



ALBANY REVITALIZATION AGENCY

AGENDA

Wednesday, November 19, 2025 **Immediately following the City Council Meeting**

Albany City Council Chambers

333 Broadalbin Street SW

ARA Zoom link for public participation: <https://albanyoregon.gov/council/groups/ara/zoom>,

Phone: 253-215-8782 | Meeting ID: 893 9379 2719 | Passcode: 12379

Please help us get Albany's work done.

Be respectful and refer to the rules of conduct posted by the main door to the Chambers and on the website.

1. Call to Order

2. Roll Call

3. Approval of Minutes:

- November 15, 2023 [Pages 2-4]
- April 9, 2025 [Page 5]
- June 11, 2025 [Pages 6-7]

4. Public Comment

Persons wanting to provide comments may:

- 1- *Email written comments to sophie.adams@albanyoregon.gov, including your name before noon on the day of the meeting.*
- 2- *To comment virtually during the meeting, register by emailing sophie.adams@albanyoregon.gov before noon on the day of the meeting, with your name. The chair will call upon those who have registered to speak.*
- 3- *Appear in person at the meeting and register to speak.*

5. Scheduled Business

- CARA Financial Update and Spending Discussion [Pages 8-16] (Adams)

6. Staff Updates

7. Business from the Agency

8. Next Meeting Date: TBD

9. Adjournment

This meeting is accessible to the public via video connection. The location for in-person attendance is accessible to people with disabilities. If you have a disability that requires accommodation, please notify city staff at least 48 hours in advance of the meeting at: sophie.adams@albanyoregon.gov or call 541-917-7654.

Testimony provided at the meeting is part of the public record. Meetings are recorded, capturing both in-person and virtual participation, and are posted on the City website.

albanyoregon.gov





MINUTES

November 15, 2023

Hybrid – Council Chambers

Approved: DRAFT

Call to Order

5:15 p.m.

Roll Call

Members present: Steph Newton, Alex Johnson II, Matilda Novak, Jackie Montague, Ray Kopczynski, Ramycia McGhee, Marilyn Smith

Members excused: None.

Members absent: None.

Approval of Minutes

Motion: Member Jackie Montague moved to approve the September 27, 2023, and October 2, 2023, meeting minutes as written. Member Ramycia McGhee seconded the motion, which passed 7-0.

Business from the Public

None.

Scheduled Business

5:16 p.m.

Chair Newton opened the floor for discussion regarding the approval of the Railroad Construction and Funding Agreement. Economic Development Manager, Sophie Adams provided an introduction for approval for the use of \$750,000 of the Agency's remaining spending authority for the City's Waterfront Project.

Unfortunately, the estimate provided by the Portland & Western's engineer was lower than the bids. The actual cost to complete the work would require additional funds which would need to be approved for the work to be completed. Oregon Department of Transportation (ODOT) Rail has already issued the Crossing Order requiring the work be done. She noted it is not uncommon with specialized railroad work to have cost overruns, and that the Agency has funds available to close the gap and ensure the project is completed.

City Engineer, Staci Belcastro, provided additional details on the railroad crossing improvements along the waterfront corridor. Portland & Western Railroad will be coordinating with the Waterfront Project.

The Construction and Maintenance Agreement (CMA) that was brought before the ARA at the September meeting and completed after the Crossing Order was approved by the ODOT Rail Division. It did include a cost estimate of \$2.4 million dollars. After the CMA was executed, it went out for bid and they received two bids from a low of \$3.24 million to a high of \$3.49 million. Staff reached out to the Railroad Engineer to review the cost increase as the increase was significant. Railroad construction is specialized and increased costs in labor and materials is common and only a limited number of contractors are approved to bid on railroad work.

Belcastro next provided some background on the development of the agreement that ARA approved at the September meeting and development of the ODOT Crossing Order. When design started it required a diagnostic meeting with ODOT Rail, Portland & Western, Burlington Northern to discuss the rail crossing improvements in the corridor as any new crossings dictate the closure of others in the corridor. The draft Crossing Order was developed in March 2022 ODOT then must provide all interested parties an opportunity for review before issuing the Final Order which didn't happen until July 2023. The Crossing Order is a Binding agreement requiring improvements to be complete within 2 years of being issued.

Staff recommends that the ARA allocate the additional \$750,000 of the Agency's spending authority and that the City Council allocate \$681,000 of Transportation System's development charges to help address the funding gap.

Member Montague asked for more detail regarding what was driving the increase in cost. Belcastro explained that most of the increase is in the crossing materials and labor.

Member Newton noted that the agreement said work was to be completed per ODOT requirements but what was the penalty if we do not?

Belcastro answered that we would have to have a new diagnostic with ODOT, which is basically starting the process over. If we did not comply with this order, we would have to restart the process and any improvements such as the entrance to the Community Center (which is a crossing) would be put on hold to do the diagnostics.

City Attorney, Sean Kidd, also responded that in reviewing the Final Order, he verified that we can't pick and choose and make changes to the crossings without having to go back through the process again. The Final Order is a legal document. This was issued and the appeals period is expired. So, we would have to go back to ODOT Rail and get their approval.

Member Newton asked Adams if we had the final bids before the 60 days appeal period, which Adams answered no. Newton also asked if there is any kind of insurance to cover the gap or a way to recoup the cost difference, perhaps a lawsuit? Kidd didn't see that any insurance would cover this instance. The original estimate was 'probable cost', not a guarantee. Belcastro noted that bids don't go out until the Final Order is issued. And then after that the Construction and Maintenance Agreement is developed and executed and then after that, the Railroad actually opens the bids.

Member Newton summarized that if ODOT gives us 60 days to appeal but we don't know what the cost is until we have the bid and we no longer have a chance to reassess the budget. And with the time it takes to do the process over, and possibly incur further cost increases, having to begin again makes the situation frustrating. In addition, she asked how taking money out of Transportation System Development Charges funds may impact other plans. Belcastro noted that there are adequate funds without impacting other plans.

Member Novak appreciated the staff's work but expressed her general concern with the financial aspect of the Waterfront Project and isn't comfortable voting in favor.

Member Smith commented that the ARA Board decided in 2018 to pursue the Waterfront Project and devote the rest of the borrowing authority for the agency for that project. That is what is being done. As it was only an estimate for a specialized project and the fact that the whole project hinges on completing the crossing improvements.

Member Kopczynski concurred that as this is the capstone project for the Urban Renewal District, he believes it should be completed. The funds are available and doing another analysis is a waste of time.

Member Johnson II asked how long the delay would be if they were to do another diagnostic? Belcastro said the last one begun in 2020, so a two to three year further delay. Johnson emphasized the agency was tasked to complete the project within a given time frame and we should execute within that timeframe as promised. The longer we delay, the longer the city delays benefiting from a successful implementation of the waterfront project. He supported getting the project finished despite the increased costs.

Member McGhee asked again about getting the details of the cost increase as soon as possible.

Motion: Member Alex Johnson II moved to approve the contract increase as written. Member Marilyn Smith seconded the motion, which passed 5-2 with members Novak and Newton voting against.

Staff Updates

There is no meeting scheduled in December. The next meeting may be in January.

Business from the Agency

Member McGhee asked for the ARA agendas earlier to expedite their review.

Member Johnson II expressed his excitement for the eventual completion of the waterfront project.

Member Newton noted it was peculiar that the two councilors representing Ward 1 downtown district were the ones voting in opposition to the funding.

Next Meeting Date

January 17, 2024

Adjournment

5:50 p.m.

Respectfully submitted,

Reviewed by

Susan Muniz
Recorder

Sophie Adams
Economic Development Manager

**Documents discussed at the meeting that are not in the agenda packet are archived in the record. The documents are available by emailing cdaa@cityofalbany.net.*



MINUTES

Wednesday, April 09, 2025

Meeting

Hybrid-Council Chambers, City Hall

Approved: DRAFT

Call to Order

Chair Newton called the meeting to order at 8:22 p.m.

Roll Call

Members present: Chair Steph Newton, and Members Carolyn McLeod, Marilyn Smith, Michael Thomson, Alex Johnson, and Jackie Montague

Members absent:

Recess to Executive Session to discuss litigation or litigation likely to be filed in accordance with ORS 192.660 (2)(h)

No action was taken

Reconvene

08:40 p.m.

Next meeting

To be determined

ADJOURNMENT

There being no other business, the meeting was adjourned at 8:41 p.m.

Respectfully submitted,

Reviewed by,

Erik Glover
City Recorder

Sophie Adams
Economic Development Manager

**Documents discussed at the meeting that are not in the agenda packet are archived in the record. Documents from staff are posted to the website after the meeting. Documents submitted by the public are available by emailing cityrecorder@albanyoregon.gov*



MINUTES

Wednesday, June 11, 2025

Meeting

Hybrid-Council Chambers, City Hall

Approved: DRAFT

Call to Order and Pledge of Allegiance

Chair Newton called the meeting to order at 6:00 p.m.

Roll Call

Members present: Chair Steph Newton, and Members Carolyn McLeod, Marilyn Smith, Michael Thomson, Alex Johnson, and Chris Van Drimmelen

Members absent: Ramycia McGhee (excused)

Public Comment

No one provided written comments, members of the public signed the sign in sheet but they intended to sign up for the City Council meeting on the same evening. No one present wished to speak

Election of Chair and Vice Chair

6:01 p.m.

Chair

MOTION was made by Thomson to nominate Steph Newton as Chair. McLeod seconded the motion which passed 6-0.

Vice-Chair

MOTION was made by Johnson to nominate Carolyn McLeod as Vice-Chair. Thomson seconded the motion which passed 6-0.

Public hearing(s)

Adoption of the 2025-2027 approved biennium budget

6:02 p.m.

OPEN: Newton opened the public hearing at 6:02 p.m.

Staff report: Deputy City Manager Kayla Barber-Perrotta, Finance Director Jeanna Yeager and Budget Manager Jenn Ambuehl were available to speak. Barber-Perrotta said that there were no changes from the previous presentation in the ARA Budget Review Committee. She said that Member Thomson asked a question about the \$3.1 million in maximum indebtedness, the agency could collect under the revitalization area. Barber-Perrotta said that the agency would be discussing whether those funds should be collected or not. Thomson said why would the agency not want to collect it.

Newton asked about the timeline to collect the \$3.1 million, as county partners are excited to see the revitalization area sunset. Newton said that a fall presentation is too late. Barber-Perrotta said that ARA is waiting on consultant Tiberius Solutions who is waiting for completion of the 2023, and 2024 audits for their work. Newton asked when that would be complete. Barber-Perrotta said that 2023 is largely complete, 2024 is expected quickly. The analysis will review performance and numbers.

Testimony:

No one provided written comments, members of the public signed the sign in sheet but they intended to sign up for the City Council meeting on the same evening. No one present wished to speak for this hearing.

Staff Rebuttal: None

CLOSE: Newton closed the public hearing at 6:09 p.m.

MOTION by Johnson to adopt the resolution adopting the Albany Revitalization Agency budget for 2025-2027 biennium, as presented. Smith seconded the motion which passed 6-0 and was designated RES ARA2025-02

Next meeting dates

June 18, 2025; (tentative/if necessary)

ADJOURNMENT

There being no other business, the meeting was adjourned at 6:10 p.m.

Respectfully submitted,

Reviewed by,

Erik Glover
City Recorder

Sophie Adams
Economic Development Manager

**Documents discussed at the meeting that are not in the agenda packet are archived in the record. Documents from staff are posted to the website after the meeting. Documents submitted by the public are available by emailing cityclerk@albanyoregon.org.*



TO: Albany Revitalization Agency

VIA: Peter Troedsson, City Manager

FROM: Sophie Adams, Economic Development Manager

DATE: November 4, 2025, for the November 19, 2025, Albany Revitalization Agency Meeting

SUBJECT: Central Albany Revitalization Area (CARA) Financial Update

Purpose:

Provide information on the Agency’s remaining spending authority under the CARA Plan, outline pathways for sunseting the CARA District, and discuss options to deal with the remaining CARA funds.

Background/Discussion:

The Central Albany Revitalization Area Urban Renewal Plan (“Plan”) was adopted in August 2001. Its boundary encompasses 986 acres in the City of Albany, about nine percent of the total City acreage. The Plan identified a range of programs and capital projects to be carried out by CARA, including development partnerships, public space improvements, infrastructure, pedestrian/bike connectivity projects, community facilities, and technical support.

Maximum Indebtedness and Remaining Spending Authority

Urban renewal plans are required to have a “maximum indebtedness”, which functions as a limit on the cumulative amount of tax increment finance (TIF) proceeds that can be spent on projects in the urban renewal area (URA). Note that maximum indebtedness (MI) does not function as a revolving credit limit. In other words, paying off debt for old projects does not free up maximum indebtedness to be used on future projects. Once a URA incurs the full amount of maximum indebtedness, it cannot incur additional debt to fund additional projects. An MI calculation is completed every year to report on how much spending capacity remains for projects. CARA has a maximum indebtedness of \$56,000,000.

Using the recently completed fiscal year end (FYE) 2023 Audit and Actuals for FYE 2024 and FYE 2025, Tiberius Solutions completed an update of CARA’s MI calculation. As of June 30, 2025, maximum indebtedness used is \$51,588,124.05, with \$4,411,875.95 remaining.

CARA is also anticipated to receive non-TIF revenue from loan repayments and property sale proceeds totaling an additional \$908,972.00. Those resources can be spent without impacting the calculation of MI. This brings the total amount that CARA can legally spend to \$5,320,848.

Of that total, \$3,771,768 is committed in this biennium (2025-2027) for administration, staffing, central services, and outstanding contracts, including the Waterfront Project. If CARA projects continue beyond the current biennium, the cost for administration and central services would need to be accounted for either from the remaining CARA funds or another city fund.

CARA's debt service payments are already reflected in the MI calculation. However, the schedule for paying off debt is important as it will free up additional money for projects that otherwise would have been spent on admin costs.

At the November 19 meeting, Tiberius Solutions will walk the Agency through several example scenarios to explain the importance of pre-paying debt and treating the remaining spending authority. Depending on how the Agency proceeds, there will be a range of \$1,500,000 to \$2,000,000 (rounded) that may be spent in accordance Oregon Revised Statutes and the CARA Plan.

Guidelines for Spending CARA Funds

In Oregon, TIF revenues can only be spent on projects and activities that are authorized within an adopted urban renewal plan and are intended to eliminate blight and promote economic development within the designated urban renewal area. Eligible expenditures typically include infrastructure improvements such as streets, sidewalks, utilities, and public spaces; property acquisition and site preparation for redevelopment; assistance for building rehabilitation or new construction; loans or grants to support private investment; and administrative costs related to plan implementation. All spending must directly further the goals and objectives outlined in the urban renewal plan and comply with Oregon Revised Statutes Chapter 457.

As stated, as well as complying with ORS, TIF spending must align with the CARA Plan's stated goals, objectives, and identified activities. The complete CARA Plan document can be found on the city's website. The complete list of activities is also attached to this memo. For convenience, the goals, objectives, and activities are summarized here:

CARA Goal: To revitalize the Central Albany Revitalization Area by implementing the Town Center Plan developed through the Central Albany Land Use & Transportation Study (CALUTS) using a citizen-driven process.

CARA Key Objectives:

- Attract new private investment to the area.
- Retain and enhance the value of existing private investment and public investment in the area.

CARA Additional Objectives:

- Provide a safe and convenient transportation network that encourages pedestrian & bicycle access to and within the town center.
- Preserve the Historic Districts, historic resources and existing housing in the area.
- Create a readily identifiable core that is unique and vibrant with a mixture of entertainment, housing, specialty shops, offices, and other commercial uses.
- Increase residential density in the area.
- Encourage the development of new forms of housing and home ownership.
- Enhance and protect the community and environmental values of waterway corridors in the area.
- Provide an enriching environment and livable neighborhoods.

CARA Activity List Summary:

- Development Partnerships: this category includes 12 projects/activities related to property acquisition and redevelopment, including both housing and commercial types as well as public infrastructure improvements aimed at recruiting developers and private investment.
- Public Space Improvements: this category includes 16 projects/activities related to public places and amenities, including beautification, streetscapes, riverfront housing, and public parking structures.
- Infrastructure: this category includes 9 projects/activities related to infrastructure projects recommended for the revitalization of downtown including the undergrounding of overhead utilities, street redevelopment, and traffic calming.
- Pedestrian/Bike Connectivity: this category includes 6 projects/activities aimed at creating bike and ped connections as well as benches, lighting, and interpretive signage.
- Watershed Health and Education: this category includes 2 projects/activities to restore and protect riparian habitat as well as enhancing watershed health of area waterways.
- Community Facilities: this category includes 1 project/activity- “Establish and enhance public facilities such as libraries, museums, performance areas, parks, and the arts.”
- Technical Support: this category includes 4 projects/activities related to the general administration of the CARA Plan as well as business retention and recruitment and the promotion of downtown.

Financial Plan and Spending Discussion

Given the remaining CARA spending authority, the options for pre-paying debt, and the guidelines for TIF spending outlined above, it is now appropriate to consider how best to dedicate the remaining CARA funds to achieve the greatest community and economic impact. Three potential investment priorities are included here to aid in the discussion:

- downtown parking solution project to support business growth and visitor access
- additional completion work on the Waterfront Project to leverage current contract
- contribution towards the cost for undergrounding the utilities along Water Avenue

These options provide an opportunity to strategically complete CARA's mission while responsibly managing available resources.

While considering alternatives for spending, consider the following key factors:

- Consistency with the CARA Plan Goals – Each project should clearly advance CARA's adopted objectives, such as eliminating blight, stimulating private investment, and improving livability in the district.
- Economic Impact and Leverage – Evaluate which projects are most likely to attract private development, create or retain jobs, and generate economic activity.
- Community Need – Consider how each project serves residents, businesses, and visitors, by filling a need or completing a project listed in the CARA Plan that has yet to be accomplished.
- Project Readiness and Feasibility – Assess whether alternatives are “shovel-ready,” have realistic timelines, and can be completed within the desired urban renewal timeframe.

Strategic Plan Impact:

Healthy Economy Goal 4: Create a readily identifiable downtown core that is unique and vibrant with a mixture of entertainment, housing, specialty shops, offices, and other commercial uses.

Budget/Staff Impact:

This discussion centers around the CARA budget, which has cash on hand (within legal maximum indebtedness) to complete projects as directed. Staffing is provided by the current economic development department.

Staff Recommendation:

Staff recommends the following:

- 1) Follow the financial plan scenario in which outstanding CARA debt is paid off in FYE 2026, maximum indebtedness is reached in 2027, and final CARA projects are completed within this current biennium.
- 2) Direct remaining spending authority towards a project(s) that is timely, in the CARA Plan but yet to be accomplished, demonstrates financial return on investment or fills a great downtown need.

Alternatives:

1. Follow an alternative financial plan scenario.
2. Direct remaining spending authority towards another project(s) not included in this memo.
3. Do not spend remaining CARA funds and rather return them to the overlapping taxing districts.

Attachment:

1. CARA Plan pages 12-15, Project Activities

PROJECT ACTIVITIES

#	Activity Title	Brief Description of Activity
DEVELOPMENT PARTNERSHIPS		
1	Property Acquisition & Assembly	Acquire land and buildings for public and private development purposes and assemble sites as required to implement Urban Renewal objectives.
2	Commercial Building Rehabilitation	Provide technical assistance and financing &/or grants for the redevelopment of commercial structures, including focus on allowing active re-use of Downtown upper floors and structural issues.
3	Storefront Revitalization Program	Multi-year program to provide design, financing &/or grants to renovate commercial facades in HD, CD, LE, MS zones including awnings and signage.
4	Property Redevelopment Assistance	Provide assistance & support to developers including technical assistance, financing &/or grants of joint-venture efforts outside of the Downtown area.
5	Paint Program	Provide a free paint or similar program to incite sprucing up of residences and commercial properties.
6	Albany Square Development	Address development issues/opportunities, developer recruitment, & partnership with developers on mixed use infill along Water between Broadalbin & Ferry. Requires Water Ave. Improvements.
7	Water Avenue Improvements	Realign & reconstruct portions of Water generally between Washington & Montgomery including moving overhead utilities, infrastructure, sidewalks, trees with walkable grates, Victorian style lighting, & other pedestrian amenities. May require acquisition of ROW. Needed for Albany Square & Water Avenue Parking Structure.
8	Riverfront Housing Infrastructure	In partnership as needed for housing projects extend/reconstruct streets, sidewalks, water, sewer, storm Montgomery through Main north of 1st.
9	Transition Areas Redevelopment	Address development issues/opportunities to allow areas to transition to planned land uses including developer recruitment, assistance to owners, & partnership with developers in areas such as Pacific Blvd. corridor, LE zone, MS zone, Water Avenue MUI zone, CD zone.
10	Housing Demonstration	Development of, &/or financing for, affordable home ownership including first time homebuyer support. Partnership opportunity.
11	Housing Development	Pre-development, property acquisition &/or development in partnership for affordable housing &/or mixed use. May include St. Francis redevelopment. Partnership opportunity.
12	Housing Rehabilitation	Financing of renovation & rehabilitation of owner & renter occupied housing, including upper floor housing, consistent with Historic Preservation standards.

Project Activities – Continued

PUBLIC SPACE IMPROVEMENTS		
13	Gateways to Central Albany	Gateway amenities near Pacific & Santiam, & along Pacific near Queen.
14	Gateways to Downtown	Gateway amenities along Lyon near 8th, at Ellsworth near 1st, on 1st near Thurston.
15	Broadalbin Promenade	Pedestrian way improvement to Broadalbin from 4th to Water Avenues including pedestrian crossings, sidewalk repairs, moving overhead utilities, trees, benches, lighting, public art, information signage & other pedestrian amenities.
16	Albany Square	Create a plaza at Willamette River on end of Broadalbin including art, benches, potential Heritage Center with tower or water feature, River Terrace overlook & related amenities.
17	Albany Landing	Pier and dock on Willamette River at Albany Square.
18	Downtown Streetscape	Pedestrian amenities including trees with walkable grates, benches, public art, curb bulbouts, landscaping, Victorian style lighting, garbage receptacles, information kiosks, moving overhead utilities, with oases and piazza areas for rest and gathering such as Burkhart Square.
19	Downtown Beautification	Create year-round light and color in Downtown through placement of holiday lighting, hanging baskets, flowers, banners, flags and other seasonal displays. Multi-year program. Partnership potential.
20	Awning Program	Establish a program for design and placement of pedestrian-oriented awnings covering public sidewalks in the Downtown.
21	Riverfront Housing Area Streetscape	Provide street trees and pedestrian enhancements along Water Avenue from Jackson through Main to create identity & improve redevelopment opportunity.
22	Main Street Area Streetscape	Provide traffic calming and pedestrian enhancements as the MS zone redevelops.
23	Sidewalk Program	Financing program for sidewalk repair / replacement.
24	Street Tree Planting	Provide technical & financial support for planting of street trees.
25	Historic Districts Signage	Improve & provide public signage for Historic Districts including sign posts, directional signage, information kiosks & interpretive signage.
26	Downtown Parking Areas	Improve existing public parking areas including pavement repair/repave, landscaping, shade trees, retaining walls, striping, signage & lighting.
27	Government Center Parking Structure	Construct parking structure with ground floor retail and/or office in the vicinity of City Hall and the Courthouse. Partnership potential.
28	Water Avenue Area Parking Structure	Construct multi-floor-parking structure in the general area south of Water & east of Lyon. May be developed as public-private partnership.

Project Activities - Continued

INFRASTRUCTURE – Specific Infrastructure Projects Included in "Development Partnerships"		
29	Communications Infrastructure	Plan and develop fiber optic, phone & other communication linkages into & around Central Albany.
30	Overhead Utilities	Where feasible, place all currently overhead utilities underground. In all areas, reduce clutter of overhead lines by coordinating drops, etc.
31	Roads, Water, Sewer, Storm Sewer, Rail Crossing	Repair/replace/construct water, sewer, storm sewer, & roadways including rail crossings and bridges, in connection to other projects & to allow development.
32	Street Redevelopment	Bring City streets into current public standards throughout the URD.
33	Alley Redevelopment	Improve drainage and pavement in Downtown alleys and establish an alley maintenance program.
34	Downtown Grid System	Consider re-implementing 2-way traffic on 1st & 2nd Avenues &/or diagonal parking.
35	Traffic Calming	Provide traffic calming improvements throughout the area.
36	Queen Avenue Rail Crossing	Plan and provide improvements to reduce/eliminate conflict between rail switching & public crossing at Queen. Includes Pacific warning signal.
37	1st Avenue Undercrossing	Modify 1st Avenue rail undercrossing at Lafayette.
PEDESTIAN/BIKE CONNECTIVITY - Also see "Public Space Improvement"		
38	Willamette Riverfront Path	Create bike/pedestrian path along Willamette River connecting Bryant, Monteith & Bowman Parks including land acquisition, Calapooia River bridge, interpretive signage, lighting, benches, art & other pedestrian amenities.
39	Willamette Riverwalk	Widen and provide pedestrian amenities along Willamette Riverfront Trail in the general area between Ferry and Lyon.
40	Calapooia Riverwalk	Pedestrian/bike way connecting Santiam Canal Esplanade to Willamette Riverwalk including overlook & interpretive signage.
41	Santiam Canal Esplanade	Pedestrian/bike way connecting Downtown and riverfront along Vine Street with plantings, trees, benches, lighting, interpretive signage & related amenities.
42	8th Avenue Canal Esplanade	Pedestrian oriented connection of Santiam & Thurston Canals including Ellsworth & Lyon crossings, path east of Lyon, Victorian Garden & Gazebo improvement, pedestrian amenities, etc.
43	Thurston Canal Esplanade	Develop a pedestrian/bike way along Thurston Canal with increased water flow, reopen canal, riparian filtration, pocket parks & pedestrian amenities.
WATERSHED HEALTH & EDUCATION		
44	Watershed Health	Establish & implement programs for monitoring & enhancing watershed health of area waterways.
45	Riparian Restoration	Restore and protect riparian habitat along rivers & streams in the area.

Project Activities – *Continued*

COMMUNITY FACILITIES		
47	Public Facilities	Establish and enhance public facilities such as libraries, museums, performance areas, parks and the arts.
TECHNICAL SUPPORT		
48	Plan Administration	Administration of Plan such as indebtedness from Plan preparation; design, land use, engineering, market and other technical studies and plans; auditing; insurance; marketing materials and programs; personnel; other management costs.
49	Plan Refinement	Professional consulting services to refine urban design concepts, provide engineering, conduct environmental analyses, prepare financial plans, etc. for UR projects.
50	Business Retention & Recruitment	Commercial business development, retention and location assistance program focused on Downtown core. Multi-year program.
51	Promotion of Downtown	Foster image of Downtown as a destination through support services, promotion, events & hospitality training. Multi-year program.