



**ACTION AGENDA/MINUTES  
NORTH GATEWAY  
REDEVELOPMENT ADVISORY BOARD**  
Thursday, October 3, 2019, 8:00 a.m.  
Center 50+ in Classroom A  
2615 Portland Road NE



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

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

**Roll Call:** Jason Cox - Chair, Jerod Martin, Britni Davidson-Cruickshank, Mike Alley, Frank Pack, Nate Levin, Barb Hacke-Resch, Pedro Mayoral

**Absent:** Mark Adams – Vice-Chair, Mike White, Dania Ballard

**Staff:** Sara Long, Darci Palmer, Mark Bechtel

**Guests:** None

**2. APPROVAL OF AGENDA**

**Motion:** Approve the Action Agenda of October 3, 2019, as presented.

**Motion by:** Board Member Levin

**Seconded by:** Board Member Martin

**Action:** Approved the October 3, 2019, Action Agenda as presented.

**Vote:** Aye: **Unanimous**      **Motion PASSED**

**3. APPROVAL OF MINUTES**

**Motion:** Move to approve the Minutes for August 1, 2019, as presented.

**Motion by:** Board Member Levin

**Seconded by:** Board Member Martin

**Action:** Approved August 1, 2019, Minutes as presented.

**Vote:** Aye: **Unanimous**      **Motion PASSED**

**4. PUBLIC COMMENT**

None.

**5. ACTION ITEMS**

None.

**6. INFORMATION ITEMS:**

**Salem Monument Sign on Portland Road Update**

**Portland Road Action Plan Update**

**What's Happening/Other Updates**

**Comments and Questions:** Long, Martin, Pack, Levin, Cox, Hacke-Resch, Alley

**7. ADJOURN 8:58 a.m.      NEXT MEETING November 7, 2019 at 8:00 a.m**

Transcribed by: Darci Palmer | Reviewed by: Anita Sandoval | Edited by: Sara Long

**MEMO**

To: North Gateway Advisory Board

From: Sara Long, Urban Development Project Manager

Subject: Portland Road Action Plan Update

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**Background**

From 2014-2016 the Portland Road Action Plan was developed to revisit priorities within the North Gateway Urban Renewal Area and identify strategies that “maximize private investment, job creation, and economic vitality in the area, and leverage other local, state, and federal resources.” The Action Plan solicited significant input from the community, businesses, and the North Gateway Redevelopment Advisory Board, emphasizing continued needs and opportunities within the corridor. The Action Plan revisited community priorities from previous planning efforts and provided a roadmap for the Agency Board’s work within the NGURA.

In an effort to ensure continuance of the Portland Road Action Plan work, during the substantial amendment process to increase the maximum indebtedness of the North Gateway Urban Renewal Plan several factors were taken into consideration including the Action Plan. The information below provides an update on both the status of recommended projects within the Action Plan and how the projects identified as priorities in the substantial amendment process relate to the Action Plan.

**2016 Action Plan Project Update**

Short-Term (1-5 years)

**1. Recommendation: Restructure financial incentives to better serve businesses, developers, and property owners.**

Recommended Implementation:

- Conduct additional business/stakeholder roundtable discussions to seek input on amendments to the Toolbox Program.
- Modify existing program to focus on business needs, including adding fixed equipment as an eligible expense.

Status:

- Modified Grant Program based on stakeholder feedback, allowing for grants up to \$300,000 and including fixed equipment as an eligible expense.
- Established two additional grant categories; affordable housing and development infrastructure for three years (*pending use*).
- As part of MI process outlined maintaining \$1 million in grant program over the expected life of the URA.
- Grant Activity FY 16-17 (*first year of grant program changes*): \$2,082,765
- Grant Activity FY 17-18: \$2,000,641
- Grant Activity FY 18-19: \$2,003,307

**2. Recommendation: Business outreach and technical assistance.**

Recommended Implementation:

- Pursue targeted pilot North Gateway URA business retention program in partnership with SEDCOR and other partners.

Status:

- Continuing outreach to city-wide businesses, including those within the North Gateway URA.
- Hired a Project Coordinator position to help focus on outreach to small businesses and start-up businesses in the URAs. Partnering with other business groups and connecting business to business, business to services, etc.
- Tracking new job growth associated with grant program.
- Partnership with Merit

**3. Recommendation: Public market, “farm to table” food incubator and food hub**

Recommended Implementation:

- Initiate a feasibility study to confirm demand and financial viability of concept elements; and establish an advisory group to oversee the work.

Status:

- A follow-up Food Study was conducted and finalized in summer 2017.
- Staff have continued to meet with food organizations, businesses, and look at successful models around the U.S., to determine opportunities and potential roles for the City of Salem.
- Commercial Kitchen outreach/coordination (*Marion Polk Food Share and Better than Mama’s Pilot Project*)
- Acquisition of the former Zamora site for potential food location.
- Developed partnership with Merit who are subleasing building at former Zamora site.
- Conducted research and viability of container concept as first phase project.

**4. Recommendation: Support development of industrial flex space and/or mixed-use development**

Recommended Implementation:

- Explore the development of an RFP or “call for projects” in FY 16-17 to target North Gateway URA funding for projects meeting Action Plan goals and strategies.
- Pursue development of URA loans/grants for pre-development assistance for catalytic projects.
- Monitor “property for sale” within the corridor; establish an “opportunity fund” in FY 16-17 to respond to opportunities as they arise.

Status:

- Staff have been conducting pre-development meetings regarding key sites to determine development potential.
- Focused on key acquisitions such as; former Zamora Auto site and Fisher Road in conjunction with Salem Housing Authority.
- Funds have been available for developments, such as the Cornerstone Apartments and Ochoa's Cheese Factory. Continued discussions with potential industrial flex space developments as well.

**5. Recommendation: Portland Road Streetscape Improvement (North)**

Recommended Implementation:

- Implementation of this project will likely require a design exception or Transportation Systems Plan Amendments for interim street standards. Pursue funding in FY 16-17 for initial design.

Status:

- Project completed, pending cost savings report from public works.

Recommended Mid-Term Projects and Partnerships (5+ years or as opportunities arise)

**1. Recommended: Workforce and Affordable Housing Support**

Recommended Implementation:

- Develop outreach material that highlight key vision/priorities from the Action Plan and depth of financial programs available. Initiate outreach that includes key affordable housing partners and developers in the region as well as owners of existing multi-family housing in the corridor.
- Participate in the anticipated affordable housing sub-committee to track needs, issues, and recommendations.
- Ensure housing is eligible (*and listed as a priority*) for any new grants/loans developed following the approval of the Action Plan.

Status:

- Epping property development grants for Cornerstone Apartments, internal street construction, and frontage improvements.
- Contributed to property acquisition at 4107 Fisher Road with Salem Housing Authority for affordable housing.
- Established specific affordable housing grant funding.

**2. Recommended: Strengthen the Corridor Identity**

Recommended Implementation:

- Identify corridor working group that represents key businesses and community interests.
- Develop project work plan and key elements.

Status:

- New Salem entry monument sign via Public Works

Long Term- ON HOLD Projects

**1. Recommended: Portland Road Streetscape Improvements (South): ON HOLD**

Recommended Implementation:

- The south Portland Road improvements area focused around the intersection at Lana Avenue. Proposed improvements at Lana Avenue include; streetscape improvements along Portland Road, replacing the traffic signal, and providing a diagonal bicycle signal for bicyclists to safely access the proposed multi-use path. Additionally, a “rapid flashing beacon” mid-block pedestrian crossing (*location TBD*) is proposed between Bill Frey Drive and Lana Avenue.

Status: ON HOLD

- Long term, as needed to support redevelopment. Because of costs and other issues associated with land acquisition, this project should be revisited when adjacent parcels are redeveloped, in conjunction with the multi-use path.

**2. Recommended: Alternate Bike Connection at Railroad Overcrossing: ON HOLD**

Recommended Implementation:

- The Portland Road railroad undercrossing is a significant barrier to pedestrian and bicycle travel. A proposed multi-use path would provide pedestrians and cyclists with an alternative to riding or walking with traffic on Portland Road or traveling through the narrow pathway. The project would entail purchasing right-of-way from private properties and building a mixed-use path parallel to Portland Road and the railroad tracks that connects to Silverton Road just north of the Portland Road/Silverton Road intersection.

Status: ON HOLD

- Long term, after redevelopment and further study. Because of costs and other issues associated with land acquisition, this project should be revisited when adjacent parcels are redeveloped or when additional information is available on the potential usage of such a facility. Funding is in the budget to begin design work, looking to coordinate design with potential acquisitions.

**Maximum Indebtedness Increase Project Priorities**

NGURA Maximum Indebtedness Projects	Action Plan Alignment
Affordable Housing Grant Assistance	<ol style="list-style-type: none"> <li>1. Workforce and Affordable Housing Support (<i>Mid-Term #1</i>)</li> <li>2. Restructure financial incentives to better serve businesses, developers, and property owners. (<i>Short-Term #1</i>)</li> </ol>
Development Infrastructure Grant Assistance	<ol style="list-style-type: none"> <li>1. Restructure financial incentives to better serve businesses, developers, and property owners. (<i>Short-Term #1</i>)</li> <li>2. Support development of industrial flex space and/or mixed-use development. (<i>Short-Term #4</i>)</li> </ol>
Niles Avenue Infrastructure	<ol style="list-style-type: none"> <li>1. Support development of industrial flex space and/or mixed-use development. (<i>Short-Term #4</i>)</li> </ol>
Construction Bike/Ped Alt. Path	<ol style="list-style-type: none"> <li>1. Alternate Bike Connection at Railroad Overcrossing. (<i>Long-Term #2</i>)</li> </ol>
Pine Street Realignment	<ol style="list-style-type: none"> <li>1. Larger Scale Infrastructure Project contributing to all projects.</li> </ol>
Salem Industrial Drive Improvements	<ol style="list-style-type: none"> <li>1. Larger scale infrastructure project contributing to all projects.</li> </ol>
Silverton Rd/ 17 <sup>th</sup> Street Left Turn Lane	<ol style="list-style-type: none"> <li>1. Larger scale infrastructure project contributing to all projects.</li> </ol>
Property Acquisitions	<ol style="list-style-type: none"> <li>1. Support development of industrial flex space and/or mixed-use development. (<i>Short-Term #4</i>)</li> </ol>
Pine Street Development	<ol style="list-style-type: none"> <li>1. Public Market, “farm to table” food incubator and food hub (<i>Short-Term #3</i>)</li> </ol>
Environmental Clean-Up	<ol style="list-style-type: none"> <li>1. Restructure financial incentives to better serve businesses, developers, and property owners. (<i>Short-Term #1</i>)</li> <li>2. Support development of industrial flex space and/or mixed-use development. (<i>Short-Term #4</i>)</li> </ol>
Gateway Streetscape Enhancements	<ol style="list-style-type: none"> <li>1. Strengthen Corridor Identity (<i>Mid-Term #2</i>)</li> <li>2. Portland Road Streetscape Improvements (<i>South</i>) (<i>Long-Term #1</i>)</li> </ol>