



Oregon

Theodore R. Kulongoski, Governor

Department of Land Conservation and Development

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www.lcd.state.or.us



NOTICE OF ADOPTED AMENDMENT

06/14/2011

TO: Subscribers to Notice of Adopted Plan
or Land Use Regulation Amendments

FROM: Plan Amendment Program Specialist

SUBJECT: City of Silverton Plan Amendment
DLCD File Number 001-11

The Department of Land Conservation and Development (DLCD) received the attached notice of adoption. Due to the size of amended material submitted, a complete copy has not been attached. A Copy of the adopted plan amendment is available for review at the DLCD office in Salem and the local government office.

Appeal Procedures*

DLCD ACKNOWLEDGMENT or DEADLINE TO APPEAL: Thursday, June 30, 2011

This amendment was submitted to DLCD for review prior to adoption pursuant to ORS 197.830(2)(b) only persons who participated in the local government proceedings leading to adoption of the amendment are eligible to appeal this decision to the Land Use Board of Appeals (LUBA).

If you wish to appeal, you must file a notice of intent to appeal with the Land Use Board of Appeals (LUBA) no later than 21 days from the date the decision was mailed to you by the local government. If you have questions, check with the local government to determine the appeal deadline. Copies of the notice of intent to appeal must be served upon the local government and others who received written notice of the final decision from the local government. The notice of intent to appeal must be served and filed in the form and manner prescribed by LUBA, (OAR Chapter 661, Division 10). Please call LUBA at 503-373-1265, if you have questions about appeal procedures.

*NOTE: The Acknowledgment or Appeal Deadline is based upon the date the decision was mailed by local government. A decision may have been mailed to you on a different date than it was mailed to DLCD. As a result, your appeal deadline may be earlier than the above date specified. NO LUBA Notification to the jurisdiction of an appeal by the deadline, this Plan Amendment is acknowledged.

Cc: Steve Kay, City of Silverton
Gloria Gardiner, DLCD Urban Planning Specialist
Steve Oulman, DLCD Regional Representative
Thomas Hogue, DLCD Regional Representative

<paa> YA



FORM 2

DLCD

Notice of Adoption

This Form 2 must be mailed to DLCD within **5-Working Days after the Final Ordinance is signed** by the public Official Designated by the jurisdiction and all other requirements of ORS 197.615 and OAR 660-018-000

In person electronic mailed

DATE
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T
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DEPT OF
JUN 10 2011
LAND CONSERVATION
AND DEVELOPMENT
For Office Use Only

Jurisdiction: **City of Silverton**

Local file number: **CP11-01**

Date of Adoption: **6/6/2011**

Date Mailed: **6/9/2011**

Was a Notice of Proposed Amendment (Form 1) mailed to DLCD? Yes No Date: 2/25/2011

Comprehensive Plan Text Amendment

Comprehensive Plan Map Amendment

Land Use Regulation Amendment

Zoning Map Amendment

New Land Use Regulation

Other:

Summarize the adopted amendment. Do not use technical terms. Do not write "See Attached".

The Silverton Economic Opportunities Analysis (EOA) is intended to serve as a basis for the city of Silverton to explore and document new information regarding the city's buildable land inventory (BLI) and employment trends; and includes policies and community economic development objectives (CEDOs) aimed at strengthening the local economy.

Does the Adoption differ from proposal? No, no explanation is necessary

Plan Map Changed from:

to:

Zone Map Changed from:

to:

Location:

Acres Involved:

Specify Density: Previous:

New:

Applicable statewide planning goals:

- | | | | | | | | | | | | | | | | | | | |
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Was an Exception Adopted? YES NO

Did DLCD receive a Notice of Proposed Amendment...

45-days prior to first evidentiary hearing?

Yes No

If no, do the statewide planning goals apply?

Yes No

If no, did Emergency Circumstances require immediate adoption?

Yes No

DLCD file No. _____

Please list all affected State or Federal Agencies, Local Governments or Special Districts:

Local Contact: Jason Gottgetreu Phone: (503) 874-2214 Extension:
Address: 306 S. Water St Fax Number: 503-873-3210
City: Silverton Zip: 97381 E-mail Address: Jgottgetreu@silverton.or.us

ADOPTION SUBMITTAL REQUIREMENTS

This Form 2 must be received by DLCD no later than 5 working days after the ordinance has been signed by the public official designated by the jurisdiction to sign the approved ordinance(s) per ORS 197.615 and OAR Chapter 660, Division 18

1. This Form 2 must be submitted by local jurisdictions only (not by applicant).
2. When submitting the adopted amendment, please print a completed copy of Form 2 on light green paper if available.
3. Send this Form 2 and one complete paper copy (documents and maps) of the adopted amendment to the address below.
4. Submittal of this Notice of Adoption must include the final signed ordinance(s), all supporting finding(s), exhibit(s) and any other supplementary information (ORS 197.615).
5. Deadline to appeals to LUBA is calculated **twenty-one (21) days** from the receipt (postmark date) by DLCD of the adoption (ORS 197.830 to 197.845).
6. In addition to sending the Form 2 - Notice of Adoption to DLCD, please also remember to notify persons who participated in the local hearing and requested notice of the final decision. (ORS 197.615).
7. Submit **one complete paper copy** via United States Postal Service, Common Carrier or Hand Carried to the DLCD Salem Office and stamped with the incoming date stamp.
8. Please mail the adopted amendment packet to:

**ATTENTION: PLAN AMENDMENT SPECIALIST
DEPARTMENT OF LAND CONSERVATION AND DEVELOPMENT
635 CAPITOL STREET NE, SUITE 150
SALEM, OREGON 97301-2540**

9. **Need More Copies?** Please print forms on 8½ -1/2x11 green paper only if available. If you have any questions or would like assistance, please contact your DLCD regional representative or contact the DLCD Salem Office at (503) 373-0050 x238 or e-mail plan.amendments@state.or.us.

**CITY OF SILVERTON
ORDINANCE NO. 11-02**

**AN ORDINANCE APPROVING COMPREHENSIVE PLAN AMENDMENT (CP-11-01)
AND ADOPTING THE 2011 ECONOMIC OPPORTUNITY ANALYSIS AS A SUPPORT
DOCUMENT TO THE SILVERTON COMPREHENSIVE PLAN.**

WHEREAS, the City of Silverton initiated a process to update the Economy element of the Comprehensive Plan to comply with Statewide Planning Goal 9; and

WHEREAS, FCS Group was hired as a consultant to help in the community outreach effort and preparation of the 2011 Economic Opportunity Analysis; and

WHEREAS, Public input was gathered throughout the process to evaluate citizen concerns regarding the existing economic conditions, including an online survey, stakeholder interviews, input from a citizen Technical Advisory Committee, and a public workshop; and

WHEREAS, a draft Plan was prepared in February 2011; and

WHEREAS, after proper legal notice, a public hearing before the Planning Commission to consider this Comprehensive Plan Amendment to adopt the 2011 Economic Opportunity Analysis as a support document to the Silverton Comprehensive Plan was held on April 12, 2011; and

WHEREAS, the Planning Commission unanimously adopted Resolution 11-02, recommending approval of the 2011 Economic Opportunity Analysis to the City Council; and

WHEREAS, after proper legal notice, a public hearing before the City Council to consider this Comprehensive Plan Amendment to adopt the 2011 Economic Opportunity Analysis as a support document to the Silverton Comprehensive Plan was held on May 2, 2011; and

WHEREAS, City Council passed Ordinance No. 11-02 on its first reading by a vote of 6-1 to adopt the Economic Opportunity Analysis document on May 2, 2011; and

WHEREAS, City Council adopted Ordinance No. 11-02 on its second reading to adopt the 2011 Economic Opportunity Analysis as a support document to the Silverton Comprehensive Plan on June 6, 2011; and

NOW THEREFORE BE IT ORDAINED by the City Council of the City of Silverton that based on evidence reviewed, and the City Council discussion which has been incorporated by reference, the City Council voted to adopt CC Ordinance 11-02 in support of this decision; and

NOW FURTHER THEREFORE, a full copy of the Economic Opportunity Analysis can be found on file in the Community Development Department at City Hall.

FIRST READ by the Council the 2nd day of May, 2011.

PASSED by the Council this 6th day of June, 2011.

SIGNED by the Mayor the ___ day of _____, 2011.

Effective this ___ day of _____, 2011.



Mayor

ATTEST:



City Recorder

CITY OF SILVERTON
ECONOMIC OPPORTUNITY ANALYSIS



FEBRUARY 25, 2011

FCS GROUP

This entire report is made of readily recyclable materials, including the bronze wire binding and the front and back cover, which are made from post-consumer recycled plastic bottles.



ACKNOWLEDGEMENTS

This report was funded in part from a Technical Assistance Grant provided by the Oregon Department of Land Conservation and Development, with in-kind support from the City of Silverton community development, planning and public works staff. We sincerely appreciate all the input that has been provided by City staff, Technical Advisory Committee members, and local community stakeholders.

City of Silverton Mayor and City Council

- ◆ Mayor Stu Rasmussen
- ◆ Kyle Palmer
- ◆ Randal Thomas
- ◆ Sherry Hoefel
- ◆ Bill Cummins
- ◆ Judy Schmidt
- ◆ Scott Walker

Silverton EOA Technical Advisory Committee (please refer to Appendix A)

City of Silverton Project Manager and Staff

- ◆ Steve Kay, Community Development Director
- ◆ Jason Gottgetreu, Planner/GIS Analysis

FCS GROUP Consultant Staff

- ◆ Todd Chase, AICP, LEED AP, Project Manager/Economist
- ◆ John Ghilarducci, Principal
- ◆ Tim Wood, Technical Support
- ◆ Amy Florence, Technical Support

Additional project consultant team members included:

- ◆ Columbia Planning and Design (land use planning consultant)

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Silverton EOA Technical Appendix C – Draft Land Use Code Amendments

SECTION I: INTRODUCTION

The City of Silverton has grown significantly over the past few decades in both population and housing, and currently functions primarily as a “bedroom community” and regional visitor destination within the greater Salem region as well as the larger Portland-Vancouver-Beaverton Primary Metropolitan Statistical Area.¹ The Silverton Economic Opportunities Analysis (EOA) is intended to serve as a basis for the City of Silverton to explore and document new information regarding the City’s buildable land inventory (BLI) and employment trends; and includes policies and community economic development objectives (CEDOs) aimed at strengthening the local economy.

The Silverton EOA will serve as a basis for the City of Silverton to document and adopt local policies and actions that help make Silverton a “more economically viable” community for residents, businesses and workers.

A. OREGON REGULATORY REQUIREMENTS

The City of Silverton is undergoing a periodic review of its Comprehensive Plan per Oregon requirements. As part of the Comprehensive Plan update, the City must address the requirements of Goal 9 (Economic Development, OAR 660-009). Goal 9 requires cities to periodically review and update the following:

- ◆ Local vision for strengthening local economies through the adoption of local economic policies that include community economic development objectives (CEDOs);
- ◆ Local urban growth requirements (land needs) for providing an adequate land needed to accommodate 20-year employment growth forecasts. Land needs are to be based upon:
 - Current analysis of vacant and part-vacant buildable lands that are zoned or planned to accommodate job growth
 - Forecast land needs based on an Economic Opportunities Analysis that considers global, national and local trends, and is generally consistent with regional growth forecasts or coordinated population growth forecasts

B. METHODOLOGY AND APPROACH

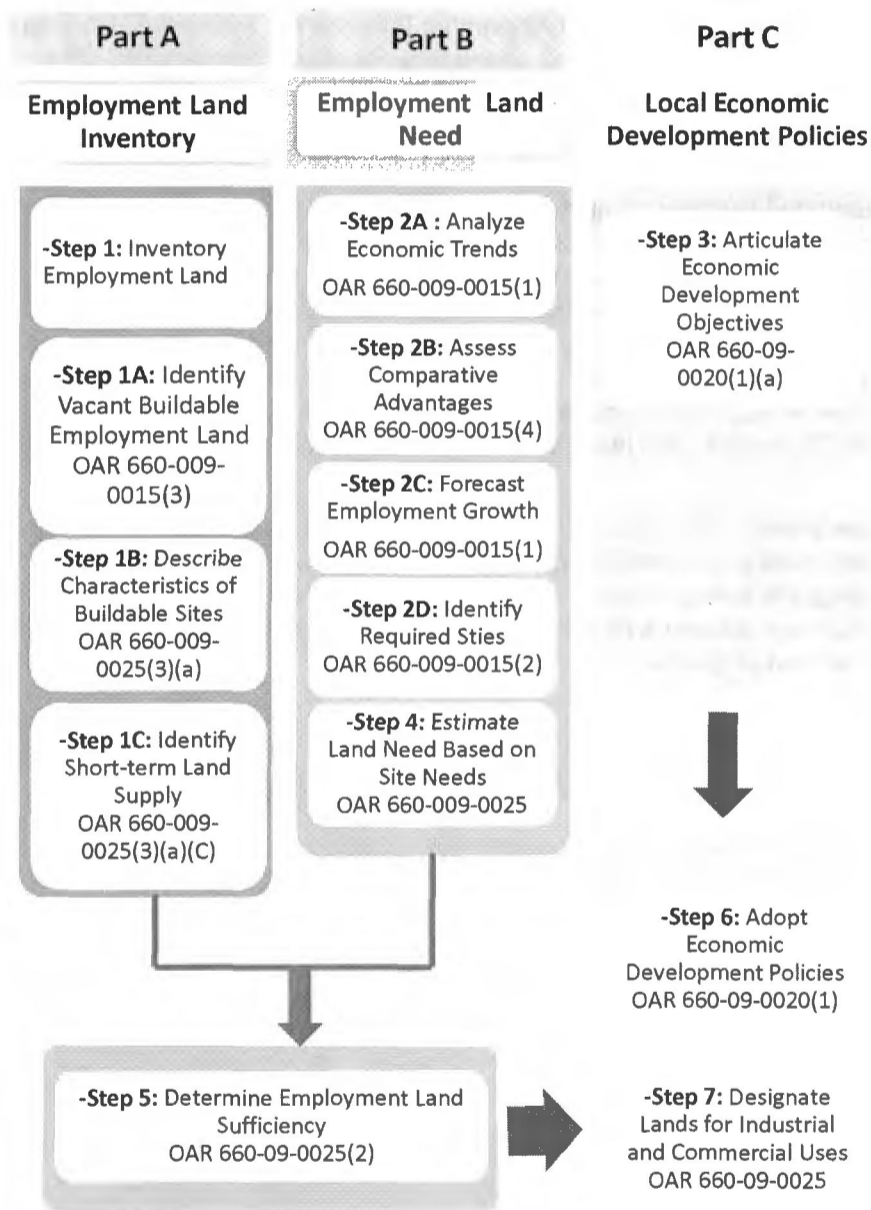
The technical and political approach used for the Silverton EOA and related steps are illustrated in **Figure 1**. This approach has been deemed to be consistent with the DLCD Goal 9 administrative rule, and the supporting OAR 660 guidance, as well as other supporting guidance provided per the

¹ The Portland-Vancouver-Beaverton Primary Metropolitan Statistical Area (PMSA) consists of seven counties: Multnomah (OR), Washington (OR), Clackamas (OR), Columbia (OR), Yamhill (OR), Clark (WA) and Skamania (WA). The Salem Region includes Marion and Polk counties.

DLCD Industrial & Other Employment Lands Analysis Guidebook (2005), and the Economic Development and Employment Land Planning Guidebook (July 2010).

To assist the City and consultant team with creating the EOA and refining key assumptions, the City formed a local Silverton EOA Technical Advisory Committee (TAC) comprised of leading community members. The EOA also included a cross-section of city, county, regional agencies, and private business and citizen representatives. During the preparation of the EOA, the TAC met on three separate occasions. TAC meeting notes and community survey input are provided in **Silverton EOA Technical Appendix A.**

Figure 1. Silverton EOA Methodology and Approach



SECTION II: BUILDABLE LAND ANALYSIS

In accordance with OAR 660-009-0015(3) and OAR 660-009-0025(3)(a)(C), the existing supply of buildable employment zoned land within the Silverton UGB was inventoried and evaluated as part of the EOA. The Silverton EOA includes a recent buildable land inventory completed by the City of Silverton Planning Department staff using Geographic Information Systems (GIS) data that is consistent with current land use development characteristics, as of February 20, 2011.

A. BUILDABLE LAND INVENTORY METHODOLOGY

The BLI analysis included existing vacant and part vacant (sub-dividable) tax lots with adjustments made to deduct any current building and related parking development. The GIS analysis included all significant environmental constraints to estimate buildable land area within the Silverton EOA. The buildable land area was derived by deducting environmental features that would constrain the amount of potential site development on vacant and part vacant areas. For purposes of this analysis, the environmental constraints were calculated for each tax lot using estimates for land area that is constrained by the following: environmentally constrained areas (waterways, wetlands, riparian buffers); slopes over 25 percent; and other known site development constraints identified by City staff.

An additional infrastructure analysis was conducted by Silverton community development, planning and engineering staff to ascertain known infrastructure conditions and related capacity constraints (if any) to providing adequate transportation, water, sewer and stormwater requirements associated with future development. In accordance with OAR 660-009-025(3)(a)(C), City staff also provided estimated time frames and preliminary capital cost estimates for planned infrastructure improvements.

B. LONG-TERM EMPLOYMENT LAND INVENTORY

The existing vacant and part vacant land inventory for the Silverton includes 33 tax lots with a total buildable land area of 92.3 buildable acres, as indicated in **Table 1**. Silverton's vacant land supply consists of 10 small (less than 1 acre) tax lots, 20 tax lots between 1 to 5 acres, one lot with 5.5 acres, and two tax lots over 10 acres in size (34.6 acres total). Please refer to **Silverton EOA Technical Appendix A** for additional detail.

**Table 1. Summary of Vacant and Part Vacant Employment Lands, Silverton UGB
(buildable acres)**

Land Use Class	.5 to 1 ac.		1 to 2 ac.		2 to 5 ac.		5 to 10 ac.		10 + ac.		Total Gross Buildable (less 25% slopes)	
	tax lots	acres	tax lots	acres	tax lots	acres	tax lots	acres	tax lots	acres	tax lots	acres
Commercial (GC)	7	5.5			1	2.1					8	7.6
Industrial Park	2	1.6	9	12.6	7	23.1	1	5.5			19	42.8
Light Industrial/Industrial	1	0.6	2	2.7	1	4.0			2	34.6	6	41.9
Total	10	7.7	11	15.3	9	29.2	1	5.5	2	34.6	33	92.3

Source: City of Silverton, September 2010.

In addition to the vacant land inventory, the City also identified tax lots that are likely to be redeveloped over the next 20 years. The redevelopment threshold took into account current county assessor estimates for building and land values. Parcels were deemed to have a medium to high redevelopment likelihood when the land values were at least equal or greater than building improvement values. The results indicate that there are 26 tax lots with a total of 45.9 gross acres of employment zoned land area that appears to have medium to high redevelopment potential within the next 20 years, as shown in **Table 2**.

Table 2. Summary of Potential Redevelopment Lands, Silverton UGB* (buildable acres)

Land Use Classification	Tax lots	Gross Acres
Commercial (DC, DCF, GC)	8	6.5
Industrial Park	6	25.5
Light Industrial/Industrial	12	13.9
Total	26	45.9

* Reflects Medium and High Redevelopment Opportunities, Silverton UGB

Source: City of Silverton, November 2010; based on Marion County Assessor data depicting tax lots with improvement value less than land value. Compiled by City of Silverton and FCS GROUP.

C. SHORT-TERM EMPLOYMENT LAND INVENTORY

In addition to the long-term land supply, OAR 660-009-0005 also requires the identification of a short-term supply of land meaning “suitable land that is ready for construction within one year of an application of a building permit or request for a service extension.” OAR 660-009-0025 also requires that cities must provide “at least 25 percent of the total land supply within the urban growth boundary designated for industrial and other employment uses as short-term supply.”

In Silverton’s case all of the land supply currently included within the Silverton city limits is considered to be served with adequate public facilities and within the short-term land supply. The portion of the vacant employment land area within the city limits includes 60.9 acres, which accounts for 62 percent of the total vacant buildable land area for employment lands within the Silverton

UGB. Hence, Silverton far exceeds the State of Oregon's 25 percent requirement for meeting the short-term land needs requirements for accommodating new employment development on vacant tax lots.

Please refer to **Silverton EOA Technical Appendix B** for additional detail on the BLI method used to determine the BLI.

D. REGIONAL EMPLOYMENT LAND CONSIDERATIONS

In addition to documenting existing vacant and buildable land area within the Silverton UGB, consultant team members also evaluated current listings for commercial and industrial vacant lands and buildings within the mid-Willamette Valley region. The regional analysis of competitive land and buildings was based primarily on website listings, broker listings, and interviews with regional economic development managers in Marion, Polk, and Yamhill counties. The regional land and building inventory findings reflect a total of 542 acres of industrial land area being currently available within the mid-Willamette Valley region, and a vacant commercial and industrial building inventory of over 2.1 million square feet of competitive vacant floor area, as indicated in the **Silverton EOA Technical Appendix A**.

SECTION III: EMPLOYMENT TRENDS

In accordance with OAR 660-009-0015(1-4), an analysis of economic trends, and local competitive advantages was conducted to prepare employment growth forecast for the Silverton UGB. Local economic development visions, goals and objectives were also considered in this process to inform the growth forecast scenarios.

A. TRENDS ANALYSIS

Population levels continue to increase in both Oregon and Silverton due to population migration patterns, increases in immigrant population levels, and natural population increases. As indicated in **Table 3**, according to the Portland State University Population Research Center, the population in Silverton increased to 9,655 residents in 2010 (July 1), an increase from 7,414 residents in 2000. The population growth rate in Silverton was over two times higher than Marion County and the Salem MSA growth rate, and almost three times higher than the state or national population growth rate between 2000 and 2010.

Table 3. Population Trends, 2000 to 2010

	2000	2010	Percent Change 2000-2010
Silverton	7,414	9,655	30.2%
Marion County	284,834	320,640	12.6%
Salem MSA*	347,214	389,785	12.3%
Oregon	3,421,399	3,844,195	11.9%
USA	282,171,957	310,924,000	10.2%

Source: Portland State University, Population Research Center; and US Census.

* Salem Metropolitan Statistical Area (MSA) includes Marion and Polk counties.

Silverton's local economy will continue to be influenced by the growth in the nearby Portland-Vancouver-Beaverton PMSA region. Population of the greater Portland-Vancouver-Beaverton PMSA is forecasted to add between 346,500 and 467,300 people over the next 10 years, and continue to grow thereafter.²

Increasing population levels within the greater Portland Region will also result in an expanding labor force. In 2009, population within the Portland-Vancouver-Beaverton PMSA (seven-county region) expanded by nearly 40,000 residents, while employment declined by over 38,000 jobs, according to HIS Global Insight. The influx of population into the greater Portland Region during a time of economic recession and job layoffs is creating persistently high levels of unemployment for the region.

² The Portland-Vancouver-Beaverton Primary Metropolitan Statistical Area (PMSA) consists of seven counties: Multnomah (OR), Washington (OR), Clackamas (OR), Columbia (OR), Yamhill (OR), Clark (WA) and Skamania (WA). Growth forecasts for the PMSA are derived from the draft Metro Urban Growth Report, December 2009 (by Metro).

According to the Oregon Employment Department (OED), there were approximately 3,155 “covered workers” that were listed as people employed at local businesses within the Silverton Urban Growth Boundary (UGB) in 2010. As indicated in **Table 4**, these workers reflect an estimate of the nonfarm “covered employment” only, which tends to exclude workers that are self-employed and/or part-time workers that do not pay unemployment insurance to the State of Oregon.

Table 4. Employment in Silverton UGB, 2003, 2008 and estimated 2010

Sector	2003	2008	2010 Est.	Change: 2003 to 2010
Natural Resources and Mining	28	27	20	(8)
Construction	75	182	142	67
Manufacturing	545	387	367	(178)
Durable Goods	198	99	76	(122)
Non Durable Goods	347	288	292	(55)
Wholesale	54	68	58	4
Retail	343	373	325	(18)
Transportation, Warehousing & Utilities	46	73	69	23
Information	47	34	29	(18)
Financial Services	94	147	137	43
Professional & Business Services	69	110	107	38
Education	332	341	352	20
Health Services	668	852	906	238
Leisure & Hospitality*	346	389	352	6
Other Services	181	212	208	27
Government	61	82	81	20
Total	2,889	3,277	3,155	266

Source: OED, with 2010 estimates by FCS GROUP. * Leisure and hospitality sector includes lodging and restaurants.

Most new job growth within Marion County and the Silverton UGB is occurring among self-employed and *Stage 1* business entities with 2 to 9 workers per establishment. According to data estimated compiled by Dunn and Bradstreet Corporation, OED, and FCS GROUP, there were approximately 338 self-employed entities and 448 *Stage 1* entities (with 2 to 9 employees) in Silverton during 2008, which was about two times the number of self employed and *Stage 1* entities recorded in 2003.

Silverton added an estimated 292 net new entities between 2003 and 2008. Over 9 out of 10 new entities added in Silverton between 2003 and 2008 had less than 10 employees. Silverton also added 8 net new *Stage 2* entities (10 to 99 workers each), but there was no net gain in entities with over 100 workers.

Positive employment growth is forecasted to continue to occur within the Mid-Willamette Valley region. The 10-year job growth forecasts for OED Region 3 (includes Marion, Yamhill and Polk counties) portend a positive trend towards job growth for all industry sectors, except mining/logging, wood product manufacturing, information and federal government sectors. The OED expects the number of jobs in Region 3 to increase by 2,450 jobs over the next 10 years, increasing from 25,740 jobs in 2008 to 28,190 jobs by 2018. The sectors that are expected to grow the fastest include: healthcare and social services; leisure and hospitality; professional and business services; retail; wholesale trade; and state government.

Tourism has also been a driving economic force in the Mid-Willamette Valley over the past few decades. In addition to recreational visitation, tourism has increased due to the increase number of people traveling to the Oregon Garden, Woodburn Tulip farms, Silver Falls State Park, and several commercial vineyards/wineries in the region. According to the Oregon Department of Tourism, visitation in the Mid-Willamette Valley region (consisting of Marion, Yamhill and Polk counties) generated nearly \$538 million in direct spending in 2009 and supported over 6,790 jobs. Total direct visitor spending in the Mid-Willamette Valley region has increased 43 percent since 2001.

The farms and nurseries located in the fertile Mid-Willamette Valley (consisting of Marion, Yamhill and Polk counties) provide important commodities for value-added business activities in the greater Salem metropolitan region, which tend to be reflected in the non-durable goods manufacturing and wholesale trade service sectors. According to the 2007 Census of Agriculture, the Mid-Willamette Valley had 6,037 farms that produced over \$1 billion in agricultural products (mostly grains, berries, nuts, and nursery products). Marion County farms accounted for 58 percent of the total farm commodities in the Mid-Willamette Valley region.

B. SILVERTON EMPLOYMENT GROWTH FORECASTS

To estimate future development potential for Silverton employment, FCS GROUP evaluated the 10-year employment growth forecasts prepared by the OED for Region 3, and extrapolated the growth rates for each sector for an additional 10 years. According to the long-range job forecast prepared by the OED, it is apparent that long-run job growth is expected to occur in Region 3. Over the planning period, the Region 3 growth rates prepared by the Oregon Department of Economic Development reflect positive job growth forecasts for each sector (excluding information).

FCS GROUP prepared a range in employment forecasts for the Silverton UGB that is intended to coincide with Oregon Administrative Rules and Goal 9 requirements. Three employment growth forecast scenarios were formulated for the Silverton UGB, and are presented in **Table 5**, and include a range of adding between 605 jobs (low), 886 jobs (medium) and 1,086 jobs (high) based on the following scenario assumptions.

- ◆ **Scenario A** – Applies OED Annual Average Growth Rate (AAGR) Forecast to current estimated of nonfarm employment within the Silverton UGB. This scenario results in relatively low potential employment growth.
- ◆ **Scenario B** – Applies the upper-end of UGB Capture of Marion County Growth (using OED AAGR). This scenario results in medium growth potential. Please refer to **Silverton EOA Technical Appendix D** for detailed assumptions.
- ◆ **Scenario C** – Modified version of Scenario B, with the addition of new industrial or research & development employer(s) on the former Champion/Redmond mill site in the Silverton Industrial Park. This scenario includes 200 industrial jobs added over and above what would be expected to occur in Scenario B.

Table 5. Silverton UGB Employment Growth Forecast Scenarios, 2010 to 2031

Sector	Estimated Existing 2010 Jobs in Silverton UGB ¹	Job Growth Forecast Scenarios (Net New Jobs forecasted during 2010 to 2031)		
		A (low)	B (medium)	C (high)
		Based on OED Region 3 Growth Rates Applied to Silverton Job Sectors 1	Based on High end of UGB Capture of County & Region 3 Growth Forecast ¹	Modified Forecast, Based on Scenario B with former Mill Site Redevelopment ²
Natural Resources	20	1	9	9
Retail & Commercial Trades	677	116	166	166
Services	1,740	460	649	649
Industrial/Other	-	-	-	-
Industrial/Other	636	21	42	242
Government	81	7	19	19
Total	3,155	605	886	1,086

Notes:

¹ Derived from **Silverton EOA Technical Appendix A**.

² Assumes 200 additional jobs added at former Champion/Redmond Homes mill site.

Compiled by FCS GROUP.

C. OPPORTUNITIES AND CONSTRAINTS ANALYSIS

Input from the TAC and local stakeholder interviews was considered to help evaluate the local desire and ability to achieve the low, medium and high growth employment forecasts and to ascertain potential issues regarding meeting unique site requirements for small, medium and large employers. The overall findings from a opportunities and constraints analysis are summarized in **Silverton EOA Technical Appendix A**.

D. TARGET BUSINESS CLUSTERS ANALYSIS

The business cluster analysis summarized in **Figure 2** identifies the business sectors within the Silverton by their size and growth potential. Each sector has been analyzed by their North American Industrial Classification System (NAICS) code. The NAICS is used by the federal government to classify types of businesses for tax accounting and economic research purposes. The data used for the clusters analyses were derived from the OED wage and salary employment statistics for the year ending in 2008. The size the bubbles in the following charts provide a relative comparison within each jurisdiction of the total direct wages paid to workers within each industry sector.

The City of Silverton may target businesses that generally offer above-average wages and provide health care and retirement benefits that support families. According to the U.S. Bureau of Labor Statistics, the occupations that had the fastest growth and highest pay over the past 10 years nationally included: computer systems analysts, registered nurses, computer support specialists, teachers, social workers, college faculty, computer programmers, engineering sciences, police officers, securities and financial services, physicians, advertising, marketing, management analysts,

electrical engineers, paralegals, writers/editors, commercial artists, medical and health service managers.³

Focused marketing and business recruitment efforts are being made by local organizations such as the Salem Chamber of Commerce, SEDCOR, BusinessOregon and other entities to attract established and emerging business clusters to the region and state. The five workforce investment boards (WIBs) that participate in the WIRED Region have each identified targeted industry sectors within the advanced manufacturing cluster, with focus on metals, wood products, food processing, bioscience, high tech, renewable energy, pulp and paper, plastics, defense contractors, and aerospace. Within these sectors, the most significant net new job growth is forecasted to occur in the metals, general manufacturing, bioscience and food processing sectors.⁴

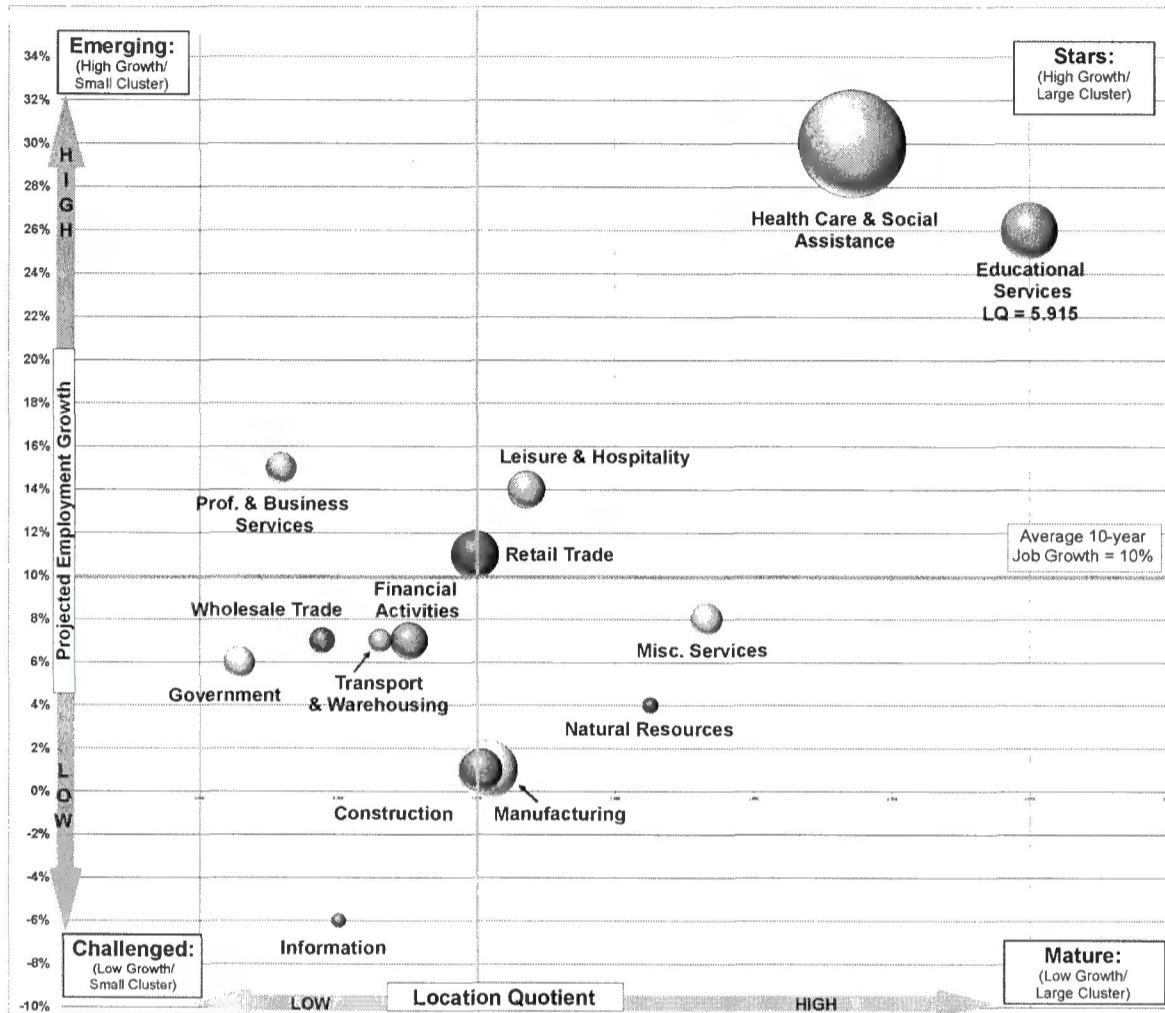
In light of these findings, it is recommended that Silverton focus on retaining and attracting a mix of existing and emerging business clusters that pay above average wages. **This includes a mix of existing established and emerging clusters**, including:

- ◆ 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
- ◆ Tourism (leisure and hospitality)

³ These findings are based on publications provided by JIST Works, including the *Occupational Outlook Handbook, 2008-2009*; and *America's Fastest Growing Jobs* by Michael Farr.

⁴ The WIRED Region in the Portland area includes nine counties spanning from SW Washington to the greater Portland and Mid-Willamette Valley Regions. WIRED is an acronym for the national *Workforce Innovation for Regional Economic Development*.

Figure 2. Existing Business Clusters in Silverton UGB, 2008



SECTION IV: EMPLOYMENT LAND NEEDS

In accordance with OAR 660-009-0025, an analysis of 20-year land needs for employment growth in the Silverton UGB is required along with attention to unique site needs based on the identified employment types.

A. EMPLOYMENT DEVELOPMENT FORECAST

The findings from the employment trends analysis indicated that the City of Silverton could expect to attract positive employment growth over the next 20 years. The job forecast scenarios identified in Task 3 reflect a range in potential employment growth of 605 jobs to 1,086 jobs within the Silverton UGB over the 2010 to 2031 time frame.

As indicated in **Table 6**, this level of potential job growth over the next 20 years is expected to require between 90,000 and 170,000 square feet of redevelopment floor area, which would not deduct from the buildable land supply. Please refer to **Silverton EOA Technical Appendix B** for supporting assumptions.

**Table 6. Redevelopment Building Floor Area Requirements,
Silverton UGB, 2010 to 2031**

Building Type	Scenario A	Scenario B	Scenario C
Office/Service	34,000	48,000	48,000
Government/Other	1,000	2,000	2,000
Flex/Business Park	5,000	8,000	17,000
General Industrial	3,000	7,000	35,000
Warehouse	-	-	1,000
Retail	47,000	67,000	67,000
Total SF Floor Area	90,000	132,000	170,000

Source: derived from assumptions shown in **Silverton EOA Technical Appendix A**.

An additional 148,000 to 310,000 square feet of building floor area would need to be constructed on vacant lands to accommodate the forecasted job growth in Silverton over the next 20 years, as indicated in **Table 7**.

Table 7. New Construction Building Floor Area Requirements for Vacant Lands, Silverton UGB, 2010 to 2031

Building Type	Scenario A	Scenario B	Scenario C
Office/Service	51,000	72,000	72,000
Government/Other	2,000	6,000	6,000
Flex/Business Park	19,000	30,000	68,000
General Industrial	5,000	10,000	52,000
Warehouse	1,000	2,000	12,000
Retail	70,000	100,000	100,000
Total SF Floor Area	148,000	220,000	310,000

Source: derived from assumptions shown in **Silverton EOA Technical Appendix A**.

B. OVERALL EMPLOYMENT LAND NEED REQUIREMENTS

The upper-end of the employment growth and land need scenario assumes 11 acres of net new industrial vacant land demand, which is below the estimated vacant industrial land supply of 84.7 acres. Hence, Silverton can easily accommodate the high industrial job growth scenario without expanding its Urban Growth Boundary.

A preliminary expected forecast of demand by parcel size is also provided in **Table 8**, and assumes that the existing vacant industrial sites can provide an adequate vacant land supply within the Silverton UGB over the next 20 years under the high-growth scenario. These growth forecasts illustrate the vacant land demand only, and do not reflect the additional employment growth this is expected to occur in existing underutilized building and tax lots not reflected in the vacant land inventory.

Commercial Land Need and Parcel Requirements

As indicated in **Table 9**, with a remaining existing vacant commercial land supply of only 7.6 acres, Silverton appears to have a somewhat limited existing vacant commercial land supply to meet the commercial/retail land demand forecasts under the medium and high land need scenarios. The medium/ and high land need scenarios assumes 10 acres of net new commercial land demand, which would result in a 3 acre deficit of commercially-zoned vacant land supply. The parcel-based analysis indicates a net land need for parcels of 1 to 5 acre in size, and a surplus of smaller parcels less than one acre in size. It is recommended that the City continue to pursue land use plan and development code provisions that create new commercial office and mixed-use (housing) development site opportunities within the West-Side area before it becomes annexed into the City.

**Table 8. Reconciliation of Vacant Industrial Land Demand and Supply,
Silverton UGB, 2010 to 2031**

Land Demand and Supply	Scenario A Low Growth	Scenario B Medium Growth	Scenario C High Growth
Demand (acres)	2	4	11
Supply (acres)	84.7	84.7	84.7
Land Surplus in Acres	83	81	73
Preliminary Parcel Distribution, High Growth Scenario	Existing Supply (tax lots)	Forecast of Parcel Demand (tax lots) 1/	Surplus (tax lots)
Less Than 1 acre	3	0	3
1 to 2 acres	11	0	11
2 to 5 acres	8	1	7
5 to 10 acres	1	1	0
10+ acres	2	1	1
Total Parcels or Tax Lots	25	3	22

**Table 9. Reconciliation of Vacant Commercial Land Demand and Supply,
Silverton UGB, 2010 to 2031**

Land Demand and Supply	Scenario A Low Growth	Scenario B Medium Growth	Scenario C High Growth
Demand	7	10	10
Supply	7.6	7.6	7.6
Land Surplus or Deficit in Acres	1	(3)	(3)
Preliminary Parcel Distribution, High Growth Scenario	Existing Supply (tax lots)	Forecast of Parcel Demand (tax lots)	Surplus (tax lots)
Less Than 1 acre	7	1	6
1 to 2 acres	0	2	(2)
2 to 5 acres	1	2	(1)
5 to 10 acres	0	0	0
10+ acres	0	0	0
Total Parcels or Tax Lots	8	5	3

Source: FCS GROUP, based upon findings included in demand and supply analysis.

C. SITE REQUIREMENTS

In light of support for more local business investment and local family wage job creation (based on public input and TAC input), and existing supply of already-serviced vacant industrial development

sites within Silverton, the City can target a high growth employment forecast (Scenario C) without needing to amend its UGB at this time.

The majority of the targeted businesses that consider expanding or relocating into Silverton will consist of small business operations (less than 10 employees) that can locate within existing professional office or industrial buildings, or within new office or flex/industrial buildings that are developed on vacant sites with less than five acres in size.

Silverton should also provide a variety of medium size sites (3-10 acres) that meet the targeted business and industrial requirements. The existing and potential businesses within Silverton can generally be grouped into three general land use categories: industrial, commercial and office.

Most small and medium business establishments (less than 100 workers) prefer to initially lease space in office or industrial/flex buildings, and/or could locate into redevelopment sites in downtown, the Industrial Park, or in selected redevelopment locations (e.g., West-Side area). No special vacant land requirements are identified for future small or medium businesses. However, the City could pursue more proactive policies and investments aimed at incubating and growing self-employed and small business establishments locally.

Typical site requirements for the larger targeted business types are described in **Silverton EOA Technical Appendix B**.

SECTION VI: POLICY ACTIONS

In accordance with OAR 660-009-0020(1)(a) and OAR 660-09-0025, local economic development objectives and policies are to be adopted with special attention to designating lands for industrial and commercial use.

A. POLICY ACTIONS

Consistent with EOA documentation requirements, the economic trends analysis, stakeholder interviews, Technical Advisory Committee input, and the target industry clusters analyses, the City of Silverton is uniquely positioned within the mid-Willamette Valley region to experience continued success in retaining and attracting businesses and economic development. The ability to accommodate the level of employment growth expected under forecast Scenario C (high job growth) requires the City to undertake proactive steps through adoption of policies, including amendments to the Silverton Comprehensive Plan to provide community economic development objectives, a commitment to providing a competitive short-term land supply, and commitment to providing adequate sites and public facilities to serve new development.

The outline of implementation policies that are to be adopted as part of the Silverton EOA is provided below.

1. Community Economic Development Objectives
2. Commitment to Provide a Short-Term Land Supply
3. Commitment to Provide Adequate Sites and Facilities
4. Policies that Provide for Prime Industrial Land Development on Large Lots
 - ◆ Provisions to assist local property owners with industrial site certification.
5. Policies that Promote Targeted Redevelopment in the West-Side area
6. Policies that Provide Proactive Economic Development Marketing and Incentives Directed Towards Strategic Clusters
7. Land Use Development Code amendments that enable the City of Silverton to accommodate expected growth in office, commercial and industrial employment consistent with the medium growth scenario.

B. COMMUNITY ECONOMIC DEVELOPMENT OBJECTIVES

The following narrative describes a draft economic development mission and community economic development objectives needed to support the City of Silverton's new strategic plan for economic development.

Vision Statement:

In order to enhance local quality of life and community livability to its fullest potential, the City of Silverton will work with local, regional and state economic development entities to create a business-friendly environment that supports: existing and new downtown businesses, compatible commercial and industrial uses, and increases “living wage” job opportunities.⁵ The City will accomplish this through policies that promote job creation through strategic economic development marketing and infrastructure.

Community Economic Development Objectives

Goal 1: Actively Increase Economic Vitality of Silverton

Objective 1.1: Increase marketing exposure of shovel-ready development sites, including a mix of site sizes (i.e., 5-acre to 10-acre) to meet business expansion requirements.

Strategies:

- ♦ Work with Marion County and Business Oregon to provide web-based links that provide information pertaining to the Silverton Industrial Park. This would include marketing in the *Oregonprospector* website (www.oregonprospector.com).
- ♦ Assist property owners with obtaining Oregon Industrial Site Certification for designated areas in the Silverton Industrial Park. Appropriate industry profiles may include: General Manufacturing, Food Processing, High-Tech Manufacturing and Processing, and Call Center/Business Services designations.

Objective 1.2: Recruit businesses that offer “living wages” which are higher than the state-wide average for all private business establishments.¹

Strategies:

- ♦ Focus on targeted business clusters for more proactive marketing outreach efforts. The targeted business clusters identified in the Silverton EOA include: health services; food and beverage processing; and professional business services (including creative service consultants, engineers, etc.).
- ♦ Market the Silverton Industrial Park to targeted business sectors that provide wages equal to or better than state-wide average.

Objective 1.3: Pursue special investment zone for the Silverton Industrial Park.

Strategies:

- ♦ Work with Marion County, SEDCOR, and BusinessOregon officials to designate the Silverton Industrial Park as a “rural strategic investment zone” to provide private investment tax abatement for up to 5 years on taxable capital investment in excess of \$25 million.

Objective 1.4: Evaluate Small Business Incubator Development Potential

Strategies:

- ♦ Work with local businesses, local residents, Chemeketa Community College, SEDCOR, and BusinessOregon to conduct a feasibility study for creating and

⁵ In 2007, living wages were defined as equal or greater to the county’s average wage rate, or at least \$31,793 for Marion County.

maintaining a virtual small business incubator website targeted to local businesses.

- ◆ Explore niche development opportunities regarding commercial kitchen, value-added agriculture, food processing, and beverage processing industries.

Goal 2: Become a Visible Economic Development Leader within the Willamette Valley Region

Objective 2.1: Support local, county, regional, state, and federal land use, environmental, and transportation projects and initiatives that may positively impact or influence business development in Silverton.

Strategies:

- ◆ Use available City staff and/or a designated non-profit (e.g., SEDCOR and local Chamber of Commerce) to attend key land use, transportation and economic development forums, meetings and hearings; and/or provide local resolutions of support for specific initiatives.
- ◆ Monitor projects and networks to decide which venues are most important to staff/attend.

Objective 2.2: Maintain and improve the working relationship with secondary education establishments, and local training networks.

Strategies:

- ◆ Strive to improve outreach and partnership opportunities with other agencies, such as Chemeketa Community College.
- ◆ Expand community outreach, including regular communications to ensure the City's economic development mission, activities and operations are conveyed through press releases, public forums, and one-on-one communications.

Objective 2.3: Establish a "business friendly" relationship with local businesses and residents.

Strategies:

- ◆ Continue to provide a local process for reviewing and approving development applications within 45 days or less;
- ◆ Remain active participant in local Chamber of Commerce;
- ◆ Strive to retain and attract new businesses. Recognize new business formations, investment and "family wage" employers.

Goal 3: Facilitate Economic Development within the Downtown Area

Objective 3.1: Facilitate Downtown Reinvestment and Vitalization

Strategies:

- ◆ Promote public and private reinvestment in the downtown in accordance with Silverton Downtown Plan.
- ◆ Implement zoning amendments that allow more flexible mixed-use development types that are compatible with adjacent commercial and housing areas.

Goal 4: Facilitate Development within the Silverton Industrial Park and other Emerging Commercial and Industrial Areas

Objective 4.1: Facilitate Job Creation in the Silverton Industrial Park

Strategies:

- ◆ Revisit marketing strategy and land use code for the Silverton Industrial Park.
- ◆ Continue to implement clear and objective design standards, including identification of key design elements, and permitted and conditional uses allowed.
- ◆ Include energy efficient design standards that are obtainable and include controls on night sky light pollution.
- ◆ Include aesthetically pleasing low-maintenance landscaping buffers, signage, and site amenities.
- ◆ Ensure that new sources of operating revenues are established to cover appropriate O&M expenses.

Objective 4.2: Work with Marion County and local residents and businesses to solidify a vision and preliminary design plan for the West-Side Area of Silverton

Strategies:

- ◆ Conduct planning sessions, public workshops, and/or joint meetings with the City of Silverton Planning Commission and City Council to identify appropriate building scale and use orientation as a basis for a vision and preliminary design guidelines.
- ◆ Reach out to potential tenants to fully understand any potential interest in locating business operations into the West-Side Area and other emerging commercial and industrial areas of Silverton, and what types of buildings and site layouts, amenities, and infrastructure are desired.

Objective 4.3: Work with Marion County, ODOT and potential site tenants to obtain full funding commitments for the on and off-site infrastructure in West-Side Area.

Strategies:

- ◆ Identify local, state, and federal grant and loan funding programs, and designated amounts of local funding match from designated City and county resources.
- ◆ Identify prospective tenants that may consider locating into the West-Side Area. Obtain letters of intent from tenant prospects.
- ◆ Work with county to apply jointly for regional, state and federal grant and loan programs to leverage designated local funding amounts.
- ◆ Update the City and county capital facilities plans to reflect the capital cost outlays and funding resources to be dedicated to the project.
- ◆ Ensure that adequate funding reserves are designated by City and county to ensure project completion within desired time frame.

Goal 5: Establish Silverton as a Unique Destination for Day-Trip and Overnight Tourism

Objective 5.1: Prepare and Implement a Tourism & Visitation Marketing Action Plan

- ◆ Prepare a 5-year Tourism & Visitation Marketing Action Plan that identifies local and state marketing roles, investment priorities, and funding resources.
- ◆ Work closely with local businesses and Chamber of Commerce to prepare new website that describes unique local attractions, events, shopping, and recreational activities that are available year round in the Silverton area.
- ◆ Work towards long-term development of creek-side area trails and access points to enhance local recreation and visitation in downtown and emerging West-Side area. Amend Silverton Parks and Recreation Plan, as appropriate.

Objective 5.2: Support agricultural and environmental tourism efforts within Silverton, as appropriate.

Strategies:

- ◆ Continue to work with the Oregon Garden Resort, Silver Falls State Park and local private enterprises to expand local use of these resources to provide off-peak visitation and related business spending impacts and to improve the quality of life for local residents and employees.
- ◆ Involve local farms, wineries, farmer's market and resort, lodging and tourism business representatives in the marketing of Silverton.

Goal 6: Monitor Performance and Periodically Adjust Goals and Objectives

Objective 6.1: Monitor the overall completion and cost and benefits attributed to these aforementioned economic goals and objectives.

Strategies:

- ◆ Prepare annual review of local success in achieving each of the aforementioned goals and objectives. Indicate whether the goal has been initiated, level of staff resources and budget expended, percent completion, and anticipated completion date.
- ◆ Identify direct investments leveraged by City resources, including amounts of public and private investment leveraged, direct jobs retained or created, and other measures of public benefit.
- ◆ Revise economic development mission, goals, and objectives annually, as appropriate to reflect ongoing success, and fiscal issues, constraints, and new opportunities.

Please refer to **Silverton EOA Technical Appendix C** for a summary of Draft land use amendments.

City of Silverton Economic Opportunities Analysis Task 1, Task 2 and Task 3 Deliverables

Introduction

The city of Silverton has grown significantly over the past few decades in both population and housing, and currently functions primarily as a “bedroom community” and regional visitor destination within the greater Salem region as well as the larger Portland-Vancouver-Beaverton Primary Metropolitan Statistical Area.¹ The Silverton Economic Opportunities Analysis (EOA) is intended to serve as a basis for the city of Silverton to explore and document new information regarding the city’s buildable land inventory (BLI) and employment trends; and includes policies and community economic development objectives (CEDOs) aimed at strengthening the local economy.

This memorandum summarizes work completed by the city of Silverton’s Community Development and Public Works staff, along with FCS GROUP and Columbia Planning and Design (EOA project consultants) with respect to the following work activities:

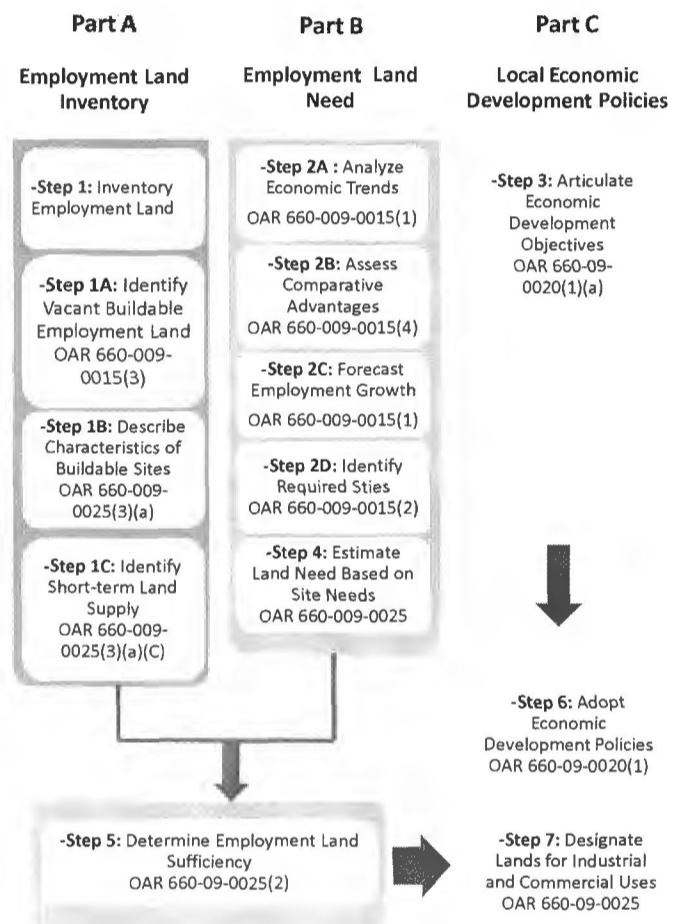
- Task 1 Project Kickoff/Orientation: including site visits, review of background materials and initial input from the Silverton EOA Technical Advisory Committee (TAC).
- Task 2 Employment Land Inventory: includes update of the buildable vacant and part-vacant employment land inventory within the Silverton Urban Growth Boundary (UGB).
- Task 3 Employment Trends and Opportunities/Constraints: includes an analysis of national, regional and local trends affecting Silverton’s job growth, tourism and business investment potential.

Work on these tasks shall be incorporated into the draft Economic Opportunity Analysis report and comprehensive plan amendments as part of Tasks 4-7.

The technical and political approach used for the Silverton EOA and related steps are illustrated in **Figure 1**. This approach has been deemed to be consistent with the DLCD Goal 9 administrative rule, and the supporting OAR 660 guidance, as well as other supporting guidance provided per the *DLCD Industrial & Other Employment Lands Analysis Guidebook (2005)*, and the *Economic Development and Employment Land Planning Guidebook (July 2010)*.

¹ The Portland-Vancouver-Beaverton Primary Metropolitan Statistical Area (PMSA) consists of seven counties: Multnomah (OR), Washington (OR), Clackamas (OR), Columbia (OR), Yamhill (OR), Clark (WA) and Skamania (WA). The Salem Region includes Marion and Polk counties.

Figure 1. Silverton EOA Methodology



Project Kickoff/Orientation - Task 1

The Silverton EOA study area includes all the land area within the current Silverton Urban Growth Boundary (UGB) (as of January 1, 2011) and includes an analysis of the competitive industrial areas within portions of greater Salem Region (including the city of Salem and portions of Marion and Polk counties) within the Mid-Willamette Valley region.

The EOA is intended to build upon prior local and regional planning efforts, including:

- The Silverton Comprehensive Plan and Development Code
- Silverton Transportation System Plan
- Silverton public facilities plans for water, sewer, and parks
- Silverton Industrial Master Plan
- Prior Silverton Goal 9 EOA findings

As part of Task 1, the city and consultant reviewed these and other documents in preparing the EOA for Silverton, and have made every effort to summarize relative components of these documents as background information for review by the TAC in the formulation of EOA assumptions.

On September 28, 2010 members of the city and consultant team conducted site visits to note general conditions regarding the vacant BLI within the city and the special area of interest. Site visits included observations by the city engineering staff, community development director, and consultant project manager. Important observations included:

- Potential Development Code refinements to ~~o the City of Silverton Industrial Park Master Plan~~ Zone standards;
- Future land use planning for the ~~w~~West-s~~Side~~ redevelopment subarea of Silverton;
- Opportunities for major redevelopment buildings/sites, including the former Champion/Redmond Homes mill site, and the Eugene Field Elementary School building;
- Recent and planned development occurring around the Silverton Hospital campus area;
- Recent expansion of the Oregon Garden Resort ~~visitor~~ facilities and accommodations;
- Opportunities for downtown infill and redevelopment projects; ~~and~~;
- All land within the city of Silverton is generally available for near-term development (within 1-3 years) with adequate sewer, water and transportation facilities.

Initial Technical Advisory Committee Meeting, Community Survey and Stakeholder Interviews

As part of Task 1, the city formed a local TAC to assist the city and the consultant team in formulating the EOA. The Silverton EOA TAC is comprised of several leading community members with local city, county, and private business and citizen representatives.

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The initial EOA TAC meeting was conducted on November 16, 2010 at the City of Silverton, City Council chambers meeting room. Prior to this meeting, TAC members were provided: the meeting agenda; and a draft map depicting vacant employment lands (BLI) was provided at the meeting. A total of three (3) meetings with the TAC were held and all meeting minutes, agenda and attendees are included in Appendix A. In addition, a Community Workshop was advertised and held on February 1, 2011 and the minutes from this meeting is also included in Appendix A.

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In addition to the TAC meeting, the city and consultant also developed a web-based public survey questionnaire and conducted several stakeholder interviews with local and regional development and business members.

The results of the stakeholder interviews are summarized in **Appendix B**.

The results of the community survey are summarized in **Appendix C**.

Employment Land Inventory - Task 2

As part of Task 2, the city and EOA consultant team prepared draft buildable land inventory (BLI) maps depicting vacant and part vacant lands within the city and special area of interest using Geographic Information Systems (GIS) data provided by the city and Marion County.

The city's BLI included an analysis of existing vacant and part vacant (sub-dividable) tax lots by current zoning classification and deducted all significant environmental constraints to estimate buildable land area within the Silverton UGB. The land supply analysis focused on the land use classification that support employment uses, including commercial and industrial zones. The buildable land area for each tax lot was derived by analyzing GIS data pertaining to environmental features that would constrain the amount of potential site development on vacant and part vacant areas. For purposes of this analysis, the environmental constraints were calculated for each site using estimates for land area that is constrained by the following: national wetland inventory and slopes over 25%.

The existing vacant and part vacant land inventory for the Silverton includes 33 tax lots with a total buildable land area of 92.3 buildable acres, as indicated in **Table 1**. Silverton's vacant land supply consists of 10 small (less than 1 acre) tax lots, 20 tax lots between 1-5 acres in size. The larger tax lots (over five acres) include 1 lot with 5.5 acres, and 2 tax lots over 10 acres in size (34.6 acres total). Please refer to **Appendix D** for additional detail.

Table 1. Summary of Vacant and Part Vacant Employment Lands, Silverton UGB (buildable acres)

Land Use Class	.5 to 1 ac.		1 to 2 ac.		2 to 5 ac.		5 to 10 ac.		10 + ac.		Total Gross Buildable (less 25% slopes)	
	tax lots	acres	tax lots	acres	tax lots	acres	tax lots	acres	tax lots	acres	tax lots	acres
Commercial (GC)	7	5.5			1	2.1					8	7.6
Industrial Park	2	1.6	9	12.6	7	23.1	1	5.5			19	42.8
Light Industrial/Industrial	1	0.6	2	2.7	1	4.0			2	34.6	6	41.9
Total	10	7.7	11	15.3	9	29.2	1	5.5	2	34.6	33	92.3

Source: City of Silverton, September 2010.

In addition to the vacant land inventory, the city also identified tax lots that are likely to be redeveloped over the next 20 years. The redevelopment threshold took into account current county assessor

estimates for building and land values. Parcels were deemed to have a medium to high redevelopment likelihood when the land values were at least equal or greater than building improvement values. The results indicate that there are 26 tax lots with a total of 45.9 gross acres of employment zoned land area that appears to have medium to high redevelopment potential within the next 20 years, as shown in **Table 2.**

**Table 2. Summary of Potential Redevelopment Lands, Silverton UGB (buildable acres)
Reflects Medium and High Redevelopment Opportunities, Silverton UGB***

<i>Land Use Classification</i>	<i>Tax lots</i>	<i>Gross Acres</i>
<i>Commercial (DC, DCF, GC)</i>	<i>8</i>	<i>6.5</i>
<i>Industrial Park</i>	<i>6</i>	<i>25.5</i>
<i>Light Industrial/Industrial</i>	<i>12</i>	<i>13.9</i>
Total	26	45.9

Source: City of Silverton, November 2010; based on Marion County Assessor data depicting tax lots with improvement value less than land value. Compiled by City of Silverton and FCS GROUP.

Short-Term Land Supply Determination

In addition to the long-term land supply, OAR 660-009-0005 also requires the identification of a short-term supply of land meaning “suitable land that is ready for construction within one year of an application of a building permit or request for a service extension.” OAR 660-009-0025 also requires that cities must provide “at least 25 percent of the total land supply within the urban growth boundary designated for industrial and other employment uses as short-term supply.”

In Silverton’s case all of the land supply currently included within the Silverton city limits is considered to be served with adequate public facilities and within the short-term land supply. The portion of the vacant employment land area within the city limits includes 60.9 acres, which accounts for 62 percent of the total vacant buildable land area for employment lands within the Silverton UGB. Hence, Silverton far exceeds the state’s 25% requirement for meeting the short-term land needs requirements for accommodating new employment development on vacant tax lots.

Economic and Employment Trends and Opportunities Analysis – Task 3

FCS GROUP conducted an economic overview and real estate market analysis of office, commercial retail, industrial, and public government space development for the Silverton market area. This analysis is focused on the expected level of demand for new commercial, industrial, and public development and related gross buildable land needs over the next 20 years (2011-2031).

The U.S. and Oregon economy are currently mired in the aftermath of a national economic recession that began in December 2007. The current economic slowdown is now the longest on record since the Great Depression, but some economic expansion is beginning to occur. According to the U.S. Bureau of Economic Analysis, real Gross Domestic Product (GDP is the measure of value of all goods and services in the U.S.) increased in 2010 at an annual rate of 3.7 percent during the first quarter, 1.7% during the second quarter, and 2.5 percent during the third quarter of 2010.

Consumers are still very cautious as unemployment rates remain higher in Oregon than the nation, and home foreclosures continue to mount. Oregon posted a year-over-year overall job gain of 16,200 jobs between November 2009 and November 2010. At the same time, the state’s unemployment rate remained at 10.6 percent in November 2010, compared to 10.7 percent in November 2009. It should

be noted that the Oregon also is experiencing a high level of “under-employment” which is not reflected in these data trends.

The U.S. and Oregon economy are now poised for a slow economic recovery. The July 2010 survey of the National Association of Business Economists reported expectations of slow growth in GDP during the second half of 2010 in the U.S. as industry demand, profit margins, employment, capital spending, and credit conditions improve.

Population levels continue to increase in both Oregon and Silverton due to population migration patterns, increases in immigrant population levels, and natural population increases. As indicated in **Table 3**, according to the Portland State University Population Research Center, the population in Silverton increased to 9,655 residents in 2010 (July 1), up from 7,414 residents in 2000. The population growth rate in Silverton was over two times higher than Marion County and the Salem MSA growth rate, and almost three times higher than the state or national population growth rate between 2000 and 2010.

Table 3. Population Trends, 2000 to 2010

	2000	2010	Percent Change 2000-2010
Silverton	7,414	9,655	30.2%
Marion County	284,834	320,640	12.6%
Salem MSA*	347,214	389,785	12.3%
Oregon	3,421,399	3,844,195	11.9%
USA	282,171,957	310,924,000	10.2%

Source: Portland State University, Population Research Center; and US Census.

** Salem Metropolitan Statistical Area (MSA) includes Marion and Polk counties.*

Silverton’s local economy will continue to be influenced by the growth in the nearby Portland-Vancouver-Beaverton PMSA region. Population of the greater Portland-Vancouver-Beaverton PMSA is forecasted to add between 346,500 and 467,300 people over the next 10 years, and continue to grow thereafter.²

Increasing population levels within the greater Portland Region will also result in an expanding labor force. In 2009, population within the Portland-Vancouver-Beaverton PMSA (seven-county region) expanded by nearly 40,000 residents, while employment declined by over 38,000 jobs, according to HIS Global Insight. The influx of population into the greater Portland Region during a time of economic recession and job layoffs is creating persistently high levels of unemployment for the region.

Over the long-term, Metro expects employment within the seven-county PMSA region to increase by up to 670,000 new jobs by 2035. The rural portion of the Metro Region (which is adjacent to Silverton) is forecasted by Metro to capture about 25 percent of the job growth that occurs within the PMSA Region. This equates to nearly 168,000 jobs being added to the rural areas of the PMSA region by year 2035. While Marion County and the City of Silverton are located just outside the PMSA, there could likely be some “spillover” growth for the City of Silverton in both jobs and population.

² *The Portland-Vancouver-Beaverton Primary Metropolitan Statistical Area (PMSA) consists of seven counties: Multnomah (OR), Washington (OR), Clackamas (OR), Columbia (OR), Yamhill (OR), Clark (WA) and Skamania (WA). Growth forecasts for the PMSA are derived from the draft Metro Urban Growth Report, December 2009 (by Metro).*

According to the Oregon Employment Department, there were approximately 3,155 “covered workers” that were listed as people employed at local businesses within the Silverton Urban Growth Boundary (UGB) in 2010. As indicated in **Table 4**, these workers reflect an estimate of the nonfarm “covered employment” only, which tends to exclude workers that are self-employed and/or part-time workers that do not pay unemployment insurance to the State of Oregon.

Table 4. Employment in Silverton UGB, 2003, 2008 and estimated 2010

Sector	2003	2008	2010 Est.	Change: 2003 to 2010
Natural Resources and Mining	28	27	20	(8)
Construction	75	182	142	67
Manufacturing	545	387	367	(178)
Durable Goods	198	99	76	(122)
Non Durable Goods	347	288	292	(55)
Wholesale	54	68	58	4
Retail	343	373	325	(18)
Transportation, Warehousing & Utilities	46	73	69	23
Information	47	34	29	(18)
Financial Services	94	147	137	43
Professional & Business Services	69	110	107	38
Education	332	341	352	20
Health Services	668	852	906	238
Leisure & Hospitality*	346	389	352	6
Other Services	181	212	208	27
Government	61	82	81	20
Total	2,889	3,277	3,155	266

Source: Oregon Employment Department, with 2010 estimates by FCS GROUP. * Leisure and hospitality sector includes lodging and restaurants.

Most new job growth within Marion County and the Silverton UGB is occurring among self-employed and *Stage 1* business entities with 2 to 9 workers per establishment. As indicated in **Table 5**, according to data estimated compiled by Dun and Bradstreet Corporation, Oregon Employment Department and FCS GROUP, there were approximately 338 self-employed entities and 448 *Stage 1* entities (with 2 to 9 employees) in Silverton during 2008, which was about two times the number of self employed and *Stage 1* entities recorded in 2003.

Silverton added an estimated 292 net new entities between 2003 and 2008. Over 9 out of 10 new entities added in Silverton between 2003 and 2008 had less than 10 employees. Silverton also added 8 net new *Stage 2* entities (10 to 99 workers each), but there was no net gain in entities with over 100 workers.

Table 5 Trends in Business Entity Formations by Size, 2003 and 2008

Estimated Number of Businesses by Size (Stage), 2003 and 2008

	Self Employed (0-1)		Stage 1 (2-9)		Stage 2 (10-99)		Stage 3 (100-499)		Stage 4 (500+)	
	2003	2008	2003	2008	2003	2008	2003	2008	2003	2008
Silverton	179	338	322	448	52	60	4	3	0	1
Marion County	6,230	8,575	9,484	12,063	2,149	2,461	151	185	25	31
Salem MSA	7,567	10,597	11,147	14,302	1,875	1,882	81	85	7	9

Estimated Change in Establishments by Size (Stage), 2003 to 2008

Location	Self Employed (0-1)	Stage 1 (2-9)	Stage 2 (10-99)	Stage 3 (100- 499)	Stage 4 (500+)
Silverton	159	125	8	(1)	1
Marion County	2,345	2,579	312	34	6
Salem MSA	3,030	3,155	7	4	2

* Salem MSA defined as Marion and Polk Counties

Source: Dun and Bradstreet Corporation.

Positive employment growth is forecasted to continue to occur within the Mid-Willamette Valley region. As indicated in **Table 6**, the 10-year job growth forecasts for Oregon Employment Department Region 3 (includes Marion, Yamhill and Polk counties) portend a positive trend towards job growth for all industry sectors, except mining/logging, wood product manufacturing, information and federal government sectors. The Oregon Employment Department expects the number of jobs in Region 3 to increase by 2,450 jobs over the next 10 years, increasing from 25,740 jobs in 2008 to 28,190 jobs by 2018. The sectors that are expected to grow the fastest include: healthcare and social services; leisure and hospitality; professional and business services; retail; wholesale trade; and state government.

Tourism has also been a driving economic force in the Mid-Willamette Valley over the past few decades. In addition to recreational visitation, tourism has increased due to the increase number of people traveling to the Oregon Garden, Woodburn Tulip farms, Silver Falls State Park, and several commercial vineyards/wineries in the region. According to the Oregon Department of Tourism, visitation in the Mid-Willamette Valley region (consisting of Marion, Yamhill and Polk counties) generated nearly \$538 million in direct spending in 2009 and supported over 6,790 jobs. Total direct visitor spending in the Mid-Willamette Valley region has increased 43% since 2001.

The farms and nurseries located in the fertile Mid-Willamette Valley (consisting of Marion, Yamhill and Polk counties) provide important commodities for value-added business activities in the greater Salem metropolitan region, which tend to be reflected in the non-durable goods manufacturing and wholesale trade service sectors. According to the 2007 Census of Agriculture, the Mid-Willamette Valley had 6,037 farms that produced over \$1 billion in agricultural products (mostly grains, berries, nuts and nursery products). Marion County farms accounted for 58% of the total farm commodities in the Mid-Willamette Valley region.

Table 6. Region 3 Nonfarm Employment Forecast, 2008-2018

	2008	Proj. 2018	Change
Total payroll employment	197,300	216,400	19,100
Total private	150,700	166,800	16,100
Natural resources and mining	16,300	17,000	700
Mining and logging	1,500	1,300	-200
Construction	10,800	10,900	100
Manufacturing	20,500	20,700	200
Durable goods	10,900	10,900	0
Wood product manufacturing	3,000	2,700	-300
Nondurable goods	9,600	9,800	200
Food manufacturing	5,600	5,900	300
Trade, transportation, and utilities	30,100	33,100	3,000
Wholesale trade	4,600	4,900	300
Retail trade	21,000	23,400	2,400
Transportation, warehousing, and utilities	4,500	4,800	300
Information	1,700	1,600	-100
Financial activities	8,900	9,500	600
Professional and business services	14,300	16,400	2,100
Administrative and support services	7,300	8,200	900
Educational and health services	26,400	33,200	6,800
Health care and social assistance	21,300	27,600	6,300
Health care	17,900	23,400	5,500
Leisure and hospitality	15,300	17,500	2,200
Accommodation and food services	13,700	15,500	1,800
Accommodation	900	1,200	300
Food services and drinking places	12,700	14,300	1,600
Other services	6,400	6,900	500
Government	46,600	49,600	3,000
Federal government	2,100	2,000	-100
State government	21,400	22,900	1,500
State education	1,600	1,600	0
Local government	23,100	24,700	1,600
Indian tribal	2,000	2,100	100
Local education	13,200	13,700	500

Source: Oregon Employment Department; Region 3 includes Marion, Yamhill and Polk counties.

Opportunities and Challenges

The consultant team conducted interviews with local brokers, business owners, chamber of commerce representatives and regional economic development officials, and incorporated current economic development reports from OregonBusiness. The results, when coupled with input from the TAC, reflect local economic development opportunities and challenges.

Opportunities

- Silverton Hospital continues to serve as the leading local employer in Silverton with over 800 employees in the 10-clinic Silverton Hospital Network (includes 600 employees in Silverton).

In addition to the direct employment benefits, the Silverton Hospital Network contributed \$7.6 million to the local community in benefit programs and services in 2009.³

- Hospital expansion is underway – adjacent homes being purchased
 - New MOB planned at 2-3 storey height
 - Hospital is attracting overflow from Salem Memorial Hospital, which is the second busiest emergency room facility on the west coast
 - Planning day surgery service as part of expansion
- The Oregon Garden has expanded recently with the addition of a 103-room Oregon Garden Resort hotel, which includes a day spa, conference center and restaurant overlooking The Oregon Garden. The Oregon Garden Resort is planning to add additional hotel rooms in the next five years. Visitation and employment levels have been increasing at the Oregon Garden Resort, The Oregon Garden and the Gordon House. The Gordon House is the only home in Oregon designed by world famous architect, Frank Lloyd Wright (constructed in 1957).
 - In addition to The Oregon Garden, there are many regional attractions in the Mid-Willamette Valley region, including Downtown Silverton, Silver Falls State Park and several horticultural gardens and wineries in the area.
 - Silverton is within a 15 minute commute to Salem (Oregon's state capital) and a 45-minute commute to the southern portion of the greater Portland Metro region.
 - Public schools in Silverton are excellent and there is also convenient access to local colleges, including Chemeketa Community College and the Willamette College in Salem.
 - Vacancy rate levels for Silverton commercial retail and office buildings appear to be below 10% outside of the downtown area despite the recent recession, according to an analysis of existing building inventory by the city of Silverton in September 2010.
 - The Silverton Industrial Park contains several vacant lots with a total of 41 net buildable acres, plus another 8 part-vacant acres—all fully served with adequate roads, water, and sewer infrastructure. In addition to the vacant sites, the Silverton Industrial Park also includes the former Redmond Homes mill site with over 19 acres of redevelopment land area and several former mill buildings.
 - Telecommunications are somewhat adequate, and providers are discussing potential fiber optic upgrade to serve Silverton.
 - Silverton Farmers Market is successful
 - 34 vendors – 10th year of operation
 - Focus is on foods and local produce, only allow 10% craft booths
 - A sort of local business incubator
 - Open Mothers Day through October, with a smaller group running elsewhere late season
 - The Silverton Antique Fair is also a popular event and regional visitor attraction.

³ Findings are based on the Silverton Hospital Network 2009 Community Benefit Report. Reflects community benefits, including charity care, unpaid cost of Medicare and Medicaid, and other community benefit programs and services.

Economic Development Challenges

- Vacant space and sites downtown are a problem (currently vacancy rates in downtown are over 15%), according to an analysis of existing building inventory by the city of Silverton in September 2010.
- Building Codes requirements for historic building upgrades are extensive and can conflict with historic preservation goals.
- Water and Sewer rates are in review – city could consider rate options for promoting large agricultural-related and industrial-related operations that demand considerable amounts of water.
- Industrial Park buffers need to be considered to mitigate future impacts or conflicts between expanding industrial development and adjacent residential neighborhoods.
- Transportation is also a challenge:
 - I-5 access is considered too far to attract major highway transportation-dependent manufacturing or warehousing/distribution businesses
 - New signs and way finding needed to direct trucks through Silverton and to Industrial Park
 - Rail spur needs to be reactivated. A former rail spur that once served the Silverton Industrial Park is out of commission, and in need of approximately \$4750,000 million-in investment to become useful.
- Hospital site is physically constrained, so growth is limited
- Telecommunications need to improve to better serve all businesses, including home offices
- Local employment goals need to consider competition from Woodburn, which is looking at a UGB expansion for primarily industrial developments.
- There is an abundant supply (over 500 acres) of competitive large vacant industrial sites within a 30-mile radius of Silverton, particularly along the I-5 corridor in Salem.

Business Clusters Analysis

It is a widely accepted theory among economic development professionals that “business clusters” are the primary force driving local economic currents and business location decisions. Clusters of business activity go well beyond mere concentrations of industry or employment types. They represent unique competitive market advantages with regard to employment, work force, creativity, entrepreneurship, business costs, and supporting natural resources.

The clusters analysis prepared by FCS Group is intended to identify potential employment sectors that are most compatible with local economic policy objectives. The process entailed:

1. Obtaining Employment Security (ES202) wage and salary employment data from the Oregon Employment Department (OED) for the Silverton UGB for the year 2008.
2. Conducting a location-quotient (LQ) analysis to evaluate business and industrial clusters in the Silverton UGB relative to the state of Oregon average for all jobs in 2008.

3. Evaluating business clusters within the Silverton UGB with regard to the LQ, projected growth rates (using OED Region 3 2008-2018 job growth forecasts), cluster size (aggregate annual wages), and average wage rates.
4. Classifying each business cluster with regard to one of four classifications, including:
 - I. STARS: Businesses with large LQ (propensity to locate in the Silverton and higher than average projected growth rate compared to the Oregon state average).
 - II. EMERGING: Businesses with small LQ and high average growth rate (possible pent up demand or competitive market disadvantage relative to other locations).
 - III. MATURE: Businesses with large LQ but lower than average growth rate.
 - IV. CHALLENGED: Businesses with small LQ and lower than average growth rate.

The business cluster analysis summarized in **Figure 2** identifies the business sectors within the Silverton UGB by their LQ, size and growth potential. Each sector has been analyzed by their North American Industrial Classification System (NAICS) code. This code is used by the federal government to classify types of businesses for tax accounting and economic research purposes. The data used for the clusters analyses were derived from the OED wage and salary employment statistics for the year ending in 2008. The size the bubbles in the following charts provide a relative comparison within each jurisdiction of the total direct wages paid to workers within each industry sector.

The clusters analysis classifies the existing business sectors in Silverton into four general categories:

Industry Sectors with Large LQ/High Growth Potential (“Stars”)

- Health Care
- Education
- Leisure and Hospitality (includes lodging and restaurants)
- Retail Trade

Industry Sectors with Small LQ/High Growth Potential (“Emerging”)

- Professional and Business Services

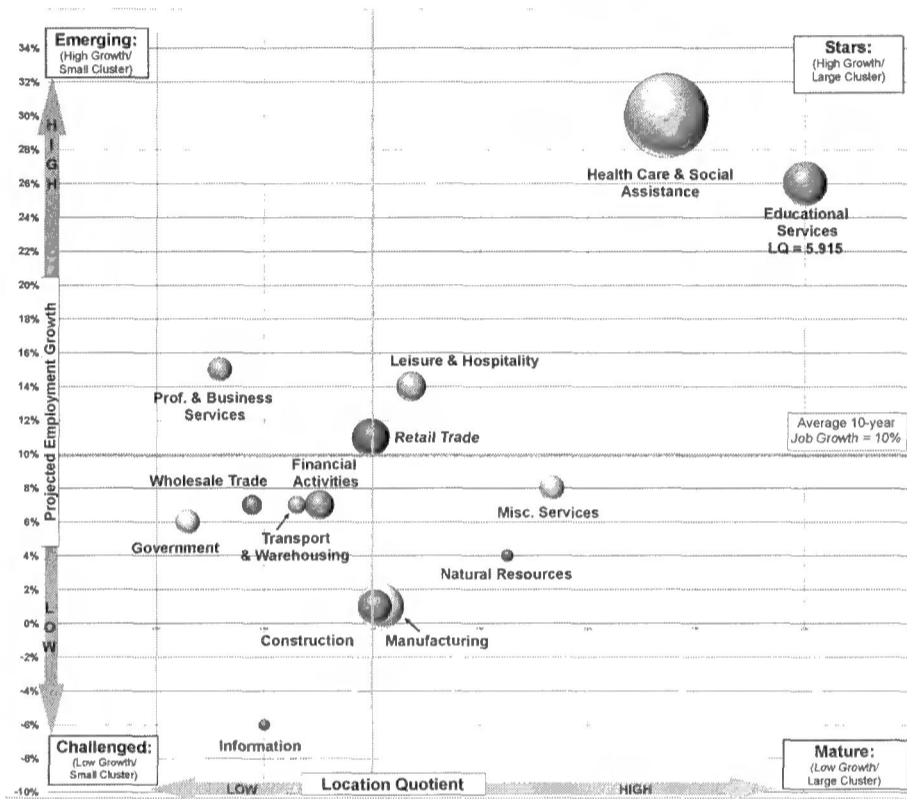
Industry Sectors with Large LQ/Low Growth Potential (“Mature”)

- Manufacturing
- Construction
- Natural Resources
- Miscellaneous Services

Industry Sectors with Small LQ/Low Growth Potential (“Challenged”)

- Financial Activities
- Transportation & Warehousing
- Wholesale Trade
- Construction
- Government

Figure 2 Existing Business Clusters in Silverton UGB, 2008



Source: Oregon Employment Department; analysis by FCS GROUP.

Focused marketing and business recruitment efforts are being made by local organizations such as the Salem Chamber of Commerce, SEDCOR, and BusinessOregon and other entities to attract established and emerging business clusters to the region and state. The five workforce investment boards (WIBs) that participate in the WIRED Region have each identified targeted industry sectors within the advanced manufacturing cluster, with focus on metals, wood products, food processing, bioscience, high tech, renewable energy, pulp and paper, plastics, defense contractors, and aerospace. Within these sectors, the most significant net new job growth is forecasted to occur in the metals, general manufacturing, bioscience and food processing sectors.⁴

⁴ The WIRED Region in the Portland area includes nine counties spanning from SW Washington to the greater Portland and Mid-Willamette Valley Regions. WIRED is an acronym for the national Workforce Innovation for Regional Economic Development.

Recommended Target Clusters

The City of Silverton may focus future marketing and business development initiatives on businesses that generally offer above-average wages and provide health care and retirement benefits that support families. According to the U.S. Bureau of Labor Statistics, the occupations that had the fastest growth and highest pay over the past 10 years nationally included: computer systems analysts, registered nurses, computer support specialists, teachers, social workers, college faculty, computer programmers, engineering sciences, police officers, securities and financial services, physicians, advertising, marketing, management analysts, electrical engineers, paralegals, writers/editors, commercial artists, medical and health service managers.⁵

In light of these findings, it is recommended that Silverton focus on retaining and attracting a mix of existing and emerging business clusters that pay above average wages. **This includes a mix of existing established and emerging clusters**, including:

- 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).

As indicated in **Table 7**, most of these recommended business clusters (with the exception of tourism related, and professional business service sectors) tend to pay above average wage rates.

Table 7. Potential Target Sectors, Silverton UGB, 2008

Sector	Existing Employment	Avg. Wage Rate
Natural Resources, Mining & Agriculture*	27	\$34,176
Construction	182	\$36,534
Manufacturing	387	\$33,044
Wholesale	68	\$35,731
Retail	373	\$22,600
Transportation, Warehousing & Utilities	73	\$25,987
Information	34	\$23,012
Financial Services	147	\$33,976
Professional & Business Services	110	\$31,406
Education*	341	\$34,700
Health Services	852	\$50,180
Leisure & Hospitality (incl. hotels restaurants)	389	\$13,019
Other Services	212	\$17,343
Government*	82	\$42,922
Total	3,277	\$33,322

* sector includes some or mostly government employment. Green shading indicates
1 business cluster.

Oregon Employment Department, 2008; FCS GROUP.

⁵ These findings are based on publications provided by JIST Works, including the Occupational Outlook Handbook, 2008-2009; and America's Fastest Growing Jobs by Michael Farr.

Employment Growth Forecasts

To estimate future development potential for Silverton employment, FCS GROUP evaluated the 10-year employment growth forecasts prepared by the Oregon Employment Department for Region 3, and extrapolated the growth rates for each sector for an additional 10 years. According to the long-range job forecast prepared by the Oregon Employment Department, it is apparent that long-run job growth is expected to occur in Region 3. Over the planning period, the Region 3 growth rates prepared by the Oregon Department of Economic Development reflect positive job growth forecasts for each sector (excluding information).

If Silverton employment growth mirrors the long-term growth rates for Region 3, the total number of non-farm employment within the Silverton UGB would increase from an estimated 3,155 jobs in 2010 to 3,760 jobs by year 2031. As indicated in **Table 8**, employment within each sector can be assigned to general classifications for job forecast scenarios and land needs analysis work.

Table 8 Silverton UGB Nonfarm Employment Forecasts, 2008 to 2031

Sector	2008 Actual ¹	2010 Est. ²	2010 to 2031 AAGR ³	2031 Proj. ⁴	Sector Assignment
Natural Resources	27	20	0.4%	21	<i>Natural resources</i>
Construction	182	142	0.1%	143	<i>industrial</i>
Manufacturing	387	367	0.1%	375	<i>industrial</i>
Durable Goods	99	76	0.0%	76	<i>industrial</i>
Non Durable Goods	288	292	0.2%	300	<i>industrial</i>
Wholesale	68	58	0.6%	63	<i>industrial</i>
Retail	373	325	1.1%	374	<i>retail</i>
Transportation, Warehousing & Utilities	73	69	0.6%	75	<i>industrial</i>
Information	34	29	-0.6%	27	<i>service</i>
Financial Services	147	137	0.7%	149	<i>service</i>
Professional & Business Services	110	107	1.4%	128	<i>service</i>
Education	341	352	0.9%	398	<i>service</i>
Health Services	852	906	2.6%	1,268	<i>service</i>
Leisure & Hospitality	389	352	1.4%	419	<i>retail</i>
Other Services	212	208	0.8%	230	<i>service</i>
Government	82	81	0.6%	88	<i>government</i>
Total	3,277	3,155	0.7%	3,760	

Notes:

1 Derived from Oregon Employment Dept, ES202 database for Silverton UGB.

2 Estimated by FCS based on Oct. 2010 Oregon Employment Dept. job sector growth rates for Salem MSA.

3 Average annual growth rates (AAGR) from Oregon Employment Dept. Region 3: Industry Employment Forecast, 2008-2018.

Note: Region 3 includes: Marion, Polk and Yamhill Counties.

4 2031 forecast based on AAGR for Region 3 sectors from Oregon Employment Dept.

Compiled by FCS GROUP.

FCS GROUP prepared a range in employment forecasts for the Silverton UGB that is intended to coincide with Oregon Administrative Rules and Goal 9 requirements.

Three employment growth forecast scenarios were formulated for the Silverton UGB, and are presented in **Table 9**, and include a range of adding between 605 jobs (low), 886 jobs (medium) and 1,086 jobs (high) based on the following scenario assumptions.

- **Scenario A**-- Applies OED Annual Average Growth Rate (AAGR) Forecast to current estimated of nonfarm employment within the Silverton UGB. This scenario results in relatively low potential employment growth.
- **Scenario B** -- Applies the upper-end of UGB Capture of Marion County Growth (using OED AAGR). This scenario results in medium growth potential. Please refer to **Appendix E** for detailed assumptions.
- **Scenario C** -- Modified version of Scenario B, with the addition of new industrial or research & development employer(s) on the former Champion/Redmond mill site in the Silverton Industrial Park. This scenario includes 200 industrial jobs added over and above what would be expected to occur in Scenario B.

Table 9. Silverton UGB Employment Growth Forecast Scenarios, 2010 to 2031

Sector	Estimated Existing 2010 Jobs in Silverton UGB ¹	Job Growth Forecast Scenarios (Net New Jobs forecasted during 2010 to 2031)		
		A (low)	B (medium)	C (high)
		Based on OED Region 3 Growth Rates Applied to Silverton Job Sectors ²	Based on High end of UGB Capture of County & Region 3 Growth Forecast ³	Modified Forecast, Based on Scenario B with former Mill Site Redevelopment ⁴
Natural Resources	20	1	9	9
Retail & Commercial Trades	677	116	166	166
Services	1,740	460	649	649
Industrial/Other	-	-	-	-
Industrial/Other	636	21	42	242
Government	81	7	19	19
Total	3,155	605	886	1,086

Notes:

1 Derived from Table 8.

2 Derived from Table 8.

3 Derived from Appendix E.

4 Assumes 200 additional jobs added at former Champion/Redmond Homes mill site.

Compiled by FCS GROUP.

Appendix A

—TAC Meeting #Number-1

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AGENDA

**SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT
TECHNICAL ADVISORY COMMITTEE
Silverton Community Center - 421 S Water St
January 18, 2011 – 8:00 AM to 10:00 AM**

I. ROLL CALL - TECHNICAL ADVISORY COMMITTEE MEMBERS

Steve Kay, Community Dev. Director	Todd Chase, FCS Group
Scott Keiller, Columbia Planning/Design	John Cramer, City Engineer
Jason Gottgetreu, City Associate Planner	Nick Harville, SEDCOR
Stacy Palmer, Chamber of Commerce	Diane McLaran, Chemeketa C. C.
Stacy Posegate, Planning Commission	Bill Cummins, City Councilor
Kristine Diacetic, Oregon Garden Resort	Ken Hector, Silverton Hospital
Pamela Altree, Clothes Garden	Terry Buford, Bruce Pac
Kate Van Ummersen, Farmer's Market	

II. MINUTES

Minutes from the December 14, 2010 Meeting

III. AGENDA ITEMS

Welcome and Introductions

- Introductions
- Meeting Purpose and Overview

Project Update

- Prior TAC Meeting Input
- Work Schedule
- Next Meeting

Interim Findings

- Preliminary EOA Findings
- Community Vision and Economic Development Objectives Update
- Land Use Code Amendment Options

Group Discussion

- Local Policy and Code Amendment Options

Summary and Next Steps

IV. ADJOURN

CITY OF SILVERTON
SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT
TECHNICAL ADVISORY COMMITTEE MINUTES
Drafted for approval; subject to change and/or correction

SILVERTON EOA TECHNICAL ADVISORY COMMITTEE 8:00 A.M. November 16, 2010

I. ROLL CALL:

Steve Kay, Community Development Director	Jason Gottgetreu, Associate Planner
John Cramer, Public Works Director	Stacy Palmer, Chamber of Commerce
Pamela Atree, Clothes Garden	Kristine Bradbury, Oregon Garden Resort
Nick Harville, SEDCOR	Kate Van Ummeresen, Farmer's Market
Bill Cummins, City Councilor	Ken Hector, Silverton Hospital
Terry Buford, Bruce Pac	Stacy Postegate, Planning Commissioner
Todd Chase, FCS Group	Scott Keiller, Columbia Planning/Design

Excused: Sheryl Roberts, Chemeketa Community College President

II. MINUTES

No minutes were approved.

III. AGENDA ITEMS

Welcome and Introductions

Steve welcomed all the Committee members and introduced himself, then asked for all the committee members to introduce themselves.

Project Background, Overview and Update

He explained the purpose of this project is to improve economic development in the community and he provided the committee background on how this project got started. Steve started as Community Development Director two years ago and familiarized himself with the cities current comprehensive plan. He found that the comprehensive plan is outdated that most of the information has not been updated since the 1970s. Steve said that he approached the Oregon Development of State Land and Conservation Development (DLCD) and discussed the possibility of updating the comprehensive plan and receiving funding for the project. As a result the City received a DLCD Technical Assistance Grant to help update the Economic Development portion of the comprehensive plan.

Steve explained that this process will include a lot of community outreach. There was an EOA online survey posted on the city's website that received about 60 responses and both the Appeal and OurTown were contacted to help promote the survey in order to gain citizen input. The consultant also held interviews with economic development stakeholders within the community. There will also be a future community meeting to allow citizens to ask questions and give input regarding the Economic Opportunity Analysis. When a final draft is complete it will be presented to the Planning Commission at a public hearing. The Planning Commission will make a recommendation to the City Council who will also hold a public hearing to adopt this amendment to the City's Comprehensive Plan.

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Steve explained the scope of work for the EOA Project so the committee can understand what the consultant will be working on. This scope of work was determined by DLCD in accordance with the grant agreement requirements.

Task 1: Evaluate Citizen Concerns and the Existing Economic Conditions

Task 2: Updating Employment Land Inventory

Task 3: Evaluate Trend, Forecasting, Opportunities, Constraints specific to Silverton

Task 4: Identifying Commercial and Industrial Employment Land Needs over the next 20 years

Task 5: Policy Recommendations

Task 6: Prepare Draft EOA

Task 7: Public Hearing and Adoption Process

Background and Existing Conditions

Todd explained that this is a planning process to meet state standards of Goal 9 which focuses on the economy and associated jobs. It is required for cities to conduct an analysis and forecast for a 20 year period. He explained that the City will also be working on an Industrial Park Feasibility study that will start early next year which will be based off some of the findings in this EOA. Also, he explained that the city is working on a Water Master Plan and Stormwater Master Plan which can run parallel with this work. Todd summarized the input that was received on the community survey during last summer:

- Recommended local approach toward economic development, job creation, marketing, business recruitment, and business retention
- Citizens generally support policies aimed at maintaining environmental quality, creating a "business friendly" atmosphere, and providing financial incentives
- Interest in development of a business park with flex space

- o Citizens generally do not favor heavy industrial areas or additional neighborhood commercial centers

Todd also explained the purpose and objectives of the EOA will be to:

- Comply with OAR 660 Division 9 requirements
- Consider global, national, state and regional trends
- Consider site characteristics, industrial and commercial business location factors and local target clusters, what type of business the community would like to attract while also looking at the 2006 EOA and its recommendations
- Update a buildable land inventory for Silverton's UGB
- Determine short-term and long-term land supply adequacy
- Adopt economic development policies and strategies regarding zoning, land use and adequate public facilities
- Promoting economic development and specifically define what that is

Todd explained to the committee what the schedule will be for the EOA:

December: Complete Draft EOA

January: Community Workshop

February-April: Complete Policy Recommendations and Adoption

Todd explained the City's existing economic policies are out of date, therefore it is time to rethink and create economic development goals, objectives, and policies. He explained that the community should think about what they would like to see happen with Silverton's economy over the next five years. He explained that other cities have focused on family wage businesses, small and large businesses, specific types of clusters, non-financial incentives such as streamlining permitting and marketing efforts, financial incentives, and land use zoning and development standards. He discussed how the buildable land inventory will be identified. This will be done by using GIS mapping to identify vacant and partially vacant properties over a half acre in size, deduct out constraints such as floodplains, wetlands and steep slopes. The land supply will be identified for all employment zones including downtown commercial district, light industrial, and the industrial park. He discussed the existing buildable land inventory which includes 92 acres of buildable lands consisting of 33 tax lots, and 6.6 acres of partially vacant lots.

Stacy Palmer asked about why the Champion site is not included in that inventory. Todd explained that it will be included in the redevelopment land supply inventory. He showed a map of the areas in the City with redevelopment potential.

Scott reviewed the results of the seven stakeholder interviews:

Silverton Market Advantages:

- Small town charm
- Historic downtown (unique)
- Hospital and Schools
- Tourism (Oregon Garden, downtown)

- Proximity to Salem and Portland areas
- Lack of local traffic congestion
- Quality of life
- Underutilized industrial land areas
- Lots of small businesses and self-employed professionals
- Eugene Field redevelopment potential

Silverton Market Challenges:

- Downtown stores and Industrial Park vacancies
- Lack of family wage jobs
- Infrequent transit connections to nearby cities
- Need for additional retail opportunities locally (shoes, womens clothing and apparel, etc.)
- Maintaining unique and historic character of the downtown
- Supporting a "business-friendly" environment

Ideas for Economic Development

- Continued focus on the downtown
- West side redevelopment plan (industrial park location)
- Allow mix of clean and green light industrial businesses
- Provide appropriate barriers around industrial park to buffer surrounding neighborhoods
- Improve transit service to surrounding cities (Salem, Woodburn, etc.)
- Redevelopment of Eugene Field site
- Tourism (Oregon Garden, River Walks, etc)
- Accommodate health care expansion
- Promoting and expanding the Saturday market and stores
- Providing small business incubators with Chemeketa Community College

Group Discussion

Stacey Posegate talked to Todd about technological issues (i.e., internet connections) that discourage telecommuters or small businesses to do their work from home. Todd explained that is something that is something that could be concentrated on to make sure internet connectivity is provided throughout the city and not just in the industrial park. Stacy Palmer added that Silverton is a dead zone for many cell phone carriers.

Stacey Palmer asked Todd how many property owners were included in his stakeholder interview list. Todd explained that general citizen input will come from the online survey, and that he concentrated on those who represented the business portion of the city.

The committee discussed the possibility for the City to buy a few commercial or industrial properties to make them more available for the market. Staff explained that there would really need to be a public need in order to make that acquisition or exercise eminent domain.

Stacy Palmer expressed that one of the challenges that new business owners face in the downtown is the development code for historic buildings and current building codes which adds additional expenses to start up their business in town. Todd explained that there may be some grant opportunities for new business owners that they will research this more during the project.

Bill expressed concern about the current water and sewer rates having an impact on business expenses. He also is concerned with adequate buffers for the industrial park for traffic, noise, lighting, etc.

Stacy Palmer expressed issues with current wayfinding signage for farming trucks to be directed around the town and that this is currently being looked at by the Downtown Signage Committee.

The Committee discussed the use of the existing rail spur right-of-way to the Industrial Park and the need and expenses to reactivate it. The group discussed how the Industrial Park could be made more viable with the rebuilding of the rail line.

Stacy Posegate explained that there could be some limitations to the type of businesses we can have in Silverton based off the current resources available to the business and its employees.

Kate described last summer's Saturday Market. That there were 34 vendors and several of those have been with the Saturday market for the last ten years that it has existed in Silverton. She explained that a lot of the vendors have booths in other markets as well. She feels that the size of the Saturday market is adequate based on current community participation and they are not looking to expand the season at this time.

Ken explained that Silverton Hospital continues to grow, but there is a limitation based on the geographic location of the facility. He expressed a potential need to expand the facility and/or move part of it in the future.

Kristine discussed the possibility that the Oregon Garden Resort will expand its number of rooms in the next five years. She explained that there are limited resources for the visitors at the resort and it is reliant for shopping and dining in Silverton's downtown.

Pam would like to make the downtown attractive and expressed concerns that her customers have about the parking meters. She also has a concern with smokers in front of the downtown buildings.

Next Steps

Todd expressed how well the meeting generated ideas and encouraged the committee members to let them know of any other stakeholders that they should talk to. He also indicated that if the committee members have any questions or other suggestions, they should email those to Steve and he will forward them to Todd and Scott.

The next meeting will be held on December 14th to go over the results of the online survey and other analysis by the consultant.

IV. REPORTS AND COMMUNICATIONS

There were no other reports and communications during this meeting.

V. ADJOURNMENT

The meeting was adjourned at 9:45 AM.

Respectfully submitted.

Sheena Lucht-Planning Assistant

TAC Meeting #2

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AGENDA

***SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT
TECHNICAL ADVISORY COMMITTEE
Silverton Community Center - 421 S Water St
December 14, 2010 – 8:00 AM to 10:00 AM***

I. ROLL CALL – TECHNICAL ADVISORY COMMITTEE MEMBERS

Steve Kay, Community Dev. Director	Todd Chase, FCS Group
Scott Keiller, Columbia Planning/Design	John Cramer, City Engineer
Jason Gottgetreu, City Associate Planner	Nick Harville, SEDCOR
Stacy Palmer, Chamber of Commerce	Sheryl Roberts, CCC President
Stacy Posegate, Planning Commission	Bill Cummins, City Councilor
Kristine Bradbury, Oregon Garden Resort	Ken Hector, Silverton Hospital
Pamela Altree, Clothes Garden	Terry Buford, Bruce Pac
Kate Van Ummersen, Farmer's Market	

II. MINUTES

Minutes from the November 16, 2010 Meeting

III. AGENDA ITEMS

Welcome and Introductions

- Introductions
- Meeting Purpose and Overview

Project Update

- Prior TAC Meeting Input
- Work Schedule
- Next Meeting

Interim Findings

- On-line Survey Results
- Draft Trends Analysis
- Draft Clusters Analysis
- Preliminary Land Needs

Group Discussion

- EOA Analysis Input

Summary and Next Steps

IV. ADJOURN

CITY OF SILVERTON
SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT
TECHNICAL ADVISORY COMMITTEE MINUTES
Drafted for approval; subject to change and/or correction

SILVERTON EOA TECHNICAL ADVISORY COMMITTEE 8:00 A.M. December 14, 2010

I. ROLL CALL:

Steve Kay, Community Development Director	Jason Gottgetreu, Associate Planner
John Cramer, Public Works Director	Stacy Palmer, Chamber of Commerce
Christine Diacetis, Oregon Garden Resort	Diane McLaran, Chemeketa Comm. College
Nick Harville, SEDCOR	Courtney Basile, Farmer's Market
Bill Cummins, City Councilor	Ken Hector, Silverton Hospital
Terry Buford, Bruce Pac	Stacy Postegate, Planning Commissioner
Todd Chase, FCS Group	

Absent: Pamela Altree, Clothes Garden
Scott Keiller, Columbia Planning/Design

II. MINUTES

November 16, 2010 minutes were approved.

III. AGENDA ITEMS

Todd Chase began the meeting at 8:04 a.m. He started with a brief overview of the previous meeting that went over the supply side and goals of the project. He noted that today will be focused on the demand side taking into account the long term look at future demand and how it relates to possible jobs. This focus is to comply with a Goal 9 update. He then turned the floor over to Steve Kay.

Steve Kay asked if there were any objections or corrections to the November 16, 2010 minutes. There were none and the minutes were adopted. Steve then began his summary of the on-line survey that was conducted. The survey was advertised in the Appeal and in Our Town and received 61 responses. The survey consisted of nine questions. He noted that the complete document containing all of the responses would be sent to committee members after the meeting and is part of the public record. The questions and summary are as follows:

- 1) What is Silverton's primary market advantage within the state and region with regard to attracting jobs? What do you feel are Silverton's greatest assets for retaining and attracting businesses?

Summary:

Those who took the survey cited Silverton's high quality of life, great schools and hospital, small town charm and friendliness, livability, safety, and historical downtown as market advantages when attracting jobs. Silver Creek and the close proximity to Portland, Salem, Eugene, Keizer, Corvallis, Woodburn, I-5, Silver Falls, Oregon Garden, and mountains and beaches were also

identified as assets for retaining and attracting businesses.

- 2) From the following list, please identify Silverton's primary strengths as a place to do business (mark excellent, good, or poor)

Summary:

The following table displays the survey results regarding the primary strengths for doing business in Silverton.

	Excellent	Good	Poor	N/A
Access to local markets and customers	21.7%,	66.7%	11.7%, (7)	0.0%
Available, skilled workforce	20.0%,	55.0%	19.3%,	6.7%,
Business climate (cost of running a business)	5.1%, (3)	55.0%	33.9%,	5.1%
Interaction with same-related industries	7.5%, (4)	45.3%	37.1%,	9.4%
Proximity to I-5 other transportation facilities	18.3%,	53.3%	28.3%,	0.0%
Adequate public infrastructure and utilities	13.6%,	57.6%	27.1%,	1.7%
Quality of life	78.3%	20.0%,	1.7%,	0.0%

- 3) The City is interested in encouraging business and pedestrian activity in the downtown, and increasing access to jobs within the community. Do you agree with these priorities? Why or why not? Are there other economic development goals that the City should focus on?

Summary:

Most of the respondents strongly agreed with the City's focus on downtown and jobs. Respondents provided a wide variety of suggestions regarding how the City should encourage activity in the downtown. Respondents indicated that they would like the City to make the downtown more pedestrian-friendly, address parking issues, improve signage, reduce traffic congestion, and provide more connectivity to the downtown area. Many of the respondents also would like the City to encourage locals to shop more in the downtown and encourage the establishment of businesses in the downtown that provide family-wage jobs.

- 4) What types of land and/or economic development actions or incentives are most needed in the City to nurture job growth and private investment?

Summary:

There was strong support for the City to be involved with attracting new businesses and only a few respondents wanted to leave economic development solely in the hands of the free market. Incentive ideas included tax breaks, lower licensing fees, providing grants to businesses, marketing commercial and industrial properties, and lowering property costs and building rents. There was

also strong support for making investments in the basic infrastructure of Silverton including streets, sidewalks, beautification projects, provision of additional downtown parking, signage, walking and bike paths, and taking measures to reduce traffic congestion.

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- 5) What actions should be taken by the City to create a more balanced economy and sustainable community?

Summary:

Respondents shared numerous ideas regarding how the City could help create a more balanced economy and sustainable community. Ideas included the promotion of buying local and more visitation of the downtown, encouraging a diversity of businesses in the community including light industry/manufacturing, providing planning and advertising training to start-up businesses, providing tax advantages, reducing business costs, and taking a stronger role in promoting tourism and local events.

- 6) The City would like to encourage the creation of family wage jobs within the community. What types of businesses do you think are most appropriate for the Silverton Industrial Park?

Summary:

The majority of respondents want to promote increased use of the Industrial Park. The most preferred uses include light industry/manufacturing, "green industries" (including solar, electric vehicles, and wind turbines), food and agricultural industries, telephone call centers, and computer and technology-related industries.

- 7) What opportunities and challenges are there to expanding the retail and services sector in Silverton? What goods and services could be produced locally rather than imported, and what could be exported?

Summary:

Challenges listed include reducing the number of services as compared to the number of retail uses in the downtown, respondents indicated that rents are generally too high for downtown business owners, the cost of starting a business is too high, and downtown businesses need more than just the support from tourists to survive. Opportunities include a charming downtown, surrounding farms and need for agricultural product processing, and the proximity to Silver Falls Park and the Oregon Garden. Cited exports included local agricultural products and local craftsman products.

- 8) Are there certain goods or services that you think are missing in the City of Silverton?

Summary:

Desired goods and services that were the most frequently cited by respondents included a small clothing/department store, shoe/repair shop, book store, art supply and craft store, office supplies, gift store, sporting goods, health food store, and Italian restaurant.

- 9) Is there anything else you'd like to add?

Summary:

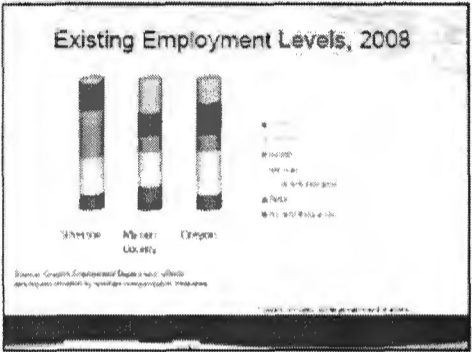
Many respondents expressed gratitude for the opportunity to weigh in on Silverton's economic

future. Additional ideas included the need to take greater advantage of Silver Creek within the downtown area, the need to direct City efforts towards turning around the perception that it is unfriendly to business, the need to work towards the goal of creating more attractions in the downtown to promote the "coolest small town" image, and the need to help revitalize the downtown with a streetscape enhancement project.

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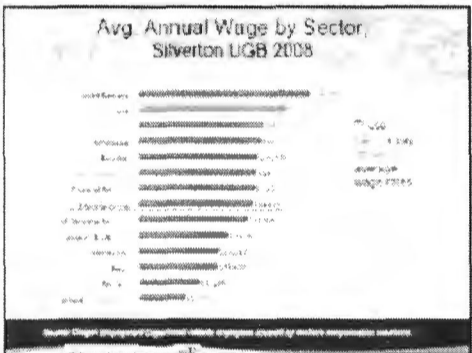
Todd Chase then presented the following PowerPoint presentation:

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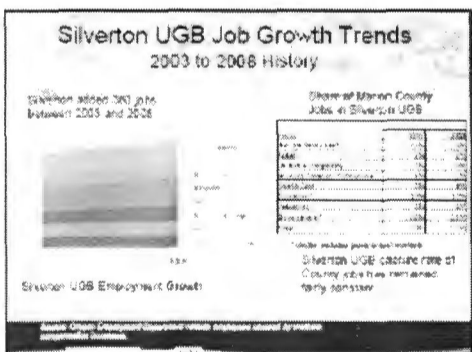
Silverton UGB Job Growth Trends 2003 to 2010

Year	2003	2004	2005	2006	2007	2008	2009	2010
Total Jobs	100	110	120	130	140	150	140	150
Manufacturing	50	55	60	65	70	75	70	75
Retail Trade	30	35	40	45	50	55	50	55
Wholesale Trade	20	20	20	20	20	20	20	20



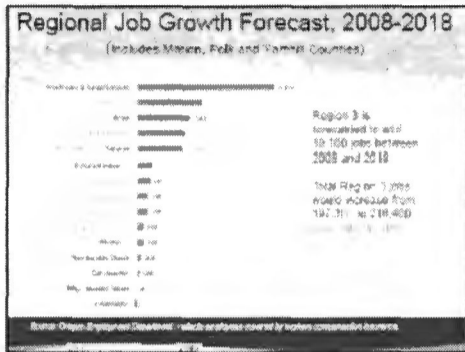
Top Private Employers in Silverton, 2008

Employer	2008	2007	2006
Marion County	150	140	130
City of Silverton	100	90	80
Marion County Schools	80	75	70
Marion County Health Dept	50	45	40
Marion County Sheriff's Office	40	35	30



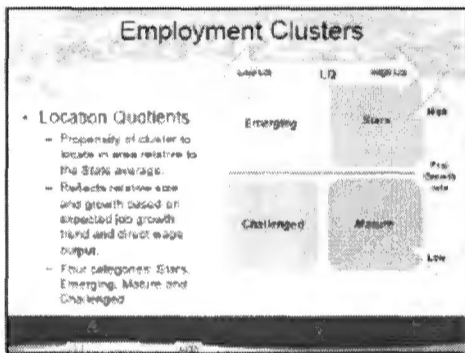
Business Establishment Formation Trends (2003 to 2008 history)

Year	2003	2004	2005	2006	2007	2008
Total Establishments	100	110	120	130	140	150
Manufacturing	50	55	60	65	70	75
Retail Trade	30	35	40	45	50	55
Wholesale Trade	20	20	20	20	20	20

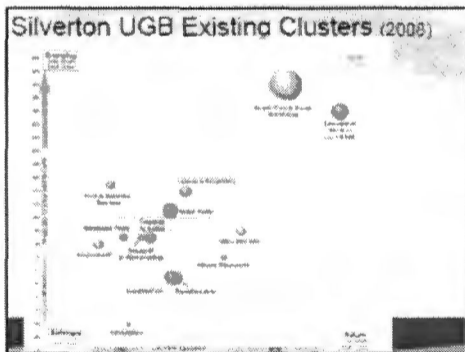


- ### Preliminary Recommended Clusters for Silverton
- Health Care
 - Food & Beverage Processing (fruit, nuts, wine, organic supplements)
 - Creative Services (computer software, electronic publishing, etc)
 - Professional Business Consulting
 - Advanced Education/Training
 - Tourism

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- ### Silverton 20-Year Job Forecast
- preliminary draft for discussion only*
- Silverton UGB Employment Growth Scenarios:
 - Scenario A: Base Case, Based on 2008 Census and 2008 Census Projections
 - Scenario B: Upper-End of UGB Capacity of County Growth using 2008 Census
 - Scenario C: Middle-End of UGB Capacity of County Growth using 2008 Census

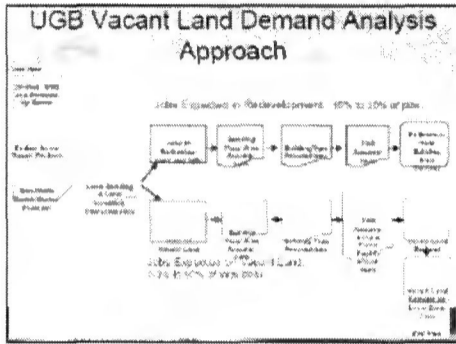


Silverton 20-Year Job Forecasts

preliminary draft for discussion only

Cluster	Silverton 20-Year Job Growth Scenarios			
	Scenario A (Base Case)	Scenario B (Upper-End)	Scenario C (Middle-End)	Scenario D (Lower-End)
Health Care	1,200	1,500	1,800	2,100
Food & Beverage Processing	800	1,000	1,200	1,400
Creative Services	500	600	700	800
Professional Business Consulting	300	400	500	600
Advanced Education/Training	200	300	400	500
Tourism	100	150	200	250
Total	3,100	4,800	6,500	8,200

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Silverton UGB Demand Assumptions

Draft Assumptions to Allocate Building Types to Local Land Use Classifications

Building Type	Jobs					
	2018	2024	2030	2036	2042	2048
Office	100	100	100	100	100	100
Industrial	100	100	100	100	100	100
Warehouse	100	100	100	100	100	100
Manufacturing	100	100	100	100	100	100
Other	100	100	100	100	100	100
TOTAL	500	500	500	500	500	500

Silverton Land Needs Assumptions

Draft Assumptions to Allocate Jobs to Building Types

Job Category	Building Type					
	2018	2024	2030	2036	2042	2048
Office	100	100	100	100	100	100
Industrial	100	100	100	100	100	100
Warehouse	100	100	100	100	100	100
Manufacturing	100	100	100	100	100	100
Other	100	100	100	100	100	100
TOTAL	500	500	500	500	500	500

Prelim. Draft Silverton UGB Redevelopment Demand Findings

Draft Assumptions result in 80,000 to 170,000 SF of building floor area redevelopment over next 20 years

Building Type	2018-2024	2024-2030	2030-2036	2036-2042	2042-2048
Office	100	100	100	100	100
Industrial	100	100	100	100	100
Warehouse	100	100	100	100	100
Manufacturing	100	100	100	100	100
Other	100	100	100	100	100
TOTAL	500	500	500	500	500

Silverton UGB Demand Assumptions

Draft Assumptions to Allocate Jobs to Building Type to Vacant Lands

Building Type	Jobs					
	2018	2024	2030	2036	2042	2048
Office	100	100	100	100	100	100
Industrial	100	100	100	100	100	100
Warehouse	100	100	100	100	100	100
Manufacturing	100	100	100	100	100	100
Other	100	100	100	100	100	100
TOTAL	500	500	500	500	500	500

Prelim. Draft Silverton UGB New Construction Demand Findings

Draft Assumptions result in 145,000 to 310,000 SF of building floor area in new construction over next 20 years

Building Type	2018-2024	2024-2030	2030-2036	2036-2042	2042-2048
Office	100	100	100	100	100
Industrial	100	100	100	100	100
Warehouse	100	100	100	100	100
Manufacturing	100	100	100	100	100
Other	100	100	100	100	100
TOTAL	500	500	500	500	500

Silverton UGB 20-Year Employment Land Demand Forecast

(preliminary net buildable land requirements)

	Scenario 1 Moderate Growth	Scenario 2 High Growth Scenario 3 Low Growth	Scenario 4 High Growth Scenario 5 Low Growth
Land Use Change Factor			
Commercial/Industrial	1	2	2
Office/Professional	1	1	1
Manufacturing/Wholesale	1	1	1
Total	3	4	4

- ### Policy Issues for Discussion
- How to focus economic goals and objectives to optimize desired job growth?
 - Low, Medium or High Job Growth Scenario?
 - What should be the target industry clusters?
 - What are the critical paths to spurring economic development?
 - Site Certificates?
 - West Side Redevelopment?
 - Champion Homes Site Redevelopment?
 - Local Small Business Incubator?
 - Others?

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Silverton Existing Vacant Buildable Land Inventory

Reflects 62.9 acres of vacant buildable land area with 33 tax lots. This includes 8.6 acres of park-vacant land area.

	1/4-1/2 Acre	1/2-1 Acre	1-2 Acre	2-5 Acre	5-10 Acre	10-25 Acre	25-50 Acre	50+ Acre	Percentage Total Inventory
Industrial	1	1	1	1	1	1	1	1	100%
Commercial	1	1	1	1	1	1	1	1	100%
Office/Professional	1	1	1	1	1	1	1	1	100%
Manufacturing/Wholesale	1	1	1	1	1	1	1	1	100%
Total	4	4	4	4	4	4	4	4	100%

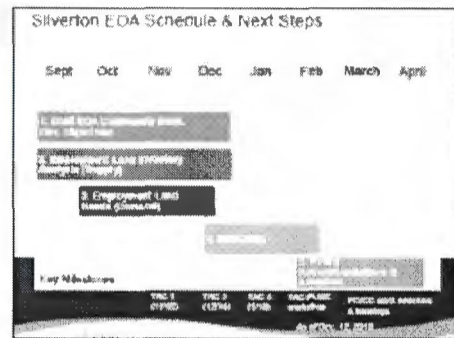
- ### Policy Issues for Discussion
- Ideas for spurring economic development
 - Allow some office uses within Industrial Park?
 - New Mixed-Use West Side Employment Gateway?
 - Recreation Focus on Waterfront?
 - Local Home-Based Business Code Updates?
 - Small Business Incubator or Facilities Program?
 - Revised Economic Development Goals, Policies and Strategies?

Silverton Medium and High Redevelopment Land Supply

Reflects 45.9 gross acres of land area with 20 tax lots. Includes 15-acre former manufactured home site in the Industrial Park.

Land Use Change Factor	Industrial	Commercial	Office/Professional	Manufacturing/Wholesale
Industrial	1	1	1	1
Commercial	1	1	1	1
Office/Professional	1	1	1	1
Manufacturing/Wholesale	1	1	1	1
Total	4	4	4	4

- ### Potential Zoning Strategies for Discussion
- Commercial Zones
 - Available vacant land (7.9 acres) to GC General Commercial
 - Need all of it for commercial growth
 - Also may need 10 additional acres for retail/office growth
 - Industrial Zones
 - Available vacant land (42 acres + 8 and 41.9 acres U-1 site included)
 - Change to allow office and limited service/retail?
 - Residential Zones
 - Revisit and expand allowable home occupations/home offices
 - Others?



The group discussed which of the job growth scenarios should be focused on. Most people agreed that the high job growth scenario should be addressed. There were some concerns about the high growth scenario as it relates to overall growth in Silverton. The overall goal would be to add jobs in Silverton but keep Silverton the same size. Actively try to increase commercial and industrial growth while not actively trying to increase residential growth. The analysis indicated that there appears to be enough employment lands within the UGB that a UGB expansion is likely not going to be needed. There appears to be an adequate supply of industrial land while commercial land is on the low end. The next step is for the committee to explore what strategies should be undertaken to reach the identified goals.

Diane McLaren of Chemeketa Community College discussed their current business incubator program. Currently they have 10 incubator spaces for business. The program is successful but the costs of operating that type of program are high. Independence also has a business incubator program that partners with Chemeketa that provides resources to startup businesses. There appears to be an opportunity for a partnership between the City and Chemeketa to possibly start a business incubator program in Silverton, if that is a direction the City would want to pursue.

IV. REPORTS AND COMMUNICATIONS

There were no other reports and communications during this meeting.

V. ADJOURNMENT

The meeting was adjourned at 9:55 AM.

Respectfully submitted,

Jason Gottgetreu-Associate Planner

TAC Meeting #3

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AGENDA
SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT
TECHNICAL ADVISORY COMMITTEE
Silverton Community Center - 421 S Water St
January 25, 2011 – 8:00 AM to 10:00 AM

I. ROLL CALL – TECHNICAL ADVISORY COMMITTEE MEMBERS

Steve Kay, Community Dev. Director	Todd Chase, FCS Group
Scott Keiller, Columbia Planning/Design	John Cramer, City Engineer
Jason Gottgetreu, City Associate Planner	Nick Harville, SEDCOR
Stacy Palmer, Chamber of Commerce	Diane McLaran, Chemeketa C. C.
Stacy Posegate, Planning Commission	Bill Cummins, City Councilor
Kristine Diacetic, Oregon Garden Resort	Ken Hector, Silverton Hospital
Pamela Altree, Clothes Garden	Terry Buford, Bruce Pac
Kate Van Ummersen, Farmer's Market	

II. MINUTES

Minutes from the December 14, 2010 Meeting

III. AGENDA ITEMS

Welcome and Introductions

- Introductions
- Meeting Purpose and Overview

Project Update

- Prior TAC Meeting Input
- Work Schedule
- Next Meeting

Interim Findings

- Preliminary EOA Findings
- Community Vision and Economic Development Objectives Update
- Land Use Code Amendment Options

Group Discussion

- Local Policy and Code Amendment Options

Summary and Next Steps

IV. ADJOURN

CITY OF SILVERTON
SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT
TECHNICAL ADVISORY COMMITTEE MINUTES
Drafted for approval; subject to change and/or correction

SILVERTON EOA TECHNICAL ADVISORY COMMITTEE 8:00 A.M. January 25, 2011

I. ROLL CALL:

Kate Van Ummersen, Silverton Farmer's Market	Molly Ainsley, Sorta Sausage
Bill Cummins, City Councilor	Nick Harville, SEDCOR
Ken Hector, Silverton Hospital	Christine Diacetis, Oregon Garden Resort
Stacy Palmer, Chamber of Commerce	Stacy Postegate, Planning Commissioner
Scott Keiller, Columbia Planning/Design	Todd Chase, FCS Group

STAFF: Steve Kay, Community Development Director
Jason Gotgetreu, Associate Planner
John Cramer, Public Works Director

ABSENT: Pamela Atree, Clothes Garden
Courtney Basile, Farmer's Market
Diane McLaran, Chemeketa Comm. College
Terry Buford, Bruce Pac

II. MINUTES

December 14, 2010 minutes were approved.

III. AGENDA ITEMS

Steve Kay welcomed the committee members to the third TAC meeting to discuss the Economic Opportunity Analysis project. He asked if there were any objections or corrections to the December 14, 2010 minutes. Steve turned the floor over to Todd Chase. Todd explained that they are now at the point of the process to take all the public comments and focus on what the city needs to do as far as code amendments, policy changes and anything else that needs to be done to assist in the path towards economic development. He announced that on February 1st at 7:00 PM there will be a community workshop to hear the public's input on their recommendations.

Stacey Palmer wanted to know how the meeting was being advertised. Steve explained that he contacted the Silverton Appeal and Our Town, so their will be notices in those two publications.

Todd explained that it has been researched and they know the city has enough properties in the Urban Growth Boundary to accommodate business for the next 20 years. He explained that there seems to be enough industrial zoned land, but the city may not have enough properties for business offices and retail. Todd explained that the industrial park may need some commercial uses.

IV. REPORTS AND COMMUNICATIONS

There were no other reports and communications during this meeting.

V. ADJOURNMENT

The meeting was adjourned at 9:55 AM.

Respectfully submitted,

Jason Gottgetreu-Associate Planner

Community Workshop Meeting

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CITY OF SILVERTON SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT COMMUNITY WORKSHOP MINUTES

Drafted for approval, subject to change and/or correction

SILVERTON EOA TECHNICAL ADVISORY COMMITTEE 7:00 P.M. FEBRUARY 1, 2011

A public workshop was held to present products and findings made to date, solicit feedback from the public, and facilitate meaningful input regarding economic opportunities for Silverton.

I. COMMITTEE MEMBERS:

Bill Cummins, City Councilor
Ken Hector, Silverton Hospital
Stacy Palmer, Chamber of Commerce

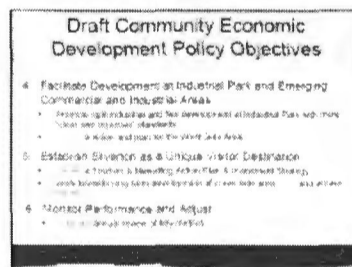
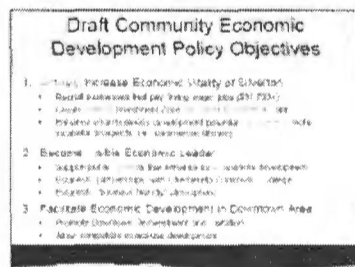
CONSULTANTS:

Todd Chase, FCS Group
Scott Keiler, Columbia Planning/Design

STAFF: Steve Kay, Community Development Director
Jason Gottgetreu, Associate Planner
Sheena Lucht, Planning Assistant

II. PUBLIC WORKSHOP:

At 7:10pm Steve Kay welcomed the committee members and consultants to the community workshop. He recognized that no citizens chose to attend the public meeting, so the committee members, staff, and the consultants discussed policy objectives and code issues using the following PowerPoint slides:



Stacy explained that she thought living wage jobs of \$25,000+ would be too big for Silverton. They discussed that the Industrial Park had already been a special use zone. The Committee members did not feel that there was a need to create a special investment zone in the Industrial Park.

Stacy did not feel that there were enough resources in Silverton to establish a partnership with Chemeketa Community College and establish a business incubator program in the industrial zone.

The committee discussed the need to establish a business friendly atmosphere in Silverton. Steve explained that with the new website design there will be a section on the site for economic development. This section of the website could include vacant buildings information to promote businesses and could provide new businesses with resources to get their plans progressing. Stacey explained that she has heard others say that it's very easy to do business in Silverton and city staff was very helpful. Todd explained that obtaining testimonials and including those on the website is a good way to promote a positive business attitude.

Land Use Code Issues for Discussion

- Remove antiquated or outdated uses, such as drive-in theaters and auto race track from zoning code
- Create a new "heavy industrial" use category, separate from the others using clear and objective standards for measuring environmental or nuisance impacts for regulated uses, such as dry cleaning, auto repair, etc.
- Consider whether lot buffer rules and setbacks provided for industrial uses
- Consider more use corridors (regardless of development) for downtown area and the West Side, as appropriate

Potential Zoning Strategies for Discussion

- Commercial Zones**
 - Amplify upon land use in OC (General Commercial)
 - Need to be clear for industrial growth
 - Should be able to address some of the same growth
- Industrial Zones**
 - Separate vacant lots (2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100)
 - Could change to allow other uses in some areas
- Residential Zones**
 - Review and discuss zoning for residential office (Office)

Stacy was concerned about including "heavy" as part of a classification of industrial. She does not want to put that title on some companies and labeling them as heavy industrial. Bill also did not want to use "heavy industrial" wording in the code. Scott explained that they could review the landscaping requirements to require stronger buffering areas around industrial areas to protect adjacent residential neighborhoods.

The committee discussed the options of retail versus business office growth in the West Side area. The committee discussed the number of home occupations in the city and the possibility of establishing an incubator business center in the industrial park so that these businesses could continue to grow.

Silverton EDA Schedule & Next Steps

Sept	Oct	Nov	Dec	Jan	Feb	March	April
1. Land Use Code Review/Update							
2. Land Use Code Implementation							
3. Employment Land Use Planning							
4. Economic Development							

City of Silverton
City Manager: [Name]
City Clerk: [Name]
City Council: [Name]
City of Silverton, Oregon

Steve explained that he would like the draft Economic Opportunity Analysis to go to a public hearing before the Planning Commission on March 8th and City Council on April 4th. Scott and Todd explained that they could have the document finalized near the end of February, however, due to DLCD noticing requirements, it was likely that the draft EOA would not be reviewed until April by the Planning Commission.

III. REPORTS AND COMMUNICATIONS

There were no other reports and communications during this meeting.

IV. ADJOURNMENT

The meeting was adjourned at 8:30 PM.

Respectfully submitted,

Sheena Lucht-Planning Assistant

Appendix B – Stakeholder Interviews

November 12, 2010

To: Todd Chase, FCS GROUP and Steve Kay, City of Silverton

From: Scott Keillor, AICP – Columbia Planning and Design

Re: Silverton Economic Opportunity Analysis (EOA) – Interview Summary

The City of Silverton’s consultant completed seven interviews with stakeholders, including economic development and business experts. Six of these interviews were conducted in-person in Silverton on October 29, 2010, and one was completed by telephone. The following summarizes the responses to help the City’s EOA Technical Advisory Committee get a better understanding of economic opportunities and challenges facing the community. The City has also received about 60 additional responses to the following questions via an on line survey – the tabulation of those responses is pending.

1. What is Silverton’s primary market advantage within the state and region with regard to attracting jobs? What do you feel are Silverton’s greatest assets for retaining and attracting businesses?

Those interviewed most often cited Silverton’s high quality of life, great schools, small town charm, access to I-5, downtown and growth in tourism as Silverton’s market advantages.

2. From the following list, please identify Silverton’s primary strengths as a place to do business (mark each excellent, fair or poor):

	Excellent	Good	Poor
a. Access to local markets and customers	2	5	
b. Available, skilled workforce	1	4	2
c. Business climate (cost of running a business)		4	3
d. Interaction with same/related industries		4	3
e. Proximity to I-5/other transportation facilities	2	3	2
f. Adequate public infrastructure and utilities	1	6	
g. Quality of life	6*		

Rankings for Silverton’s primary strengths as a place to do business were consistently high, although *business climate* and *industries interaction* strengths were rated “poor” nearly as often as “good”. Most of the seven attributes were most often ranked as “good”, and *quality of life* was always ranked as “excellent”.

*Note: The “quality of life” attribute was not ranked by one of seven interviewed.

3. The City is interested in encouraging a vital downtown and increasing access to jobs within the community. Do you agree with these priorities? Why or why not? Are there other economic development goals that the City should focus on?

All of the respondents agreed with the City's focus on downtown and jobs, but offered various reservations and advice. Concerns included a notion that these are the City staff's priorities and should be vetted through the citizenry for grass roots support. Some felt the City is doing a poor job (SDCs too high; inflexible enforcement), and others rated the City excellent in meeting these priorities. Advice included focusing on industrial and commercial lands to increase family wage jobs, filling downtown storefronts, focusing on "re-localization" and self-sufficiency, clean industry and innovation. Support was also voiced for the Planning Commission's efforts to move the downtown north, rehabilitate the former grade school site, and encouraging live/work space.

4. What types of land and/or economic development actions or incentives are most needed in the City to nurture job growth and private investment?

Specific answers on how the City can accommodate job growth and private investment ranged from "let the market handle it" to "be more open for business". Most expressed support for small, unique downtown shops, and local produce – partnering with service groups and supporting the Saturday Market were example suggestions. A few were not happy with the City based on experiences in business establishment and/or expansion efforts – they argued for more flexibility in zoning and system development charges. Tourism is regarded as a bright spot, and efforts underway to promote Silverton through Marion County, State, City, Chamber and Oregon Gardens were applauded and should continue. Positive critiques included better permit streamlining assistance at the counter, and creation of a packet to show the economic benefits of doing business in Silverton. Some had knowledge of the City's incentives through business loans, property tax waivers etc, but advised the City could improve on getting the word out to prospective businesses. Specific public facilities comments included making water rates favorable for value-added agricultural users, a larger gas service line, fiber-optics and reactivating the industrial park rail spur.

5. What actions should be taken by the City to create a more balanced and sustainable community?

There were a variety of ideas shared for actions the City could consider in achieving a more balanced and sustainable community, including:

- ✓ Focus on more retail and less professional offices downtown
- ✓ Develop a vision to better gauge economic opportunity
- ✓ Clean, green industries preferred; big boxes and smoke stacks are not acceptable
- ✓ Be more flexible in addressing small business challenges and needs
- ✓ Support alternative modes of transportation – i.e. Oregon Gardens to downtown, bicycle and pedestrian improvements; downtown boardwalk, etc.

6. The City would like to encourage job creation within the Silverton Industrial Park. What types of businesses do you think are most appropriate for the Industrial Park?

Those interviewed clearly prefer clean, high technology, R&D, and innovative agricultural processing for the industrial park. Specific uses mentioned included:

- ✓ Solar manufacturing
- ✓ Light manufacturing
- ✓ Agricultural processing
- ✓ Business park; incubator building
- ✓ Office, high-technology, value-added agriculture
- ✓ Packaging and assembly
- ✓ A multi-use training facility – fabrication and hydraulics (agricultural support)
- ✓ Non-toxic, environmentally friendly users
- ✓ Opportunities to grow local businesses

7. What opportunities and challenges are there to expanding the retail and services sector in Silverton? What goods and services could be produced locally rather than imported, and what could be exported?

Stakeholders agreed that Silverton’s location off of I-5 is both a blessing and a curse. It helps to maintain the small town atmosphere, but it has created a bedroom community for workers commuting to Salem, Woodburn and Portland. Among the opportunities noted were:

- ✓ Expanded farmers market to encourage local shopping and cottage industry
- ✓ Downtown shops that generate interest and add to unique “niche market”
- ✓ Building space is available, but controlled by few owners and a high lease rate
- ✓ City zoning, enforcement and SDC rates are a constraint
- ✓ Strengthen local taxi service
- ✓ Opportunity to expand value-agricultural crops (hops, grains, fruit, etc)

8. Are there certain goods or services that you think are missing in the City of Silverton today?

It was generally agreed that Silverton is “full service” but at a cost (commute to purchase certain goods). Ideas for additional services and goods included:

- ✓ Bi-Mart or smaller scale retailer (no big boxes) for clothing and durable goods
- ✓ More family-oriented restaurants
- ✓ Improve transit schedule (i.e. Chariot dial-a-ride service Silverton to Salem)
- ✓ Cater to tourism (i.e. a motorcycle shop to attract rural roadway enthusiasts)
- ✓ Book store and music store (although tough to support demographically)
- ✓ Specialized retail clothing: ladies clothes, shoe store, etc
- ✓ Encourage store owners to hold steady hours of operations

9. Is there anything else you’d like to add?

Those interviewed added the following comments:

- ✓ We need jobs to diversify our tax base
- ✓ Local perception is adversarial, but it is not in reality – it’s a vocal minority
- ✓ City is doing a great job

- ✓ Reach beyond the community to support tourism
- ✓ Disappointed with City management – not business-friendly
- ✓ Increase downtown interest and overnight stays
- ✓ Plan for alternative modes (bus/bike/pedestrians)
- ✓ Put in a community garden at the Grange
- ✓ City needs to step up and fulfill parks and recreation needs
- ✓ Joseph, Oregon is a model example for Silverton

List of Interviewees

Mike Cruz, Wilco
Stu Rasmussen, Mayor
Matt Barker, Silver Falls RV Park
Jeff DeSantis, Seven Brides Brewery
Andy Bellando, Silver Falls School District
Darrel Matthews, Barber Shop & Furniture Builder
Doug DeGeorge, Silverton Inn and Suites (via telephone)

Appendix C – Community Development Survey

**City of Silverton
Economic Development Survey**



December 2010



**City of Silverton
306 S. Water Street
Silverton, Oregon 97381**

Introduction:

From October 29th to November 8th, the City of Silverton surveyed local residents to help develop new policies for encouraging job growth and providing desired goods and services. To conduct this survey of residents, a link to a survey website with seven economic development questions was posted on the City's website home page. The survey contained open-ended questions and were structured to help determine a long-term economic development strategy for Silverton. A total of 61 citizens responded to the on-line survey and the results are provided on the following pages.

This project was initiated earlier in 2010 when the City of Silverton applied for and received a grant to prepare an Economic Opportunity Analysis (EOA). The purpose of the EOA is to update the current Economic Development section of the City's Comprehensive Plan, which dates back to the 1970's and do not address current opportunities and constraints for economic development in Silverton. The EOA project includes a review of current demographic trends, existing employment conditions, existing public facilities, and existing comprehensive plan policies. In addition, the project includes the evaluation of current local economic development trends and economic forecasts.

Citizen input for the Economic Opportunity Analysis project is not only provided through the on-line economic development survey, but through interviews, a public workshop, and public hearings before the Planning Commission and City Council. Analysis of this citizen input will help the City formulate an overall strategic plan for economic development. It is anticipated that this project will result in the development of specific recommendations which may include future changes to the City's zoning standards, urban renewal program, existing business development strategies, and/or public infrastructure plans.

Economic Development Survey Results:

- 1) What is Silverton's primary market advantage within the state and region with regard to attracting jobs? What do you feel are Silverton's greatest assets for retaining and attracting businesses?**

Summary:

Those who took the survey cited Silverton's high quality of life, great schools and hospital, small town charm and friendliness, uniqueness, quaintness, liveability, safety, and historical downtown as market advantages when attracting jobs. Silver Creek and the close proximity to Portland, Salem, Eugene, Keizer, Corvallis, Woodburn, I-5, Silver Falls, Oregon Garden, and mountains and beaches were also identified as assets for retaining and attracting businesses.

2) From the following list, please identify Silverton’s primary strengths as a place to do business (mark excellent, good, or poor)

Summary:

The following table displays the survey results regarding the primary strengths for doing business in Silverton.

	Excellent	Good	Poor	N/A
Access to local markets and customers	21.7% (13)	66.7% (40)	11.7% (7)	0.0% (0)
Available, skilled workforce	20.0% (12)	55.0% (33)	18.3% (11)	6.7% (4)
Business climate (cost of running a business)	5.1% (3)	55.9% (33)	33.9% (20)	5.1% (3)
Interaction with same/related industries	7.5% (4)	45.3% (24)	37.7% (20)	9.4% (5)
Proximity to I-5/other transportation facilities	18.3% (11)	53.3% (32)	28.3% (17)	0.0% (0)
Adequate public infrastructure and utilities	13.6% (8)	57.6% (34)	27.1% (16)	1.7% (1)
Quality of life	78.3% (47)	20.0% (12)	1.7% (1)	0.0% (0)

3) The City is interested in encouraging business and pedestrian activity in the downtown, and increasing access to jobs within the community. Do you agree with these priorities? Why or why not? Are there other economic development goals that the City should focus on?

Summary:

Most of the respondents agreed with the City’s focus on downtown and jobs. However, there was wide variety of suggestions regarding what the City should do to encourage activity in the downtown. Respondents indicated that they would like the City to make the downtown more pedestrian-friendly, address parking issues, improve signage, reduce traffic congestion, and provide more connectivity to the downtown area. Many of the respondents would like the City to do more to encourage locals to shop more in the downtown and encourage the establishment of businesses that provide family-wage jobs.

4) What types of land and/or economic development actions or incentives are most needed in the City to nurture job growth and private investment?

Summary:

There was strong support for the City to be involved with attracting new businesses and only a few respondents wanted to leave economic development solely in the hands of the free market. Incentive ideas included tax breaks, lower licensing fees, providing grants to businesses, marketing commercial and industrial properties, and

lowering property costs and building rents. There was strong support for making investments in the basic infrastructure of Silverton including streets, sidewalks, beautification projects, provision of additional downtown parking, signage, walking and bike paths, and the reduction of traffic congestion.

5) What actions should be taken by the City to create a more balanced economy and sustainable community?

Summary:

Respondents shared numerous ideas regarding how the City could help create a more balanced economy and sustainable community. Ideas included the promotion of buying local and visitation of the downtown, encouraging a diversity of businesses including light industry/manufacturing, providing planning and advertising training to start-up businesses, providing tax advantages, reducing business costs, and promoting the tourism industry and local events.

6) The City would like to encourage the creation of family wage jobs within the community. What types of businesses do you think are most appropriate for the Silverton Industrial Park?

Summary:

The majority of respondents want to promote increased use of the Industrial Park. The most preferred uses include light industry/manufacturing, "green industries" (including solar, electric vehicles, and wind turbines), food and agricultural industries, telephone call centers, and computer and technology-related industries.

Respondent Comments:

- *Manufacturing Industry/Light Industry (12)*
- *Green companies (10)*
- *Renewable Energy Industry (solar, electric vehicles, wind turbines) (9)*
- *Food/Ag Industry (9)*
- *Anything (4)*
- *Telephone call centers (3)*
- *Quikrete should not have been turned away (3)*
- *Computer/Technical Industry (3)*
- *Mobile Home Plant (2)*
- *Construction Supply Industry (2)*
- *Office Supply/Space (2)*
- *Transportation Industry*
- *Health Industry*
- *College extension program*
- *Craft businesses*
- *No Big Box Stores*
- *Wine storage at Redmond location*
- *Bi-Mart (medium size box stores)*

- *Family oriented*
- *Training facilities*
- *Garden Center*
- *Supply depot for Costco*
- *Architecture*
- *Engineering Firms*
- *Business Service Center*
- *City bill pay spot*
- *Copy/Shipping Industry*
- *Accountant*
- *Lawyers*
- *Mortgage Services*
- *Restaurant and Deli*
- *Feedstock production facility*
- *Small Power Plant*
- *Medical Supplies*
- *Equipment Productions and Distribution*
- *Retail*
- *Public Innovation/Invention Center for collaboration and research*
- *Horticulture/Ag Fairgrounds*
- *Locally Owned Department Store*
- *Sporting (paintball, rock climbing, indoor tennis courts, soccer facility)*
- *The City can use its resources to attract businesses to the Industrial Park that are appropriate for the area and won't interfere with the close proximity of neighborhoods and the school. Do the research! Be proactive! In order to get our product to the market we have to be promoting so the City needs to take on this attitude.*
- *Put up signs so people know the Industrial Park exists, that would help the current businesses*
- *Get out of the way city and let things happen*
- *This should be determined by market forces and not the city nor the subdivision residents at Webb Lake.*
- *Ask the City. They have discouraged almost every serious inquiry in the past 20 -30 years.*
- *Develop specialty (niche) markets overlooked by everyone else. Standard American ingenuity; turn a low value waste product into a high value resource.*
- *Just about any kind. It is an industrial park and should be developed to its fullest potential. So long as it complies with local rules and environmental regulations.*
- *Hmmmm. That's a tough one. Silverton cannot be all things to all people. It is effectively an island amongst farm land. There is no getting around the fact that many will have to commute to Salem or elsewhere for their employment. I believe focusing on making Silverton Hospital and the surrounding clinics as high quality as possible would help. I can't help with the industrial park. Seems like it would make sense to encourage businesses that have some local connection-like wine or hops equipment business, or farm related businesses, etc.*
- *I'm not sure why you are specifying the industrial park... Is that the only viable location for a business that would bring family wage jobs to the*

community? Right now there is a big emphasis on "green" jobs, so that may be a thought, and a lot of federal grant dollars are tied to these types of jobs. I think high technology/manufacturing would be a good addition to our community (similar to Garmin). Any change to the industrial park should take into account all of the new

- Homes in the area, and should not distract from the ambiance of the neighborhoods.*
- Any and all. It is the access to the park that the city needs to work on. Workers have to be able to get there, and once inside the park, the park needs to be able to access local business. That is not the case now.*
- See #3. I believe the city is too afraid of becoming too big, thus driving off bigger companies. The most common type of business being brought into Silverton is the small business family type which is not lasting.*
- Retail services are best for Silverton, and I could see Silverton enlarging the downtown area more like Sisters, Oregon. The type of retail stores there seem to be doing well, even in these hard economic times. What makes downtown Sisters work that we aren't doing? And why is the industrial park in the middle of new housing developments? I wouldn't want to live next door to any kind of "factory" or semi-truck noise all day/night!*
- A look into the future of world direction would be the best shot. Technological but tied with booming surrounding resources.*

7) What opportunities and challenges are there to expanding the retail and services sector in Silverton? What goods and services could be produced locally rather than imported, and what could be exported?

Summary:

Challenges listed include reducing the number of services as compared to the number of retail uses in the downtown, rents are generally too high for downtown business owners, the cost of starting a business is too high, and downtown businesses need more than support from tourists to survive. Opportunities include the promotion of a charming downtown, surrounding farms and agricultural products, and the proximity to Silver Falls Park and the Oregon Garden. Cited export products that could be produced locally included natural foods, agricultural products and items, and local craftsman products.

8) Are there certain goods or services that you think are missing in the City of Silverton?

Summary:

Desired goods and services that were the most frequently cited by respondents included a small clothing/department store, shoe/repair shop, book store, art supply and craft store, office supplies, gift store, sporting goods, health food store, and Italian restaurant.

Respondent Comments:

- Clothing/Department stores (12)*
- Small Outlet Stores (JC Penny, Sears, Montgomery Ward)*

- *Shoe/Repair Shop (7)*
- *Book store (5)*
- *Art Supply/Crafts (3)*
- *Office Supplies (3)*
- *Gift Stores (3)*
- *Women gift store*
- *Sporting Goods/Supplies (3)*
- *Stationary (2)*
- *Music Store (2)*
- *Retail (2)*
- *Dry Cleaner (2)*
- *Health Food Store (lifesource) (3)*
- *Italian Restaurant (3)*
- *Japanese Restaurant (2)*
- *Grocery Stores (cheaper options) (2)*
- *Bakery (2)*
- *Indian Restaurant*
- *Good Restaurants*
- *McMenamens*
- *Self-Serve Yogurt*
- *Specialty Food Store*
- *Food co-op*
- *Cooking School*
- *Higher end Restaurants*
- *Sushi*
- *Denny's or Shari's*
- *Quality Food (no more Mexican, Chinese, Thai places)*
- *Chipotle*
- *Taco Time*
- *Bar's with real bartenders*
- *Toys/Games*
- *Appliances*
- *Lumber Retailer*
- *Charter School*
- *No more antique shops*
- *Organized Wine Tours*
- *Photography*
- *Spa/Massage*
- *Fitness Options*
- *Education classes*
- *Medical Care*
- *Mental Health Services*
- *Small electronics (Radio Shack) (2)*
- *Computer/Tech Stores*
- *Dollar Store*
- *Pet Shop*
- *Activities/place for teenagers (2)*
- *Recreational Activities (canoe, kayaking shops for reservoir) (2)*
- *Positive, Healthy activities for kids/families*

- *Kid entertainment*
- *Training events for Children*
- *Children play area downtown*
- *Make Silverton more fun*
- *Stores with normal hours*
- *Reliable/frequent transportation to Salem*
- *More of a hip vibe*
- *Need incentives for business*
- *What is missing primarily is a pro-growth attitude in City Hall. One only has to hear our Mayor to know that he feels he was elected as a NO growth advocate.*

9) Is there anything else you'd like to add?

Summary:

Many respondents expressed gratitude for the opportunity to weigh in on Silverton's economic future. Some additional ideas shared were to take greater advantage of Silver Creek within the downtown, direct City efforts towards turning around the perception that it is unfriendly to business, need to work towards the goal of creating more attractions in the downtown to promote the "coolest small town" image, and revitalize the downtown with streetscape enhancements.

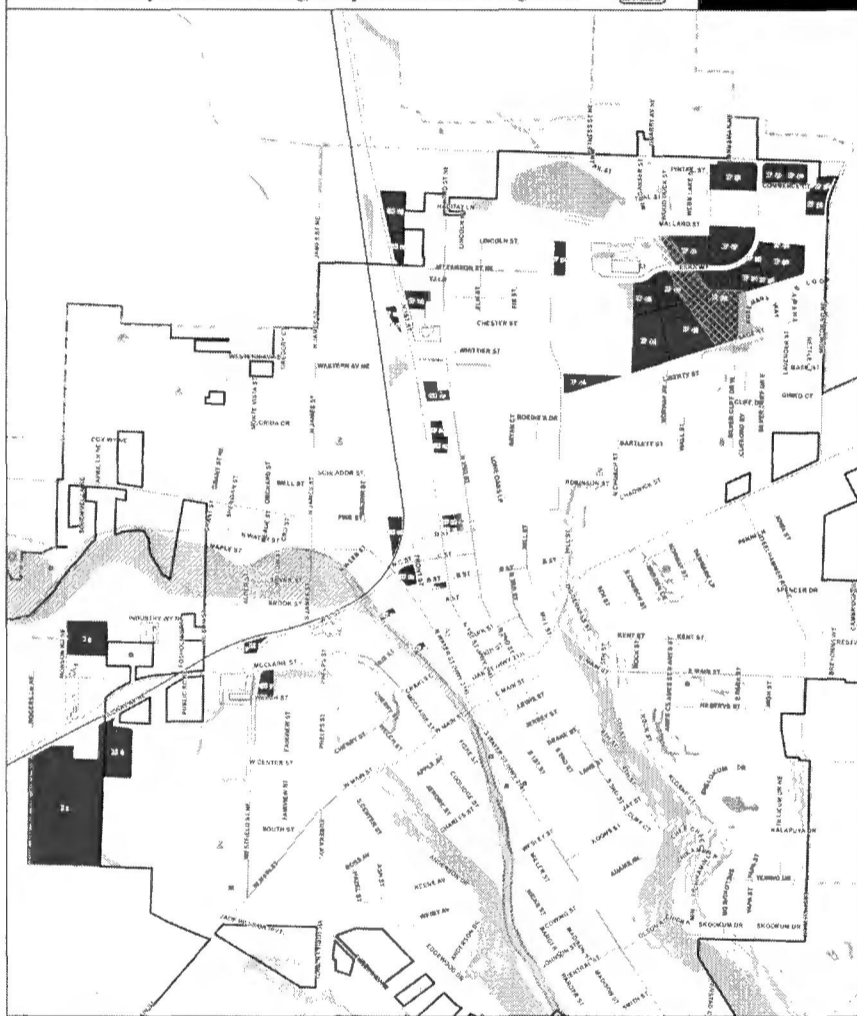
Please refer to city files for a complete record of respondent comments.

Appendix D – Buildable Land Inventory

City of Silverton: Economic Opportunities Analysis
 Parcel Vacancy Status and Zoning/Comprehensive Plan Designation



FIGURE 1



Legend

Vacant Parcels	Urban Growth Boundary	Zoning Classifications IP = Industrial Park LI = Light Industrial I = Industrial (Comp Plan Desig.) GC = General Commercial DCF = Downtown Commercial Fringe
Partially Vacant Parcels*	Silverton City Limits	
Constraints		
Slope > 25%	Civic/Government	
Flood Plain	Schools	
Wetlands	Rail Road	
Conservation Easement		

0 1,000 2,000 Feet

See Table 1 for details

* See Figures 1-A through 1-G for individual analysis for Partially Vacant Parcels

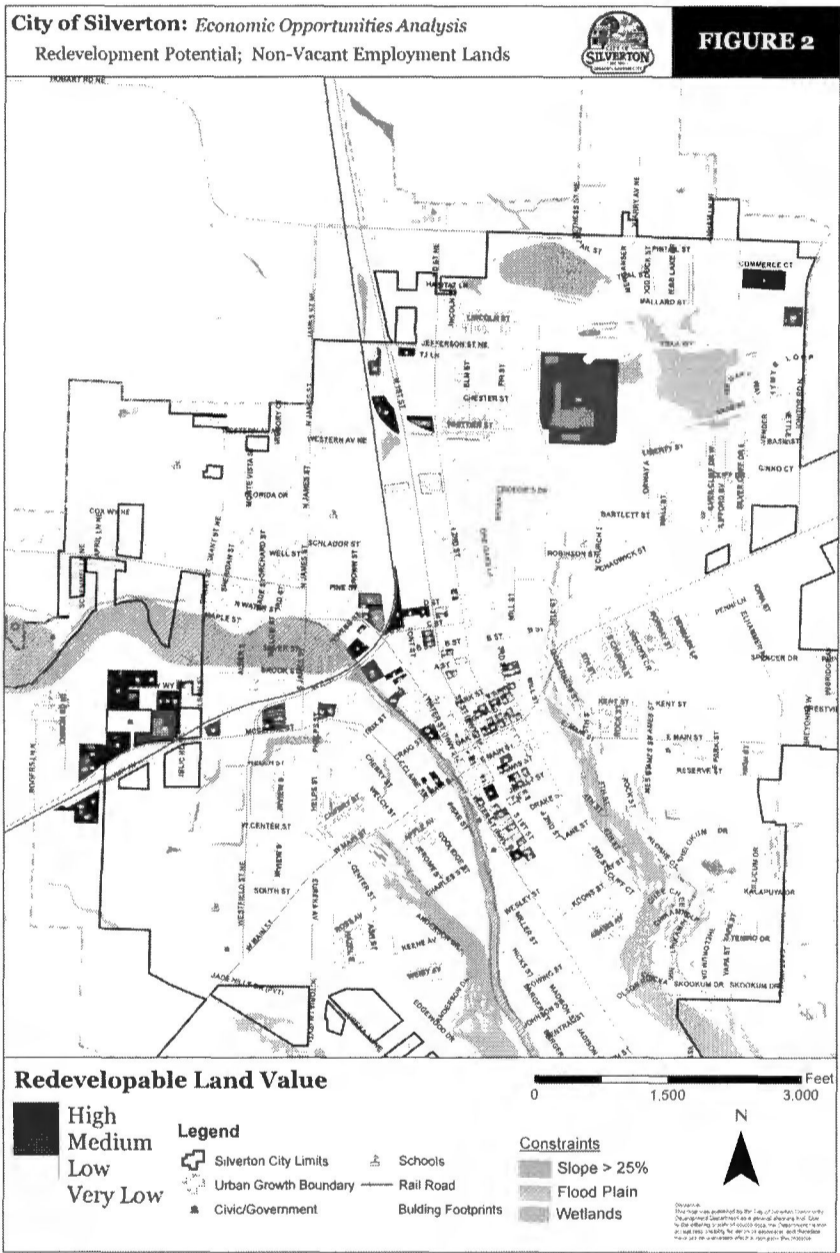


Table D-4
Current Industrial Land Inventory For Marion & Polk Counties September 2010
(available land area in acres)

Property Name	City	Min. Size	Max Size
Silverton Industrial Park	Silverton	5	10
Godsey Road Property	Dallas	5	41.8
Donald Industrial Park	Donald	30.5	30.5
Progress Way	Woodburn	1	1
Blossom Drive Industrial	Salem	14.83	14.8
Salem Equipment	Salem	7.89	7.9
Ridge Road Property	Salem	7.88	8.9
5700 Block Gaffin Road	Salem	2.5	45.7
Salem Renewable Energy & Tech Center	Salem	2.5	50
Mill Creek Corporate Center	Salem	5	140
Mill Creek Corporate Center	Salem	2	146
Shaff Road	Stayton	45.6	45.6
Total		129.5	542

*Sources: SEDCOR & Oregon Prospector;
compiled by FCS GROUP.*

Table D-5
Current Industrial Building Inventory For Marion & Polk Counties September 2010
(available building floor area in square feet)

Property Name	City	Type	Min. Size	Max Size
Redmond Manufacturing	Silverton	Industrial/Office	157,000	157,000
Candlewood	Keizer	Industrial	165,528	165,528
TTM Technology	Dallas	Industrial	127,700	127,700
Nate Levin	Salem	Industrial	35,000	35,000
Cascadia Canyon # 3	Salem	Warehouse	108,000	108,000
Cascadia Canyon	Salem	Warehouse	108,000	108,000
Cascadia Site Map	Salem	Warehouse	108,000	108,000
Eska Way	Silverton	Industrial	67,912	67,912
SENECA Building	Salem	Industrial	100,000	400,000
SENECA Building	Salem	Industrial	100,000	407,100
Vista Avenue SE	Salem	Industrial	3,200	12,792
Vista Avenue SE	Salem	Industrial	2,600	9,296
Hyacinth Property	Salem	Industrial	65,754	30,000
Patrick Industries	Woodburn	Industrial	153,000	153,000
Thelma Lane NE	Salem	Industrial	18,000	48,000
Del Webb Property	Salem	Industrial	40,000	40,000
Salem Equipment Site	Salem	Industrial	343,688	343,688
SMI Commercial	Salem	Warehouse/Office/Industrial	6,000	18,000
Neilsen Building	Salem	Warehouse	15,736	113,763
3723 Fairview Industrial	Salem	Office	30,000	65,000
Cascadia South Building 9	Salem	Industrial	7,500	37,120
Tyco Building	Salem	Industrial	84,000	84,000
Wildwood Properties	Salem	Industrial	13,950	13,950
Ridge Drive	Salem	Commercial/Call Center	15,000	40,500
Albertsons	Salem	Commercial	45,076	45,076
Capitol City Business Center	Salem	Office	5,000	125,000
TransOcean Building	Salem	Industrial	56,253	56,253
Patterson Avenue	Salem	Industrial	1,063	42,106
Cascadia Canyon Building 9	Salem	Industrial	7,500	37,120
Cascadia North Building 9	Salem	Industrial	7,500	37,120
Salmon Run	Salem	Industrial	2,500	61,520
3099 N Pacific Hwy.	Woodburn	Industrial/Warehouse	153,000	153,000
Total			2,153,460	3,250,544

Sources: SEDCOR & Oregon Prospector; compiled by FCS GROUP.

Appendix E – Supplemental Employment Analysis

Table E-1 Marion County Share of Region 3 Employment

Marion County Share of Region 3			Sector weights (based on 2008 job estimates)				
Sector	Marion County Share of R3 Jobs (2008)	Region 3 Jobs in 2008	Natural Resources	Industrial	Retail	Services	Government
Natural Resources	64%	16,300	100%				
Construction	75%	10,800		27%			
Manufacturing	55%	20,500		51%			
Durable Goods		10,900					
Non Durable Goods		9,600					
Wholesale	80%	4,600		11%			
Retail	77%	21,000			58%		
Transport, Warehousing & Utilities	75%	4,500		11%			
Information	81%	1,700				3%	
Financial Services	65%	8,900				15%	
Professional & Business Services	83%	14,300				25%	
Educational Services	39%	5,100				9%	
Healthcare & Social Services	71%	21,300				37%	
Leisure & Hospitality*	74%	15,300			42%		
Other Services	81%	6,400				11%	
Government	75%	46,600					100%
Total All Entities	71%	197,300	100%	100%	100%	100%	100%

Source: Oregon Employment Department, and FCS Group.

**Table E-2
Marion County Share of Region 3 Jobs, 2008**

Sector	Share
Natural Resources	64%
Retail & Commercial Trades	49%
Services	50%
Industrial/Other	46%
Government	75%
Total	71%

Source: Based on the assumptions shown in Table E-1.

Compiled by FCS GROUP using Oregon Employment Department's growth rate assumptions for Region 3.

Table E-3
Marion County Employment Forecast, 2008 to 2031

Sector	Proj. Change: 2008 to 2031	Forecasted Marion County Growth Capture Rate: 2008-2031		
		Capture Rate	Avg. Annual Jobs	Jobs Over Next 20 Years
Natural Resources	1,655	64%	46	925
Retail & Commercial Trades	11,474	49%	243	4,863
Services	24,863	50%	541	10,825
Industrial/Other			-	-
Industrial/Other*	2,134	46%	42	845
Government	7,253	75%	237	4,750
Total	47,380		1,110	22,208

Source: Based on the assumptions shown in Table E-2.
Compiled by FCS GROUP using Oregon Employment Department's growth rate assumptions for Region 3.

Table E-4
Silverton UGB Share of Marion County Employment, Historical and Forecasted

Sector	Historic/Actual Capture Rate		Forecasted Capture Rate:
	2003	2008	High
Natural Resources	0.3%	0.3%	1%
Retail	2%	2%	3%
Leisure & Hospitality	3%	3%	4%
Services, Finance, Professional, Other	2%	2%	4%
Health Care	5%	6%	8%
Education	19%	17%	20%
Industrial	3%	3%	5%
Government	0.2%	0.2%	0.4%
Total	2.3%	2.3%	

Source: Based on the assumptions shown in Table E-3.
Compiled by FCS GROUP using Oregon Employment Department's growth rate assumptions for Region 3.

February 20, 2011

City of Silverton Economic Opportunities Analysis Task 4, Task 5 and Task 6 Deliverables

Introduction

The Silverton Economic Opportunities Analysis (EOA) is intended to serve as a basis for the city of Silverton to formulate a vision for strengthening the local economy. As part of the long-range vision the city shall identify local policies and Community and Economic Development Objectives that take in to account the findings documented in Tasks 1-3 of the EOA, which are documented in separate deliverable.

This memorandum summarizes work completed by the city of Silverton Community Development Department, with assistance from FCS GROUP and Columbia Planning and Design (EOA project consultants) with respect to the following work activities:

- Task 4 Employment Land Needs, includes an identification of long-term and short-term land needs to meet local employment growth forecasts.
- Task 5 Policy Recommendations, includes recommendations for managing Silverton's employment land supply to achieve local Community Economic Development Objectives (CEDOs).
- Task 6 Draft EOA, includes findings that comprise the EOA policies and CEDOs.

These tasks constitute the Silverton EOA, which is to be refined and subject to public hearings and adoption proceedings in Spring 2011, as part of Task 7.

During the course of these work tasks, the city and EOA project consultant team conducted three meetings with the EOA TAC to present draft findings and to refine assumptions for the Silverton EOA. A summary of these TAC meetings is provided in **Appendix A**.

Commercial and Industrial Land Needs Assessment -Task 4

The findings from the employment trends analysis indicated that the city of Silverton could expect to attract positive employment growth over the next 20 years. The job forecast scenarios identified in Task 3 reflect a range in potential employment growth of 605 jobs to 1,086 jobs within the Silverton UGB over the 2010 to 2031 time frame.

As indicated in **Table 1**, this level of potential job growth over the next 20 years is expected to require between 90,000 and 170,000 square feet of redevelopment floor area, which would not deduct from the buildable land supply. Please refer to **Appendix B** for supporting assumptions.

Table 1. Redevelopment Building Floor Area Requirements, Silverton UGB, 2010 to 2031

Building Type	Scenario A	Scenario B	Scenario C
Office/Service	34,000	48,000	48,000
Government/Other	1,000	2,000	2,000
Flex/Business Park	5,000	8,000	17,000
General Industrial	3,000	7,000	35,000
Warehouse	-	-	1,000
Retail	47,000	67,000	67,000
Total SF Floor Area	90,000	132,000	170,000

Source: derived from assumptions shown in Appendix A.

An additional 148,000 to 310,000 square feet of building floor area would need to be constructed on vacant lands to accommodate the forecasted job growth in Silverton over the next 20 years, as indicated in **Table 2**.

Table 2. New Construction Building Floor Area Requirements for Vacant Lands, Silverton UGB, 2010 to 2031

Building Type	Scenario A	Scenario B	Scenario C
Office/Service	51,000	72,000	72,000
Government/Other	2,000	6,000	6,000
Flex/Business Park	19,000	30,000	68,000
General Industrial	5,000	10,000	52,000
Warehouse	1,000	2,000	12,000
Retail	70,000	100,000	100,000
Total SF Floor Area	148,000	220,000	310,000

Source: derived from assumptions shown in Appendix A.

Industrial Land Need and Parcel Requirements

The upper-end of the employment growth and land need scenario assumes 11 acres of net new industrial vacant land demand, which is below the estimated vacant industrial land supply of 84.7 acres. Hence, Silverton can easily accommodate the high industrial job growth scenario without expanding its Urban Growth Boundary.

A preliminary expected forecast of demand by parcel size is also provided in **Table 3**, and assumes that about three medium to large industrial sites can provide an adequate vacant land supply within the Silverton USB over the next 20 years under the high growth scenario. These growth forecasts illustrate the vacant land demand only, and do not reflect the additional employment growth this is expected to occur in existing underutilized building and tax lots not reflected in the vacant land inventory.

Table 3 Reconciliation of Vacant Industrial Land Demand and Supply, Silverton UGB, 2010 to 2031

Land Demand and Supply	Scenario A Low Growth	Scenario B Medium Growth	Scenario C High Growth
Demand (acres)	2	4	11
Supply (acres)	84.7	84.7	84.7
Land Surplus in Acres	83	81	73
Preliminary Parcel Distribution, High Growth Scenario¹	Existing Supply (tax lots)	Forecast of Parcel Demand (tax lots) 1/	Surplus (tax lots)
Less Than 1 acre	3	0	3
1 to 2 acres	11	0	11
2 to 5 acres	8	1	7
5 to 10 acres	1	1	0
10+ acres	2	1	1
Total Parcels or Tax Lots	25	3	22

¹ Tax lot supply expected to meet or exceed demand over next 20 years.

Source: FCS GROUP, based upon findings included in demand and supply analysis.

Commercial Land Need and Parcel Requirements

As indicated in **Table 4**, with a remaining existing vacant commercial land supply of only 7.6 acres, Silverton appears to have a somewhat limited existing vacant commercial land supply to meet the commercial/retail land demand forecasts under the medium and high land need scenarios. The medium/high land need scenarios assumes 10 acres of net new commercial land demand, which would result in a 3 acre deficit of commercially-zoned vacant land supply. The parcel-based analysis indicates an net land need for parcels of 1 to 5 acre in size, but a surplus of smaller parcels less than one acre in size.

Table 4 Reconciliation of Vacant Commercial Land Demand and Supply, Silverton UGB, 2010 to 2031

Land Demand and Supply	Scenario A Low Growth	Scenario B Medium Growth	Scenario C High Growth
Demand	7	10	10
Supply	7.6	7.6	7.6
Land Surplus in Acres	1	(3)	(3)
Preliminary Parcel Distribution, High Growth Scenario	Existing Supply (tax lots)	Forecast of Parcel Demand (tax lots)	Surplus (tax lots)
Less Than 1 acre	7	1	6
1 to 2 acres	0	2	(2)
2 to 5 acres	1	2	(1)
5 to 10 acres	0	0	0
10+ acres	0	0	0
Total Parcels or Tax Lots	8	5	3

Source: FCS GROUP, based upon findings included in demand and supply analysis.

Policy Recommendations – Task 5

Consistent with EOA documentation requirements, the economic trends analysis, stakeholder interviews, community survey input, Technical Advisory Committee input, and the target industry clusters analyses indicate that Silverton should continue to promote policies that retain and attract businesses and economic development.

Draft Silverton Economic and Community Development Objectives

The following narrative describes a draft economic development mission and community economic development objectives needed to support the City of Silverton’s new strategic plan for economic development.

Vision Statement:

In order to enhance local quality of life and community livability to its fullest potential, the City of Silverton will work with local, regional and state economic development entities to create a business-friendly environment that supports: existing and new downtown businesses, compatible commercial and industrial uses, and increases “living wage” job opportunities.¹ The City will accomplish this through policies that promote job creation through strategic economic development marketing and infrastructure.

Community Economic Development Objectives

Goal 1: Actively Increase Economic Vitality of Silverton

Objective 1.1: Increase marketing exposure of shovel-ready development sites, including a mix of site sizes (i.e., 5-acre to 10-acre) to meet business expansion requirements.

Strategies:

- Work with Marion County and Business Oregon to provide web-based links that provide information pertaining to the Silverton Industrial Park. This would include marketing in the *Oregonprospector* website (www.oregonprospector.com).
- Assist property owners with obtaining Oregon Industrial Site Certification for designated areas in the Silverton Industrial Park. Appropriate industry profiles may include: General Manufacturing, Food Processing, High-Tech Manufacturing and Processing, and Call Center/Business Services designations.

Objective 1.2: Recruit businesses that offer “living wages” which are higher than the state-wide average for all private business establishments.¹

Strategies:

- Focus on targeted business clusters for more proactive marketing outreach efforts. The targeted business clusters identified in the Silverton EOA include: health services; food and beverage processing; and

¹ In 2007, living wages were defined as equal or greater to the county’s average wage rate, or at least \$31,793 for Marion County.

professional business services (including creative service consultants, engineers, etc.).

- Market the Silverton Industrial Park to targeted business sectors that provide wages equal to or better than state-wide average.

Objective 1.3: Pursue special investment zone for the Silverton Industrial Park.

Strategies:

- Work with Marion County, SEDCOR, and BusinessOregon officials to designate the Silverton Industrial Park as a “rural strategic investment zone” to provide private investment tax abatement for up to 5 years on taxable capital investment in excess of \$25 million.

Objective 1.4: Evaluate Small Business Incubator Development Potential

Strategies:

- Work with local businesses, local residents, Chemeketa Community College, SEDCOR, and BusinessOregon to conduct a feasibility study for creating and maintaining a virtual small business incubator website targeted to local businesses.
- Explore niche development opportunities regarding commercial kitchen, value-added agriculture, food processing, and beverage processing industries.

Goal 2: Become a Visible Economic Development Leader within the Willamette Valley Region

Objective 2.1: Support local, county, regional, state, and federal land use, environmental, and transportation projects and initiatives that may positively impact or influence business development in Silverton.

Strategies:

- Use available city staff and/or a designated non-profit (e.g., SEDCOR and local Chamber of Commerce) to attend key land use, transportation and economic development forums, meetings and hearings; and/or provide local resolutions of support for specific initiatives.
- Monitor projects and networks to decide which venues are most important to staff/attend.

Objective 2.2: Maintain and improve the working relationship with secondary education establishments, and local training networks.

Strategies:

- Strive to improve outreach and partnership opportunities with other agencies, such as Chemeketa Community College.
- Expand community outreach, including regular communications to ensure the city’s economic development mission, activities and operations are conveyed through press releases, public forums, and one-on-one communications.

Objective 2.3: Establish a “business friendly” relationship with local businesses and residents.

Strategies:

- Continue to provide a local process for reviewing and approving development applications within 45 days or less;
- Remain active participant in local Chamber of Commerce;
- Strive to retain and attract new businesses. Recognize new business formations, investment and “family wage” employers.

Goal 3: Facilitate Economic Development within the Downtown Area

Objective 3.1: Facilitate Downtown Reinvestment and Vitalization

Strategies:

- Promote public and private reinvestment in the downtown in accordance with Silverton Downtown Plan.
- Implement zoning amendments that allow more flexible mixed-use development types that are compatible with adjacent commercial and housing areas.

Goal 4: Facilitate Development within the Silverton Industrial Park and other Emerging Commercial and Industrial Areas

Objective 4.1: Facilitate Job Creation in the Silverton Industrial Park

Strategies:

- Revisit marketing strategy and land use code for the Silverton Industrial Park.
- Continue to implement clear and objective design standards, including identification of key design elements, and permitted and conditional uses allowed.
- Include energy efficient design standards that are obtainable and include controls on night sky light pollution.
- Include aesthetically pleasing low-maintenance landscaping buffers, signage, and site amenities.
- Ensure that new sources of operating revenues are established to cover appropriate O&M expenses.

Objective 4.2: Work with Marion County and local residents and businesses to solidify a vision and preliminary design plan for the West-Side Area of Silverton

Strategies:

- Conduct planning sessions, public workshops, and/or joint meetings with the City of Silverton Planning Commission and City Council to identify appropriate building scale and use orientation as a basis for a vision and preliminary design guidelines.
- Reach out to potential tenants to fully understand any potential interest in locating business operations into the West-Side Area and other emerging

commercial and industrial areas of Silverton, and what types of buildings and site layouts, amenities, and infrastructure are desired.

Objective 4.3: Work with Marion County, ODOT and potential site tenants to obtain full funding commitments for the on and off-site infrastructure in West-Side Area.

Strategies:

- Identify local, state, and federal grant and loan funding programs, and designated amounts of local funding match from designated city and county resources.
- Identify prospective tenants that may consider locating into the West-Side Area. Obtain letters of intent from tenant prospects.
- Work with county to apply jointly for regional, state and federal grant and loan programs to leverage designated local funding amounts.
- Update the city and county capital facilities plans to reflect the capital cost outlays and funding resources to be dedicated to the project.
- Ensure that adequate funding reserves are designated by city and county to ensure project completion within desired time frame.

Goal 4: Establish Silverton as a Unique Destination for Day-Trip and Overnight Tourism

Objective 4.1: Prepare and Implement a Tourism & Visitation Marketing Action Plan

- Prepare a 5-year Tourism & Visitation Marketing Action Plan that identifies local and state marketing roles, investment priorities, and funding resources.
- Work closely with local businesses and Chamber of Commerce to prepare new website that describes unique local attractions, events, shopping, and recreational activities that are available year round in the Silverton area.
- Work towards long-term development of creek-side area trails and access points to enhance local recreation and visitation in downtown and emerging West-Side area. Amend Silverton Parks and Recreation Plan, as appropriate.

Objective 4.2: Support agricultural and environmental tourism efforts within Silverton, as appropriate.

Strategies:

- Continue to work with the Oregon Garden Resort, Silverfalls State Park and local private enterprises to expand local use of these resources to provide off-peak visitation and related business spending impacts and to improve the quality of life for local residents and employees.
- Involve local farms, wineries, farmer's market and resort, lodging and tourism business representatives in the marketing of Silverton.

Goal 5: Monitor Performance and Periodically Adjust Goals and Objectives

Objective 5.1: Monitor the overall completion and cost and benefits attributed to these aforementioned economic goals and objectives.

Strategies:

- Prepare annual review of local success in achieving each of the aforementioned goals and objectives. Indicate whether the goal has been initiated, level of staff resources and budget expended, percent completion, and anticipated completion date.
- Identify direct investments leveraged by city resources, including amounts of public and private investment leveraged, direct jobs retained or created, and other measures of public benefit.
- Revise economic development mission, goals, and objectives annually, as appropriate to reflect ongoing success, and fiscal issues, constraints, and new opportunities.

Draft Development Code Amendments

OAR 660-009-0020 stipulates requirements for industrial and other economic development policies. In addition to the local policies and CEDOs described above, it is recommended that the city of Silverton also adopt policies that focus on the following measures:

- A. Community Economic Development Objectives
- B. Commitment to Provide a Short-Term Land Supply
- C. Commitment to Provide Adequate Sites and Facilities
- D. Policies that Provide for Prime Industrial Land Development on Large Lots
 - a. Assist property owner with Oregon Industrial Site Certification Process
- E. Policies that Promote Targeted Redevelopment in the Downtown and West Side area
- F. Policies that Work with ODOT and Marion County on funding infrastructure improvements
- G. Policies that Provide Proactive Economic Development Marketing and Incentives Directed Towards Strategic Clusters

There are also a number of local development code amendments that are provided for consideration by the Silverton City Council that are consistent with the CEDOs. A list of draft development code amendments are provided in **Appendix C**.

Appendix A

TAC Meeting #1

AGENDA

**SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT
TECHNICAL ADVISORY COMMITTEE
Silverton Community Center - 421 S Water St
January 18, 2011 – 8:00 AM to 10:00 AM**

I. ROLL CALL - TECHNICAL ADVISORY COMMITTEE MEMBERS

Steve Kay, Community Dev. Director	Todd Chase, FCS Group
Scott Keiller, Columbia Planning/Design	John Cramer, City Engineer
Jason Gottgetreu, City Associate Planner	Nick Harville, SEDCOR
Stacy Palmer, Chamber of Commerce	Diane McLaran, Chemeketa C. C.
Stacy Posegate, Planning Commission	Bill Cummins, City Councilor
Kristine Diacetis, Oregon Garden Resort	Ken Hector, Silverton Hospital
Pamela Atree, Clothes Garden	Terry Buford, Bruce Pac
Kate Van Ummersen, Farmer's Market	

II. MINUTES

Minutes from the December 14, 2010 Meeting

III. AGENDA ITEMS

Welcome and Introductions

- Introductions
- Meeting Purpose and Overview

Project Update

- Prior TAC Meeting Input
- Work Schedule
- Next Meeting

Interim Findings

- Preliminary EOA Findings
- Community Vision and Economic Development Objectives Update
- Land Use Code Amendment Options

Group Discussion

- Local Policy and Code Amendment Options

Summary and Next Steps

IV. ADJOURN

CITY OF SILVERTON
SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT
TECHNICAL ADVISORY COMMITTEE MINUTES
Drafted for approval; subject to change and/or correction

SILVERTON EOA TECHNICAL ADVISORY COMMITTEE 8:00 A.M. November 16, 2010

I. ROLL CALL:

Steve Kay, Community Development Director	Jason Gottgetreu, Associate Planner
John Cramer, Public Works Director	Stacy Palmer, Chamber of Commerce
Pamela Atree, Clothes Garden	Kristine Bradbury, Oregon Garden Resort
Nick Harville, SEDCOR	Kate Van Ummersen, Farmer's Market
Bill Cummins, City Councilor	Ken Hector, Silverton Hospital
Terry Buford, Bruce Pac	Stacy Postegate, Planning Commissioner
Todd Chase, FCS Group	Scott Keiller, Columbia Planning/Design

Excused: Sheryl Roberts, Chemeketa Community College President

II. MINUTES

No minutes were approved.

III. AGENDA ITEMS

Welcome and Introductions

Steve welcomed all the Committee members and introduced himself, then asked for all the committee members to introduce themselves.

Project Background, Overview and Update

He explained the purpose of this project is to improve economic development in the community and he provided the committee background on how this project got started. Steve started as Community Development Director two years ago and familiarized himself with the cities current comprehensive plan. He found that the comprehensive plan is outdated that most of the information has not been updated since the 1970s. Steve said that he approached the Oregon Development of State Land and Conservation Development (DLCD) and discussed the possibility of updating the comprehensive plan and receiving funding for the project. As a result the City received a DLCD Technical Assistance Grant to help update the Economic Development portion of the comprehensive plan.

Steve explained that this process will include a lot of community outreach. There was an EOA online survey posted on the city's website that received about 60 responses and both the Appeal and OurTown were contacted to help promote the survey in order to gain citizen input. The consultant also held interviews with economic development stakeholders within the community. There will also be a future community meeting to allow citizens to ask questions and give input regarding the Economic Opportunity Analysis. When a final draft is complete it will be presented to the Planning Commission at a public hearing. The Planning Commission will make a recommendation to the City Council who will also hold a public hearing to adopt this amendment to the City's Comprehensive Plan.

Steve explained the scope of work for the EOA Project so the committee can understand what the consultant will be working on. This scope of work was determined by DLCD in accordance with the grant agreement requirements.

Task 1: Evaluate Citizen Concerns and the Existing Economic Conditions

Task 2: Updating Employment Land Inventory

Task 3: Evaluate Trend, Forecasting, Opportunities, Constraints specific to Silverton

Task 4: Identifying Commercial and Industrial Employment Land Needs over the next 20 years

Task 5: Policy Recommendations

Task 6: Prepare Draft EOA

Task 7: Public Hearing and Adoption Process

Background and Existing Conditions

Todd explained that this is a planning process to meet state standards of Goal 9 which focuses on the economy and associated jobs. It is required for cities to conduct an analysis and forecast for a 20 year period. He explained that the City will also be working on an Industrial Park Feasibility study that will start early next year which will be based off some of the findings in this EOA. Also, he explained that the city is working on a Water Master Plan and Stormwater Master Plan which can run parallel with this work. Todd summarized the input that was received on the community survey during last summer:

- Recommended local approach toward economic development, job creation, marketing, business recruitment, and business retention
- Citizens generally support policies aimed at maintaining environmental quality, creating a "business friendly" atmosphere, and providing financial incentives
- Interest in development of a business park with flex space

- Citizens generally do not favor heavy industrial areas or additional neighborhood commercial centers

Todd also explained the purpose and objectives of the EOA will be to:

- Comply with OAR 660 Division 9 requirements
- Consider global, national, state and regional trends
- Consider site characteristics, industrial and commercial business location factors and local target clusters, what type of business the community would like to attract while also looking at the 2006 EOA and its recommendations
- Update a buildable land inventory for Silverton's UGB
- Determine short-term and long-term land supply adequacy
- Adopt economic development policies and strategies regarding zoning, land use and adequate public facilities
- Promoting economic development and specifically define what that is

Todd explained to the committee what the schedule will be for the EOA:

December: Complete Draft EOA

January: Community Workshop

February-April: Complete Policy Recommendations and Adoption

Todd explained the City's existing economic policies are out of date, therefore it is time to rethink and create economic development goals, objectives, and policies. He explained that the community should think about what they would like to see happen with Silverton's economy over the next five years. He explained that other cities have focused on family wage businesses, small and large businesses, specific types of clusters, non-financial incentives such as streamlining permitting and marketing efforts, financial incentives, and land use zoning and development standards. He discussed how the buildable land inventory will be identified. This will be done by using GIS mapping to identify vacant and partially vacant properties over a half acre in size, deduct out constraints such as floodplains, wetlands and steep slopes. The land supply will be identified for all employment zones including downtown commercial district, light industrial, and the industrial park. He discussed the existing buildable land inventory which includes 92 acres of buildable lands consisting of 33 tax lots, and 6.6 acres of partially vacant lots.

Stacy Palmer asked about why the Champion site is not included in that inventory. Todd explained that it will be included in the redevelopment land supply inventory. He showed a map of the areas in the City with redevelopment potential.

Scott reviewed the results of the seven stakeholder interviews:

Silverton Market Advantages:

- Small town charm
- Historic downtown (unique)
- Hospital and Schools
- Tourism (Oregon Garden, downtown)

- Proximity to Salem and Portland areas
- Lack of local traffic congestion
- Quality of life
- Underutilized industrial land areas
- Lots of small businesses and self-employed professionals
- Eugene Field redevelopment potential

Silverton Market Challenges:

- Downtown stores and Industrial Park vacancies
- Lack of family wage jobs
- Infrequent transit connections to nearby cities
- Need for additional retail opportunities locally (shoes, womens clothing and apparel, etc.)
- Maintaining unique and historic character of the downtown
- Supporting a “business-friendly” environment

Ideas for Economic Development:

- Continued focus on the downtown
- West side redevelopment plan (industrial park location)
- Allow mix of clean and green light industrial businesses
- Provide appropriate barriers around industrial park to buffer surrounding neighborhoods
- Improve transit service to surrounding cities (Salem, Woodburn, etc.)
- Redevelopment of Eugene Field site
- Tourism (Oregon Garden, River Walks, etc)
- Accommodate health care expansion
- Promoting and expanding the Saturday market and stores
- Providing small business incubators with Chemeketa Community College

Group Discussion

Stacey Posegate talked to Todd about technological issues (i.e., internet connections) that discourage telecommuters or small businesses to do their work from home. Todd explained that is something that is something that could be concentrated on to make sure internet connectivity is provided throughout the city and not just in the industrial park. Stacy Palmer added that Silverton is a dead zone for many cell phone carriers.

Stacey Palmer asked Todd how many property owners were included in his stakeholder interview list. Todd explained that general citizen input will come from the online survey, and that he concentrated on those who represented the business portion of the city.

The committee discussed the possibility for the City to buy a few commercial or industrial properties to make them more available for the market. Staff explained that there would really need to be a public need in order to make that acquisition or exercise eminent domain.

Stacy Palmer expressed that one of the challenges that new business owners face in the downtown is the development code for historic buildings and current building codes which adds additional expenses to start up their business in town. Todd explained that there may be some grant opportunities for new business owners that they will research this more during the project.

Bill expressed concern about the current water and sewer rates having an impact on business expenses. He also is concerned with adequate buffers for the industrial park for traffic, noise, lighting, etc.

Stacy Palmer expressed issues with current wayfinding signage for farming trucks to be directed around the town and that this is currently being looked at by the Downtown Signage Committee.

The Committee discussed the use of the existing rail spur right-of-way to the Industrial Park and the need and expenses to reactivate it. The group discussed how the Industrial Park could be made more viable with the rebuilding of the rail line.

Stacy Posegate explained that there could be some limitations to the type of businesses we can have in Silverton based off the current resources available to the business and its employees.

Kate described last summer's Saturday Market. That there were 34 vendors and several of those have been with the Saturday market for the last ten years that it has existed in Silverton. She explained that a lot of the vendors have booths in other markets as well. She feels that the size of the Saturday market is adequate based on current community participation and they are not looking to expand the season at this time.

Ken explained that Silverton Hospital continues to grow, but there is a limitation based on the geographic location of the facility. He expressed a potential need to expand the facility and/or move part of it in the future.

Kristine discussed the possibility that the Oregon Garden Resort will expand its number of rooms in the next five years. She explained that there are limited resources for the visitors at the resort and it is reliant for shopping and dining in Silverton's downtown.

Pam would like to make the downtown attractive and expressed concerns that her customers have about the parking meters. She also has a concern with smokers in front of the downtown buildings.

Next Steps

Todd expressed how well the meeting generated ideas and encouraged the committee members to let them know of any other stakeholders that they should talk to. He also indicated that if the committee members have any questions or other suggestions, they should email those to Steve and he will forward them to Todd and Scott.

The next meeting will be held on December 14th to go over the results of the online survey and other analysis by the consultant.

IV. REPORTS AND COMMUNICATIONS

There were no other reports and communications during this meeting.

V. ADJOURNMENT

The meeting was adjourned at 9:45 AM.

Respectfully submitted,

Sheena Lucht-Planning Assistant

TAC Meeting #2

AGENDA

**SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT
TECHNICAL ADVISORY COMMITTEE
Silverton Community Center - 421 S Water St
December 14, 2010 – 8:00 AM to 10:00 AM**

I. ROLL CALL - TECHNICAL ADVISORY COMMITTEE MEMBERS

Steve Kay, Community Dev. Director	Todd Chase, FCS Group
Scott Keiller, Columbia Planning/Design	John Cramer, City Engineer
Jason Gottgetreu, City Associate Planner	Nick Harville, SEDCOR
Stacy Palmer, Chamber of Commerce	Sheryl Roberts, CCC President
Stacy Posegate, Planning Commission	Bill Cummins, City Councilor
Kristine Bradbury, Oregon Garden Resort	Ken Hector, Silverton Hospital
Pamela Altree, Clothes Garden	Terry Buford, Bruce Pac
Kate Van Ummersen, Farmer's Market	

II. MINUTES

Minutes from the November 16, 2010 Meeting

III. AGENDA ITEMS

Welcome and Introductions

- Introductions
- Meeting Purpose and Overview

Project Update

- Prior TAC Meeting Input
- Work Schedule
- Next Meeting

Interim Findings

- On-line Survey Results
- Draft Trends Analysis
- Draft Clusters Analysis
- Preliminary Land Needs

Group Discussion

- EOA Analysis Input

Summary and Next Steps

IV. ADJOURN

CITY OF SILVERTON
SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT
TECHNICAL ADVISORY COMMITTEE MINUTES
Drafted for approval; subject to change and/or correction

SILVERTON EOA TECHNICAL ADVISORY COMMITTEE 8:00 A.M. December 14, 2010

I. ROLL CALL:

Steve Kay, Community Development Director	Jason Gottgetreu, Associate Planner
John Cramer, Public Works Director	Stacy Palmer, Chamber of Commerce
Christine Diacetis, Oregon Garden Resort	Diane McLaran, Chemeketa Comm. College
Nick Harville, SEDCOR	Courtney Basile, Farmer's Market
Bill Cummins, City Councilor	Ken Hector, Silverton Hospital
Terry Buford, Bruce Pac	Stacy Postegate, Planning Commissioner
Todd Chase, FCS Group	

Absent: Pamela Altree, Clothes Garden
Scott Keiller, Columbia Planning/Design

II. MINUTES

November 16, 2010 minutes were approved.

III. AGENDA ITEMS

Todd Chase began the meeting at 8:04 a.m. He started with a brief overview of the previous meeting that went over the supply side and goals of the project. He noted that today will be focused on the demand side taking into account the long term look at future demand and how it relates to possible jobs. This focus is to comply with a Goal 9 update. He then turned the floor over to Steve Kay.

Steve Kay asked if there were any objections or corrections to the November 16, 2010 minutes. There were none and the minutes were adopted. Steve then began his summary of the on-line survey that was conducted. The survey was advertised in the Appeal and in Our Town and received 61 responses. The survey consisted of nine questions. He noted that the complete document containing all of the responses would be sent to committee members after the meeting and is part of the public record. The questions and summary are as follows:

- 1) What is Silverton's primary market advantage within the state and region with regard to attracting jobs? What do you feel are Silverton's greatest assets for retaining and attracting businesses?

Summary:

Those who took the survey cited Silverton's high quality of life, great schools and hospital, small town charm and friendliness, livability, safety, and historical downtown as market advantages when attracting jobs. Silver Creek and the close proximity to Portland, Salem, Eugene, Keizer, Corvallis, Woodburn, I-5, Silver Falls, Oregon Garden, and mountains and beaches were also

identified as assets for retaining and attracting businesses.

- 2) From the following list, please identify Silverton's primary strengths as a place to do business (mark excellent, good, or poor)

Summary:

The following table displays the survey results regarding the primary strengths for doing business in Silverton.

	Excellent	Good	Poor	NA
Access to local markets and customers	21.7%	66.7%	11.7% (7)	0.0%
Available, skilled workforce	20.0%	55.0%	18.3%	6.7%
Business climate (cost of running a business)	5.1% (3)	55.9%	33.9%	5.1%
Interaction with same related industries	7.5% (4)	45.3%	37.7%	9.4%
Proximity to I-9 other transportation facilities	18.3%	33.3%	28.3%	0.0%
Adequate public infrastructure and utilities	15.6%	57.6%	27.1%	1.7%
Quality of life	78.3%	20.0%	1.7%	0.0%

- 3) The City is interested in encouraging business and pedestrian activity in the downtown, and increasing access to jobs within the community. Do you agree with these priorities? Why or why not? Are there other economic development goals that the City should focus on?

Summary:

Most of the respondents strongly agreed with the City's focus on downtown and jobs. Respondents provided a wide variety of suggestions regarding how the City should encourage activity in the downtown. Respondents indicated that they would like the City to make the downtown more pedestrian-friendly, address parking issues, improve signage, reduce traffic congestion, and provide more connectivity to the downtown area. Many of the respondents also would like the City to encourage locals to shop more in the downtown and encourage the establishment of businesses in the downtown that provide family-wage jobs.

- 4) What types of land and/or economic development actions or incentives are most needed in the City to nurture job growth and private investment?

Summary:

There was strong support for the City to be involved with attracting new businesses and only a few respondents wanted to leave economic development solely in the hands of the free market. Incentive ideas included tax breaks, lower licensing fees, providing grants to businesses, marketing commercial and industrial properties, and lowering property costs and building rents. There was

also strong support for making investments in the basic infrastructure of Silverton including streets, sidewalks, beautification projects, provision of additional downtown parking, signage, walking and bike paths, and taking measures to reduce traffic congestion.

- 5) What actions should be taken by the City to create a more balanced economy and sustainable community?

Summary:

Respondents shared numerous ideas regarding how the City could help create a more balanced economy and sustainable community. Ideas included the promotion of buying local and more visitation of the downtown, encouraging a diversity of businesses in the community including light industry/manufacturing, providing planning and advertising training to start-up businesses, providing tax advantages, reducing business costs, and taking a stronger role in promoting tourism and local events.

- 6) The City would like to encourage the creation of family wage jobs within the community. What types of businesses do you think are most appropriate for the Silverton Industrial Park?

Summary:

The majority of respondents want to promote increased use of the Industrial Park. The most preferred uses include light industry/manufacturing, "green industries" (including solar, electric vehicles, and wind turbines), food and agricultural industries, telephone call centers, and computer and technology-related industries.

- 7) What opportunities and challenges are there to expanding the retail and services sector in Silverton? What goods and services could be produced locally rather than imported, and what could be exported?

Summary:

Challenges listed include reducing the number of services as compared to the number of retail uses in the downtown, respondents indicated that rents are generally too high for downtown business owners, the cost of starting a business is too high, and downtown businesses need more than just the support from tourists to survive. Opportunities include a charming downtown, surrounding farms and need for agricultural product processing, and the proximity to Silver Falls Park and the Oregon Garden. Cited exports included local agricultural products and local craftsman products.

- 8) Are there certain goods or services that you think are missing in the City of Silverton?

Summary:

Desired goods and services that were the most frequently cited by respondents included a small clothing/department store, shoe/repair shop, book store, art supply and craft store, office supplies, gift store, sporting goods, health food store, and Italian restaurant.

- 9) Is there anything else you'd like to add?

Summary:

Many respondents expressed gratitude for the opportunity to weigh in on Silverton's economic

future. Additional ideas included the need to take greater advantage of Silver Creek within the downtown area, the need to direct City efforts towards turning around the perception that it is unfriendly to business, the need to work towards the goal of creating more attractions in the downtown to promote the "coolest small town" image, and the need to help revitalize the downtown with a streetscape enhancements project.

Todd Chase then presented the following PowerPoint presentation:

**City of Silverton
Economic Opportunities Analysis:
preliminary findings**

Technical Advisory Committee
Meeting
December 14, 2010

Regional Trends

- Portland Region expected to add 1 million more people in seven-county Portland Region by 2035
- Metra forecasted growth includes up to 560,000 new households & 670,000 new jobs in seven-county Region by 2035, plus growth in Salem MSA
- General lack of "shovel ready" vacant employment land in Portland Region and high prices may result in "split over" growth in Salem MSA.
- Mid-Wilamette Valley regional economy is diversifying: value-added agriculture, green energy, high tech, creative services, tourism, etc.

Presentation Contents

- Trends
- Silverton Land Needs
- Silverton Buildable Land Supply
- Policy Discussion and Next Steps

Local Trends

- Silverton Hospital campus expansion
- Oregon Garden Resort & Spa
- New Commercial Businesses
- Salem Renewable Energy & Tech Center
- West-End Gateway Plan
- Industrial Park Master Plan

Silverton added 1,600 people and 200 jobs since 2003

Polk County's economic growth is slower than other counties

Marion County spending for \$350M in 2010 up 47% since 2008 but off 13% since recession

www.cityofsilverton.com

Mega Trends

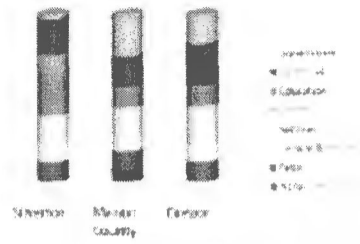
- U.S. economy shifting from negative to spotty growth
- U.S. still #1 in GDP, 3rd highest pop in world & growing more rapidly than all but 6 other countries
- Under-employment, falling real income, rising foreclosures, declining homeownership, restrictive construction financing = slower growth in future
- Aging baby boomers & emerging GenY segments
- Tourism still growing Mid-Wilamette Valley Region
- Cities must now be more strategic

Existing Employment Levels, 2008

Industry	Marion County	Polk County	Salem
Total	142,000	142,000	142,000
Government	15,000	15,000	15,000
Healthcare	12,000	12,000	12,000
Education	10,000	10,000	10,000
Professional & Business Services	18,000	18,000	18,000
Finance	8,000	8,000	8,000
Information, Media, Arts & Entertainment	5,000	5,000	5,000
Manufacturing	25,000	25,000	25,000
Wholesale & Retail Trade	20,000	20,000	20,000
Food & Beverage	15,000	15,000	15,000
Construction	10,000	10,000	10,000
Transportation & Warehousing	8,000	8,000	8,000
Accommodation & Food Services	12,000	12,000	12,000
Arts, Entertainment, Recreation	5,000	5,000	5,000
Other Services	10,000	10,000	10,000
Utilities	5,000	5,000	5,000
Healthcare & Social Assistance	10,000	10,000	10,000
Other	5,000	5,000	5,000
Total	142,000	142,000	142,000

Sector includes some government workers
Source: Oregon Employment Department annual average "covered workers"

Existing Employment Levels, 2008



Source: Oregon Employment Department data, and figures rounded to nearest comparable number. *Numbers include some government workers.

Silverton UGB Job Growth Trends 2003 to 2010

Sector	2003	2009	2009/2003	Change
Manufacturing and Mining	28	27	26	-2
Construction	78	102	145	67
Accommodation	106	107	102	-4
Retail Trade	108	106	101	-7
Other Services	111	108	103	-8
Professional	24	28	26	2
Health	181	171	161	-20
Education & Health Services & Public	26	28	32	6
Government	14	14	14	0
Transportation	18	14	14	-4
Arts & Entertainment	10	10	9	-1
Finance	111	111	111	0
Public Admin	108	102	108	0
Arts & Recreation	108	108	102	-6
Other Services	111	111	108	-3
Government	14	14	14	0
Total	1012	1127	1120	88

Source: Oregon Employment Department monthly employment survey by industry establishment location.

Avg. Annual Wage by Sector, Silverton UGB 2008



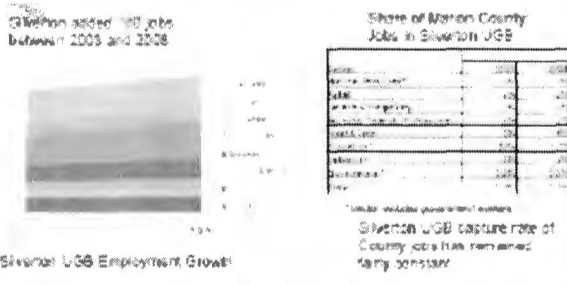
Source: Oregon Employment Department monthly employment survey by industry establishment location.

Top Private Employers in Silverton, 2008

Employer	Employees	Industry	Employees
Walmart	1,000	Retail Trade	1,000
Home Depot	1,000	Retail Trade	1,000
Wal-Mart Supercenter	1,000	Retail Trade	1,000
Home Depot	1,000	Retail Trade	1,000
Walmart	1,000	Retail Trade	1,000
Home Depot	1,000	Retail Trade	1,000
Walmart	1,000	Retail Trade	1,000
Home Depot	1,000	Retail Trade	1,000
Walmart	1,000	Retail Trade	1,000
Home Depot	1,000	Retail Trade	1,000

Source: Oregon Employment Department monthly employment survey by industry establishment location.

Silverton UGB Job Growth Trends 2003 to 2008 History



Source: Oregon Employment Department monthly employment survey by industry establishment location.

Business Establishment Formation Trends (2003 to 2008 history)

Silverton UGB had about 500 total establishments in 2008 (down from 543 in 2003) and 507 in 2008.

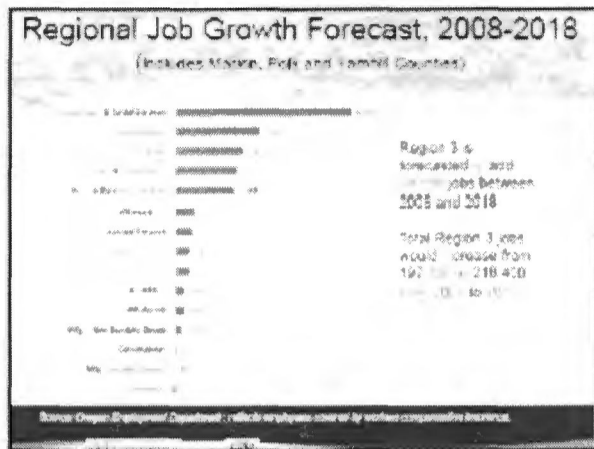
Silverton added 292 establishments between 2003-2008.

About 92% of establishments in UGB have less than 10 workers.

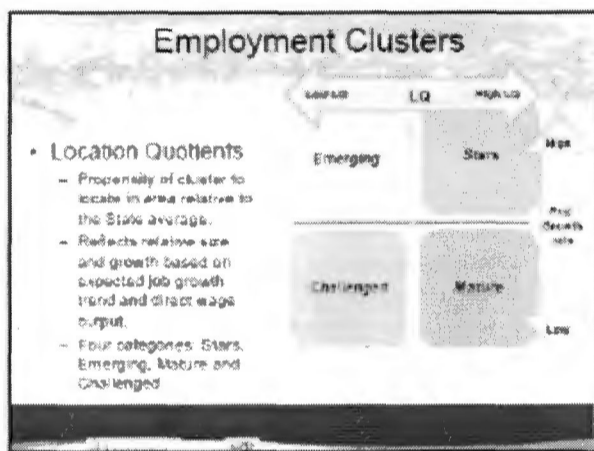
About 40% of Silverton's establishments are large (100+ employees).

Year	Establishments
2003	~543
2004	~530
2005	~515
2006	~500
2007	~485
2008	~507

Source: Oregon Employment Department monthly employment survey by industry establishment location.



- ### Preliminary Recommended Clusters for Silverton
- Health Care
 - Food & Beverage Processing (that uses wine, organic supplements)
 - Creative Services (computer software, electronic publishing, etc.)
 - Professional Business Consulting
 - Advanced Education/Training
 - Tourism

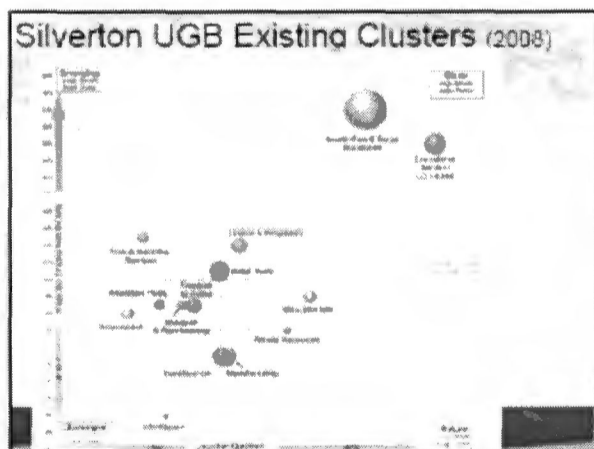


Silverton 20-Year Job Forecast

preliminary draft for discussion only

- Silverton UGB Employment Growth Scenarios:
 - Scenario A: Baseline, Applies OED Annual Average Growth Rates (AAGR) forecast.
 - Scenario B: Upper end of UGB Capture of County Growth (using OED AAGR).
 - Scenario C: Mid-Range, with partial UGB capture.

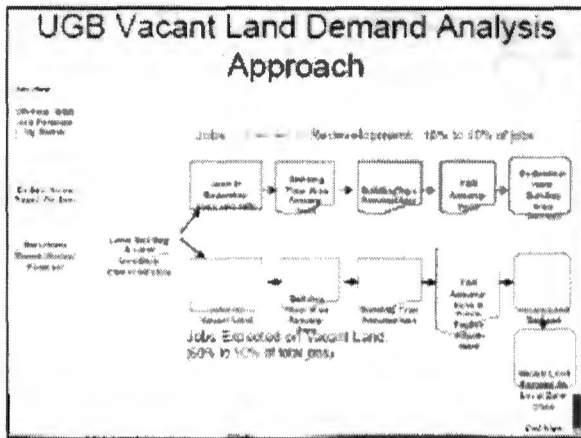
OED 2008-2018 forecast provides a 20-year forecast for the region. The forecast is based on the OED 2008-2018 forecast. The forecast is based on the OED 2008-2018 forecast. The forecast is based on the OED 2008-2018 forecast.



Silverton 20-Year Job Forecasts

preliminary draft for discussion only

Sector	Silverton 2008-2018 Job Growth Scenarios			
	A (Baseline)	B (Upper end)	C (Mid-Range)	D (Lower end)
Health Care	10,000	15,000	12,000	8,000
Food & Beverage Processing	5,000	10,000	7,000	4,000
Creative Services	3,000	6,000	4,000	2,000
Professional Business Consulting	2,000	4,000	3,000	1,500
Advanced Education/Training	1,000	2,000	1,500	800
Total	21,000	47,000	37,000	23,500



Silverton UGB Demand Assumptions

Draft Assumptions to Allocate Building Types to Local Land Use Classifications

Building Types

Building Type	2014	2015	2016	2017	2018	2019
Commercial	27%	27%	27%	27%	27%	27%
Industrial	23%	23%	23%	23%	23%	23%
Office/Other	2%	2%	2%	2%	2%	2%
Public/Other	1%	1%	1%	1%	1%	1%
Total	100%	100%	100%	100%	100%	100%

Silverton Land Needs Assumptions

Draft Assumptions to Allocate Jobs to Building Types

Building Types

Building Type	2014	2015	2016	2017	2018	2019
Commercial	27%	27%	27%	27%	27%	27%
Industrial	23%	23%	23%	23%	23%	23%
Office/Other	2%	2%	2%	2%	2%	2%
Public/Other	1%	1%	1%	1%	1%	1%
Total	100%	100%	100%	100%	100%	100%

Prelim. Draft Silverton UGB Redevelopment Demand Findings

Draft Assumptions result in 80,000 to 110,000 SF of building floor area redevelopment over next 20 years

Building Types

Building Type	2014	2015	2016	2017	2018	2019
Commercial	27%	27%	27%	27%	27%	27%
Industrial	23%	23%	23%	23%	23%	23%
Office/Other	2%	2%	2%	2%	2%	2%
Public/Other	1%	1%	1%	1%	1%	1%
Total	100%	100%	100%	100%	100%	100%

Silverton UGB Demand Assumptions

Draft Assumptions to Allocate Jobs by Building Type to Vacant Land

Building Types

Building Type	2014	2015	2016	2017	2018	2019
Commercial	27%	27%	27%	27%	27%	27%
Industrial	23%	23%	23%	23%	23%	23%
Office/Other	2%	2%	2%	2%	2%	2%
Public/Other	1%	1%	1%	1%	1%	1%
Total	100%	100%	100%	100%	100%	100%

Prelim. Draft Silverton UGB New Construction Demand Findings

Draft Assumptions result in 45,000 to 810,000 SF of building floor area new construction over next 20 years

Building Types

Building Type	2014	2015	2016	2017	2018	2019
Commercial	27%	27%	27%	27%	27%	27%
Industrial	23%	23%	23%	23%	23%	23%
Office/Other	2%	2%	2%	2%	2%	2%
Public/Other	1%	1%	1%	1%	1%	1%
Total	100%	100%	100%	100%	100%	100%

Silverton UGB 20-Year Employment Land Demand Forecast

(preliminary net buildable land requirements)

	Scenario A	Scenario B	Scenario C
Based on 2000 Census	100	100	100
2000 Census	100	100	100
Acquired to Government	10	10	10
Land Use Change Factors	10	10	10
Community/State	10	10	10
Other/Reserve	10	10	10
Other/Other	10	10	10
Total Demand (net buildable)	10	10	10

- ### Policy Issues for Discussion
- How to focus economic goals and objectives to optimize desired job growth?
 - Low, Medium or High Job Growth Scenario?
 - What should be the target industry clusters?
 - What are the critical paths to spurring economic development?
 - Site Certification?
 - West Side Redevelopment?
 - Champion Homes Site Redevelopment?
 - Local Small Business Incubator?
 - Others?

Silverton Existing Vacant Buildable Land Inventory

- Reflects 62.3 acres of vacant buildable land area with 33 tax lots
- This includes 8.8 acres of part-vacant land area

	1000	2000	3000	4000	5000	6000	7000	8000	9000	10000	Total
Commercial	10	10	10	10	10	10	10	10	10	10	100
Industrial	10	10	10	10	10	10	10	10	10	10	100
Other	10	10	10	10	10	10	10	10	10	10	100
Total	10	10	10	10	10	10	10	10	10	10	300

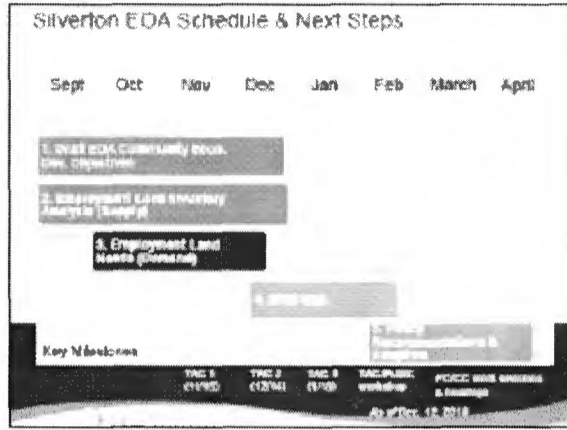
- ### Policy Issues for Discussion
- Ideas for spurring economic development
 - Allow some office uses within Industrial Park?
 - New Mixed-Use West Side Employment Gateway?
 - Recreation Focus on Waterfront?
 - Local Home-Based Business Code Update?
 - Small Business Incubator or Facility Programs?
 - Revised Economic Development Goals, Policies and Strategies?

Silverton Medium and High Redevelopment Land Supply

- Reflects 46.8 gross acres of land area with 26 tax lots
- Includes 18-acre former manufactured home site in the Industrial Park

Medium and High Redevelopment Land Supply	Net Area	Other Acres
Industrial	10	10
Commercial	10	10
Other	10	10
Total	10	10

- ### Potential Zoning Strategies for Discussion
- Commercial Zones
 - Available vacant land (7.8 acres) to GC General Commercial
 - Need additional for commercial growth
 - Also may need 10 additional acres for retail/office growth
 - Industrial Zones
 - Available vacant land (42.5 acres in P and 41.9 acres in U light industrial)
 - Could change U to allow office and limited service/retail
 - Residential Zones
 - Revise and expand acceptable home occupations to allow offices
 - Others?



The group discussed which of the job growth scenarios should be focused on. Most people agreed that the high job growth scenario should be addressed. There were some concerns about the high growth scenario as it relates to overall growth in Silverton. The overall goal would be to add jobs in Silverton but keep Silverton the same size. Actively try to increase commercial and industrial growth while not actively trying to increase residential growth. The analysis indicated that there appears to be enough employment lands within the UGB that a UGB expansion is likely not going to be needed. There appears to be an adequate supply of industrial land while commercial land is on the low end. The next step is for the committee to explore what strategies should be undertaken to reach the identified goals.

Diane McLaren of Chemeketa Community College discussed their current business incubator program. Currently they have 10 incubator spaces for business. The program is successful but the costs of operating that type of program are high. Independence also has a business incubator program that partners with Chemeketa that provides resources to startup businesses. There appears to be an opportunity for a partnership between the City and Chemeketa to possibly start a business incubator program in Silverton, if that is a direction the City would want to pursue.

IV. REPORTS AND COMMUNICATIONS

There were no other reports and communications during this meeting.

V. ADJOURNMENT

The meeting was adjourned at 9:55 AM.

Respectfully submitted,

Jason Gottgetreu-Associate Planner

TAC Meeting #3

AGENDA

**SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT
TECHNICAL ADVISORY COMMITTEE
Silverton Community Center - 421 S Water St
January 25, 2011 – 8:00 AM to 10:00 AM**

I. ROLL CALL - TECHNICAL ADVISORY COMMITTEE MEMBERS

Steve Kay, Community Dev. Director	Todd Chase, FCS Group
Scott Keiller, Columbia Planning/Design	John Cramer, City Engineer
Jason Gottgetreu, City Associate Planner	Nick Harville, SEDCOR
Stacy Palmer, Chamber of Commerce	Diane McLaran, Chemeketa C. C.
Stacy Posegate, Planning Commission	Bill Cummins, City Councilor
Kristine Diacetis, Oregon Garden Resort	Ken Hector, Silverton Hospital
Pamela Altree, Clothes Garden	Terry Buford, Bruce Pac
Kate Van Ummersen, Farmer's Market	

II. MINUTES

Minutes from the December 14, 2010 Meeting

III. AGENDA ITEMS

Welcome and Introductions

- Introductions
- Meeting Purpose and Overview

Project Update

- Prior TAC Meeting Input
- Work Schedule
- Next Meeting

Interim Findings

- Preliminary EOA Findings
- Community Vision and Economic Development Objectives Update
- Land Use Code Amendment Options

Group Discussion

- Local Policy and Code Amendment Options

Summary and Next Steps

IV. ADJOURN

CITY OF SILVERTON
SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT
TECHNICAL ADVISORY COMMITTEE MINUTES
Drafted for approval; subject to change and/or correction

SILVERTON EOA TECHNICAL ADVISORY COMMITTEE 8:00 A.M. January 25, 2011

I. ROLL CALL:

Kate Van Ummersen, Silverton Farmer's Market	Molly Ainsley, Sorta Sausage
Bill Cummins, City Councilor	Nick Harville, SEDCOR
Ken Hector, Silverton Hospital	Christine Diacetic, Oregon Garden Resort
Stacy Palmer, Chamber of Commerce	Stacy Postgate, Planning Commissioner
Scott Keiller, Columbia Planning/Design	Todd Chase, FCS Group

STAFF: Steve Kay, Community Development Director
Jason Gottgetreu, Associate Planner
John Cramer, Public Works Director

ABSENT: Pamela Altree, Clothes Garden
Courtney Basile, Farmer's Market
Diane McLaran, Chemeketa Comm. College
Terry Buford, Bruce Pac

II. MINUTES

December 14, 2010 minutes were approved.

III. AGENDA ITEMS

Steve Kay welcomed the committee members to the third TAC meeting to discuss the Economic Opportunity Analysis project. He asked if there were any objections or corrections to the December 14, 2010 minutes. Steve turned the floor over to Todd Chase. Todd explained that they are now at the point of the process to take all the public comments and focus on what the city needs to do as far as code amendments, policy changes and anything else that needs to be done to assist in the path towards economic development. He announced that on February 1st at 7:00 PM there will be a community workshop to hear the public's input on their recommendations.

Stacey Palmer wanted to know how the meeting was being advertised. Steve explained that he contacted the Silverton Appeal and Our Town, so their will be notices in those two publications.

Todd explained that it has been researched and they know the city has enough properties in the Urban Growth Boundary to accommodate business for the next 20 years. He explained that there seems to be enough industrial zoned land, but the city may not have enough properties for business offices and retail. Todd explained that the industrial park may need some commercial uses.

IV. REPORTS AND COMMUNICATIONS

There were no other reports and communications during this meeting.

V. ADJOURNMENT

The meeting was adjourned at 9:55 AM.

Respectfully submitted,

Jason Gottgetreu-Associate Planner

Community Workshop Meeting

CITY OF SILVERTON SILVERTON ECONOMIC OPPORTUNITY ANALYSIS PROJECT COMMUNITY WORKSHOP MINUTES

Drafted for approval; subject to change and/or correction

SILVERTON EOA TECHNICAL ADVISORY COMMITTEE 7:00 P.M. FEBRUARY 1, 2011

A public workshop was held to present products and findings made to date, solicit feedback from the public, and facilitate meaningful input regarding economic opportunities for Silverton.

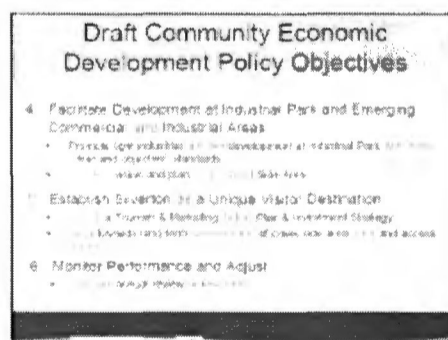
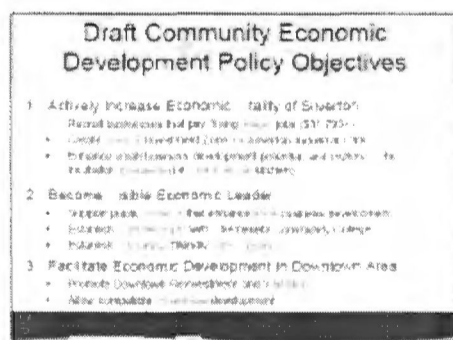
- I. COMMITTEE MEMBERS:
Bill Cummins, City Councilor
Ken Hector, Silverton Hospital
Stacy Palmer, Chamber of Commerce

CONSULTANTS:
Todd Chase, FCS Group
Scott Keiller, Columbia Planning/Design

STAFF: Steve Kay, Community Development Director
Jason Gottgetreu, Associate Planner
Sheena Lucht, Planning Assistant

II. PUBLIC WORKSHOP:

At 7:10pm Steve Kay welcomed the committee members and consultants to the community workshop. He recognized that no citizens chose to attend the public meeting, so the committee members, staff, and the consultants discussed policy objectives and code issues using the following PowerPoint slides:



Stacy explained that she thought living wage jobs of \$25,000+ would be too big for Silverton. They discussed that the Industrial Park had already been a special use zone. The Committee members did not feel that there was a need to create a special investment zone in the Industrial Park.

Stacy did not feel that there were enough resources in Silverton to establish a partnership with Chemeketa Community College and establish a business incubator program in the industrial zone.

The committee discussed the need to establish a business friendly atmosphere in Silverton. Steve explained that with the new website design there will be a section on the site for economic development. This section of the website could include vacant buildings information to promote businesses and could provide new businesses with resources to get their plans progressing. Stacey explained that she has heard others say that it's very easy to do business in Silverton and city staff was very helpful. Todd explained that obtaining testimonials and including those on the website is a good way to promote a positive business attitude.

Land Use Code Issues for Discussion

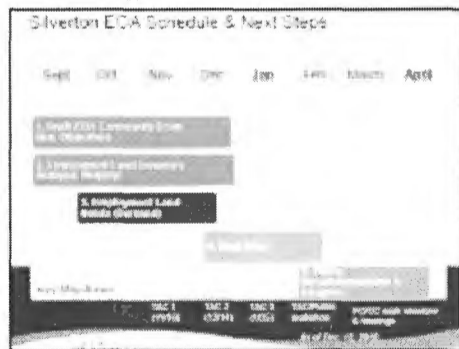
- Review inadequate parking issues, such as drive-in theaters and auto washes from zoning
- Create a new "heavy industrial" use category separate from the direct industrial use and objective standards for measuring environmental nuisance impacts for specified uses (e.g., wrecking yards, waste-related operations, etc.)
- Consider impacts on public utility and services providers for "heavy industrial" uses
- Consider mixed use commercial/residential development zone Downtown Area and the West Side Area, as appropriate

Potential Zoning Strategies for Discussion

- Commercial Zones
 - Available vacant land (2.5 acres in CC General Commercial)
 - Need at least 10 commercial growth
 - Need high speed rail additional zones for retail office growth
- Industrial Zones
 - Available vacant land (42.8 acres in IP and 41.9 acres in light industrial)
 - Consider change to allow office and limited commercial
- Residential Zones
 - Allow and expand acceptable home occupations/home offices
 - Office?

Stacy was concerned about including "heavy" as part of a classification of industrial. She does not want to put that title on some companies and labeling them as heavy industrial. Bill also did not want to use "heavy industrial" wording in the code. Scott explained that they could review the landscaping requirements to require stronger buffering areas around industrial areas to protect adjacent residential neighborhoods.

The committee discussed the options of retail versus business office growth in the West Side area. The committee discussed the number of home occupations in the city and the possibility of establishing an incubator business center in the industrial park so that these businesses could continue to grow.



Steve explained that he would like the draft Economic Opportunity Analysis to go to a public hearing before the Planning Commission on March 8th and City Council on April 4th. Scott and Todd explained that they could have the document finalized near the end of February, however, due to DLCDC noticing requirements; it was likely that the draft EOA would not be reviewed until April by the Planning Commission.

III. REPORTS AND COMMUNICATIONS

There were no other reports and communications during this meeting.

IV. ADJOURNMENT

The meeting was adjourned at 8:30 PM.

Respectfully submitted,

Sheena Lucht-Planning Assistant

Appendix B – Supporting Employment Land Needs Analysis

Table B-1

Silverton UGB Net New Average Annual Employment Forecast (1 Year Forecast)

	Scenario A - Low	Scenario B - Medium	Scenario C - High
Retail Trades	6	8	8
Services	22	31	31
Industrial/Other*	1	2	12
Government*	0	1	1
Total	29	42	52

Silverton UGB Net New 21-Year Employment Forecast

	Scenario A - Low	Scenario B - Medium	Scenario C - High
Retail Trades	116	166	166
Services	460	649	649
Industrial/Other	22	52	252
Government	7	19	19
Total	605	886	1,086

Table B-2

Job Sectors and Building Type Assumptions

Employment Sectors	Office	Government/ Other	Flex/Bus. Park	Gen. Industrial	Warehouse	Retail	Total
Retail Trades	5%	0%	10%	0%	0%	85%	100%
Services	65%	0%	5%	0%	0%	30%	100%
Industrial/Other	0%	0%	45%	50%	5%	0%	100%
Government	20%	70%	0%	10%	0%	0%	100%

Source: based on Metro Draft 2009-2030 Urban Growth Report; modified to reflect local observations.

Table B-3

Projected Silverton UGB Net New 20-Year Employment Forecast by Building Type, Low

	Office	Government/ Other	Flex/Bus. Park	Gen. Industrial	Warehouse	Retail	Total
Retail Trades	6	-	12	-	-	99	116
Services	299	-	23	-	-	138	460
Industrial/Other*	-	-	10	11	1	-	22
Government*	1	5	-	1	-	-	7
Total	307	5	44	12	1	237	605

Projected Hood River Net New 20-Year Employment Forecast by Building Type, Medium

	Office	Government/ Other	Flex/Bus. Park	Gen. Industrial	Warehouse	Retail	Total
Retail Trades	8	-	17	-	-	141	166
Services	422	-	32	-	-	195	649
Industrial/Other*	-	-	23	26	3	-	52
Government*	4	13	-	-	-	-	17
Total	434	13	72	26	3	336	884

Projected Hood River Net New 20-Year Employment Forecast by Building Type, High

	Office	Government/ Other	Flex/Bus. Park	Gen. Industrial	Warehouse	Retail	Total
Retail Trades	8	-	17	-	-	141	166
Services	422	-	32	-	-	195	649
Industrial/Other*	-	-	113	126	13	-	252
Government*	4	13	-	2	-	-	19
Total	434	13	162	128	13	336	1,086

Source: FCS GROUP based on Metro Draft 2009-2030 Urban Growth Report; modified to reflect local observations.

Table B-4

Building Type to Land Needs Assumptions*

	Office	Government/ Other	Flex/Bus. Park	Gen. Industrial	Warehouse	Retail
Refill/Redevelopment Rate ¹	40%	30%	20%	40%	10%	40%
Jobs Needing Vacant Land Rate ²	60%	70%	80%	60%	90%	60%
Building SF Per Job ²	325	630	550	700	1,100	510
Floor-Area-Ratio ²	0.25	0.25	0.30	0.30	0.35	0.25
Public Facility Net:Gross Adjustment ³	1.10	1.10	1.10	1.10	1.10	1.10
Work at Home Adjustment ⁴	0.15	0.03	0.05	0.03	0.03	0.03

* assumptions are intended to reflect a long-term average over 20 years.

1/ Adjusts for building refill & vacancy allowances within the Silverton UGB.

2/ Building density derived from regional and local development observations.

3/ Allowances take into account land dedicated to public/utility easements.

4/ Allowance based on national statistics by US Dept. of Labor, Bureau of Labor Statistics, Technical information: "Work at Home in 2004".

Source: assumptions are generally consistent with local and regional observations.

Table B-5

Projected Silverton UGB Net New 20-Year Redevelopment Building Space Needs (Floor Area)

	Office	Government/ Other	Flex/Bus. Park	Gen. Industrial	Warehouse	Retail	Total
Low	34,000	1,000	5,000	3,000	-	47,000	90,000
Medium	48,000	2,000	8,000	7,000	-	67,000	132,000
High	48,000	2,000	17,000	35,000	1,000	67,000	170,000

Projected Silverton Net New 20-Year Building Floor Area on Vacant Lands (Floor Area)

	Office	Government/ Other	Flex/Bus. Park	Gen. Industrial	Warehouse	Retail	Total
Low	51,000	2,000	19,000	5,000	1,000	70,000	148,000
Medium	72,000	6,000	30,000	10,000	2,000	100,000	220,000
High	72,000	6,000	68,000	52,000	12,000	100,000	310,000

Projected Silverton 20-Year Vacant Lands (gross buildable acres)

	Office	Government/ Other	Flex/Bus. Park	Gen. Industrial	Warehouse	Retail	Total
Low	5	0	2	0	0	7	15
Medium	7	1	3	1	0	10	21
High	7	1	6	4	1	10	29

Appendix C – Draft Silverton Development Code Amendments

Introduction

The Silverton Economic Opportunities Analysis (EOA) will serve as a basis for the city of Silverton to explore and document current information regarding the city’s buildable land inventory (BLI) and employment demand trends; and new local policies for making the city a “more economically viable” community for residents, businesses and workers.

This memorandum summarizes work completed by FCS GROUP, and Columbia Planning and Design, and the City of Silverton staff with respect to the following work activities:

- Summary of existing employment zones and regulations, and identified issues.
- Code Update Strategies to consider, including: limits on certain out-dated, land-intensive or unlikely uses in commercial zones; a new industrial use category; enhanced setbacks and buffers between industrial and residential zones; and recommended consistency between EOA code updates and any new zones that may emerge through the West Side Land Use and Transportation Study.

1. Summary of Silverton Employment Zones and Regulations

The following is an overview of regulations related employment lands and zones for the City of Silverton. A general description of each zone is provided along with common and specific development standards when applicable. A summary table highlights specific regulations, such as building height, lot size, setbacks, landscaping and lot coverage.

COMMERCIAL ZONES

There are three distinct commercial zones covering Silverton’s downtown commercial, downtown commercial fringe, and general commercial areas. The districts are intended to:

1. Maintain and enhance Silverton’s small-town character and historic resources;
2. Promote efficient use of land and urban services;
3. Create a mixture of land uses that encourages employment and housing options in close proximity to one another;
4. Provide formal and informal community gathering places and opportunities for socialization (i.e., along an active street front);
5. Encourage pedestrian-oriented development in all commercial areas;
6. Provide connections to and appropriate transitions between residential areas and commercial areas;
7. Apply land use and design standards to automobile-oriented and automobile-dependent uses that promote pedestrian safety, aesthetics, and economic development;
8. Provide for visitor accommodations and tourist amenities;
9. Reinforce downtown Silverton as the historic heart of the community.

Downtown Commercial District (DC)

The downtown commercial district is one of the zoning districts that implement the commercial comprehensive plan designation. The purpose of the downtown commercial district is to preserve and enhance Silverton’s downtown as the historic heart of the community. The DC district is intended as

Silverton's center of vital retail activity, services, entertainment, mixed use, civic buildings and public spaces. The historic character of the downtown, together with its pedestrian-oriented architecture, streets and public spaces, define the district.

Downtown Commercial Fringe (DCF)

The downtown commercial fringe district is one of the zoning districts that implement the commercial comprehensive plan designation. The purpose of the downtown commercial fringe district is to provide a transition between the DC district and adjacent neighborhoods and commercial areas. The DCF district is intended as a mixed use area, where commercial, residential and mixed use buildings co-exist and complement the downtown. Architecture reflecting the historic character of the area, and pedestrian-oriented streetscapes, define the DCF district.

General Commercial District (CG)

The general commercial district is one of the zoning districts that implement the commercial comprehensive plan designation. The purpose of the general commercial district is to provide for a wide variety of commercial and mixed uses. Design standards and options in the GC district are intended to ensure that buildings are appropriately oriented to streets and pedestrian facilities are provided in commercial developments. The GC district is Silverton's location for larger format retailing, except where planned development overlays dictate otherwise.

Commercial Districts – Allowed Uses

Use Categories (Examples of uses are in Chapter 1.6 SDC; definitions are in Chapter 1.5 SDC)	Downtown Commercial (DC)	General Commercial (GC)	Downtown Commercial (DCF)
Residential Categories			
All residential uses (household living and group living) allowed, if:			
- Lawfully existing as of September 1, 2006 (SDC 2.3.160(E)), or	S	S	S
- Replacement or rebuilding of residential structure conforming to the same footprint as previously existed as of November 5, 2008, or	P	P	P
- New dwelling, free-standing (not above commercial use), or	N	CU	P
- New dwelling(s) built in conjunction with a permitted commercial use, including caretaker dwellings (residential use allowed above ground floor commercial only)	P	P	P
Group living uses shall conform to the provisions in SDC 2.2.200.			
Commercial Categories			
Drive-up/drive-in/drive-through (drive-up windows, kiosks, ATMs, similar uses/facilities), per SDC 2.3.160(A)	CU+S	CU+S	CU+S
Bed and breakfast inn, per SDC 2.2.200	S	S	S
Educational services, not a school (e.g., tutoring or similar services)	P	P	P
Entertainment, major event	CU	CU	N
Mobile food vendor, per SDC 2.3.160(B)	S	S	S
Offices	P	P	P
Outdoor recreation, commercial	CU	CU	CU
Parking lot (when not an accessory use)	CU	CU	CU

Use Categories (Examples of uses are in Chapter 1.6 SDC; definitions are in Chapter 1.5 SDC)	Downtown Commercial (DC)	General Commercial (GC)	Downtown Commercial (DCF)
Quick vehicle servicing or vehicle repair. (See also drive-up/drive-in/drive-through uses, per SDC 2.3.160)			
- Fully enclosed (e.g., garage)	CU	P	N
- Not enclosed	N	CU	N
Retail sales and service (See also drive-up uses, per SDC 2.3.160)			
- Fully enclosed (e.g., garage)	P	P	P
- Not enclosed (other than accessory uses)	N	N	N
- Eating establishments as an accessory use, enclosed in same building with primary use	P	P	P
- Eating establishment not enclosed, per SDC 2.3.160(C)	S	S	S
Self-service storage	N	CU	N
Industrial Categories			
Industrial service (See also drive-up uses)			
- Fully enclosed (e.g., office)	N	P	CU
- Not enclosed	N	CU	N
Manufacturing and production			
- Fully enclosed	CU	P	CU
- Not enclosed	N	CU	N
Warehouse and freight movement	N	CU	N
Waste-related	N	N	N
Wholesale sales			
- Fully enclosed	N	P	CU
- Not enclosed	N	CU	N

Use Categories (Examples of uses are in Chapter 1.6 SDC; definitions are in Chapter 1.5 SDC)	Downtown Commercial (DC)	General Commercial (GC)	Downtown Commercial (DCF)
Institutional Categories			
Basic utilities	P	P	P
Renewable energy facilities			
- Accessory uses	CU + S	CU + S	CU + S
- Primary uses	N	CU + S	N
Nonrenewable energy facilities	N	N	N
Cemeteries, mausoleums, crematoriums, funeral services	CU	CU	CU
Colleges	P	P	P
Community service	CU	CU	CU
Daycare, adult or child daycare; family daycare (16 or fewer children) under ORS 657A.250	CU	CU	CU
Jails and detention facilities	N	CU	N
Parks and open space	P	P	P
Religious institutions and houses of worship			
- Lawfully existing as of November 5, 2008	P	P	P
- New	CU	CU	CU
Schools			
- 20 or fewer students	P	P	P
- More than 20 students	CU	CU	CU
Other Categories			
Accessory structures (with a primary permitted use)	P	P	P
Agriculture – Animals	N	N	N

Use Categories (Examples of uses are in Chapter 1.6 SDC; definitions are in Chapter 1.5 SDC)	Downtown Commercial (DC)	General Commercial (GC)	Downtown Commercial (DCF)
Agriculture – Nurseries and similar horticulture (see also wholesale and retail uses)	CU	CU	N
Historic building alterations, per Chapter 3.5 SDC	S	S	S
Mining	N	N	N
Radio frequency transmission facilities and telecommunication towers and antennas, except those allowed as ancillary to a primary permitted use	N	CU	N
Rail lines and utility corridors, except existing facilities on nonzoned railroad properties are permitted	CU	CU	CU
Temporary uses (limited to “P” and “CU” uses), per SDC 4.9.100	P/CU	P/CU	P/CU
Transportation facilities (operation, maintenance, preservation, and construction in accordance with the city’s transportation system plan)	P	P	P
Key:			
P = Permitted, subject to land use review or design review (Chapter 4.2 SDC). Other uses may be allowed with a planned development			
S = Permitted with standards (SDC 2.3.160). Other uses may be allowed with a planned development			
CU = Conditional use required (Chapter 4.4 SDC). Other uses may be allowed with a planned development			
N = Not permitted			

Commercial Districts – Development Standards

Standard	DC	GC	DCF
Minimum Lot Area* (square feet)			
*Development must conform to lot width, depth, yard setback and coverage standards.	1,600 sq. ft.	6,000 sq. ft.	1,600 sq. ft.
Minimum Lot Width	Not limited	Not limited	20 ft.
Minimum Lot Depth	Not limited	Not limited	80 ft.
Building/Structure Height and Footprint			
Maximum height	55 ft.	45 ft.	35 ft.
Maximum building footprint with a single user	45,000 sq. ft.	45,000 sq. ft.	45,000 sq. ft.
Fences and Walls – Maximum Height at Street Right-of-Way. See also SDC 3.1.200(N), Vision Clearance; and 3.2.500, Fences and walls)	42 inches	42 inches	42 inches
Impervious Surface (Maximum)	100%	90%	90%
Landscape Area (Minimum) Landscape area may include plant areas and some nonplant/hardscape areas, as allowed under SDC 3.2.300(D).	0%	10%	10%
Minimum Setbacks:			
(See also SDC 2.3.150(E), Design Standards for Properties Adjacent to North 1st, North Water and C Streets; and Section 2.3.160(A), Drive-Up/Drive-In/Drive-Through Facilities.)	Per building code	Per building code	Per building code, except 5 ft. side yard and 10 ft. rear yard (minimum) when abutting residential district

Standard	DC	GC	DCF
Build-To Line (feet)*:			
(See also SDC 2.3.150(E), Design Standards for Properties Adjacent to North 1st, North Water and C Streets; and SDC 2.3.160(A), Drive-Up/Drive-In/Drive-Through Facilities.)	0 ft.	0 – 20 ft. (per SDC 2.3.150(E))	5 – 20 ft.
New Buildings Only: At least one primary building entrance shall be built no farther from the street right-of-way than the build-to line; except where a greater setback is required for a planned street improvement, then the build-to line increases proportionately.			
The build-to line may also be increased through design review when pedestrian amenities are provided between a primary building entrance and the street right-of-way. (See also SDC 2.3.170 and 2.3.180.)			
Inadequate Right-of-Way: On streets with inadequate right-of-way, the primary building entrance shall be built not farther from the intended street right-of-way. These streets include, but are not limited to, Lane, McClaine, 3rd, and Park between 2nd and 3rd.			
*Additional street setbacks beyond those required by SDC 2.3.120 may apply, as required by the city of Silverton transportation system plan (TSP), or the TSP of other road authority(ies), for the purpose of maintaining a clear area for planned future street improvements.			

Commercial Districts – Design Standards

Site Design Performance Standards (see pages that follow)	Downtown Commercial (DC)	General Commercial (GC)	Downtown Commercial Fringe (DCF)
1. Corner property	P	P	P
2. Front entrance at street	P	P	P
3. Building at street with side entrance	N	P	N
4. Building setback with side entrance	N	S	N
5. Parking in front with joint access and shared driveway	N	S	N
6. Parking in front without joint access or shared driveway	N	S	N
7. Property with grade change; retaining wall between sidewalk and building	S	S	S
Key:			
P = Permitted, subject to land use or design review (Chapter 4.2 SDC)			
S = Subject to community development director approval (see criteria under each standard)			
N = Not permitted			

INDUSTRIAL ZONES

The city’s industrial zones accommodate a range of industrial land uses. The districts are intended to provide for land use compatibility while providing a high-quality environment for businesses and employees. These zones are also intended to provide suitable locations for heavy industrial uses (e.g., raw materials processing; and manufacturing, assembly, packaging or distribution of heavy or large goods) that would not otherwise be compatible in other districts. This chapter guides the orderly development of industrial areas based on the following objectives:

- A. Provide for efficient use of land and public services;
- B. Provide appropriately zoned land with a range of parcel sizes for industry;
- C. Provide transportation options for employees and customers;
- D. Locate business services close to major employment centers;
- E. Ensure compatibility between industrial uses and nearby commercial and residential areas;
- F. Provide appropriate design standards to accommodate a range of industrial users;
- G. Provide attractive locations for business to locate; and
- H. Accommodate mixed-use employment development. (Ord. 08-06 § 3, 2008)

Industrial Districts – Allowed Uses

Uses	Status of Use in District		
	Industrial (I)	Light Industrial (LI)	Industrial Park (IP)
Use Categories (Examples of uses are in Chapter 1.6 SDC; definitions are in Chapter 1.5 SDC)			
Residential Categories			
Household Living			
Residential uses (household living and group living) not allowed, except as follows:			
- Lawfully existing before September 1, 2006, per SDC 2.3.160(D); or	S	S	S
- Caretaker dwelling (accessory to a primary permitted use)	P	P	P
Group living uses shall conform to the provisions in SDC 2.2.200.			
Commercial Categories			
Drive-up/drive-in/drive-through (drive-up windows, kiosks, similar uses/facilities)			
- Accessory to a primary permitted use	P	CU	CU
- Not accessory to a permitted use	CU	CU	N
Bed and breakfast inn	N	N	N
Educational services, not a school	N	CU	CU
Entertainment, major event	N	N	N
Mobile food vendor, per SDC 2.3.160(B)	S	S	S
Offices	CU	P	P
Outdoor recreation, commercial	N	N	N

Use Categories (Examples of uses are in Chapter 1.6 SDC; definitions are in Chapter 1.5 SDC)	Industrial (I)	Light Industrial (LI)	Industrial Park (IP)
Quick vehicle servicing or vehicle repair	CU	CU	CU
Retail sales and service			
- Accessory to a primary permitted use	P	P	P
- Not accessory to a primary permitted use, limited to 30,000 square feet gross floor area (SDC 2.4.140)	N	S	S
Indoor sports facility – no square footage limit	CU	CU	CU
Self-service storage			
- Enclosed	P	P	P
- Unenclosed (any portion)	P	CU	N
Industrial Categories			
Industrial service			
- Fully enclosed (e.g., office)	P	P	P
- Not enclosed	P	CU	N
Manufacturing and production			
- Fully enclosed	P	P	P
- Not enclosed	CU	N	N
Warehouse and freight movement	CU	CU	CU
Waste-related	CU	CU	N
Wholesale sales, per SDC 2.4.140			
- Fully enclosed	N	S	S
- Not enclosed	CU	CU+S	CU+S
Institutional Categories			
Basic utilities	P	P	P

Use Categories (Examples of uses are in Chapter 1.6 SDC; definitions are in Chapter 1.5 SDC)	Industrial (I)	Light Industrial (LI)	Industrial Park (IP)
Renewable energy facilities			
- Accessory or primary use	CU+S	CU+S	CU+S
Nonrenewable energy facilities	CU	CU	CU
Colleges, including vocational schools	CU	P	P
Community service	CU	P	P
Daycare, adult or child daycare	N	N	N
Jails and detention facilities	CU	CU	CU
Parks and open space	P	P	P
Religious institutions and houses of worship			
- Lawfully existing as of November 5, 2008	P	P	P
- New	N	N	N
Schools			
- 20 or fewer students	N	P	P
- More than 20 students	N	CU	CU
Other Categories			
Accessory structures (with a primary use)	P	P	P
Agriculture – Animals	N	N	N
Agriculture – Nurseries and similar horticulture (See also wholesale and retail uses)	P	CU	N
Mining	N	N	N
Radio frequency transmission facilities			
- Within height limit of district	P	P	P
- Exceeds height limit (free-standing or building- mounted facilities)	CU	CU	CU

Use Categories (Examples of uses are in Chapter 1.6 SDC; definitions are in Chapter 1.5 SDC)	Industrial (I)	Light Industrial (LI)	Industrial Park (IP)
Rail lines and utility corridors	CU	CU	CU
Temporary uses (limited to "P" and "CU" uses), per SDC 4.9.100.	P/CU	P/CU	P/CU
Transportation facilities (operation, maintenance, preservation, and construction in accordance with the city's transportation system plan)	P	P	P
Key:			
P = Permitted, subject to land use review or design review (Chapter 4.2 SDC)			
S = Permitted with standards (SDC 2.4.140). Standards may be modified with a planned development			
CU = Conditional use required (Chapter 4.4 SDC)			
N = Not permitted			

Industrial Districts – Selected Development Standards

Standard	I	LI	IP
Setbacks – front and street yard	20 feet	10 feet	10 feet
Setback – rear yard	10 feet; except where a common wall/zero setback approved; also 30' if abuts a residential district	10 feet; except where a common wall/zero setback approved; also 30' if abuts a residential district	10 feet; except where a common wall/zero setback approved; also 30' if abuts a residential district
Setback – side yard	None, except 30' if abuts a residential district	None, except 30' if abuts a residential district	none
Buffers*	May be increased during DR process	May be increased during DR process	May be increased during DR process
Pedestrian Access	May be required through buffers	May be required through buffers	May be required through buffers
Lot Coverage	90%	85%	85%
Large Scale Commercial	N/A	30,000 SF max subject to design standards of SDC 2.3.180	30,000 SF max subject to design standards of SDC 2.3.180
Landscaping*	10%	15%	15%

* See Silverton Zoning Code Section 3.2, Landscaping, Street Trees, Fences and Walls for Details on Landscape and buffer requirements

Standard (continued)	I	LI	IP
Building Height	45 feet or higher w/CUP and one added foot lateral setback per foot over 45' abutting residential district	45 feet or higher w/CUP and one added foot lateral setback per foot over 45' abutting residential district	45 feet or higher w/CUP and one added foot lateral setback per foot over 45' abutting residential district
Building Façade Offsets	Offsets, jogs, material and texture changes required	Offsets, jogs, material and texture changes required	Offsets, jogs, material and texture changes required
Building Façade Material	Metal shall not be dominant material	Metal shall not be dominant material	Metal shall not be dominant material

2. DRAFT CODE UPDATE STRATEGIES

The following draft code update strategies are proposed based on community input to date. Each strategy and purpose is followed by relevant Silverton Zoning Code excerpts. *Proposed strategies* are given with specific existing code language highlighted to emphasize issues of concern. These uses and standards may require updates such as requiring conditional uses, or revisions to standards as a result of the EOA process. Recommended new code language and standards are underlined.

Strategy 1. Remove certain out-dated, land-intensive or unlikely uses from commercial zones to ensure compatibility.

Purpose: Community members surveyed generally support industrial land development to support family wage jobs, but are concerned that some industrial uses allowed in commercial zones are not compatible.

Commercial Use Categories

1.6.200 Commercial outdoor recreation.

A. Characteristics. Commercial outdoor recreation uses are large, generally commercial uses that provide continuous recreation- or entertainment-oriented activities. They generally take place outdoors. They may take place in a number of structures that are arranged together in an outdoor setting.

B. Accessory Uses. Accessory uses may include concessions, restaurants, parking, caretaker's quarters (limited to 800 square feet), and maintenance facilities.

C. Examples. Examples include amusement parks, theme parks, golf driving ranges, miniature golf facilities, and marinas.

D. Exceptions.

1. Golf courses providing less than 2,000 square feet of commercial use (e.g., clubhouse, restaurant, rental shop, similar use) and not hosting professional or professional/amateur (pro-am) competitions may be classified as parks and open space. See also subsection (D)(2) of this section.

2. Uses that draw large numbers of people to periodic events, rather than on a continuous basis, are classified as major event entertainment. (Ord. 08-06 § 3, 2008)

1.6.210 Commercial parking.

A. Characteristics. Commercial parking facilities provide parking that is not accessory to a specific use. A fee may or may not be charged. A facility that provides both accessory parking for a specific use and regular fee parking for people not connected to the use is also classified as a commercial parking facility.

B. Accessory Uses. In a parking structure only, accessory uses may include car washing and vehicle repair activities.

C. Examples. Examples include short- and long-term fee parking facilities, commercial district shared parking lots, commercial shuttle parking, and mixed parking lots (partially for a specific use, partly for rent to others).

D. Exceptions.

1. Parking facilities that are accessory to a use, but that charge the public to park for occasional events nearby, are not considered commercial parking facilities.

2. Parking facilities that are accessory to a primary use are not considered commercial parking uses, even if the operator leases the facility to the primary use or charges a fee to the individuals who park in the facility. See “Accessory parking facilities” in SDC 1.5.300, Definitions.

3. Public transit park-and-ride facilities are classified as basic utilities. (Ord. 08-06 § 3, 2008)

1.6.220 Quick vehicle servicing.

A. Characteristics. Quick vehicle servicing uses provide direct services for motor vehicles where the driver generally waits in the car before and while the service is performed. The development will include a drive-through facility, the area where the service is performed (See SDC 1.5.300, Definitions). Full-serve and mini-serve gas stations are always classified as a primary use (quick vehicle servicing), rather than an accessory use, even when they are in conjunction with other uses.

B. Accessory Uses. Accessory uses may include auto repair and tire sales.

C. Examples. Examples include full-serve and mini-serve gas stations, unattended card key stations, car washes, and quick lubrication services.

D. Exceptions.

1. Truck stops are classified as industrial service.

2. Refueling facilities for the vehicles that belong to a specific use (fleet vehicles), that are on the site where the vehicles are kept, are accessory to the use. (Ord. 08-06 § 3, 2008)

1.6.230 Major event entertainment.

A. Characteristics. Major event entertainment uses are characterized by activities and structures that draw large numbers of people to specific events or shows. Activities are generally of a spectator nature.

B. Accessory Uses. Accessory uses may include restaurants, bars, concessions, parking, and maintenance facilities.

C. Examples. Examples include sports arenas, race tracks (auto, horse, dog, etc.), auditoriums, exhibition and meeting areas, outdoor amphitheaters, and fairgrounds.

D. Exceptions.

1. Exhibition and meeting areas with less than 10,000 square feet of total event area are classified as retail sales and service.

2. Banquet halls that are part of hotels or restaurants are accessory to those uses, which are included in the retail sales and service category.

3. Theaters, including drive-in theaters, are classified as retail sales and service. (Ord. 08-06 § 3, 2008)

1.6.235 Educational services, commercial.

A. Characteristics. Commercial educational service uses are characterized by activities conducted in an office setting and generally focusing on serving students with supplemental education, enrichment, and/or tutoring.

B. Accessory Uses. Accessory uses may include incidental retail (e.g., sale of instructional materials), parking, or other amenities primarily for the use of employees and customers.

C. Examples. Examples include tutoring centers, computer classes, after school math and reading centers, and arts and crafts classes. (Ord. 08-06 § 3, 2008)

1.6.240 Office.

A. Characteristics. Office uses are characterized by activities conducted in an office setting and generally focusing on business, government, professional, medical, or financial services.

B. Accessory Uses. Accessory uses may include cafeterias, health facilities, parking, or other amenities primarily for the use of employees in the firm or building.

C. Examples. Examples include professional services such as lawyers, accountants, engineers, or architects; financial businesses such as lenders, brokerage houses, bank headquarters, or real estate agents; data processing; sales offices; government offices and public utility offices; TV and radio studios; medical and dental clinics, and medical and dental labs.

D. Exceptions.

1. Offices that are part of and are located with a firm in another category are considered accessory to the firm's primary activity. Headquarters offices, when in conjunction with or adjacent to a primary use in another category, are considered part of the other category.

2. Contractors and others who perform construction or similar services off site are included in the office category if equipment and materials are not stored on the site and fabrication, services, or similar work is not carried on at the site.

3. Mobile health screening uses are considered temporary uses. (Ord. 08-06 § 3, 2008)

1.6.250 Retail sales and service.

A. Characteristics. Retail sales and service firms are involved in the sale, lease or rent of new or used products to the general public. They may also provide personal services or entertainment, or provide product repair or services for consumer and business goods.

B. Accessory Uses. Accessory uses may include offices, storage of goods, manufacture or repackaging of goods for on-site sale, and parking.

C. Examples. Examples include uses from the four subgroups listed below:

1. Sales-Oriented. Stores selling, leasing, or renting consumer, home, and business goods including art, art supplies, bicycles, clothing, dry goods, electronic equipment, fabric, furniture, garden supplies, gifts, groceries, hardware, home improvements, household products, jewelry, pets, pet food, pharmaceuticals, plants, printed material, stationery, and videos; food sales, and sales or leasing of consumer vehicles including passenger vehicles, motorcycles, light and medium trucks, and other recreational vehicles.

2. Personal Service-Oriented. Branch banks; urgency medical care; laundromats; photographic studios; photocopy and blueprint services; hair, tanning, and personal care services; tax preparers, accountants, real estate, legal, financial services; business, martial arts, and other trade schools; dance or music classes; taxidermists; mortuaries; veterinarians; kennels limited to boarding, with no breeding; and animal grooming.

3. Entertainment-Oriented. Restaurants, cafes, delicatessens, taverns, and bars; indoor or outdoor continuous entertainment activities such as bowling alleys, ice rinks, and game arcades; pool halls; indoor firing ranges; theaters, health clubs, gyms, membership clubs, and lodges; hotels, motels, recreational vehicle parks, and other temporary lodging with an average length of stay of less than 30 days.

4. Repair-Oriented. Repair of TVs, bicycles, clocks, watches, shoes, guns, appliances and office equipment; photo or laundry drop-off; quick printing; recycling drop-off; tailor; locksmith; and upholsterer.

D. Exceptions.

1. Lumber yards and other building material sales that sell primarily to contractors and do not have a retail orientation are classified as wholesale sales.

2. The sale of landscape materials, including bark chips and compost, not in conjunction with a primary retail use, is classified as industrial service.

3. Repair and service of consumer motor vehicles, motorcycles, and light and medium trucks is classified as vehicle repair. Repair and service of industrial vehicles and equipment and heavy trucks is classified as industrial service.

4. Sales, rental, or leasing of heavy trucks and equipment is classified as wholesale sales.

5. Hotels, restaurants, and other services that are part of a truck stop are considered accessory to the truck stop that is classified as industrial service.

6. In certain situations, hotels and motels may be classified as a community service use, such as short-term housing or mass shelter. See SDC 1.6.420, Community services.

7. When kennels are limited to boarding, with no breeding, the applicant may choose to classify the use as retail sales and service or agriculture. (Ord. 08-06 § 3, 2008)

1.6.260 Self-service storage.

A. Characteristics. Self-service storage uses provide separate storage areas for individual or business uses. The storage areas are designed to allow private access by the tenant for storing personal property.

B. Accessory Uses. Accessory uses may include security and leasing offices. Living quarters for one resident manager per site are allowed. Other living quarters are subject to the regulations for residential uses. Use of the storage areas for sales, service and repair operations, or manufacturing is not considered accessory to the self-service storage use. The rental of trucks or equipment is also not considered accessory to a self-service storage use.

C. Examples. Examples include single story and multi-story facilities that provide individual storage areas for rent. These uses are also called mini-warehouses.

D. Exceptions. A transfer and storage business where there are no individual storage areas or where employees are the primary movers of the goods to be stored or transferred is in the warehouse and freight movement category. (Ord. 08-06 § 3, 2008)

1.6.270 Vehicle repair.

A. Characteristics. Firms servicing passenger vehicles, light and medium trucks and other consumer motor vehicles such as motorcycles, boats and recreational vehicles. Generally, the customer does not wait at the site while the service or repair is being performed. (Different than quick vehicle services category.)

B. Accessory Uses. Accessory uses may include offices, sales of parts, and vehicle storage.

C. Examples. Examples include vehicle repair, transmission or muffler shop, auto body shop, alignment shop, auto upholstery shop, auto detailing, and tire sales and mounting.

D. Exceptions. Repair and service of industrial vehicles and equipment, and of heavy trucks; towing and vehicle storage; and vehicle wrecking and salvage are classified as industrial service. (Ord. 08-06 § 3, 2008)

Strategy 2. Provide a new Industrial Use category.

Purpose: Community interview and survey responses suggest that industrial use categories need to be protected, but not overly broad. Add a new Industrial Use category to describe users that may cause nuisances, pollution or incompatibility with light industrial users or neighbors.

Industrial Use Categories

Add the following to Section 2.4.100, Industrial districts - purpose similar to the format used to describe commercial uses per district in Section 2.3.10(A)(9)(a-c).

Industrial District (I)

Provides appropriate locations for intensive industrial uses including heavy industrial uses as well as railroad yards and waste-related activities. Uses include those which involve the use of raw materials, require significant outdoor storage and generate heavy truck and/or rail traffic. Properties are carefully located to minimize impacts on established residential, commercial and light industrial areas.

Light Industrial District (LI)

Provides appropriate locations for general industrial uses, including manufacturing and production, research and development, warehousing and freight movement and wholesale sales activities with few, if any, nuisance characteristics.

Industrial Park District (IP)

Provides appropriate locations for combining light manufacturing, office and small-scale commercial uses (restaurants, personal services and fitness centers) in a campus-like setting. Only those uses with no off-site impacts are permitted.

1.6.300 Industrial service.

A. Characteristics. Industrial service firms are engaged in the repair or servicing of industrial, business or consumer machinery, equipment, products or by-products. Firms that service consumer goods do so by mainly providing centralized services for separate retail outlets. Contractors and building maintenance services and similar uses perform services off site. Few customers, especially the general public, come to the site.

B. Accessory Uses. Accessory uses may include offices, parking, storage, rail spurs, and loading docks.

C. Examples. Examples include welding shops; machine shops; tool repair; electric motor repair; repair of scientific or professional instruments; sales, repair, storage, salvage or wrecking of heavy machinery, metal, and building materials; towing and vehicle storage; auto and truck salvage and wrecking; heavy truck servicing and repair; tire re-treading or recapping; truck stops; building, heating, plumbing or electrical contractors; printing, publishing and lithography; exterminators; recycling operations; janitorial and building maintenance services; fuel oil distributors; solid fuel yards; research and development laboratories; dry-docks and the repair or dismantling of ships and barges; laundry, dry-cleaning, and carpet cleaning plants; and photofinishing laboratories.

D. Exceptions.

1. Contractors and others who perform industrial services off site are included in the office category, if equipment and materials are not stored at the site, and fabrication or similar work is not carried on at the site.

2. Hotels, restaurants, and other services that are part of a truck stop are considered accessory to the truck stop. (Ord. 08-06 § 3, 2008)

1.6.310 Manufacturing and production.

A. Characteristics. Manufacturing and production firms are involved in the manufacturing, processing, fabrication, packaging, or assembly of goods. Natural, manmade, raw, secondary, or partially completed materials may be used. Products may be finished or semi-finished and are generally made for the wholesale market, for transfer to other plants, or to-order for firms or consumers. Goods are generally not displayed or sold on site, but if so, they are a subordinate part of sales. Relatively few customers come to the manufacturing site.

B. Accessory Uses. Accessory uses may include offices, cafeterias, parking, employee recreational facilities, warehouses, storage yards, rail spurs or lead lines, docks, repair facilities, or truck fleets. Living quarters for one caretaker per site are allowed, not to exceed 800 square feet. Other living quarters are subject to the regulations for residential uses.

C. Examples. Examples include processing of food and related products; catering establishments; breweries, distilleries, and wineries; slaughterhouses, and meatpacking; feed lots and animal dipping; weaving or production of textiles or apparel; lumber mills, pulp and paper mills, and other wood products manufacturing; woodworking, including cabinetmakers; production of chemical, rubber, leather, clay, bone, plastic, stone, or glass materials or products; movie production facilities; ship and barge building; concrete batching and asphalt mixing; production or fabrication of metals or metal products including enameling and galvanizing; manufacture or assembly of machinery, equipment, instruments, including musical instruments, vehicles, appliances, precision items, and other electrical items; production of artwork and toys; signmaking; production of prefabricated structures, including mobile homes; and the production of energy.

D. Exceptions.

1. Manufacturing of goods to be sold primarily on site and to the general public is classified as retail sales and service.

2. Manufacture and production of goods from composting organic material is classified as waste-related uses. (Ord. 08-06 § 3, 2008)

1.6.320 Warehouse, freight movement, and distribution.

A. Characteristics. Warehouse, freight movement, and distribution involves the storage or movement of goods for themselves or other firms. Goods are generally delivered to other firms or the final consumer, except for some will-call pickups. There is little on-site sales activity with the customer present.

B. Accessory Uses. Accessory uses may include offices, truck fleet parking and maintenance areas, rail spurs or lead lines, docks, and repackaging of goods.

C. Examples. Examples include separate warehouses used by retail stores such as furniture and appliance stores; household moving and general freight storage; cold storage plants, including frozen food lockers; storage of weapons and ammunition; major wholesale distribution centers; truck or other freight terminals; bus barns; parcel services; major post offices; grain terminals; and the stockpiling of sand, gravel, or other aggregate materials.

D. Exceptions.

1. Uses that involve the transfer or storage of solid or liquid wastes are classified as waste-related uses.

2. Mini-warehouses are classified as self-service storage uses. (Ord. 08-06 § 3, 2008)

1.6.330 Waste-related.

A. Characteristics. Waste-related uses are characterized by uses that receive solid or liquid wastes from others for disposal on the site or for transfer to another location, uses that collect sanitary wastes, or uses that manufacture or produce goods or energy from the biological decomposition of organic material. Waste-related uses also include uses that receive hazardous wastes from others and are subject to the regulations of OAR 340-100 through 340-110, Hazardous Waste Management.

B. Accessory Uses. Accessory uses may include recycling of materials, offices, and repackaging and transshipment of by-products.

C. Examples. Examples include sanitary landfills, limited use landfills, waste composting, recycling centers, energy recovery plants, sewer treatment plants, portable sanitary collection, equipment storage and pumping, waste sorting and transfer facilities, and hazardous-waste-collection sites.

D. Exceptions.

1. Disposal of clean fill, as defined in OAR 340-093-0030, is considered a fill, not a waste-related use.
2. Sewer pipes that serve a development are considered a basic utility. (Ord. 08-06 § 3, 2008)

1.6.340 Wholesale sales.

A. Characteristics. Wholesale sales firms are involved in the sale, lease, or rent of products primarily intended for industrial, institutional, or commercial businesses. The uses emphasize on-site sales or order taking and often include display areas. Businesses may or may not be open to the general public, but sales to the general public are limited as a result of the way in which the firm operates. Products may be picked up on site or delivered to the customer.

B. Accessory Uses. Accessory uses may include offices, product repair, warehouses, parking, minor fabrication services, and repackaging of goods.

C. Examples. Examples include sale or rental of machinery, equipment, heavy trucks, building materials, special trade tools, welding supplies, machine parts, electrical supplies, janitorial supplies, restaurant equipment, and store fixtures; mail order houses; and wholesalers of food, clothing, auto parts, building hardware, and office supplies.

D. Exceptions.

1. Firms that engage primarily in sales to the general public are classified as retail sales and service.
2. Firms that engage in sales on a membership basis are classified as either retail sales and service or wholesale sales, based on a consideration of characteristics of the use.
3. Firms that are primarily storing goods with little on-site business activity are classified as warehouse, freight movement, and distribution. (Ord. 08-06 § 3, 2008)

Add a new Section 1.06.350 to describe the industrial use category.

1.06.350 Industrial Use.

A. Characteristics. Industrial users may be involved in any of the above (service, waste-related, wholesale, manufacturing, assembly and production). These operations may include natural or manmade materials and processing that create environmentally-regulated byproducts. Most users bring materials in and ship products out, so goods are generally not displayed or sold on site. If sales occur, they are a subordinate part of the operation. Few customers come to an industrial site.

B. Accessory Uses. Accessory uses may include offices, cafeterias, parking, employee recreational facilities, warehouses, storage yards, rail spurs or lead lines, docks, repair facilities, or truck fleets. Living quarters for one caretaker per site are allowed, not to exceed 800 square feet. Other living quarters are subject to the regulations for residential uses.

C. Examples. Auto and truck salvage and wrecking; slaughterhouses, and meatpacking; feed lots and animal dipping; fuel oil distributors; solid fuel yards; pulp and paper mills; production of chemical, rubber, leather; storage of weapons and ammunition; concrete batching and asphalt mixing; production or fabrication of metals or metal products including enameling and galvanizing; waste-related uses also include uses that receive hazardous wastes from others and are subject to the regulations of OAR 340-100 through 340-110, Hazardous Waste Management; sanitary landfills; and hazardous-waste-collection sites.

D. Exceptions.

1. Small-scale (up to 5,000 square feet of gross floor area) for weapons and ammunition sales and storage are considered a retail use.
2. Small-scale (up to 5,000 square feet of gross floor area) for slaughterhouses and meatpacking operations are considered a retail use.

INDUSTRIAL ZONES

Industrial Districts – Allowed Uses

Use Categories (Examples of uses are in Chapter 1.6 SDC; definitions are in Chapter 1.5 SDC)	Industrial (I)	Light Industrial (LI)	Industrial Park (IP)
Quick vehicle servicing or vehicle repair	CU	CU	CU
Retail sales and service			
- Accessory to a primary permitted use	P	P	P
- Not accessory to a primary permitted use, limited to 30,000 square feet gross floor area (SDC 2.4.140)	N	S	S
Indoor sports facility – no square footage limit	CU	CU	CU
Self-service storage			
- Enclosed	P	P	P
- Unenclosed (any portion)	P	CU	N
Industrial Categories			
Industrial service			
- Fully enclosed (e.g., office)	P	P	P
- Not enclosed	P	CU	N
Manufacturing and production			
- Fully enclosed	P	P	P
- Not enclosed	CU	N	N
Warehouse and freight movement	CU	CU	CU
Waste-related	CU	CU	N

Use Categories [Continued] (Examples of uses are in Chapter 1.6 SDC; definitions are in Chapter 1.5 SDC)	Industrial (I)	Light Industrial (LI)	Industrial Park (IP)
Wholesale sales, per SDC 2.4.140			
- Fully enclosed	<u>S</u>	S	S
- Not enclosed	CU	CU+S	CU+S
Industrial Use per SDC 2.4.140			
- Fully enclosed	<u>P</u>	<u>P</u>	<u>CU or N*</u>
- Not enclosed	<u>CU</u>	<u>CU</u>	<u>N</u>

*the City will need to determine if enclosed industrial uses should be allowed conditionally (CU) or be prohibited (N) in the IP zone.

Strategy 3. Increase Industrial setbacks adjoining residential property.

Purpose: Many interview and survey responses suggested enhanced buffers between industrial uses and residential uses to enhance compatibility. A minimum 30' setback is required in I, LI and IP zones abutting residential zoning. This same section authorizes the review body to increase buffers and landscaping during design or other reviews. Consider increased setbacks/buffers between industrial and residential zones.

Industrial Development Standards

Standard	I	LI	IP
Setbacks – front and street yard	20 feet	10 feet	10 feet
Setback – rear yard	10 feet; except where a common wall/zero setback approved; also 30' 50' if abuts a residential district	10 feet; except where a common wall/zero setback approved; also 30' if abuts a residential district	10 feet; except where a common wall/zero setback approved; also 30' if abuts a residential district
Setback – side yard	None, except 30' 50' if abuts a residential district	None, except 30' if abuts a residential district	none
Buffers*	May be increased during DR process	May be increased during DR process	May be increased during DR process
Landscaping*	10%	15%	15%

* See Silverton Zoning Code Section 3.2, Landscaping, Street Trees, Fences and Walls for Details on Landscape and buffer requirements

Strategy 4. Any new zones that arise from the West Side Land Use and Transportation Study should be drafted consistent with the ultimate EOA code update strategies.

Purpose: Because timelines for these related projects will overlap, the West Side study should utilize data from, and strive to be consistent with the EOA recommendations.



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