Seven County Infrastructure Coalition
2021

Seven County Survey and Demographic Report
Colliers / April 15th, 2021

PREPARED BY:

Gregory Healy
Senior Vice President, Supply Chain Solutions & Workforce Analytics
+1 909 937 6308
Gregory.Healy@colliers.com

Ross McClintock
RWA, Associate | Utah
+1 801 666 4275
Ross.Mcclintock@colliers.com

PREPARED FOR:

Mike McKee
Seven County Infrastructure Commission
Table of Contents:

Introduction........................................3
The Team.........................................5
Community Data...................................9
Existing Site Info...............................16
Assessment & Stakeholder Input..................23
Proposed Industries.............................41
Proposed Layout.................................49
Marketing Plan...................................54
Summary.........................................59
INTRODUCTION

The Seven County Infrastructure Coalition commissioned a study to review the current status of the Salina Industrial Park in Sevier County as a refresh into what types of development would most likely be attracted to the park and how the park could position itself to attract additional development.

Colliers International was the successful bidder after two rounds of an RFP process. Our model was to include community involvement and local stakeholder experience from local and regional government and industry and pair that with our team of both regional and national research, brokerage and supply chain experts to evaluate the site. As part of evaluation, Colliers wanted to overlay national trends that would impact the marketability of the site as well as local demographics to understand the types of industries that would be best suited for a site like the Salina Industrial Park.

In this report are the findings of the collective team as six months of collaborative thinking amongst the group flushed out ideas to improve the Salina site, but also have an angle towards taking the findings of this report and being able to roll them out in other similar communities throughout the Seven County region of Central Utah.

As part of the project, there was a request to also evaluate whether the Utah Inland Port would also play a potential role within this site, but it was soon realized that the project would not be looking at external, more rural sites to augment the project in the near term and there was not a necessity to evaluate this as part of the project. In the instance that this may change in the future, Colliers did provide specific information on what the criteria is for a successful inland port, which may be useful for either the Salina Industrial Park or other industrial developments in the region.

Additionally, as the project evolved, there was significant press related to both the change in transportation service providers at the local coal mines, and moreover the role of coal in global energy production in the United States as well as globally. This has a direct impact to both the community of Salina as well as the larger central Utah region which is heavily invested in mining and energy industries. We have provided insight as to the national and global trends around the coal industry.

This report should serve as the start of the larger conversation around reinvesting in rural communities to spur development, economic progress and most importantly jobs for the people that live in work in central Utah. Colliers serves as a partner in facilitating this dialogue and looks forward to supporting the Seven County Infrastructure Coalition in making this region a place people can proudly call home.
Seven County Infrastructure Coalition

The Team
Ross McClintock
RWA, Associate

Ross McClintock is a land specialist with over 30 years of experience in real estate entitlement, valuation and development. Ross has worked in commercial real estate since 1995 and has been involved in multiple significant transactions throughout the region. His experience, work ethic and background make him the go-to real estate specialist.

Ross’ primary specialties are sales, leasing, valuation and entitlement of agricultural, industrial, residential, retail and mineral lands throughout the United States and Canada. His background in land valuation, acquisition and entitlement comes from obtaining the RWA designation, serving on planning commissions, managing pension fund properties and liquidating FDIC-owned bank assets.

Gregg Healy
Senior Vice President
Location Strategy Consulting & Workforce Analytics

Gregg leads the Supply Chain and Logistics Consulting team for Colliers, working strategically to support clients to optimize their networks as well as internal operations. Gregg bridges the world of distribution with the world of real estate solutions, so that clients can make informed decisions to maximize the utilization of their supply chain.

With over 20 years of global manufacturing and supply chain experience as both a senior executive in the corporate world, as well as owning a supply chain consulting practice and a third-party logistics business, Gregg has real world experience that brings unique perspective to the Colliers team.

Gregg’s strengths include leading site selection services as well as working extensively with developers and investment groups, specifically for industrial real estate. Gregg’s role in the project would be supporting the national research portion as well as liaising with the Utah team for research and strategy.

Gregg has a dual undergraduate degree from UCLA and an MBA from University of Michigan and speaks 6 languages.
Lew Cramer
Chief Executive Officer | UT

With decades of experience within the international business and real estate sectors, many consider Lew Cramer one of the most well-connected economic development professionals in the Intermountain West.

As founding president and CEO, Lew led World Trade Center Utah from 2006 through 2013. With his talented colleagues and strategic partners, he enhanced Utah’s international expansion by assisting Utah firms in connecting with global business opportunities, a method he employs today at Colliers International. The success of Lew’s vision and efforts is shown in Utah’s position as the only state in the nation with positive export growth every year for the past decade, including over $19 billion of merchandise exports in 2012. During the George H.W. Bush administration, Lew served as director general of the U.S. Commercial Service, leading the activities of 1,400 commercial officers at over 100 embassies worldwide and 65 offices throughout the United States. During his many years in Washington, D.C., he worked with US West International in developing major telecommunications projects in over 30 countries. He also served as a White House Fellow in the Reagan administration, deputy assistant commerce secretary and assistant secretary of commerce for international trade.

Lew has also practiced real estate law in Los Angeles and in the San Francisco Bay area. For many years, he taught real estate law at the University of Southern California and international business at Georgetown University.
Lana Howell
Senior Director, Marketing & Research
Lana Howell is the Senior Director of Research & Marketing for Colliers International offices throughout Utah. She is a creative thinker, with years of analytical and marketing experience. Lana drives a competitive business advantage by delivering tailored and innovative real estate services to clients. She is a dedicated and tenacious market expert who is passionate about leadership and is skilled at building top-performing teams focused on accuracy, impeccable service delivery, and accountability.

With extensive work history in the real estate industry, she consistently provides real estate expertise and hands-on support to Colliers International. She also oversees the planning and implementation of real estate quarterly statistics and market study projects by analyzing and publishing market data and economic statistics for client projects. Howell’s past work experience includes positions at major companies like Coldwell Banker Commercial Advisors, CBRE, Champion Safe, and NAI Global.

Kami Wickham, MBA
Client Services Coordinator
Skillful and dynamic professional with three years administrative experience and over seven years proven delivery of seamless customer service. Expert in training with a demonstrated ability to become a subject-matter-expert in technical topics. Proven ability to improve processes and procedures. Skilled document manager, with experience handling contracts and confidential communications. Highly adept in the maintenance and reconciliation of data, ensuring accuracy across several teams. From UCLA and an MBA from University of Michigan and speaks 6 languages.
Community Demographics

Named after salt deposits discovered by Mormon settlers in 1864, the settlement of Salina was formed. Several years later, abundant coal resources were discovered in the nearby mountains, with a fertile valley and the Sevier river providing irrigation as well as rail service to the town of Salina was created in 1891. Within the city limits of Salina, a rural community consisting of slightly over 6 square miles of development including residential, commercial and limited industrial sites. Sitting in a valley shielded by mountains at the southeast edge of the town, Salina is a rural community that has its economic roots steeped in agriculture, mining and transportation related activities that are supported with the direct access to I-70. The Salina industrial park sits an area just south of the town over a ridge, directly adjacent to the interstate.

The population of Salina has not grown substantially over the years, with a current estimated population at just under 3,0000 residents. The community is overwhelming white middle class, and aging.
Nearby restaurants

<table>
<thead>
<tr>
<th>Name</th>
<th>Direction</th>
<th>Distance (miles)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOM'S CAFE</td>
<td>SW</td>
<td>1.9</td>
</tr>
<tr>
<td>HOT SPOT</td>
<td>SW</td>
<td>1.9</td>
</tr>
<tr>
<td>MALENAS CAFE</td>
<td>SW</td>
<td>2.5</td>
</tr>
<tr>
<td>SUBWAY</td>
<td>SW</td>
<td>2.8</td>
</tr>
<tr>
<td>EL MEXICANO RESTAURANT</td>
<td>SW</td>
<td>2.8</td>
</tr>
<tr>
<td>DENNY'S</td>
<td>SW</td>
<td>2.8</td>
</tr>
<tr>
<td>CARL'S JR</td>
<td>SW</td>
<td>3.0</td>
</tr>
<tr>
<td>ARBY'S</td>
<td>SW</td>
<td>3.1</td>
</tr>
<tr>
<td>SHELLE'S</td>
<td>NE</td>
<td>11.8</td>
</tr>
<tr>
<td>SUBWAY</td>
<td>NE</td>
<td>12.3</td>
</tr>
<tr>
<td>LOTSA MOTSA PIZZA</td>
<td>NE</td>
<td>12.5</td>
</tr>
<tr>
<td>R &amp; R FRONTIER VILLAGE</td>
<td>SW</td>
<td>18.6</td>
</tr>
<tr>
<td>ARBY'S</td>
<td>SW</td>
<td>18.7</td>
</tr>
<tr>
<td>SUBWAY</td>
<td>SW</td>
<td>18.7</td>
</tr>
<tr>
<td>WENDY'S</td>
<td>SW</td>
<td>19.3</td>
</tr>
<tr>
<td>TACO TIME</td>
<td>SW</td>
<td>19.3</td>
</tr>
</tbody>
</table>

Closest 35 locations
### Consumer Expenditures

#### 2019 Wealth & Income
- **Median household income**: $52,982
- **Per capita income**: $19,898
- **Median disposable income**: $44,312
- **Median home value**: $177,690
- **Median net worth**: $80,672

#### 2019 Annual Transportation Spending
- **Transportation total**: $53,055,073
- **Payments on vehicles excluding leases**: $16,295,674
- **Gasoline & motor oil**: $13,986,169
- **Vehicle maintenance & repairs**: $6,851,031
- **Vehicle insurance**: $10,414,517
- **Leased vehicles**: $2,261,477

#### 2019 Annual Entertainment/Recreation Spending
- **Total entertainment/rec**: $18,881,962
- **Sports/rec/exercise equipment**: $1,147,646
- **Books**: $187,832
- **Photo equipment/supplies**: $255,588
- **Toys/games/crafts/hobbies**: $686,152
- **TV/video/audio**: $6,881,303

#### 2019 Annual Food & Alcohol Spending
- **Food total**: $50,574,063
- **Food at home**: $30,363,093
- **Food away from home**: $20,210,970
- **Alcoholic beverages total**: $3,065,490
- **Alcoholic beverages at home**: $1,831,008
- **Alcoholic beverages away from home**: $1,234,482

#### 2019 Annual Apparel Spending
- **Total apparel & services**: $11,306,679
- **Men's apparel**: $2,154,984
- **Women's apparel**: $4,063,725
- **Children's apparel**: $1,685,031
- **Infant apparel**: $487,049
- **Footwear**: $2,480,889

#### 2019 Annual Spending Total
- **Retail goods**: $135,179,394
- **Housekeeping supplies**: $4,622,269
- **Furnishings**: $12,070,525
- **Household textiles**: $550,992
- **Furniture**: $3,405,041
- **Major appliances**: $2,096,197
- **Housewares**: $589,318

---

**Salina, Utah**
30 minute radius
Population trends & key indicators

Population by age

Population by generation

Historical trends: population

Home value

Housing: year built

Household Income

Source: U.S. Census Bureau, Census Summary File 1. Esri current and 5 year forecasts.
Seven County Infrastructure Coalition

Existing Site Information
The Salina Industrial Park Phase 1, is a 245.5 acre improved site (with additional acreage available for development) on the north side of Interstate 70, roughly 52 miles East of I-15 and 27.6 miles southeast of Scipio, Utah on State Route 50 where Interstate 15 connects in the nearby city of Scipio, Utah. State Route 50 converges with Interstate 70 in Salina then shifts east converging with the I-70 servicing Denver and beyond.

The site is primarily flat with W Industrial Park Drive road paralleling the site in an east-west orientation, originating slightly east of State Route 50 and continuing for .25 miles into the Salina Industrial Park.

Elevation is 5261 feet above sea level
55 Parcels total
17 parcels w/active commercial business
38 parcels available for sale

ANALYSIS OF SITE POTENTIAL

Major employers in community include Barney Trucking, Sufco Mines, Robinson Transport. With an unemployment rate of 3.5% as of 2019. For a community that is considerably rural, average household income levels are remarkably high, much of this is related to work associated with the nearby mining operations.

Interstate 70, a major transportation thoroughfare begins 52 miles west of Salina, splitting off from the I-15 interstate which travels in a north-south trajectory down to Southern California and north 176 miles to Salt Lake City, Idaho and the Canadian border. Where the westerly edge of the I-15 originates, goods traveling from ports and warehouses in Southern California travel through Salina on their way to Denver and beyond until the I-70 eventually terminates in Baltimore, Maryland.

With such a large volume of transportation related traffic passing through Salina, the community has developed a microcosm of trucking and transportation industries. At the State Route 89 offramp in Salina, no less than five gas stations, many with fast food restaurants and/or convenience stores, line both sides of the I-70 freeway, providing motorists with plenty of options for fueling up before the approximately seven-hour drive over the Rocky Mountains and into Denver.

Alongside the bevy of gasoline stations, other service providers such as truck repair, tires and travel-friendly restaurants and midgrade motels line State Highway 89 to support travelers on their journeys.

But the motels in Salina have also been utilized to house visitors to the community when they come to town for the many equestrian related as well and other regional outdoor themed events. For a community as small as Salina, the Blackhawk Arena & Events Center boasts over 300 events annually and brings in tourism dollars to the community, oftentimes filling available motel rooms and overflowing.
## LOCAL SURVEY — EXISTING LOCAL EDUCATION

<table>
<thead>
<tr>
<th>Local Schools</th>
<th>Students Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>North Sevier High School</td>
<td>294</td>
</tr>
<tr>
<td>Salina Elementary School</td>
<td>437</td>
</tr>
<tr>
<td>North Sevier Middle School</td>
<td>234</td>
</tr>
</tbody>
</table>

[Map showing North Sevier High School, Salina Elementary School, North Sevier Middle School]
LOCAL SURVEY – LOCAL EDUCATION IN RELATION TO INDUSTRIAL PARK

- North Sevier High School
  - 294 Students

- North Sevier Middle School
  - 234 Students

- Salina Elementary School
  - 437 Students

- Salina Industrial Park
## Available Higher Education

<table>
<thead>
<tr>
<th>Name of School</th>
<th>Students Enrolled</th>
<th>Distance from Salina</th>
</tr>
</thead>
<tbody>
<tr>
<td>Snow College Ephraim</td>
<td>3,513</td>
<td>34 Miles North</td>
</tr>
<tr>
<td>Snow College Richfield</td>
<td>539</td>
<td>20 Miles South</td>
</tr>
<tr>
<td>Brigham Young University</td>
<td>33,517</td>
<td>97 Miles North</td>
</tr>
<tr>
<td>Provo College</td>
<td>914</td>
<td>98 Miles North</td>
</tr>
<tr>
<td>Utah Valley University</td>
<td>37,282</td>
<td>100 Miles North</td>
</tr>
<tr>
<td>Mountainland Tech College</td>
<td>329</td>
<td>100 Miles North</td>
</tr>
<tr>
<td>Utah State University Eastern</td>
<td>2,172</td>
<td>106 Miles North</td>
</tr>
<tr>
<td>Uintah Basin Tech College</td>
<td>1,000</td>
<td>190 Miles North</td>
</tr>
</tbody>
</table>
LOCAL SURVEY – HIGHER EDUCATION IN RELATION TO SALINA

University of Utah
32,818 Students
144 Miles North of Salina

Westminster College
1,865 Students
138 Miles North of Salina

Salt Lake Community College
60,000 Students
144 Miles North of Salina

Mountainland Tech College
329 Students
100 Miles North of Salina

Brigham Young University
33,517 Students
97 Miles North of Salina

Provo College
914 Students
98 Miles North of Salina

Uintah Basin Tech College
1,000 Students
190 Miles North East of Salina

Utah Valley University
37,282 Students
100 Miles North of Salina

Snow College Richfield
539 Students
23 Miles South of Salina

Snow College Ephraim
3,513 Students
35 Miles North of Salina

Utah State University Eastern
2,172 Students
106 Miles North East of Salina
Seven County Infrastructure Coalition

Assessment and Stakeholder Input
Stakeholder Input

An important part of Colliers’ evaluation of the Salina industrial Park was to solicit stakeholder opinions and aggregate them to get a more comprehensive perspective as to the climate for directed growth in the community. In this process we took a two-pronged approach. The first approach was to solicit specific information from community members via a survey that was available to the general public in Salina. The second was a more targeted approach relying on the civic leaders to provide their educated perception about the strengths, weaknesses, opportunities and external threats to both the Salina Industrial Park as well as the greater region. The results of both of these exercises are noted below.

Community Survey

An integral part of our study was to gain insight into how the Salina Industrial Park is perceived by the Salina City leadership as well as the public. This information is essential in understanding what the wants, needs, perception and expectations are for its future development. Many times, a City Council’s vision of future development versus the city’s residents’ vision is at odds and can make future growth and development slow, disjointed, and painful. Through discussions with the City Council as well as attending council meetings over the past two years, the Council’s vision, and efforts to implement their vision of future development in the Industrial Park as well as the city in general, have been clear, focused, and deliberate.

Now that we knew where city leadership stood, the Survey was intended to ascertain what the resident’s knowledge of the Industrial Park is as well as several other general question about the City Council, their employment, wants and needs and opinion of Salina in general.

On October 14, 2020, Colliers representative Ross McClintock attended the Salina City Council with Malcolm Nash (representing the Severn County Infrastructure Coalition) in person, while Colliers’ representative Gregg Healy attended virtually via Zoom. The concept of performing a community was discussed as well as the method and desired outcome during an open session. Feedback was received and noted from not only the Council but those residents attending the meeting. All were supportive and anxious to take the survey as well as see the results. With this positive response Colliers moved forward with development of the survey.
The Salina Survey

The first step was to craft the questions. A series of questions were generated by the Colliers team based on prior surveys used in the past with similar projects. These were then modified to specifically fit this project and sent to the Seven County Infrastructure Commission for editing, prior to the launch. In the first week of November 2020, we received edits and feedback from Melissa Cano, Strategic Communications Specialist with Jones and DeMille. These edits were deemed helpful to receive the feedback that both the commission and their agent would receive the feedback they were looking. We then received the sign off to proceed with the execution of the survey directly.

The objective was to post the survey in as many places that residents could see to elicit the maximum number of responses. The survey was posted on both the city Facebook page and the Salina city website. In addition, the city council thought it would garner more responses if the link to the survey was printed on every resident’s water bill as well. But, with COVID-19 conditions, the entire city staff was under a lockdown and unable to provide the assistance directly. Without Kirk Rasmussen’s support, the survey would not have been a success. On November 18, 2020, Kirk completed uploading the survey and got it published on both the Salina Facebook site as well as the official Salina city website.

Click this hyperlink to view the survey: [https://form.jotform.com/203175541128147](https://form.jotform.com/203175541128147)

The responses were to the survey from community members was immediate. Those who completed the survey did so in a serious manner. There were no frivolous responses. Kirk provided another great idea to incentivize completing the survey by suggesting we have some sort of drawing for those who had completed the survey. This was an idea that Colliers implemented to generate more interest and thus more responses. With the recent opening of the new Maverik store in Salina, Ross McClintock decided to promote a raffle for a $100 Maverik gift card to elicit community involvement.

Responses to the survey continued to come in beyond Thanksgiving. With the holidays approaching, the responses began to taper off. After the first of the year, to reengage the community into responding to the survey, Kirk Rasmussen recommended that a banner be hung at the main intersection in town, highlighting that there would be a $100 gift card drawing as part of the survey. This immediately boosted the number of responses again.
On January 13, 2021, an update was provided to the Salina city council by Ross McClintock at a regularly scheduled meeting. At that time, it was decided to continue the survey past the February 1, 2021 date we had originally planned to garner more responses. In addition to the survey being on the Salina city Facebook page and website, Kirk Rasmussen and Ross McClintock developed several short videos at the Maverik store as well as one of putting up the banner. These were posted on the city Facebook page as well.

It was determined to end the survey on February 25, 2021. At the time of the conclusion on the survey we had received over 120 responses. As promised, a drawing was held to give away a $100 gift card for Maverik’s. The drawing was held on March 3, 2021 and the winner received the prize immediately. A video was created to commemorate this event and is available on the Saline city Facebook page, March 3, 2021 posting.

Additionally, the video of the awarding of the gift card can be seen here: [LINK](https://form.jotform.com/203175541128147)

The responses to the survey are noted in the following pages. Overall, the responses were very insightful as to the mood of the community, how they perceive themselves and the type of development which the community would like to see. Moreover, the community engagement was positive and many residents are probably interested in seeing the results of the survey in aggregate, which we believe should also be posted on the city website, with the permission of the city council members and the Seven County Infrastructure Coalition.

A summary of the findings are noted on the following page followed by the aggregated responses to each question.
The following is a summary of the feedback from the Salina survey at a high level:

- Salina is perceived as a safe community.
- The vast majority of the populace is aware of the Salina Industrial Park and would like to see more business developed within the park.
- The responses show that the population of respondents would like to see warehouse, distribution and/or manufacturing jobs in the Salina Industrial Park.
- The majority of respondents are less than satisfied with the amenities Salina has to offer and 65% of respondents feel more shopping opportunities are important to very important.
- 70% of respondents would like to see better housing options. This is further stated by the responses to the Age in Place question. Not that many respondents are looking forward to or will stay the remainder of their lives in Salina.
- Education is important. A potential follow-up question could have been “Do the schools meet your educational needs/expectations?”
- 89% said employment and income are important to very important. Second highest response in the survey.
- Finally, it is split in the middle as to how the respondents feel about Salina’s future. Half of the respondents say it is going in the right direction, and the other half say that the direction is stagnant. The positive thing is that very few respondents feel it is going in the wrong direction.

Statistical Data on Respondents

- 60% of respondents have lived in Salina over 20 years.
- 74% of respondents were over 35 years of age.
- 1/3 of the respondents work outside of Salina.
### SWOT Analysis Seven County Region

**Strengths**
- Established industries-energy, mineral extraction
- Rail service in some counties
- Telecommunications infrastructure
- Some healthcare presence
- Some higher education presence
- The coalition as a regional planning & funding organization

**Weaknesses**
- Most counties don’t have an interstate
- Smaller cities
- Small labor pool
- Water availability

**Opportunities**
- Energy industry always in demand
- Minerals always in demand
- CIB funding for infrastructure

**Threats**
- Federal agency land management
- Changes in federal administration
- Environmentalists
- Federal regulation
The following data is based on a survey completed by members of the local community.

Is Salina a Safe Place to Live?

- 68% Very Important
- 26% Important
- 6% Somewhat Important
What Business would compliment the Industrial Park?

- MFC: 38%
- Service Industry: 26%
- Tech: 18%
- Tourism: 9%
- Warehouse/Distribution: 9%

How Important are Shopping Opportunities?

- Not Important: 41%
- Somewhat Important: 30%
- Important: 23%
- Very Important: 6%
### LOCAL SURVEY – HOUSING

#### How Important is Housing Selection?

<table>
<thead>
<tr>
<th>Importance Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Important</td>
<td>6%</td>
</tr>
<tr>
<td>Somewhat Important</td>
<td>24%</td>
</tr>
<tr>
<td>Important</td>
<td>36%</td>
</tr>
<tr>
<td>Very Important</td>
<td>34%</td>
</tr>
</tbody>
</table>

#### Salina 2020 Estimated Housing Units

<table>
<thead>
<tr>
<th>Unit Type</th>
<th>% of Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020 Total Housing Units</td>
<td>1,137</td>
</tr>
<tr>
<td>Owner Occupied Housing Units</td>
<td>61.9%</td>
</tr>
<tr>
<td>Renter Occupied Housing Units</td>
<td>29.6%</td>
</tr>
<tr>
<td>Vacant Housing Units</td>
<td>8.6%</td>
</tr>
</tbody>
</table>
LOCAL SURVEY – EDUCATION

How Important is Education?

- Not Important: 6%
- Somewhat important: 33%
- Important: 56%
- Very Important: 5%
How Important are Employment Opportunities?

- Not Important: 2%
- Somewhat Important: 9%
- Important: 30%
- Very Important: 59%
LOCAL SURVEY – AGE AND LONGEVITY

How long have you lived in Salina?

- 20+ YEARS: 75 responses
- 10 TO 20 YEARS: 16 responses
- 5 TO 10 YEARS: 13 responses
- 0 TO 5 YEARS: 21 responses

Age Ranges

- 18 TO 24: 8 responses
- 25 TO 34: 25 responses
- 35 TO 44: 39 responses
- 45 TO 54: 18 responses
- 55 TO 64: 22 responses
- 65+: 13 responses
LOCAL SURVEY – LOCAL AGE AND WORK

Age in Place

- Yes: 50%
- No: 29%
- Somewhat: 21%

Work out of Salina?

- No: 62
- Yes: 36
LOCAL SURVEY – GAUGING SALINA’S FUTURE

Are you aware of the Industrial Park?

- No: 2
- Somewhat: 35
- Yes: 88

How do you feel about Salina's Future?

- Other: 9
- Right Direction: 53
- Stagnent: 55
- Not good future: 8
LOCAL SURVEY – AMENITIES & BUSINESS

Rate Salina's Amenities

<table>
<thead>
<tr>
<th>Rating</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 NOT SATISFIED</td>
<td>23</td>
</tr>
<tr>
<td>2</td>
<td>29</td>
</tr>
<tr>
<td>3</td>
<td>49</td>
</tr>
<tr>
<td>4</td>
<td>13</td>
</tr>
<tr>
<td>5 EXTREMELY SATISFIED</td>
<td>6</td>
</tr>
</tbody>
</table>

Would you like to see more Businesses in the Industrial Park?

- yes: 95%
- no: 3%
- depends: 2%
Central Utah’s Dependency on Coal Related Work

As we progressed through the discovery process of this report, we found one glaring issue that cannot be ignored as we consider the economic health in the mid to long term for both Salina as well as the greater seven counties region of Central Utah.

Within Salina, there are two major trucking companies that support the coal mines directly to the east of town as well as many residents of both Salina and the surrounding communities whose employment is either directly or indirectly impacted by activities at the local coal mines. A report published by the Utah Foundation in 2017 estimated that as many as 2,500 jobs in Utah are directly in either coal mining or coal energy production and those numbers are anticipated to decrease.

Rural communities are particularly hard hit as a disproportionate percentage of revenue is reliant upon this industry where a lack of diversification of economic activity exist. Beyond the employment, many rural communities also rely upon the tax revenue that this industry creates to support local government activities.

In spite of the most recent government administration promoting a pro-coal posture, the demand for coal, both domestically and globally continues to decline, as consumers are demanding cleaner as well as less expensive renewable fuel alternatives.

Coal Supply: Production

[Graph showing coal supply production from 2018 to 2050, with data from the U.S. Energy Information Administration]
CENTRAL UTAH’S DEPENDENCY ON THE COAL INDUSTRY

A recent report published by the US Energy Information Administration highlights that the demand for coal, and accordingly the production of coal in the United States has dropped off significantly over the past 2 years specifically and is not intended to return to levels seen in the past. In Utah alone, the production of coal in 2015 was just over half of what it was in 2001, and anticipating a further reduction as noted by the projection by the US Energy Information Administration. Of the three major coal producing regions in the United States, the West is experiencing the greatest drop in coal production, and this trend is forecasted to only continue through 2040, whereas it stabilizes at a nearly half of what production was in 2018.

At the Housing Summit hosted by the Six County Commission, this topic was addressed by a local congressman who countered that the demand for coal may be decreasing in the United States but will be offset by demand in overseas markets, specifically China as China continues to develop coal fired energy generation plants.

Three countries dominate the global coal trade industry today, namely Australia, Indonesia and Russia - each of which are at a significant advantage in proximity, and price to these growing markets of Asia where energy production from coal fired plants is still growing.

China is the world’s largest importer of coal, but US imports represent only an infinitesimal amount relative to their overall coal imports. Although Chinese importation of US sourced coal was up over 1,165% year from 2015 to 2019, that number represents a total value of those imports at only $157.8 million dollars. With an annual value of $18.9 billion dollars, US imports of coal represent less than 1% of Chinese overall imported coal consumption. Canadian imports are more than 4 times that of US coal imports to China whereas an overwhelming majority of Chinese imported coal originates from Australia ($9.1B) Mongolia ($3.1B), Indonesia ($3B) or Russia ($2.5B).

India is the second largest global importer of coal, but the Unites States is about as far as physically possible from India, and thus exports to India are from stellar and India is also relying heavily on imports from the three major exporters to fuel its growth.

One bright spot is Japan. US exports to Japan, the number one importer of US coal were $2 billion dollars in 2019, up over 200% from 2015, but still as a major importer of coal, the US is still only the 4th largest exporter of coal to Japan, and US exports total less than 1/7th of those imports coming form Australia.
Central Utah’s Dependency on the Coal Industry

Yet Japan is one of the few G7 countries leaning into coal, as a result of the Fukushima nuclear accident in 2011 which destroyed one of Japan’s nuclear energy plants and released deadly nuclear fallout to the region as well as spilling over into the Pacific Ocean. As part of a resilience strategy, Japan is doubling down on coal as a reliable source of both domestic energy requirements, but also as part of a larger Asian strategy for Japanese engineered and built coal energy plants to be further utilized in the developing nations within Asia. Japan is planning to build domestically 22 more additional coal fired electricity production facilities as part of this energy plan, 15 of which are already under construction. (https://www.vox.com/2020/2/18/21128205/climate-change-japan-coal-energy-emissions-pikachu)

As a longer-term strategy though, Japan, like many of the other G20 countries is feeling increasing pressure, both externally as well as from within, to divest in coal and shift to renewable energy sources. As noted below the future financing of coal fired energy production facilities is projected to drop off significantly in the near future leaving coal producing regions the only option of diversifying their economies or face greater financial challenges.

### Financing the capacity of coal-fired power plants overseas

![Graph showing financing capacity of coal-fired power plants overseas in 2018.](chart)

- **Financing coal plants’ capacity (GW) overseas, 2018**
- **Source:** Global Coal Finance Tracker, 2018
Seven County Infrastructure Coalition

Proposed Industries
The industrial real estate market is experiencing a boom in development with over 273 million square feet of new industrial space having been absorbed in 2020 due to trends such as the growth in e-commerce, near-shoring of manufacturing, and businesses wanting to maintain higher inventory levels of products on hand to de-risk supply chains.

Additionally, 348 million square feet of new industrial space has been brought to market in 2020, which is a record amount on new product. These new industrial projects are primarily intensifying their growth in key consumer markets, as final mile transportation costs and speed are key drivers that impact location strategy for major industrial user groups as they try to reach the most potential customers at the quickest speed and lowest cost.

The top occupiers of industrial space by category are Amazon with over 87.9 million square feet absorbed in 2020. The second largest industrial absorber in 2020 are third part logistics companies (3PLs). 3PLs continue to dominate in absorption due retailers looking for distribution partners outside of Amazon for product fulfillment. The need to have a 3PL partner (or set of partners) that maintain a network of facilities coast-to-coast to provide seamless delivery of product.

Salt Lake County has been the biggest region nearest to the Salina site with 1.7 million feet of industrial space absorbed in 2020 and a decreasing industrial vacancy rate to 3.4% at the end of 2020.

The Salina site is quite different than most typically industrial markets. Although the characteristics of the site itself are quite positive, with good ingress and egress to a major interstate, nice relatively flat pads and a pro-business local environment - other challenges exist for most major industrial distribution users.

The largest challenge is the lack of population both adjacent to the site as well as within a 2-hour drive time of the site. Our data suggests that from the site, in all directions, the total population that is reachable is 2,365,544.

With transportation consuming 50% of more of overall distribution costs, and of that cost nearly half of the expense is incurred in last mile delivery, being closer to population centers is a significant advantage. For large industrial occupiers, the users that take big-box industrial sites for distribution, The Salina Industrial park would be cross-docked with other industrial sites that are closer to Salt Lake County that are able to reach more households within their delivery windows.

Sites that are more remote work better as locations to provide cross-docking of product, specifically bulk distribution. At the more rural locations, transportation carriers establish facilities for truckers to rest, transfer loads of goods and continue on their route.
Potential Industries Continued...

With the Salina site located at roughly 9 and half hours from Southern California’s ports, and approximately 7 hours outside of Denver, with recent trucking regulations around electronic logging devices (ELDs), the route must include either a team driver or a period of rest along the route. Salina could serve as preferred location prior to truckers heading further east along the I-70 corridor or beyond. The route traversing Salina from Long Beach to Denver is the most expeditious route for transportation carriers. With nearly 50% of all freight, specifically that coming from Asia, travels through Southern California ports. In calendar year alone, the combines parts processed over 9.2 million TEU containers.

The same convenience of traveling through Salina from Seattle’s Sea-Tac terminal is most likely not the case as freight would most likely take a more northerly route via Wyoming and bypassing the Salina route as a primary route of travel.

For distribution in a north-south direction, the distance between Phoenix and Salt Lake City, is within the drivable distance with ELDs, and for transportation carriers going beyond to Boise, it would be more likely to identify a site along the I-15 corridor rather than off of the main artery. Additionally, the fastest route coming out of Phoenix to Denver would not take the traffic through Salina.

For these reasons, the best types of national user groups for the Salina Industrial Park would be transportation carriers and 3PLs performing bulk distribution of product that are utilizing the I-15/I-70 corridor from Southern California to Denver and beyond. These users would find a benefit in capitalizing on Salina’s location to transfer product in Salina for distribution in the Intrawest states.

As discussed previously, the site does not work well for a last-mile fulfillment location due to the lack of consumers in the immediate vicinity, but also these sites typically employ large number of associates, and the immediate population of Salina and surrounding communities would represent a substantial risk for these types of labor-intensive operations as much of the site selection process focuses on the availability of large pool of low-cost labor. In our analysis of the current labor market conditions for Salina specifically, and the larger region in general, the market has a relatively small number of available workers that would classify for warehouse/distribution related work. There could be a transfer of skill sets from other industries that could be considered for this work as well, but in general, the pool of overall people is very limited, and thus riskier for the larger big box distributors.
Potential Industries Continued...

Having highlighted some of the constraints of the site for national distribution and fulfillment businesses, there are significant strengths to the site, as well as demand from the community, for additional amenities in the community that the Salina site could be well suited for.

Among the recommended types of development which our analysis believes would be ideal for the Salina Industrial Park include small unit commercial condominium units. These multitenant units could range in size from 5,000 to 15,000 square feet and could be easily combined together for tenants who need expansion.

These types of facilities are well suited for industrial, flex and even retail uses and could provide a community like Salina sites that could service the trades (construction, transportation related or various contractors).

Leveraging Salina’s Unique Characteristics to Promote a Lifestyle Community

As the unique characteristics of some cities and towns fade when unmanaged growth brings with it a standardization of retail amenities, diluting the unique charm of a community which initially brought residents there. For Salina, given its location of being close enough for occasional visits to the greater Salt Lake MSA, yet far enough from these communities on the Wasatch front where growth has diluted their rural charm, there is an opportunity to capitalize on Salina’s rural strengths for those workers that are able to work remotely with limited reliance upon a traditional office environment. In theory, people can work where they want to live, and Salina can leverage its sense of place to attract those white-collar workers who desire a more pastoral setting.

In May of 2020, Forbes magazine the careers that are most likely to see an increase in demand due to changing consumer demands. Most of the careers that are anticipating growth are careers that provide the opportunity to work remotely. If Salina can develop a housing strategy which could support an influx of these new types of workers, it could begin to recognize an additional economic infusion of capital as many of these new remote careers are middle class income jobs. Additionally, new residents would require new amenities further spurning economic growth.

The list of the growth industries as reported by Forbes as well as a snapshot of the current mixture of jobs in the Salina community juxtaposed against the fastest growing industries nationally as reported by EMSI, a nationally recognized source for labor analytics.
Potential Industries Continued...

EMSI Data

2020 Labor Force Breakdown

Population Trends

As of 2019 the region’s population increased by 4.4% since 2014, growing by 127. Population is expected to increase by 3.4% between 2019 and 2024, adding 102.
Seven County Infrastructure Coalition

Proposed Industries

Largest Industries

- Industry Jobs
- National Average

1. Mining, Quarrying, and Oil and Gas Extraction
2. Transportation and Warehousing
3. Government
4. Retail Trade
5. Accommodation and Food Services
6. Construction
7. Wholesale Trade
8. Health Care and Social Assistance
9. Other Services (except Public Administration)
10. Agriculture, Forestry, Fishing and Hunting
11. Professional, Scientific, and Technical Services
12. Finance and Insurance
13. Educational Services
14. Administrative and Support and Waste Management and Remediation Services

Top Growing Industries

- Industry Jobs Growth

1. Retail Trade
2. Transportation and Warehousing
3. Government
4. Wholesale Trade
5. Construction
6. Mining, Quarrying, and Oil and Gas Extraction
7. Health Care and Social Assistance
8. Professional, Scientific, and Technical Services
9. Agriculture, Forestry, Fishing and Hunting
10. Accommodation and Food Services
11. Other Services (except Public Administration)
12. Educational Services
Post Covid-19 Careers, Forbes May 2020 WSJ

- Accounting and Finance Jobs - Outsourced remote back-office positions.
- Computer/ IT Jobs - Digital content, Database managers, Digital architecture
- Construction - Residential construction/renovation jobs
- Content Creation Jobs - Digital health content creators, Review writer, promotions
- Creative Jobs - Video editor, Animation, Talent agency, Digital marketing
- Customer Service Jobs – CSR, Contact Support, Insurance related
- Education & Training Jobs - Remote Education Instructor, Trainer, Video developer, Teaching
- Food Industry - Food related roles, Delivery of food, Dark kitchen operations
- Media Industry - Content creator, Writer, Development of media projects
- Medical & Health - Medical enrollment specialist, Telehealth, Electronic medical health records
- Sales & Marketing - Account Executives, Sales & Support roles, Consulting, Customer support
- Science – Biotech, Simulation related science professions, Engineers (system engineers), Developers
- Translation – Translator, Translation services
Creating a Sense of Place for Salina

At the top of the list of placemaking attributes of Salina is the Blackhawk Arena. Located adjacent to the Salina Industrial Park and being a major draw for visitors and tourist revenue associated with this venue, the community has a unique asset that can be further promoted. Through targeted promotion, and using the equestrian theme to specifically differentiate the community, Salina can further develop industries that are complimentary to the type of growth that the community has made clear on the survey that they want.

One of the significant results from the community survey was the desire to have a local steakhouse restaurant in the Salina community. Looking exclusively at the demographics of the immediate Salina market, the population would be challenged to support this, as well as many of the amenities which community members were interested in having in Salina due to the low population of residents. With the consideration of the events and local tourism related activities, the number of visitors to the community is greatly increased, and along with that goes an increase in spending. If the community can quantify the number of unique visitors that the Blackhawk arena draws to the community, there could be an easier justification to support the required demographics for a national steakhouse chain, or other large industries, to locate in Salina, and specifically near the Blackhawk arena or industrial park.

Organically, there has been movement in the industrial park as Burns Saddlery recently committed to growing their business and setting up a manufacturing operation within the Salina Industrial Park. This growth mean that they can provide their patrons, who visit the Blackhawk Arena or are just traveling through town, the opportunity to see their handmade goods created firsthand.

But there is room for more of these types of industries within the Salina Business Park including services to support visitors who bring their horses to shows at the arena but spend money outside of the community because of a lack of amenities. These would include services such as an equine veterinarian clinic, farrier services, feed supply yards, RV storage and even specialty retail clothing outlets. Beyond those potential industries, an RV park that could cater to both Blackhawk Arena visitors, as well as vacationers that would like a place to stay for a few days before traversing the Rocky Mountains, would also be a welcome addition that would infuse investment into the community.

Finally, look towards other communities that have developed a themed lifestyle in their community to differentiate. Cities that promote a rural equestrian lifestyle, such as Norco, California (aka, Horsetown USA), have capitalized upon their unique branding to promote targeted growth and protect their heritage. [https://elcr.org/i-fivecalifornia/](https://elcr.org/i-fivecalifornia/)
Seven County Infrastructure Coalition

Proposed Layout
Proposed Layout for Salina Industrial Park

Our evaluation of the Salina community and the Salina Business Park have led us to propose the following layout for growth within the business park.

For the sites immediately adjacent to Interstate 70 and to the West of the Denny’s restaurant, we propose the flex style of industrial suites as described earlier in the report. These work very well in smaller communities, particularly support the various trades that need space for expansion, but can also work as small retail boutiques or various service industries. With the proximity to highway the ingress and egress to the site is ideal for easy accessibility for both workers as well as patrons of these sites.

Capitalizing on the outdoor lifestyle in rural Utah, we propose an RV storage facility further west of the flex units. This site was selected for the RV storage site as it requires very minimal infrastructure to develop and still has easy access to the interstate. The location is one that would in the future be prime for additional manufacturing or distribution facilities, but it may take time to recruit such an industry to the region, so this site can be minimally developed in the short-term, with an eye towards a longer-term development project.

Further west of the Kenworth business, there is opportunity to develop a retail pad and an equine centric veterinarian clinic to the west and retail placed along the interstate for maximum visibility.

Additionally, to get more interest in the community, if feasible, a digital billboard along the I-70 advertising both community activities and local businesses would be a benefit to the community. Moreover, events at the Blackhawk Arena could be promoted to the tens of thousands of vehicles passing by daily further enhancing its image as the place in the west for outdoor lifestyle events, specifically around the equine community.

Although these recommendations are based upon our collective evaluation at the time of the project, they are subject to change as the economy continues to evolve or the park is impacted by external factors, economic or otherwise.
Seven County Infrastructure Coalition

Proposed Layout
Watch video Here
Seven County Infrastructure Coalition

Marketing Plan
1. **Assess the data mined from the study.**
   a. Kem C. Gardner Policy Institute data
   b. GOED data & programs
   c. EDCU RFI’s
   d. State funded Infrastructure Financing and Grants
   e. Recruit Millennials to Central Utah
   f. Explore TIF and Opportunity Zones
   g. Explore Inland Port Feasibility
   h. Colliers Sales Efforts

2. **Kem C. Gardner Policy Institute Data-**
   Meeting with Director Natalie Gochnour was of great help. We discussed the factors that have kept Rural Utah from enjoying the prosperity that the Wasatch Front has historically enjoyed. After reading every study her staff had written, I concluded “A Marshall Plan for Rural Utah” was direct, concise and should be used by the 7 County Infrastructure Coalition as the primary reference document moving forward.

3. **GOED data & programs-**
   GOED provides information and programs that can assist cities, counties and coalitions with data needed to reach assess the viability of locally originated programs tailored to local needs. What may work in the Wasatch Front may not work in Sevier County? So, what works in Sevier County?

4. **EDCU RFI’s-**
   I invited the EDCU staff to come to Salina and take a look at the Industrial Park. Unfortunately, most of them had never seen it and certainly it had not come to mind during the RFI process. The learning curve has flattened slightly as the frequent turnover of staff has required continued efforts to make them aware of the Industrial Park. These efforts are helping as I am now receiving calls from staff asking questions regarding the Industrial Park.

5. **State Funded Infrastructure Financing & Grants-**
   With the election of Governor Cox, we the best advocate for what we want to accomplish. As a Sanpete County native, he understands the challenges of Rural Utah and has pushed for more infrastructure bond and grant monies in the just completed Legislative Session. It is critical for Coalitions, Counties and Cities need to secure this funding to lay the groundwork for future growth.
6. **Recruit Millennials to Central Utah**
   This is but one part of a multilayered marketing program for the area. Our data has shown two critical statistics that if reversed will launch Central Utah’s growth and prosperity.
   
   a. Current median age Sevier County 35 years
   b. Current median age Utah County 26 years

   With current housing prices in Utah County pushing $400,000 younger couples have been priced out of the traditional path to the American dream. Go to school, get a good education, get married, start a career, start a family, buy a home. Its going pretty well until you get the last part, buy a home! Its just not happening. So, what are Millennials on the Wasatch front doing for housing? Living wherever they can.
   Without the necessary $100,000 to $150,000 for a down payment, they cannot qualify for a home loan at any interest rate. With lower housing costs, the median age could come down if Central Utah can attract them. These work from home families with solid incomes, lessen the ups and downs of local economies having industry layoffs and closures. However, this can’t happen unless cities and counties gear up, streamline the processing of entitlement and permitting of new residential development.

7. **Explore TIF and Opportunity Zones**
   This is a critical component of showing Investors, Developers, Builders and Business owners you want them to come. Waiting for something to happen via EDCU or GOED actions are not enough. The efforts of Cities to attract investment from not only Utah but other states as well, will depend upon the incentives that can be given. Why would a builder spend one second looking at Sevier County when they are making more money on the Wasatch Front than ever before? Therefore, to incentivize them to come to Sevier County is going to depend on the creativity of local government. How many TIF areas are there in the county? Are you trying to create one? Why or why not? Opportunity Zones? Is there a way to get one moved to Sevier County? Have we tried?

   Are you having Economic Development Events sponsored by Cities or the County? Almost every city on the Wasatch Front has an Annual Economic Development Golf Tournament. City officials and staff meet invited builders, developers, business owners etc. come and see what is going on what’s available for sale, how long is the entitlement and permitting process? As an example, Eagle Mountain has had a really great Economic Development Golf Tournament for several years. What has it yielded? The fastest growing city in Utah Co. Landing the Facebook Data center as well as the Tyson Food Plant. SITLA and Ivory Homes teaming up to build 3600 homes. And recently another home builder buying 8,000 acres which he will build several thousand more homes, shopping centers, schools, and office complexes. Was this because of a golf tournament? Partially. Cedar Valley has been thought of as “the place I used to go shoot jack rabbits as a kid” is now an economic juggernaut due to people seeing for themselves the potential. I applaud the recent Housing Summit. The momentum must keep going to bring builders to Sevier County and have them see for themselves.
8. **Explore Inland Port Feasibility**-
   Though an Inland Port is not currently being considered at this location, as a longer-term strategy, this is another critical component in future economic growth. Having served for 10 years on the Kern County, CA Planning Commission, I had the opportunity to go through the 3-year process to create the Wonderful Industrial Park in Shafter, CA.

   This has been an economic boon to the City of Shafter as well as Kern County as a whole. The benefit of an Inland Port in Sevier Co. cannot be overstated.

9. **The Colliers-Salina relationship**-
   I cannot say enough as to how great it has been working with Salina City as well as Sevier Co. The 7 County Infrastructure Coalition has been a great learning experience for me and in the process, I have made new friends. I firmly believe with a few more tools as I have mentioned above, we can realize the potential the Salina Industrial Park has to offer. Colliers is committed to the people of Salina as well as Sevier Co.
Inland Port Opportunities

At this time the Utah Inland Port Project is not considering satellite locations in Central Utah. This may change in the future.

In general, inland ports are located in communities with the following amenities:

- Well developed infrastructure from port facility
  - Specifically low-cost direct rail connections
  - Since speed in supply chain is important, the ability to quickly and efficiently move product from port facility to satellite facility is paramount

- Low land costs and large parcels
  - Locations that are port adjacent suffer from high land costs and congestion issues which put the pressure to develop alternative sites
  - Large sites with abundant trailer storage for loading and staging of trucks or rail is ideal

- “On the way” locations
  - Since you are pulling freight to a location further from the port of entry, ideally, the site should be “on the way” to other consumption markets, thus minimizing the next or last leg of transportation, reducing time and costs

- Availability of low-cost labor
  - Since there is additional handling involved in pulling product away from the initial port of entry (potentially increasing transportation costs), the expectation is that there is an overall benefit, which is oftentimes recognized through availability of cheaper labor that can reliably service the industries within the industrial site

- Well developed infrastructure to end users
  - Whether it be via rail or truck, the outbound cost, once the freight has been received and sorted, is always more expensive than the inbound cost, so having convenient access to outbound transportation is key to a successful inland port satellite location

In conclusion, there may be opportunities in the future for Central Utah to participate in an inland port satellite location. These locations are typically determined by the state to spur economic development in rural communities through cooperation between the public and private sector. Inland port satellite locations also have a lifespan. They grow and then they fade as many of the original benefits of the site diminish through development.
Seven County Infrastructure Coalition

Summary
As Colliers performed this study alongside the stakeholders of the Salina Industrial Park, a lot came to light about this site and its role in greater Central Utah region. Over the past 10 years, much of the economic growth has happened along the Wasatch Front, with economic activity less robust in the rural parts of the state that rely on more traditional industries such as mining and agricultural activities.

But things are changing, not just in Utah, but across the United States as structural changes in the way people buy goods, where they work and how they want to live have all been transformed due to COVID-19. These changes bode well for rural locations that are able to promote connectivity to larger metro regions, but still can provide a more pastoral lifestyle for raising families. Salina fits that model, and the industrial park has potential to complement the existing community amenities to promote an image of a community that people want to live and recreate in as well.

Some of the challenges in getting larger tenants into the park are due to the geography, as last mile fulfillment is the greatest area of growth in industrial development, and the more rural nature of Salina, and greater Sevier County as locations closer to larger populations would be more desirable over more rural locations for last mile fulfillment. Additionally, the demographic mix to support a large last mile fulfillment requires a larger pool of potential workers within the immediate vicinity then what the demographics show for Salina (although there is higher potential for people to commute in this region for work). Still, the Salina Industrial Park sites can clearly be utilized for light manufacturing, regional distribution centers, or more likely cross docking of product for companies that are traversing the I-70 corridor and need a convenient place to stop before going over the Rocky Mountains heading east, or after crossing them and heading west. These would all be excellent options to utilize this location.

But beyond just infusing industrial development, more importantly the community needs renewed interest, renewed housing development and an opportunity to reinvent itself in the version that it wants to become. The rise of e-commerce, the ability to work remotely as a result of COVID-19 and the rise of the digital workplace all are positive trends for communities like Salina that pride themselves in being rural communities that embrace the nature around them.

Continuing to redefine the character of the community is vital. Balancing the needs of the legacy residents with those that bring new life to communities is delicate but needed, to keep communities alive and evolving. It was clear in our community survey that many of the residents that had long lived in the community, want new growth and development, but there are still that want to preserve that which is special about the place they reside.
We do believe that the best course of action for the Salina Industrial Park at this time is to develop smaller flex industrial sites which can be utilized to bolster existing community businesses that need new locations to expand, as well as also draw in industries and services to the park.

Additionally, as noted in the survey, leveraging the already brand of Salina and its relationship with the Blackhawk Arena is also a way increasing visibility to both Salina as well as the industrial park. Likewise, as part of our recommendations, we encourage the community to lure those industries which may be complimentary to the Blackhawk Arena activities around the equine culture and outdoor living so that when tourist visit Salina, they are met with the amenities that they would require and would spend both more time, as well as money investing locally. Some of those amenities include an RV park, equine veterinary clinic, additional retail and service businesses.

Continuing to define the character of Salina is vital. Every transformational change in culture, economics and/or political winds creates and opportunity. The winds for growth in Salina have just started to change and Colliers believes that there is potential to create a project that would benefit the community both economically as well as from a cultural perspective. A continued shared-interest approach of both private and public entities coming together, alongside with input from the public is the best method to provide results that can satisfy the needs of the greatest number of people.

The story for the Salina Industrial Park is not over, it is just beginning. We are optimistic in the potential of the site. With a few key industries moving within the park, an ecosystem of industries can be developed, and if nurtured, flourish and provide a long-standing positive impact on the community.

On behalf of Colliers, we are thankful to have had the opportunity to partner with the Seven County Infrastructure Coalition in completing this assessment and want to continue to be your partner in taking this report and making this an actionable piece of work that inspires the community to revisit the positioning of the park to best serve the interests of the community at large.

We look forward to seeing this project take flight.
Copyright © 2021 Colliers International.

The information contained herein has been obtained from sources deemed reliable at the time the report was written. While every reasonable effort has been made to ensure its accuracy, we cannot guarantee it. No responsibility is assumed for any inaccuracies. Readers are encouraged to consult their professional advisors prior to acting on any of the material contained in this report.