

# CHAPTER 3: ECONOMIC DEVELOPMENT

## GOAL 9: ECONOMY

### ECONOMIC DEVELOPMENT BACKGROUND SUMMARY

#### INTRODUCTION

This chapter addresses Statewide Planning Goal 9: *"To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon citizens."* This section includes information about the city's vision for a healthy economy; economic trends and outlook for growth in Albany; site needs of new and expanding industries; and an inventory of suitable sites in the Albany Urban Growth Boundary (UGB). The next section of this chapter contains policies to ensure adequate opportunities for a variety of economic activities in Albany.

[Ord. 5691, 4/9/2008]

#### VISION

In addition to the economic development policies found in this chapter, the City of Albany Strategic Plan (2007-2012) includes four primary themes that reflect the city's mission and vision statements: Great Neighborhoods, a Safe City, a Healthy Economy, and an Effective Government. Each theme is followed by the City's primary goals in that subject area in the foreseeable future.

The stated goal for *Healthy Economy* is:

*"Enhance the value and diversity of Albany's economy through building on Albany's status as a regional center of manufacturing, retail services, finance, health care, tourism, and government; creating a readily identifiable downtown core that is unique and vibrant with a mixture of entertainment, housing, specialty shops, offices, and other commercial uses; and achieving a healthy balance of housing and jobs."*

[Ord. 5691, 4/9/2008]

#### ALBANY ECONOMIC PROFILE

The Albany area is the center of one of the most diversified non-metropolitan economies in Oregon. Although the traditional wood-products and agricultural industries continue to be important parts of the local economy, the area's business environment has become much more diverse over the last three decades. The local economy is now based upon many other activities, such as the production of specialty metals, finished building products, transportation-related services, and agricultural products including foodstuffs and their processing. As with other communities throughout the state and nation, the trade and services sectors are becoming a more important part of the local economy. In 2003, the Albany economy was led by the services (including health care), government, retail trade, and manufacturing sectors.

Many important area industries and economic endeavors originated locally. The specialty metals industry developed in Albany as a spin-off of research conducted at the Albany Research Center of the U.S. Bureau of Mines. Because of this local research, Albany is one of the world's leading producers of specialty metals such as zirconium and titanium. The specialty metals company ATI-Allvac is located in Albany, as well Pacific Cast Technologies, which specializes in investment cast titanium parts. The aerospace, defense and nuclear industries, among others, depend on products manufactured by these local firms.

Other local manufacturing activities with national and international markets include the production of finished building products (notably Golden West Homes), transportation-related services (Target Distribution Center), and agricultural products and their processing (Smokecraft, National Frozen Foods, and Oregon Freeze Dry). Another

successful and growing local firm is Tec Labs. Albany has attracted several other industries over the past 20 years, such as Synthetec, Panolam Industries (originally Domtar), and Allann Brothers Coffee Company.

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## **ECONOMIC OPPORTUNITIES ANALYSIS**

A key tool in Goal 9 planning is the Economic Opportunities Analysis (EOA). The EOA compares the demand for employment land (industrial, retail, office, warehousing, etc) with the existing supply of such lands. The main purpose of the EOA is to determine if the City has an appropriate range of employment sites to accommodate expected growth over the 20-year planning period. An update to the 2002 EOA was completed in 2007 to address changes to state EOA guidelines, recent development activity, overall growth in Albany, and development constraints not accounted for previously.

The 2007 EOA Update is adopted as a background document to the Comprehensive Plan. It includes information on the following, a summary of which is provided in this section:

- Economic trends and outlook for growth in Albany
- Demand for commercial and industrial land in Albany
- Site needs
- Inventory of suitable sites
- Comparison of employment land demand and supply

### Potential Growth Industries

A primary comparative advantage in Albany is its location on I-5 and central location in the Willamette Valley. This makes Albany attractive to businesses that need easy access to I-5, and Highways 99, 20 and 34.

The industries that have shown growth and business activity in Linn and Benton Counties over the past few years are indicative of businesses that might locate or expand in Albany. The characteristics of Albany will affect the types of businesses most likely to locate in Albany:

- Warehousing and transportation. Albany's access to I-5 and its central location within the Willamette Valley make Albany attractive to warehousing and distribution firms. Large warehouse facilities that serve large areas appear to favor central locations, similar to Albany's location.
- Manufacturing. The type of manufacturing businesses likely to locate in Albany are those that need easy access to transportation, a skilled labor force, proximity to existing businesses, or proximity to agricultural production. Examples include: recreational vehicle manufacturers or suppliers, food processors, metals manufacturers, and other specialty manufacturers.
- Retail and local government. Population growth will drive the growth of retail and local government. Albany may attract a variety of retailers as it grows, including: national large format retailers, grocery stores, restaurants, and specialty retailers.
- Health care and government services. Health care and government services, especially schools, will grow as population increases.

### Site Requirements for New and Expanding Firms

The EOA is required to identify the number of sites reasonably expected to be needed for the 20-year planning period. Types of needed sites are based on the site characteristics typical of expected uses. The analysis is presented in aggregate and by major uses (e.g., industrial and retail/services) in the EOA.

Firms wanting to expand or locate in Albany will be looking for a variety of site and building characteristics, depending on the industry and specific circumstances. Firms in all industries rely on efficient transportation

access and water, sewer and energy infrastructure, but may have varying need for parcel size, slope, configuration, and buffer treatments.

Employment growth in Albany is expected in each of the categories defined by type of land use: Retail and Services, Industrial, and Government. There are a wide variety of firms within each of these categories, and the required site and building characteristics for these firms range widely. As such, a variety of parcel sizes, building types, and land use designations in Albany are required to accommodate expected growth.

The EOA indicates that Albany needs to provide between 146 and 245 sites to accommodate employment growth between 2007 and 2027. The largest sites (50 acres and larger) will be needed for development by major industries, such as large manufacturing firms or transportation and warehousing firms. Industrial development will also require smaller sites. The majority of the smallest sites (2 acres and less) will be used for other employment, such as retail, services, government, and institutional uses.

#### Suitable Sites Inventory

Statewide Planning Goal 9 requires cities to provide an adequate supply of sites of suitable sizes, types, locations, and service levels for a variety of industrial and other employment uses. An adequate land supply provides sites suitable for the 20-year planning period, as well as for the short-term to meet development opportunities as they occur. This is necessary to accommodate a varied range of small, medium and large employers, for new and expanding businesses, and to ensure land is available for immediate development.

Part of the 2007 EOA Update includes a buildable lands inventory and analysis of site suitability. It summarizes the acreage and number of sites in Albany that are suitable for industrial and other employment uses. It is based on recent development data, environmental constraints, verification with recent aerial photos, exclusion of small remnants of land, trends in residential development on employment lands, and land that is in the process of being developed.

At the time the 2007 EOA Update was completed, there were 418 acres considered to be suitable employment land within the Albany UGB. Of those, 318 acres are considered available and serviceable in the short-term (0-2 years). This includes an approximately 59-acre property located east of Interstate 5 that is certified by the State's Certified Industrial Lands program.

The 418 acres of employment land represent a total of 138 sites, of which 63 are available in the short-term. Of the 63 suitable short-term sites, 34 are designated for commercial, and 29 are designated industrial. Most of these sites are less than 5 acres. However, Albany has 10 suitable employment sites that are 5 acres or larger. Of these, 3 are designated for commercial use and 7 are designated for industrial use.

The long-term sites, which are either currently outside the city limits or would require redevelopment, are expected to be available later in the 20-year planning period. Of these 75 suitable long-term sites, 31 are designated for commercial or other employment and 44 are designated industrial. Only 6 of the sites are 5 acres or more.

#### Comparison of Employment Land Demand and Supply

The EOA Update analysis compares industrial and commercial site need with suitable site supply within the Albany UGB between 2007 and 2027. The information is presented by site size ranges, e.g., very large (50-150 acres), large (20-50 acres), and medium (5-20).

In summary, the 2007 EOA Update indicates that while Albany has a number of sites that are suitable for meeting the community's short- and long-term needs for buildable employment land, relative to demand, there is an unmet need for approximately 225-340 industrial and commercial acres. Overall, Albany needs the following types of sites:

- A very large industrial site (50-150 acre range);
- Several large commercial, industrial or business park sites (20-50 acre range); and
- Several medium commercial and industrial sites (5-20 acre range).

In order to meet identified large site requirements, Albany would either add land to the existing Urban Growth Boundary (UGB), re-designate residential lands within the existing UGB that are deemed suitable for employment uses, or a combination of both. These sites should meet the site suitability requirements of the expected industries and businesses.

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## **GOAL 9: ECONOMY**

### **ECONOMIC DEVELOPMENT GOALS, POLICIES, & IMPLEMENTATION METHODS**

The Economic Development Comprehensive Plan goals, policies and implementation methods are organized under the following headings:

Albany's Economy  
Land Use  
Central Albany  
Public Infrastructure  
Natural Resources and Environment.

#### **ALBANY'S ECONOMY**

##### **GOALS**

1. Diversify the economic base in the Albany area and strengthen the area's role as a regional economic center.
2. Provide a supportive environment for the development and expansion of desired businesses.
3. Promote Albany's positive economic, social, and cultural image throughout the state and region and, where appropriate, at the national and international levels.
4. Maintain the income levels of Albany residents, consistent with Oregon and national trends.
5. Strive for a balance of growth in jobs and housing for Albany and the region.
6. Strengthen local and regional coordination of economic development planning.

##### **POLICIES**

1. Create and maintain a dialogue between business and civic leaders on what we can do as a community to improve our local economy.
2. Support the retention and expansion of existing businesses and industries, especially those that are locally owned.
3. Develop a focused investment strategy that considers the location, business or industry type and needs, and other criteria for the use of public funds such as utility oversizing, system development charges, utility rates, and gas taxes.
4. Effectively communicate City economic development and livability goals, policies and regulations to Albany Millersburg Economic Development Corporation (AMEDC), Chamber of Commerce (Chamber), Albany Downtown Association (ADA), Albany Visitors Association (AVA) and other agencies providing economic development advocacy and assistance.
5. Prepare and maintain a written economic development strategy that outlines priorities and roles for the City, AMEDC and other economic development entities.
6. Annually review the City's economic development strategy and priorities.

7. Take into account the following factors when considering financial and regulatory incentives to help attract, retain and expand businesses and industries in Albany:
  - a. What percentage of the jobs pay wages above average for Albany?
  - b. Will the business diversify the economy?
  - c. Does the business want to locate or expand in areas where the City wants to encourage development or redevelopment?
  - d. Is this an existing industry Albany would like to retain?
  - e. Will the business place significant demands on utility or transportation systems?
  - f. Is the business environmentally responsible?
8. Support efforts by AMEDC and other economic development entities to assist businesses in identifying new products and export markets.
9. Support efforts to improve local and regional coordination of economic development.
10. Cooperate with business and industry to examine measures to reduce the cost of starting or expanding a business.
11. Support efforts by the Chamber, and the AVA to promote Albany through a variety of promotional and informational development activities.
12. Encourage business and industry to employ Albany's existing labor force using available job training and placement programs.
13. Support the area's educational resources as vital to the social and economic well-being of the community. Encourage opportunities for increasing skill levels of local workers.
14. Recognize and promote community events as:
  - a. Having potential positive economic impacts.
  - b. Important community promotion of activities that demonstrate the abilities, talents, and resources of the community and its residents.
  - c. Tools to develop local pride and community identity.
15. Recognize and support Albany's unique historic character as a major cultural and tourist-oriented economic resource.

### **IMPLEMENTATION STRATEGIES**

1. Participate in periodic community roundtables to define issues relating to the local economy and to identify remedies.
2. Prepare a written economic development strategy and responsibility matrix for the city, AMEDC and other economic development entities.
3. Assemble a community "solutions" team to assess how new, expanding or relocating businesses fit with the community and how Albany can meet their needs.
4. Bring perceived financial and regulatory barriers to the attention of the community solutions team.

5. Encourage AMEDC and the Oregon Economic and Community Development Department (OECDD) to support the retention and expansion of existing businesses, including efforts to identify new products and export markets.
6. Review and update contract with AMEDC to establish performance objectives and reporting requirements.
  - Urge AMEDC and OECDD to target and focus on businesses that meet the focused investment strategy.
  - Urge AMEDC to investigate sources of venture capital to finance new and expanding business opportunities.
7. Use state and federal grant and loan programs, as appropriate, to encourage desired businesses to locate or expand in Albany.
8. Periodically review the Enterprise Zone boundaries and assess the impact of the Enterprise Zone on economic development and on the City's budget.
9. Support the activities of an economic development entity, such as AMEDC, to assist in implementing the economic goals and policies in the Comprehensive Plan. The entity would have the following responsibilities:
  - a. Develop a list of target businesses and industries and a marketing strategy for Albany-area industrial land.
  - b. Advise the Planning Commission and City Council on economic development activities.
  - c. Explore the development and use of private, local, state, and federal funding and programs directed at economic development activities.
10. Cooperate with and support AMEDC's effort to develop and maintain a current "economic profile" of Albany that can be made available to individuals and businesses considering locating in Albany.
11. Coordinate with AMEDC and the International Trade Division of the Oregon Economic and Community Development Department to supply appropriate market and other information to international trade groups.
12. Cooperate with area economic development entities to:
  - a. Maintain a current directory of ongoing economic activity.
  - b. Update the Albany-Millersburg Industrial Site Inventory at least every two years.
  - c. Cooperate with economic development interests to assist them with information regarding location or expansion in the Albany area.
  - d. Maintain and make available current industrial site survey information, such as: available and projected public services, surrounding land uses and potential incompatibility issues, transportation characteristics and capabilities, and other economic profile information describing Albany's social, economic, and political characteristics.
  - e. Pursue local, state, federal, and other funding and technical assistance to attract business to the Albany area.
  - f. Provide funding for the administration of economic development activities.
  - g. When desirable, give existing and potential businesses the advantages offered by the Albany Enterprise Zone and other local business incentives.
13. Support the cooperative efforts of all educational institutions to maintain high standards in all areas of educational opportunity.
14. Support major community events that have the potential for significant positive economic and social impacts.

## RECOMMENDATIONS

1. Encourage area economic development entities to assist existing Albany businesses in identifying new products and export markets.
2. Encourage area economic development entities to investigate sources of venture capital to finance new business opportunities.
3. Encourage investment in the area's local economy by local financial institutions.
4. Encourage area economic development entities to develop a marketing strategy for the area's industrial lands and to actively promote the development of all industrial properties.
5. Encourage AMEDC, regional, state and federal agencies and Linn-Benton Community College to provide special programs directed toward:
  - a. Alleviating poverty in the City of Albany.
  - b. Job training and career counseling for the area's youth, unemployed, and dislocated workers.
  - c. Small-business counseling for new and existing businesses.
6. Encourage area economic development entities to maintain up-to-date information regarding the area's educational resources and the educational level of the local population to provide to businesses considering locating in Albany.
7. Encourage Linn-Benton Community College to actively market its facilities for cultural, conference, and community activities.
8. Encourage Linn-Benton Community College to continue to offer training programs to local businesses.
9. Encourage Millersburg, Tangent, Linn County, Benton County, and the Oregon Cascades West Council of Governments to work with Albany to coordinate economic development planning for areas inside respective urban growth boundaries.
10. Encourage the Albany Visitors Association, the Albany Area Chamber of Commerce, and AMEDC to develop and implement methods to promote Albany throughout the region. These methods may include:
  - a. Developing and distributing attractive and current promotional literature to promote the Albany area's advantages and positive features.
  - b. Developing and maintaining an attractive, visible, and accessible visitor's information center near Interstate 5.
  - c. Utilizing regional media resources to disseminate information about community activities and events.
  - d. Conducting tours of local industry and developing public exhibits to acquaint the community and visitors with the role that the Albany area plays in the regional and national economy.
  - e. Encouraging community groups to host leading business, media, and community leaders from throughout Oregon and the region to present a positive view of all aspects of Albany.
  - f. Encouraging community civic and business leaders to be "community ambassadors" charged with promoting the business advantages of Albany-Millersburg and the surrounding region to prospective businesses.
  - g. Recognizing in the local media businesses and individuals that make special efforts to promote the community.
  - h. Encouraging and cooperating with AMEDC to develop and periodically update a guide to the business assistance and development programs available in the Albany-Millersburg area.
11. Encourage Linn County to promote the Linn County Fair and Expo Center for events that draw visitor dollars to Albany.

12. Encourage area economic development entities, the Albany Area Chamber of Commerce, the Albany Downtown Association, and the Albany Visitors Association to study and document the need for high-quality shopping and dining opportunities in Albany.

## **LAND USE**

### **GOALS**

1. Ensure an adequate supply of appropriately zoned land to provide for the full range of economic development opportunities in Albany, including commercial, professional, and industrial development.
2. Achieve stable land-use growth that results in a desirable and efficient land-use pattern.
3. Create village centers that offer housing and employment choices.
4. Promote infill development and redevelopment throughout the City.
5. Improve community appearance and establish attractive gateways into Albany and visually appealing highway corridors.

### **POLICIES**

#### **General**

1. Provide opportunities to develop the full range of commercial, industrial and professional services to meet the needs of Albany's residents and others.
2. Encourage land use patterns and development plans that take advantage of density and location to reduce the need for travel and dependency on the private automobile, facilitate energy-efficient public transit systems, and permit building configurations that increase energy efficiency.
3. Designate enough land in a variety of parcel sizes and locations to meet future employment and commercial needs.
4. Develop land use refinement plans for undeveloped and redeveloping parts of the city.
5. Provide development opportunities for large-scale industrial and commercial development and for people to live near activity centers, particularly their place of employment.
6. Encourage business and industry to locate within the Albany City limits to decrease the proportional share of city taxes paid by residential properties.
7. Consider infill and redevelopment of already serviced vacant and underdeveloped land before designating additional land for industrial and commercial uses.

#### **Industrial/Employment**

1. Recognize the special needs of the area's existing industry, and ensure the provision of adequate industrial land for expansion and future development of the forest-products, rare-metals, and agriculture-related industries.
2. Protect industrial and employment lands by restricting retail and service uses to those that cater primarily to nearby employees.
3. Disperse employment centers to parts of the City with access to adequate transportation routes and public utilities.

### Commercial

1. The size and type of future commercial sites should be proportional to the area to be served and located so as to be easily accessible by the service area. Approvals of commercial sites may be based on studies requested by the City that assess public need and impacts on competing commercial areas, traffic, and other public services.
2. Discourage future strip commercial development and promote clustered commercial opportunities and the infilling of existing commercial areas that will foster:
  - a. Efficient and safe utilization of transportation facilities.
  - b. A variety of attractive and comfortable shopping opportunities that encourage shopping in a number of stores without auto use.
  - c. Compatibility between land uses, particularly adjacent residential neighborhoods.
  - d. Efficient extension of public facilities and services.
3. Designate new mixed use Village Centers that provide a mix of commercial, office, entertainment and medium- to high-density residential uses that are integrated into the desired character of the neighborhood.
4. Use land use controls and other tools to reserve Village Centers for intended uses.
5. Provide opportunities for small neighborhood commercial facilities to be located in neighborhoods and Village Centers to be located close to the areas they are intended to serve. Neighborhood convenience and Village Center commercial uses must:
  - a. Be located, designed, and operated so as to be compatible with surrounding residential uses.
  - b. Be oriented to provide for the common and frequently recurring shopping needs of the area they are intended to serve.
  - c. Be limited in number, size, and location. Generally, new Neighborhood Commercial sites will be less than an acre.
  - d. The commercial component of Village Center zoning districts should be sized to meet the neighborhood needs. Village Centers are generally located at least one mile in travel distance from any other commercial site that serves or is available to serve similar commercial needs.
  - e. Zone change applications for new neighborhood and Village Center commercial sites must demonstrate that the chosen site is superior or equal to viable alternative sites within the same market area based on exposure to traffic flows and other market indicators, accessibility and convenience to the market area, and compatibility with surrounding uses.
6. Allow home business occupations within residential districts to accommodate the needs of those engaged in small business ventures, subject to review procedures that ensure that compatibility with the surrounding residential neighborhood is maintained.
7. Within planned unit developments, commercial, recreation and retail uses may be allowed that are designed to be compatible with the development and which can be supported primarily by its residents.
8. Encourage mixed uses as buffers between intensive commercial uses and less intensive residential uses when compatibility can be demonstrated with the surrounding residential neighborhood.
9. Discourage regional shopping centers outside the Albany Urban Growth Boundary area that primarily target the Albany market area.

### Community Image

1. Evaluate and revise existing commercial and industrial landscaping standards as needed to achieve a positive community image and a pleasant pedestrian environment.

2. Where necessary, adopt overlay design standards that ensure that development presents a positive image along Albany's major transportation corridors.

## **IMPLEMENTATION METHODS**

### General

1. Periodically review and update the Comprehensive Plan goals, policies and map to ensure that enough land is designated in each land use classification to meet anticipated needs.
2. Prepare and adopt land use refinement plans for East I-5, North Albany and the Oak Creek area that result in efficient land use patterns. Modify development standards, Comprehensive Plan and zoning designations as necessary to implement area plans.
3. Review and amend the Albany Comprehensive Plan map designations and Development Code regulations as needed to maintain adequate industrial and commercial designated lands in locations that will achieve balanced and sustainable development patterns.
4. Develop and maintain standards for home occupations that address the needs of those who wish to engage in small-scale enterprises from their homes and which also ensure compatibility with the surrounding residential neighborhood.

### Industrial/Employment

1. Periodically review the Albany Development Code to assess the uses and development standards allowed in the industrial and employment zones.
2. Remove regional retail uses as permitted uses in industrial zones and establish a maximum building square footage for commercial uses.
3. Work with property owners to prepare a redevelopment plan for the industrial designated lands east of Pacific Boulevard and between Queen Avenue and Oak Creek. Specifically, identify redevelopment options for the former Stone Forest Industries site.

### Commercial

1. Develop land use regulations and other tools to reserve village centers for intended uses.
2. Secure a commitment from a grocery store(s) to meet under served areas.
3. Wherever possible, except for infilling, do not allow further expansion of existing strip commercial areas, and discourage new strip development, including isolated offices and professional facilities. Undertake measures to improve the appearance and safe utilization and operation of existing strip commercial areas by:
  - a. Providing development opportunities for compact and multi-purpose commercial facilities that encourage shopping in a number of stores without auto use.
  - b. Providing for combined access and otherwise limiting the number of access points to major arterial streets to maintain safety and the smooth flow of traffic.
  - c. Improving pedestrian access and on-site environmental amenities.
  - d. Providing for shared parking opportunities.
  - e. Implementing measures to improve the appearance and overall quality of strip commercial.

### Community Image

1. Require industrial and commercial developments along major transportation corridors to meet special development standards relating to setbacks, landscaping, architecture, signs, and outside storage to present a pleasing visual image.

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2. Improve commercial and industrial standards to allow for additional landscaping and an increased variety of tree species.

## **CENTRAL ALBANY**

### **GOAL**

Revitalize the Central Albany area so that it will accommodate a significant portion of Albany's future employment and housing needs while retaining its unique historic character, vibrancy and livability.

### **POLICIES**

1. Implement the Town Center Plan developed through the Central Albany Land Use and Transportation Study (CALUTS) using a citizen-based process.
2. Attract new private investment while retaining and enhancing the value of existing investments (both private and public).
3. Create a readily identifiable core that is unique and vibrant with a mixture of entertainment, culture, housing, specialty shops, offices and other commercial uses by:
  - a. Promoting the downtown as the center of a variety of commercial, service, entertainment and housing activities.
  - b. Discouraging the use of the downtown for non-intensive land uses that have a low floor-area to site-area ratio.
  - c. Encouraging businesses that provide daily convenience goods to downtown residents.
4. Establish Central Albany as a financial, business and government center of the Albany area by encouraging federal, state and local governments to locate and/or maintain their offices and related facilities in downtown Albany.
5. Support the transition of industrial uses along the Willamette River to urban residential and supporting mixed uses.
6. Enhance and protect the community and environmental values of waterway corridors, including the canal system and the Willamette and Calapooia Rivers.
7. Provide a safe and convenient transportation network that encourages pedestrian and bicycle access to and within Central Albany.
8. Ensure compatibility of mixed-use developments with the surrounding area through access controls and design standards.

### **IMPLEMENTATION METHODS**

1. Undertake periodic review of the Central Albany Revitalization Area (CARA) Urban Renewal Plan to determine if resources could be more effectively used to assist the establishment of new business.
2. Support the efforts of the Central Albany Revitalization Area Agency to organize, promote and finance improvements, historic preservation, rehabilitation and redevelopment in Central Albany.
3. Develop and implement the CARA Initial Implementation Strategy.
4. Encourage the CARA Agency and the Albany Downtown Association to cooperatively promote development and redevelopment that will establish the downtown as the cultural, financial, commercial, business and government center of Albany.

5. Improve Central Albany’s image, livability, appearance and design quality through aesthetically appealing enhancements such as:
  - a. Gateways to Central Albany and to downtown.
  - b. Public gathering and resting spaces.
  - c. Pedestrian and bicycle corridors oriented to the Willamette and Calapooia Rivers and to Albany’s unique water canal system along Vine, 8th Avenue and Thurston Street.
  - d. Pedestrian-oriented commercial areas that provide a sense of safety and street life.
  - e. Natural and other green spaces, especially along the river corridors.
6. Develop design standards and incentives that encourage redevelopment and new development to respect and protect the unique pedestrian and historic qualities of Central Albany.
7. Use the Willamette River as a resource and focus to develop new community events and to establish an active public gathering space.
8. Recognize and support the contribution of Albany’s historic resources to the city’s positive image and Central Albany’s vibrancy by supporting:
  - a. The historic tours program as a focus for tourism and an expression of Albany’s unique historic character and culture.
  - b. The efforts of the Albany Visitors Association and Willamette Valley Visitors Association to promote Albany’s historic resources throughout the state and region as a tourist attraction.
  - c. The Albany Regional Museum and Monteith House in efforts to provide information concerning the area’s rich history to Albany’s residents, tourists and others who visit Albany.
  - d. Efforts to maintain and enhance the programs and services of the Albany Visitors Association as a focus of information about Albany’s Historic Districts.
9. Develop a plan and implement strategies to balance protection of the Willamette River with development of higher-density housing, mixed uses and active public spaces along the riverfront.

### **RECOMMENDATION**

1. Encourage the Albany Downtown Association to develop programs and to recommend measures to protect and enhance the viability of the Downtown Business District.

## **PUBLIC INFRASTRUCTURE**

### **GOALS**

1. Ensure that new industrial and commercial development is located in areas that can be adequately served by public infrastructure.
2. Provide a safe, diversified, economical and efficient transportation system (auto, transit, bicycles, pedestrian, rail and air) that protects and enhances Albany's economy, environment, neighborhood quality, and cultural and scenic values.

### **POLICIES**

1. Encourage the siting of new industrial and commercial development on land that is adequately served by existing infrastructure; where the infrastructure can be made adequate, require the "minimum necessary" improvement cost to be borne by the new business rather than by existing taxpayers or utility rate payers.
2. Develop a transportation system, encourage land use patterns and design standards, and promote transportation projects, programs, and policies that reduce dependency on the automobile and encourage alternatives such as public transit, bicycling, walking, car and van pools.
3. As part of the development review process, encourage commercial developments to provide the opportunity for shared public access and shared parking where feasible.
4. Design streets that are efficient and safe for the movement of products and materials as well as for commuters and customers.
5. Promote land use patterns, site design, and incentives that accommodate public transit, bicycling, walking, vans and carpools as alternatives to single-occupancy vehicle commuting.
6. Review infrastructure master plans as part of the refinement planning and map amendment processes for consistency with proposed changes in land use, and propose changes to the land use and/or the infrastructure plans to maintain consistency.

### **IMPLEMENTATION METHODS**

1. Develop a focused investment strategy that considers the location, business or industry type and needs, and other criteria for the use of public funds such as oversizing, system development charges, utility rates, and gas taxes.
2. Review the past practice of allocating some portion of water and sewer rate revenue to targeted economic development activities.
3. Investigate and use as appropriate state and federal grant and loan programs to help fund infrastructure and other costs associated with siting new desired industries or expansion of existing industries.
4. Update City water, sewer, stormwater, and transportation facility plans and adopt implementation strategies to ensure available capacity to accommodate targeted economic development.
5. Enhance Albany's ability to provide high-quality public facilities and services as a cornerstone of the city's economic development potential by:
  - a. Ensuring that the ability to process industrial wastes, utilizing both industrial pre-treatment and

- municipal treatment technology, is included in any future expansion of wastewater treatment facilities.
- b. Maintaining a five-year Capital Improvement Program and long-range Public Facilities Plan that will schedule and provide appropriate public facilities and services to commercial and industrial land.
  - c. Protecting or acquiring water rights and maintaining the ability to provide water to meet all projected residential, commercial, and industrial needs of the city and the surrounding urbanizing area.

## **RECOMMENDATIONS**

1. Encourage the improvement and utilization of all favorable transportation methods for raw materials, supplies, and area products to and from key markets, in cooperation with the Oregon Department of Transportation (ODOT), Cascades West Council of Governments, and other jurisdictions and state agencies.
2. Encourage efforts to provide public transportation to Linn-Benton Community College, Oregon State University and major employment centers.
3. Encourage efforts to develop services at the municipal airport for the business and recreational flyer.
4. Encourage AMEDC to locate businesses generating significant traffic near major transportation corridors to minimize impacts on residential neighborhoods.
5. Encourage shuttle service to and the continued improvement of Eugene's Mahlon-Sweet Airport to meet Albany's business needs and serve as a link to national and international trade.
6. Encourage AMEDC to take utility and transportation infrastructure into account when promoting properties to prospects.

## **NATURAL RESOURCES AND ENVIRONMENT**

### **GOAL**

Transition to a pattern of sustainable economic development that conserves natural resources and minimizes environmental impacts.

### **POLICIES**

1. Coordinate with the Oregon Department of Environmental Quality and other state and federal agencies to define any environmental considerations that may affect economic development opportunities in Albany.
2. Give special attention to proposals in areas identified as in need of special review (greenway, floodplains, floodways, open space, wetlands, airport, etc.), ensuring that developments in these areas are specially designed in recognition of the particular concern for that area.
3. Support efforts to attract and retain environmentally responsible industries. These are businesses that:
  - a. Reduce dependence on fossil fuels, extracted underground metals and minerals.
  - b. Reduce dependence on chemicals and other manufactured substances that can accumulate in nature.
  - c. Reduce dependence on activities that harm life-sustaining ecosystems.
  - d. Balance the needs of present and future generations.

### **IMPLEMENTATION METHODS**

1. Develop and maintain clearly defined air shed and other environmental information regarding standards established by the Oregon Department of Environmental Quality for prospective industries considering location in Albany.
2. Develop a strategy for returning idle, underutilized, and/or contaminated lands (“brownfields”) to productive use.
3. Continue efforts to plant and maintain trees in the City as a strategy for reducing both carbon emissions and energy expenditures.
4. Develop a mechanism for transfer of development rights among property owners to protect open space (floodplains, wetlands, riparian corridors, woodlands, view corridors and meadows).
5. Develop parking and landscaping standards that improve the quality of storm water runoff.

### **RECOMMENDATION**

1. Encourage AMEDC to recruit and support businesses that practice and support sustainability measures.

[Ord. 5543, 10/23/2002]