



APPENDIX E

Funding Sources and Implementation Actions



MEMORANDUM

East Albany Plan

Technical Memo #10: Funding and Implementation (Revised)

Date: March 1, 2023
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I. INTRODUCTION

The East Albany Plan (EAP) project is producing a range of recommended actions and projects to help implement the preferred concept for this large study area.

This memorandum presents a range of funding mechanisms that might be useful in implementing public improvements and incentivizing development in the area.

The recommended action items in the EAP will carry a range of projected costs and timelines for completion. Funding sources discussed here are all subject to different revenue generating potential, competitive processes, and timelines.

II. PUBLIC IMPROVEMENT PROJECTS

Preliminary improvement projects and cost estimates have been generated to implement the preferred alternative concept for the East Albany study area. Figure 1 provides a summary of major project categories and preliminary cost estimates. As this project proceeds, additional and more precise estimates for public improvement costs will be produced.

FIGURE 1: CATEGORIES OF PUBLIC IMPROVEMENTS AND PRELIMINARY COST ESTIMATES, PREFERRED ALTERNATIVE

Category	Estimated Cost*
Water Infrastructure	92.7 M
Sewer Infrastructure	50.1 M
Stormwater Infrastructure	51.8 M
Transportation	\$16-\$20 M / Mile
Parks and Open Space	Unknown

* Estimated costs are preliminary and rough order of magnitude (ROM)

Source: Keller Assoc. (Water, Sewer, Storm); Johnson Econ (Transp.)

The preliminary estimated costs for identified projects is estimated in the hundreds of millions of dollars. This does not include a refined estimate of the cost of transportation projects which are a significant additional expense, rather an estimated per mile cost has been used for a ROM. Costs for additional improvement categories, such as parks and open space have not yet been quantified.

Of the other categories, the greatest estimated costs for projects impacting the plan area are water system improvements, with the estimated cost of sewer and storm improvements being roughly similar.

III. POTENTIAL FUNDING MECHANISMS

The extensive infrastructure improvements needed to serve the build out of the preferred EAP concept will carry high costs. These improvements are likely to be completed in phases over the planning period, allowing for phased funding as well. This section identifies potential funding sources for public improvements.

1. System Development Charges

The City of Albany has established system development changes (SDCs) for water, sewer, parks, and transportation that apply to new development. The SDCs generated with extensive new development expected in the plan area have the potential to generate significant revenue for making additional improvements. It is also important to note the following:

- SDCs are calculated differently for each system category, and land use type, based on adopted methodology.
- A share of the SDCs is dedicated to reimbursement of past and existing infrastructure projects and would not be wholly available to new projects in the Plan area.
- The magnitude of SDC generation will depend on the eventual build-out of the plan area, including density and types of land uses, number of housing units, etc.

Rough order-of-magnitude estimates of SDCs indicate that the estimated growth of roughly 6,500 new housing units in the plan area could generate roughly \$85 million in total residential SDCs (an average of \$13,000 per unit).

FIGURE 2: ESTIMATED RESIDENTIAL SDCs FROM BUILD OUT (6,500 NEW UNITS), PREFERRED ALTERNATIVE

Residential SDC	SDC/Unit	Est. SDC Revenue
Parks	\$1,770	\$11,505,000
Water	\$2,453	\$15,944,500
Sewer	\$5,055	\$32,857,500
Transp.	\$3,783	\$24,589,500
Total:	\$13,061	\$84,896,500

*SDC estimates assume a 50-50 mix single-dwelling and multi-dwelling development. Parks SDC's are calculated using an 1,800 SF, 3-bedroom home. Transportation SDCs used the current rate for duplex which is in the middle of the rates.
Source: City of Albany, Johnson Economics

The magnitude of SDCs from new Commercial and Industrial land uses is more difficult to calculate, because rates change depending on the nature of new businesses, number of plumbing features, water usage, etc. Very broad estimates based on the estimated buildable lands remaining in commercial and industrial categories indicate that SDCs from build out are likely to total an additional \$50M to \$100M over time.

2. Tax Increment Financing

The Tax Increment Financing (TIF) mechanism can be a powerful tool for generating dedicated funding for making public improvements within an identified district.

TIF works by “freezing” the current property tax base in the TIF district and assigning the future tax growth to the district itself to pursue projects identified in an adopted Plan.

The current local taxing jurisdictions (the city, county, schools, fire districts, etc.) continue to receive tax revenue on the “frozen” tax base throughout the life of the district. However, as the property tax base within the district grows over time, the tax revenue on the new assessed value (above the frozen base) accrues to the TIF district to fund its activities.

In a successful district, the public improvements incentivize new private development that greatly increases the tax base over time. At the end of the TIF district’s duration, all taxing jurisdictions enjoy a tax base that is higher than might have occurred without the facilitation of the TIF projects.

Urban Renewal funds must generally be used for physical improvements to infrastructure and property, which may be public or private. In support of these goals, the TIF agency can contribute to related actions such as direct acquisition or pre-development phases (feasibility and design).

These projects can include participating in public/private partnerships with developers for constructing projects, completing off-site public improvements that benefit and encourage new development in the area, or to acquire key sites. The funds can also be used for staff to administer these programs or for example leveraged to pay for SDC credits used to incentivize development through a development agreement.

TIF Districts must undergo a feasibility and planning process to determine the boundaries, projects, and revenue potential of the district, and it must be adopted in an TIF plan.

Potential East Albany TIF Projects

A number of large-scale transportation improvement projects identified in the East Albany Plan may lend themselves to the use of TIF funding because they serve a larger area, carry high costs, and may be challenging to pay for through other mechanisms. TIF can help fund these connectivity projects in a timely manner to facilitate build out of new areas. Potential projects include:

- Connectivity improvements in the Price Road area.
- Improvements to existing roadways such as Knox Butte Road.
- Off-road trail systems, paths, and greenways.

Albany TIF Capacity

Albany has a current TIF District, the Central Albany Revitalization Area (CARA) in the downtown area. As a city of over 50,000 in population, Albany is limited to having no more than 15% of its current Taxable Assessed Value (TAV) and 15% of its total acreage in TIF districts. The CARA, adopted in 2001, covers an estimated 8.7% of the City’s current acreage, and 8.2% of the City’s TAV.

FIGURE 3: ESTIMATED TIF USAGE AND REMAINING CAPACITY, CITY OF ALBANY

	Acreage	Acres %	TAV	TAV %
Estimated City Total (2022)	11,329	100%	\$4,006,839,384	100%
CARA	986	8.7%	\$331,329,723	8.3%
Remaining Capacity	713	6.3%	\$269,696,185	6.7%
<i>Total TIF Capacity</i>	<i>1699</i>	<i>15.0%</i>	<i>\$601,025,908</i>	<i>15.0%</i>

Source: City of Albany, Linn County Assessor, Johnson Economics

The remaining capacity to create or expand TIF districts in Albany is estimated to be over 700 acres, however this area is smaller than the large East Albany study area. If TIF were to be used in the plan area, the boundary of the district should be designed to capture the most important public improvement projects, as well as areas of anticipated future growth in order to generate sufficient TIF revenue from new development to fund these projects. Nevertheless, the remaining capacity is sizable and could greatly contribute to funding for the area.

3. Local Improvement District

Improvement districts assign all or a portion of the cost of infrastructure improvements on the properties that will directly benefit from them. These costs to property owners are in addition to the standard assessed property taxes, but typically substitute for SDCs. A local improvement district (LID) is a method for a group of property owners to pay for improvements that will provide collective benefits to them all. Oregon law authorizes local governments to establish LID's and they are common in Oregon.

The South Hillsboro neighborhood is an example of a large expansion area in Oregon that used an LID to help finance improvements to open the area for development. Property owners, including large land developers, were given the option to join the LID, paying an assessment at once, or over a set number of years. Property owners who opted not to join the LID would pay transportation SDCs at the eventual time of development of their property.

One challenge in utilizing a LID is that the cost of system development is ultimately borne by the property owners in addition to standard assessed property taxes. While it may be logical for the property owners to pay for improvements that will directly benefit them, it can nonetheless hamper future development in an area by adding burdensome costs prior to achieving the proposed development.

The cost of the LID is typically assessed immediately, and a lien placed on the impacted properties, though payments may be city-financed and paid off over time. This mechanism is likely to be burdensome to current landowners if they do not have an immediate buyer/future developer identified.

Albany LIDs

Albany allows for LIDs created either by the property owners benefiting from an improvement, or by the City. The LID assessment may be paid at once by the property owner, or over 10 years with interest. The size of the East Albany

study area could allow for multiple smaller LIDs focused on financing particular public improvements. An approach that allows a large land developer (i.e. a homebuilder) to pay the LID assessment allows the cost to be capitalized in to the prices for future residents, thus avoiding the shock to residents of receiving the one-time assessment after purchase.

4. Bond or Levy

General Obligation Bond: General Obligation (GO) bonds are secured by a taxing jurisdiction's ability to levy an increased property tax sufficient to pay the bond. The additional property tax is dedicated solely to repaying the bonds and cannot be used for other purposes. The amount and rate of the tax are "unlimited" so a jurisdiction may levy whatever amount is necessary to collect enough taxes to pay the bonds. They are usually issued as long-term, fixed-rate bonds, but they can be issued as short-term bonds, or variable rate bonds as well.

GO bonds must be approved by a majority of voters and may only be issued to finance capital costs associated with the acquisition, construction, improvement, remodeling, furnishing, equipping, maintenance, or repairing of real or personal property.

The total amount of general obligation bonds that a jurisdiction has outstanding is limited to three percent of the jurisdiction's real market value, with the exception of bonds that finance LID improvements, water supply, treatment or distribution; sanitary or storm sewage collection or treatment; hospitals or infirmaries; gas, power or lighting; or off-street motor vehicle parking facilities.

Albany currently has a GO Bond with a levy rate of \$0.2399 per \$1,000 of assessed value. That bond was approved in 2015 to pay for public safety facilities. There is estimated to be significant remaining bonding capacity available.

Local Option Levy: A local option levy is a time-limited property tax (five years for operations and 10 years for capital projects), that is subject to voter approval. It is levied in addition to a taxing jurisdiction's permanent rate to pay for specified programs or investments. Local option levies are issued as a rate, rather than an amount, meaning that actual revenues may fluctuate from year to year with new development. Levies may be used for programs or operations, in addition to capital projects.

Levies are subject to the limitations imposed by Measures 5 and 50, meaning new or increased levies can increase the risk of 'compression' for other overlapping taxing districts and for the levy itself.

Albany currently has a Local Option Levy assessment at a levy rate of \$1.15 per \$1,000 of assessed value. This levy pays for fire, police, and ambulance operations and was renewed in 2020 for five years. Because new levies require voter approval, a well laid out set of popular LID projects to undertake is helpful to gain support.

5. Construction Excise Tax (for Affordable Housing)

This tool may be used to achieve new development in the study area if it includes affordable housing. The construction excise tax (CET) is a tax on construction activity of new structures or additional square footage to an existing structure in order to provide a source of funding used to incentivize housing affordable at 80% of AMI or

less. Cities or counties may levy a CET on residential construction of up to 1% of the permit value, or on commercial and industrial construction with no limit on the rate.

The allowable uses for CET revenue are set forth in state statute as follows:

- 4% for administrative costs, and of the remainder:
- 50% must be used for developer incentives (i.e. fee and SDC waivers, tax abatements, etc.) for affordable housing
- 35% for affordable housing programs, flexibly defined
- 15% to Oregon Housing and Community Services (OHCS) for homeownership programs (which is allocated back to the taxing jurisdiction to administer)
- Commercial CET: At least 50% of revenue must go towards housing-related programs; remainder is unrestricted

The CET is a straightforward to administer, with 4% of funds to cover the added administration costs. This administrative set-aside can also help pay the administration costs for related policies adopted for use with this program, such as fee and SDC waivers or tax abatements.

The required use of funds ensures that the funding is used to incentivize development and housing and can't be diverted or diluted with competing uses. While this funding is most typically used to benefit households with incomes at 80% AMI or less, the funds from a commercial CET allow for more flexibility to apply to middle-income housing.

The CET does raise costs for developers; however, it can be offset by providing other development-based incentives described in the following section. This source also requires time to accumulate substantial funds in low-development environments.

This tool is currently under consideration in Albany as part of the Albany Housing Implementation Plan project.

6. Trails and Greenway Funding

The East Albany Plan lays out an ambitious set of plans for a new off-street trails system that takes advantage of the natural creeks and greenways that run through the area. Over time, the vision is that this system will connect much of the plan area with public multi-use trails. Because the planned trail system will run through a range of property types, including private property, a mixture of implementation strategies will likely be required including easements, and or public acquisition. In some cases, developers may be required to provide trail improvements as a condition of development, as they would complete street improvements adjacent to their property.

Given the extensiveness of the planned trail system, and inclusion of creeks and greenway space, greater public funding will likely be necessary to secure and improve property. Besides the use of Parks SDC's from the build-out of the area, a TIF district may be another important source of funding (see discussion above).

Other sources of funding are available to pursue of trail improvements in Oregon. These include:

- **Recreational Trails Program** – This federal grant program is administered at the state level by the Oregon Parks and Recreation Department (OPRD). It has funded hundreds of projects in Oregon over the past decades. The program can be used for almost any aspect of trail development and maintenance including construction of improvements, trailheads, acquisition of land or easements. The recommended maximum grant request is \$150,000, meaning such a grant can contribute to development of the East Albany trail system, but not provide full funding.
- **Local Government Grant Program** – This OPRD grant program provides funding for a wide range of parks projects including trails, currently awarding a total of over \$5 million annually. Localities may request up to \$750k for large projects other than land acquisition, and up to \$1 million for land acquisition. A 50% matching contribution is required for cities of over 25k people.
- **Land and Water Conservation Fund** – This federal grant program is administered at the state level by the OPRD. It awards up to \$1.5 million per year for local programs. Because the East Albany trail system will include acquiring some lands for trails and greenways, this program may contribute. A local match of at least 50% is required.

An extensive list of additional funding sources is available from the OPRD website. Many of these sources provide smaller grants and may be national and more competitive: www.oregon.gov/oprd/GRA/Documents/GRA-Other-Recreational-Trail-Funding-Sources.pdf

IV. DEVELOPMENT INCENTIVES AND TOOLS

The following are market-based strategies which can provide incentives to encourage developers to build in new projects in the community. In general, these incentives help to reduce some of the costs of development that the public sector can impact. While the bulk of development costs are set by private market labor and materials costs, these steps can provide incentives on the margin to facilitate development.

All of these incentives come at some cost to the public through waived revenue from fees and taxes and/or staff costs. Therefore, these programs should be carefully calibrated to balance revenue loss vs. public benefit. Policies should reflect what development types are most important to incentivize in each location.

The following strategies are among a larger set of recommendations that have been discussed in detail as part of the on-going Albany **Housing Implementation Plan** (HIP) project. Through that project, many of these tools will be recommended and potentially adopted, making them available to encourage development in the East Albany Plan area.

Though those tools and strategies (including some of the funding sources discussed above) apply mainly to residential development, we refer readers to that project and the HIP documents in order to find more detail on these tools: www.cityofalbany.net/cd/housing/hip.

The following is a brief discussion of two of the main incentives identified as High priority in the HIP report:

SDC or Fee Reductions or Deferrals

Reduction, exemption, or deferment of SDCs or development fees directly reduces the soft costs of development to applicants for desired development types.

Development fees are not regulated by state law and cities have significant leeway to waive, reduce, or defer these fees. The City can adopt policies for what types of development are desirable enough for public goals to warrant forgoing these fees. Also, fee waivers can be limited to a certain ceiling. In most cases, fees amount to a smaller cost to the developer than SDCs and therefore are a more modest incentive.

SDCs face more statutory limitations and other hurdles to implementation. Most notably, the city may only assess a portion of SDCs, which are also assessed by a range of overlapping jurisdictions such as the county, school districts, fire district, and other special districts. Cities can reduce their portion of SDCs or negotiate with partner agencies for greater reductions.

SDC Reductions. One approach to reducing SDCs for residential development is to scale the SDC methodologies to the dwelling size, which Albany has implemented for single-dwelling units. In general, SDC methodologies are intended to be commensurate with the cost or impact to the system. Smaller housing types typically have lower impacts to the system, as their smaller footprint and lower occupancy results in lower needs for water, sewer, and transportation facilities.

Generally, the reductions should be applied to housing and commercial types that demonstrate a similar reduction in demand for services or impacts (e.g., smaller units, multi-dwelling units, housing types, walkable storefronts that generate less traffic, etc.) However, state law does not directly address reductions that are not justified on these bases. Recently, state law has alluded to SDC reductions for affordable housing that do not directly address an accompanying reduction in services, and many cities exempt certain development from SDCs including ADU's and affordable housing. Waiving SDCs may require a City to backfill lost revenues or to update its SDC methodology to recapture reduced or waived SDCs from remaining development. Financing of SDCs allows the developer to defer this cost until the project is near complete or complete, and the City may set a low interest rate.

SDCs and fees can add significant cost to a development project and reducing them can reduce development costs by 3% or more. These reductions can be a significant factor in the cost of development and financing. The reduction of SDCs will impact system development revenue for public improvements, but by spurring development may increase other types of revenue such as TIF in the long run. Because SDC revenues are needed to expand or make system improvements, participants in the HIP planning process have been supportive of using other funding sources to pay for SDC-fee reductions or exemptions for identified housing types.

Tax Exemptions and Abatements

Tax exemptions or abatements offer another financial incentive to developers that can improve the long-term economic performance of a property and improve its viability. This can be a substantial incentive, but the City and/or County will forego taxes on the property, generally for ten years. Other taxing jurisdictions are not included unless they agree to participate.

Tax exemption programs are authorized by the state for specific purposes:

- **Vertical Housing Tax Exemption:** This program is meant to encourage vertical mixed-use buildings in areas where they might be viable, typically downtowns or town centers. The program allows for a partial tax exemption for the built space, above the ground floor. Affordable housing is not required, but inclusion of affordable units can increase the tax benefits. The city must adopt a defined Vertical Housing Development Zone in which the exemption will apply.
- **Multiple-Unit Housing Exemption:** This program is aimed at preserving, rehabilitating, or constructing multi-unit housing within transit-oriented areas. Cities must designate areas for the program to apply. This program may apply to market-rate housing, with additional benefits for workforce or low-income units.
- **Low-Income Rental Housing:** This program is aimed at encouraging subsidized affordable housing development and can be applied more broadly geographically. Units must be affordable at 60% of Area Median Income to be eligible. This program applies to both non-profit agencies and for profits that are often one of the few sources of subsidized housing in many communities.

Implementation of tax exemption programs requires adoption by local officials and establishment of program goals and policies. They can be a good incentive to focus housing development in key areas and encourage more density and mixed uses in village centers.

* * *

As noted, we refer readers to the HIP project (www.cityofalbany.net/cd/housing/hip) and accompanying documents for more detail on the long list of regulatory and other tools being recommended to spur development, which will also be applicable in the East Albany Study area.

V. IMPLEMENTATION ACTIONS AND TIMELINE

A variety of additional actions and strategies will need to be undertaken over time to implement this Plan. Many of these strategies were identified in the “Gap Analysis” prepared earlier in the planning process.

The following summary of actions, lead and partnering entities, and general timelines for implementation builds on that work. Not all of these actions require dedicated funding sources.

Table: East Albany Plan Implementation Actions

Action	Lead Responsibility	Timeline
Land Use Planning and Development		
Rezone land within City limits consistent with EAP land use plan	Albany Community Devel. Dept. (CDD)	Short-Term
Apply new comprehensive plan designations outside City limits	CDD	Short-Term
Update Albany Development Code to adopt new zoning designations and additional requirements related to allowed uses and development standards	CDD	Short-Term, Ongoing
Evaluate and process annexation requests	CDD	Short-Term, Ongoing
Upon annexation, apply zoning designations, consistent with EAP land use plan	CDD	Ongoing
Implement recommendations from the Albany Housing Implementation Plan to encourage, require or support development of needed housing types	CDD; housing, development partners	Medium to Long-Term
Transportation Facilities Planning and Development		
Identify needed amendments to the City’s Transportation System Plan	Albany Public Work Dept. (PW)	Short-Term
Estimate costs of needed transportation improvements	Consultants, PW	Short-Term, Refine Medium to Long-Term
Update the City’s transportation facilities capital improvements plan to include East Albany projects	PW	Short-Term
Amend Albany Development Code, as needed to require multimodal connectivity in new developments	PW	Short-Term
Engage state representatives on state and federal infrastructure funding	PW	Ongoing

Action	Lead Responsibility	Timeline
Partner with Linn County in designing and improving County roads and bringing them up to City standards	PW	Ongoing
Continue to work with Albany Transit, the MPO, and regional providers to achieve enhanced transit service for East Albany residents and employees and to better serve large events and facilities	PW, CDD	Ongoing
Pursue public/private partnerships to address transportation and other infrastructure improvements to address transportation, other impacts	PW, CDD	Ongoing
Identify specific projects that could be funded through alternative strategies such as a new Tax Increment Financing District, Local Improvement District(s), and/or Bond Measures	PW, CDD	Short to Medium-Term
Parks and Trails Facility Planning and Development		
Evaluate requirements for providing common space required with development; refine as needed	CDD	
Update the City's Parks and Recreation System plan and project list to include needed and proposed park and trail projects in East Albany	Albany Parks & Recreation Dept. (Parks)	Short to Medium-Term
Identify appropriate funding sources and partners for specific improvements, including SDCs, other development funding strategies, grants, public-private partnerships, etc.	Parks	Short to Medium-Term
Update the City's Parks SDC to include new projects in the CIP and changes to the SDC rate and fees, as needed	Parks	Medium-Term
Provide incentives (density transfer, credits) for developments that implement protections of natural resource and open spaces areas	CDD, Parks	Medium to Long-Term
Continue to update the ADC to update or refine requirements for protections/open spaces	CDD	Medium to Long-Term
Continue to acquire open space land through development or prior to development to build a greenway system	Parks	Ongoing
Conduct detailed design processes for individual parks and trail projects; conduct robust community engagement processes as part of those efforts	Parks	Medium to Long-Term

Action	Lead Responsibility	Timeline
Water, Wastewater and Stormwater Planning and Facility Design and Construction		
Update water, wastewater and stormwater facility master plans to reflect needed projects identified in this Plan; incorporate cost estimates in updated Capital Improvement Plans (CIPS)	PW	Short to Medium-Term
Continue to address deficiencies already identified in facility Master Plans	PW	Ongoing
Update SDC CIPs and methodologies, including rates and fees to reflect updated master plans	PW	Medium to Long-Term
Continue to require that local infrastructure be constructed as part of the land development process	PW	Ongoing
Economic Development and Employment		
Identify strategic initiatives for developing and/or reducing barriers to development of large parcels – such as Local Improvement Districts, tax increment financing district	Albany Economic Development Division (EDD), partners	Short to Medium-Term
Establish or partner to create Citywide/regional wetland mitigation programs, especially those in the study area that might enhance riparian corridors and a greenway system.	City, Cascades West Regional Wetlands Consortium	Medium to Long-Term
Conduct City-initiated site preparation associated with any identified public-private development partnerships	EDD	Medium to Long-Term
Continue to implement economic development strategies identified in the City's Economic Opportunities Analysis	EDD	Ongoing
Market employment sites through a variety of local, regional and statewide marketing and promotion efforts	EDD, Chamber, other partners	Ongoing
Seek state and federal funding for infrastructure and/or other improvements that will contribute to site readiness	EDD	Ongoing
Support annexation and rezoning of commercial and employment properties, consistent with this Plan	EDD, CDD	Medium to Long-Term
Support future development proposals that are consistent with this Plan	EDD, CDD	Ongoing

Action	Lead Responsibility	Timeline
Schools and Other Public Services		
Support efforts by the Greater Albany Public School District (GAPS) to continue to expand existing schools and construct new schools to meet the needs of current and future East Albany residents and families	CDD; Partner: GAPS	Medium to Long-Term
Support the GAPS in identifying sites for new school facilities	CDD; Partner: GAPS	Medium to Long-Term
Work with the GAPS to review plans and land use applications for school facility projects	CDD; Partner: GAPS	Ongoing
Support efforts by the GAPS to promote greater levels of walking and bicycling by students and their families to access schools in East Albany	CDD and PW; Partner: GAPS	Ongoing
Continue to plan for needed emergency service and law enforcement facilities in East Albany	Albany Fire & Police Depts.	Medium to Long-Term
Other Goals and Initiatives		
Conduct design competition for local artists to design gateway features	CDD; Partner: arts groups	Medium to Long-Term
Seek City or state grant funding for gateway improvements	CDD	Medium to Long-Term
Secure employer or business sponsorship or contributions for gateway and/or other public art projects	CDD; Partner: local businesses, civic groups	Medium to Long-Term
Use art grants or programs to fund selected gateway projects and/or other public art projects	CDD	Medium to Long-Term