



# Silverton Industrial Park Strategic Plan

April 2011



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# I. Purpose & Methodology

The City of Silverton contracted with Marketek in November 2010 to conduct a feasibility study for the Silverton Industrial Park. The purpose of this project is to evaluate the best opportunities for the Park to expand and develop the City's employment base and help replace the loss of 196 jobs from the closure of Champion Homes in 2008. The Industrial Park Strategic Plan builds upon the community's economic development vision and goals developed through the soon to be finalized Economic Opportunity Analysis. In summary, Silverton's vision is to create a business-friendly environment that increases living wage job opportunities. The five key economic development goals appear below, with Goal 4 focused on the Industrial Park:

1. Actively increase economic vitality of Silverton
2. Become a visible economic development leader within the Willamette Valley Region
3. Facilitate economic development within the downtown area
4. Facilitate development within the Silverton Industrial Park and other emerging commercial and industrial areas
5. Establish Silverton as a unique destination for day-trip and overnight tourism

This strategic plan includes:

- An overview of industrial and employment trends affecting the future development of the Park;
- An evaluation of the Park and the former Champion Homes site for employment development;
- Characterization of the industrial real estate product within the Silverton/regional marketplace and the comparative analysis of the Park's properties.
- A summary of the vision for the Park by key stakeholders including Park property owners, Park neighbors and community residents;
- Options for Park's future development; and
- Next steps for successful development as a key employment center for Silverton.

## *Methodology*

Marketek conducted six site visits to Silverton including a project orientation meeting, community driving tour, two Park visits with the Business Oregon/SEDCOR industrial team, a property owner meeting, a community meeting and a City Council/Planning Commission work session. In addition, interviews/surveys of Salem-Willamette Valley industrial brokers were conducted. Other primary and secondary research included: review of all relevant studies and documents including the 2010-2011 Silverton Economic Opportunity Analysis (EOA), preliminary findings from the Salem-Keizer EOA, identification of comparable industrial properties from the Co-Star proprietary data base, interviews with key target industry representatives (Oregon Department of Agriculture Business Development, selected wine industry specialists), and review of regional employment forecasts. This analysis and plan considers both a short and long term time frame for the Park's future.

## II. Industrial Market Overview

### A. Metro Portland Industrial Trends

Silverton's local economy and industrial market will continue to be influenced by growth to the north in metropolitan Portland. Recent industrial market indicators for metro Portland show that:

- The metro Portland market had a net absorption of 462,073 square feet of industrial space in the fourth quarter of last year, for a total positive net absorption of 357,198 square feet in 2010. Although below the region's average net absorption of 1.5 million square feet, industrial activity in 2010 was better than expected and a turnaround from 2009's negative net absorption.
- Flex space in metro Portland also saw net positive absorption (of 31,849 square feet) in the fourth quarter of 2010, but was negative for the year (-217,269).
- The industrial vacancy rate was 8.9 percent as of the fourth quarter of 2010, down slightly from earlier that year, but roughly on par with what it has been for the last 18 months. Higher vacancy is reported for flex space (13.9 percent).
- No new industrial or flex space was completed in the fourth quarter of 2010 and none was under construction. No new space is under construction as of the first quarter of 2011.
- Metro Portland industrial asking lease rates averaged \$6.09 per square foot per year at the end of 2010. This is down from a high in 2008, but above lease rates during the mid-2000s. The average quoted rate for flex space was higher at \$10.40 per square foot per year as of the fourth quarter of 2010.
- Metro Portland's industrial market continues to see the effects of the economic downturn in rent reductions and little to no construction activity. However, positive net absorption in 2010 and stabilizing vacancy rates indicate that the metro market is gaining momentum and beginning a recovery.<sup>1</sup>

### B. Salem-Keizer Industrial Trends

The cities of Salem, Keizer and Turner and Marion and Polk Counties are currently preparing a joint Economic Opportunity Analysis to assess their employment land supply. Preliminary results available as of April 2011 indicate that the Salem-Keizer metropolitan area has a sufficient supply of general industrial land to meet 20-year employment growth within that sector. The region is estimated to lack an adequate amount of general commercial land to meet anticipated commercial and retail growth.

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<sup>1</sup> From *The CoStar Industrial Report, Year End 2010, Portland Industrial Market* and CB Richard Ellis' *MarketView, Portland, Oregon – Industrial, Fourth Quarter 2010*.



Potential options for addressing this shortage include re-designation of industrial land, redevelopment of low-density commercial areas and/or more intensive use of infill or underused commercial sites.

## ***C. Silverton Economic & Industrial Trends***

Concurrent with the preparation of the Silverton Industrial Park Strategic Plan, the City of Silverton is preparing an Economic Opportunity Analysis assessing local economic development trends and the supply and demand balance for office and industrial employment land. Major findings from the February 2011 draft report are summarized below:

- Employment growth is expected to continue in the Mid-Willamette Valley region (including Marion, Yamhill and Polk counties) through 2018. Healthcare and social services, leisure and hospitality, professional and business services, retail and wholesale trade are expected to see fastest growth. Industries not expected to grow include the mining, wood product manufacturing and information sectors.
- As of 2010, there were approximately 3,155 covered employees working within the Silverton Urban Growth Boundary (UGB).<sup>2</sup> The UGB added 266 new jobs since 2003, most in self-employed establishments and business entities with 2 to 9 workers. This translates to an average annual increase of 1.3 percent over the last seven years.
- The EOA estimates between 605 and 1,086 new jobs in the Silverton UGB over the next twenty years (or average annual employment growth from 1.0 percent to 1.7 percent).
- Even in the highest job-growth scenario, Silverton has an ample supply of vacant industrial land to accommodate demand for additional industrial space through 2031 (potential demand for 11 acres of industrial space verses a supply of 84 acres).
- Silverton has significant competition for attracting industrial growth and will need to focus its efforts and market to top industrial business targets.
- Most business targets will be small operations with less than 10 employees that can locate within existing professional office or industrial buildings or new office or flex/industrial buildings developed on vacant sites of five acres or less. They would prefer to initially lease space and may be interested in locating in a business incubator.

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<sup>2</sup> “Covered employment” refers to employees covered by the Oregon Employment Department’s unemployment insurance program. It includes about ninety percent of payroll employment statewide. Types of employment not typically included are sole proprietors, agricultural workers, railroad workers and domestic employment.

## D. Silverton Target Business Clusters

The Silverton Draft Economic Opportunity Analysis (EOA) identified target business clusters based on the current size and projected future growth of industry sectors within the city.

**Figure 1: Silverton UGB Business Clusters by Concentration and Growth Rates, 2008**

<b>Star Clusters:</b> <b>high concentration, high growth rate</b>	<b>Opportunity Clusters:</b> <b>low concentration, high growth rate</b>
<ul style="list-style-type: none"> <li>▪ Health care &amp; social assistance</li> <li>▪ Educational services</li> <li>▪ Leisure &amp; hospitality</li> </ul>	<ul style="list-style-type: none"> <li>▪ Professional &amp; business services</li> <li>▪ Retail trade</li> </ul>
<b>Mature Clusters:</b> <b>high concentration, low growth</b>	<b>Challenged Clusters:</b> <b>low concentration, low growth</b>
<ul style="list-style-type: none"> <li>▪ Natural resources</li> <li>▪ Manufacturing</li> <li>▪ Construction</li> <li>▪ Miscellaneous services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Financial activities</li> <li>▪ Transportation &amp; warehousing</li> <li>▪ Wholesale trade</li> <li>▪ Government</li> <li>▪ Information</li> </ul>

Source: Silverton Draft Economic Opportunity Analysis by FCS Group, 2011

The EOA recommends that Silverton focus on retaining and attracting the following established and emerging clusters, which are factored in to Park Options in Section VI.

- Health services;
- Food and beverage processing (e.g., fruit juice, wine, organic supplements, etc.);
- Creative services (computer software, electronic publishing, etc.);
- Professional business services (including consultants that work outside the region);
- Advanced education/training; and
- Tourism (leisure and hospitality).

### Business Incubators

As part of the economic opportunity assessment for the Park, Marketek considered the general potential for a business incubator in the Industrial Park. Many communities seek to develop incubators as a means to diversify their local economies and support entrepreneurs. Business incubators often have a business theme, such as food processing, arts, high tech, etc. They provide low cost start-up space, business support services and assistance in exiting to a larger platform for business operations. Most incubators are operated as nonprofits and often begin with the help of public leadership. Many incubators are dependent on significant sponsorship through a university or development corporation and often have rent donated or highly discounted to be cost effective. To assess its true potential to support an incubator, Silverton needs to identify a core group of interested partners and undertake a focused market feasibility study.

Appendix A provides an overview of steps to take in evaluating the feasibility of an incubator as well as four sample incubators operating in Oregon.

## **Wine Industry**

During this planning process, several community residents expressed hopes for wine related commercial/industrial development at the Silverton Industrial Park. The Oregon Department of Agriculture shares that there are 14,100 vineyard acres and 350 wineries in Oregon at present. Many industry observers believe that the State is saturated if not over supplied with grape production and vineyard operations. Competition is fierce and many small towns are well ahead of Silverton in identifying and capitalizing on wine niches.

Examples of community entrepreneurship and focus on the wine industry include Roseburg and Carlton. A viticulture center recently opened at Umpqua Community College in Roseburg that offers not only a course of study but also educational conferences and meetings for vintners and suppliers. Carlton has successfully created a joint production facility, Carlton Wine Studio, where small vintners share space and equipment. The Studio is home to ten individual vintners that produce some of the region's most coveted wines under one innovative roof. With a concrete tasting bar and large windows, the building provides a hip, modern atmosphere for those looking to be taken care of by smart wine servers.

Silverton should take a strategic, asset based approach to identify and develop any untapped niches in the wine industry. It can begin with informational interviews of the State Board of Agriculture and the Oregon Wine Board and consider creating its own local wine industry cluster group made up of area wineries and those serving the industry to identify issues and opportunities. First a champion or task force of local leaders will need to be identified who are interested in spearheading this initiative.

# III. Site Evaluation

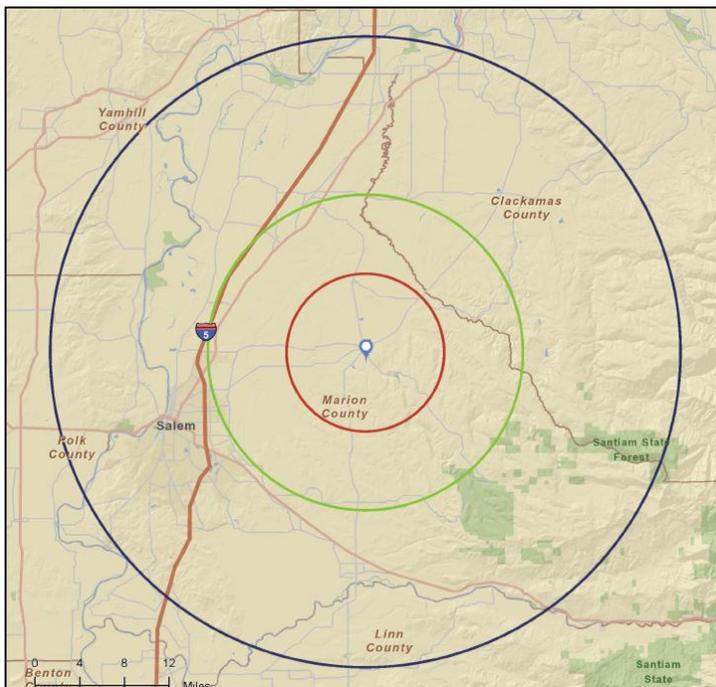
## A. Description

The Silverton Industrial Park, developed in 1993, is comprised on 91.9 acres and located on the furthest west end of Silverton off OR Highway 214 and Hobart Road. It is 11 miles from Interstate 5. The Park includes vacant properties, industrial uses and natural resources. Current tenants of the Park include Givaudan (a food processing facility), Frey Moss (a modular building manufacturer), Withers Lumber (a construction suppliers), and a number of small commercial/warehouse uses. Two properties are on the market. The Turf Care building is 67,912 square feet on 6.49 acres. Turf Care currently leases the building and may remain a leaseholder in the future. The former Champion Homes property, now vacant, is 157,641 square feet on 19.12 acres.

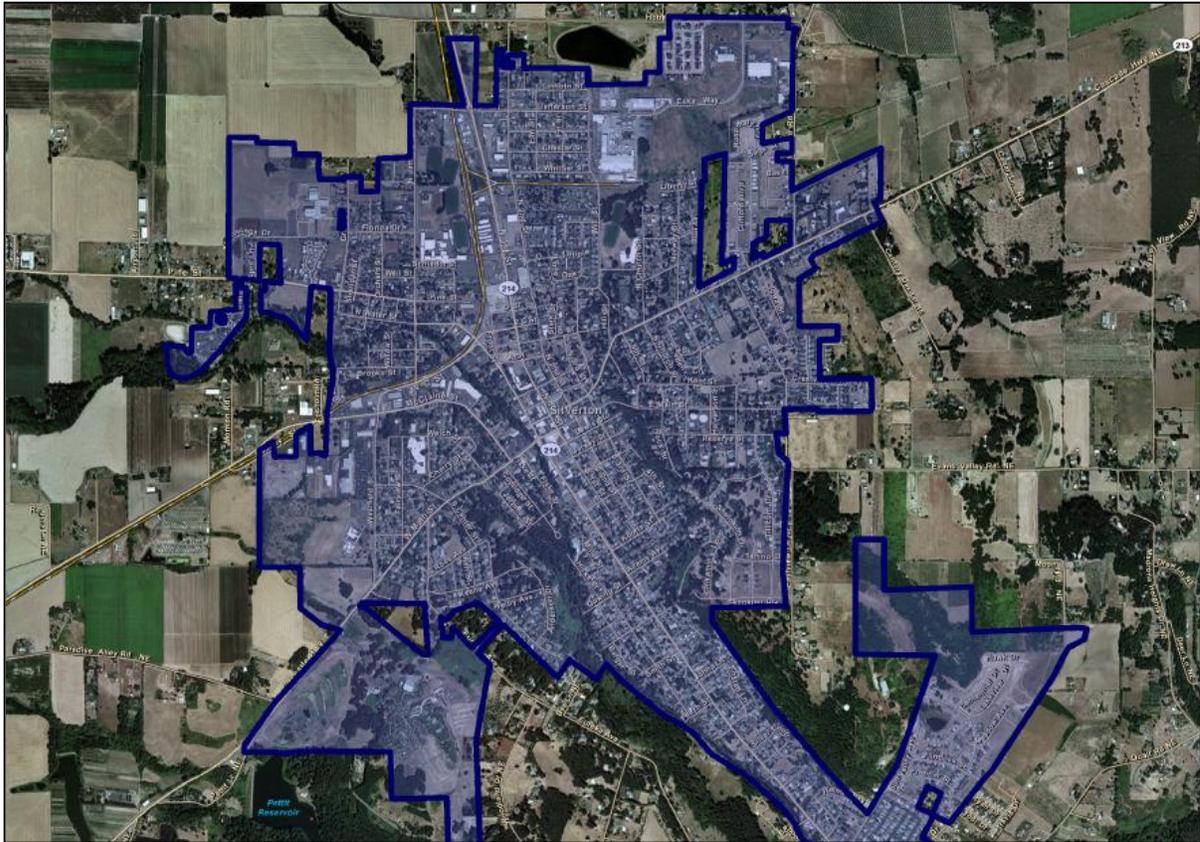
At the time of the Park’s development all infrastructure, utilities and roads to serve the long term needs of the Park were installed. Over the years, the City of Silverton and State of Oregon have invested additional resources to build interior roads to provide better access to smaller parcels off Eska Way to serve a more diverse industrial base.

The Park has approximately 47.8 acres of vacant developable land. These properties have multiple owners with varying interests, however all property owners have expressed interest in working with the City of Silverton to bring additional employment opportunities to the community.

**Map 1: Five, Ten and Twenty Mile Radii from Silverton Industrial Park**

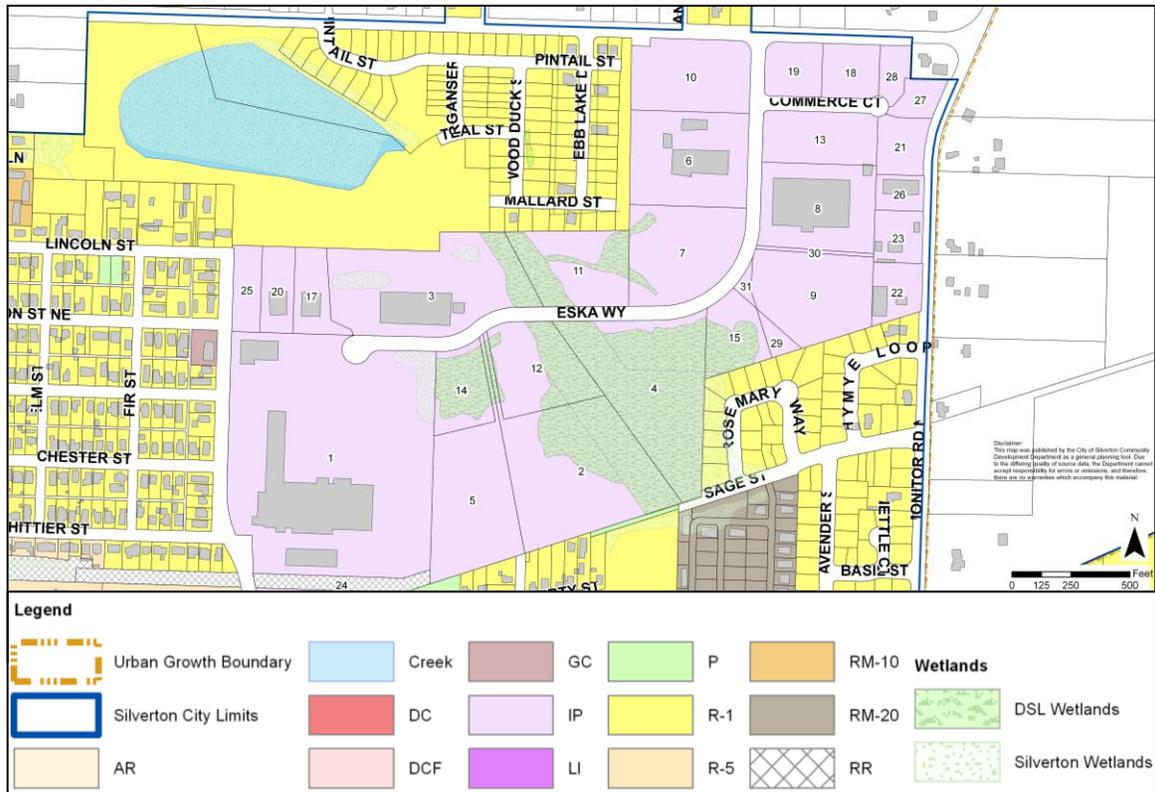


## Map 2: City of Silverton



Source: ESRI BIS

**Map 3: Silverton Industrial Park**



## B. Existing Tenants

Tenants currently located in the Silverton Industrial Park include:

- Givaudan (1702 Eska Way) a food processing company that strives to maintain significant investments in cutting-edge research and consumer understanding programmes to remain the leading innovator in the food industry.
- Westco Tools (379 Monitor Road) manufacturers of the SEAMless™ Blu-Tip and Black Vinyl Grout Bags.
- C.L. Rose Construction (375 Monitor Road) is a private company categorized under Building Contractors.
- Frey Moss Structures (1302 Eska Way) manufactures and installs custom modular buildings and canopy systems available, servicing a multitude of retail markets.
- Withers Lumber Company (1206 Eska Way) a retail building materials and lumber supply business.
- Voyager Components Inc. (1208 Eska Way) is an international resource for brokers, CM's and OEM's and has built a positive reputation in circuit protection devices and lighting & wireless technologies.

- Myron Root & Co. Inc. (1702-A Eska Way) is a private real estate management company.
- Victory Prints, Inc. (381 Monitor Road) is a screen-printing operation.
- Turf Care (1651 Eska Way) is a fertilizer supply company.

## C. Site Characteristics

### Park Size

The Silverton Industrial Park is comprised of 91.9 acres of property and includes estimated 42.8 acres of buildable vacant land in 19 parcels (according to the Draft EOA, February 2011) and 18 acres constrained with wetlands.

### Location

The town of Silverton is located in the mid-Willamette valley, 9 miles east of Salem and 42 miles south of Portland, nestled at the base of the Cascade foothills. Silverton Industrial Park is located on the western outskirts of the city on Hobart Road, off Oregon Highway 214. Silverton's rural location next to highly productive farmlands supports the area's food processing industry.

### Ownership

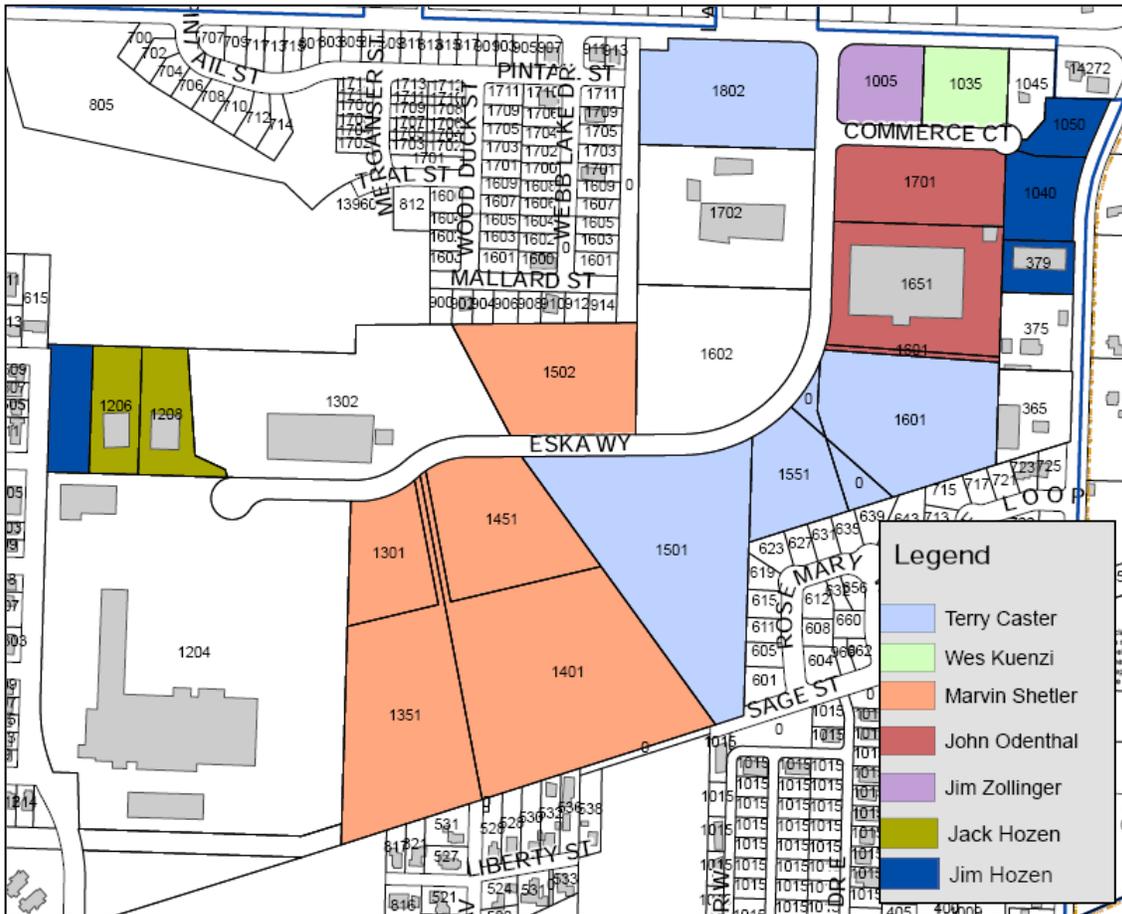
Ownership of the Silverton Industrial Park properties is made up of multiple individuals, outlined in Figure 2 and shown on Map 4.

**Figure 2: Silverton Industrial Park Owners, 2011**

Parcel	Owner	Acres	Parcel	Owner	Acres
1	Redman Mobile Homes Inc	19.12	17	Silvertek LLC	1.33
2	M&S Shelter LLC	7.39	18	Kuenzi, Wesley J &	1.27
3	Frey-Moss Structures Inc	6.90	19	Zollinger, James E &	1.26
4	Caster Co	6.58	20	Silver Mill Industrial Park	1.17
5	M&S Shelter LLC	4.86	21	Hozen, Jim &	1.17
6	Root Family LLC 72.67% Int &	4.59	22	Miller, Byron & Judith M	1.12
7	Root Family LLC 72.67% Int &	4.13	23	Rose, Charles L	1.04
8	Snodco Limited Partnership	4.05	24	T E Caster 50% &	1.03
9	Caster Co	3.94	25	Ann A Hozen Lt 66.07% &	1.00
10	Caster Co	3.48	26	Hozen, Jim &	0.71
11	M&S Shelter LLC	3.26	27	Hozen, Jim J &	0.69
12	M&S Shelter LLC	3.11	28	Wavedivision VII LLC	0.66
13	Snodco Limited Partnership	2.45	29	Caster Co	0.32
14	M&S Shelter LLC	1.81	30	Snodco Limited Partnership	0.17
15	Caster Co	1.68	31	Caster Co	0.17
16	Martin, Richard H	1.52			

Source: City of Silverton

**Map 4: Silverton Industrial Park Owners, 2011**



### Available Buildings

Within the Silverton Industrial Park are two (2) available properties: the former Champion Home site at 1204 Mill Street and the Turf Care site at 1651 Eska Way. These sites are described fully in the Section IV. Competitive Marketplace.

### Current Uses

The site is currently occupied with five industrial uses including a food processing facility, modular building structures manufacturer, building supplier and others.

### Zoning

Industrial Park (IP) with a wide range of commercial and industrial uses permitted including offices, retail sales/service (as accessory to primary permitted use), self-storage area, industrial service, manufacturing/production, basic utilities, colleges, community services uses, parks/open space, schools with <20 students, transportation maintenance/construction facilities. Another wide range of uses are allowed with development standards; and additional uses ranging from indoor sports facilities to jails/detention facilities with a conditional use permit.

## Environmental Status

Upon review of the Oregon Department of Environmental Quality database, the site has no documented environmental issues.

Approximately 18 acres of wetlands run through the Park (as shown in Map 3) and currently there is no mitigation plan in place. Without a mitigation plan, the likelihood of short-term development on these parcels is doubtful as a full plan would be required prior to developing the property. The extent of the wetland constraints is not currently known.

## Infrastructure

The Industrial Park is fully served; the City of Silverton provides water and sewer service to the site and Portland General Electric (PGE) and NW Natural Gas provide electric and gas, respectively.

## Local and Regional Access

*Roads:* Interstate 5 access is 9 miles east of the Silverton Industrial Park. OR Highway 214 provides the main east/west route and OR Highway 213 provides north/south access less than 1 mile from the Park. Employees can also access the Champion Home site from Mill Street

*Rail:* An inactive rail spur exists adjacent to the former Champion Home site (1204 Mill Street). Improvements to the rail line would be necessary in order to provide viable rail use.

## Visibility

The site is located on Silverton's farthest west side, off OR Highway 214 and Hobart Road. The Park is easily accessible and has good visibility off Hobart Road.

## Adjacent Land Uses

The Silverton Industrial Park has residential development to the south, east and west. Also adjacent to the Park on the southside is Mark Twain Middle School. Housing to the west of the Park includes newer, quality homes known as Webb Lake Estates. The housing to the east and south reflect older more established neighborhoods that pre-date the development of the Silverton Industrial Park. Property to the north of the Park is farmland, currently outside of Silverton's city limits.



## Proximity to Commercial Uses

Restaurants, services and convenience retail exist nearby on Highway 214. Downtown Silverton and further west on Hwy 213 are other commercial clusters. None are within easy walking distance to the Park, however.

## Special Features

The Park falls within the City of Silverton's Urban Renewal Area. As such, business and property owners qualify for the Building and Improvements Revolving Loan Fund and Small Grant Program, which provides financing for building restoration and revitalization, including façade improvements and interior improvements that expand uses or occupancy or bring historic buildings into ADA compliance.

# IV. Competitive Marketplace

To gain perspective on the competitive market position of the Silverton Industrial Park, the consulting team conducted interviews with regional industrial brokers to assess their familiarity with Silverton’s industrial properties and to collect their recommendations on opportunities that exist in the community. To understand how the Park compares to other properties being actively promoted in the industrial marketplace, an inventory of comparable buildings and sites was undertaken. Finally, the state’s Business Oregon industrial recruitment team participated in two sites visits to Silverton (February and April) to help evaluate the community’s and the Park’s readiness for industrial development. During the February visit, the team was accompanied by SEDCOR (Strategic Economic Development Corporation).

## A. Industrial Real Estate Broker Interviews

A dozen industrial real estate brokers from the Salem-Willamette Valley area were contacted and six provided insight to Silverton and the Industrial Park’s competitive position in the marketplace. Details appear in Appendix B with highlights below.

The general consensus of the brokers was that there is a lot of industrial property inventory on the market right now and with a limited demand; however they felt that as the economy improves, so will manufacturing/industrial opportunities. Most brokers interviewed were somewhat aware of Silverton’s industrial park and available properties and thought that manufacturing would be a good candidate for Silverton, irrespective of access to I-5.

**Figure 3: Broker Interview Highlights**

<b>Current supply</b>	<ul style="list-style-type: none"> <li>▪ High vacancy rate over last two years; activity remains soft</li> </ul>
<b>Nature of Industrial Inquiries</b>	<ul style="list-style-type: none"> <li>▪ Soft market; businesses looking for cheap space</li> <li>▪ Smaller users looking for buildings for sale or lease &lt;20,000 SF; occasional large user</li> <li>▪ Fewer traditional manufacturing leads</li> <li>▪ Speculative building is a ‘thing of the past’</li> <li>▪ Demand for leasing over ownership</li> </ul>
<b>Industrial Demand Trends Over Next 2-3 Years</b>	<ul style="list-style-type: none"> <li>▪ Gradual economic improvement</li> <li>▪ I-5 properties will be absorbed first</li> <li>▪ Portland metro properties will lead</li> <li>▪ Some return of manufacturing</li> <li>▪ No new construction for at least 24 months</li> </ul>
<b>Familiarity/Comments on Champion Homes Sites</b>	<ul style="list-style-type: none"> <li>▪ Most were generally familiar with property</li> <li>▪ Recommended single large user</li> <li>▪ Recommended companies with minimal environmental issues</li> </ul>

**Figure 3: Broker Interview Highlights (continued)**

<b>Familiarity/Comments on Industrial Park</b>	<ul style="list-style-type: none"> <li>▪ Most unaware of the industrial park overall</li> </ul>
<b>Competitive Situation</b>	<ul style="list-style-type: none"> <li>▪ Large site with an abundance of power</li> <li>▪ Perception of strong work force in the area</li> <li>▪ Silverton is out of the way; access to I-5 can be an issue</li> </ul>
<b>Recommendations to Enhance Marketability</b>	<ul style="list-style-type: none"> <li>▪ Silverton perceived as anti-growth and anti-jobs</li> <li>▪ City needs to send visible positive message</li> <li>▪ Consider a Mill Creek type development</li> </ul>

## B. Site Visit Evaluations

Business Oregon and SEDCOR representatives participated in a community and Park tour in February and a Champion Homes site tour with broker Tim Campbell in April. Business Oregon attendees included: Jill Miles, National Recruitment Officer; Laura Engstrom, Regional Business Development Officer; Gary Van Huffel, Business Development Section Manager; and Ray Burstedt, President of SEDCOR. A synopsis of comments and perceptions appears below.

**Figure 4: Summary of Business Oregon Team Site Visits**

<b>Competitive Position of the Industrial Park</b>	<ul style="list-style-type: none"> <li>▪ Overall attractive park</li> <li>▪ Adjacent residential is biggest downside</li> <li>▪ Park is Silverton's best bet for attracting family wage jobs; potential to be a destination for a good mix of industrial users</li> <li>▪ Established tenants are good quality employers, representative of what could continue to be developed.</li> <li>▪ Park is not 'on I-5' but is not so far off as to be a significant disadvantage</li> <li>▪ Signage to the Park is poor</li> <li>▪ Primary competitive market area includes: north-south, the I-5 corridor from Woodburn to Salem; east-west, Molalla to McMinnville and Dallas</li> </ul>
<b>Strengths of Champion Site</b>	<ul style="list-style-type: none"> <li>▪ Size is its greatest advantage; do not subdivide the site</li> <li>▪ Suitable for large scale operation</li> <li>▪ Open production or distribution space ready to go</li> <li>▪ Buildings in good condition, of sufficient value to be retained</li> <li>▪ Rail spur is an asset; would not invest in activating it without full commitment to industrial development</li> </ul>

**Figure 4: Summary of Business Oregon Team Site Visits (continued)**

<b>Challenges of Champion Site</b>	<ul style="list-style-type: none"> <li>▪ Most companies looking at site of this size will have a transportation component; this may be of concern to residents</li> <li>▪ Absence of loading docks has reportedly been a turnoff to some distribution prospects</li> <li>▪ Property owner can hold on to the site for a very long time</li> <li>▪ Redevelopment not cost effective for private developer</li> </ul>
<b>Recommendations to Enhance Marketability</b>	<ul style="list-style-type: none"> <li>▪ Ideal site for business park and light manufacturing operations with limited conflicting neighboring uses and potentially minor impacts on traffic</li> <li>▪ Focus on drive time not miles from interstate</li> <li>▪ Need comprehensive industrial marketing packet highlighting infrastructure capacity, tax rates, commute shed, labor market characteristics, community incentives</li> </ul>
<b>Questions</b>	<ul style="list-style-type: none"> <li>▪ What are the City's goals for the Park's development?</li> <li>▪ For Champion site?</li> <li>▪ Is the City ready to lead industrial development process?</li> <li>▪ What is the message the City wants to send to business prospects and to industrial development partners?</li> <li>▪ What incentives will it offer?</li> </ul>
<b>Comments</b>	<ul style="list-style-type: none"> <li>▪ Champion site is not well known in marketplace; not been actively marketed in part due to the negative public impressions from Quikrete rejection</li> <li>▪ If the City wants to see Industrial Park transform into a Business Park, Champion property is not compatible and would need to come down</li> </ul>

## C. Silverton Industrial Park Sites

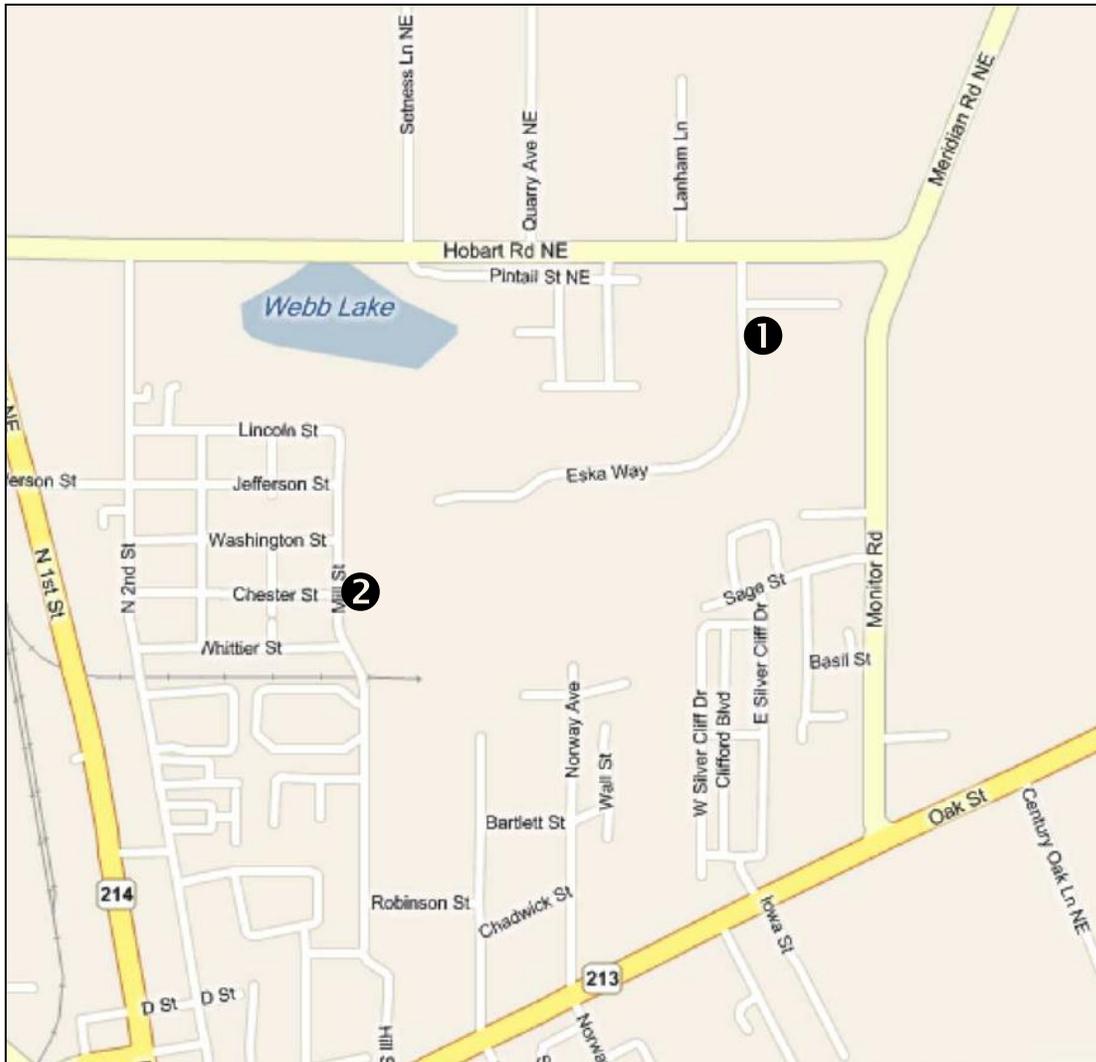
The Silverton Industrial Park has two properties being actively marketed that are included in this comparison: the former Champion Homes site and the Turf Care property. They are identified on Map 5 with key features detailed in site sheets that follow.

**Figure 5: Silverton Industrial Park Available Buildings**

Site	Property Address	Type	Building Sq. Ft.	Acreage
1	1651 Eska Way	Class C Warehouse	67,912	6.49
2	1204 Mill Street	Prime Manufacturing	157,641	19.12

Source: CoStar

**Map 5: Silverton Industrial Park Available Buildings**



**Site #1: 1651 Eska Way**



<b>Site Location:</b>	<b>1651 Eska Way</b>
<b>City:</b>	<b>Silverton</b>
<b>Property Type:</b>	<b>Class C Warehouse</b>
<b>For Sale/Lease:</b>	<b>For Sale or Long Term Lease</b>
<b>Sale/Lease Amount:</b>	<b>\$2,800,000</b>
<b>Total Building S.F.:</b>	<b>67,912 SF</b>
<b>Acreage Available:</b>	<b>6.49 Acres</b>
<b>Building Characteristics:</b>	<ul style="list-style-type: none"> <li>▪ <b>67,912 SF total building:</b> <ul style="list-style-type: none"> <li>– 63,912 SF Warehouse</li> <li>– 4,000 SF Office</li> </ul> </li> <li>▪ <b>Ceiling Height: 20'</b></li> <li>▪ <b>Sprinklers: Dry</b></li> <li>▪ <b>Loading: 6 ext. (bldg. total); Drive In: 5 (total)</b></li> <li>▪ <b>Construction Type: Steel</b></li> </ul>
<b>Infrastructure Information:</b>	<b>Power: 2000a/440v 3p</b>
<b>Zoning and Land Use:</b>	<b>IP – Industrial Park</b>

**Site #2: 1204 Mill Street**



<b>Site Location:</b>	<b>1204 Mill Street</b>
<b>City:</b>	<b>Silverton</b>
<b>Property Type:</b>	<b>Class C Manufacturing</b>
<b>For Sale/Lease:</b>	<b>For Sale</b>
<b>Sale/Lease Amount:</b>	<b>\$2,900,000</b>
<b>Total Building S.F.:</b>	<b>157,641 SF</b>
<b>Acreage Available:</b>	<b>19.12 Acres</b>
<b>Building Characteristics:</b>	<ul style="list-style-type: none"> <li>▪ <b>157,641 SF total building:</b> <ul style="list-style-type: none"> <li>– 152,641 SF Warehouse</li> <li>– 5,000 SF Office</li> </ul> </li> <li>▪ <b>Ceiling Height: 22'-26'</b></li> <li>▪ <b>Sprinklers</b></li> <li>▪ <b>Loading Docks and At-Grade Loading Doors</b></li> <li>▪ <b>Construction Type: Steel</b></li> </ul>
<b>Infrastructure Information:</b>	<b>Rail Access</b>
<b>Zoning and Land Use:</b>	<b>IP – Industrial Park</b>

## D. Comparative Industrial Sites

As part of the comparative analysis, Marketek identified eight (8) additional properties that have similar characteristics to Silverton’s properties. These properties were identified from a larger list of 93 available industrial properties in the region listed in the Co Star real estate database. They are believed to be most competitive with Silverton’s prime industrial park properties based on their location, size, character, condition, quality, zoning, use and price. Figure 6 and Map 6 summarizes these properties and Appendix C provides more detailed characteristics of the sites.

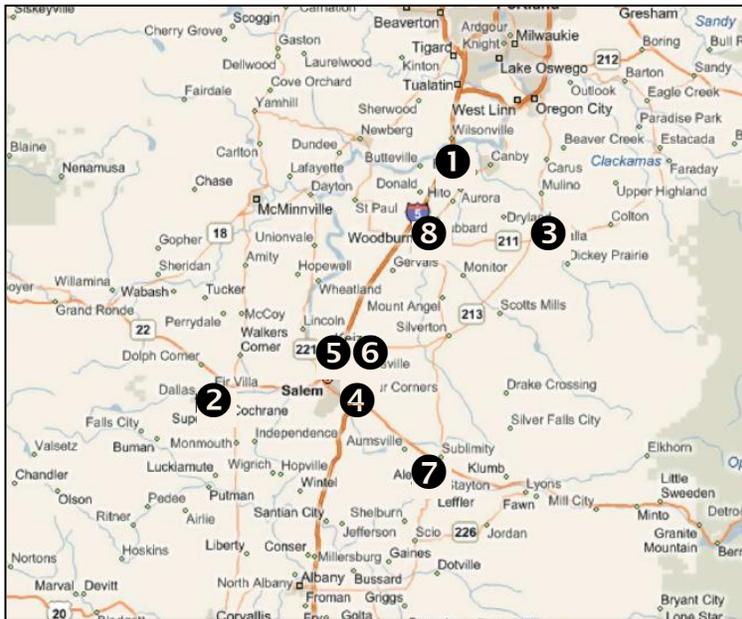
The former Champion Homes property stands out as being extremely cost competitive for the overall site size and square footage under roof. At \$18.47 SF, it is the lowest priced *for sale* property among the comparables. With consideration just for building size and not overall site size, the Turf Care property is offered at \$41.22/SF, which is moderately priced compared to other for sale properties that range from \$28/SF on the low end (Stayton property) to \$93.32 on the high end (Salem, Hawthorne Avenue). Price is an important competitive variable, but properties vary considerably in terms of condition and quality.

**Figure 6: Comparable Industrial Properties, 2011**

Site	Property Address	City	Type <sup>3</sup>	Building Sq. Ft.	Acres
1	14075 NE Arndt Rd	Aurora	Class B Warehouse	118,000	19.77
2	1270 SE Monmouth Cut Off Rd	Dallas	Class B Manufacturing	131,000	8.03
3	S Molalla Ave & W 7 <sup>th</sup>	Molalla	Class C Warehouse	76,140	Up to 110
4	500 Hawthorne Ave SE	Salem	Class C Food Processing	56,253	7.73
5	2195 Hyacinth St NE	Salem	Manufacturing	65,754	6.70
6	1351 Tandem Ave NE	Salem	Class B Manufacturing	108,000	7.39
7	1620 Wilco Rd	Stayton	Manufacturing/ Distribution	170,000	15.00
8	2257 Progress Way	Woodburn	Class C Warehouse	53,250	4.55

<sup>3</sup> Industrial properties are generally designated Class B or C. Class B describes buildings that offer utilitarian space without attractions; ordinary design, if new or fairly new; good to excellent space and design if older. Class C refers to buildings that are no-frills, older buildings with basic space, below average maintenance and management, mixed or low tenant prestige, and inferior elevators and mechanical/electrical systems.

**Map 6: Comparable Industrial Properties**



### E. Silverton Industrial Park Competitive Evaluation

Based on input from key external influencers and marketers, on-site visits with three regional/national industrial recruiters, industrial broker interviews and the economic development experience of Marketek team, a synopsis of the Park’s competitive features are summarized in the figure below.

**Figure 7: Silverton Industrial Park Competitive Assessment**

Key Factor	Rating (1-5) 1-poor; 5-excellent	Comments
Location	3.5	<ul style="list-style-type: none"> <li>The park is 9 miles off Interstate 5 in the heart of the Willamette Valley between two of Oregon’s largest cities, Portland and Salem.</li> <li>The distance from the freeway may be perceived as a disadvantage for companies needing easy transportation access.</li> </ul>
Site Characteristics (land, existing buildings)	4	<ul style="list-style-type: none"> <li>The size of the park is average (91.9 acres) with non-constrained vacant property of 28.8 acres.</li> <li>Major strength of park is two available properties: 19-acre former Champion Homes site (1204 Mill Street) with 157,000 sq. ft. and 6.49-acre Turf Care site (1651 Eska Way) with 67,912 sq. ft.</li> </ul>
Zoning	5	<ul style="list-style-type: none"> <li>Zoning allows flexible, limited commercial and light industrial uses.</li> <li>City is pursuing code revisions to better define uses.</li> </ul>

**Figure 7: Silverton Industrial Park Competitive Assessment (continued)**

Key Factor	Rating (1-5) 1-poor; 5-excellent	Comments
Transportation and Site Access	4	<ul style="list-style-type: none"> <li>▪ ODOT has made improvements to Hwy 214; future improvements are identified in local and state Transportation System Plan.</li> <li>▪ No truck access from Mill Street</li> <li>▪ Industrial Park signage is limited</li> <li>▪ Left turn from Hobart Rd to Hwy 214 is challenging.</li> <li>▪ Rail spur exists adjacent to Champion Homes site; currently not active.</li> </ul>
Property Ownership	2.5	<ul style="list-style-type: none"> <li>▪ Multiple property owners with varying interests make it challenging to develop the park in a unified fashion.</li> </ul>
Adjacent Land Uses/ Development	1	<ul style="list-style-type: none"> <li>▪ Residential development, a public school and a park are immediately adjacent to the Industrial Park, which is a concern for many industrial prospects.</li> </ul>
Infrastructure	5	<ul style="list-style-type: none"> <li>▪ Fully served park with excellent power supply, sewer, water, interior road network.</li> </ul>
Environmental	3	<ul style="list-style-type: none"> <li>▪ Unmitigated wetlands of approximately 18 acres through middle of park pose limitations.</li> </ul>
Industrial Park Image/Identity	3.5	<ul style="list-style-type: none"> <li>▪ Many brokers are not familiar with the park and are unaware of the Champion Homes and Turf Care sites.</li> <li>▪ Brokers familiar with the park, think that it is attractive and shows well.</li> </ul>
Community Image/Identity	4.5	<ul style="list-style-type: none"> <li>▪ Historic downtown is strong asset.</li> <li>▪ Oregon Garden and Conference Center are advantages.</li> <li>▪ Overall the community 'shows' well.</li> </ul>
Community Attitude	2	<ul style="list-style-type: none"> <li>▪ Silverton is perceived as unfriendly to industrial business largely based the deliberations of a previous prospect (Quikrete).</li> </ul>
Project Readiness	4	<ul style="list-style-type: none"> <li>▪ Park is fully served with utilities and infrastructure.</li> <li>▪ Land and buildings available to attract a manufacturing business.</li> <li>▪ Large footprint building and acreage (1204 Mill Street) available for sale.</li> <li>▪ Zoning appropriate for industrial use.</li> <li>▪ Adjacent residential uses may be a concern.</li> <li>▪ Multiple property owners may make property amassing a challenge.</li> </ul>
Overall Industrial Park Competitiveness	3.5	<ul style="list-style-type: none"> <li>▪ The Silverton Industrial Park may compete better than comparable Salem locations on cost, but its rural location may be perceived as 'off the beaten path.'</li> <li>▪ No 'carrots' to entice tenants or owners.</li> </ul>

## V. Community Vision

To help guide strategy development for the future of the Industrial Park, Marketek led two meetings/workshops with key stakeholders: Park property owners (February 8) and members of the community (March 16). A PowerPoint presentation of background information was prepared and presented and appears in Appendix D. In addition, Marketek conducted interviews with selected property owners unable to attend the meeting. Approximately 35 individuals participated in these meetings with several more sending comments to the City of Silverton. Many also shared ideas on comment cards provided. Detailed meeting notes and participant comments appear in Appendices E and F with a synopsis appearing below.

### A. Property Owner Input

- Property owners were asked to share the status of their parcels, short and long term property plans, their view of top opportunities for the industrial park overall, ideas for marketing the park and thoughts about the role of the City in the Park's future development.
- The majority of property owners strongly favor the Park continuing to focus on light industrial and employment opportunities. One property owner would like to see multi-family housing.
- The idea of the industrial park transitioning to a business park over time was noted as desirable by some. Of most interest is that the Park emphasizes quality development.
- For most, there are no active plans for expansion or redevelopment at this time. However, Jim Hozen would like to help tenant Withers' Lumber expand. Turf Care indicates potential plans to continue remain a leaseholder at their current site.
- In the next 5 years, several property owners anticipate or would like to construct small flexible structures (<20,000 SF) for some combination of light manufacturing/production, office and showroom.
- When asked what role the City should play in marketing the Park, the responses focused on four themes: 1. Commit to industrial development; be business friendly; 2. Keep development affordable and be clear on City costs and fees; reduce the uncertainty and element of surprise; 3. Help resolve wetlands issues; and 4. Help mitigate conflicts with the neighborhood.
- Other comments were: "Silverton is a great City, with potential for growth." "Neighborhood backlash on Quikrete has had a negative impact on Silverton and the Park as an industrial location."

## B. Resident Input

The community workshop sought input on three specific questions:

1. What is your vision for the industrial park (types of businesses, industries, etc.)?
2. What concerns and/or questions do you have?
3. What's the message you want to communicate to prospective businesses?

**Figure 8: Key Themes of Community Workshop**

Vision	
<ul style="list-style-type: none"> <li>▪ Enhance entrance</li> <li>▪ Green businesses to support healthy ecology, social justice, fair wages</li> <li>▪ Business park &amp; community center</li> <li>▪ Regional wetland park</li> <li>▪ Large light industrial w/ 50+ jobs</li> <li>▪ Green business – solar, wind, greenhouses</li> <li>▪ Community college branch</li> <li>▪ Local light industrial support operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Wine related, agriculture related, tasting rooms</li> <li>▪ Wetland park with paths and nature education</li> <li>▪ Office space with greenways and parks</li> <li>▪ Clean industries</li> <li>▪ Medical supply, medical labs</li> <li>▪ Multifamily</li> </ul>
<p><i>Would like to see mixed use of business park and multifamily use. Campus type style. Uses that complement the surrounding neighborhoods, schools and wetland.</i></p>	
Concerns/Questions	
<ul style="list-style-type: none"> <li>▪ Polluting industries and traffic</li> <li>▪ After Quikrete, residents do not trust City</li> <li>▪ Avoid noisy industry operating 24/7</li> <li>▪ Truck traffic</li> </ul>	<ul style="list-style-type: none"> <li>▪ No connection to neighborhood – streets, paths</li> <li>▪ Provide homeowners with visibility protection, such as cypress trees</li> </ul>
<p><i>It is extremely important to have clear and objective performance standards for property owners, potential businesses and neighboring properties.</i></p>	
Key Messages	
<ul style="list-style-type: none"> <li>▪ We are an interactive business, citizen community. Join us!</li> <li>▪ We're open for light industrial</li> <li>▪ Silverton – a great place to live and work</li> <li>▪ Open for business partnerships with clean companies</li> <li>▪ Come with hard data</li> </ul>	<ul style="list-style-type: none"> <li>▪ If businesses honor our values, we will support them</li> <li>▪ Co-exist in harmony with Silverton's small town values</li> <li>▪ If you are a toxic polluter, stay away from the Garden City. Clean businesses? Welcome!</li> </ul>

## C. Community Economic Development Survey

Another important source of community input regarding the desired uses for the Silverton Industrial Park was the electronic economic development survey conducted in summer 2010 as part of the Economic Opportunity Analysis project. Top preferences from the 61 survey respondents are highlighted below.

**Figure 9: Community Economic Development Survey Summary**

Most Appropriate Businesses for the Silverton Industrial Park	
<ul style="list-style-type: none"> <li>▪ Light industry/manufacturing</li> <li>▪ Green industries</li> <li>▪ Computer and technology-related</li> <li>▪ Professional office space</li> </ul>	<ul style="list-style-type: none"> <li>▪ Food and agriculture</li> <li>▪ Call centers</li> <li>▪ Renewable energy</li> <li>▪ Construction supply</li> </ul>
<p>Comments</p> <p><i>Just about any kind of business should be allowed in industrial park.</i></p> <p><i>Put up signs so people know the Park exists.</i></p> <p><i>Businesses that do not distract from the ambiance of the neighborhoods.</i></p> <p><i>Access to the Park needs work.</i></p> <p><i>The City can use its resources to attract businesses to the Park that are appropriate and won't interfere with close proximity of neighborhoods and school. Be proactive!</i></p>	

# VI. Strategic Options for Silverton Industrial Park

This final section summarizes the values expressed by key stakeholders, working assumptions for the Industrial Park's future development and key conclusions. With this background, Marketek identified and provided a general evaluation of three options for the future of the Park. These options were presented and discussed at a May 23, 2011 work session with the City Council and Planning Commission. With input from the City's leadership, Option 1: Enhanced Industrial Park was selected as the preferred option. Recommendations and next steps are provided at the conclusion of this section.

**Figure 10: Values and Assumptions Behind Industrial Park Expansion**

## Guiding Values from City, Community and Property Owners

- Expand economic base through business retention and attraction
- Industrial Park is a significant community asset and investment
- Small, locally owned businesses are especially valued
- High quality development is essential
- Clean, nonpolluting businesses with minimal neighborhood impacts offer a win-win
- Improved community engagement is important
- Wetlands have potential as a community greenway
- City economic development leadership is critical to Park's future success

## Conclusions and Assumptions

- Residential development, school and park adjacent to the Park shall remain
- Established Park businesses shall remain and be supported in expansion efforts
- The Park is the City's largest concentration of employment land and a critical component of the community's existing industrial land supply, with 47.8 vacant and 22.6 redevelopable acres
- Highest and best use for the Park is to continue as an employment center, emphasizing 'clean' industry
- To fulfill its purpose as an employment center, enhanced marketing of the Park is essential
- The Park should continue to adapt and evolve to meet the changing needs of the industrial marketplace
- Successful, sustainable Park development as an employment center will necessarily be market-driven

**Figure 11: Silverton Industrial Park Strategic Options**

Element	Options		
	1. Enhanced Industrial Park	2. Business Park	3. Mixed-Use Development
<b>Concept</b>	Continue to develop as multi-tenant industrial park	Reorient the focus to a Business Park with greater emphasis on office, service center uses  (EX: Mill Creek, Salem; Kruse Way, Lake Oswego)	Repurpose Park use toward a mix of high tech office, mixed-use residential, civic, recreational, educational, and retail/commercial  (See Appendix G for case study examples)
<b>Target Businesses</b>	General manufacturing, food processing, high-tech manufacturing and processing, warehousing, call center, business services, computer software, electronic publishing	Call center, business and professional services, offices, associations, banks, higher education	Professional office, health care, education, commercial service and retail, restaurants, wine tasting rooms, meeting space, community facilities
<b>Key Activities/ Projects</b>	<ul style="list-style-type: none"> <li>▪ Market-driven industrial development</li> <li>▪ Locate anchor industrial tenant in former Champion Homes property</li> <li>▪ Improve signage and Park access</li> <li>▪ Encourage and support established businesses to expand and property owners to develop</li> <li>▪ Develop and implement aggressive economic development marketing for the Industrial Park</li> <li>▪ Complete wetlands mitigation to enhance access and use of these undevelopable parcels</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create joint vision among City, property owners and neighborhoods</li> <li>▪ Prepare Park Master Plan</li> <li>▪ Define roles, risks, rewards</li> <li>▪ City assemble/acquire/improve Park properties</li> <li>▪ Purchase &amp; tear down Champion Homes structures</li> <li>▪ Prepare site(s) for redevelopment</li> <li>▪ Provide technical assistance to property owners and developers</li> <li>▪ Business development marketing</li> <li>▪ Solicit developers</li> <li>▪ Negotiate deals</li> </ul>	<p>Similar to Option 2 with identification of clear phases, such as:</p> <ul style="list-style-type: none"> <li>▪ Community Visioning</li> <li>▪ Concept Planning</li> <li>▪ Market Feasibility</li> <li>▪ Development Agreements</li> </ul>

**Figure 11: Silverton Industrial Park Strategic Options (continued)**

Element	Options		
	1. Enhanced Industrial Park	2. Business Park	3. Mixed-Use Development
<b>Target Outcomes</b>	<ul style="list-style-type: none"> <li>▪ Create living wage jobs</li> <li>▪ Generate private investment/tax base growth</li> <li>▪ Promote/advance city image as business friendly</li> <li>▪ Beautify and revitalize aging commercial areas</li> <li>▪ Overall community betterment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create jobs</li> <li>▪ Future investment compatible with neighborhood objectives</li> <li>▪ Increased private investment</li> <li>▪ Achieve mutual goals of public, private and/or nonprofit entities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Future investment compatible with neighborhood objectives</li> <li>▪ Create a new destination community area based on principles of smart growth and sustainability</li> </ul>
<b>Timeline</b>	Immediate and ongoing	5-20 years	20-25 years
<b>Funding Strategy/ Tools</b>	Tax Increment Financing, low interest loans, façade grants, business finance, development services grants, tax abatement program, neighborhood business assistance/capacity building	Option 1 + Land donations and/or government-owned, packaged financing from public and private entities, local Economic Improvement District, joint venture organization	<ul style="list-style-type: none"> <li>▪ Expedite development review/regulatory processing</li> <li>▪ Reduce development costs</li> </ul>
<b>Organizational Approach</b>	Public-private partnership	Flexible joint venture/partnership of City-private organization	City spearhead Developer-driven
<b>City of Silverton Role</b>	<ul style="list-style-type: none"> <li>▪ Manage business development activities</li> <li>▪ Reduce barriers to private development</li> <li>▪ Promote and market Industrial Park</li> <li>▪ Develop economic development resource materials and tools</li> </ul>	<ul style="list-style-type: none"> <li>▪ Co-leader and partner to prepare and promote Business Park investment strategy</li> <li>▪ Support/incent business and real estate development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Co-leader and partner to develop and promote re-use and investment strategy</li> </ul>
<b>Policy Considerations</b>	<ul style="list-style-type: none"> <li>▪ Enhance existing commercial uses allowed in the Park</li> <li>▪ Business development grants vs. loans</li> </ul>	<ul style="list-style-type: none"> <li>▪ Determine criteria for incenting private development</li> <li>▪ Examine tolerance for risk-sharing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Catalyze denser, mixed use development/land use, zoning and design requirements</li> </ul>

**Figure 12: Summary of Advantages and Disadvantages of Industrial Park Options**

1. Enhanced Industrial Park	
<ul style="list-style-type: none"> <li>▪ Continue to develop as multi-tenant industrial park</li> <li>▪ City partners with private property owners to enhance the park and create neighborhood-friendly features, such as greenbelt</li> </ul>	
<p><b>Advantages/Opportunities:</b></p> <ul style="list-style-type: none"> <li>▪ Creates living wage jobs</li> <li>▪ Provides opportunities for additional industrial development</li> <li>▪ Provides opportunities for existing industries to expand and grow</li> </ul>	<p><b>Disadvantages/Challenges:</b></p> <ul style="list-style-type: none"> <li>▪ May continue to create conflict with nearby residential neighborhoods</li> </ul>
2. Business Park	
<ul style="list-style-type: none"> <li>▪ Reorient the focus to a Business Park with greater emphasis on office, service center uses</li> </ul>	
<p><b>Advantages/Opportunities:</b></p> <ul style="list-style-type: none"> <li>▪ Creates office and professional services employment opportunities</li> <li>▪ Creates higher levels of private investment</li> <li>▪ Compatible with neighborhood objectives</li> <li>▪ Achieves mutual goals of public, private and/or nonprofit entities</li> </ul>	<p><b>Disadvantages/Challenges:</b></p> <ul style="list-style-type: none"> <li>▪ Limits industrial expansion and development</li> <li>▪ Limits the opportunity to create living wage manufacturing jobs</li> <li>▪ Creates transportation/access challenges for industrial truck use</li> </ul>
3. Mixed-use Development	
<ul style="list-style-type: none"> <li>▪ Repurpose Park use toward a mix of high tech office, mixed-use residential, civic, recreational, educational and retail/commercial</li> <li>▪ Private sector leads the charge</li> </ul>	
<p><b>Advantages/Opportunities:</b></p> <ul style="list-style-type: none"> <li>▪ Compatible with neighborhood objectives</li> <li>▪ Creates a new destination community area based on principles of smart growth and sustainability</li> </ul>	<p><b>Disadvantages/Challenges:</b></p> <ul style="list-style-type: none"> <li>▪ Limited job creation</li> <li>▪ Limits existing industries from expanding or growing in existing location</li> <li>▪ Creates transportation/access challenges for existing industrial uses</li> <li>▪ Most visionary, least practical scenario</li> </ul>

## Recommendations and Next Steps

In follow-up to the Silverton City Council/Planning Commission May 23<sup>rd</sup> work session on the Industrial Park. Marketek outlined next steps for City action. Jill Miles of Business Oregon participated in the meeting providing a presentation on the Recruitment and Site Selection Process provided positive feedback to the City. Ms. Miles made clear that Business Oregon is eager and ready to help promote Silverton's Industrial Park and the Champion site and suggested ways for the community to prepare for future economic development, some of which are incorporated into the following next steps.

In order to move forward with a meaningful economic development plan for the industrial park, the City needs to be clear on its position towards business expansion and growth in the Park and the process for involving the community in business development decisions. In addition, the City needs to improve its image in the regional market and convey a message that it welcomes business growth and development.

At the May 23<sup>rd</sup> work session, three strategic options for the industrial park were presented: 1. Enhanced Industrial Park, 2. Business Park, and 3. Mixed-Use Development. After review of these strategic options and input provided by the public, the City Council directed City staff to move forward with developing recommendations for an Enhanced Industrial Park. It was the group's general consensus that the recommendations not only encourage job creation within the Park, but also protect community livability in adjacent neighborhoods.

The following recommendations are steps that will help achieve Council's goals for the Industrial Park:

1. Be clear and concise on the City's business development interests for the Industrial Park. The Planning Commission needs to clarify the types of businesses that are desired and should be encouraged to locate in the Industrial Park. In addition, the Planning Commission needs to identify which business/industrial uses are not desired, and identify the type of land use review that is appropriate for various uses.
2. Make recommended changes to the City's Development Code to ensure that the City's interests related to business development in the industrial park are reflected in the IP Zone District. The Planning Commission should lead this action.
3. Outline a clear, transparent step-by-step process for engaging community residents and neighbors of the Industrial Park in business development activities. Ensure that the guidelines and the community's roles are specific enough for business prospects to understand what is expected of them and what to anticipate in choosing Silverton as a business location.
4. Form a Business Development Response Team (BDRT) comprised of public and private stakeholders that will shepherd business prospects through site selection and business location process in Silverton. Engage key community leaders including the Mayor and City Council to participate on the BDRT from the start. The BDRT should be comprised of City leaders, industrial park

business and/or property owners, neighborhood representatives, and utility companies. Identify the format and content for an introductory information exchange with new businesses, community tour, and question/answer session, as well as appropriate follow-up.

5. Conduct training for the BDRT on topics such as: business development and site selection process; available business resources; working with local and state partners; roles and responsibilities; and related information.
6. Create a Silverton Economic Development Marketing Plan for business retention, expansion and attraction in order to target desired businesses, and achieve the City's economic development goals. The Marketing Plan should also include specific strategies that will help transition home-based businesses into the Industrial Park. Strategies should include the development of business-friendly City regulatory practices, and providing informational brochures and one-on-one business assistance.
7. Be assertive in changing Silverton's image from anti-business to pro-business through media relations, Silverton business success storytelling, and regular contact with SEDCOR, and Business Oregon and industrial brokers. Make changes to the City's website that will improve access to business-related information and will promote a business-friendly image for Silverton. Create a specific, positive message from City leadership that conveys, 'We're open for business and we're here to help you.'
8. Once the above 'community preparedness' steps toward economic development are completed, develop an Industrial Park Master Plan that identifies specific enhancements to help achieve the community's economic vision for the park. These may include mitigating some of the wetlands, transforming remaining wetlands into an amenity for the Industrial Park and area residents, and improving access between the Industrial Park and adjacent neighborhoods. Other elements of the Master Plan could include providing greater buffers between the park and the neighborhood and creating additional visual separation between the older Champion Homes site and future Industrial Park users.

# Appendix A: Business Incubators

## What are business incubators?

Business incubators **nurture the development of entrepreneurial companies**, helping them survive and grow during the start-up period, when they are most vulnerable. These programs provide their client companies with **business support services and resources** tailored to young firms. The most common goals of incubation programs are **creating jobs in a community, enhancing a community's entrepreneurial climate, retaining businesses in a community, building or accelerating growth in a local industry, and diversifying local economies.**

Most North American business incubators (about 94 percent) are nonprofit organizations focused on economic development. About 6 percent of North American incubators are for-profit entities, usually set up to obtain returns on shareholders investments.

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Research has shown for every \$1 of public operating investment incubator clients and graduates of the National Business Incubator Association member incubators generate approximately \$30 in local tax revenue alone. The National Business Incubator Association members have reported that 84 percent of incubator graduates stay in their communities.

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## What works in small towns?

Linda Knopp (Director, National Business Incubation Association) said in a *News Journal* interview, a community “may consider partnering with other local communities to develop a regional incubation program.” In general, Knopp said, “Typically, I would advise any community — whether a small town or an urban area — considering a business incubation program to undertake some kind of feasibility study or market assessment of some sort to ensure that the region really does have the need for an incubation program. Some things to consider:



- Are there a pool of potential entrepreneurs in the area who could benefit from a business incubator?
- What other resources are available in the region to support/help entrepreneurs?
- Is there a way you can work with or partner with these other organizations to develop a business incubator?
- Do you have a viable plan for funding the operations of the incubator once it's up and running?

## Incubator Start-Up Best Practices: What does it take?

1. Obtain consensus on a mission that defines the incubator's role in the community and develop a strategic plan containing quantifiable objectives to achieve the program mission.
2. To lay the groundwork for a successful incubation program, incubator developers must first invest time and money in a feasibility study. An effective feasibility study will help determine whether the proposed project has a solid market, a sound financial base and strong community support – all critical factors in an incubator's success.
3. Structure for financial sustainability by developing and implementing a realistic business plan.
4. Recruit and appropriately compensate management capable of achieving the mission of the incubator and having the ability to help companies grow.
5. Build an effective board of directors committed to the incubator's mission and to maximizing management's role in developing successful companies
6. Prioritize management time to place the greatest emphasis on client assistance, including proactive advising and guidance that results in company success and wealth creation
7. Develop an incubator facility, resources, methods and tools that contribute to the effective delivery of business assistance to client firms and that address the developmental needs of each company. Tools beyond advice, mentoring, strategic planning, financial planning, and others also may include: high speed internet services, flexible office space and/or research space, presentation center, conference room, copier/fax machine, mailing/shipping services, lunch/cafeteria room, etc.
8. Seek to integrate the incubator program and activities into the fabric of the community and its broader economic development goals and strategies
9. Develop stakeholder support, including a resource network that helps the incubation program's client companies and supports the business's operations.



Source: National Business Incubator Association, Marketek, Inc.

# Sample Oregon Incubators

## *Commercial Kitchen Business Incubator*

Licensed by Oregon Department of Agriculture for Commercial Food Processing & Bakery Consists of a 2,000 square foot fully equipped facility. The facility is available to rent to specialty food processors and caterers. Business incubator services are provided by Columbia Gorge Community College Small Business Development Center, and it is part of the college campus with classes, teachers and technical assistance available to kitchen tenants. Low cost of \$15 per hour.

### **Incubator Services**

- Environment where new and existing companies take advantage of inexpensive processing space and professional business consulting services.
- The goal of the incubator is to stimulate small business growth in the Mid-Columbia region with programs, business counseling, and management services to help you reduce expenses and increase profits.
- Staff assistance in areas of management, financing, and marketing is one key to clients' success. Another benefit is access to other entrepreneurs and to regional experts. Sharing common interests and problems often bring about common solutions.
- The commercial kitchen/incubator is an on-site production center with the latest equipment for catering, commercial food preparation, processing, baking, and packaging.

### **You Can Use Their Services If....**

- You have a food product to market but no place to produce it.
- You require modern kitchen equipment to make your product.
- You can benefit from expert advice in marketing, management and financing.

### **Partners**

- North Central Oregon Regional Strategies
- U. S. Department of Agriculture, Forest Service
- Oregon Economic & Community Development Department
- Columbia River Gorge National

Read more: [http://www.cgcc.cc.or.us/SBDC/commercial\\_kitchen.cfm](http://www.cgcc.cc.or.us/SBDC/commercial_kitchen.cfm)

## Open Technology Business Center (OTBC)

Open Technology is a term used to describe the computing and business strategy of sharing core technology. Open Technology allows developers to focus on the parts of their solution that add the greatest value and enables customers to pay for real value while sharing certain core technologies. An example of the business opportunity presented by Open Technology is the market for servers, desktops, and packaged software running on Linux.

The OTBC has attracted start ups from as far away as Virginia and New Hampshire. Employing a wide range of products and business models, they all benefit from and contribute to the area's rapidly expanding Open Technology community.

- Meeting rooms available for coaching sessions and company reviews.
- Work areas where member companies can come to get work done.

### Partners and Affiliations

- City of Beaverton
- Oregon Economic and Community Development Department
- Oregon State University Open Source Lab
- Open Source Software Institute
- Software Association of Oregon
- Eclipse Foundation
- Open Technology Leaders in Oregon
- Linus Torvalds (founder of Linux)
- IBM (Linux Technology Center)
- Intel (Linux & Open Source Strategy)
- Portland State University
- OSCON - O'Reilly Open Source Conference for Developers



Read more: <http://www.beavertonoregon.gov/business/businessincubator.aspx>

## Roseburg Business Incubator

City officials in Roseburg have tried mightily but without much luck to diversify the local economy in a town where the largest employer is still Roseburg Forest Products. But a recent \$2.75 million federal grant and an ambitious plan to lure technology startups may change that.

Cow Creek Business Incubator Grant: In November 2009 – Cow Creek Band of the Umpqua Tribe of Indians was awarded a \$2.75 million grant for its business incubator and data center in downtown Roseburg (former Douglas County Co-op building). The building will serve as a facility with office & work space and technical assistance needed to foster development of new business ventures. It will provide an opportunity to 28 start-up businesses with the possibility of creating up to 165 jobs.

## Incubator Services

- Room for up to 28 businesses that would receive mentoring and exposure to investors.
- The basement level will house a data center comparable to a Google or Amazon server farm like the ones along the Columbia River.
- Data center will use a natural cooling system that ventilates underground air to cut down on electricity costs.

Read more: **Roseburg gets an incubator - Oregon Business**

<http://www.oregonbusiness.com/articles/78-january-2010/2779-roseburg-gets-an-incubator#ixzz1JcCy5Nam>

## Trillium Artisans

It started at a sewing circle in 1998, and today it's funded by the Portland Development Commission and others to work with low-income craftspeople using recycled and reclaimed materials.

- 46 members
- Offers a three-year program of product feedback, business support and classes.
- They also have shops on Etsy.com and eBay's WorldofGood.com, they process credit card purchases for member businesses, and they run consignment shops in their headquarters at 9119 SE Foster Road and several other locations

Read more: [http://www.neighborhoodnotes.com/news/2011/03/portland\\_business\\_incubators\\_arts\\_crafts\\_and\\_design/](http://www.neighborhoodnotes.com/news/2011/03/portland_business_incubators_arts_crafts_and_design/)

# Appendix B: Broker Interviews

To get a perspective on the active real estate market, we conducted interviews with regional brokers to assess their familiarity with Silverton’s industrial properties and to collect their recommendations opportunities that exist in the community.

Brokers contacted as part of the outreach effort include:

Broker	Company	E-mail	Phone
Tim Campbell	Campbell Commercial Real Estate	campbelco@aol.com	541.484.2214
Alex Rhoten	Coldwell Banker Commercial	arhoten@cbre.com	503.587.4777
Toran Schmigdall	State Investments, LLC	tschmidgall@stateinc.com	503.588.0455
Ben Bednarz	SML Commercial, LLC	ben@smicre.com	503.390.6060
Mary Martin Miller	KW Commercial	mary@marymartinmiller.com	503.336.6410
Brad Fletcher	Grubb & Ellis	bradford.fletcher@grubb-ellis.com	503.972.5500
Paul Breuer	Colliers International	paul.breuer@colliers.com	503.499.0061
Stuart Skaug	CB Richard Ellis	stuart.skaug@cbre.com	503.221.4822
Allen Patterson	Capacity Commercial Group	allen@capacitycommercial.com	
Dennis Randazzo	PC Commercial	dennis@pc-commercialgroup.com	503.939.0635
Nate Levin	Nathan Levin Co	nate@nathanlevinco.com	503.581.8098
Terry Hancock	Prudential Commercial Services	Terry@HancockCRE.com	503.370.2581

The general consensus of the brokers was that there is a lot of industrial property inventory on the market right now and with a limited demand; however they felt that as the economy improves, so will manufacturing/industrial opportunities. Most brokers interviewed were somewhat aware of Silverton’s industrial park and available properties and thought that manufacturing would be a good candidate for Silverton, irrespective of access to I-5.

The list of broker interview questions and responses received follows:

## Summary of Industrial Broker Interview Questions

### Describe the overall market for industrial properties in the Salem-Willamette Valley Area.

- Lots of vacancies. Manufacturing needs to make a comeback.
- Demand constrained, oversupply.
- Coming off 2 years of no activity, smaller users under 20,000 sf are back in the market now with an occasional larger user.
- Soft with increasing vacancy.

### What type of industrial real estate are you finding is in most demand?

- Not much lately, but the little there is, larger sites that can be owner-user are in demand
- Manufacturing space, but on very limited basis.
- Space where the price is right (\$0.25-\$0.35/SF NNN) and flexible property owner.
- Buildings for lease and for sale under 20,000 SF, especially if seller financing is available on a sale.
- Older, low priced facilities.

### How much supply is on the market? How fast is absorption?

- A lot. Absorption has been slow.
- For sale or for lease? We don't track absorption for too much of the subject area, but is likely less than 100,000 SF of positive net annually.
- Significant supply and more industrial vacancies in Silverton than ever before.
- Don't know the exact number, absorption is slow.
- Our properties in Salem are staying full.

### Over the few years, what types of industrial real estate transactions have you seen? Have you seen much "build to suit" or "spec" development/demand? If so, what has been the "order of demand"?

- Back filling of existing industrial space has been the biggest demand. Build to suit has not happened yet except for build to own properties. Spec is a thing of the past.
- Lease and some sales. No spec development. Most users taking advantage of existing availability before BTS.
- No spec development, no land sales due to huge supply of buildings for lease and for sale under replacement value. Why build when you can find an existing building under replacement value. Building a new building for lease would require developer returns way above current market lease rates. Financing is also almost impossible for spec development in this market.
- Today, it's all about the deal/prospective buyer and seller. No spec or BTS.

### What do you anticipate the industrial real estate market trends will be over the next 2-3 years?

- Slow, unless jobs come back to Oregon. Good, solid manufacturing jobs.
- Slowly increasing demand burning through inventory over the next 24+ months before new construction. This will be seen mostly in Portland MSA first.
- Strong. An existing inventory disappears at a faster rate, we will see lease rates increase as well as price/SF sales prices. Only then will there be a demand for land and spec development.
- Anything near I-5 will get the most activity, but still slow.

**Are you familiar with the vacant Champion Homes site located at 1204 Mill Street in Silverton?**

- Of course
- Only generally
- No
- No
- Yes
- Yes

**Who would be a strong prospect for this site? Single use? Multi-use?**

- Single use. A branch of a corporation or a local area company that needs this site for manufacturing.
- Manufacturers. Likely single, but possible multiple users.
- Companies with zero environmental issues as the City's tolerance is low for these industrial.
- Don't know

**What are the advantages and/or disadvantages to the site?**

- Advantages - large site with an abundance of power. High level of work force in the area.
- Disadvantages - Out of the way (off of I-5 corridor). Silverton politics is anti-growth, anti-jobs.
- Measure 66 & 67
- Unknown
- No buyers in this market
- Infrastructure is weak to I-5

**Are you familiar with the Silverton Industrial Park?**

- Yes
- Only generally
- No
- Not really
- Yes

**What types of users might be a good candidate for the Industrial Park?**

- Same as above
- Unknown
- Overall, 2-10,000 SF users for multi-tenant settings seem to be active now.
- Manufacturing looking for cheap buildings and/or ground.

**What would be the advantages and/or disadvantages to the Industrial Park?**

- Any
- Unknown
- Not sure
- Workforce

### **What are Silverton's key competitive factors?**

- Silverton is not competitive
- Established blue collar labor pool
- Salem and Woodburn have a strong industrial base. Try to build something that they don't have.
- Cater to the town's industrial needs
- Workforce

### **What recommendation(s) might you have for Silverton to raise awareness of its industrial properties and to "get on the radar" of prospective businesses?**

- Usually, if someone is looking in the area, they will eventually discover what is available, via Oregon prospector, brokers, etc. I would say the bigger issue is demand currently.
- Hire a good local broker with commercial experience and knows neighboring industrial markets for what it takes to make a deal.
- City needs to send a positive and public message to industrial community that it wants business. Provide incentives. Work hard to overcome the negative perceptions from Quikrete experience.
- Get the site certified with the state and list with a good broker.
- Look at Mill Creek in Salem. Broaden the zoning; create an overlay zone for a business park.

### **Are there examples that Silverton should be considering?**

- Stop chasing out business. Rumor has it that Silverton recently told Bi-Mart that they were not interested in having them here.
- Mill Creek

# Appendix C: Comparable Sites

## Comparable Site #1: 14075 NE Arndt Road



<b>Site Location:</b>	<b>14075 NE Arndt Road</b>
<b>City:</b>	<b>Aurora</b>
<b>Property Type:</b>	<b>Class B Manufacturing</b>
<b>For Sale/Lease:</b>	<b>Lease</b>
<b>Sale/Lease Amount:</b>	<b>\$5.76/nnn</b>
<b>Total Building S.F.:</b>	<b>118,000 SF</b>
<b>Acreage Available:</b>	<b>19.77 Acres</b>
<b>Building Characteristics:</b>	<ul style="list-style-type: none"> <li>▪ <b>118,000 SF total building:</b> <ul style="list-style-type: none"> <li>– 3,240 SF of stacked interior office</li> <li>– 7 large coolers totaling 21,680 SF</li> <li>– 6 smaller coolers totaling 3,600 SF</li> <li>– 6 experimental coolers totaling 740 SF</li> <li>– 37,095 SF in general warehouse</li> </ul> </li> <li>▪ <b>Ceiling Height:</b> <ul style="list-style-type: none"> <li>– General warehouse: 23'</li> <li>– Coolers: 18'</li> </ul> </li> <li>▪ <b>Sprinklered</b></li> <li>▪ <b>Loading: Dock high (5) – Grade level (3)</b></li> <li>▪ <b>Construction Type: Concrete tilt</b></li> </ul>
<b>Infrastructure Information:</b>	<b>Power: Ample 3-phase</b>
<b>Zoning and Land Use:</b>	<b>EFU</b>
<b>Other Information:</b>	<ul style="list-style-type: none"> <li>▪ <b>First class concrete tilt warehouse with multiple coolers all in excellent condition.</b></li> <li>▪ <b>Ample fenced yard area with excellent staging and ability to turn large semi-trucks around or drive around the entire building.</b></li> <li>▪ <b>Additional space may become available for future expansion.</b></li> <li>▪ <b>Use must be related to agricultural, including food products, wine, floral, forest products, etc.</b></li> <li>▪ <b>Warehouse and free-standing office can be leased individually.</b></li> </ul>

**Comparable Site #2: 1270 SE Monmouth Cut Off Road**



<b>Site Location:</b>	<b>1270 SE Monmouth Cut Off Road</b>
<b>City:</b>	<b>Dallas</b>
<b>Property Type:</b>	<b>Class B Manufacturing</b>
<b>For Sale/Lease:</b>	<b>For Sale</b>
<b>Sale/Lease Amount:</b>	<b>\$5,240,000 (\$40/SF)</b>
<b>Total Building S.F.:</b>	<b>131,000 SF</b>
<b>Acreage Available:</b>	<b>8.03 Acres</b>
<b>Building Characteristics:</b>	<ul style="list-style-type: none"> <li>▪ <b>131,000 SF total building:</b> <ul style="list-style-type: none"> <li>– 91,800 SF Industrial</li> <li>– 39,200 SF Office</li> </ul> </li> <li>▪ <b>Ceiling Height: 10' – 24'</b></li> <li>▪ <b>Sprinklered</b></li> <li>▪ <b>Loading: 3 ext. (bldg. total); Drive In: 4 (total)</b></li> <li>▪ <b>Construction Type: Tilt up</b></li> </ul>
<b>Infrastructure Information:</b>	<b>Power: 99a/480v 3p 4w</b>
<b>Zoning and Land Use:</b>	<b>LI – Light Industrial</b>

**Comparable Site #3: S Molalla Avenue & W 7<sup>th</sup> Street**



<p><b>Site Location:</b></p> <p><b>City:</b></p> <p><b>Property Type:</b></p> <p><b>For Sale/Lease:</b></p> <p><b>Sale/Lease Amount:</b></p> <p><b>Total Building S.F.:</b></p> <p><b>Acreage Available:</b></p> <p><b>Building Characteristics:</b></p> <p><b>Zoning and Land Use:</b></p> <p><b>Other Information:</b></p>	<p><b>S Molalla Avenue &amp; W 7th Street</b></p> <p><b>Molalla</b></p> <p><b>Class C Warehouse</b></p> <p><b>For Sale or Lease</b></p> <p><b>Negotiable</b></p> <p><b>Building A: 50,000 SF</b> <b>Building B: 26,140 SF</b></p> <p><b>Up to 110 Acres</b></p> <ul style="list-style-type: none"> <li>▪ <b>Building A:</b> <ul style="list-style-type: none"> <li>– 50,000 SF</li> <li>– Loading: Grade &amp; Dock</li> <li>– Ceiling Height: 28' at Center</li> </ul> </li> <li>▪ <b>Building B:</b> <ul style="list-style-type: none"> <li>– 26,140 SF</li> <li>– Loading: Grade</li> <li>– Ceiling Height: 28' at Center</li> </ul> </li> <li>▪ <b>Sprinklered</b></li> <li>▪ <b>Construction Type: Metal</b></li> </ul> <p><b>Heavy Industrial</b></p> <ul style="list-style-type: none"> <li>▪ <b>Former mill site</b></li> <li>▪ <b>Flat topography</b></li> <li>▪ <b>Room to expand</b></li> <li>▪ <b>Utilities and infrastructure on site</b></li> </ul>
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**Comparable Site #4: 500 Hawthorne Avenue SE**



<p><b>Site Location:</b></p> <p><b>City:</b></p> <p><b>Property Type:</b></p> <p><b>For Sale/Lease:</b></p> <p><b>Sale/Lease Amount:</b></p> <p><b>Total Building S.F.:</b></p> <p><b>Acreage Available:</b></p> <p><b>Building Characteristics:</b></p> <p><b>Zoning and Land Use:</b></p> <p><b>Other Information:</b></p>	<p><b>500 Hawthorne Avenue SE</b></p> <p><b>Salem</b></p> <p><b>Class C Food Processing</b></p> <p><b>For Sale</b></p> <p><b>\$5,250,000</b></p> <p><b>56,253 SF</b></p> <p><b>7.73 Acres</b></p> <ul style="list-style-type: none"> <li>▪ <b>56,253 SF total building:</b> <ul style="list-style-type: none"> <li>– 40,134 SF Industrial</li> <li>– 16,119 SF Office</li> </ul> </li> <li>▪ <b>Ceiling Height: 18' – 22'</b></li> <li>▪ <b>Sprinklers</b></li> <li>▪ <b>Loading: 4 ext. (bldg. total)</b></li> <li>▪ <b>Drive In: 2 (8'0" w x 10'0" h)</b></li> <li>▪ <b>Construction Type: Masonry</b></li> </ul> <p><b>IC – Industrial Commercial</b></p> <ul style="list-style-type: none"> <li>▪ <b>State of the art food processing plant built in 1990.</b></li> <li>▪ <b>Warehouse has good quality finishes, sealed concrete floors, exposed prefabricated steel frame, and is fully insulated.</b></li> <li>▪ <b>There are 4 automatic 8' x 10' overhead doors with three load levelers.</b></li> <li>▪ <b>Building is fully climate controlled. There is a 1,625 SF cold storage and 1,625 SF refrigerated storage in warehouse with fully automated doors and pull cord opening mechanism.</b></li> <li>▪ <b>Existing processing and cooling equipment can be negotiated to remain.</b></li> </ul>
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**Comparable Site #5: 2195 Hyacinth Street NE**



<b>Site Location:</b>	<b>2195 Hyacinth Street NE</b>
<b>City:</b>	<b>Salem</b>
<b>Property Type:</b>	<b>Class C Warehouse</b>
<b>For Sale/Lease:</b>	<b>For Sale</b>
<b>Sale/Lease Amount:</b>	<b>\$3,200,000</b>
<b>Total Building S.F.:</b>	<b>65,754 SF</b>
<b>Acreage Available:</b>	<b>6.70 Acres</b>
<b>Building Characteristics:</b>	<ul style="list-style-type: none"> <li>▪ <b>65,754 SF total building:</b> <ul style="list-style-type: none"> <li>– 61,180 SF Warehouse</li> <li>– 4,574 SF Office</li> </ul> </li> <li>▪ <b>Ceiling Height: 18' – 20'</b></li> <li>▪ <b>Sprinklered</b></li> <li>▪ <b>Loading: 7 ext. (bldg. total); Drive In: 4 (total)</b></li> </ul>
<b>Infrastructure Information:</b>	<b>Power: 2000a 3p Rail Line</b>
<b>Zoning and Land Use:</b>	<b>IG – Industrial General</b>
<b>Other Information:</b>	<b>Property is undergoing a renovation and zone change to IC (industrial commercial) which would allow a wide variety of retail/commercial uses.</b>

**Comparable Site #6: 1351 Tandem Avenue NE**



<b>Site Location:</b>	<b>1351 Tandem Avenue NE</b>
<b>City:</b>	<b>Salem</b>
<b>Property Type:</b>	<b>Class B Manufacturing</b>
<b>For Sale/Lease:</b>	<b>Lease</b>
<b>Sale/Lease Amount:</b>	<b>\$4.20/nnn</b>
<b>Total Building S.F.:</b>	<b>108,000 SF</b>
<b>Acreage Available:</b>	<b>7.39 Acres</b>
<b>Building Characteristics:</b>	<ul style="list-style-type: none"> <li>▪ <b>105,200 SF Warehouse; 2,800 SF Locker Rooms</b></li> <li>▪ <b>Sprinklers: Wet</b></li> <li>▪ <b>Loading: 2 ext. (bldg. total); Drive In: 3 (total)</b></li> <li>▪ <b>Construction Type: Reinforced concrete</b></li> </ul>
<b>Infrastructure Information:</b>	<b>Power: Six 3,200 Amp mains, two 400 Amp mains, 350 KW and 100 KW backup</b>
<b>Zoning and Land Use:</b>	<p><b>GI – General Industrial</b></p> <ul style="list-style-type: none"> <li>▪ <b>Property includes 4 main buildings and 2 support buildings on 18.95 acres.</b></li> <li>▪ <b>Water: 8 through 4” mains at 65 psi from City of Salem with redundancy from City of Keizer. 18 Meg-ohm, 40 psi, two 20,000 gallon storage tanks.</b></li> <li>▪ <b>Power from Salem Electric. New switch gear installed 1997 with redundancy from different feeds within electric grid system. Six 3,200 Amp mains, two 400 Amp mains, 350 KW and 100 KW backup.</b></li> </ul>
<b>Other Information:</b>	<ul style="list-style-type: none"> <li>▪ <b>Safety: Fully wet sprinkler throughout, preaction zones.</b></li> <li>▪ <b>Camera monitoring system in gas/chemical area and facilities management system.</b></li> <li>▪ <b>Security cameras through-out.</b></li> <li>▪ <b>Process Utilities: Multiple bulk chemical distribution and life safety systems for major gases and chemicals are installed and fully functional.</b></li> <li>▪ <b>Permits: All occupancy and environmental permits are operational and may be transferable to a new user enabling rapid time to market.</b></li> </ul>

**Comparable Site #7: 1620 Wilco Road**



<b>Site Location:</b>	<b>1620 Wilco Road</b>
<b>City:</b>	<b>Stayton</b>
<b>Property Type:</b>	<b>Class C Warehouse</b>
<b>For Sale/Lease:</b>	<b>For Sale</b>
<b>Sale/Lease Amount:</b>	<b>\$4,760,000</b>
<b>Total Building S.F.:</b>	<b>170,000 SF</b>
<b>Acreage Available:</b>	<b>15 Acres</b>
<b>Building Characteristics:</b>	<ul style="list-style-type: none"> <li>▪ <b>170,000 SF total building:</b> <ul style="list-style-type: none"> <li>– 165,000 SF Warehouse</li> <li>– 5,000 SF Office</li> </ul> </li> <li>▪ <b>Ceiling Height: 24' – 35'</b></li> <li>▪ <b>Sprinklers: Wet</b></li> <li>▪ <b>Loading: 14 ext. (bldg. total); Drive In: 2 (total)</b></li> <li>▪ <b>Construction Type: Reinforced concrete</b></li> </ul>
<b>Infrastructure Information:</b>	<b>Power: 2500a/270-480v 3p</b>
<b>Zoning and Land Use:</b>	<b>IL – Light Industrial</b>

**Comparable Site #8: 2257 Progress Way**



<b>Site Location:</b>	<b>2257 Progress Way</b>
<b>City:</b>	<b>Woodburn</b>
<b>Property Type:</b>	<b>Class C Warehouse</b>
<b>For Sale/Lease:</b>	<b>Lease</b>
<b>Sale/Lease Amount:</b>	<b>\$4.08/nnn</b>
<b>Total Building S.F.:</b>	<b>53,250 SF</b>
<b>Acreage Available:</b>	<b>4.55 Acres</b>
<b>Building Characteristics:</b>	<ul style="list-style-type: none"> <li>▪ <b>53,250 SF:</b> <ul style="list-style-type: none"> <li>– 48,750 SF Industrial</li> <li>– 4,500 SF Office</li> </ul> </li> <li>▪ <b>Ceiling Height: 20'</b></li> <li>▪ <b>Sprinklers</b></li> <li>▪ <b>Loading: 2 Dock Doors and 4 Grade Doors</b></li> <li>▪ <b>Construction Type: Steel</b></li> </ul>
<b>Infrastructure Information:</b>	<b>Power: 3-phase</b> <b>Rail spur</b>
<b>Zoning and Land Use:</b>	<b>IP – Industrial Park</b>

# Appendix D: Background PowerPoint

**Silverton Industrial Park  
Feasibility Study**

COMMUNITY MEETING  
MARCH 16, 2011




Agenda: 7 p.m. – 9 p.m.

1. Introductions and Purpose
2. City Economic Development Goals
3. Background (City, Park)
4. Competitive Market
5. Assets & Challenges
6. Ideas and Plans for Future Uses

1. Introductions and Purpose

- *To create a realistic game plan for future development and marketability of the Silverton Industrial Park*



2. Economic Development Goals

For City

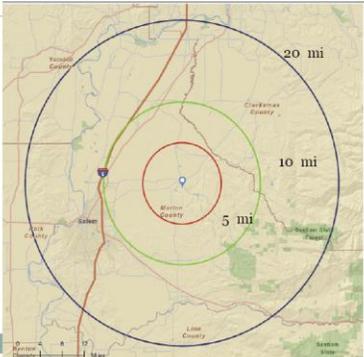
- *Actively increase Silverton's Economic Vitality (above average wage jobs and support small business)*
- *Become active economic development leader (partnerships, public projects, business climate)*
- *Facilitate economic development downtown*

For Industrial Park

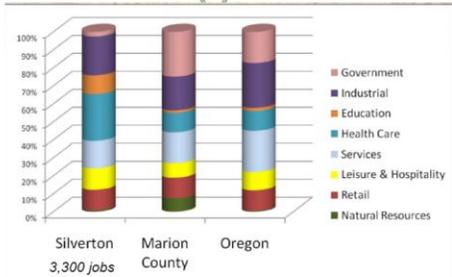
- *Promote light industrial and flex development with 'clear & objective standards'*

3. Background

- Silverton 2010 population= 9,655; jobs= 3,300
- 11 mi. to Interstate 5; 42 mi. to Portland; 14 mi. to Salem



3. Background: Silverton Employment Base



Sector	Silverton (3,300 jobs)	Marion County	Oregon
Government	~10%	~10%	~10%
Industrial	~15%	~15%	~15%
Education	~5%	~5%	~5%
Health Care	~10%	~10%	~10%
Services	~15%	~15%	~15%
Leisure & Hospitality	~10%	~10%	~10%
Retail	~10%	~10%	~10%
Natural Resources	~5%	~5%	~5%

Recent expansions: Silverton Hospital & Oregon Garden/Resort  
Major employers also include: Bruce Packing Company, Roth IGA, Safeway, Kuenzi Communications  
Source: FCS Group

## Silverton Economic Development Survey

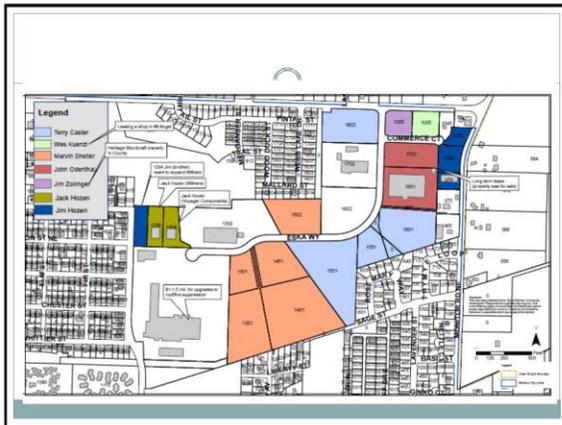
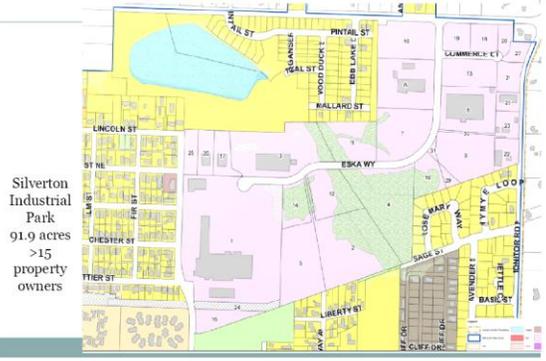
Strong support for economic development efforts

Encourage:

- More jobs, diverse jobs to support the community and the schools
- Family-wage jobs
- Sustainable job base

Industrial Park should focus on: light industrial, green jobs (solar, clean tech, food and agriculture, telephone call centers, high tech)

### 3. Background: Industrial Park



#### PRIME MANUFACTURING FACILITY IN SILVERTON



1204 Mill Street  
Silverton, Oregon

- Approximately 157,641 square feet of Industrial Space
- Located within 4 Buildings, includes 5,000 SF of Office
- 19.12 Acres of Land
- Ceiling height is 22' to 26'
- Amenities include Loading Docks and At-Grade Loading Docks, Multiple Cranes, Rail Car Access, and Paved Parking
- \$ 3,650,000

**Campbell**  
COMMERCIAL  
REAL ESTATE

**SILVERTON INDUSTRIAL PARK**  
COMMERCIAL  
REAL ESTATE

### 4. Competitive Market

- Salem - Keizer Properties
- Woodburn - Hubbard Properties
- Molalla - Canby Properties
- Dallas - Monmouth/Independence
- McMinnville

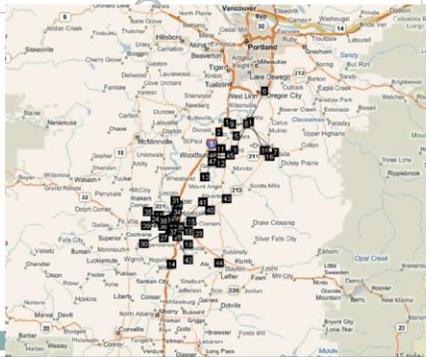


#### 4. Competitive Supply: Industrial Land (96 sites)

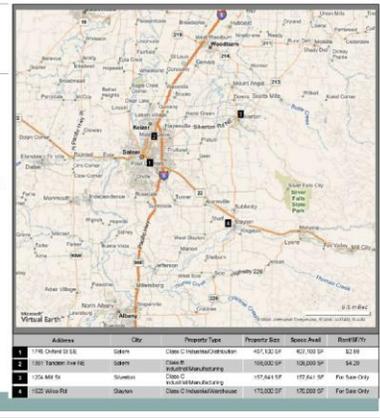


#### 4. Competitive Supply: Industrial Buildings

47 industrial properties listed  
>10,000 sq ft leasable space



- 4 industrial properties listed  
>100,000 sq ft leasable space



#### 5. Assets & Challenges

- Community image/identity – asset
- Location in region – average
- Transportation/access to market – average
- Large 100+ acre site – asset for large scale development
- Adjacent land uses – challenge
- Wetlands – challenge & opportunity
- Community reputation as *not* supportive of industrial



#### 6. Ideas and Plans for Future Development

##### Potential Industry Targets

- Health Care
- Food & Beverage Processing (fruit juice, wine)
- Creative Services (software, electronic publishing)
- Advanced Education & Training
- General Light Manufacturing

### Property Owners See Opportunities:

- Business Park
- Industry only (no multi-family or housing)
- It is the only vacant space open
- Industrial/office park; 'no housing'
- Light industrial and manufacturing
- Emphasis on quality development

### 6. Ideas and Plans for Future Development

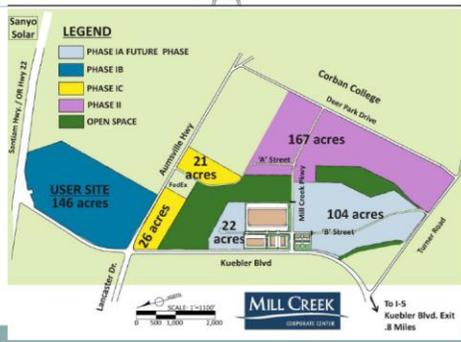
#### Business Park Example



Mill Creek Corporate Center (formerly known as Mill Creek Industrial Park) is a 514 acre, Class A Business Park surrounding a city park of open space and interpretive wetlands.

The project offers large distribution sites, business and industrial parks, a commercial core offering restaurants, banking, and other services to the Corporate Center occupants. Flex-space, manufacturing sites, warehousing, and offices are offered in a spacious, planned environment.

### 6. Ideas and Plans for Future Development



### 6. Ideas and Plans for Future Development

- General small business
- Business incubator
- Specialty, niche
- Commercial kitchen

### Ex: Port of Coos Bay Business Incubator



Tenant has free access to:  
 Reception services  
 Conference/Meeting Room  
 Kitchen  
 Xerox and Fax Machine

### Your Ideas

1. To create a 'Win-Win' industrial/business park employment center for neighbors, community, businesses
2. For types of businesses you'd like to encourage to locate in the industrial park
3. To demonstrate to the business marketplace that Silverton is 'business friendly' and eager for jobs

# Appendix E: Property Owner Input

## Silverton Industrial Park Property Owner Input

Meeting Summary: February 8, 2011, 6:00 – 8:00 PM and Personal Interviews

### Participants

- Property Owners: Jon Odenthal, Jack Hozen, Jim Zolliner, Wes Kuenzi, Terry Caster, Marv Shev,
- City of Silverton: Steve Kay
- Consultant: Mary Bosch

*NOTE: Tim Campbell, the broker for the former Champion Homes site was interviewed during an April site visit as a representative of the Park's largest property owner.*

### Top Opportunities for Industrial Park

- Business Park
- Industry only (no multi-family or housing)
- It is the only vacant space open
- Industrial/office park; 'no housing'
- Light industrial and manufacturing
- Emphasis on quality development

### Status of and Specific Plans for your Property

- Bare land
- Occupied by tenant; for sale but dropping listing at end of contract; will continue future use
- Vacant land; hold for future
- Leased to Withers Lumber; no other plans
- Unmotivated

### What do you anticipate for your property in the next 5 years?

- 12,000- 15,000 square feet (SF) of manufacturing of cabinetry, office, small retail component, 12-15 employees
- 12,000- 15,000 SF mixed use: showroom, office, production with up to 20 employees and room to expand
- Expand from 7,000 SF to 12 or 14,000 SF but must address beaver dams and city requirements
- Possibly reinvigorate plans from a couple of years back to add two buildings totaling 18,000 SF

### Ideas for Marketing the Park

- Focus on quality business park
- Landscaped and well maintain to bring clients
- Mixed use
- Explore eco park concept to incorporate wetlands
- Emphasis on welcoming new business

### Role the City should Play in Park's Development

- Commit to industrial development and become 'business friendly'
- Lead economic development discussion and planning. Not one individual owner having his own agenda
- Communicate with property owners
- Neutral
- Provide clarity on City costs and fees; reduce the variables and uncertainty in discussing future development; demonstrate how competitive Silverton is with Hubbard, Stayton and others on fees
- Keep development affordable
- Consideration of system development fee reductions or waivers
- Provide incentives for development
- Help resolve wetlands
- Consider purchasing wetlands or facilitating property owner donation
- Help with development costs
- Provide protection for industrial uses in the park
- Clarify what uses are allowed; what are conditional uses
- Help address Hobart Rd. traffic; truck turns are very challenging (Hwy 214 & Hobart intersection)

### Other Comments

- Hope to build back up the economy in 3-5 years
- Concerned about housing development next to park
- 'Neighborhood' backlash against the potential Quikrete location at the park has had a negative impact on Silverton and the park's marketability as industrial location
- Very important to mitigate conflicts with neighborhood
- We need clarity on what control the neighborhood has
- Olsen Property south of the park will likely get up-zoned to multi-family (MF). Is MF an opportunity for the Park?
- Great City, with potential in place for Industrial growth, we just all need to work together to make it happen.

# Appendix F: Community Meeting

## Silverton Industrial Park Feasibility Study Community Resident Meeting March 16, 2010

Attendees: See list that follows.

Steve Kay, Community Development Director with the City of Silverton, welcomed attendees to the meeting and provided an overview of the project and discussed the City's goals for economic development.

Mary Bosch, Marketek, Inc. discussed the agenda and goal for meeting and presented a PowerPoint overview of finding to date.

The primary goal for the meeting was to receive feedback from the attendees, which was comprised primarily of residential property owners adjacent to the industrial park, as well as a couple of industrial park owners, on three specific questions:

1. What is your vision for the industrial park (types of businesses, industries, etc.)?
2. What concerns and/or questions do you have?
3. What's the message you want to communicate to prospective businesses?

Detailed responses to the questions are shown below. *Please note that comments are provided as received; no changes or elaborations have been made.*

### 1. What is your vision for the industrial park (types of businesses, industries, etc.)?

- Enhance entrance
- Mixed use residential, commercial, light industrial, bike able and walk able.
- Green business and industries to support healthy ecology, social justice, fair wages and prices.
- Business Park. Community center.
- Emphasis on re-localized services.
- Emphasis on L.O.I.S. (locally originated import substitution)
- Wine related, ag related, green manufacturing
- Wetlands park with paths and nature education (open to public) (bird watching activities).
- Technology bases, warehouse, retail/wholesale sales, educational materials sales, restaurant supply, solar manufacturing, green business, etc.
- Small businesses that enhance the flavor of Silverton's uniqueness and hire only Silverton residents.
- Business Park (mixed types of business and light industry) with green space using wetlands area. Also winery tasting rooms and wine making.
- Local ag support
- Regional wetland park/rec
- Large light industrial with 50+ jobs, family-living wage jobs. Utilize local resources. Involved business with local community.

- Office space with green ways and parks on south side of Eska Way. No manufacturing but assembly on north side.
- Mixed bike path, walk paths to work and school. Park and business people will want to work in a park setting.
- Clean air 100% clean.
- Wetlands are a bonus. Most business go to a campus look (Mentor Graphics). People can walk not ride.
- “Green” business-solar, wind. Adjacent neighborhood consideration, noise, trucks. Limit height to 80’. Green materials in any building of structure. Compliment area around.
- Medical supply, medical labs
- Use Silverton’s reputation as “hostile to industry” as a plus factor in attracting green industry. Use Silverton’s art colony as a selling point for green industry.
- Green houses, horticultural
- Restore the rail access
- Public access to Webb Lake
- Clean industry, low noise level, green industry preferred.
- Agricultural, light industrial. I like the light industrial/commercial and retail combinations.

## 2. What concerns and/or questions do you have?

- Polluting industries: air, water, noise, traffic, ugly visually
- Shall not require additional off-site infrastructure
- Close vehicular access from east side of Mill Street; all access from Eska Way
- Light, noise, traffic, odors
- Livability
- Environmental impact, noise, traffic, large trucks, size of industrial buildings
- Public concerns based on misinformation
- Transition – from an oil based economy to one based on RR
- Citizens are very distrustful of City Council. No notification was given to Webb Lake residents of Quikrete's offer to buy and develop the property. Citizens fought extremely hard for restrictions on Quikrete that were subsequently thrown out by the City Council. Were forced to make an expensive appeal to LUBA.
- Massive broken trust with the City after Quikrete. The City needs to go above and beyond the 500’ notice, every neighborhood surrounding IP notified by mail. No more mentality from City etc. that “anything’s better then what was there before”. No PM2 air pollution, noise, structures with towers, etc.
- City government end-runs in approval procedures.
- Truck traffic
- Transportation, noise, pollution, appearance, egress
- Multi-family will, of necessity, limit the hours of operation and noise pollution which is desirable a win/win situation.
- Need another possible entrance/exit for large trucks
- There s no connection with the neighborhood – no streets or paths
- Traffic and truck traffic. Pollution – noise and air. No “real” jobs for residents QC only was going to hire less than 25 people. Consideration for kids traffic Hobart and Mill Streets. How to manage site run off.
- Noise

- Provide homeowners with visibility protection from warehouses, etc. with tall living screens such as Leyland Cypress that grow quickly and tall.
- Don't allow noisy industry specially those operating 24/7, such as metal processing; also where lots of semis are in heavy use.
- If we focus on high tech it may bring business with the existing employees and exclude local employees because of skill level required.
- We don't want noise, heavy trucking on Eska Way, air pollution, too much traffic, no night time noise or traffic.

3. What is the message you want to communicate to prospective businesses?

- Interactive business and citizen community – join us!
- Redevelopment success: 1) connections – ped – auto. 2) Public open spaces. Harvest urban market.
- We are open for light industrial development in Silverton.
- If the businesses honor the values we cherish we will support them – no air pollution, low noise, low traffic impact, good looking structures, fair wages, fair benefits.
- The city has very specific, performance based standards for noise, light, traffic, operating hours.
- We welcome and will support businesses that will co-exist harmoniously with Silverton's small town values and lifestyle.
- Come with hard data
- Not a lot of noise and trucking, etc.
- Silverton is a great place to live and work.
- We all care about Silverton. We're all watching and listening. Open communications. Good clean family jobs companies. Training center – campus.
- If you are a toxic polluter stay out of the garden city – clean business? Welcome! You'll love it here.
- Open for business partnerships clean.

**Silverton Industrial Park Feasibility Study  
Community Residents Meeting March 16, 2010  
List of Attendees**

<b>Name</b>	<b>Address</b>	<b>E-mail</b>	<b>Mailing List</b>
Ed Barraclough	908 Mallard St NE	EDB@PinecroftAssociates.com	Yes
Troy Davis	904 Mallard St NE	Davis904@hotmail.com	Yes
Lois Hands	1010 N. Water St		
Terry Caster	PO BOX 373, Silverton		
June Stephens	1307 Mill St		
Virginia Over	1600 Webb Lake Dr.	gin57@frontier.com	Yes
David Gortner	1015 Oak St #106	dgortner77@yahoo.com	Yes
Lennie Martin	1015 Oak St #106	lenniem07@yahoo.com	Yes
Bill Martin	635 Rosemary Way		
Jim Squires	1209 Mill St		Yes
Marv Shetler	PO BOX 489, Aumsville, 97325		
Andy Bellando	5842 NE Towne Dr		
Michael & Tiffany Sharrar	1709 Wood Duck NE	mandtshare@wavecable.com	Yes
Adrian Olson	931 Oak St		Yes
Glenn Goschie	7365 Meridian Road NE	glenn@goschiefarms.com	Yes
Victor Madge	760 Mill St	g.victormadge@gmail.com	Yes
Gus Frederick	401 Silver		
Robert Rofelty	14113 Hobart Rd NE	Rofs4@Aol.com	Yes
Shean & Kim Price	1705 Webb Lake Dr NE	pricefamily0@hotmail.com	Yes
Rich Gallagher		brgll@frontier.com	Yes
Pam Altree	816 Liberty St	suertagawd@gmail.com	Yes
Sue Countryman		milltownpub@gmail.com	Yes

**Silverton Industrial Park Feasibility Study  
Community Residents Meeting March 16, 2010  
Written Comments**

- **Lennie Martin: 1015 Oak St, Silverton, lenniem07@yahoo.com**  
Multi-use business and industrial park with clean, green and socially responsible services or products. Possibly include residential areas. Enhance wetlands and create park and educational opportunities open to public.
- **Susan Countryman: 1405 Mill St, Silverton, milltownpub@gmail.com**  
The industrial park currently is isolated. The only entrance is Hobart and Eska Way. We need walking and biking to and from work in the park and just recreational.
- **Jim Squires: 1209 Mill St, Silverton, idsquires@wavecable.com**  
Would like to see mixed use of business park and multi-family use. Campus type style. Any uses that would complement the surrounding neighborhoods, schools, and wetlands. Reduce traffic congestion problems.
- **Gus Frederick: 401 Silver St, Silverton, info@2020oregon.net**  
Open Webb Lake for public use. There should be an emphasis on re-localized light industrial support operations. Society is transitioning from an oil-based economy predicted on eternal growth. This is unsustainable, and we need to plan accordingly, so that we are sustainable, and make use of renewable resources. And restore the rail line.
- **A.D. Olson: 931 Oak St and 727 Kent St, Silverton OR, adolson1@frontier.com**  
Offsite mitigation of the “wetlands” would free up considerable park area for development. This is not really a “wetlands” it is a holding area settlement area for the flush water from the filters at the water treatment plant, 50,000 gals/day @ 2,000 gpm-3,000 gpm once per day
- **Rich Gallagher: 315 Mill St, Silverton, brgll@frontier.com**  
Eliminate vehicular access to Champion property from E. side of Mill St. All vehicular access to industrial park via Eska Way.
- **Victor Madge: 760 Mill St, Silverton, q.victormadge@gmail.com**  
It is extremely important to have clear and objective performance standards, in order to be fair to both the property owners and potential businesses, as well as the neighboring properties. Very objective not subjective.
- **Bill Martin: 635 Rosemary Way, Silverton, wcmartin7@wavecable.com**  
If a branch of community colleges is being considered, then doing something (else) precludes that is not good in the long term.
- **David Gortner: 1015 Oak St #106, Silverton, dgortner77@yahoo.com**  
Thank you for this workshop. How can I submit more ideas?

RECEIVED  
MAR 14 2011  
City of Silverton

March 11, 2011

Mr. Steve Kay  
City of Silverton  
306 S. Water Street  
Silverton, Oregon 97381

RE: Development of Silverton Industrial Park

Dear Mr. Kay:

With regards to the meeting on Wednesday, March 16<sup>th</sup> involving the development plans of the Silverton industrial park, I will be unable to attend. Consequently I would like to share my thoughts about this area.

While not opposed to the industrial park, I would like to see it developed considering the neighborhoods and school that border the property. The industrial park can and should be an important part of our city however the quality of life of all residents must be considered.

Before any new business is allowed to enter this area, potential health issues, noise, traffic and environmental issues should be considered. This will help keep Silverton the superior place it is to live.

If there are any committees for citizen involvement to help searching for tenants or additional feedback on the industrial park, I would be most happy to volunteer as I realize that it is a valuable asset for us all.

Yours truly,



Jackie Koepp  
910 Mallard Street  
Silverton, OR 97381  
503-873-2652

March 16, 2011

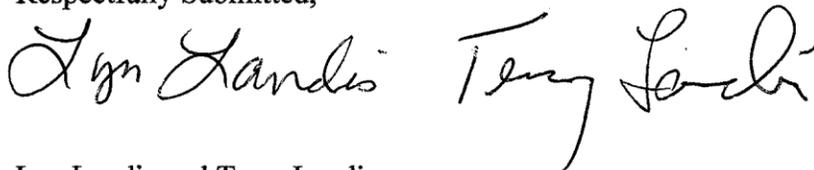
Dear City Council & Marketek,

**RE: Workshop/Meeting March 16<sup>th</sup> - Industrial Park**

We live in Webb Lake Estates and have for 5 years. In those years Quikrete attempted to build an industry in the area behind us that would have adversely affected our health, safety and livability. Now we want to be sure the current council understands how extremely important our health, safety and livability are in choosing to accept or deny new industry deciding to build in Silverton. Check with neighbors, talk with school personnel, find out how the people affected by any decision in terms of industry feel about that particular choice.

Let the words of the people who elected you be your guide, in place of what is too quickly becoming the new ruler to measure by: MONEY. Money is important; no one will deny that. But the people MUST be served before the money for any town or city to flourish. We want nothing less for Silverton.

Respectfully Submitted,



Lyn Landis and Terry Landis  
1701 Webb Lake Dr.  
Silverton OR 97381  
(503) 882-8771  
[lyn20039@msn.com](mailto:lyn20039@msn.com)

## Steve Kay

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**From:** Steve Kay  
**Sent:** Thursday, March 17, 2011 3:10 PM  
**To:** 'David Gortner'  
**Subject:** RE: Meeting last night about the Industrial Park

Hi David,

Thank you for attending the meeting last night and providing input regarding what uses are preferred in the park. Yes, you are right that there is a limit to how development standards are applied to property owners. Any changes to the current Code standards must go through a lengthy approval process and City Council ultimately decides how to utilize citizen input when determining the future of the industrial park. There are a number of factors that go into that decision including the rights of the park property owners, the economic goals of the community, and livability concerns of the adjacent neighborhoods. These competing decision factors must somehow be balanced so that the park's long-term strategic plan benefits the community as a whole. I'm not sure what the strategies will be at this time, but we will definitely keep you in mind to help with business recruitment.

Jim Squires confused some of the planned improvements to the citizen involvement program with some of the more recent policy changes of the City. We do now highly encourage developers to hold a neighborhood meeting, however it is not yet a requirement to do so under our current Code. We are looking at making some improvements to our citizen involvement program this summer (which may also include increasing the 500' noticing area for certain types of developments).

I am directly responsible for managing the work of our consultant and they have a fairly tight work scope per our grant agreement. If you additional questions or would like to learn more about the wetlands, it would be best to come by my office and we can definitely discuss those issues.

Thank you,

Steve Kay, AICP  
Community Development Director  
City of Silverton  
306 S. Water Street  
Silverton, OR 97381  
503-874-2212

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( <mailto:skay@silverton.or.us> )

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**From:** David Gortner [<mailto:dgortner77@yahoo.com>]  
**Sent:** Thursday, March 17, 2011 2:38 PM  
**To:** Steve Kay  
**Subject:** Meeting last night about the Industrial Park

Hi Steve,

many thanks to you and Mary and Jamie for a very fine meeting yesterday evening. My wife and I really appreciate the fact you opened up "the future of the industrial park" for discussion by nearby residents.

I do wonder, however, how much control we as residents and the city have over what property owners may decide to do with their land. I realize the city does control the permit process, and citizens can have input when proposals for development come before the planning commission, but it would seem that some sort of a communal vision might be difficult to realize with property owners having control of the sale of their land.

Jim Squires comments about the fact that property owners must meet with residents before going before the planning commission does not seem correct. When I looked at this information on the city web site, it indicates that this process is encouraged but is not mandatory. Am I missing something?

I was a business owner in California for a number of years and traveled extensively in the US and to Europe and Australia. I am retired now but would be happy to voluntarily assist the city in any way that I can to help find businesses that meet our collective criteria.

I admit I have a lot more questions about this whole process, but yesterday was an open meeting and only 2 hours in duration and no one individual could rightly try to dominate the meeting. Maybe I should make an effort to communicate some more of my questions at some point, and if it is possible I would love to have the email address of the consultants who gave the presentation.

One last thing that I wonder about and maybe it is pointless to do so. How in the world did the park get created and the property sold to those individuals where all the wetlands exist? I would love to know the history, but maybe it is not important.

Respectfully,

David Gortner  
1015 Oak St Unit 106  
971-239-0243

**Below are critical points we can unite on in our verbal or written input to the city:**

- **We expect CLEAN AIR / INDUSTRY! We are not "anti-industry" but we care about particulate matter!!! It impacts the health of every member of our family!**
  - **We care about the environmental impact the wrong kind of industry will have. Wetlands, migrating birds, species, etc.**
  - **We care about noise pollution, hours of operation & the general livability impacts.**
  - **Remind the City Council & Planning Commission that they are the ones who made the decision to lock in the only Industrial Park Silverton has with RESIDENTIAL communities! A School, neighborhoods and wetlands surround this IP. They can not make decisions in a "business as usual" manner without exercising greater concern for our health & livability. They have created this problem and now must be held to a higher standard of conduct & concern when soliciting industry.**
  - **Though property values have been dramatically reduced by our current economy, imagine how many more homes will be left in foreclosure if they do not regard the health, safety and livability impacts of future IP occupants. Why, for example, would a homeowner stay invested in an underwater mortgage if a toxic polluter moves in next door? This has the potential to impact our local community even more deeply than what we've already seen.**
- 

3/12/2011



# Appendix G: Case Studies

FITCHBURG CENTER	
	
<b>Project Overview</b>	A mixed-use development comprised of high tech industry as well as civic, retail, educational, and residential uses. Protection of the environment, quality designed structures, community and sustainability are the key principles.
<b>Location</b>	Fitchburg, Wisconsin (10 minutes to downtown Madison)
<b>Size</b>	400 prairie, woodland, and wetland acres.
<b>Uses</b>	Commercial, Retail, Service, Institutional
<b>Special Features</b>	<ul style="list-style-type: none"> <li>▪ Established and desirable location with extensive green-space.</li> <li>▪ Twenty minutes to the Dane County International Airport (MSN).</li> <li>▪ Four-lane access to interstate system and air transportation.</li> <li>▪ Views of the Madison skyline and adjacent to the Capital Springs State Park and Recreation Area.</li> <li>▪ Development covenants to ensure architectural excellence</li> <li>▪ 16-acre Wi-Fi canopy for wireless outdoor access to the Internet.</li> <li>▪ Access to premium high-speed communication technology. On-site Internet service provider with Sonnet Ring connectivity.</li> <li>▪ Extensive trail system for walking, biking, and cross-country skiing.</li> <li>▪ Conference and meeting rooms for 300+ within development.</li> <li>▪ On-site services including: day care, clinic, restaurants, and printing.</li> <li>▪ Private school, city government and community center located within Fitchburg Center.</li> <li>▪ Lodging, financial centers, health club and a variety of housing choices located nearby.</li> <li>▪ Community activities such as a farmers market, art fair and 10k run.</li> <li>▪ Incorporates elements of New Urbanism.</li> <li>▪ Located close to new cross-city link with future planned highway interchange construction and light rail corridor to the east.</li> <li>▪ Informal, non-institutional and pedestrian focused architecture and site design.</li> </ul>
<b>Contact</b>	<a href="http://www.fitchburgcenter.com">www.fitchburgcenter.com</a>

## HAUPPAUGE INDUSTRIAL PARK



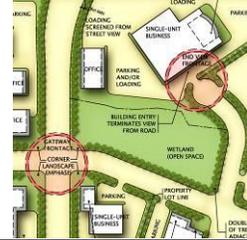
<b>Project Overview</b>	Hauppauge Industrial Park (HIP) is home to 1,300 companies and 55,000 employees, making it the largest such project east of the Mississippi River and the second largest one in the nation.
<b>Location</b>	Long Island, NY
<b>Size</b>	1,400 acres
<b>Uses</b>	Office/Industrial
<b>Proposed Initiatives</b>	<ul style="list-style-type: none"> <li>▪ A new North/South BRT or Light Rail Transit corridor is proposed, linking the Montauk, Ronkonkoma and Port Jefferson branches of the Long Island Railroad.</li> <li>▪ Large 'superblocks' can be divided to provide an opportunity for new, better connected streets as well as new infill development.</li> <li>▪ Creating smaller blocks will allow for higher density residential uses including row houses, flats, lofts and other live/work units.</li> <li>▪ There is enough space between buildings to accommodate a network of boulevards with center through lanes separated from slip lanes.</li> </ul>
<b>Contact</b>	<a href="http://www.hia-li.org">www.hia-li.org</a>

## LEGACY PARK TOWN CENTER



<b>Project Overview</b>	Legacy Park Town Center is a mixed-use infill project built within an existing office park. Once complete, the town center will include a 400-room convention hotel; 500,000 square feet of retail and entertainment space; 2,400 units of multi-family housing; and a minimum of 3.5 million square feet of additional office space
<b>Location</b>	Plano, TX
<b>Size</b>	180 acres
<b>Uses</b>	Office, Residential, Retail, Hotels
<b>Special Features</b>	<ul style="list-style-type: none"> <li>▪ Suburban retrofit project.</li> <li>▪ Located along the North Dallas Tollway.</li> <li>▪ "Main Street" shopping experience with retail and entertainment of all varieties.</li> <li>▪ Consisting primarily of multi-acre parcels of office land use, Legacy Park houses the world headquarters of such corporations as EDS, JC Penney, Dr Pepper, and Frito-Lay.</li> <li>▪ Office park employees have access to housing, shopping and entertainment.</li> <li>▪ Loose knit, pedestrian-oriented environment.</li> <li>▪ Park space with water features and landscaping.</li> <li>▪ Parking can easily be accommodated by surface parking lots or future parking structures hidden within the interiors of the large blocks.</li> <li>▪ Designed to function as a commercial center for the surrounding suburban areas.</li> </ul>
<b>Contact</b>	<a href="http://www.legacyinplano.com/community/town_center.aspx">www.legacyinplano.com/community/town_center.aspx</a>

## HANLON CREEK BUSINESS PARK



<b>Project Overview</b>	A "Natural Place to Do Business," Hanlon Creel Business Park is expected to set a higher developmental standard with its integration of industrial uses in a highly sensitive ecological context.
<b>Location</b>	Guelph, Ontario (approximately one-hour from Toronto)
<b>Size</b>	675-acres (400 acres of developable and saleable area with a 255-acre environmental reserve in the heart of the park).
<b>Uses</b>	Corporate offices, Research and Development Facilities, Prestige Manufacturing, Traditional Business/Industrial Operations.
<b>Special Features</b>	<ul style="list-style-type: none"> <li>▪ Strategically located for targeting both Canadian and U.S. industrial and consumer marketplace.</li> <li>▪ Urban Design guidelines to create a campus-like setting.</li> <li>▪ The final Streetscape Master Plan will guide the hierarchy of tree planting for the arterial and collector road network, as well as Business Park gateway entries.</li> <li>▪ Five-minute drive from Ontario's major transportation corridor, Highway 401; less than 55 miles from the Toronto and Hamilton international airports and seaports; and offers nearby access to the Canadian railways.</li> <li>▪ A165-acre open space and environmental reserve lies along the Hanlon Creek watershed and is at the heart of Hanlon Creek Business Park.</li> <li>▪ Recreational trails.</li> <li>▪ Competitive land prices.</li> <li>▪ Sites can be custom designed to meet any business need.</li> </ul>
<b>Contact</b>	<a href="http://www.guelph.ca/business.cfm">www.guelph.ca/business.cfm</a>