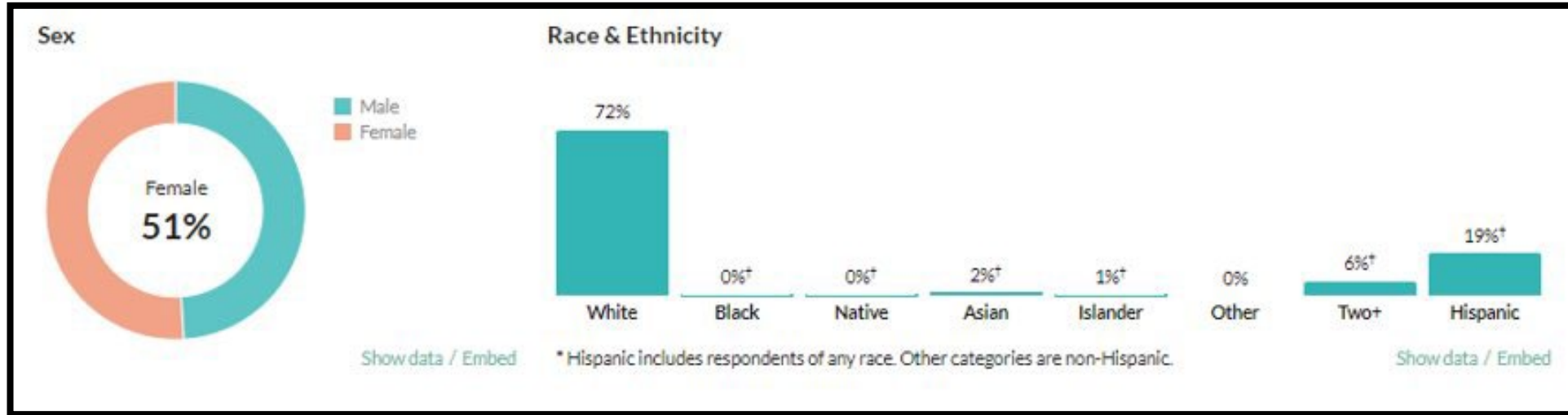


2022 American Community Survey (ACS) City-wide

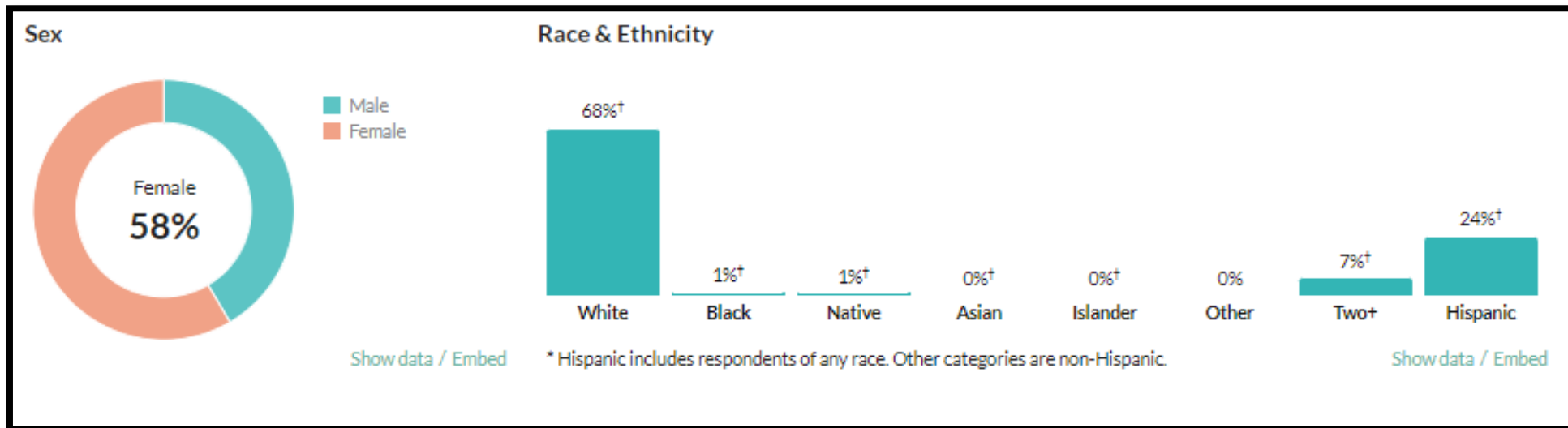


2022 American Community Survey (ACS) Neighborhood (Census Tract 308.01)

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

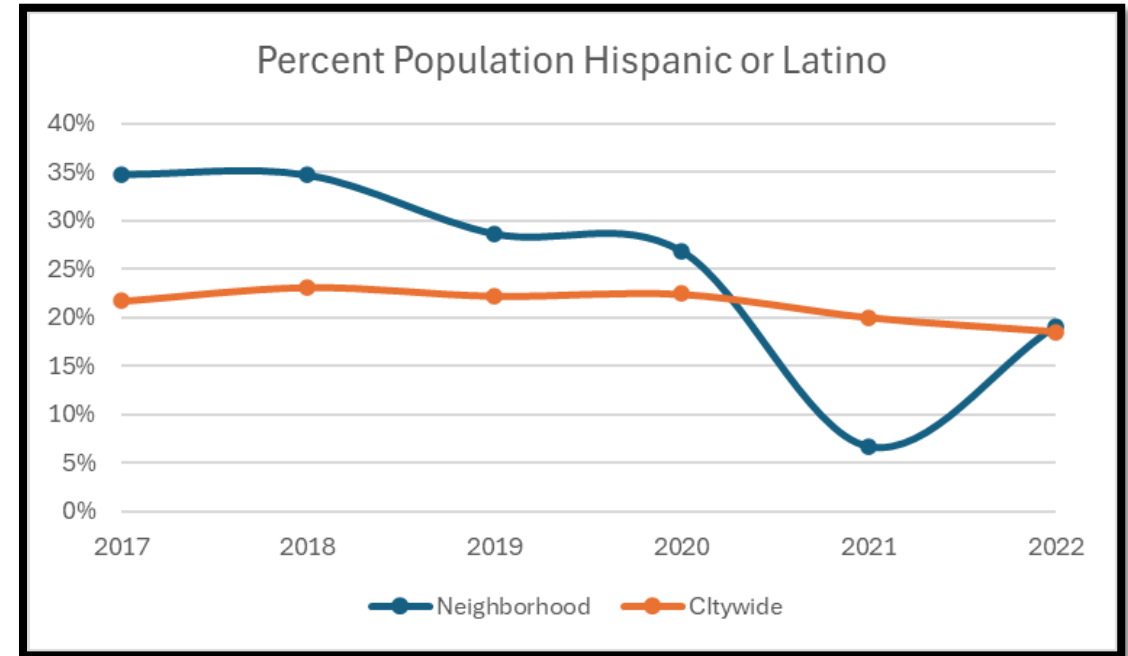
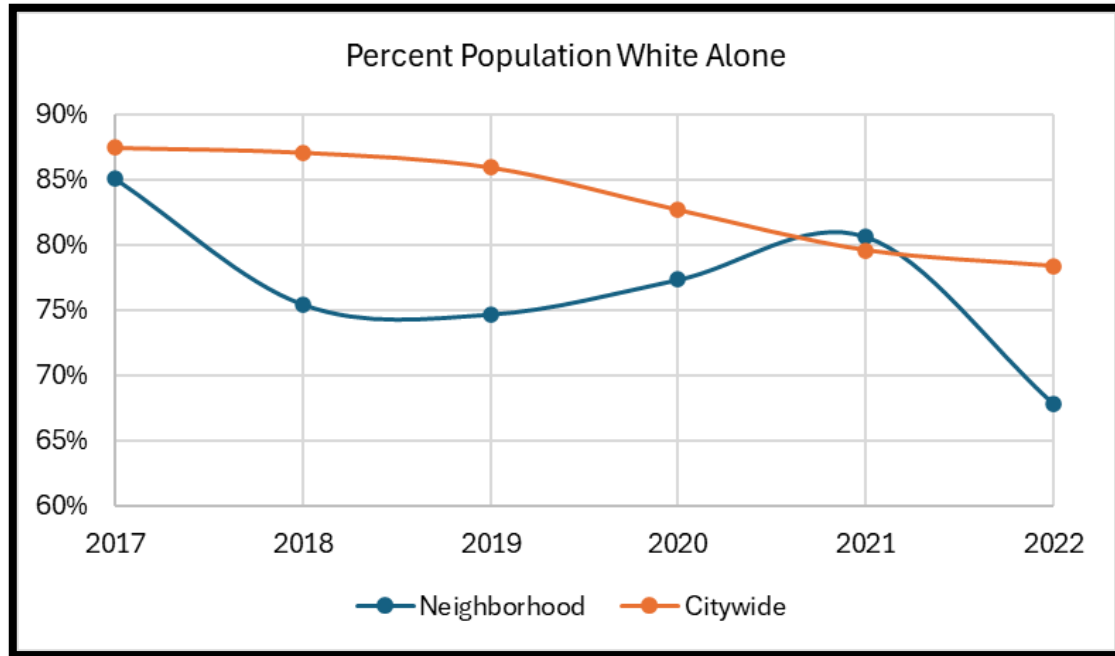


2022 American Community Survey (ACS) City-wide



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

Population (Racial and Ethnic Composition) of City & Neighborhood



Percent White Alone			
	2013	2018	2022
Citywide	78%	87%	78%
Neighborhood	68%	75%	68%

Percent Hispanic or Latino			
	2013	2018	2022
Citywide	20%	23%	18%
Neighborhood	11%	35%	19%

Source: U.S. Census Bureau ACS 5-Year Estimates Tables B02001 & B03003
 *High margin of errors at Blockgroup (neighborhood) level.

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+

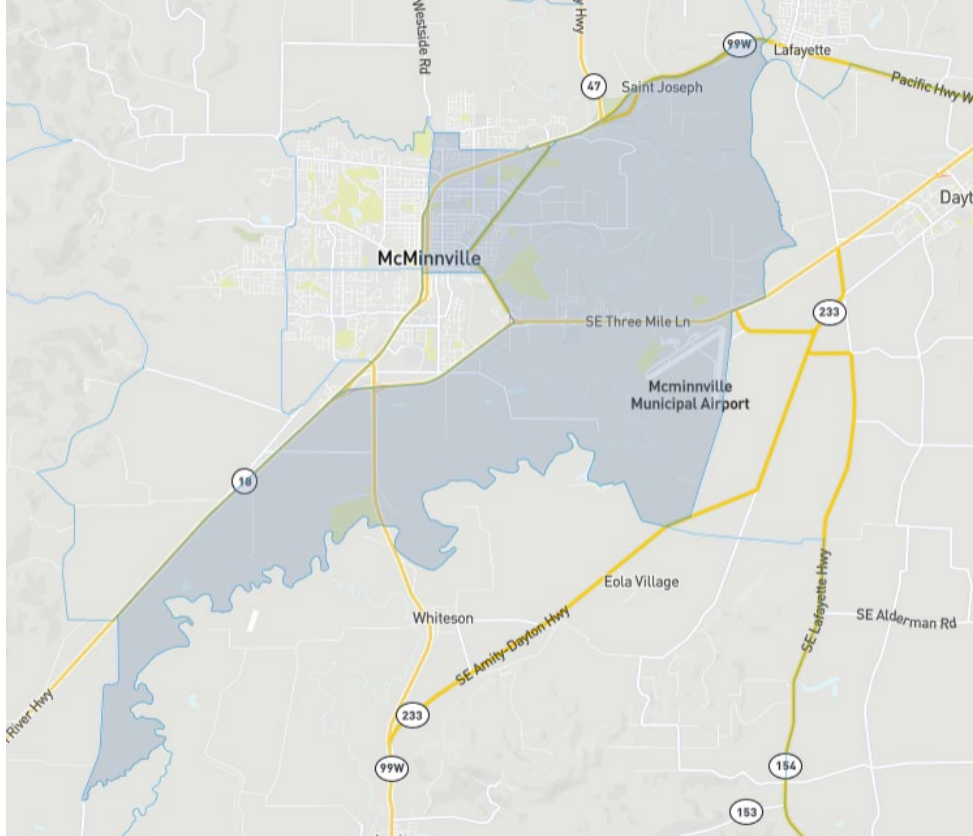
26.7%

+17.1%



9.6%

Environmental Conditions (City and Neighborhood)



Low median income

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

90th

above 90th percentile

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

81st

above 65th percentile

High school education

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

18%

above 10% percent



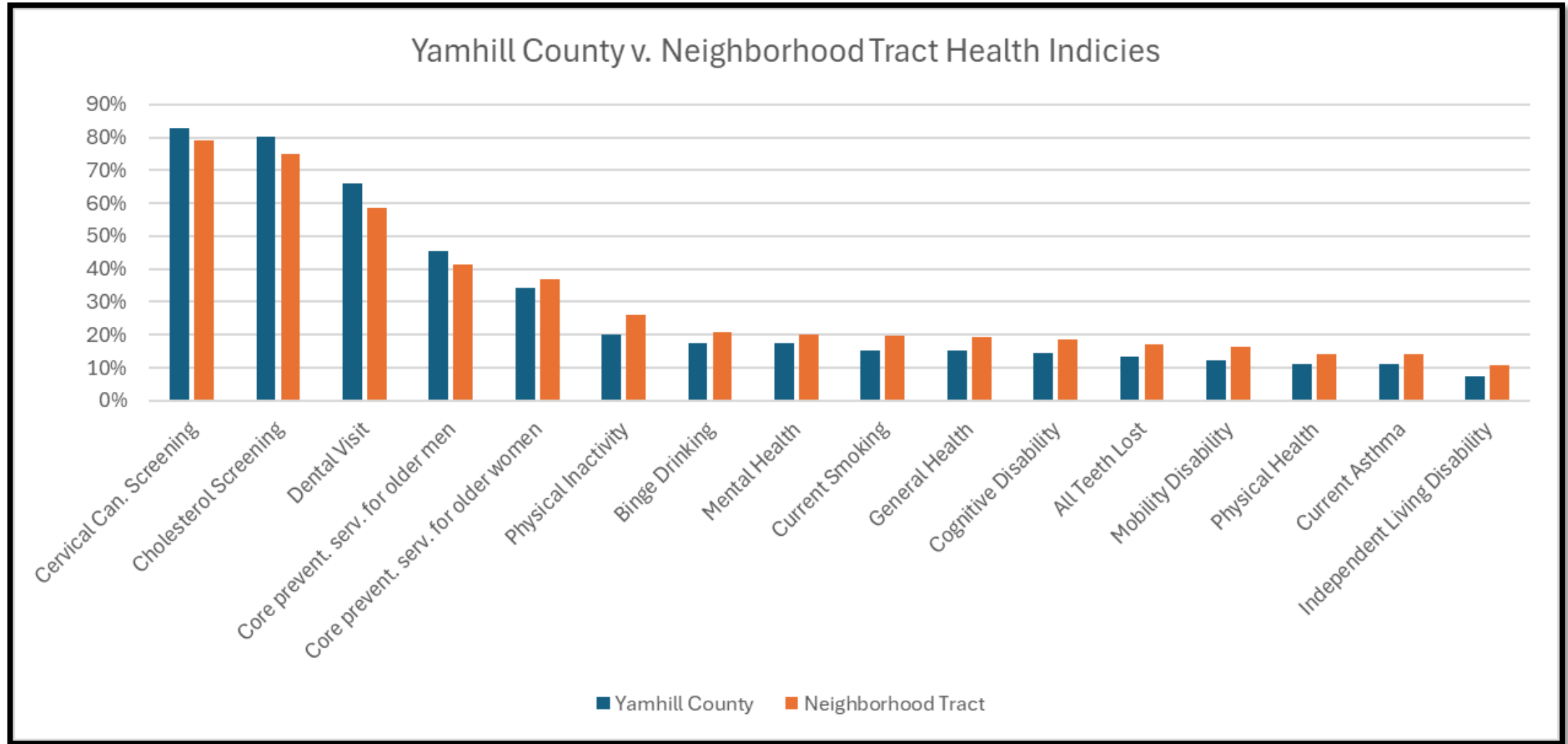
This tract is considered disadvantaged because it meets 1 burden threshold **AND** the associated socioeconomic threshold. Census tracts that are overburdened and underserved are highlighted as being disadvantaged on the map. Federally Recognized Tribes, including Alaska Native Villages, are also considered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

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%

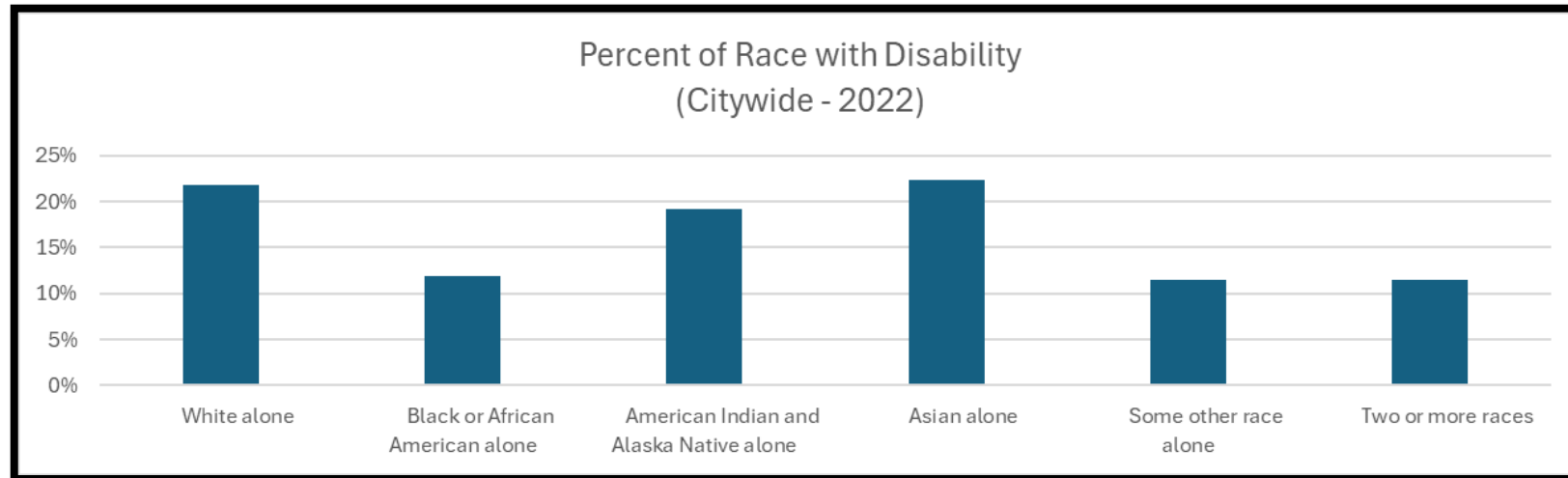
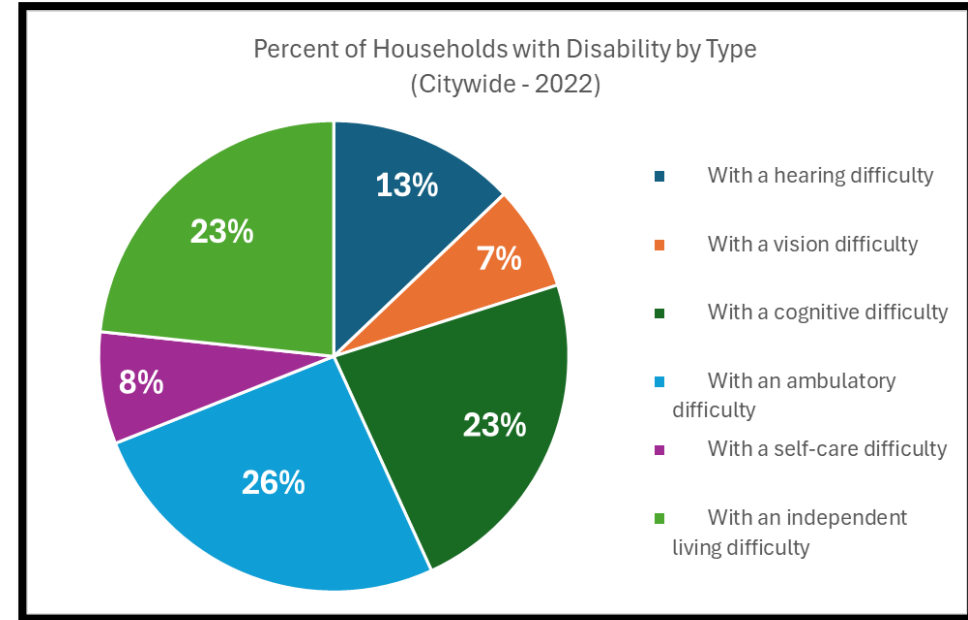
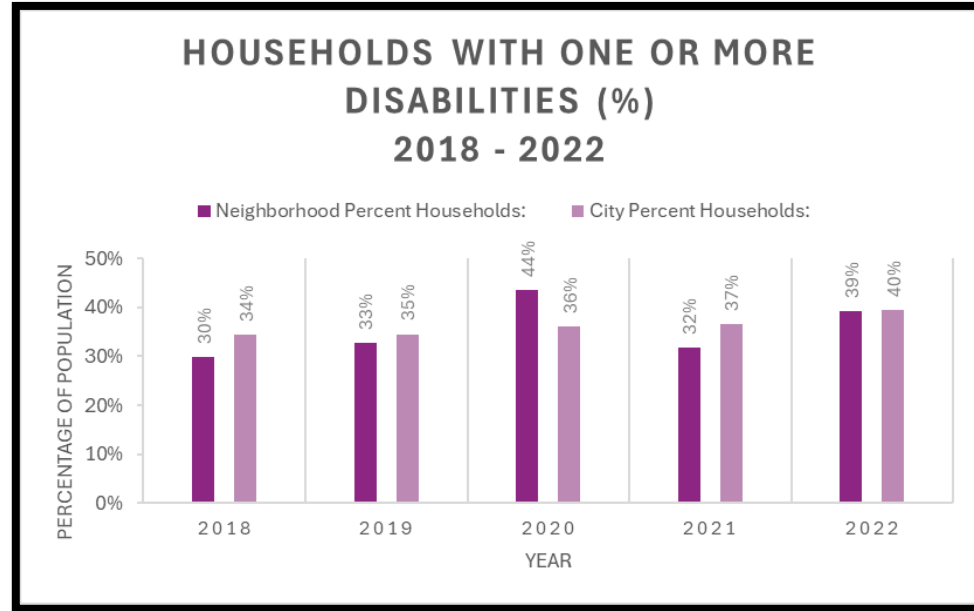
Source: EPA's Environmental Justice Screening and Mapping Tool (Version 2.2)
<https://ejscreen.epa.gov/mapper/>

Health (County and Neighborhood)



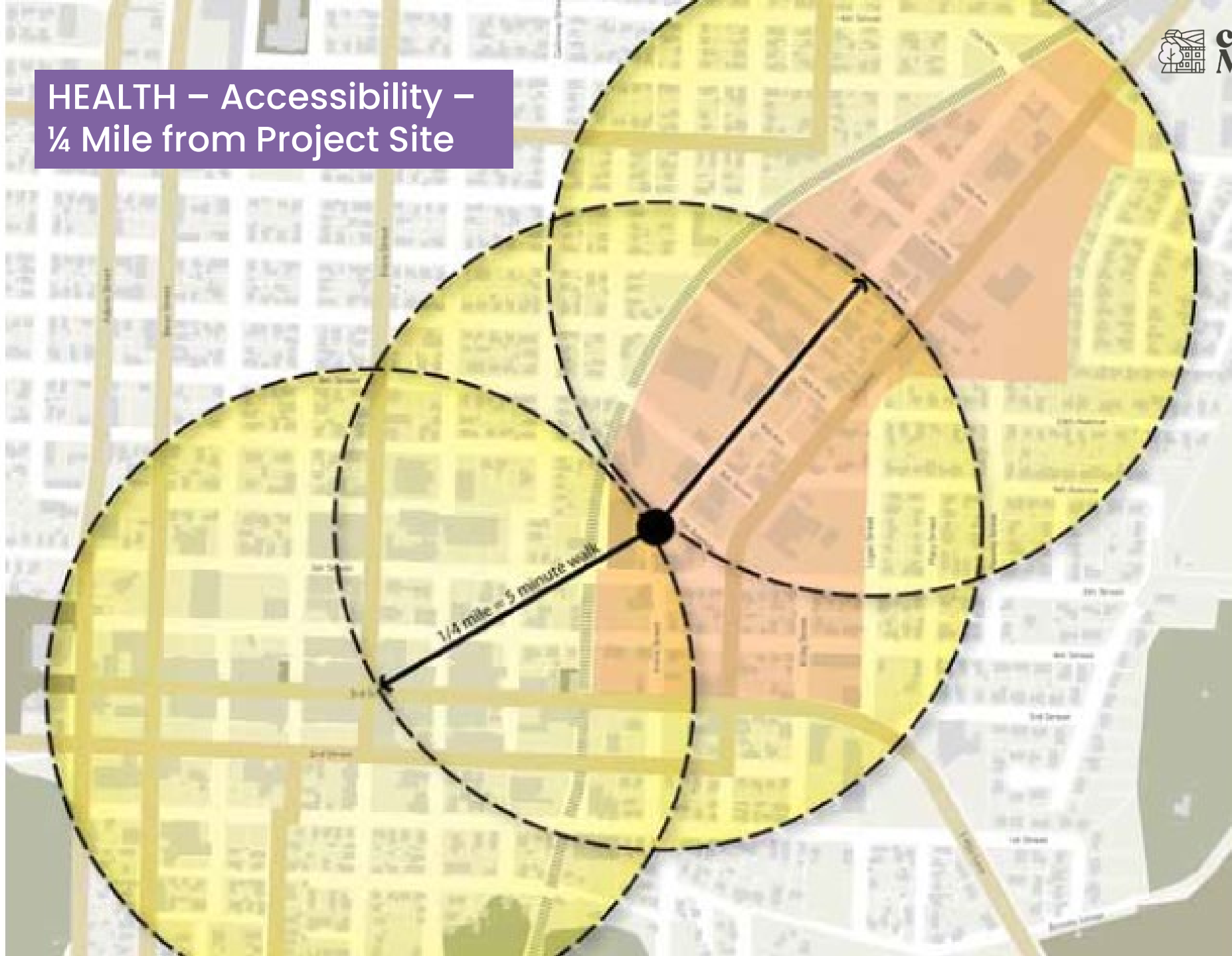
Health indices with +/- 3% between Yamhill County and neighborhood Tract, data: <https://chronicdata.cdc.gov/dataset/PLACES-Local-Data-for-Better-Health-Census-Tract-D/cwsq-ngmh>

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**



Description of Targeted Populations Affected by the Project Site Today

Our data shows this census tract compared to the rest of the City:

This tract is considered disadvantaged

- 1.5x denser housing
- Higher vacancy rates in the available housing stock
- Higher rates of rental versus home ownership
- Lower rate of owner occupancy
- More people per household
- Lacks multifamily housing
- Lower educational attainment: 82% of population has a high school degree and 9.6% have a BA or higher (17% lower than City)
- Lower income levels (50+% of the population earns household incomes under 50K)
- MFI 29% lower
- Fewer high-income earners

Populations Affected by the Project Site

Our data shows this census tract compared to the rest of the City:

This tract is considered disadvantaged

- Greater concentration of LatinX and BIPOC community
- Residents are slightly younger, more likely to be female
- Limited access to healthcare and poorer health
- Increased exposure to particulate matter, diesel particulate matter, toxic releases to air, lead paint, proximity to a hazardous waste facility
- 39% of households have one or more disability identified, the largest subpopulation with an ambulatory difficulty

Approximately 16.9% of the City's population is living below the poverty line, with greater numbers for children under 18 (25%).

25% of renters are severely rent burdened spending more than 50% of their income on housing (city wide data)

Intended Beneficiaries of Project

- ❖ Neighborhood residents and businesses
- ❖ Historically underrepresented communities in the City's history and planning process
- ❖ The City of McMinnville
- ❖ Low-income and mid-income residents of McMinnville



**City of
McMinnville**

HOUSING (NEED):



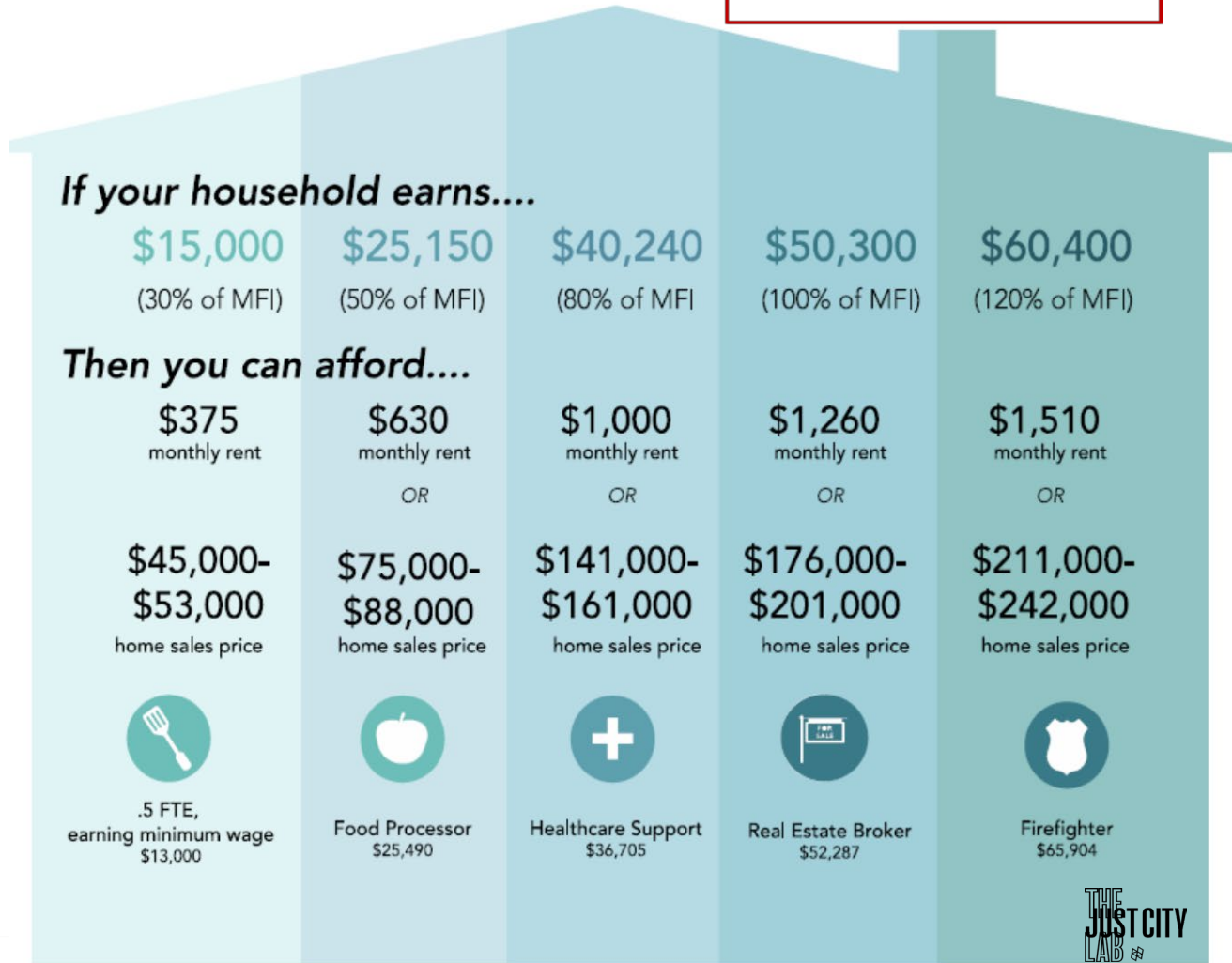
GREAT NEIGHBORHOOD PRINCIPLES

- ❖ A variety of housing types serving a variety of household incomes.
- ❖ A diversity of people, ages and races
- ❖ Connectivity and accessibility as a best practice and not a minimum standard
- ❖ Access to amenities, parks, schools within a ½ mile

HOUSING IN MCMINNVILLE

- ❖ Affordability is a critical issue.
- ❖ Land supply is severely constrained.
- ❖ Exponential Gentrification
- ❖ Lower and middle-income households are being displaced.

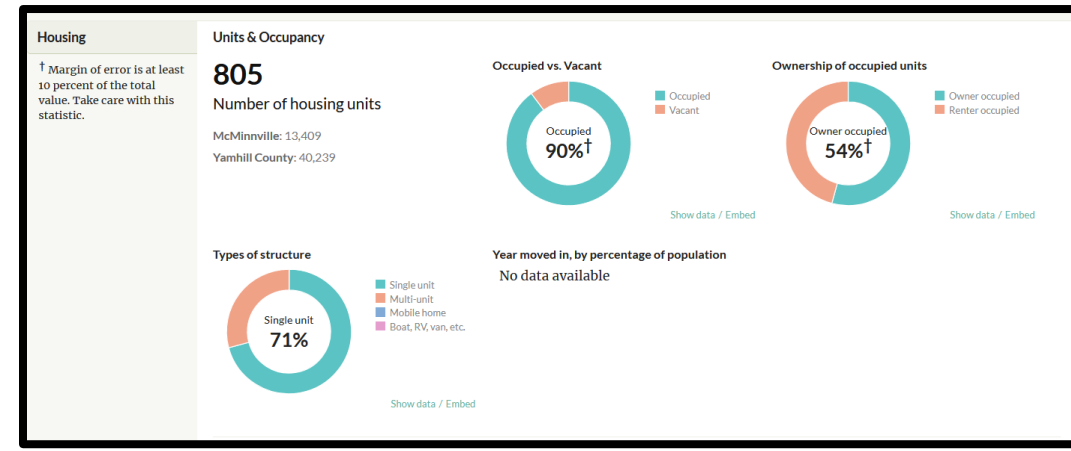
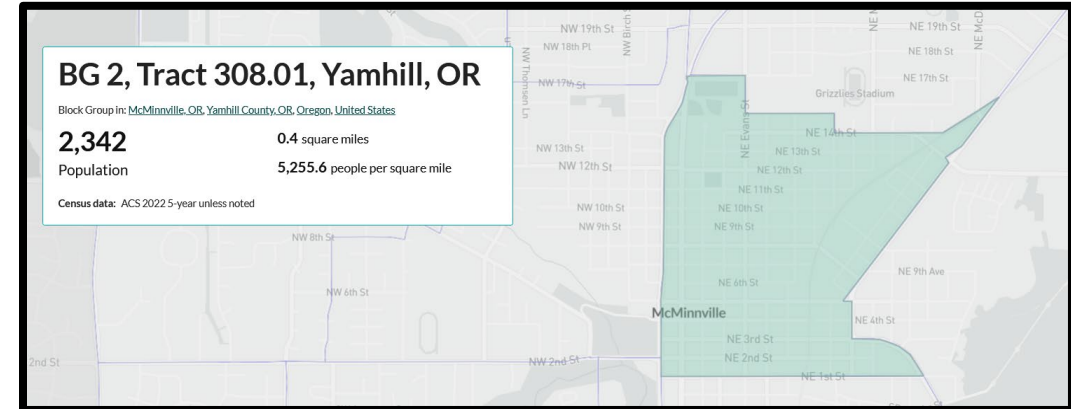
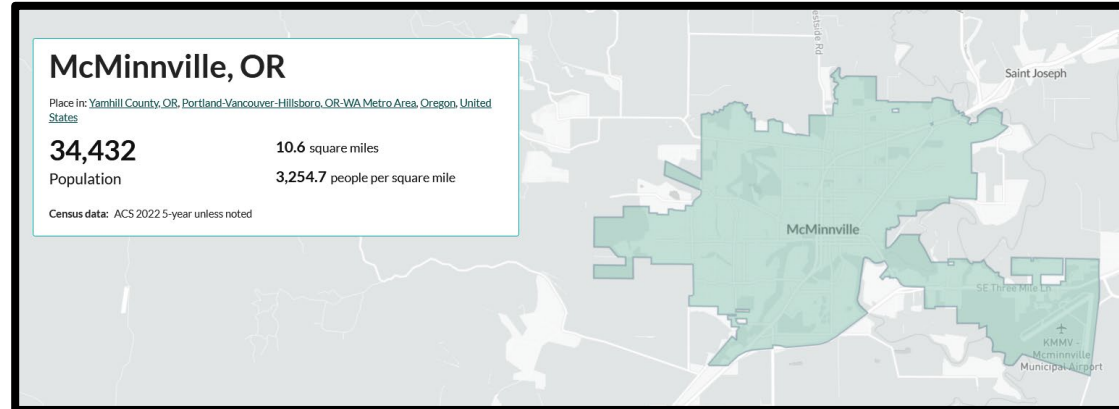
\$58,692



Median Home Sales Price = \$474,000 (July, 2023)

Housing Supply and Production (City and Project Neighborhood)

Housing – PPSM, Units and Occupancy, Structural Type (2022)



Housing - Units and Occupancy 2020 and 2022

City-Wide

2020 Decennial Census: (Table H1)

13,257 Housing Units
12,490 Occupied, 767 Vacant (6%)

2022 5-yr ACS (B25001)

13,409 (+/-449)
(Occupied and vacant are not provided by this data set)

Neighborhood

2020 Decennial Census: (Table H1)

651 Housing Units
597 Occupied, 54 Vacant (9%)

2022 5-yr ACS (B25001)

805 (+/-208)
(Occupied and vacant are not provided by this data set)

Housing Supply and Production (City and Project Neighborhood)

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 Supply and Production (City and Project Neighborhood)

Housing – Households, Value (2022)

Families	Households		
	12,887	2.5	
	Number of households	Persons per household	
	the Portland-Vancouver-Hillsboro, OR-WA Metro Area: 986,857	about the same as the figure in the Portland-Vancouver-Hillsboro, OR-WA Metro Area: 2.5	
	Oregon: 1,680,800	about the same as the figure in Oregon: 2.5	
			<p>Population by household type</p> <p>Married couples 54%</p> <p>Legend: Married couples, Male householder, Female householder, Non-family</p> <p>Show data / Embed</p>

Families	Households		
	723	3	
	Number of households	Persons per household	
	McMinnville: 12,887	about 20 percent higher than the figure in McMinnville: 2.5	
	Yamhill County: 38,371	about 10 percent higher than the figure in Yamhill County: 2.7	
			<p>Population by household type</p> <p>Married couples 52%</p> <p>Legend: Married couples, Male householder, Female householder, Non-family</p> <p>Show data / Embed</p>

† Margin of error is at least 10 percent of the total value. Take care with this statistic.	Value	
	\$365,300	
	Median value of owner-occupied housing units	
	about three-quarters of the amount in the Portland-Vancouver-Hillsboro, OR-WA Metro Area: \$484,800	
	about 90 percent of the amount in Oregon: \$423,100	
		<p>Value of owner-occupied housing units</p> <p>Legend: Under \$100K, \$100K - \$200K, \$200K - \$300K, \$300K - \$400K, \$400K - \$500K, \$500K - \$1M, Over \$1M</p> <p>Show data / Embed</p>
† Margin of error is at least 10 percent of the total value. Take care with this statistic.	Geographical mobility	
	15.7%	
	Moved since previous year	
	a little higher than the rate in the Portland-Vancouver-Hillsboro, OR-WA Metro Area: 15.2%	
	about the same as the rate in Oregon: 15.5%	
		<p>Population migration since previous year</p> <p>Legend: Same house year ago, From same county, From different county, From different state, From abroad</p> <p>Show data / Embed</p>

† 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	
		<p>Value of owner-occupied housing units</p> <p>Legend: Under \$100K, \$100K - \$200K, \$200K - \$300K, \$300K - \$400K, \$400K - \$500K, \$500K - \$1M, Over \$1M</p> <p>Show data / Embed</p>
	Geographical mobility	
	N/A	
		<p>Population migration since previous year</p> <p>No data available</p>

CONSTRAINED BUILDABLE LAND SUPPLY

LAND AVAILABLE FOR HOUSING DEVELOPMENT

Size of Parcel	Inside City Limits
> 20 Acres	0
10 Acres	0
5 – 10 Acres	1
4 – 5 Acres	0
3 – 4 Acres	1

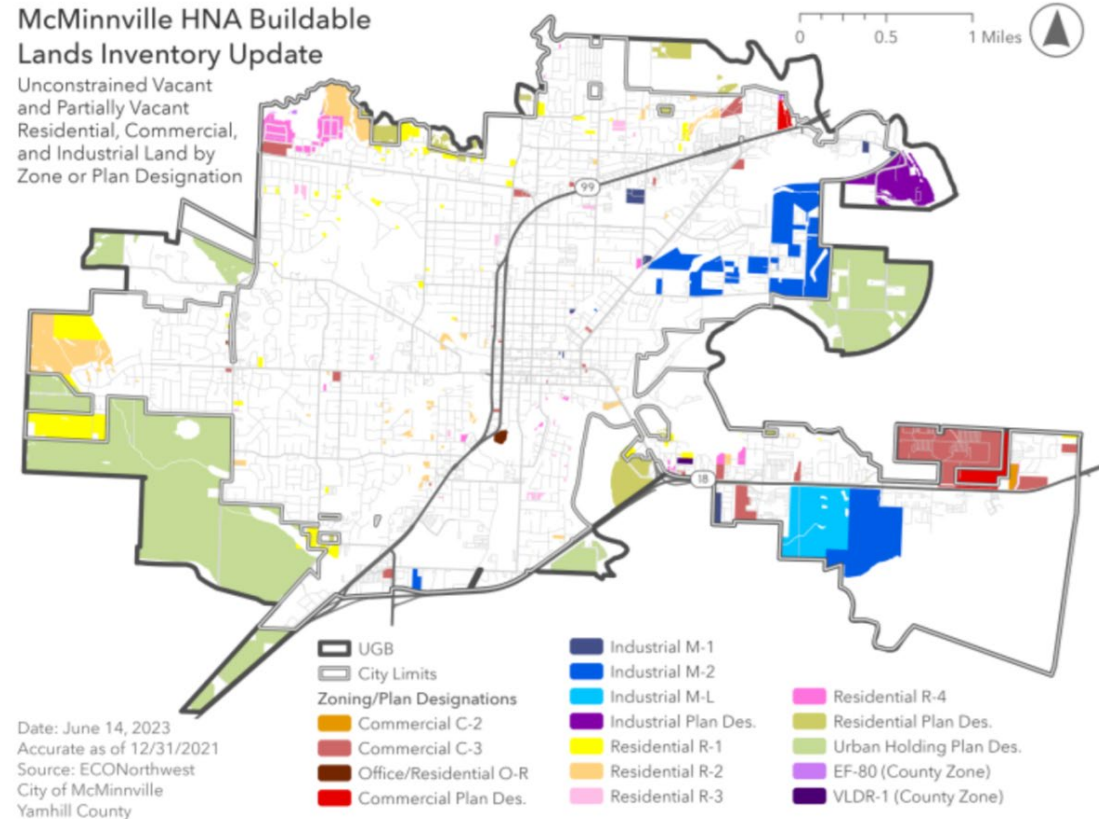
YEAR	NEW PEOPLE	NEW HOMES
2041	12,739 people	5,002 Homes
2067	28,045 People	11,012 Homes

McMinnville Buildable Lands Inventory

Vacant and Partially Vacant Residential, Commercial, and Industrial Land by Zone (or Plan Designation)

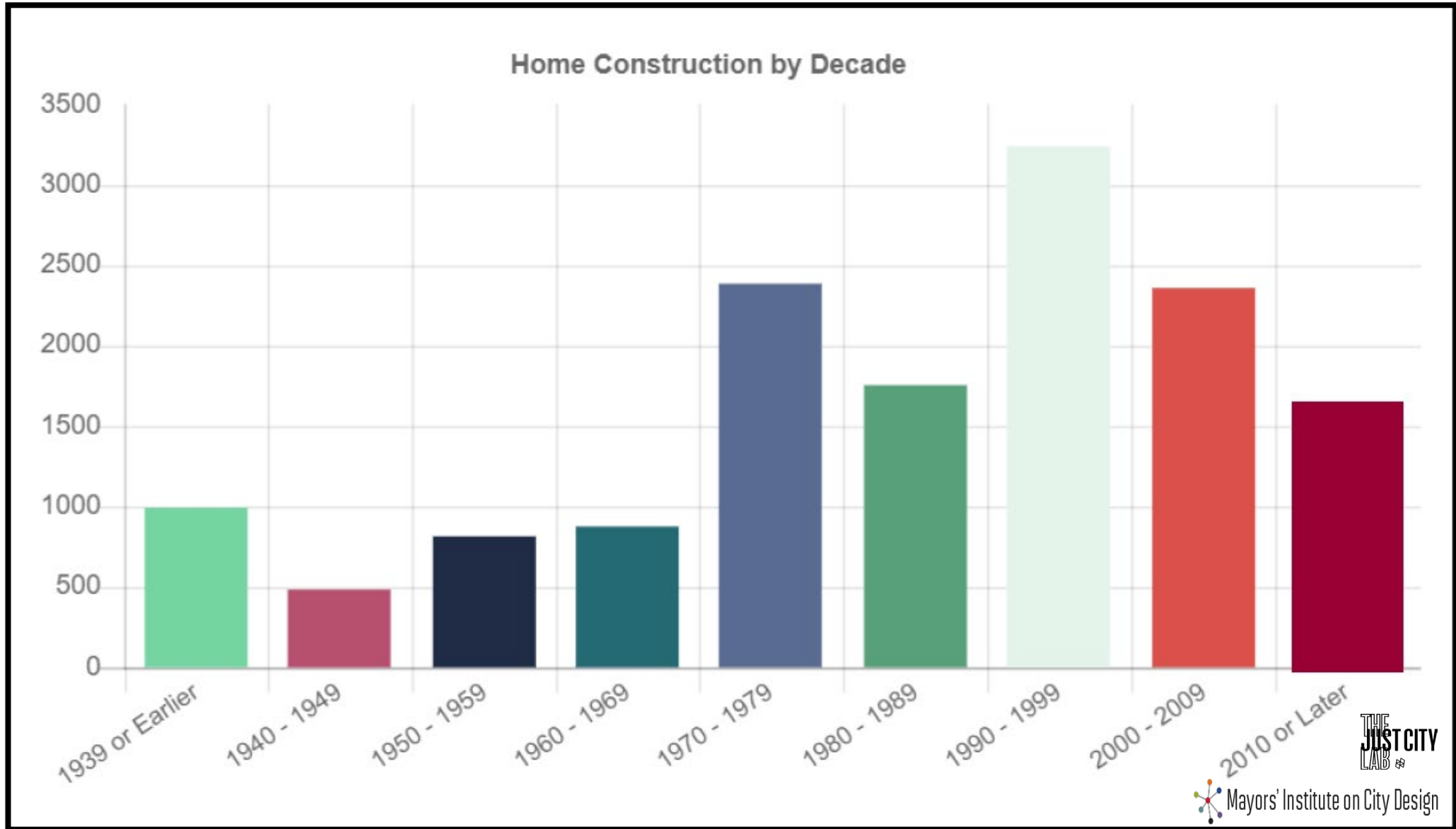
McMinnville HNA Buildable Lands Inventory Update

Unconstrained Vacant and Partially Vacant Residential, Commercial, and Industrial Land by Zone or Plan Designation



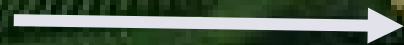
One of the fastest rising housing prices in Oregon due to limited supply and high demand.

Building Permits – Housing (by decade)



HOUSING AND HOUSELESSNESS

**SEVERELY
RENT BURDENED**



**25% of renters pay more than
50% of household income on
housing costs**

HOUSELESSNESS



Increased 290% since 2019



**City of
McMinnville**

SWOT ASSESSMENT:

Study Area 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 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 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 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 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

Operational 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 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 district parking

THREATS

- ❖ Displacement or strain on existing area businesses
- ❖ Non-spatial displacement
- ❖ Lack of agreed upon definition of success