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## **NORTH GATEWAY REDEVELOPMENT ADVISORY BOARD**

### Board Members

Jason Cox-Chair  
Mike Alley-Vice Chair  
Barb Hacke Resch  
Christopher Kriek  
Nate Levin  
Jerod Martin  
Pedro Mayoral  
Alden Dwan Muller  
Vacant – At Large  
Vacant – Business/Property within URA  
Vacant – Business/Property within URA

### City Staff

Sara Long, Project Manager  
Ralph Lambert, Project Manager  
Therese Van Vleet, Staff Assistant

Next Meeting: April 5, 2018

It is the City of Salem's policy to assure that no person shall be discriminated against on the grounds of race, religion, color, sex, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, gender identity, and source of income, as provided by Salem Revised Code 97. The City also fully complies with Title VI of the Civil Rights Act of 1964, and Americans with Disabilities Act of 1990, and related statutes and regulations, in all programs and activities.

Es la política de la Ciudad de Salem asegurar que ninguna persona será discriminada por motivos de raza, religión, color, sexo, estado civil, situación familiar, origen nacional, edad, discapacidad mental o física, orientación sexual, identidad de género, ni fuente de ingresos, de acuerdo con el Salem Revised Code Chapter 97. La Ciudad de Salem también cumple plenamente con el Title VI of the Civil Rights Act of 1964, y los estatutos y reglamentos relacionados, en todos los programas y actividades

◆ Reasonable accommodation and accessibility services will be provided upon request ◆

◆ Servicios razonables de alojamiento y accesibilidad se facilitarán por petición ◆

## **MEETING AGENDA**

March 1, 2018, 8 a.m.

Location: Center 50+ in Classroom A  
2615 Portland Road NE

1. Call to Order / Roll Call
2. Approval of Agenda
  - a. March 1, 2018
3. Approval of Minutes
  - a. February 1, 2018
4. Public Comment  
Appearance of persons wishing to address the Board on any matter other than those which appear on this Agenda.
5. Action Items
  - a. Allocating additional funds to FY 17-18 Grant Program- All (20 minutes)
  - b. Discussion and Recommendation for FY 2018-2019 Budget – All (30 minutes)
6. Informational Items
  - a. What's Happening/Other Updates- Staff/Board (5 minutes)
7. Adjourn

Remember to declare potential or actual conflicts of interest prior to each item on the agenda

# 2018

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**ACTION AGENDA/MINUTES  
NORTH GATEWAY  
REDEVELOPMENT ADVISORY BOARD**  
Thursday, February 1, 2018, 8:00 a.m.  
Center 50+ in Classroom A  
2615 Portland Road NE



**1. CALL TO ORDER, ROLL CALL**

00:00:25

**Call to order: 8:00 a.m.**

**Roll Call:** Jason Cox-Chair, Nate Levin, Mike Alley-Vice Chair, Christopher Krieck, Jerod Martin (arrived 8:05), Pedro Mayoral, Dwan Muller

**Absent:** Barbra Hacke Resch

**Staff:** Sara Long, Kristin Retherford, Renee Frazier Therese Van Vleet-UD; Ralph Lambert-PW

**Guests:** Peter Dane, Mark Adams, Rick Adams, Anthony Behrens-Judge Candidate

**2. APPROVAL OF AGENDA**

00:01:00

**Motion:** Approve the Action Agenda of February 1, 2018, as presented.

**Motion by:** Board Member Levin

**Seconded by:** Board Member Krieck

**Action:** Approved the February 1, 2018, Action Agenda as presented.

**Vote: Aye: Unanimous Motion PASSED**

**3. APPROVAL OF MINUTES**

00:01:30

**Motion:** Move to approve the Minutes for November 2, 2017, as presented.

**Motion by:** Board Member Levin

**Seconded by:** Board Member Muller

**Action:** Approved November 2, 2017, Minutes as presented.

**Vote: Aye: Unanimous Motion PASSED**

**4. PUBLIC COMMENT**

00:02:00

**Guest:** Pete Dane

**Topic:** Welcome Sign

**5. ACTION ITEMS**

00:02:45

**a. 2018 Election of Officers**

**Nomination:** Member Levin nominated Member Cox for NGRAB Chair for one year.

Member Cox accepted the nomination.

There were no other nominations.

**Action:** Elect Member Cox as NGRAB Chair for one year.

**Vote: Aye: Motion PASSED**

**Nomination:** Member Levin nominated Member Alley for NGRAB Vice-Chair for one year.

Member Alley accepted the nomination.

There were no other nominations.

**Action:** Elect Member Alley as NGRAB Vice-Chair for one year.

**Vote: Aye: Motion PASSED**

**b. Discussion and Recommendation for FY 2018- 2019 Budget Priorities**

00:05:30

**Presentation by:** Renee Frazier

**Comments and questions:** Long, Muller, Frazier, Levin, Cox, M. Adams, Retherford, R. Adams, Alley, Dane, Martin.

**Motion:** Approve the \$1,000,000 grant increase this year and \$1,000,000 next year.

**Motion by:** Board Member Muller

**Seconded by:** Board Member Martin

**Friendly amendment:** Member Cox. Allocate \$1,000,000 for FY17-18 only. **Accepted.**  
**Friendly amendment:** Member Levin. Table the vote.  
**Action:** Approve \$1,000,000 for FY 17-18  
**Discussion:** Martin, Adams, Levin.  
**Vote:** **Tabled by Consensus**

**6. INFORMATION ITEMS**

00:53:10

**a. Portland Rd. Streetscape 3rd Pedestrian Crossing Update**

**Presentation by:** Sara Long  
**Comments and questions:** Long, Muller

**b. Potential Property Acquisition/Opportunity Update**

**Presentation by:** Discussed under budget.

00:00:00

**c. What's Happening/Other Updates**

**Presentation by:** Discussed under budget.

**Plus Guest:** Anthony Behrens

**Topic:** Marion Circuit Court Judgeship

**Plus Guest:** Mark Adams

**Topic:** NGRAB vacancies/qualifications

**Comments and questions:** Behrens, Adams, Cox, Long

00:58:00

**7. ADJOURN 9:00 a.m. NEXT MEETING March 1, 2017**

00:59:52

**Transcribed by:** Therese Van Vleet | **Reviewed by:** Anita Sandoval | **Edited by:** Sara Long

**NORTH GATEWAY URBAN RENEWAL AREA  
DRAFT REVENUE AND EXPENDITURE PROJECTIONS  
FY 2017-18 through FY 2018-19**

**DRAFT**

	Projected FY 17-18	Projected FY 18-19
<b><u>CONSTRUCTION FUND</u></b>		
<b><u>RESOURCES</u></b>		
Beginning Fund Balance	4,399,231	2,674,317
Du Jour Proceeds (99% of short term bonds)	13,000,000	3,500,000
Principal and Interest on Commercial Loans	29,290	29,290
Transfer Reserve Funds no Longer Required	-	-
Loan Repayment/Other Revenue	-	-
<b>Total Resources</b>	<b>17,428,521</b>	<b>6,203,607</b>
<b><u>EXPENDITURES</u></b>		
Project Coordination/Support	201,780	211,869
Indirect Cost Allocation Plan	19,810	37,190
Rehabilitation Grant Program	1,565,003	
Rehabilitation Grant Program - Add'l Allocation	1,000,000 <sup>1)</sup>	1,000,000 <sup>2)</sup>
Rehabilitation Loan Program	363,540	
Mt West/Cornerstone Grant	849,000	-
CTEC Grant	2,000,000	-
Food Alternatives Analysis	14,607	-
Streetscape - Design/Construction	4,896,464	-
Streetscape - Construction - Add Ons	819,000 <sup>1)</sup>	-
Epping/Cornerstone Grant	650,000	-
Acquisition - Withnell/Zamora Auto Site	1,200,000 <sup>1)</sup>	-
Affordable Housing Project	1,215,000 <sup>1)</sup>	-
Niles Ave Improvements	-	1,000,000 <sup>2)</sup>
Early Learning Center/Community Gathering Space	-	2,000,000 <sup>2)</sup>
Bike/Ped Path (adjacent to Withnell/Zamora Auto site)	-	300,000 <sup>2)</sup>
Opportunity Fund for Food Hub/Maker Space/Flex Space	-	1,000,000 <sup>2)</sup>
<b><i>Unspecified - To be Allocated</i></b>	-	-
<b>Total Expenditures</b>	<b>14,794,204</b>	<b>5,549,059</b>
Ending Fund Balance at June 30 (current year)	2,634,317	654,548
Interest Earned	40,000	25,000
Beginning fund Balance at July 1 (following year)	2,674,317	679,548
<b>Maximum Indebtedness (remaining capacity)</b>	<b>7,426,822</b>	<b>3,926,822</b>

1) Recommended projects to be added mid-year

2) Recommended projects for FY 18-19

**North Gateway URA Grant and Loan Commitments  
February 2018 Report**

Fiscal Year	Owner/Business	Address	Grant Use	Grant Amount	Match Amount	Status
2015-16	Michael Whittaker	1825-1845 Anunsen St NE	HVAC improvements, replacement of siding and gutter and repair and replacement of pavement.	\$44,073	\$77,677	Committed
2015-16	Madras Holdings/PES	1351 and 1415 Tandem Ave	Storefront improvements, overhead door replacement, addition of ADA bathrooms, roof replacement and HVAC improvements	\$78,813	\$78,813	Committed
2015-16	Mike Bliven/Northgate Center	3850 Portland Road NE	Electrical and HVAC improvements, new roofing and new siding, paint, carpet, doors and landscaping	\$300,000	\$150,000	Committed
2016-17	Brandt Home Place (former OR State Police facility)	3700-3710 Portland Road NE	Reconfigure and upgrade existing office building to accommodate labs and classroom space for a new electrical apprenticeship program	\$116,554	\$116,554	Committed
2016-17	ProCure Bait Scents	2990 Portland Road NE	Equipment replacement	\$27,867	\$27,867	Committed
2016-17	Michael Whittaker - Phase II	1825-1845 Anunsen St NE	Renovate and expand parking area, replace sprinkler system, provide landscaping, building guard rails and replace carpeting.	\$33,772	\$33,772	Committed
2016-17	Watershed, LLC	2895 Valpak Road NE	Replace exterior windows, improve lighting, resurface and expand the parking area, paint the exterior of the building, rehabilitate the roof and replace HVAC system.	\$123,195	\$123,195	Committed
2016-17	Advanced Tower Components, LLC	1645 Salem Industrial Drive NE	Equipment purchase	\$300,000	\$468,803	Committed
2016-17	Vagabond Brewing	2195 Hyacinth	Equipment purchase, restroom addition	\$210,377	\$210,377	Committed
2016-17	Western Construction Systems	3100 Blossom Drive NE	New construction	\$300,000	\$1,059,300	Committed
2016-17	Intrinsic Ventures, LLC	2195 Hyacinth	Renovate interior	\$122,000	\$220,223	Committed
2016-17	Mt West Investment Corp/Cornerstone	3350 Portland Road NE	New construction, affordable housing	\$849,000	\$13,100,841	Committed
2017-18	20/10 Products, Inc.	3025 Industrial Way NE	Equipment purchase phase 1 and 2	\$277,161	\$277,161	Committed
2017-18	Jet Industries	1955 Silverton Road NE	Equipment purchase	\$31,025	\$31,025	Committed
2017-18	State Investments	2805 Valpak	Equipment purchase and environmental remediation	\$78,768	\$78,768	Committed
2017-18	Madras Holdings/PES	1415 Tandem Ave	Renovate vacant building into auto detail shop	\$171,187	\$232,128	Committed
2017-18	MJ Investments	3994 Portland Road NE	New construction	\$300,000	\$300,000	Committed
				\$3,363,792	\$16,586,504	

\$ 142,532 Funds Remaining - Grants

Pending Grant Applications

\$ 300,000 Jet Industries  
 \$ 300,000 Ochoa (cheesemaking company)  
 \$ 300,000 Martin/Santiam Electric

\$ 900,000

\$ (757,468) Funds Remaining - Grants

Maximum Indebtedness Remaining - \$7.4 M

\$ 363,040 Funds Remaining - Loans

# The Urban Renewal Agency of the City of Salem, Oregon

## North Gateway Grant Program Policies Terms and Minimum Requirements

The grant recipient and the property must meet the minimum requirements as outlined below; additional requirements may apply. Please read all requirements before submitting an application.

### Grant Terms

**Maximum Grant Award:** \$300,000

Each dollar in grant funds must be matched by a dollar in applicant funds. Grant funds and matching dollars must be used for eligible costs. Applicant expenditures for ineligible costs may not be applied as grant match.

Grant funds may not be applied to costs incurred prior to the grant award.

An applicant is limited to one grant award every three years per project location. An applicant is eligible for additional grants supporting projects at other locations within the Urban Renewal Area (URA). Phased projects may be approved as a single grant. The maximum award for a phased project shall not exceed \$300,000.

Example: A company envisions the phased installation of equipment and related electrical system upgrades totaling \$300,000. If the company describes the overall plan for the improvements with a timeline for completion, the project may be considered a single grant award (even though the dispersal of funds may be phased).

Grant awards may be combined with a loan award for a single project, but a loan award may not be used to satisfy the grant award match requirement.

*Additional terms may apply for award to comply with law or URA rules and regulations.  
Terms are subject to change.*

### Eligible Recipient

- Grant recipient may be the owner of the property (fee title or executed land sale contract evidencing right to perform improvements) or a tenant with an executed lease and written consent from property owner to make the proposed improvements.
- 'Recipient' includes all legal entities where the recipient has a membership, shareholder, or ownership interest. Non-profit entities are not eligible for grants.
- Grantees awarded funding prior to July 1, 2014 who apply for funding after June 27, 2016 will be considered a new applicant, if eligible, for up to \$300,000. Individuals awarded North Gateway URA funding after July 1, 2014 will be eligible to apply for the balance of their previous award, up to \$300,000. The same eligibility requirements and Program policies apply to all applicants, regardless of whether they have received previous grants.

### Eligible Property

- Properties must be located within the North Gateway URA.
- Properties must be appropriately zoned for the site use.

## Eligible Grant Activities

- Restoration or rehabilitation to the face of a building that is in public view, including installation, repair or replacement of: awnings, canopies, exterior lighting, roofing, gutters, painting, signs, windows, doors, and other facade improvements.
- New construction or redevelopment of commercial, industrial, mixed-use, and multi-family housing properties.
- HVAC, electrical, plumbing renovation or replacement.
- Roof replacement to prevent further deterioration of a commercial or industrial building.
- ADA accessibility improvements.
- Environmental remediation.
- Site plan review, building permit, and design review fees (not exceeding \$5,000 total).
- Renovation or replacement of items required to address zoning , building, fire code, or seismic deficiencies.
- Demolition in conjunction with an approved project.
- Purchase of capital equipment as a business investment or to expand job opportunities. Equipment purchased with URA funds shall remain with the building for a period of 10 years. Should the equipment be moved outside of North Gateway URA, the grant funds used to purchase the equipment shall be reimbursed to the Urban Renewal Agency on a proportional basis related to the time remaining on the 10-year commitment. Example: A company that purchases equipment with URA funds, leaves the URA in eight years (2 years short of the 10-year commitment) shall reimburse the City for 20% of the original grant award.

## Conditions

- Applicants shall maintain improvements funded by the grant in good order for a period of at least five years and be dutiful about removal of graffiti and repair vandalism. Capital equipment purchased with grant funds shall be maintained in good working order and must remain in the URA for a period of 10 years per section 4.1.
- If required, work shall be done under a building permit issued by the City of Salem.
- Agency shall not reimburse more than 50% of all submitted receipts.
- Taxes or fees assessed by the City must be current.
- Evidence of property insurance is required.

\*There is also a \$100,000 loan program with a 3% interest rate.

This is an information-only document. For more information, please contact Renee Frazier at the Urban Renewal Agency of the City of Salem at 503-588-6178 or visit [www.cityofsalem.net/ToolboxNGateway](http://www.cityofsalem.net/ToolboxNGateway).

Si necesita ayuda para comprender esta información, por favor llame 503-588-6178.

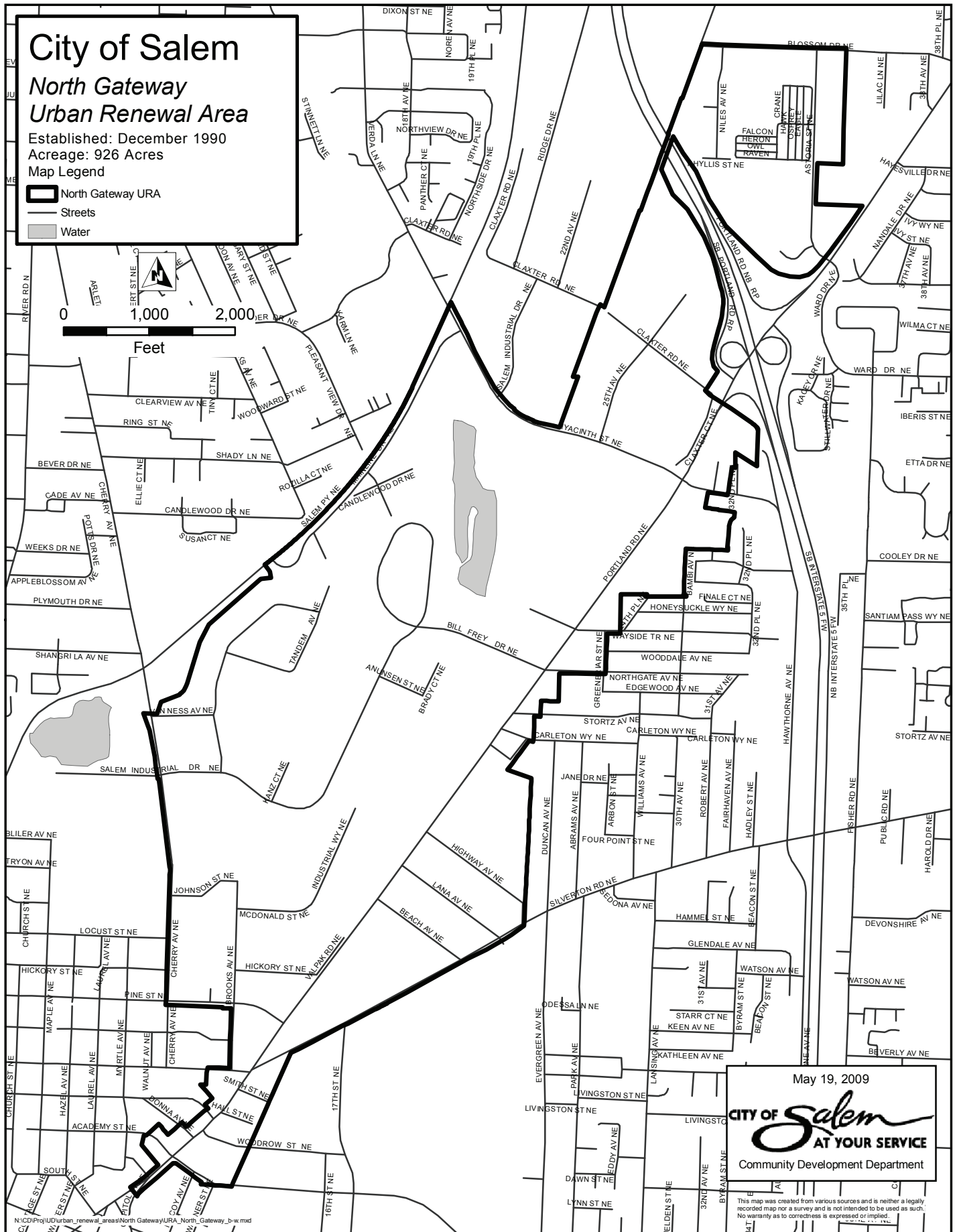
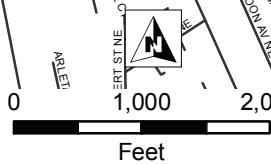


# City of Salem

## North Gateway Urban Renewal Area

Established: December 1990  
Acreage: 926 Acres  
Map Legend

- North Gateway URA
- Streets
- Water



May 19, 2009  
**CITY OF Salem**  
AT YOUR SERVICE  
Community Development Department

This map was created from various sources and is neither a legally recorded map nor a survey and is not intended to be used as such. No warranty as to correctness is expressed or implied.

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# Portland Road Corridor Action Plan

## Winter 2016

# Acknowledgments

## Advisory Committee

North Gateway Redevelopment Advisory Board

## Contributing Organizations and Individuals

Catholic Community Services

Don Pedro Time

Latino Business Alliance, with special thanks to Jose Gonzales

Marion Polk Food Share, with special thanks to Kim Hanson

MERIT, with special thanks to Forrest Peck

Salem-Area Realtors, including First Commercial Real Estate, Sperry Van Ness, and Hancock Real Estate

Salem-Keizer Center for Equality

## City Staff

Marilyn Daily and Center 50+ staff

Keith Kuenzi, Public Works

Ralph Lambert, Public Works

Annie Gorski, Urban Development

Jill Corcoran, Urban Development

Mark Metzger, Urban Development

Kristin Retherford, Urban Development

John Wales and Doug Rux, (formerly of) Urban Development

## Consultants

Lacy Brown and Scott Mansur, DKS Associates

Emily Picha and Lorelei Juntunen, ECONorthwest

Tom Walsh, Walsh Consulting Group

## **For more information, please contact:**

Salem Urban Development Department

503-588-6178

E-mail: [Urbandev@cityofsalem.net](mailto:Urbandev@cityofsalem.net)

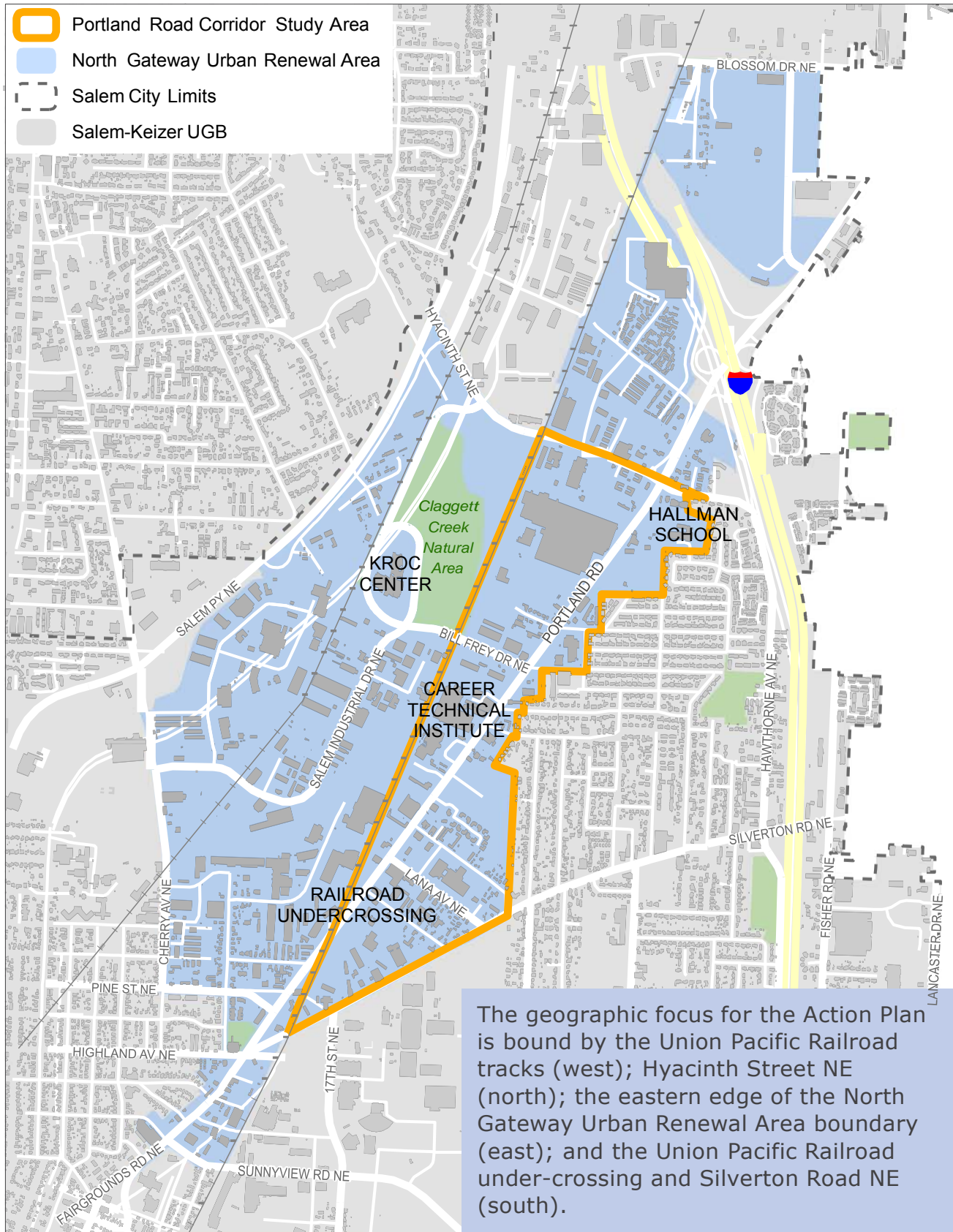
On the web @

<http://www.cityofsalem.net/northgatewayplan>

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Investment Framework	10
Action Plan	14
Conclusion	18
Appendices	19

## Exhibit 1. Study Area



# Overview

After more than 20 years of active public investments, the North Gateway neighborhood in North Salem is at a crossroads. Portland Road was once a segment of Oregon Highway 99E, the major north-south route connecting Salem to Portland and the rest of the Willamette Valley. The mix of industrial and commercial development along Portland Road reflects its history as an important freight route that predates Interstate 5. The Portland Road Corridor (Corridor), shown in Exhibit 1, continues to be an important gateway and employment node for the City of Salem. Many residents and business owners in the area would like to see new public and private investment that reflects the Corridor's importance as a transportation spine to the City and contributes to the area's economic well-being.

Since the City of Salem's Urban Renewal Agency (Agency) adopted the North Gateway Urban Renewal Area Plan (North Gateway URA Plan) in 1990, approximately \$53 million in Urban Renewal funding has been invested in the North Gateway Urban Renewal Area (URA). While the funding has contributed to new roads, intersections, mixed-use development, and public facilities, it has not spurred new private investment and improved economic conditions to the degree anticipated.

In November 2014, the Agency approved the Portland Road Corridor Action Plan (Action Plan), to revisit priorities within the URA and identify strategies that "maximize private investment, job creation, and economic vitality in the area, and leverage other local, state, and federal resources." The Action Plan solicited significant input from the community, businesses, and the North Gateway Redevelopment Advisory Board (NGRAB), emphasizing continued needs and opportunities within the Corridor. This Action Plan revisits community priorities from previous planning efforts and provides a roadmap for the Agency Board's work within the URA in coming years.

Since 1990, approximately  
**\$53 million**  
 has been invested in the  
 North Gateway URA.



Located at the southern end of the URA, the Center 50+ serves as a catalyst for redevelopment. The North Gateway URA provided a \$9+ million dollar grant for site preparation and development.

Given limited new investment and increasing costs, the anticipated  
**\$21 million**  
 in available resources **falls short** of the funding needed to complete the remaining projects identified in the original North Gateway URA Plan.

## Action Plan Process

Throughout 2015, the City conducted extensive planning and outreach activities to develop the Action Plan. This section provides an overview of that process. The community outreach process is further described in **Appendix C: Public Process Summary**



The Action Plan process included several opportunities for stakeholders to weigh in on project priorities.

### Public Outreach

To determine existing needs for the area, the City developed an outreach strategy to solicit input on priorities within the Corridor. The City led three rounds of outreach involving the general public, Corridor residents, businesses, and other stakeholders in the URA. Outreach efforts included: numerous public meetings and presentations; two direct mailings to the more than 1,400 property owners and tenants within the URA; postings on social media and a project website; and email communication to interested parties. Outreach was conducted in Spanish and English.

#### Exhibit 2. Outreach Process Overview

	Outreach Goal	Timing
Round 1	Raise awareness of the Action Plan's purpose and timeline and solicit initial input on priorities.	January-April 2015
Round 2	Solicit more detail on potential project ideas and funding priorities.	July-September 2015
Round 3	Rank and refine project ideas.	November-December 2015

### Opportunities and Needs Analysis

Beginning in December 2014, the City worked with ECONorthwest on an assessment of market conditions, needs, and opportunities in the Corridor (**Appendix B: Opportunities and Needs Report**).

Key findings from this analysis include:

- **The Corridor has low industrial vacancy rates and there is demand for more industrial/flex space.** The area includes a larger concentration of manufacturing, construction, and transportation jobs than the City as a whole.
- **Household incomes in the Corridor are significantly lower than Salem as a whole, and the area has higher percentage of Latino residents than Salem as a whole** (about 42% of residents are Latino).
- **There is a lack of urban amenities for those living and working in the area.** Residents leave the Corridor for most of their daily needs for goods and services. There is untapped demand

for restaurants and new retail, including retailers that sell fresh, affordable food. There are only a few retail outlets that cater to the area’s sizable Latino population. Many opportunities remain to create a more functional corridor for residents.

- **The area’s housing stock is predominantly multifamily and these units have not seen new investment since the 1970s.** The majority of housing units (70%) were built prior to 1980.

**70%**  
of the area’s housing stock  
was built prior to 1980.

### Business Needs and Project Development

The City met with area businesses and economic development organizations to assess existing utilization of Urban Renewal programs and identify business needs in the area. Key recommendations from these meetings include:

- Expand North Gateway URA financial incentives to meet business needs, particularly for small and emerging businesses.
- Identify opportunities to formalize business-to-business networking.
- Create a more proactive strategy for the City to engage property owners and tenants in the area.
- Target infrastructure investments to those areas that best leverage improvements for future development.



Vagabond Brewing is located in the Hyacinth 2195 Building, which was renovated to accommodate several flex space uses.

### Transportation Analysis

Early Action Plan analysis confirmed that roads and other major infrastructure in the Corridor are likely adequate to meet future development needs. However, this analysis also identified several opportunities to enhance key intersections for all travel modes to support redevelopment. In September 2015, DKS Associates refined the City’s initial list of potential transportation recommendations (based on review of the Salem Transportation System Plan, North Gateway URA Plan, and input obtained through public outreach. DKS produced descriptions and cost estimates for potential transportation projects (**Appendix A: Detailed Project Sheets**) that the City used in the final round of outreach.



In many cases, the Corridor lacks sidewalks and sufficient pedestrian and bicycle connections.



## Goals, Strategies, and Project Evaluation Criteria

The Action Plan process identified a set of streamlined goals, strategies, and projects/actions for the Corridor. These are based on the needs and opportunities identified through public outreach and technical analysis. Many of the goals and strategies in the Action Plan echo language found in the original North Gateway URA Plan.

Exhibit 3 is a framework for investment in the Corridor showing the primary investment outcomes desired (Goals) and the strategies to achieve the goals (Strategies). To evaluate and recommend potential projects, the project team developed criteria for comparing them (Prioritization Criteria). The prioritization criteria combine the community priorities reflected in the online surveys with benchmarks found in the North Gateway URA Plan and other relevant criteria acquired through the course of the planning process.

**Exhibit 3. Portland Road Investment Framework: Goals, Strategies, and Evaluation Criteria**

<b>Goals</b> <i>Primary outcomes desired for the Portland Road Corridor</i>	<b>Strategies</b> <i>The approach the City and its partners can take to achieve the goals</i>	<b>Prioritization Criteria</b> <i>How potential projects are evaluated</i>
<b>Meet the needs of residents and businesses within the Corridor.</b>	Seek input from area stakeholders in identifying and prioritizing future investments.	<ul style="list-style-type: none"> <li>• Does the project/action have stakeholder support, as evidenced by the three online surveys and other outreach conducted in 2015?</li> </ul>
<b>Support development and job creation within the Corridor.</b>	<ul style="list-style-type: none"> <li>• Identify opportunities to provide innovative, flexible, affordable workspaces that foster the region's small businesses.</li> <li>• Attract retail and services that serve residents and employees.</li> <li>• Increase the area's marketability for development of future housing and (when opportunities arise) other supportive uses that make housing development successful.</li> </ul>	<ul style="list-style-type: none"> <li>• Does it generate tax increment?</li> <li>• Does it support development on an underutilized or vacant site?</li> <li>• Does it eliminate blight?</li> <li>• Does it encourage job creation?</li> <li>• Is it located in the Corridor study area?</li> </ul>
<b>Achieve the URA's Plan, transportation, safety, and streetscape goals for the Corridor.</b>	Support strategic infrastructure investments along the corridor that improve economic vitality, livability, and safety for residents and employees.	<ul style="list-style-type: none"> <li>• Does it improve transportation amenities?</li> <li>• Does it improve neighborhood connectivity?</li> <li>• Does it improve multi-modal travel?</li> <li>• Does it enhance the City's north gateway?</li> </ul>

### Recommended Projects and Actions

The culmination of the Action Plan process is the identification and recommendation of projects and actions that form the “next steps” in making positive change in the Corridor. Exhibit 4 and Exhibit 5 show the projects that are recommended to implement the goals, strategies, and criteria listed in Exhibit 3.

**Exhibit 4. Recommended Projects: Short-Term (1-5 years)**

Project	Initial Implementation Action	Estimated Cost
<b>Restructure financial incentives to better serve businesses, developers, and property owners.</b>	<ul style="list-style-type: none"> <li>Conduct additional business/stakeholder roundtable discussions to seek input on amendments to the Toolbox Program.</li> <li>Modify existing Program to focus on business needs, including adding fixed equipment as an eligible expense.</li> </ul>	<b>\$500,000–\$1,000,000</b> to capitalize programs; possible reallocation in future years.
<b>Business outreach and technical assistance.</b>	Pursue targeted pilot North Gateway URA business retention program in partnership with SEDCOR and other partners.	City staff time and existing resources.
<b>Public market, “Farm-to-Table” food incubator and food hub.</b>	Initiate a feasibility study to confirm demand and financial viability of concept elements; and establish an advisory group to oversee the work.	Up to <b>\$80,000</b> for outreach and initial feasibility.
<b>Support development of industrial flex space and/or mixed-use development.</b>	<ul style="list-style-type: none"> <li>Explore the development of an RFP or “call for projects” in FY 16-17 to target North Gateway URA funding for projects meeting Action Plan goals/strategies.</li> <li>Pursue development of URA loans/grants for pre-development assistance for catalytic projects.</li> <li>Monitor “property for sale” within the Corridor; establish an “opportunity fund” in FY 16-17 to respond to opportunities as they arise.</li> </ul>	<b>\$200,000–\$500,000</b> for “opportunity purchases;” possible additional allocation in future years.
<b>Portland road streetscape improvement (North).</b>	Implementation of this project will likely require a design exception or Transportation System Plan amendments for interim street standards. Pursue funding in FY 16-17 for initial design.	\$1.7 million (east side) \$1.6 million (west side) \$1.2 million (Bill Frey) <hr/> <b>\$4.5 million (Total)</b>

**Exhibit 5. Recommended Projects: Mid-Term and Partnership (5+ Years) or as Opportunities Arise**

Project	Initial Implementation Action	Estimated Cost
<b>Workforce and affordable housing support.</b>	<ul style="list-style-type: none"> <li>Develop outreach material that highlights key vision/priorities from the Action Plan and depth of financial programs available. Initiate outreach that includes key affordable housing partners and developers in the region as well as owners of existing multi-family housing in the Corridor.</li> <li>Participate in the anticipated affordable housing sub-committee to track needs, issues, and recommendations.</li> <li>Ensure housing is eligible (and listed as a priority) for any new grants/loans developed following the approval of the Action Plan.</li> </ul>	City staff time and funding associated with restructuring the North Gateway URA loan and grant programs.
<b>Strengthen the corridor identity.</b>	<ul style="list-style-type: none"> <li>Identify Corridor working group that represents key businesses and community interests.</li> <li>Develop project work plan and key elements (in coordination with a working group).</li> </ul>	TBD

# Existing Conditions

This Action Plan seeks to identify and foster competitive advantages for the Portland Road Corridor by strategically targeting investments. This chapter describes the current competitive advantages of the area, existing development conditions within the URA, and the financial capacity of the Agency. Additional information on existing conditions in the Corridor can be found in **Appendix B: Opportunities and Needs Report**.

## Portland Road’s Competitive Advantage

Positioning this area for growth will require fostering a mix of uses that serve neighborhood needs for retail as well as broader regional employment and housing goals. In addition to the technical findings in the Opportunities and Needs Report (**Appendix B**), the following themes emerged from the public outreach as being key assets for public investments in the area.

- **The Corridor has relatively affordable housing with good proximity to job centers.** New private investment could help fill many of the “gaps” that residents recognize in this area. For example, there is an opportunity to capitalize on the community’s desire for restaurants, retail, and affordable, fresh food.
- **This area is an important employment corridor for the City, especially for businesses who do not require large parcels of land.** A common theme in outreach feedback was that the City should position this area as an employment corridor, especially for small and minority-owned industrial businesses. Commercial brokers and economic development professionals indicate a number of factors that could positively influence it as a business location:
  - » Its location near I-5 and existing housing make this area prime for future development.
  - » The area’s competitive purchase price/rent could be attractive to tenants, and available parcels are lower in price than other areas to the south and west.
  - » For the majority of sites, existing infrastructure is adequate and is not limiting new business or development.
  - » Salem continues to have low industrial vacancy rates and a demand for industrial flex space. Flex space could be designed to accommodate a variety of uses, including combining retail and light manufacturing. These could be associated with “maker” spaces and nearby industrial uses.



Above: The Portland Road Corridor is home to both multifamily and single-family housing types.

Below: Flex space is a key employment use for the Corridor.

- **The Corridor has a mix of residents and business owners from many backgrounds.** Support from the Agency could help strengthen economic development efforts in this area, including working with the City’s economic development partners to support small and minority-owned businesses as they grow.
- **Portland Road has a strong foundation of neighborhood stewardship.** The broad response to the public outreach opportunities shows that the community cares about the success of Portland Road.



Numerous Latino owned businesses are located on Portland Road, reflecting the ethnic makeup of the surrounding neighborhood they serve.

**Development Conditions in the URA** This section includes information on the existing conditions for residential, industrial, and commercial uses in and near the study area.

## Residential

There has been little new housing investment in the Corridor over the past 25 years. **More than 70% of housing units were built before 1980 and more than half of the units in the Corridor are multifamily.** Rents in the area are lower than most other neighborhoods in Salem, with correspondingly low vacancy rates.

While there are few sites directly along Portland Road that are suitable for new residential development, this area will continue to play a role in housing provision. New housing in the area is likely to be located in the southern portion of the corridor, closer to downtown. There will likely also be renovation or redevelopment of existing multifamily complexes along the Corridor, especially if demand remains strong for multifamily housing. Accommodating those units as part of a mix of uses along Portland Road in suitable locations could be part of the City’s long-term strategy to supply land for multifamily development.

The City’s 2014 Housing Needs Assessment cites the need for an additional **8,000 multifamily units** in the City by 2035.



Built in 2007, Hollywood Station has 24 townhomes and a two-story, 23,000 square foot retail/office building.

## Commercial

Portland Road is home to several strip commercial uses, including car dealerships, retail businesses, and office buildings. Average asking rents for these uses are lower than other areas of Salem. The Corridor is not likely to be a growth area for office development, since there are competing areas that offer more amenities and better proximity to downtown Salem. Office users with interest in co-locating with industrial businesses may be the one office segment with potential demand that the City pursues.

Moving forward, the Corridor is likely to accommodate additional retail offerings, assuming continued growth in employment and/or housing in the area. A retail leakage analysis conducted as part of this project found that the Corridor has a deficit in supermarkets, general merchandise

stores (i.e., Fred Meyer), and limited-service restaurants (in which patrons generally order and pay before eating). In addition, this analysis showed that there may be less demand for specialty food services (i.e., bakeries) and full-service (sit-down) restaurants



Several large industrial employers are located on the corridor, including Ventura Foods and Americold.

Current rates (2015) for industrial/flex spaces are **\$0.35 to \$0.55** per square foot (\$4.20-\$6.60 per year, higher for smaller spaces) as of 2015.

### Industrial

Most industrial spaces in the Corridor and URA were built before 1999. Some of these spaces may not meet the needs of current or future tenants. Conversations with local brokers indicate the area has buildings with inadequate access, limited footprint for expansion, or in some cases, aging or undersized utilities. Some industrial uses lack an adequate buffer from neighborhood/commercial uses to mitigate conflicts. Vacant lots, large surface parking areas, and conflicting uses prevent the development of a common identity to strengthen the development potential of the area.

With more limited available land, the Corridor has not seen the same level of new investment in industrial spaces as other areas of Salem. Most of the newer industrial/flex development and business expansions have occurred south of downtown near the Salem Airport, including in the Fairview Industrial Park and surrounding McGilchrist Street. Rents in the area remain competitive with the rest of the region, a sign that the area has desirable spaces with good access to major transportation routes.

As described in **Appendix A**, conversations with local real estate professionals about industrial space indicate that the area could accommodate the following industrial development types:

- **Small-scale flex space.** There is high demand for industrial/flex spaces that are 1,000-2,000 square feet with good freeway access and a grade-level loading door.
- **Commercial kitchen space.** There is interest in commercial kitchen space that can be rented out by food entrepreneurs. The space could also include a retail component.
- **Cold storage and distribution.** The local agricultural industry is interested in more cold storage opportunities. Portland Road's highway access also makes it a desirable location for distribution businesses, especially since the trucking hour regulations recently changed to require shorter trips and more frequent breaks for drivers. Good access to main trucking routes (I-5) and population centers reduces travel times and costs.

## Agency Financial Situation

Urban renewal is a community revitalization tool that cities and counties are authorized to use through Oregon state statutes (ORS 457). Tax increment financing (TIF) is the primary mechanism used to generate funding in URAs.

The North Gateway URA Plan (Plan), established in 1990, identifies many infrastructure projects, loan/grant programs, and other programs aimed at improving the area’s economic conditions. The costs to complete all identified projects exceeds the financial capacity of the URA.

At the time the URA was created, a financial model for the area assumed tax increment revenue based on the property owners and tax generation in 1990. In 2003-04, SUMCO, the largest employer in the URA, left the area, taking both valuable equipment and tax value. This reduced the URA’s tax generation capabilities and its ability to take on additional debt to fund projects. The URA Plan specifies that the maximum indebtedness that can be issued or incurred to complete projects over the life of the Plan is \$75 million. Any changes require an amendment to the Plan.

### Current Status (2016)

To-date, the Agency has invested more than \$53 million in public streets, water and sewer upgrades, environmental cleanup to prepare properties for redevelopment, and partnerships to promote redevelopment (including the Hollywood Station development). The remaining \$21 million of debt capacity falls short of what is needed to complete all remaining projects identified in the URA Plan, including the next planned major infrastructure project: the second phase of the Portland Road improvements from Pine Street to Hyacinth Street.

While the URA investments to-date have contributed to new assessed value and therefore increased taxes, they have not spurred the level of private investment anticipated when the URA Plan was initially implemented.

For many years, the Agency has retained funding for the next phase of Portland Road improvements. There is significant funding available for new projects, including those being recommended by this Action Plan. There is currently \$4 million of unallocated cash on-hand to fund projects, with an additional \$12 million available by Fiscal Year 2017-18.

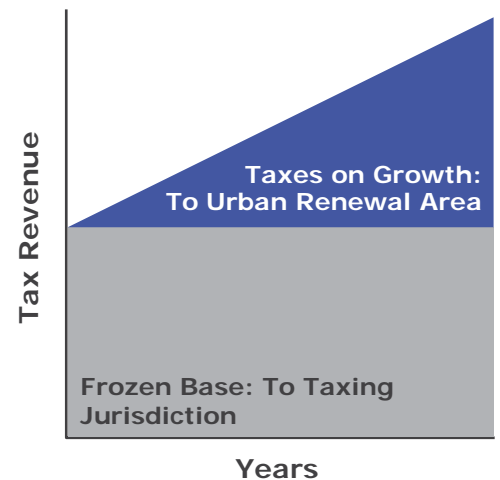
North Gateway URA’s assessed value (1990):

**\$133 million**

URA’s assessed value (2013-14):

**\$291 million**

This is an increase of **118%** in nominal dollars.



As shown in the diagram above, TIF revenues are generated when a URA is established and the assessed value of all property in the area is “frozen.” The taxing jurisdictions that overlap the URA continue to collect tax revenue from the frozen base, but revenue generated from the incremental assessed value goes to the URA.

There is currently

**\$4 million**

of unallocated cash on-hand to fund projects, with an additional

**\$12 million**

available by Fiscal Year 2017-18.

# Investment Framework

Based on the objectives outlined in Chapter 1, this chapter establishes a framework for investments in public improvements that can be coordinated with private investments to accelerate development that aligns with the community's vision for the area.



The Corridor has several sites that could accommodate new development, many of which are around one acre in size. The largest vacant site on the Corridor comprises 13.5 acres near the Career Technical Institute.

## Purpose and Goals

In the extensive outreach conducted as part of the Action Plan development, residents and business owners in the area reiterated the importance of improving economic conditions for the community.

As part of the Action Plan process, the City developed a set of streamlined goals and strategies specifically relating to the Corridor, drawing upon extensive public outreach. Many of these goals echo language in the original NGURA Plan, including 18 specific objectives that are primarily focused on promoting economic development in the area: enhancing opportunities for future development or redevelopment, improving the appearance, capacity, and traffic flow of streets, and improving the security and beauty of the City's northern gateway. Exhibit 6 shows the relationship between the primary outcomes desired, the strategies the City will support to achieve the goals, and prioritization criteria that the City used to create a list of potential projects.

## Prioritization Process

The project team used the following process to evaluate projects:

- 1. Compile a list of potential projects.** These ideas were based on community feedback from focus groups, one-on-one interviews, technical analysis, and the summer 2015 survey.
- 2. Determine a methodology for weighting.** Each criteria topic was given a weight of one point. The evaluation scores for all criteria were summed to determine the overall evaluation score.
- 3. Run criteria through evaluation exercise and compile a list of prioritized projects.** The project team used the methodology outlined in Step 2 to evaluate projects and develop a list of prioritized projects.

## Exhibit 6. Portland Road Goals, Strategies, and Evaluation Criteria

<b>Goals</b> <i>Primary outcomes desired for the Portland Road Corridor</i>	<b>Strategies</b> <i>The approach the City and its partners can take to achieve the goals</i>	<b>Prioritization Criteria</b> <i>How potential projects are evaluated</i>
<b>Meet the needs of residents and businesses within the Corridor.</b>	Seek input from area stakeholders identifying and prioritizing future investments.	Does the project/action have stakeholder support, as evidenced by the three online surveys and other outreach conducted in 2015?
<b>Support development and job creation within the Corridor.</b>	<ul style="list-style-type: none"> <li>• Identify opportunities to provide innovative, flexible, affordable workspaces that foster the region’s small businesses.</li> <li>• Attract retail and services that serve residents and employees.</li> <li>• Increase the area’s marketability for development of future housing and (when opportunities arise) other supportive uses that make housing development successful.</li> </ul>	<ul style="list-style-type: none"> <li>• Does it generate tax increment?</li> <li>• Does it support development on an underutilized or vacant site?</li> <li>• Does it eliminate blight?</li> <li>• Does it encourage job creation?</li> <li>• Is it located in the Corridor study area?</li> </ul>
<b>Achieve the URA’s Plan, transportation, safety, and streetscape goals for the Corridor.</b>	Support strategic infrastructure investments along the corridor that improve economic vitality, livability, and safety for residents and employees.	<ul style="list-style-type: none"> <li>• Does it improve transportation amenities?</li> <li>• Does it improve neighborhood connectivity?</li> <li>• Does it improve multi-modal travel?</li> <li>• Does it enhance the City’s north gateway?</li> </ul>



## Geography of Investment

Given that the Portland Road Corridor is two miles long, URA investments should be targeted geographically. Three distinct nodes have been identified as areas where development potential is highest due to proximity to key employers or other major amenities (Kroc Center), street frontage, access, visibility, or other factors. Exhibit 8 contains a map showing the three nodes (Hyacinth Street, Bill Frey Drive and Southern) and the opportunity sites identified within each.

Exhibit 7 summarizes the acreage and zoning for the opportunity sites within each node. The largest site in the Corridor is a vacant, 13.5 acre area composed of 5 tax lots. It is zoned Retail Commercial (RC). Most of the parcels are much smaller. The average lot size is 1.25 acres.

The opportunity sites depicted in Exhibit 8 are vacant or have underutilized buildings, but are not necessarily for sale or lease. The Agency is interested in supporting redevelopment within the opportunity nodes on these sites with public-private partnerships, if there is property owner interest. **Appendix B: Opportunities and Needs Report** provides greater detail on these nodes.

### Exhibit 7. Portland Road Opportunity Sites

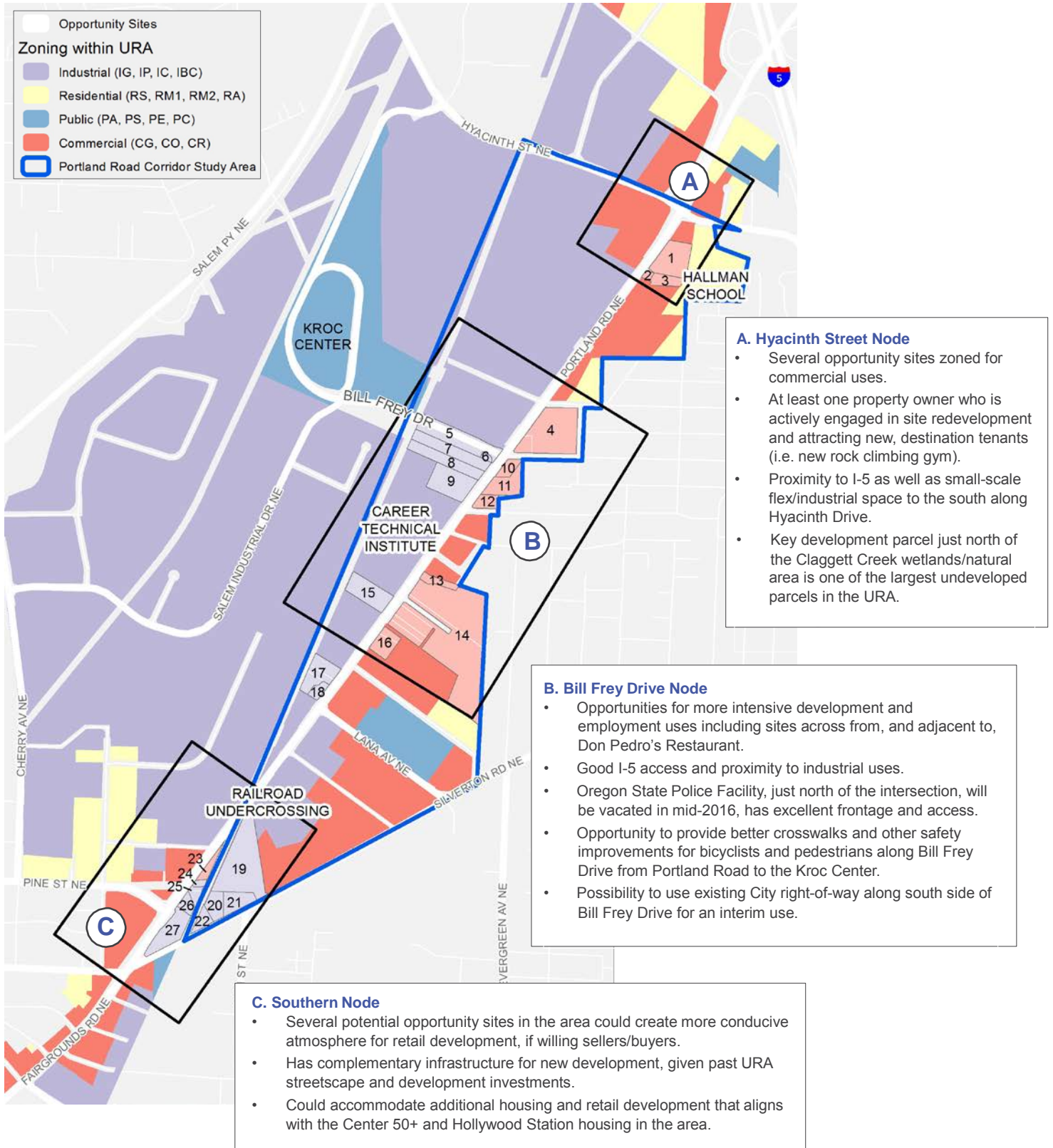
**Corridor Total: 46.5 acres**

A. Hyacinth Street Node Sites	
1	2.1 acres
2	0.1 acres
3	0.6 acres
<b>Node Total</b>	<b>2.8 acres</b>

B. Bill Frey Drive Node Sites	
4	4.2 acres
5	2.6 acres
6	0.1 acres
7	1.7 acres
8	1.6 acres
9	2.1 acres
10	0.5 acres
11	1.4 acres
12	0.6 acres
13	0.5 acres
14	13.5 acres
15	1.8 acres
16	1.0 acres
17	1.5 acres
18	0.4 acres
<b>Node Total</b>	<b>33.5 acres</b>

C. Southern Node Sites	
19	4.9 acres
20	0.8 acres
21	1.0 acres
22	0.5 acres
23	0.4 acres
24	0.2 acres
25	0.3 acres
26	0.4 acres
27	1.7 acres
<b>Node Total</b>	<b>10.2 acres</b>

**Exhibit 8. Portland Road Opportunity Nodes and Possible Opportunity Sites Map**



Note: The zoning and the allowed uses within each zone may change over time. Please verify the current zoning and the allowed uses with the City of Salem's Community Development Department.

# Action Plan

This chapter summarizes the recommended projects/actions and puts them into perspective with time frames and estimated costs. These projects were the subject of community prioritization through an online survey. Subsequent to the prioritization, initial cost estimates and feasibility assessments for the streetscape and transportation projects became available. Two of these projects are no longer included in the recommended projects listed below, due to cost and feasibility issues. A complete list of prioritized projects is contained in **Appendix A**.

Exhibits 9 and 10 provide an overview of the projects that emerged from the Action Plan process. The projects are grouped in three categories according to the timing for implementation:

- **Short-term projects.** These projects were ranked highest through the community prioritization process and are likely to have the biggest short-term benefits. The City plans to take steps to implement these projects in the near-term (0-5 years).
- **Mid-term projects, or as opportunities arise.** These projects will likely take at least five years to come to fruition and require complex partnerships. The City plans to take the first implementation actions on these steps in the short-term, but more extensive implementation will not occur for several years (5-10 years). Some projects require the engagement of one or more partners to come to fruition and will do so as opportunities arise. The City will explore these partnerships in the near-term, but exact timing is unknown.

## Exhibit 9. Recommended Projects: Short-Term (0-5 years)

Project	Rationale	Initial Implementation Action	Estimated Cost
<b>Restructure financial incentives to better serve businesses, developers, and property owners.</b>	Feedback from businesses in the Corridor suggests that restructuring the North Gateway Grant and Loan Toolbox to increase the allowed amounts is needed.	Conduct additional business/ stakeholder roundtable discussions to seek input on amendments to the Toolbox Program. Modify existing Program to focus on business needs, including adding fixed equipment as an eligible expense.	<b>\$500,000-\$1,000,000</b> to capitalize programs; possible reallocation in future years.
<b>Business outreach and technical assistance.</b>	The City is committed to playing a role in business retention and expansion through proactive outreach with businesses to connect them to resources.	Pursue targeted pilot North Gateway URA business retention program in partnership with SEDCOR and other partners.	City staff time and potential budget support from General Fund— Economic Development.
<b>Public market, "farm-to-table" food incubator and food hub.</b>	The Corridor lacks fresh food options. A new facility could capitalize on the Corridor's existing local demand, good access to major roads, and the existing base of food-production industries. This concept addresses a need for aggregating produce and other local farm products for retail and institutional sales.	Initiate a feasibility study to confirm demand and financial viability of concept elements; and establish an advisory group to oversee the work.	Up to <b>\$80,000</b> for outreach and initial feasibility.

**Exhibit 9. Recommended Projects: Short-Term (Continued)**

Project	Rationale	Initial Implementation Action	Estimated Cost
<b>Support development of industrial flex space and/or mixed-use development.</b>	The Corridor has a low vacancy rate for existing industrial space. The City’s Housing Needs Analysis indicates that the supply of multi-family housing is insufficient to meet future needs. Targeted investment of URA resources could address these needs.	<ul style="list-style-type: none"> <li>• Explore the development of an RFP or “call for projects” in FY 16-17 to target North Gateway URA funding for projects meeting Action Plan goals/strategies.</li> <li>• Pursue development of URA loans/ grants for pre- development assistance for catalytic projects.</li> <li>• Monitor “property for sale” within the Corridor; establish an “opportunity fund” in FY 16-17 to respond to opportunities as they arise.</li> </ul>	<b>\$200,000–\$500,000</b> for “opportunity purchases;” possible additional allocation in future years.
<b>Portland Road streetscape improvement (North).</b>	Community feedback suggested a desire for transportation enhancements to address areas with lack of sidewalks, crossings, and street trees.	Implementation of this project will likely require a design exception or Transportation System Plan amendment for interim street standards. Pursue funding in FY 16-17 for initial design.	\$1.7 million (east side) \$1.6 million (west side) \$1.2 million (Bill Frey) <hr/> <b>\$4.5 million (Total)</b>

**Exhibit 10. Recommended Projects: Mid-Term (5+ Years) or as Opportunities Arise**

Project	Rationale	Initial Implementation Action	Estimated Cost
<b>Workforce and affordable housing support.</b>	Given the lower incomes in this area, there will continue to be a need for housing at affordable price points.	<ul style="list-style-type: none"> <li>• Develop outreach material that highlights key vision/priorities from the Action Plan and depth of financial programs available. Initiate outreach that includes key affordable housing partners and developers in the region as well as owners of existing multi-family housing in the Corridor.</li> <li>• Participate in the anticipated affordable housing sub-committee to track needs, issues, and recommendations.</li> <li>• Ensure housing is eligible (and listed as a priority) for any new grants/ loans developed following the approval of the Action Plan.</li> </ul>	City staff time and funding associated with restructuring the North Gateway URA loan and grant programs.
<b>Strengthen the Corridor identity.</b>	A concerted branding effort could help the the Corridor overcome its existing perception that stems from past public safety and livability challenges.	<ul style="list-style-type: none"> <li>• Identify Corridor working group that represents key businesses and community interests.</li> <li>• Develop project work plan and key elements (in coordination with a working group)</li> </ul>	TBD

## Project Highlights

Two projects stand out as potential catalysts for improving the Portland Road Corridor. These projects have community support and scored the highest when the criteria were applied. Both projects respond to needs identified in **Appendix B: Opportunities and Needs Report**.



Above: The Portland Mercado is one example of a small-scale public market featuring retail goods, fresh foods, and walk-up eateries on-site. Image: Portland Tribune, David F. Ashton, May 1, 2015.

Below: Nationwide, public markets and food hubs allow local farmers to directly market their produce to the public, restaurants, schools and other institutions.

### Public Market, “Farm-to-Table” Food Incubator, and Food Hub

This project would support small-scale retail development that addresses the need for more fresh and affordable food and supports new/small businesses in the Corridor. A Marketplace/Food Hub could incubate and support small food business development; increase access to fresh, healthy affordable food; support the local food economy by aggregating product and providing access to larger retail and institutional markets; and providing a food cart/restaurant destination to serve the neighborhood and draw more Salem residents to the Corridor. There are several reasons why a food hub or public marketplace concept may be suitable for this Corridor:

- **A public market place/Mercado concept** can help to foster entrepreneurship, generate a sense of community, and respond to the needs of existing residents. The Corridor has a disproportionately higher number of Latino residents than other areas in Salem. The 2013 American Community Survey shows 42% of residents living in the Corridor are Latino, compared to 19% City-wide. The Corridor is home to several Latino food vendors and small shops.
- **This area lacks grocery stores and restaurants.** The project’s assessment of retail needs in the Corridor showed an unmet need for the types of services that a food hub could provide. Specific opportunities identified include a deficit in supermarkets and limited-service restaurants (in which patrons generally order and pay before eating). Many food hubs are more than wholesale aggregation and distribution centers. They are regional attractions that host farmers market style grocery stores, community events, provide educational experiences, are venues for sampling unique locally-grown food products.

The City’s role could include property acquisition, targeted financial incentives, or other development support, as well as transportation improvements. Possible functions include: a farmers market-style grocery store and/or small business incubator; commercial kitchen or “tasting center” available for use by food entrepreneurs; food hub that promotes Mid-Valley food and aggregates product for sale to retail and institutional buyers; and multiple food carts and/or small restaurants.

## Support Development of Industrial Flex Space and/or Mixed-Use Development

Input gained through the Action Plan outreach identified several challenges to development in the area including older buildings may not meet the needs of the current or future businesses, including insufficient access, aging infrastructure, and limited footprint for expansion.

Redevelopment of certain sites in this area can play an important role in addressing City-wide employment and housing needs. This project would revamp URA financial incentives to make them more flexible and adaptable to support redevelopment in the Corridor. The policy changes could include:

- **Target URA grant/loan funding.** URA funds could support investors and owners in redeveloping properties to provide new jobs, housing, and/or retail amenities. In particular, the Agency should look for opportunities to leverage other resources to upgrade underutilized buildings that no longer serve existing business needs or are suitable for workspace conversion.
- **Track opportunities to pursue property acquisition and/ or targeted financial support in one of three key activity and/or employment nodes.** As suitable opportunities arise, the Agency would help prepare parcels for sale/redevelopment; or master plan the site for new retail and services destinations. If URA-led, the City could release an RFP to identify developer and partners and create a framework or master plan for the site, or address other key development barriers.
- **Provide/fund pre-development assistance.** The City could work with developers or property owners to assist with typical due diligence issues (site design or engineering, property consolidation, market analysis, permitting, financial analysis) to help catalyze projects that align with the goals of the Action Plan.
- **Explore partnerships** to attract new retail, housing, services, and employment that fulfills needs in the area and improves economic conditions.



Financial assistance would target opportunities to support the development of industrial flex-space, housing, and mixed-use.

# Conclusion

Successful implementation of the actions in this Plan will require the collective and coordinated investments of many individuals and organizations. As a summary, the actions described in this plan seek to build on the Portland Road Corridor’s many advantages: its existing stock of businesses, its proximity to Interstate 5, the active neighborhood involvement, its diversity, and the investments that the URA has already made. To do so, it must overcome the key development challenges identified in the analysis.

At the highest level, here’s how the Plan does that:



The Career Technical Education Center, opened in 2015, serves as a development catalyst for the Corridor.

Identified Development Barrier or Need	Action Plan Response
Lack of a “heart” for the Corridor	Concentrates proactive investment in identified “development nodes.”
High speed traffic and arterial character creates challenging conditions for pedestrians and cyclists	Address transportation enhancements in specific areas of the corridor that can help to catalyze new development and support greater connectivity along the Corridor.
Lack of awareness of resources available for businesses	New partnerships with local economic development organizations to leverage existing business assistance funds.  Adjustments to the URA’s existing storefront programs to better capture business interest.
Weak market	Recognition of the need to support new development in a weak market through targeted incentives and new partnerships with developers.
Need to target “missing” retail market opportunities segments to reduce retail leakage	Actions include a focus on creating opportunities to keep local dollars local through projects like the Food Hub/Market Concept.