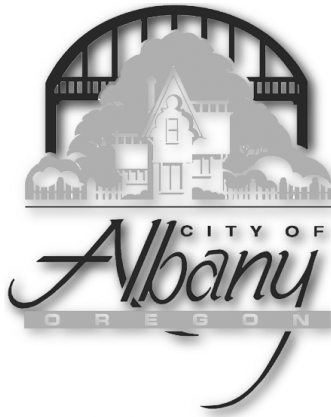


INITIAL IMPLEMENTATION STRATEGY
for the
CENTRAL ALBANY REVITALIZATION AREA
Including a
SHORT-TERM ACTION PLAN FOR
INITIAL IMPLEMENTATION EFFORTS



As Accepted by the CARA Agency and Advisory Board
September 2002

INITIAL IMPLEMENTATION STRATEGY
for the
CENTRAL ALBANY REVITALIZATION AREA (CARA)
As Accepted by the CARA Advisory Board and Agency
August 2002

OVERALL APPROACH

The vision of things to be done may come a long time before the way of doing them becomes clear.
- Jenkins Lloyd Jones

CARA GOAL: To revitalize the Central Albany Revitalization Area by implementing the Town Center Plan developed through the Central Albany Land Use and 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 and 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.

PLANNING BASIS: The CALUTS-based Albany Town Center Plan was completed in 1995. It provides a framework for creating a readily identifiable core that is unique and vibrant. The recommendations of the Town Center Plan have been incorporated into the City of Albany's base planning documents, including the City of Albany:

- ◆ Comprehensive Plan
- ◆ Development Code
- ◆ Zoning map
- ◆ Transportation System Plan
- ◆ Parks and Recreation Master Plan

Many of the livability issues confronting the Central Albany area were discussed during the Great Neighborhoods community input process conducted by the City during 1998-2000. Community ideas generated through the Great Neighborhoods process resulted in amendments to the Albany Development Code and are being used to update Albany's Comprehensive Plan.

During 2001, community members were invited to consider and then frame an urban renewal strategy for the Central Albany area. During a series of open community forums, community members discussed opportunities and issues in pursuing urban renewal, recommended urban renewal district boundaries, revised draft goals and objectives for a revitalization effort, and identified projects. The Albany City Council approved the community's recommendations as submitted. Additional public comment on the draft CARA Urban Renewal Plan and Report was received by the Council during two

public hearings. The CARA Urban Renewal Plan and Report were adopted in August 2001.

Additional work on specific components of the Town Center Plan has been carried forward into several design and implementation efforts, including:

- ◆ Albany Square Design Plan
- ◆ Downtown Streetscape Charrette
- ◆ Riverfront Multi-Use Path
- ◆ Multi-Modal Transportation Center

A limited number of projects recommended by the Town Center Plan are carried in the City's Capital Improvement Program as unfunded needs, and have been identified by the City Council as priorities for state and federal assistance (Northwest Economic Adjustment Initiative, State Needs and Issues Inventory).

CARA AREA: The CARA District is generally bounded on the north by the Willamette River, on the west by the Elm Street area, on the south by Queen Avenue and the Pacific Boulevard/9th Avenue couplet area plus the industrial area east of the rail yard, and on the east by the area around the intersection of Pacific and Santiam and up Geary Street.

The future belongs to those who believe in their dreams. - Eleanor Roosevelt

DEVELOPING THE CARA'S INITIAL IMPLEMENTATION STRATEGY

*Vision without action is merely a dream. Action without vision is just passing time.
Vision with action can change the world. - Joel Barker*

BACKGROUND: Given the limited income projected for the start-up years of CARA and the multiple opportunities and challenges that the CARA could be requested to address, it was suggested that CARA's efforts to generate investment and reinvestment focus on one selected geographic area at a time. Concentrating multiple smaller efforts in one specific area allows the CARA to have a greater, more visible, impact that provides a higher likelihood of generating spin-off investment activity. While the implementation focus may be on just one section of the CARA at a time, investment and project funding opportunities outside of these "focus areas" will still be actively pursued.

IMPLEMENTATION TIME FRAME: While the strategies framed for the initial focus area may take many years to achieve, at least the implementation phase of each should be attainable within the first five years of the CARA (calendar years 2003-2008). It is expected that the implementation strategies for Year #1 and beyond will need to be balanced regularly with reality. To track progress, the following time frames will be used to organize implementation efforts:

- ♦ **120-Day Clock:** A start-up "120-day clock" will begin September 3, 2002 (the day after Labor Day) and extend through December 31, 2002 (the end of the calendar year). During this start-up period, the CARA is expected to move the Town Center Plan framework from vision into reality through a multi-pronged approach to revitalization. Results will be reported to the community at the beginning of 2003.
- ♦ **Year #1:** Year #1 coincides with the 2003 calendar year (January 1 - December 31, 2003). CARA's ability to fund assistance efforts and projects during this period is not clear at this time. Given the range of estimated income to the CARA of between \$75,000 and \$400,000 for FY 2002-03, the implementation strategies for Year #1 will require an approach that has a great deal of flexibility. It is proposed that the Year #1 action strategy be drafted in November/December 2002, for review by the community in January 2003.
- ♦ **Short-Term:** The "short-term" time frame would complete the first five years of CARA, providing a four-year window of calendar years 2004 through 2007. It is expected that market interest, emerging opportunities and CARA income will greatly influence the efforts that CARA is able to initiate and complete during this short-term time frame.
- ♦ **Long-Term:** The remainder of CARA's existence from 2008 on will be used to implement the remaining projects identified in the CARA Urban Renewal Plan. Community interest, market conditions and the annual income of CARA will influence how quickly CARA is able to complete its work. Urban renewal districts continue until the maximum amount of indebtedness is reached, projects identified in the Plan are completed, or the policy body that formed them closes them.

INITIAL FOCUS AREA: The Downtown portion of the riverfront and the retail center generally bounded by the Willamette River and 3rd Avenue (both sides), and between Lyon Street and Washington Street (both sides of each) was selected by the CARA Advisory Board as the preferred area in which to initially focus efforts.

This area is primarily zoned Historic Downtown, with one block zoned Lyon-Ellsworth and two partial blocks zoned Central Business. Albany's Development Code specifies the intent of these districts:

- ♦ **Historic Downtown (HD)** district is intended for a dense mix of uses with an emphasis on entertainment, theaters, restaurants, nightlife and specialty shops, and high-density infill is encouraged.
- ♦ **Lyon-Ellsworth (LE)** district is intended as a location for development that serves the Historic Downtown and Central Business districts, and is the most desirable location in Central Albany for parking structures with ground-floor commercial uses and screened surface parking lots.
- ♦ **Central Business (CB)** district is intended for retail and services that support Historic Downtown businesses and residents, with mixed uses and high-density residential and office employment encouraged.

The **Downtown National Register Historic District** overlays most of this area. Several properties outside the Historic District boundaries are listed on Albany's Local Historic Inventory. Historic designation establishes the preferred development "theme" for this area, as each building should speak for itself within its own time period. This approach means that the area must respect the variety of architecture and time periods reflected. The National Trust for Historic Preservation requires that historic districts remain true to their historic roots and provide a real, not false, historic experience.

Probably due to current development patterns, community members often comment on this area as two generally framed sub-areas:

- ♦ **Riverfront:** Including the parking lots and few buildings located generally north of the alley between Water Avenue and 1st Avenue to the Willamette River. This area is usually thought of as incorporating adjacent recreation and scenic areas (Willamette River, Albany Senior Center, Monteith Riverpark, and the Riverfront Multi-Use Path).
- ♦ **Downtown Core:** The retail center of the Downtown, this generally includes both sides of 1st and 2nd Avenues and, at this time, the northern side of 3rd Avenue. As a "retail center," this area includes a mix of storefront retailers, eating and drinking establishments, entertainment venues, service businesses, offices and some housing.

CRITERIA FOR STRATEGY DEVELOPMENT: The proposed initial implementation strategies were built from the community input gathered through the various planning processes outlined above. It is expected that these following criteria will be expanded on as the revitalization effort is implemented. For instance, the preference of retaining existing buildings vs. new construction is not called out specifically in these criteria. As a beginning, the strategies were tested against the following criteria:

- ♦ Must be either directly listed in, or a component of a project identified in, the CARA Urban Renewal Plan.
- ♦ Must achieve CARA Key Objectives of attracting new private-sector investment and/or retaining and enhancing the value of existing private and public investment in the CARA.
- ♦ Must be consistent with CARA Additional Objectives (listed on page 1).
- ♦ May help to achieve CARA Additional Objective(s).
- ♦ May attract additional private-sector investment.
- ♦ Should work toward the CARA Goal of implementing the revitalization framework provided in the Town Center Plan.
- ♦ Should provide adequate flexibility to respond to opportunities and market conditions.
- ♦ Should be achievable in the near term given CARA's limited investment and staffing capabilities.

Go as far as you can see, and when you get there you will see further. - Orison Sweet Marden

ENERGIZING THE RIVERFRONT AN INITIAL FOCUS AREA

*If you have built castles in the air, your work need not be lost; that is where they should be.
Now put the foundations under them. - Thoreau*

PURPOSE:

- ♦ To generate energy that attracts additional new investment and reinvestment along the Riverfront Area.
- ♦ To generate a high level of energy in the Riverfront Area that can be expanded to revitalize the Downtown core.
- ♦ To generate income to the CARA from significant new investment(s).

RIVERFRONT OPPORTUNITIES:

- ♦ Multiple City-owned properties currently in low-energy (parking) use:
 - “Carnation Building” lot (.25 block; west of Washington, south of rail tracks)
 - “Penney’s” lot (.5 block; Broadalbin-Ferry, south of Water)
 - “Farmers Market” lot (.5+ block; Broadalbin-Senior Center, Willamette River-Water)
 - “Wyatt’s” lot (.25 block; south of Water, west of Eagles Lodge, under Ellsworth bridge)
 - “Bridges” lot (<.75 block; between Ellsworth and Lyon bridges; fire-fighting limitations)
- ♦ Several privately-held properties with redevelopment potential:
 - Carnation Building (NW corner of Washington and 1st)
 - Old Chamber and Sears Warehouses (1/2 block south of Water, Washington-Broadalbin)
 - Eagles Lodge (SE corner of Broadalbin and Water)
- ♦ Multiple attractors that can be built on to create and/or extend energy:
 - Willamette River, pier, docks (serves as an anchor)
 - Willamette Riverfront Multi-Use Path (serves as a connector)
 - Farmers Market
 - Senior Center
 - Monteith Riverpark, summer concerts
- ♦ Zoning is in place for mixed-use development
- ♦ Conceptual designs are available for infill on Penney’s and Farmers Market lots (prepared with community input under 1997 Albany Square project)
- ♦ Spin-off impact on Downtown core business environment from larger-scale development

RIVERFRONT ISSUES:

- ♦ Water Avenue reconstruction and new public infrastructure are expected to be required for large developments
- ♦ Local Willamette Greenway boundary overlays most of area, requiring additional review and limiting building height
- ♦ Any displaced employee parking may need to be replaced elsewhere
- ♦ 100-year floodplain lies along the bank of Willamette River (requirements impact how development occurs in this area)
- ♦ 500-year floodplain overlays most of the Riverfront (prompts design consideration, no regulation)

STRATEGIES TO ENERGIZE THE RIVERFRONT

A. Consider recruiting a developer for the City-owned “Penney’s” lot, including evaluation of parking issues*(.5 block between Ferry and Broadalbin, Water Avenue to the alley between Water and 1st Avenues)*

1. Evaluate issues associated with development of the City-owned “Penney’s” lot
 - a. Prioritize preferred types of development and incentives that may be available:
 - 1) Identify preferred use(s) through community involvement
 - 2) Determine City’s interest in contributing or joint-venturing land
 - 3) Identify potentially linked public-space improvements and financing
 - Water Avenue Parking Structure or other parking solutions
 - Broadalbin Promenade
 - Albany Square (plaza, Willamette River overlook)
 - b. Identify development issues and remedies:
 - 1) Identify infrastructure needs and financing options for Water Avenue redevelopment, including road, water, sewer, storm, sidewalks, lighting, trees
 - 2) Prepare site condition information: geotechnical and environmental reviews
2. Determine desirability and timeliness of recruiting a developer
3. As determined through above evaluation process, initiate developer recruitment effort
 - a. Solicit proposals: prepare solicitation, recruit developer interest, package proposal(s)
 - b. Finalize contract for preferred development
 - c. Construct any public improvements per contract agreement

B. Consider recruitment of a developer for the City-owned “Farmers Market” lot, including evaluation of parking issues

(over .5 block between the Senior Center and Broadalbin Street, from the Willamette River to the rail tracks)

1. Define what area may be available for private-sector development with public input on public space and access interests and considering federal requirement of replacing any developed area with alternative open space
2. Prioritize preferred types of development and incentives that may be available:
 - a. Identify preferred use(s) through community involvement
 - b. Determine City’s interest in contributing or joint-venturing land
 - c. Identify potentially linked public-space improvements and financing
 - 1) Water Avenue Parking Structure or other parking solutions
 - 2) Willamette Riverwalk (widened area along existing Riverfront Path)
 - 3) Broadalbin Promenade (connection to Downtown core)
 - 4) Albany Square (plaza, Willamette River overlook)
 - 5) Albany Landing (pier and dock)
 - 6) Albany Grove (trail and native riparian area on lower Willamette River terrace)
3. Identify development issues and remedies:
 - a. Federal process for replacement of any open space proposed for private development
 - b. Infrastructure needs and financing
 - 1) Water Avenue redevelopment: road, water, sewer, storm, sidewalks, lighting, trees
 - 2) Rail crossing improvements and/or safety features
 - b. Evaluate site conditions: geotechnical and environmental review of soil suitability
4. Work with Farmers Market to identify alternative temporary and permanent locations (may link with strategy for expansion of a farmer’s market in Downtown Strategies, below)
5. Solicit proposals: prepare solicitation, recruit developer interest, package proposal(s)
6. Finalize contract for preferred development
7. Construct any public improvements per contract agreement

C. Encourage spin-off development in Riverfront Area

1. Identify opportunities, development issues and remedies with private property owners:
 - a. System Development Charges: flexibility in calculation or payment

- b. Architectural assistance: exterior design, interior review
2. Consider assistance to remove or remedy barriers, as needed
3. Provide assistance as agreed

D. Connect the Downtown core with the Riverfront

1. Establish physical and visual links to Downtown from the Riverfront, and to the Riverfront from Downtown (see Downtown Strategy A-1, below)
2. Establish an identity that joins the Riverfront and Downtown (see Downtown Strategy A-2, below)

E. Extend the energy of the Riverfront into the surrounding Central Albany area

1. Provide assistance, as needed, to the funded project that will extend the Riverfront Multi-Use Path to Bowman Park.
2. Provide support to link the Riverfront with other area amenities.

*Some men have thousands of reasons why they cannot do what they want to,
when all they need is one reason why they can. - Unknown*

ENERGIZING THE DOWNTOWN CORE AN INITIAL FOCUS AREA

Make no little plans, they have no magic. - William H. Whyte

PURPOSE:

- ◆ To stimulate the business environment in the Downtown core.
- ◆ To establish a reliable economic base over time.
- ◆ To generate energy that attracts new investment and reinvestment.
- ◆ To generate revenue to the CARA through increased commercial property values and significant new investment(s).
- ◆ To relay community image and provide space for public celebration and gathering.

DOWNTOWN CORE OPPORTUNITIES:

- ◆ Historic District designation that provides identity and a sense of permanence
- ◆ Rich inventory of historic resources throughout
- ◆ Local image of being the place where Albany celebrates community
- ◆ Compact and dense building pattern
- ◆ Intact street grid system that accommodates transportation needs
- ◆ Operating parking management program
- ◆ Organization of business and property owner interests provided by Albany Downtown Association
- ◆ Multiple property and business owners with a high level of local ownership increases stability
- ◆ Zoning for mixed-use development is in place
- ◆ Natural resource and open space amenities are adjacent (Willamette River, Calapooia River)
- ◆ Community gathering spaces are adjacent (Monteith Riverpark, Riverfront Path, Senior Center)
- ◆ Undeveloped and underdeveloped properties provide an opportunity for infill -
 - Several small storefronts and non-rehabilitated buildings scattered throughout the retail core
 - Multiple vacant and underutilized upper floors
 - Bridges parking lot (under 1/4 block at NE side of 1st and Ellsworth bridge)
 - 1st and Lyon (1/4 block at SW corner of intersection)
 - Wells Fargo parking lot (over 1/4 block at SE corner of 1st and Ferry)
 - St. Francis Hotel (1/4 block 2-3 story building at SW corner of 1st and Ferry)
 - Parking lots between Lyon and Ellsworth
- ◆ Growing nightlife and entertainment venues

DOWNTOWN CORE ISSUES:

- ◆ Economically lagging area
- ◆ Low rents reduce owner interest in reinvesting in their properties
- ◆ Concentration of property control in a few hands limits flexibility
- ◆ Pedestrian voids diminish interest in exploring the area further
- ◆ Pedestrian unfriendliness is perceived in many areas (personal safety issues, limited public restroom availability, deteriorating sidewalks, etc.)
- ◆ Movement of people to and between parking, attractors, businesses, historic resources, etc. is not clear
- ◆ Standards and review of scale, design (expect Historic) and density are limited
- ◆ Public water and sewer infrastructure may require expansion or replacement depending on scale of development and location within the Downtown core

STRATEGIES TO ENERGIZE THE DOWNTOWN CORE:

A. Link the Riverfront with the Downtown retail core

1. Physically extend the energy created along the Riverfront into the Downtown core
 - a. Establish the Broadalbin Promenade as a pedestrian-friendly corridor between the Willamette River (an anchor) and the 4th Avenue government center (an anchor)
 - b. Establish Albany Square at the Riverfront end of Broadalbin to provide a visual anchor, attractor and a sense of the community's identity
 - c. Provide a pedestrian-friendly environment along Ferry and Washington Streets
 - d. Locate pedestrian-oriented information kiosks that identify the attractors and anchors in both areas
2. Establish an identity that joins the Riverfront and Downtown
 - a. Develop an image that reflects the community's vision of the emerging area
 - b. Carry the image through enhancements such as signs, art, banners, plantings, street furnishings

B. Extend and pull energy throughout the Downtown retail core

1. Extend the feeling of the Broadalbin Promenade onto 1st, 2nd, and 3rd Avenues using similar streetscaping techniques to provide a pedestrian-friendly environment
2. Carry/generate a sense of energy through enhancements that provide movement, color and a feeling of change
3. Work with property owners and businesses to establish active block faces (see Downtown Strategy C, following)

C. Initiate business development and recruitment effort

1. Update business opportunities and most-desired business list in cooperation with the Albany Downtown Association (may be prepared as part of Downtown Strategy C-1)
2. Prepare market data to meet specific business interests as needed
3. Solidify and promote business assistance network in cooperation with existing providers
4. Recruit businesses and respond to business opportunities
5. Conduct a business visitation effort regularly to define business growth opportunities and identify any business development issues or barriers

D. Create a 24-hour environment and increase Downtown's built-in customer base

1. Encourage upper-floor housing development
 - a. Identify barriers and obstacles, including fire code, SDCs, infrastructure
 - b. Establish a unified approach to development requests (one-stop shop, advocate)
 - c. Provide information and technical support
 - 1) Develop a guide to requirements and regulations
 - 2) Host a 2nd-Floor Rehabilitation Forum
 - 3) Provide preliminary architectural design and structural review assistance
 - d. Conduct a demonstration project
 - 1) Establish goals, incentives and selection process
 - 2) Entertain letters of interest and select participant(s)
 - 3) Provide additional technical support and incentives and document results
 - 4) Promote findings to property owners with underutilized upper floors
2. Promote redevelopment of the St. Francis Hotel (*SW corner of 1st and Ferry*)

- E. Encourage redevelopment and active use of upper floors** (linked with above housing strategy)
1. Meet with property owners to determine their issues and define obstacles or barriers
 2. Address obstacles and barriers as needed to encourage redevelopment and reuse (see D1a and b)
- F. Create active blockfaces** (*energy provided or drained by how public street and sidewalk spaces meet the private business fronts*)
1. Develop a retail center strategy for the Downtown core that identifies energy voids and drains, and provides schematics of how these leak points might be overcome (see also Downtown Strategy F1)
 2. Encourage infill and redevelopment of buildings
 - a. Identify barriers and obstacles, including fire code, SDCs, infrastructure
 - b. Provide architectural assistance for
 - 1) Storefront design (including window space, awnings, colors, signs)
 - 2) Structural analysis
 - 3) Environmental review
 - c. Identify funding availability and remedies to fill financing gaps
 - 1) Meet with financial institutions to determine options
 - 2) Consider establishment of financial assistance program(s)
 - d. Conduct visitation program with owners, property managers and businesses to identify issues and barriers and define remedies
 - e. Address infrastructure limitations, as needed
 - f. Address parking availability, as needed
 - 1) Evaluate needs in cooperation with ParkWise
 - 2) Parking structure(s), as required
 3. Encourage extension of the public space into businesses through window displays
 - a. Provide display assistance in cooperation with the Albany Downtown Association
 4. Consider establishment of building and site design review process for redevelopment and new development within specific land use zones
 5. Increase streetlife by providing public spaces that meet event needs
 - a. Link the Farmers Market directly into Downtown
 - b. Develop a plan to expand on the “farmers market” concept (product lines, hours, days, season)
 - c. Work in cooperation with the Albany Downtown Association, Albany Visitors Association and other event sponsors to identify space needs and expand event opportunities
 - d. Investigate and secure attractions (fire museum, natural resources center, exploration area, etc.) based on community preferences
- G. Provide a sense of arrival and define area**
1. Create a “front door” entry gateway at Ellsworth/Highway 20 and 1st Avenue (note: because other gateway features are located outside the focus area, they are located in the next section)
 2. Create a common image through public space improvements that is carried throughout the Downtown core and into the Riverfront Area (links with Riverfront Strategy D-2, above)
 3. Create entry and exit corridors along Ellsworth and Lyon using a common streetscape approach
- H. Exchange energy with the surrounding area**
1. Complete streetscaping within Downtown core (4th Avenue, Ellsworth, Lyon, extension of Ferry and Washington)
 2. Create transportation corridors that connect the Downtown core and Riverfront Area with Central Albany neighborhoods (see following strategy)
 3. Encourage developments and businesses that would provide housing and employee density in area surrounding the Downtown

**ADDRESSING OPPORTUNITIES
OUTSIDE THE INITIAL FOCUS AREA &
OVERARCHING APPROACHES**

First ponder, then dare. - Helmuth Bon Moltke

PURPOSE:

- ♦ Be prepared to respond to funding and development opportunities that may present themselves outside of the proposed initial focus area.
- ♦ Provide support to new investments within the larger CARA.

STRATEGIES FOR ADDRESSING OTHER OPPORTUNITIES:

A. Provide support and advocacy to developments within the CARA that achieve CARA objectives

1. Recruit a grocery store that meets the underserved grocery needs of West and North Albany
2. Recruit a movie theater to a location in/near the Downtown core
3. Link the planned Multi-Modal Transportation Center at the Amtrak Station to Central Albany
4. Work with Library Task Force to evaluate Downtown location of new facility

B. Transition the Central Business zone toward housing and mixed use

1. Transfer information on mixed-use zoning, information on Albany Square, and other pertinent information to owners
2. Review infrastructure availability and identify approaches to any issues
3. Entertain developers as opportunities arise
4. Consider tree-planting effort at north-south streets to make area more attractive to prospective developers

C. Transition the East Riverfront MUI zone toward housing and mixed use

1. Transfer information on mixed-use zoning, information on Albany Square, and other pertinent information to owners and realtors representing properties in the area
2. Outline an approach for providing infrastructure (including streets, sanitary line location, water pressure, rail crossings) to the areas east and west of Lafayette/rail trestle
3. Obtain agreement from ODOT, property owners and railroad on crossing designations and improvements
4. Entertain developers as opportunities arise
5. Consider tree-planting effort on north-south entries to make area more attractive to prospective developers

D. Create connections to Central Albany neighborhoods that also enhance local image and draw developer interest

1. Establish the Santiam Canal (Vine Street) Esplanade from Queen through 3rd Avenue
2. Extend the 8th Avenue Canal Esplanade to connect the Santiam Canal to the Thurston Canal
3. Improve the Thurston Canal and establish a Thurston Canal Esplanade, including a related Downtown gateway feature at 1st Avenue (see Albany Square Plan)
4. Establish a connection along the Calapooia River that links the Santiam Canal to Monteith Riverpark
5. Complete linkage of Riverfront Multi-use Path to area attractors

E. Establish Community and Downtown Gateways

1. Establish a common image that can be incorporated into gateway designs
2. Develop a Downtown gateway-level entry at Ellsworth/Highway 20 and 1st Avenue (same as Downtown Strategy G-1)
3. Develop a Downtown gateway-level entry on 1st Avenue at the Thurston Canal Esplanade (also included in Other Strategies C-3, above)

4. Develop a Downtown gateway-level entry on Lyon Street/Highway 20 near 8th Avenue/offramp
5. Establish a community gateway and image feature at the Pacific/Santiam/9th/Geary intersection
6. Provide improvements along Pacific Boulevard/99E south of Queen to improve community image
7. Support community signage at North Albany entry to City

F. Encourage a variety of housing styles and home ownership opportunities

1. Work in cooperation with area housing programs to identify opportunities to improve the housing in the area, such as owner-occupied no-payment rehabilitation loans
2. Encourage housing assistance programs to provide Downtown-oriented housing assistance (upper-floor rehabilitation, infill mixed-use projects, affordable home ownership)
3. Encourage developers to consider multi-story developments with upper-floor dense housing
4. Encourage developers to consider high-density housing in forms not currently prevalent in the Albany market (condominium, town house, row house, etc.)

G. Provide parking areas and structures as needed to meet infill and redevelopment demands

H. Construct a multi-modal transportation center at the train station

I. Create strategies that build on Albany's rich historic resources

J. Create strategies that build on Albany's rich natural resources

*To be what we are, and to become what we are capable of becoming, is the only end in life.
- Robert Louis Stevenson*