

ALBANY CITY COUNCIL AGENDA

Wednesday, May 27, 2026
6:00 p.m.

Council Chambers, City Hall
333 Broadalbin Street SW

Watch on YouTube: <https://www.youtube.com/user/cityofalbany>

Please help us get Albany's work done.

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

1. Call to order and pledge of allegiance

2. Roll call

3. Adoption of consent agenda

- a. Appointments [Pages 3-4]
 - 1) Designating Community Development Commission members as appointees
- b. Approval of minutes [Pages 5-8]
 - 1) May 13, 2026 city council meeting
- c. Adoption of resolution(s)
 - 1) Ambulance Service Fee Adjustments – Chris LaBelle [Pages 9-13] RES NO. _____
- d. Award of contract(s) / bid(s)
 - 1) Award WL-26-01, 6th Avenue And Montgomery Street Water Line to AB Utility Contractors, Inc., of Harrisburg, Oregon, as low bidder to construct new water main in the amount of \$428,526 – Staci Belcastro/ Chris Cerklewski [Pages 14-17]

MOTION: _____

4. Presentations and Ceremonies

- a. Albany Police Department 2025 Annual Awards Presentation – Marcia Harnden [Pages 18-19]
- b. Republic Services Summer Schedule Adjustment Request – Sarah Steen [Verbal]
- c. Adoption of the 2026-2030 City of Albany Strategic Plan - Kayla Barber/SSW Consulting [Pages 20-63/

5. Public hearing(s)

Persons wanting to provide testimony during public hearings at city council meetings may:

- 1- *Email written comments to the staff contact, listed below, including your name and subject of the public hearing, before **noon on the day of the meeting**.*
- 2- *To testify virtually during the public hearing, register by emailing the staff contact, listed below, before **noon on the day of the meeting**, with your name; phone number; and if you*

are speaking for, against, or neutral on the project/subject. The mayor will call upon those who have registered to speak.

3- *Appear in person at the meeting and register to speak using the sign-up sheet on the table.*

- a. Second Public Hearing and Ordinance Adoption – Downtown Economic Improvement District (EID) – Jeanna Yeager [Pages 64-72]

The staff contact for this public hearing is: Jeanna.Yeager@albanyoregon.gov

ORD NO. _____

6. Public Comment

7. Action Items(s)

- a. Adopt by motion- Flock Automated License Plate Reader Camera Discussion and recommendation from the Public Safety Commission -Marcia Harnden [Verbal]

MOTION: _____

8. Informational Briefings/Staff Reports

- a. Transportation System Plan Update – Paul Trombino/Rob Emmons [Pages 73-82]

9. Business from the Council

10. City Manager Reports

11. Next meeting dates

Monday, June 8, 2026; 4:00 p.m. hearing/work session

Wednesday, June 10, 2026; 6:00 p.m. meeting

12. Adjournment

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

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



TO: Albany City Council
VIA: Peter Troedsson, City Manager
FROM: Erik Glover, City Recorder
DATE: May 04, 2025 for the May 27, 2026, City Council Meeting

SUBJECT: Designating Community Development Commission Members as Appointees

Purpose:

Staff requests that the City Council approve the CDC match pairings of current members.

Background/Discussion:

On December 10, 2025 staff presented potential amendments to AMC 2.27 CDC for Council consideration; including reducing commission membership to address quorum challenges, streamlining the membership structure (conversion to at-large), establishing term limits, and adding necessary conflict of interest provisions. The Council discussed the proposal at that time. General consensus was expressed to have each Council member make one appointment, and the Mayor make one appointment for a total of 7 members, and proceed with term limits. On January 26, 2026 the revisions were presented to the Council, and the item was referred for possible action. On February 25, 2026 the City Council adopted Ordinance 6076.

Following the adoption of ORD 6076 with the new appointment structure; current CDC members need to be assigned to respective Council members as an appointee. Once the initial designations are made, the Mayor or members of Council can elect to modify their appointments, consistent with regular appointment procedures.

To arrive at the at-large assignments, staff took the current CDC roster and sorted it A-Z. Staff then added Mayor, and alternating Council ward slots in numerical order. Staff is proposing the following match pairings:

CAG Member	Term End Date	Council Member
Bessie Johnson	2028	Mayor Alex Johnson
Courtney Stubbs	2027	Ward 1A/Steph Newton
Jim Cole	2028	Ward 1B/Michael Thomson
John Robledo	2026	Ward 2A/Chris Van Drimmelen
Larry Timm	2027	Ward 2B/Carolyn McLeod
Robyn Davis	2028	Ward 3A/Ramycia McGhee
Ron Green	2026	Ward 3B/Marilyn Smith

The proposed appointee assignments also ensures that the term dates are staggered for each ward. To the extent possible each ward has one appointment, per year.

Budget/Staff Impact:

No fiscal impacts noted.

Staff Recommendation:

Staff recommends that the City Council approve the initial match pairings by adoption of the consent agenda.

Alternatives:

1. Approve the match pairings for the CDC, by motion, as adjusted by the City Council.

Attachments:

None



MINUTES

Wednesday, May 13, 2026
Meeting
Council Chambers, City Hall

Approved: Draft

Call to Order and Pledge of Allegiance

Mayor Johnson called the meeting to order at 6:00 p.m. The Mayor led the pledge of allegiance.

Roll Call

Councilors present: Mayor Johnson, and Councilors Carolyn McLeod, Marilyn Smith, Ramycia McGhee(virtual), Chris Van Drimmelen, Steph Newton, Michael Thomson

Councilors absent:

Adoption of consent agenda

6:00 p.m.

- a. Approval of minutes
 - 1) February 23, 2026 city council meeting
 - 2) February 25, 2026 city council meeting
 - 3) March 9, 2026 city council meeting
 - 4) March 11, 2026 city council meeting
 - 5) April 6, 2026 city council meeting
 - 6) April 22, 2026 city council meeting
- b. Recommendation(s) to OLCC
 - 1) Approve retail off-premises sales, liquor license application for Bite of Nature Grocers, LLC. DBA Albany Grocery Outlet located at 1950 14th Avenue SE

MOTION: was made by Newton and seconded by McLeod to adopt the consent agenda as presented. The motion passed 6-0.

Presentations and Ceremonies

Airport Study Presentation

6:01 p.m.

Public Works Director Paul Trombino and Matt Gray with ECONorthwest presented. Gray said that this is a preliminary assessment of the airport, there is no recommendation for the best pathway, but tradeoffs can be discussed.

Gray said that the Albany Airport was in the National Plan of Integrated Airport Systems (NPIAS), which is basically the freeway system for airports. From research there are zero closures of such an airport in the last 20 years. The FAA and Oregon Department of Aviation basically said that it would be similar to closing I5 between Eugene and Albany, i.e. not going to happen. The City has received a number of grants for the airport, and if the airport was closed today the city would owe \$9.3 million to the FAA and additional to the ODA.

The council discussed the presentation and asked questions.

Draft Strategic Plan Presentation

6:29 p.m.

Deputy City Manager Kayla Barber and Ashley Sonoff, Strategy Associate with SSW Consulting presented*. The Council discussed the strategic plan and asked questions.

Barber said that the budget process is now tied into the strategic plan, the budgeting process for the next biennium would begin soon and would take around 9 months from start to finish.



Barber said that the Council feedback would be considered, and the final draft of the plan would return to Council in a few weeks for adoption.

Break at 7:47 p.m.

Reconvene at 8:00 p.m.

Public Comment

8:00 p.m.

Written public comment was received from Greyson Paynter, and Lindsay Vaughn
Johnson said that written public comment was received.

Matthew van Bommel spoke. He said that he had concerns with the railroad crossing between Pacific and Queen, and accessibility. He requested that the council support repairs to the crossing, pressure ODOT and the railroad community to make repairs.

Bryan Bristow spoke. He said that the Albany Airport is unique, there are several hotels and restaurants accessible through a security gate in the fence. The Salem Airport is more than half a mile to a hotel, and the Eugene Airport has none at the airport.

Bret Kizer said the City Council should keep an open mind about the airport, and it being an asset to the community. The Albany Airport is key to future growth and businesses, the asset is paid for and it takes a bit of money and time to keep it up.

Mel Huffman said that he was the Chair of the Albany Airport Commission. He said the Airport Commission has recommendations. Use the historical hangar for multifunction purposes, as well as for a museum. Develop and lease land inside the fence, identify additional area around the airport for hangars, encourage ODOT to redevelop overpasses, seek FAA funding to extend the runway, put in drainage, and pavement and EPA/FAA permitting to be build ready, build helicopter landing pads for fire suppression, emergency recovery, and military training and consider future technologies such as electric planes.

Luke Doughton said that he has been connected to the airport since 1992. It seems there was more corporate activity for the airport in previous times, although \$6 million in economic activity is good. It should be expanded with more focus on attracting corporate activity to the airport.

Jennifer Roque/Laurie Dyson provided comments about homeless camp removal from Simpson Park. Dyson said that inclusiveness is often talked about in presentations, but the community needs to work together to find the homeless housing.

Informational Briefing/Staff Reports

8:15 p.m.

Local Fuel Tax Discussion

Paul Trombino and Bobby Schuler with Swift Public Affairs presented*. Trombino said that community listening sessions were facilitated by Swift. The Council discussed a potential gas tax, election dates, and transportation utility fee.

Business from the Council

8:37 p.m.

Van Drimmelen said that he had concerns with a recent email the council received. He said that the council received an email from the Mayor, saying that there would be a new process for the City Manager evaluation this year. He said that change was a significant departure from last year's evaluation process. Van Drimmelen said that he was concerned that the council was just notified it was happening, given the council has the authority over the City Manager and evaluation process. He said that he asked the HR Director and the Deputy City Manager some questions and got more details. He said that he would like the council to give the green light to the process, not just change the process and say here you go council this is what we are going to do.

MOTION: was made by Van Drimmelen and seconded by Thomson that either tonight, or at the next council meeting, the process and rationale for the new city manager evaluation process be outlined to the city council in an open meeting, so the council can vote if they would like to proceed with that process. MOTION passed 6-0 in a roll call voice vote (Yes-Newton, Thomson, Smith, Van Drimmelen, McGhee, McLeod) (No-0)

Deputy City Manager Kayla Barber provided information on the evaluation process. She said that historically the process has been designed by staff. The City Manager receives an annual evaluation which used to be done by staff in the City Manager's office directly, then it was moved into the Human Resources Department. Barber said that the HR department solicits feedback from multiple parties, not just the council. A 360 degree evaluation is done by direct reports to the City Manager. There were concerns about having staff as a facilitator in that process, and concerns about the Mayor being a facilitator of the process instead of a neutral third party.

The council asked questions. Barber said that many cities over 50,000 are moving to a neutral third party facilitator for City Manager evaluations. Over the last month and half staff have been talking to other cities, and have gone through a procurement process to interview three firms. Raftelis was selected as the best showing in the interview process, based upon their experience and the process. She said that Raftelis would be doing virtual interviews with the city council.

Newton asked what the cost was? Barber said that it was \$20,000, but that staff spends more than double that in staff time on the process each year.

The council discussed the proposal.

MOTION: was made by Smith and seconded by McGhee to conduct the city manager evaluation under the new process as recommended by staff. MOTION tied 3-3 in a roll call voice vote (Yes-Smith, McGhee, Van Drimmelen) (No-Newton, Thomson, McLeod) Johnson voted yes to break the tie 4-3. MOTION passed.

MOTION: was made by Van Drimmelen and seconded by McLeod that any substantive changes to the city manager evaluation process be brought before the council in an open meeting, and that even if there are not substantive changes, a briefing on the city manager evaluation process be provided to the city council prior to the process being published and pushed out to council and staff. MOTION passed 6-0.

McLeod provided an update on events in Albany. She asked when the school start date sign near the flashing school speed zone lights in North Albany would be changed, as it is outdated. Troedsson said that he would research it and report back.

MOTION: was made by Smith and seconded by Newton to extend the 5-13-26 council meeting past the normal 9:00 p.m. ending time requirement, as needed. MOTION passed 6-0.

Newton said she received an email from a constituent about pedestrian safety in the Spring Hill, Quarry, Nebergall Loop area and hoped to get some clarity on maintenance and jurisdiction. She said that she received an email about the GAPS Water Awareness program being discontinued, and hoped staff could look into other partnerships or solutions the city may have for youth water safety.

Smith said that she received a request from a constituent to consider a program for sharps pickup with monthly garbage service. She said that she received a communication regarding the recycling center/bottle drop near Columbus and Santiam, and concerns with homeless camping in the area. Johnson said that he has also received communications about homeless camping.

Johnson said that Ray Hilts long time community member passed away, and shared remarks about Ray.

City Manager Reports

9:22 p.m.

City Manager Peter Troedsson provided comments about Municipal Clerks week, Public Works Week, and Peace Officer Memorial Day. He said that two public engagement opportunities for automated license plate reader cameras will be occurring soon, one at a Public Safety Commission Meeting and one at the Riverfront Community Center.

Troedsson responded to a council question earlier in the meeting, and said that Nebergall Loop is a Benton County road.

Troedsson and Mayor Johnson presented a recognition award from the League of Oregon Cities. Albany was recognized as one of the founding member cities of the League of Oregon Cities, with a membership since 1925/the founding of the LOC.

City Attorney Sean Kidd provided an update on Simpson Park and homeless camp cleanups. He said that the property is the jurisdiction of the City of Millersburg, and Linn County Sheriff. The City of Albany has a conservation easement for the property.

Next meeting dates

Wednesday, May 27, 2026; 6:00 p.m. meeting
Monday, June 8, 2026; 4:00 p.m. work session

ADJOURNMENT

There being no other business, the meeting was adjourned at 9:30 p.m.

Respectfully submitted,

Reviewed by,

Erik Glover
City Recorder

Peter Troedsson
City Manager

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



TO: Albany City Council

VIA: Peter Troedsson, City Manager

FROM: Chris LaBelle, Fire Chief

DATE: May 15, 2026, for the May 27, 2026, City Council Meeting

A handwritten signature in blue ink, appearing to be "Chris LaBelle".

SUBJECT: Ambulance Service Fee Updates

Purpose:

Clarify ambulance service fee structure and language in accordance with current state law.

Background/Discussion:

On January 1, 2026, HB3243, related to billing for ground ambulance services, took effect in response to the Federal No Surprises Act that went into effect in 2022. Under HB3243 Section 2(g)(3) *a health benefit plan must reimburse the ground ambulance services organization at the established local rate or if an established local rate does not exist, in an amount no less than 325 percent of the Medicare rate.* Currently two of Albany’s rates are not used and need to be removed, while a third is not correctly listed on the schedule, which will cause confusion and incorrect reimbursement under HB3243. Updating the fee schedule via resolution to match billing language on the claim form will make it easier for health plan providers to identify the correct rates. The Department of Consumer and Business Services (DCBS) also requires submitting rates to them maintain the database they created for health plan providers. The proposed language change better matches the form used to submit rates to the DCBS.

Strategic Plan Impact:

A safe city; an effective government.

Budget/Staff Impact:

None; updates are for clarity and transparency in accordance with updates to state and federal law.

Staff Recommendation:

Staff recommend adopting the attached resolution.

Alternatives:

1. Approve recommended resolution
2. Do not adopt resolution; current fee structure remains in place

Attachments:

1. Resolution



RESOLUTION NO. _____

A RESOLUTION ESTABLISHING AMBULANCE SERVICE FEES AND REPEALING RESOLUTION NO. 7368.

WHEREAS, the City of Albany Fire Department operates an ambulance service; and

WHEREAS, the City Council reviews and authorizes ambulance service fees.

NOW, THEREFORE, BE IT RESOLVED by the Albany City Council that the fees described in Exhibit A be established effective June 1, 2026, for services provided by the Fire Department's ambulance service; and

BE IT FURTHER RESOLVED that the Fire Department shall provide emergency medical care at the advanced life support level on all ambulances so long as resources allow; and

BE IT FURTHER RESOLVED that the Fire Department shall reserve the right to accept assignment of payment received from any third-party payer, including the Centers for Medicare and Medicaid Services; and

BE IT FURTHER RESOLVED that the Fire Department shall accept payments received from the Oregon Health Plan as payment in full for ambulance service, except where other medical benefits may exist; and

BE IT FURTHER RESOLVED that fees shall be automatically adjusted each July 1, beginning July 1, 2026, based on the percentage change in the Consumer Price Index (CPI-U Pacific Cities Index) second half report, published in the preceding February of each year. Adjustments will match the Index up to inflation; and

BE IT FURTHER RESOLVED that Resolution No. 7368 is hereby repealed.

DATED AND EFFECTIVE THIS 27TH DAY OF MAY 2026.

Mayor

ATTEST:

City Recorder

Exhibit A
Ambulance Fee Schedule Effective June 1, 2026*

Base Rate	\$2,200.00	\$ 2,200.00
Base Rate Motor Vehicle Accident	\$2,950.00	\$ 2,950.00
Mileage (per loaded mile)	\$32.00	\$ 32.00
Bariatric Services	\$530.00	\$ 530.00
Extrication/Rescue/Engine Assist	\$635.00	\$ 635.00
Aid Call (no transport)/extrication	\$750.00	\$ 750.00
Service Delivery Fee	\$250.00	\$ 250.00
FireMed Membership (annual)	\$85.00	\$ 85.00
Stand-by Coverage (per unit/per hour)	\$270.00	\$ 270.00
Stand-by Coverage (per EMT/per hour)	\$90.00	\$ 90.00
Waiting Time	\$180.00	\$ 180.00
Wall Time	\$200.00	\$ 200.00
Extra EMT	\$90.00	\$ 90.00

1. **Base Rate:** The base rate fee covers all medical supplies, equipment, procedures, and services associated with pre-hospital medical care and ambulance transportation. Mileage and other services are billed in excess of the base rate. One base rate fee is charged for each patient transported. Only one base rate fee is charged for a round-trip transport from point of origin to destination and back to origin, if the wait time at the destination is 30 minutes or less.
2. **Base Rate Motor Vehicle Accident (MVA):** The base rate MVA fee covers all medical supplies, equipment, procedures, and services associated with pre-hospital medical care and ambulance transportation for transports from the scene of an accident involving a motor vehicle. Mileage and other services are billed in excess of the base rate. One base rate fee is charged for each patient transported. Only one base rate fee is charged for a round-trip transport from point of origin to destination and back to origin, if the wait time at the destination is 30 minutes or less.
3. **Mileage:** A mileage fee is charged for each patient who is transported. Mileage is based on “loaded miles” from the point of patient origin to destination and is computed to the nearest whole mile. Mileage for round trips is computed on total round-trip mileage.
4. ~~**Bariatric Services:** A bariatric fee may be charge for transporting obese patients requiring additional emergency services personnel and specialized bariatric equipment.~~
5. ~~**Extrication/Rescue/Engine Assist:** Fees charged when an additional Fire Department unit assists in performing fire suppression activities, extrication, or rescue services.~~
6. **Aid Call:** An aid call fee is charged when an ambulance responds to a medical incident and provides medical treatment but does not transport the patient. The aid call fee depends on circumstances but is usually only charged when significant medical treatment is provided. **Includes fees charged when an additional Fire Department unit assists in performing fire suppression activities, extrication, or rescue services.**
7. **Service Delivery Fee:** A fee charged when the Fire Department is called to a location, but neither transportation nor medical services are required and were not reasonably anticipated to be required. Fees can be charged directly to private assisted living/care facilities and medical transport companies.

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8. **FireMed Membership:** The FireMed Membership fee covers the primary member and all dependents regularly living in the household for medically necessary ambulance transportation during the annual membership period. The member and all covered dependents must live within the boundaries of the Albany Fire Department Ambulance response area. The terms of membership benefits are described in the Albany FireMed membership agreement.
 9. **Stand-by Coverage (unit):** The stand-by coverage fee is charged to individuals and organizations that request ambulance and EMT stand-by at public events. A unit consists of an on-site ambulance staffed by two EMTs. The EMTs will provide first response and all necessary first aid. A duty ambulance will handle ambulance transportation, and the patient will be charged for ambulance transportation. Regional stand-by coverage rates may be negotiated as part of a multi-jurisdictional agreement.
 10. **Stand-by Coverage (EMT):** The stand-by coverage fee is charged to individuals and organizations that want an EMT to stand by at public events. The EMTs will provide first response and all necessary first aid. A duty ambulance will handle ambulance transportation, and the patient will be charged for ambulance transportation. Regional stand-by coverage rates may be negotiated as part of a multi-jurisdictional agreement.
 11. **Waiting Time:** Waiting time is charged when a patient is transported to a medical facility for medical treatment and then returned to the originating facility. This usually occurs between a hospital or care facility and another hospital, but may occur in other circumstances. Waiting time is charged in half -hour increments to the nearest half -hour and is charged only for time spent waiting for the patient. Time spent in transport and patient handling is covered under the base rate and mileage
 12. **Wall Time:** A fee charged to a facility when the Fire Department has transported to an appropriate receiving hospital emergency room and conditions are such that the Albany Fire Department crews are not provided an evaluation room for the patient in a timely manner (less than 30 minutes from time of arrival) and must continue patient care while the patient remains on the ambulance stretcher, causing additional out of service time for the ambulance.
 13. **Extra EMT:** The extra EMT fee may be assessed any time a situation requires an additional EMT or Paramedic for the management of a patient during transport to the hospital.

* These fees shall be automatically adjusted each July 1, beginning July 1, 2026, based on the percentage change in the Consumer Price Index (CPI-U Pacific Cities Index) second half report, published in the preceding February of each year. Adjustments shall match the Index up to inflation.



TO: Albany City Council
VIA: Peter Troedsson, City Manager
Paul Trombino III, P.E., Public Works Director
FROM: Staci Belcastro, P.E., City Engineer
Chris Cerklewski, P.E., Civil Engineer III
DATE: April 28, 2026, May 27, 2026, City Council Meeting

SUBJECT: Award of Contract for WL-26-01, 6th Avenue And Montgomery Street Water Line

Purpose:

To recommend award of contract for WL-26-01, 6th Avenue And Montgomery Street Water Line to AB Utility Contractors, Inc., of Harrisburg, Oregon, to construct new water main.

Background/Discussion:

On Tuesday, April 21, 2026, the City opened bids for Project WL-26-01: 6th Avenue and Montgomery Street Water Line. Sixteen bids were submitted, ranging from \$428,526 to \$688,800, relative to the engineer’s estimate of \$520,000. A bid summary is included as Attachment 1.

Project Scope & Justification

The project involves installing approximately 2,000 linear feet of new 6-inch water line on 6th Avenue (Baker Street to Jefferson Street) and Montgomery Street (5th Avenue to 7th Avenue). The scope also includes new water service lines and fire hydrants.

The existing infrastructure is between 70 and 130 years old, exceeding its intended service life. Replacing these lines will reduce ongoing leak repair costs while improving local water quality and fire flows.

Financial Impact

This project is scheduled for Fiscal Year 2026 as part of the 2026–2030 Capital Improvement Program. A vicinity map is provided as Attachment 2. Based on the low bid and anticipated overhead, the total estimated project costs (rounded to the nearest \$100) are summarized in the table below.

Project Components	Estimated Cost
I. Engineering Costs	
a. Engineering Design	\$30,300
b. Construction Inspection	\$20,000

<i>Engineering Subtotal</i>	\$50,300
II. Construction Costs	
a. Construction Contract	\$428,500
b. Contingency (10%)	\$42,900
<i>Construction Subtotal (with Contingency)</i>	\$471,400
<i>Total Estimated Project Cost (Engineering + Construction)</i>	\$521,700
<i>Project Budget</i>	\$825,000
<i>Under Project Estimated Budget</i>	\$303,300

Strategic Plan Impact:

Construction of this water line project meets the following strategic plan goals:

Goal 2: Provide safe, sufficient, and reliable drinking water, sewage disposal, and drainage systems, found under the Safe City theme in the city’s adopted strategic plan.

Budget/Staff Impact:

This project will be funded by the Water Capital Projects fund.

Staff Recommendation:

Staff recommends that council, by motion, award this contract in the amount of \$428,526 to the low bidder, AB Utility Contractors, Inc., of Harrisburg, Oregon.

Alternatives:

1. Award the contract as recommended.
2. Do not award the contract.

Attachments:

1. Bid Summary
2. Project vicinity map

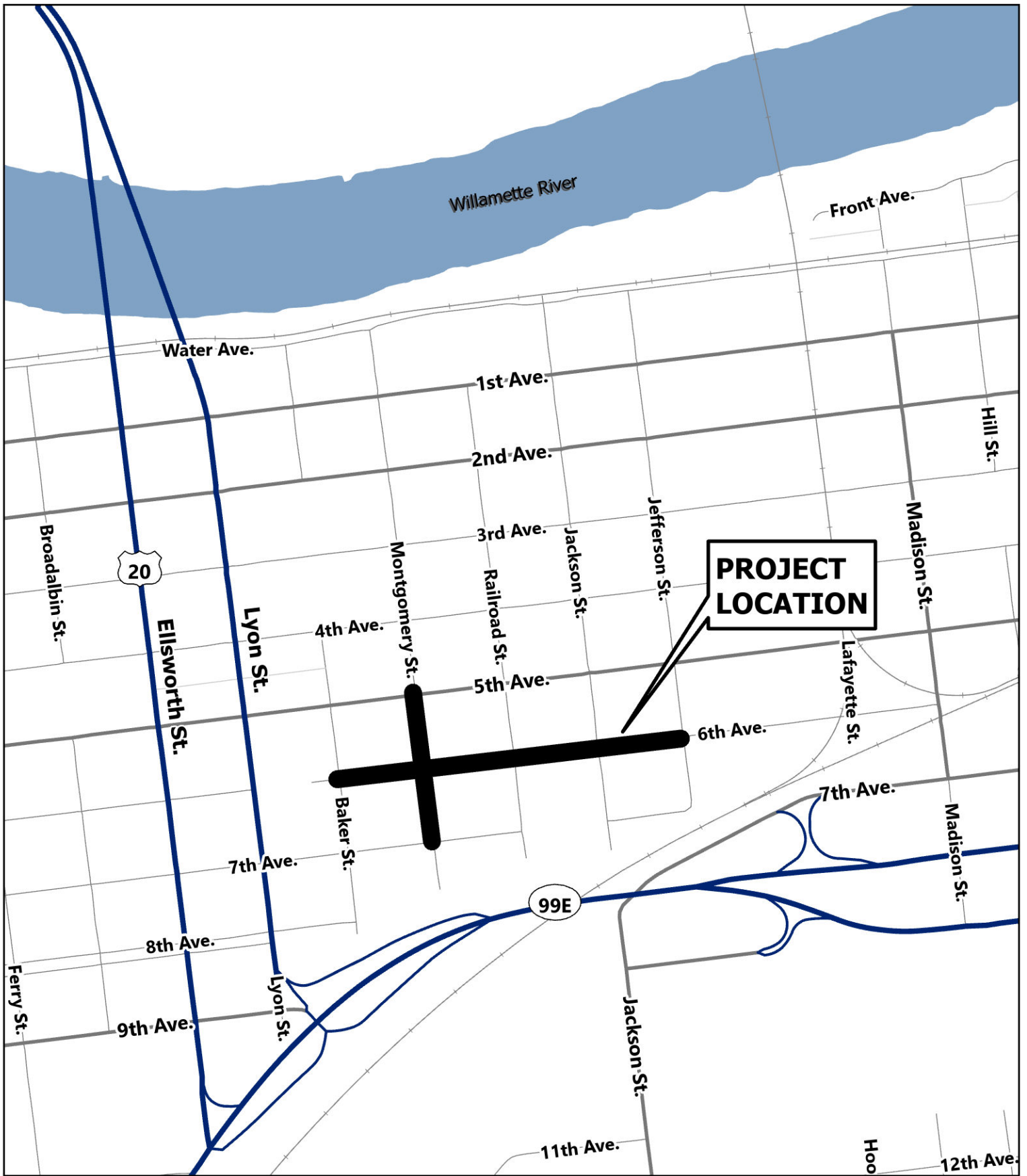


CITY OF ALBANY, OREGON
Public Works Department
Construction Contract Bids

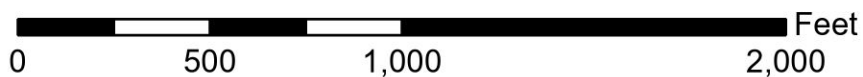
Project: WL-26-01, 6th Avenue And Montgomery Street Water Line

Bid Opening: Tuesday, April 21, 2026

Engineer's Estimate	AB Utility (Harrisburg, OR)	M.L. Houck Construction (Salem, OR)	Pacific Excavation (Eugene, OR)	Flow Line Construction (Salem, OR)	Durbin Excavating (Eugene, OR)	H & J Construction (Eugene, OR)
\$520,000.00	\$428,526.00	\$459,148.00	\$465,825.00	\$518,863.00	\$497,440.70	\$516,514.25
Wind Rose Excavation (Junction City, OR)	Trench Line Excavation (Corvallis, OR)	Gelco Construction Co. (Salem, OR)	Jesse Rodriguez Construction LLC (Silverton, OR)	Turney Excavating (Keizer, OR)	Crestline Construction (The Dalles, OR)	Civil West Construction (Salem, OR)
\$529,753.00	\$556,914.11	\$589,235.00	\$591,018.00	\$609,125.00	\$615,806.00	\$619,583.75
MVG Construction (Philomath, OR)	Northcore USA LLC (Albany, OR)	Alpha Environmental (Beaverton, OR)				
\$623,272.00	\$661,824.00	\$688,800.00				



**ATTACHMENT 2: PROJECT VICINITY MAP
 WL-26-01: 6TH AVENUE AND
 MONTGOMERY STREET WATER LINE**



City Council – Award Presentations – May 27, 2026

Public Service

- Tara Williams

Distinguished Service

- No incident
 - Sergeant Curtis Bell – Not Present
- 23-00912
 - Property & Evidence Specialist Kaylan Beaulieu-McCann
 - Officer Trevor Eaton
 - Property & Evidence Specialist Gretchen Westmoreland

Life Saving

- 25-01960
 - Detective Ben Hatley

Police STAR (Superior Tactics And Response)

- 25-07505
 - Sergeant Joe Clausen
 - Officer Justin Felty
 - Officer Adam Rappe
 - Officer David St. Pierre

Life Saving with Valor

- 2025-068995
 - Officer Haley Voldbaek
- 25-05191
 - Officer Lawson Setzer
 - Wyatt Adams

Medal of Valor

- 24-08052
 - Officer Jim Estes

Purple Heart

- 24-08052
 - Officer Beth Huber

- 24-07383
 - Officer Melissa Unrau

Supervisor of the Year

- Sergeant Sam Posthuma

Employee of the Year

- Operations Division
 - Officer Chris Burbey
- Support Services Division
 - Detective Jason Camillo



TO: Albany City Council

VIA: Peter Troedsson, City Manager

FROM: Kayla Barber, Deputy City Manager

DATE: May 15, 2026, for the May 27, 2026, City Council Meeting

A handwritten signature in blue ink, appearing to be "K. Barber", written over the "FROM:" line.

SUBJECT: Strategic Plan Adoption

Purpose:

The purpose of this item is to adopt the recommended 2026-2030 City of Albany Strategic Plan.

Background/Discussion:

The development of the City’s Strategic Plan began in Fall 2025 with a facilitated City Council work session focused on identifying Council’s long-term vision for the community and associated strategic goal areas. The resulting vision areas are intended to guide the community over a 10+ year horizon, while the strategic goals are designed to focus organizational priorities over the next 3–5 years.

From November 2025 through January 2026, the City conducted a robust public engagement process to better understand community perspectives and priorities related to Albany’s future. The results of that engagement were presented to the City Council in February 2026 for review and feedback. Staff then utilized Council direction and community input to develop recommended 1-2 year objectives and measures of success intended to support implementation of the broader vision and goals.

A draft Strategic Plan and implementation framework was presented to the City Council on May 13, 2026. Following Council feedback regarding additional clarity on how community input was reflected in the document, the City’s consultants incorporated supplemental context in the report related to growth and homelessness. The intent of these new sections is to better demonstrate how those themes were considered and addressed throughout the planning process.

Strategic Plan Impact:

This is adoption of the 2026-2030 City of Albany Strategic Plan. This plan will guide department work plans, priorities, resourcing, and budget recommendations over this period.

Staff Recommendation:

Staff recommends adoption of the 2026-2030 City of Albany Strategic Plan by motion.

Alternatives:

1. Adopt the Strategic Plan as recommended
2. Amend the Strategic Plan
3. Do not adopt the Strategic Plan

Attachments:

1. 2026-2030 City of Albany Strategic Plan
2. Strategic Plan Presentation

*Your hub city – safe,
connected, beautiful.*



CITY OF ALBANY
STRATEGIC
PLAN
FY 2026-2030



A Message from the City Manager

I'm pleased to share the City of Albany's 2026–2030 Strategic Plan. This plan reflects our community's priorities and provides a clear roadmap for the next four years as we continue building a strong, vibrant, and resilient Albany. We are at an important moment in our city's history. Albany is evolving into the largest city in this part of the Willamette Valley. Along with that growth come new opportunities, as well as the challenges that accompany transition from a small community to a larger and more complex city. This Strategic Plan is intended to help guide Albany through that next era by honoring the character and values that make Albany special while preparing thoughtfully for the future.

The plan is the result of extensive collaboration and meaningful engagement. We heard from residents, businesses, students, elected officials, City staff, and members of our boards and commissions. Your voices helped shape a plan grounded in community priorities and focused on practical action.

This plan will guide how we deliver services, make investments, and focus our efforts around five vision areas: reliable and sustainable infrastructure, healthy economy, connected and engaged community, safe and resilient community, and high-performing government.

Albany's future is shaped by the decisions we make today. This plan provides a clear path to manage growth responsibly, preserve community character, and meet the needs of current and future residents. I'm very grateful to everyone who contributed to this process, and I look forward to all the work that we'll accomplish together.



Peter Troedsson
City Manager, City of Albany



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SHAPING OUR SHARED FUTURE

The City of Albany has a rich history of strategic planning. Over the years, strategic planning has played a critical role in how we operate, guiding our culture, priorities, and progress, and helping us build a more vibrant, thriving community.

What is the strategic plan?

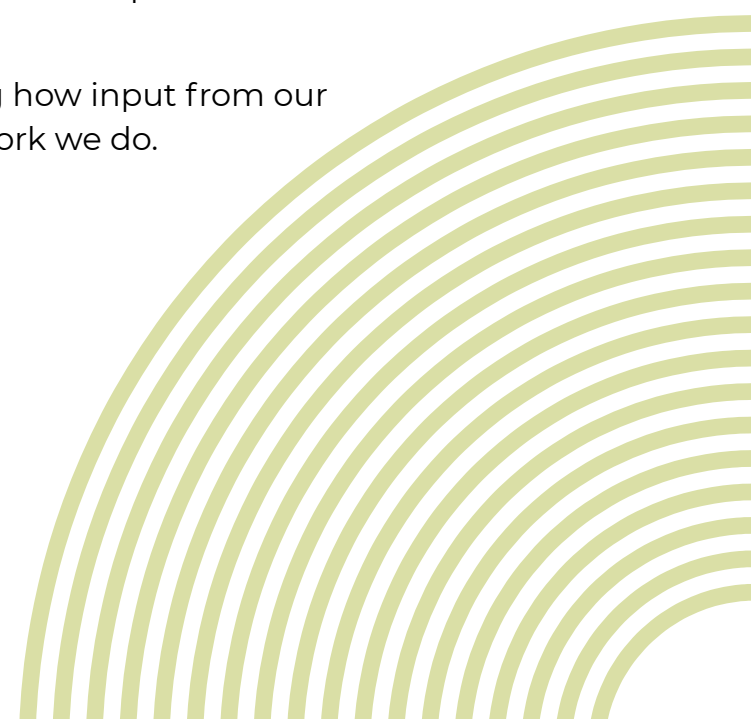
The Strategic Plan is our city's roadmap for the future. Our plan will guide how we deliver services, set priorities, and invest resources over the next 10-20 years, with input from staff and community members playing an important role.

Why are we updating our strategic plan?

Albany's 2022–2026 Strategic Plan has guided the City's work over the past four years and was developed following extensive Council discussion and community engagement. We're committed to updating the plan on a regular basis to ensure it reflects resident priorities and long-term needs.

Our updated plan guides the next chapter of our City's future, helping us be more proactive, intentional, and transparent by:

- Creating a clear vision for where we're headed.
- Understanding what matters most to the community.
- Aligning City Council, staff, and departments around common goals.
- Supporting smart decision-making and responsible budgeting.
- Tracking our progress and showing how input from our staff and community shapes the work we do.



STRATEGIC PLANNING PROCESS

What process did we use to update the plan?

In fall 2025, the City partnered with SSW Consulting to conduct a comprehensive update of the 2022-2026 Strategic Plan. Together, we set out to:

- **Establish Long-Term Vision and Goals:** Create a strategic plan that defines broad vision areas (10–20 years), medium-term goals (3–5 years), and tactical objectives (1–2 years) aligned to each goal.
- **Engage and Define Values:** Identify vision areas and core values through meaningful engagement with City Council, staff, and the community, ensuring they guide service delivery and decision-making.
- **Measure and Ensure Accountability:** Develop clear measures of success to track implementation progress, demonstrate results, and maintain accountability to Council and the community.
- **Foster a Culture of Strategic Management:** Embed strategic planning into the City's culture, aligning the plan with community, Council, and staff input, as well as the budget process and department work plans.

Project Timeline

The project was organized into four phases:

Planning & Scoping: August–September 2025

Council Workshop: September–October 2025

Engagement: December 2025–February 2026

Plan Development: February–May 2026



Phase 1: Planning & Scoping

The project started with getting the project team aligned, looking at past plans and data, organizing workshop details, and preparing for Council conversations. A cadence for regular check-ins and integration of the plan into day-to-day work was also established. This helps ensure the final plan is able to be executed rather than sitting on a shelf.

Phase 2: Council Workshop

On October 10, 2025, our project team met with Council to hear their priorities, held the strategic planning workshop, and compiled the major themes that emerged. This followed deeper one-on-one discussions with councilors to hear their perspectives on Albany today and into the future.

Phase 3: Engagement

Input from community members and staff is the foundation of the strategic planning process. During the engagement phase, we connected with over 1,750 community members and 120 City employees through a variety of intentional and inclusive engagement activities to understand their values, priorities, and insights to guide the plan update. The results of the engagement helped shape the City's updated mission, vision, values, vision areas, and goals.

Desired Engagement Outcomes:

- Unity around our mission, vision, values, vision areas, and goals.
- Shared goals reached through collaborative discussion and a specific plan to reach them.
- Alignment between the various plans that guide the organization.



HOW WE ENGAGED

IN-PERSON EVENTS

- Engagement boards at Library and Pool
- Riverfront Community Center (RCC) Holiday Lunch Event
- Albany Youth Advisory Council
- Albany Chamber Youth Leadership
- West Albany High School Leadership Class
- South Albany High School Leadership Class
- Staff Lunch-and-Learn event
- Staff focus groups
- City Council interviews
- Strategic Planning Workshop with City Council and Staff

ONLINE

- Community Survey (1,684 responses)
- Staff survey (88 responses)
- Strategic Plan page on the City Website
- Emails
- Social media posts
- Survey promotion in Albany School District email to all families

OTHER

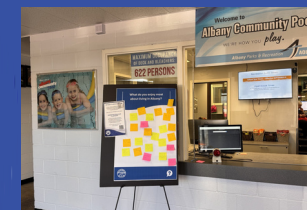
- “Question of the Week” campaign (social media and passive engagement at City facilities)
- Fact sheets, flyers, and table tents at City facilities and local businesses
- Survey flyers distributed by City Council

WHO DID WE HEAR FROM

1,552

Online full community survey responses

1,684 Total online engagement (including survey + “Questions of the Week” campaign)



58

Participants at RCC Holiday Lunch event

24

Participants at Chamber Youth Leadership event



88

Staff survey responses

1

Staff lunch-and-learn event

129

Participants at South Albany High School Leadership Class engagement events

over 3 events



TOP PRIORITIES FROM COMMUNITY ENGAGEMENT

The community engagement resulted in the following top priorities:

- Improve condition of roads and flow of traffic
- Economic development and job opportunities
- Housing availability and affordability
- Public safety
- Other infrastructure (water systems, facilities, and parks/playgrounds)

Key takeaways:

- Focus on improving what we have before expansion and growth
- Maintain our unique character and community connection as we grow
- Increase opportunities for living-wage jobs and variety of housing types

Key Takeaways from youth engagement:

Overall, youth priorities align with the input gathered from the broader community engagement. Youth emphasized that they would like to see:

- More community spaces/activities for youth
- More shopping and restaurants (e.g., better mall, both non-fast-food chains and fast-food chains mentioned)
- More community events

Phase 4: Plan Development

We used insights from the community and staff engagement to draft the City's updated mission, vision, values, and vision areas. We worked together to refine the mission, vision, values, and vision areas, and develop goals and tactical objectives through staff focus groups, a staff action planning workshop, and internal development meetings. Additionally, we worked with departments to assign timelines and project leads to facilitate implementation and accountability. We also developed intentional measures of success to track meaningful impact at the vision area level and allow staff to identify necessary adjustments and unforeseen opportunities to advance the vision areas during the planning period. This allows the plan to be a living, flexible document, that works for the community over time.

Throughout the process, we had several intentional touchpoints with City staff, Council, and community members. We engaged with over 120 employees from all City departments to support collaboration and continuity across the organization. We met regularly with Council to ensure alignment with the direction of the strategic plan. And we engaged with over 1,750 community members in multiple ways to gather their priorities for the future and make sure the resulting strategic plan reflected those priorities accurately.



MISSION

Defines our purpose... why we exist

We deliver quality public services, partner across the organization and community, and intentionally plan for the future to ensure Albany remains a safe, vibrant place to live.

VISION

Defines our direction... where we want to be in 10-20 years

Your hub city – safe, connected, beautiful.

Albany is Oregon's hub city - a safe, welcoming community where neighborhoods thrive, people connect, and thoughtful infrastructure and growth create opportunity for generations.

VALUES

Defines what guides us... the lens through which we work.



Service

We are accessible, responsive, and committed to serving our community.



Innovation

We embrace learning and seek continuous improvement.



Collaboration

We work together – with each other and our community – to achieve better outcomes.



Excellence

We deliver high-quality work through professionalism, preparation, and leadership.



Stewardship

We are trusted stewards of public resources and responsible decision-makers.

STRATEGIC PLAN

Framework

- **Vision Areas:** The vision areas outline our priorities for the next 10 to 20 years. They align with our mission and advance the vision.
- **Goals:** The goals are medium-term, highlighting achievable outcomes for the next three to five years. Together they advance their respective vision areas and help achieve the overall Albany vision of being your hub city – safe, connected, beautiful.
- **Tactical Objectives:** The objectives are more specific and measurable; they cover one-to-two-year projects within the plan period, and detail how we will advance each goal area. Each will have a lead and anticipated completion date to promote ownership and accountability.
- **Measures of Success:** Performance indicators to track meaningful progress during implementation and help inform any future adjustments or unforeseen opportunities for the vision areas.

VISION AREAS

What are Albany's priorities for the next 10-20 years?



Reliable and Sustainable Infrastructure



Connected and Engaged Community



Healthy Economy



High-Performing Government



Safe and Resilient Community





TOP COMMUNITY PRIORITIES

RELIABLE AND SUSTAINABLE INFRASTRUCTURE

Albany is committed to strategic infrastructure planning, ensuring assets are well-maintained, dependable, and able to support the city's future needs.

Goal *Develop a cohesive vision and identity for Albany's build out*

Tactical Objectives	Lead	Estimated Completion Date
Complete the Vine Street Water Treatment Plant assessment and identify next steps	Public Works	December 2027
Complete the Wastewater Master Plan	Public Works	September 2027
Make adjustments to parking system in Downtown to reflect increased activity and vibrancy	Community Development	June 2030
Update the Transportation System Plan	Public Works	March 2028
Complete a full update of the City's Comprehensive Plan	Community Development, City Manager's Office	December 2029
Strategically leverage surplus city parcels alongside priority vacant or underutilized employment lands to attract traded sector industries and catalyze targeted development	Community Development, Public Works	March 2028
Update the City's Area Plans to reflect changes in the Comprehensive Plan	Community Development	December 2029
Identify future locations for public safety facilities	Fire, Police	June 2030

Goal area continues on next page.

Tactical Objectives	Lead	Estimated Completion Date
Complete State of Oregon required Housing Capacity Analysis	Community Development	December 2029
Complete State of Oregon required Housing Production Strategy	Community Development	December 2030

Goal *Ensure safe, reliable, and well-maintained infrastructure*

Tactical Objectives	Lead	Estimated Completion Date
Complete the facilities maintenance assessment to identify outstanding and ongoing liabilities	Parks & Recreation	December 2026
Implement Public Dashboard for tracking street conditions and planned improvements	Public Works	March 2027

Goal *Establish a strategic, sustainable, infrastructure funding plan*

Tactical Objectives	Lead	Estimated Completion Date
Develop tools for communicating funding mechanisms for infrastructure	City Manager's Office	December 2026
Re-design the Capital Improvement Plan (CIP) process to provide an inter-departmental and connected five-year outlook for the City's infrastructure needs	Public Works, Finance	December 2028
Secure revenue for transportation improvements (street conditions and traffic safety enhancements)	City Manager's Office, Public Works	December 2028
Review the City's unfunded streets liability	Public Works	October 2026
Review and update System Development Charges (SDCs) to better reflect impacts of development of Albany's infrastructure	Public Works	December 2027

MEASURES OF SUCCESS
RELIABLE AND SUSTAINABLE INFRASTRUCTURE

Percent of survey respondents rating Albany's "overall image or reputation" as excellent or good	Ratio of capital improvement plan funded versus unfunded
Percent of survey respondents rating "overall quality of utility infrastructure" as excellent or good	Percent of survey respondents rating likelihood to "recommend living in Albany to someone who asks"
Number of participants in Comprehensive Plan engagement opportunities	Percent of survey respondents rating "preservation of the historical or cultural character of the community" as excellent or good
Average travel time on key corridors	Percent of survey respondents rating "overall quality of new development" as excellent or good
Ratio of actual spending on emergency repairs to planned maintenance on the City's infrastructure	Percent of survey respondents rating "land use, planning, and zoning" as excellent or good
Increase in the amount of grant funds offsetting capital project costs	Percent of survey respondents rating "street repair" as excellent or good

Strategic Planning Dashboard

Interested in our progress implementing the strategic plan?

Visit the City's strategic planning webpage to see the progress of these measures of success and more!



HOW DOES THIS REFLECT COMMUNITY INPUT?

Albany's infrastructure is the foundation of a safe, functional, and livable community. Residents made clear that maintaining and improving the systems we rely on every day including our streets, utilities, and public facilities must come first. This plan reflects this desire by protecting these investments through disciplined maintenance, thoughtful upgrades, and long-term financial planning.

We also heard that Albany could do better in planning for future growth by addressing additional infrastructure proactively. By aligning infrastructure investments with land use, transportation, and economic development goals, the City will ensure that growth is supported, sustainable, and fiscally responsible.

This approach prioritizes reliability today while building the capacity needed for tomorrow.

Community Priorities:

- Improve road conditions and pavement maintenance
- Enhance traffic flow and reduce congestion
- Add or improve sidewalks and pedestrian crossings

Planning for Growth, Housing, and Infrastructure

Residents consistently expressed a desire to preserve Albany's character and small-town feel while also planning proactively for growth, infrastructure needs, housing affordability, and community connectivity. The Strategic Plan recognizes that growth is already occurring and that thoughtful long-term planning is essential to maintaining quality of life as the community evolves.

To support this work, the Strategic Plan includes key objectives such as completing the State-required Housing Capacity Analysis and Housing Production Strategy, updating the Transportation System Plan, and completing a full update of Albany's Comprehensive Plan. Together, these efforts will help the City better understand projected growth, future housing needs, transportation demands, and infrastructure requirements so investments can be planned proactively rather than reactively.

An updated Comprehensive Plan is particularly important because it establishes the long-term vision for how and where Albany grows, how neighborhood character is preserved, and how infrastructure, transportation, economic development, and housing planning work together over time. Albany's current Comprehensive Plan was adopted in 1980 and has not undergone a major update since that time. Most cities substantially update these plans every 10-15 years to reflect changing conditions, infrastructure needs, and community priorities. Since Albany adopted its current plan, the city's population has more than doubled, meaning many of the assumptions that shaped the original plan no longer reflect today's realities.

The Comprehensive Plan update will allow the community to go deeper into conversations around what balanced growth looks like, what types of housing are needed, where development should occur, and how Albany can maintain the livability and identity residents value most. Because community perspectives on housing, density, transportation, and neighborhood character vary, extensive public engagement will be a critical part of the process.

The Transportation System Plan update will also include a stronger focus on transit, multimodal transportation, and community connectivity. Improving how people move throughout the community can help connect residents to housing, employment, healthcare, parks, schools, and other essential services while supporting a more livable and accessible community overall.

Because these planning efforts are foundational, it is expected that they will lead to additional, more specific objectives and implementation strategies during the latter half of the Strategic Plan period. In many cases, the City first needs updated data, community input, and long-range policy direction before more detailed actions can responsibly be identified. Together, these efforts are intended to help Albany prepare thoughtfully for the future while preserving the identity, livability, and sense of community residents value most.



TOP COMMUNITY PRIORITIES

HEALTHY ECONOMY

Albany is a thriving regional hub with a diverse economy and strong local businesses. Our vibrant downtown and variety of housing attract and retain a sustainable workforce.

Goal *Strengthen Albany's economic base by attracting and retaining a diverse mix of industries*

Tactical Objectives	Lead	Estimated Completion Date
Create and implement a coordinated economic development marketing strategy	Community Development	June 2028
Identify and make plans to address barriers to development including wetland mitigation and infrastructure costs	Community Development	June 2030
Investigate feasibility of a sports tourism facility	Community Development, Parks & Recreation	December 2027
Define and enhance economic development tools and incentives to attract targeted employers and support major investments	Community Development	March 2030

Goal *Create an environment where small businesses can start, grow, and thrive*

Tactical Objectives	Lead	Estimated Completion Date
Evaluate and implement options to support small business development organizations	Community Development	June 2027
Analyze and provide recommendations on a local business registration or licensing process	Community Development	June 2030
Evaluate and refine city policies, permitting processes, and incentives to ensure they are accessible and supportive of small-scale and startup businesses	Community Development	December 2028

Goal *Expand housing opportunities to support economic growth*

Tactical Objectives	Lead	Estimated Completion Date
Develop and execute Housing Production Strategy	Community Development	December 2028
Complete execution of the Housing Implementation Plan	Community Development	June 2027
Develop an education campaign around housing options, availability, affordability, and state requirements	City Manager's Office	June 2027

Goal *Downtown is a vibrant hub for economic and social activity*

Tactical Objectives	Lead	Estimated Completion Date
Encourage ongoing activation at Monteith Park and Waterfront Plaza	Parks & Recreation	December 2026
Explore opportunities to incorporate public art into the downtown	Parks & Recreation	December 2028
Complete all activities and fulfill remaining obligations associated with the Central Albany Revitalization Area, and recognize and highlight the program's accomplishments	Community Development	June 2028
Develop a recommendation for the future use of the Carnegie	Library	June 2029

Goal *Advance Albany's role as a regional economic hub to support innovation, strategic opportunities, and a sustainable and skilled workforce.*

Tactical Objectives	Lead	Estimated Completion Date
Capitalize on existing industry strengths, proximity to local universities, and emerging innovation sectors to capture cutting-edge, locally-grown talent and companies	Community Development	June 2030
Refresh and implement the City's Economic Development Strategy	Community Development	October 2027

Tactical Objectives	Lead	Estimated Completion Date
Explore partnerships to offer an increased portfolio of workforce development classes and programs	Library, Community Development	June 2028

**MEASURES OF SUCCESS
HEALTHY ECONOMY**

Net growth of jobs in target sectors	Number of unique touch points with innovation start-up companies and partners
Average submittal review time for building permits	Commercial and industrial vacancy rates
Average submittal review time for land use applications	Percent of survey respondents rating "availability of affordable quality housing" excellent or good
Number of small business start-ups and expansions	Percent of survey respondents rating "overall economic health" as excellent or good
Unique users of Small Business Development Center services	Percent of survey respondents rating "vibrancy of downtown/commercial area" as excellent or good
Downtown vacancy rate	Percent of survey respondents rating "Albany as a place to visit" as excellent or good
Number of programmed days for Waterfront Avenue and Monteith Park	

HOW DOES THIS REFLECT COMMUNITY INPUT?

A strong, diverse economy is essential to Albany's long-term livability and prosperity. The City is committed to fostering an environment where local businesses can thrive, new investment is welcomed, and residents have access to quality, living-wage job opportunities.

This means supporting the small businesses that define Albany's character while also attracting a broader mix of employers to strengthen economic resilience. It also requires aligning housing, infrastructure, and workforce development so that growth translates into real opportunity for the community. By taking a coordinated and intentional approach, Albany will support economic vitality that benefits both current and future residents.

Community Priorities:

- Support local small businesses and startups
- Attract new businesses and employers
- Improve infrastructure (roads, utilities, broadband) to support business growth
- Revitalize and promote downtown
- Invest in workforce training and partnerships
- Increase workforce housing, diversity of housing options, high-density to improve affordability



TOP COMMUNITY PRIORITIES

SAFE AND RESILIENT COMMUNITY

Albany is a safe, inclusive, and resilient community where residents, services, and infrastructure are protected, supported, and trusted. We anticipate risks, reduce vulnerabilities, and are ready to respond and recover effectively.

Goal *Enhance the security and resilience of Albany's information and technology systems to protect residents and operations*

Tactical Objectives	Lead	Estimated Completion Date
Complete a business network cybersecurity audit and controls assessment	Information Technology	December 2026
Rollout a citywide mobile device management system	Information Technology	June 2027
Update the citywide framework for continued cybersecurity review and management	Information Technology	December 2026
Implement an automated data governance system	Information Technology	December 2028

Goal *Implement proactive hazard mitigation and emergency management strategies*

Tactical Objectives	Lead	Estimated Completion Date
Develop continuity of operations plans (COOPs)	Information Technology, City Manager's Office	December 2027
Develop a consolidated emergency communications plan	City Manager's Office	June 2027
Deploy cloud-based failover and disaster recovery capabilities	Information Technology	June 2027
Develop a resilience-focused Natural Areas and Urban Forest Master Plan	Parks & Recreation	December 2028

SAFE AND RESILIENT COMMUNITY VISION AREA CONTINUED

Tactical Objectives	Lead	Estimated Completion Date
Identify, prioritize, and run table-top exercises and trainings with all departments	Information Technology, City Manager's Office	June 2028
Identify hazard areas and develop sustainable solutions for wildfire fuel reduction and defensible space	Fire	December 2028
Improve City's ability to stand up Emergency Operations Center (EOC)	Fire	December 2028
Develop strategies for enhancing life safety initiatives	Fire	December 2029

Goal *Enhance community safety through strategic implementation of technology and best practices*

Tactical Objectives	Lead	Estimated Completion Date
Complete the Fire Standards of Coverage and Feasibility Study	Fire	June 2027
Examine workload metrics to identify gaps and recommendations for personnel alignment	Police	December 2026
Review and integrate AI into CAD/RMS to improve efficiency	Police	December 2026
Review performance and opportunities for the photo enforcement program	Police	September 2028
Develop strategies for implementing cloud-based solutions for digital evidence management	Police	December 2028

Goal *Ensure parks, neighborhoods, and public spaces are designed and maintained to support safety and well-being*

Tactical Objectives	Lead	Estimated Completion Date
Increase the number of security cameras in parks and along trails	Parks & Recreation	October 2026
Identify and prioritize lighting gaps along trails and sidewalks, and design a strategy for installing additional lighting	Public Works	December 2027
Educate the community on the City's available enforcement actions and how to report concerns	Police	June 2028
Explore opportunities to facilitate crime prevention through environmental design of parks and trails	Parks & Recreation	December 2030
Consider options for future maintenance of street trees	Parks & Recreation	December 2026

Goal *Partner with the community to improve safety in private and public spaces, and neighborhoods*

Tactical Objectives	Lead	Estimated Completion Date
Implement seismic stability program for our Historic Districts and structures	Community Development	March 2029
Develop and implement a neighborhood traffic safety program	Public Works	March 2028
Explore options to expand the Park Ranger program	Police	December 2028
Implement Vision Zero Plan	Public Works	December 2030

**MEASURES OF SUCCESS
SAFE AND RESILIENT COMMUNITY**

Percent of cybersecurity controls aligned with recognized frameworks	Average response time to mitigate graffiti and vandalism in the City's parks
Percent of audit-identified security issues mitigated by improved controls	Average response time to clean up camps in the City's parks and trails system
Percent of Albany's population receiving emergency notifications	Vision Zero index score
Overall crime rate for the City of Albany	Number of neighborhood watch groups in the City of Albany
Major crimes rate for the City of Albany	Percent of survey respondents rating "the quality of ambulance or emergency medical services" as excellent or good
Average response time for the Police Department	Percent of survey respondents rating "the quality of emergency preparedness" as excellent or good
Average response time for the Fire Department	Percent of survey respondents rating the "overall feeling of safety" as excellent or good
Number of reported criminal incidents in the Albany parks and trails system	Percent of survey respondents rating "how safe they feel in their neighborhood during the day" as very or somewhat

HOW DOES THIS REFLECT COMMUNITY INPUT?

Albany's parks, neighborhoods, and public spaces are central to community life. While residents value these shared spaces, they also expect them to feel safe, accessible, and welcoming for everyone. The City is committed to creating an environment where people can confidently gather, move, and connect.

This requires a comprehensive approach that combines community policing, thoughtful design of public spaces, strong partnerships with community-based organizations, and investments in emergency preparedness and response. Addressing safety also means responding to complex challenges, including homelessness and behavioral health needs, in ways that are coordinated, compassionate, and effective.

By aligning prevention, response, and long-term solutions, Albany will strengthen both the perception and reality of safety across the community.

Community Priorities:

- Improve safety and maintenance in parks, trails, and public spaces
- Address homelessness and behavioral health needs
- Improve street lighting, crosswalks, and traffic safety
- Increase police visibility and community policing efforts
- Enhance emergency response capabilities (fire, EMS, disaster preparedness)

Addressing Homelessness Through Partnership and Coordination

Homelessness, addiction, behavioral health, and community livability were consistently identified as important concerns during community engagement for the 2026-2030 Strategic Plan. These are complex issues that span multiple levels of government and involve healthcare systems, behavioral health providers, nonprofits, regional partners, the justice system, and the broader community making it a challenging area for the City to address alone.

As such, the Strategic Plan includes several actions intended to improve coordination, support community safety, and connect people to services. These include piloting a grant program focused on re-integrating community members experiencing homelessness due to opioid use, reviewing strategies and funding mechanisms for expanded behavioral health case management, exploring implementation of a community court program, and identifying opportunities for the Library to partner with community organizations to connect people with available resources. These are all aimed at connecting those experiencing homelessness with the appropriate resources and experts to support them.

The Strategic Plan also recognizes the importance of maintaining safe, welcoming, and well-maintained public spaces throughout the community. Feedback highlighted concerns related to safety, cleanliness, visibility, and the impacts encampments can have on parks, trails, downtown areas, and neighborhoods. In response, the plan includes objectives related to parks maintenance, public space improvements, lighting, and environmental design strategies that can improve visibility, accessibility, and overall community livability. These efforts are intended to support both public safety and the long-term usability of shared community spaces

while complementing broader outreach, behavioral health, and partnership-based approaches.

Together, these actions reflect a coordinated and collaborative approach focused on improving outcomes, strengthening partnerships, maintaining public spaces and safety, and supporting both vulnerable individuals and the broader community.





TOP COMMUNITY PRIORITIES

CONNECTED AND ENGAGED COMMUNITY

Albany fosters a strong hometown identity, with distinctive and connected neighborhoods, accessible amenities, and opportunities for residents to participate in civic and community life. We seek opportunities to bring people together.

Goal *Create vibrant places and opportunities where people gather*

Tactical Objectives	Lead	Estimated Completion Date
Complete the Library Strategic Plan and review implementable measures	Library	June 2027
Pilot "We're On The Move" recreation and cultural programming	Parks & Recreation	December 2026
Encourage placemaking and urban design through Comprehensive Plan and Area Plan updates	Community Development	December 2029
Update the Parks, Recreation, and Cultural Master Plan	Parks & Recreation	December 2028

Goal *Foster pride and a strong sense of place in Albany*

Tactical Objectives	Lead	Estimated Completion Date
Promote City and community efforts to preserve Albany's unique historic character and efforts to keep these resources intact and viable	Community Development	December 2027
Evaluate opportunities to expand volunteer programs in our parks	Parks & Recreation	October 2027
Develop parks maintenance standards and priorities	Parks & Recreation	March 2027
Explore strategies for engaging new volunteers to support police community initiatives	Police	December 2027

Goal *Strengthen civic engagement*

Tactical Objectives	Lead	Estimated Completion Date
Host at least one civic engagement event per quarter	City Manager's Office	June 2027
Upgrade the City's website to improve access to information, usability, and online engagement	City Manager's Office	June 2028
Launch centralized interactive tools for community engagement	City Manager's Office	June 2029
Review and prioritize opportunities for increased accessibility to city services	City Manager's Office	June 2030
Begin review of ward map boundaries based on census data to ensure representation of residents of city government	City Manager's Office	June 2030

Goal *Promote an inclusive and welcoming community*

Tactical Objectives	Lead	Estimated Completion Date
Pilot a grant program for re-integrating members of the community experiencing homelessness due to opioid use	Finance	June 2027
Work with our local hospital system to improve interfacility transfers and wait times	Fire	June 2028
Review strategies and funding mechanisms for expanded behavioral health case management	Police	December 2026
Explore implementation of a community court program	Finance	June 2028
Identify opportunities for the Library to partner with community organizations to connect people to resources	Library	June 2028

**MEASURES OF SUCCESS
CONNECTED AND ENGAGED COMMUNITY**

Number of active Community User cards issued at the Library	Percent of survey respondents rating "Albany community...sense of civil/community pride" as excellent or good
Number of unique renters for Library spaces	Percent of survey respondents rating "the job Albany government does at welcoming resident involvement" as excellent or good
Number of unique renters for Riverfront Community Center spaces	Percent of survey respondents rating "quality of life in Albany...as a place to work" as excellent or good
Percent of survey respondents rating "overall confidence in Albany government" as excellent or good	Percent of survey respondents rating "quality of life in Albany...as a place to visit" as excellent or good

HOW DOES THIS REFLECT COMMUNITY INPUT?

As Albany grows, maintaining the small-town feel and community character that residents value is essential. People want Albany to remain a place where neighbors know each other, community spaces are active and welcoming, and local identity is visible in everyday life. At the same time, building and sustaining public trust is essential to ensuring residents remain connected to the decisions that shape Albany's future.

The City is committed to preserving and strengthening this character by investing in the places and experiences that bring people together. Well-maintained parks, connected trails, and inclusive community activities create space for residents of all ages to interact, build relationships, and grow with Albany. Meaningful and regular community engagement strengthens transparency, fosters shared ownership, and helps ensure Albany continues to reflect the values and priorities of the community as it evolves.

- Community Priorities:**
- Upgrade and maintain existing parks and playgrounds (i.e., restrooms, seating, shade, and other amenities)
 - Address homelessness and behavioral health needs
 - Expand walking and biking trails
 - More community spaces/activities for youth
 - More community events



TOP COMMUNITY PRIORITIES

HIGH-PERFORMING GOVERNMENT

Albany is proactive, strategic, and collaborative. We deliver efficient, transparent services that meet community needs now and into the future.

Goal *The City operates under a culture of continuous process improvement and operational excellence*

Tactical Objectives	Lead	Estimated Completion Date
Develop and implement Albany Way training	City Manager's Office	October 2026
Create process improvement toolkits for departments	Information Technology	December 2026
Create active feedback processes for users of city services	City Manager's Office	October 2027
Design and implement a cohesive development services approach to enhance the customer experience and improve processes.	Community Development, Public Works	June 2030
Evaluate opportunities for emerging leaders training	Human Resources	June 2028

Goal *The City recruits and supports a qualified and highly-engaged workforce that delivers exceptional service*

Tactical Objectives	Lead	Estimated Completion Date
Evaluate and advance Vibe Team recommendations to strengthen the new hire experience	City Manager's Office	June 2027
Analyze and develop strategies for identifying and addressing compression issues in the City's compensation structure	Human Resources	June 2030
Develop and implement a modern performance management system that aligns with best practices to support successful teams	Human Resources	December 2026

Tactical Objectives

	Lead	Estimated Completion Date
Review effectiveness of new supervisor training series and implement improvements where needed	Human Resources	March 2027
Implement skills-based recruitment practices emphasizing competencies and transferable skills	Human Resources	December 2027
Explore a model for internship opportunities at the City of Albany	Human Resources	December 2027
Explore options for increasing Fire training division capabilities	Fire	December 2029
Establish a cohesive employer brand	City Manager's Office	June 2028
Establish an Employee Wellness Team to recommend and implement whole-employee wellness initiatives	Human Resources	December 2027
Evaluate integration of Gallup Q12 Best Practices into performance management	Human Resources	December 2029

Goal *The City makes data-driven decisions that support the needs of today and tomorrow*

Tactical Objectives

	Lead	Estimated Completion Date
Identify and prioritize key data gaps for assessing overall organizational and process performance including cost recovery	City Manager's Office	March 2027
Update the City's enterprise data warehouse to ensure departments have access to data for decision making	Information Technology	June 2028
Ensure that all departments are tracking and utilizing data to review and adjust processes	City Manager's Office	June 2028
Evaluate options to enhance city lighting for safety and beautification	Public Works	June 2028
Ensure that all departments have received training in data storytelling	City Manager's Office	June 2028

Goal *Revenues are diverse and resilient*

Tactical Objectives

	Lead	Estimated Completion Date
Implement a fully-burdened cost recovery approach to intergovernmental services	City Manager's Office	June 2030
Analyze and implement credit card and banking fees recovery mechanisms	Finance	December 2026
Complete 10-year financial models for all funds	Finance	June 2028
Review and update Community Development Fees	Community Development	December 2026
Develop a 5-year plan for addressing reserve levels	Finance	June 2027
Establish a Civic 501c3 to support the City's strategic plan initiatives	City Manager's Office	June 2028
Review public safety levy needs and pursue renewal	City Manager's Office	June 2029

Goal *The City optimizes organizational resources through collaboration and shared solution-development*

Tactical Objectives

	Lead	Estimated Completion Date
Establish a strategy for implementing the results of the City Hall space study	City Manager's Office	June 2027
Develop and implement a technology purchasing framework for review, management, and implementation of software and hardware solutions	Information Technology, Finance	December 2027
Develop an implementation plan for addressing the findings of the Airport Feasibility Study	Public Works	December 2028

Goal area continues on next page.

HIGH-PERFORMING GOVERNMENT

Goal area continued

Tactical Objectives

	Lead	Estimated Completion Date
Re-evaluate the City's role within the Linn Library Consortium	Library	June 2028
Explore opportunities for a shared Operations campus between Public Works, Parks, and Facilities	Public Works	June 2028
Complete a citywide fleet assessment to determine liabilities, needs, and future management structures	City Manager's Office	June 2030
Develop a plan for the long-term use of the City's transit facilities	Public Works	June 2028

Goal Equip staff with modern technologies and tools to deliver efficient, responsive, and accessible services

Tactical Objectives

	Lead	Estimated Completion Date
Complete the Munis reset project to enhance processes and improve transparency	Finance	March 2027
Implement a citywide e-procurement system	Finance	June 2027
Establish citywide artificial intelligence (AI) governance standards	Information Technology	June 2027
Develop and implement an AI integration plan that supports effective service delivery, both internal and external	Information Technology	June 2030
Implement passwordless systems to improve employee workflows and enhance security	Information Technology	June 2028

MEASURES OF SUCCESS HIGH-PERFORMING GOVERNMENT

Voluntary turnover rate	Annual hours redirected due to process improvements (collaborative use of resources)
Percent of employees who are proud to work for the City of Albany	Annual hours redirected due to process improvements (technology)
Percent of departments with active performance metrics	Annual cost savings due to process improvements (overall)
Percent of recommended reserve balance for the General Fund	Percent of employees who feel they receive proper training for their work
Ratio of annual revenue growth to expenditure growth in the General Fund	Percent of survey respondents rating "overall customer service by Albany employees" as excellent or good
Annual hours redirected due to process improvements (overall)	Percent of survey respondents rating "the value of services for the taxes paid to Albany" as excellent or good

HOW DOES THIS REFLECT COMMUNITY INPUT?

Delivering excellent service to the community starts with strong internal systems. The City is intentionally investing in the people, processes, and tools that enable consistent, high-quality service—today and into the future. This means modernizing how we work, aligning resources with priorities, and building an organization that is resilient, efficient, and responsive.

Fiscal responsibility, transparency, and accountability remain foundational to public trust. At the same time, the City is focused on improving how services are delivered including streamlining processes, leveraging technology, and creating a more seamless experience for residents and businesses. Equally important is investing in our workforce to ensure we can attract, develop, and retain the talent needed to serve a growing community with excellence.

Community Priorities:

- Improve the experience of residents and businesses with the City
- Strengthen internal operations (finance, process improvement, communication, use of technology, etc.)
- Invest in staff development and retention

IMPLEMENTATION

Successfully implementing this strategic plan requires more than simply documenting goals. By cultivating a culture of strategic management, we'll keep the plan alive and relevant in the organization's daily work to serve Albany.

Strengthening our Culture of Strategic Management

This plan is designed to strengthen our culture of strategic management and guide the City in developing an increasingly efficient, effective, and transparent system of providing public services. Regular engagement from the community, City Council, boards and commissions, and City staff is essential to fostering a system that is responsive and accountable.

The strategic plan will be updated regularly to ensure the plan remains relevant in meeting current community and organizational needs, and maintaining alignment between the strategic plan, budget, and departmental work plans.

YEAR 1: 2026-2027 Launch & Implementation

- Strategic Plan Website and Dashboard Go Live (Summer 2026)
- Department Work Plans Built (Spring-Summer 2026)
- Strategic Budgeting Process Kick-Off (Fall 2026)
- Strategic Plan Touch-Base (Winter 2027)
- 2027-2029 Biennial Budget Adopted (Spring 2027)

YEAR 2: 2027-2028 Measure and Refine

- Biennial Community Survey (Fall - Winter 2027)
- Strategic Plan Mid-Point Progress Check-in (Winter 2028)
- Department Work Plan Adjustments (Winter - Spring 2028)

EVERY YEAR:

The City will conduct an annual touch-base of the plan to assess the progress accomplished, track measures of success, and address any unforeseen adjustments or opportunities that arise. The City will prepare an annual report to share and celebrate progress on the plan.

YEAR 4: 2029-2030 Plan the Next Chapter

- Biennial Community Survey (Fall - Winter 2029)
- 2030-2034 Strategic Plan Kick-Off (Fall 2029)
- Strategic Plan Public Engagement (Winter 2029-Winter 2030)
- 2030-2034 Strategic Plan Adoption (Spring 2030)

YEAR 3: 2028-2029 Adjust and Deliver

- Strategic Budgeting Process Kick-Off (Fall 2028)
- Strategic Plan Touch-Base (Winter 2029)
- 2029-2031 Biennial Budget Adopted (Spring 2029)

EVERY TWO YEARS:

Every two years, the City will conduct a community survey to gather feedback from community members to inform the strategic plan updates. Additionally, the Council will gather for their goal setting work session. Building on the results of the survey and Council goal setting, the City will complete a halfway point deep dive progress check-in to prioritize tactical objectives and consider adding any new objectives to support accomplishing the goals and vision areas.

EVERY FOUR YEARS:

A comprehensive update will be conducted every four years, involving significant community engagement; a review of the mission, vision, and values; and realignment of vision areas, goals, and tactical objectives with community priorities.

EVERY YEAR INCLUDES:

- Quarterly Strategy and Financial Updates

- Annual Reports on accomplishments

- Annual Department Updates

The graphic below illustrates what the implementation process will look like over the next four years to maintain alignment between the strategic plan, biennial budget, and department workplans. It also highlights where engagement will take place so the community, Council, and staff understand when and how they participate in this process.

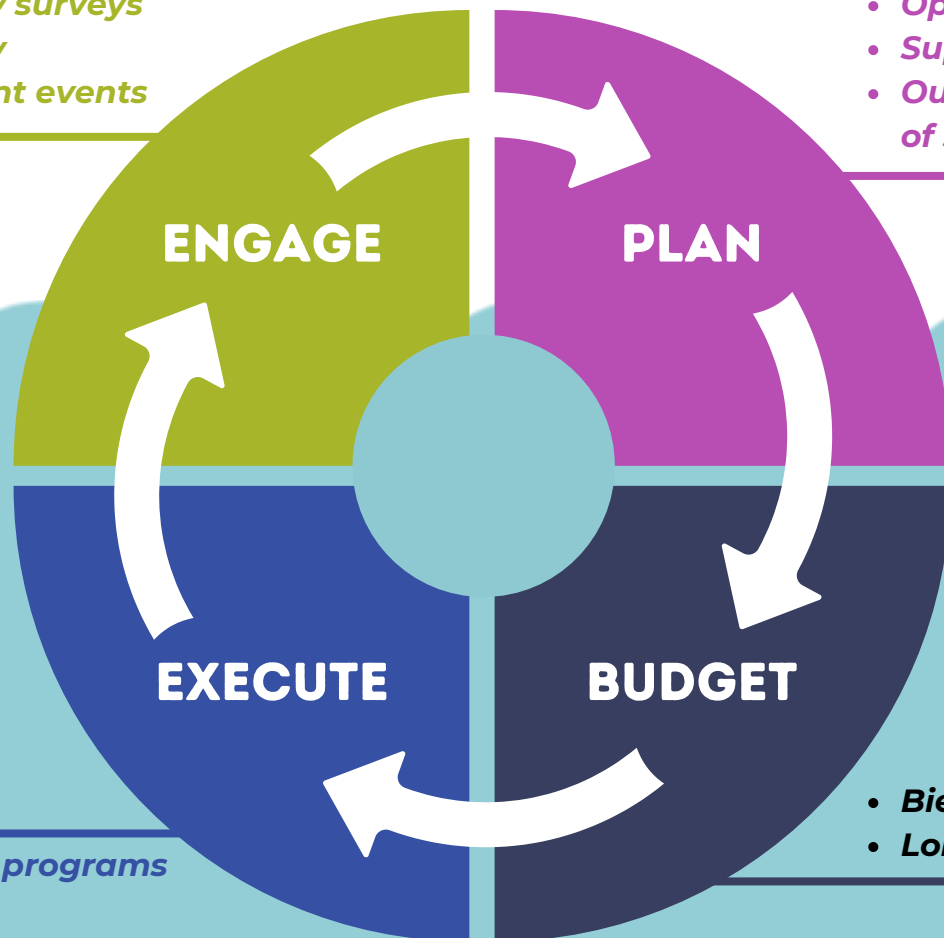
STRATEGIC BUDGETING

The resulting Strategic Plan FY2026-2030 is the first plan built to incorporate strategic budgeting, a deliberate approach that links the City’s long-term vision with the allocation of resources. Strategic budgeting ensures that funding, staffing, and capital investments directly support the City’s priorities and desired outcomes, rather than simply responding to immediate needs. By aligning the plan and the budget in a cyclical process, Albany can proactively plan for the future, make informed financial decisions, and deliver the services and projects that matter most to the community. This approach strengthens transparency, accountability, and fiscal responsibility while allowing the City to execute its vision more effectively.



Strategic Budgeting Cycle

- **Community surveys**
- **Community engagement events**



- **Strategic Plan**
- **Operating plans**
- **Supporting plans**
- **Outline measures of success**

- **Implement programs**
- **Monitor**
- **Adapt as needed**

- **Biennial budget**
- **Long-term models**

SUPPLEMENTAL DOCUMENTS



Our Strategic Plan was created in alignment with other City plans, including the Comprehensive Plan, Capital Improvement Plan, and many more. To see how all this work connects, scan the QR code to visit our website.



ACKNOWLEDGEMENTS

CITY COUNCIL



Alex Johnson II,
Mayor



Steph Newton,
Ward 1



Michael Thomson,
Ward 1



Chris Van Drimmelen,
Ward 2



Carolyn McLeod,
Ward 2



Ramycia McGhee,
Ward 3



Marilyn Smith,
Ward 3

PROJECT TEAM

Kayla Barber,
Deputy City Manager

Matt Harrington,
Communications & Engagement Manager

CITY STAFF

- **Peter Troedsson,** City Manager
- **Kayla Barber,** Deputy City Manager
- **Sophie Adams,** Economic Development Manager
- **Staci Belcastro,** City Engineer
- **Mary Dibble,** Senior Management Analyst
- **Erik Glover,** City Recorder
- **Marcia Harnden,** Police Chief
- **Matt Harrington,** Communications & Engagement Manager
- **Eric Ikenouye,** Library Director
- **Makenna Kackley,** Deputy City Recorder/ Executive Administrative Assistant
- **Chris LaBelle,** Fire Chief
- **Kim Lyddane,** Parks and Recreation Director
- **Sean Park,** Chief Information Officer
- **Buck Pearce,** Police Captain
- **Kristin Preston,** Operations Manager
- **Holly Roten,** Human Resources Director
- **Matthew Ruetters,** Community Development Director
- **Paul Trombino III,** Public Works Director
- **Jeanna Yeager,** Finance Director

TO CITY STAFF...

We would also like to include a special thank you to all of the City of Albany employees who provided feedback either through a survey, focus group, workshop, or development of objectives. The strength and forward-looking aspect of this plan would not be possible without your hard work and dedication. We look forward to bringing it to life with all of you.



To our community, we are deeply appreciative of your engagement with the City of Albany. Thank you for sharing your ideas, perspectives, and experiences with us through the community survey, focus groups, engagement boards at City facilities, and community events. Your input directly shaped the strategic plan, and we look forward to accomplishing these goals to best serve our community.

THANK YOU!



CITY OF ALBANY

333 Broadalbin St SW
Albany, OR 97321

541-917-7500



SSW CONSULTING

Prepared by **SSW Consulting**

Sara Wilson, Owner/Principal

Ashley Sonoff, Facilitation + Strategy Associate

Sasha Konell, Communications + Engagement Associate

Alex Logue, Communications + Engagement Associate

Kelsey O'Halloran, Communications & Engagement Strategist



CITY OF ALBANY
STRATEGIC PLAN
PRESENTATION

CITY COUNCIL
MAY 27, 2026



PRESENTATION OVERVIEW

- **Strategic Plan Overview**
- **Council Consideration and Adoption of Strategic Plan**
- **Next Steps**



STRATEGIC PLAN PROJECT GOALS



- **Establish Long-Term Vision and Goals**

Create a strategic plan that defines broad vision areas (10–20 years), medium-term goals (3–5 years), and tactical objectives (1–2 years) aligned to each goal.

- **Measure and Ensure Accountability**

Develop clear measures of success to track implementation progress, demonstrate results, and maintain accountability to Council and the community.

- **Engage and Define Values**

Identify vision areas and core values through meaningful engagement with City Council, staff, and the community, ensuring they guide service delivery and decision-making.

- **Foster a Culture of Strategic Management**

Embed strategic planning into the City’s culture, aligning the plan with community, Council, and staff input, as well as the budget process and departmental work plans.

PROJECT TIMELINE

PLANNING + SCOPING

AUGUST - SEPT. 2025

- Kick-off meeting
- Review background materials
- Confirm workshop logistics
- Develop project gameplan + timeline
- Prepare Council interview questions

STRATEGIC PLANNING WORKSHOP

SEPT. - OCT. 2025

- Conduct Council interviews
- Prepare engagement summary memo
- Outreach debrief meeting
- Share outreach themes + agenda with City ELT
- Develop agenda + facilitation plan
- Facilitate SP workshop

STRATEGIC PLAN ENGAGEMENT

DEC. 2025 - FEB. 2026

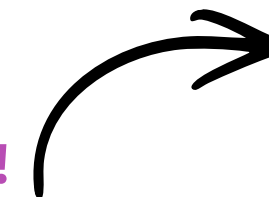
- Develop Communications + Engagement Strategy
- Develop engagement tools to support staff in their engagement
- Organize and analyze all engagement data

STRATEGIC PLAN DEVELOPMENT

FEB. - MAY 2026

- Draft Mission, Vision, Goals, Values
- Share with project team
- Share with City ELT
- Present draft to Council
- Staff SP Workshop: Develop Objectives
- Prepare Draft Strategic Plan
- Draft indicators for strategic plan goals
- Review with Council, staff, and community
- Incorporate feedback into final version
- Present to Council for adoption
- Prepare final deliverables

We are here!



STRATEGIC PLAN FY2026-2030



STRATEGIC PLANNING FRAMEWORK

MISSION: Defines our purpose... why we exist.

VISION: Defines our direction... where we want to be in 10-20 years.

VALUES: Defines what guides us... the lens through which we work.



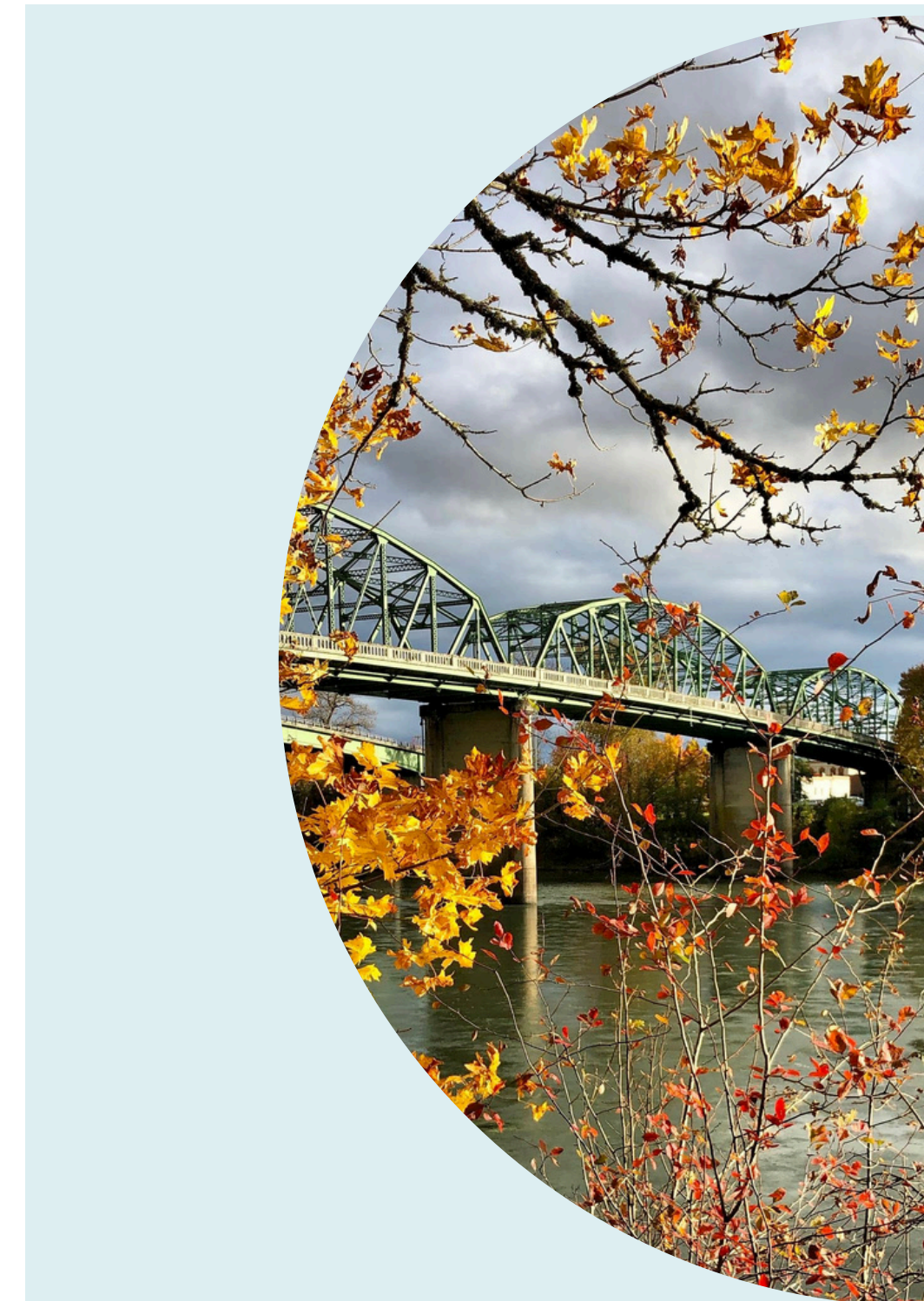
VISION AREAS: Vision areas (10-20 years) align with our mission and advance the vision.



GOALS: The goals are medium term (3-5 years) and align with priority areas to advance the vision.



TACTICAL OBJECTIVES: The objectives (1-2 years) will describe how we will advance each goal area. They will be assigned a lead and timeline. Measures of success will be developed to track progress at the vision level.



MISSION STATEMENT

DEFINES OUR PURPOSE... WHY WE EXIST

We deliver quality public services, partner across the organization and community, and intentionally plan for the future to ensure Albany remains a safe, vibrant place to live.

VISION STATEMENT

DEFINES OUR DIRECTION... WHERE WE WANT TO BE IN 10-20 YEARS

Your hub city – safe, connected, beautiful.

**Albany is Oregon's hub city - a safe,
welcoming community where
neighborhoods thrive, people connect, and
thoughtful infrastructure and growth create
opportunity for generations.**

VALUES

DEFINES WHAT GUIDES US... THE LENS THROUGH WHICH WE WORK.



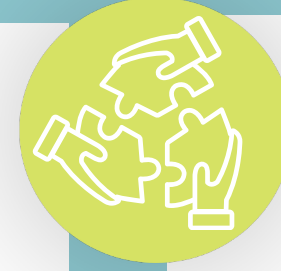
Service

We are accessible, responsive, and committed to serving our community.



Innovation

We embrace learning and seek continuous improvement.



Collaboration

We work together – with each other and our community – to achieve better outcomes.



Stewardship

We are trusted stewards of public resources and responsible decision-makers.



Excellence

We deliver high-quality work through professionalism, preparation, and leadership.

STRATEGIC PLAN VISION AREAS

THE VISION AREAS OUTLINE ALBANY'S PRIORITIES FOR THE NEXT 10 TO 20 YEARS. THEY ALIGN WITH OUR MISSION AND ADVANCE THE VISION.



Reliable and Sustainable Infrastructure



Connected and Engaged Community



Healthy Economy



High-Performing Government



Safe and Resilient Community





Reliable and Sustainable Infrastructure

Albany is committed to strategic infrastructure planning, ensuring assets are well-maintained, dependable, and able to support the city's future needs.

Goals

- Develop a cohesive vision and identity for Albany's build out
- Ensure safe, reliable, and well-maintained infrastructure
- Establish a strategic, sustainable, infrastructure funding plan



Healthy Economy

Albany is a thriving regional hub with a diverse economy and strong local businesses. Our vibrant downtown and variety of housing attract and retain a sustainable workforce.

Goals

- Strengthen Albany's economic base by attracting and retaining a diverse mix of industries
- Create an environment where small businesses can start, grow, and thrive
- Expand housing opportunities to support economic growth
- Downtown is a vibrant hub for economic and social activity
- Advance Albany's role as a regional economic hub to support innovation, strategic opportunities, and a sustainable and skilled workforce



Safe and Resilient Community

Albany is a safe, inclusive, and resilient community where residents, services, and infrastructure are protected, supported, and trusted. We anticipate risks, reduce vulnerabilities, and are ready to respond and recover effectively.

Goals

- Enhance the security and resilience of Albany's information and technology systems to protect residents and operations
- Implement proactive hazard mitigation and emergency management strategies
- Enhance community safety through strategic implementation of technology and best practices
- Ensure parks, neighborhoods, and public spaces are designed and maintained to support safety and well-being
- Partner with the community to improve safety in private and public spaces, and neighborhoods



Connected and Engaged Community

Albany fosters a strong hometown identity, with distinctive and connected neighborhoods, accessible amenities, and opportunities for residents to participate in civic and community life. We seek opportunities to bring people together.

Goals

- Create vibrant places and opportunities where people gather
- Foster pride and a strong sense of place in Albany
- Strengthen civic engagement
- Promote an inclusive and welcoming community



High-Performing Government

Albany is proactive, strategic, and collaborative. We deliver efficient, transparent services that meet community needs now and into the future.

Goals

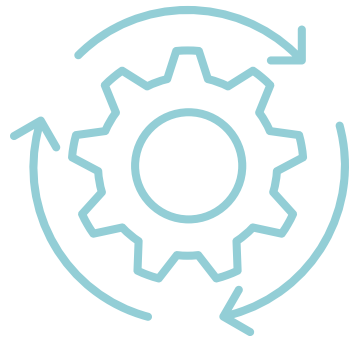
- The City operates under a culture of continuous process improvement and operational excellence
- The City recruits and supports a qualified and highly-engaged workforce that delivers exceptional service
- The City makes data-driven decisions that support the needs of today and tomorrow
- Revenues are diverse and resilient
- The City optimizes organizational resources through collaboration and shared solution-development

IMPLEMENTATION SYSTEM



STRATEGIC PLAN

IMPLEMENTATION GOALS



Implementation Goals:

- Provide two-way communication with City Council and organization regarding updates, challenges, opportunities, and progress on the goals and objectives
- Keep the strategic plan goals and objectives updated and relevant
- Sustain engagement and support for the plan through regular communication on the plan and emerging issues
- Foster accountability for implementation across the organization and transparency with the community

STRATEGIC PLAN

IMPLEMENTATION ROLES



Objective Lead:

- Oversee implementation of the objective
- Assemble a project team
- Develop a project charter (including stakeholders, timelines, and milestones)
- Track measures of success
- Identify necessary resources
- Engage and update the Council, Boards/Commissions, organization, and the community
- Report progress, challenges, and opportunities
- Recommend updates as needed

STRATEGIC PLAN

IMPLEMENTATION ROLES



City Council:

- Receive updates on plan progress
- Approve annual update to the plan
- Serve as champions for the plan, provide updates to community members, and gather input to inform future strategic plan updates



City Staff:

- Be familiar with mission, vision, values, vision areas, and goals
- May serve on project teams to work on specific objectives
- Receive updates on plan progress
- Share input on overall plan and suggestions for annual update

IMPLEMENTATION PROCESS

YEAR 1: 2026-2027

Launch & Implementation

- Strategic Plan website and dashboard goes live Summer 2026
- Department workplans built (Spring-Summer 2026)
- Strategic budgeting process kick-off (Fall 2026)
- Strategic Plan Touch-Base (Winter 2027)
- 2027-2029 Biennial Budget Adopted (Spring 2027)

YEAR 2: 2027-2028

Measure and Refine

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- Department workplan adjustments (Winter - Spring 2028)

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EVERY FOUR YEARS:

A comprehensive update will be conducted every four years, involving significant community engagement; a review of the mission, vision, and values; and realignment of vision areas, goals, and tactical objectives with community priorities.

YEAR 4: 2029-2030

Plan the Next Chapter

- Biennial community survey (Fall - Winter 2029)
- 2030-2034 Strategic Plan Kick-off (Fall 2029)
- Strategic Plan Public Engagement (Winter 2029-Winter 2030)
- 2030-2034 Strategic Plan Adoption (Spring 2030)

YEAR 3: 2028-2029

Adjust and Deliver

- Strategic budgeting process kick-off (Fall 2028)
- Strategic Plan Touch-Base (Winter 2029)
- 2029-2031 Biennial Budget Adopted (Spring 2029)

EVERY YEAR INCLUDES:

- Quarterly Strategy and Financial Updates
- Annual Reports on accomplishments
- Annual Department Updates

STRATEGIC PLAN PORTAL



NEXT STEPS

1 Plan adoption

2 Celebrate and begin implementation!

3 Strategic Plan website and dashboard goes live
(Summer 2026)

4 Build department workplans to align with Strategic Plan
(Spring-Summer 2026)

5 Strategic budgeting process kick-off (Fall 2026)



TO: Albany City Council

VIA: Peter Troedsson, City Manager

FROM: Jeanna Yeager, Finance Director

DATE: May 12, 2026, for the May 27, 2026, City Council Meeting

SUBJECT: Second Public Hearing and Ordinance Adoption – Downtown Economic Improvement District (EID)

Purpose:

Hold the second public hearing on the proposed Downtown Economic Improvement District (EID) and consider adopting the ordinance for the period of July 1, 2026, through June 30, 2029. The EID would continue funding for downtown economic development activities, business promotion, public area maintenance, and parking-related improvements.

Background/Discussion:

The Downtown Economic Improvement District (EID) provides funding for programs and services that support downtown Albany businesses and activities.

The proposed EID would continue for a three-year term beginning July 1, 2026, and ending June 30, 2029. Funds collected through the EID may be used for economic development activities, business promotion and events, landscaping and maintenance of public areas, business recruitment and retention efforts, and parking improvements and management.

The proposed assessment rate is \$0.80 per \$1,000 of real market value, with a minimum annual assessment of \$50 and a maximum annual assessment of \$500 per property, and a maximum annual assessment of \$750 per property owner.

Notices regarding the proposed EID were mailed to affected property owners on March 17, 2026, and April 24, 2026, in accordance with state law.

The first public hearing was held on April 22, 2026, and public testimony was received. The second public hearing is scheduled for May 27, 2026.

The attached ordinance establishes the district boundaries, assessment method, and three-year term.

Strategic Plan Impact:

This item supports the City’s Strategic Plan goal of Strong Economic Vitality by providing funding for programs and services that support downtown businesses and economic activity.

Budget/Staff Impact:

The EID is funded through assessments paid by properties within the district. There is no impact to the General Fund.

The City's costs to administer the district will be covered using existing City resources.

Staff Recommendation:

Staff recommends holding the second public hearing and adopting the ordinance establishing the Downtown Economic Improvement District for the period of July 1, 2026, through June 30, 2029.

Alternatives:

1. Adopt the ordinance as presented.
2. Modify and adopt the ordinance.
3. Do not adopt the ordinance.

Attachments:

1. Ordinance Establishing the Downtown Economic Improvement District
2. Exhibit A – District Boundary Map and Legal Description
3. Exhibit B – Final Assessment Roll



AN ORDINANCE ESTABLISHING THE DOWNTOWN ECONOMIC IMPROVEMENT DISTRICT FOR JULY 1, 2026, THROUGH JUNE 30, 2029

WHEREAS, The Albany City Council adopted ORD6016 on June 14, 2023 to create an EID with a term ending June 30, 2026; and

WHEREAS, The Albany City Council adopted Resolution No. 7491 stating the City’s intent to create a voluntary Economic Improvement District in downtown Albany; and

WHEREAS, Notices were mailed to affected property owners on March 17, 2026, and April 24, 2026; and

WHEREAS, The Albany City Council held public hearings on April 22, 2026, and May 27, 2026, and received public testimony; and

WHEREAS, ORS 223.112 through 223.132 allow cities to create Economic Improvement Districts to fund services and improvements that benefit properties within a defined area; and

WHEREAS, The City Council finds that creating the Downtown Economic Improvement District is in the best interest of the City and affected property owners.

NOW, THEREFORE, THE PEOPLE OF THE CITY OF ALBANY DO ORDAIN AS FOLLOWS:

Section 1. Purpose

The Downtown Economic Improvement District (District) is created to support economic development in downtown Albany.

Money collected through the District may be used for:

- Economic development activities
- Landscaping and maintenance of public areas
- Promotion of businesses, events, and downtown activities
- Business recruitment and retention
- Parking improvements and parking management

Section 2. Estimated Costs

The estimated annual cost of the District is:

- 2026–2027: \$36,900
- 2027–2028: \$38,700
- 2028–2029: \$40,600

These amounts are estimates and may change based on property values and final assessment calculations.

Section 3. Assessments

Assessments will be based on the real market value (RMV) of each property within the District.

- Rate: \$0.80 per \$1,000 of RMV
- Minimum assessment: \$50 per property

- Maximum assessment: \$500 per property or \$750 per property owner

The rate will remain the same during the three-year term. Annual assessment amounts may change if property values change.

Section 4. District Boundaries

The District boundaries are described in Exhibit A, which includes a legal description and map of the District.

If there is a difference between the map and the legal description, the legal description controls.

Section 5. Term

The District will begin on July 1, 2026, and end on June 30, 2029, unless changed by the City Council according to law.

Section 6. Notice and Public Hearings

Notice of the proposed District was mailed to affected property owners on March 17, 2026, and April 24, 2026, in accordance with state law.

Public hearings were held on April 22, 2026, and May 27, 2026.

The notices included:

- A description of the proposed District
- Estimated costs
- The assessment method
- The term of the District
- Information about how property owners could provide testimony or objections

Section 7. Voluntary Participation

Under ORS 223.118, property owners who submitted valid written objections before or during the public hearing process will not be assessed.

The final assessment roll will reflect those exclusions.

Section 8. Limitations

The City may not:

- Levy annual assessments greater than one percent (1%) of the total real market value of property within the District
- Include property not zoned for commercial or industrial use
- Assess residential property or residential portions of mixed-use buildings
- Assess property owned by government entities, churches, or qualifying nonprofit organizations

Section 9. Final Assessment Roll

The final list of assessed properties and assessment amounts is attached as Exhibit B.

Section 10. Notice of Assessment

After this Ordinance is adopted, notice of the final assessment amount will be mailed or delivered to each affected property owner.

Section 11. Recording of Liens

The Finance Department will enter the assessments into the City lien docket as required by law.

Section 12. Severability

If any part of this Ordinance is found invalid, the remaining sections will remain in effect.

Section 13. Effective Date

This Ordinance is adopted on May 27, 2026, and takes effect on July 1, 2026.

PASSED AND ADOPTED BY THE CITY COUNCIL THIS 27TH DAY OF MAY 27, 2026.

Passed by the Council: _____

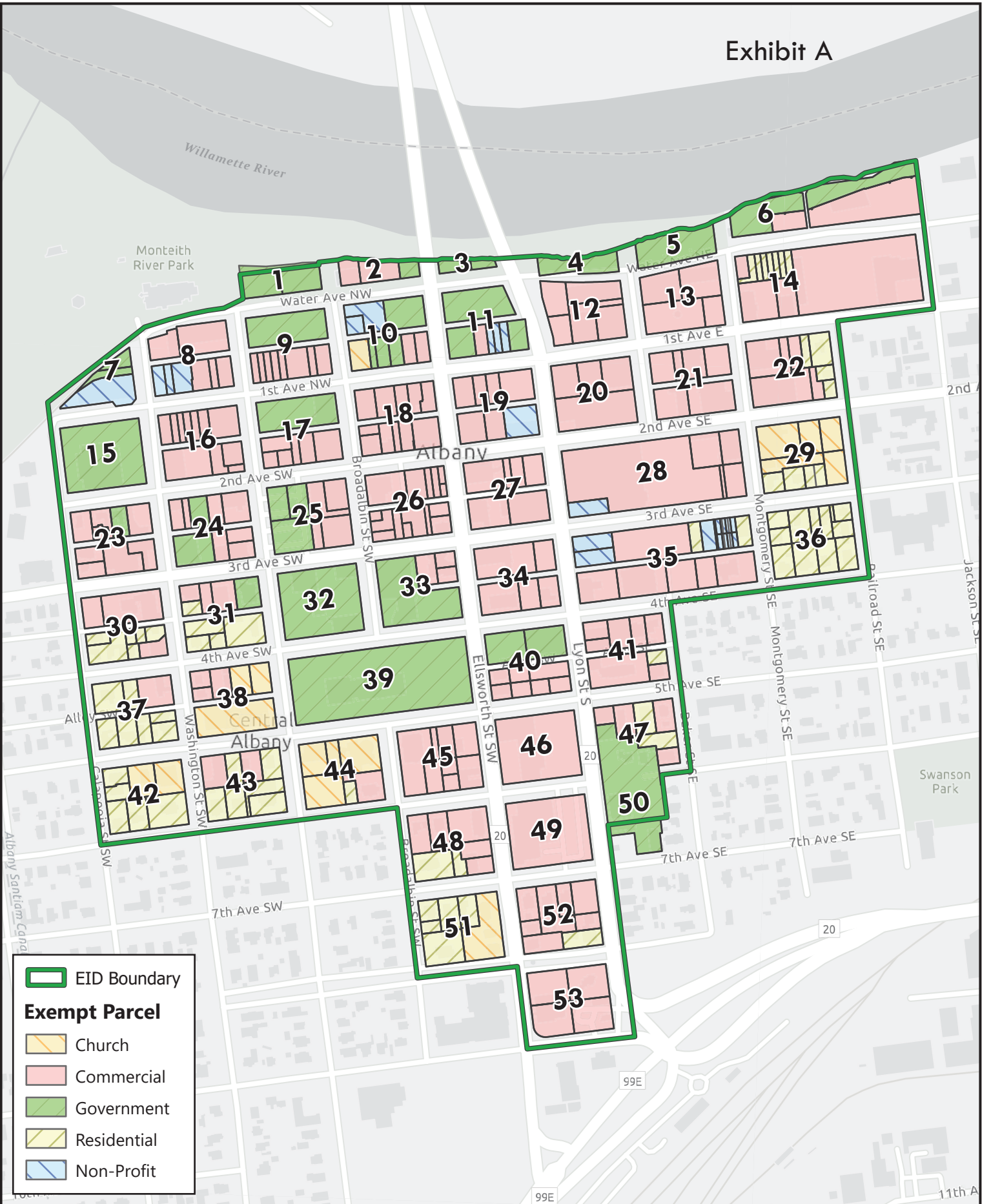
Approved by the Mayor: _____

Effective Date: _____

Mayor

ATTEST:

City Recorder



EID Boundary

Exempt Parcel

- Church
- Commercial
- Government
- Residential
- Non-Profit



Economic Improvement District (EID)

Map Source: City of Albany

I:\ArcGIS_Pro_Projects\Finance\EID_Taxlots\APRX\EID_Taxlots.aprx

2026-2029 EID PROPERTY ASSESSMENTS

MapTaxlot	Owner	Site Address	LandValue	ImprValue	Market Value	Assessment
11S03W06CC10300	ROTH LLC	220 2ND AVE SW	\$167,980.00	\$689,390.00	\$ 857,370.00	\$ 500
11S03W06CC10400	SWEET RED HOLDINGS LLC	208 2ND AVE SW	\$55,000.00	\$444,750.00	\$ 499,750.00	\$ 400
11S03W06CC10500	HANSET ASSET MANAGEMENT LLC	206 2ND AVE SW	\$59,510.00	\$521,000.00	\$ 580,510.00	\$ 120
11S03W06CC10600	HANSET ASSET MANAGEMENT LLC	202 2ND AVE SW	\$31,470.00	\$358,540.00	\$ 390,010.00	\$ 80
11S03W06CC10601	HANSET ASSET MANAGEMENT LLC	210 ELLSWORTH ST SW	\$22,550.00	\$220,200.00	\$ 242,750.00	\$ 50
11S03W06CC10700	HANSET ASSET MANAGEMENT LLC	230 ELLSWORTH ST SW	\$72,940.00	\$59,840.00	\$ 132,780.00	\$ 27
11S03W06CC10800	HANSET ASSET MANAGEMENT LLC	232 ELLSWORTH ST SW	\$97,130.00	\$190,410.00	\$ 287,540.00	\$ 59
11S03W06CC10900	HANSET ASSET MANAGEMENT LLC		\$40,390.00	\$3,890.00	\$ 44,280.00	\$ 13
11S03W06CC01100	GLORIETTA BAY LLC	180 FERRY ST NW	\$313,100.00	\$638,310.00	\$ 951,410.00	\$ 334
11S03W06CC11100	MEASHO YEMA	225 3RD AVE SW	\$162,240.00	\$462,810.00	\$ 625,050.00	\$ 500
11S03W06CC11200	JOHN T ORR & DEBORAH W ORR TRUST	225 BROADALBIN ST SW	\$37,080.00	\$290,770.00	\$ 327,850.00	\$ 262
11S03W06CC11201	RUSSELL & BARBARA TRIPP REV LIV TRUST	229 BROADALBIN ST SW	\$32,620.00	\$175,730.00	\$ 208,350.00	\$ 167
11S03W06CC11202	RICHARD & SHARON HEWS REV LIV TRUST	229 3RD AVE SW	\$99,750.00	\$406,470.00	\$ 506,220.00	\$ 70
11S03W06CC11300	SHAW RUSSEL	233 3RD AVE SW	\$72,250.00	\$231,970.00	\$ 304,220.00	\$ 243
11S03W06CC11400	ABA INVESTMENTS LLC	205 ELLSWORTH ST SW	\$63,060.00	\$392,970.00	\$ 456,030.00	\$ 365
11S03W06CC11500	ANDERSON INVESTMENTS LLC	120 2ND AVE SW	\$339,260.00	\$1,043,890.00	\$ 1,383,150.00	\$ 309
11S03W06CC11600	ANDERSON INVESTMENTS LLC	116 2ND AVE SW	\$58,430.00	\$7,360.00	\$ 65,790.00	\$ 33
11S03W06CC11700	JPMORGAN CHASE BANK NA	110 2ND AVE SW	\$111,360.00	\$14,020.00	\$ 125,380.00	\$ 100
11S03W06CC11800	KNIGHTS OF PYTHIAS BUILDING LLC	234 LYON ST SW	\$171,880.00	\$21,640.00	\$ 193,520.00	\$ 155
11S03W06CC11900	JPMORGAN CHASE BANK NA	231 ELLSWORTH ST SW	\$339,260.00	\$2,476,000.00	\$ 2,815,260.00	\$ 500
11S03W06CC01300	ADVANTAGE HARBOR QALICB LLC	409 1ST AVE W	\$339,260.00	\$1,309,260.00	\$ 1,648,520.00	\$ 500
11S03W06CC01600	ALBANY AREA CHAMBER OF COMMERCE	431 1ST AVE W	\$127,490.00	\$761,990.00	\$ 889,480.00	\$ 500
11S03W06CC01700	MASONIC BDG ASSN ALBANY	435 1ST AVE W	\$62,490.00	\$375,950.00	\$ 438,440.00	\$ 351
11S03W06CC02100	R3 DEVELOPMENT LLC	317 1ST AVE W	\$157,070.00	\$485,240.00	\$ 642,310.00	\$ 500
11S03W06CC02200	BARTHE JOINT REVOCABLE LIVING TRUST	325 1ST AVE W	\$65,420.00	\$339,470.00	\$ 404,890.00	\$ 324
11S03W06CC02300	GGR 1 LLC	327 1ST AVE W	\$101,950.00	\$12,830.00	\$ 114,780.00	\$ 92
11S03W06CC02500	LINDA R KJERULF TRUST	339 1ST AVE NW	\$123,940.00	\$505,770.00	\$ 629,710.00	\$ 500
11S03W06CC02600	PASCONE JOHN & SHARON	341 1ST AVE NW	\$61,810.00	\$510,540.00	\$ 572,350.00	\$ 458
11S03W06CC02700	ALBANY AERIE FOE	127 BROADALBIN ST NW	\$192,810.00	\$3,968,720.00	\$ 4,161,530.00	\$ 381
11S03W06CC02800	ALBANY AERIE FOE	127 BROADALBIN ST NW	\$57,760.00	\$546,890.00	\$ 604,650.00	\$ 369
11S03W06CC03000	ALBANY STATE BANK BUILDING LLC	201 1ST AVE W	\$64,260.00	\$642,270.00	\$ 706,530.00	\$ 500
11S03W06CC03100	SANDE PROPERTIES LLC	211 1ST AVE W	\$49,630.00	\$302,370.00	\$ 352,000.00	\$ 282
11S03W06CC00400	SINGAPURI SHASHIKANT		\$60,370.00	\$586,520.00	\$ 646,890.00	\$ 383
11S03W06CC00401	SINGAPURI SHASHIKANT	213 WATER AVE NW	\$181,580.00	\$418,030.00	\$ 599,610.00	\$ 367
11S03W06CC04300	SID STEVENS JEWELERS INC	138 1ST AVE SW	\$66,560.00	\$302,710.00	\$ 369,270.00	\$ 295
11S03W06CC04400	FIRST AVENUE PROPERTIES ALBANY LLC	124 1ST AVE W	\$109,990.00	\$998,110.00	\$ 1,108,100.00	\$ 283
11S03W06CC04401	FIRST AVENUE PROPERTIES ALBANY LLC	136 1ST AVE SW	\$109,990.00	\$1,164,860.00	\$ 1,274,850.00	\$ 283
11S03W06CC04700	ANDERSON INVESTMENTS LLC	125 2ND AVE SW	\$173,020.00	\$27,060.00	\$ 200,080.00	\$ 99
11S03W06CC04800	ANDERSON INVESTMENTS LLC	145 2ND AVE SW	\$96,410.00	\$1,326,410.00	\$ 1,422,820.00	\$ 309
11S03W06CC05000	230 1ST STREET LLC	111 BROADALBIN ST	\$167,860.00	\$870,580.00	\$ 1,038,440.00	\$ 500
11S03W06CC05100	FLINN BLOCK LLC	222 1ST AVE W	\$111,730.00	\$510,470.00	\$ 622,200.00	\$ 374
11S03W06CC05200	FLINN BLOCK LLC	200 1ST AVE SW	\$111,730.00	\$531,300.00	\$ 643,030.00	\$ 376
11S03W06CC05400	BARTLEY-NAGAMOTO BEVERLY	214 1ST AVE SW	\$164,990.00	\$541,040.00	\$ 706,030.00	\$ 485
11S03W06CC05500	RICHARD & SHARON HEWS REV LIV TRUST	207 2ND AVE SW	\$225,580.00	\$1,447,720.00	\$ 1,673,300.00	\$ 87
11S03W06CC05600	AURIC INVESTMENTS LLC	223 2ND AVE SW	\$167,780.00	\$1,702,850.00	\$ 1,870,630.00	\$ 500
11S03W06CC05800	VARITONE INVESTMENTS LLC	229 2ND AVE SW	\$167,980.00	\$2,402,340.00	\$ 2,570,320.00	\$ 500
11S03W06CC05900	RICHARD & SHARON HEWS REV LIV TRUST	121 BROADALBIN ST SW	\$112,000.00	\$594,970.00	\$ 706,970.00	\$ 87
11S03W06CC06000	RICHARD & SHARON HEWS REV LIV TRUST	127 BROADALBIN ST SW	\$108,710.00	\$1,014,880.00	\$ 1,123,590.00	\$ 87
11S03W06CC07000	SHEKINAH'S GATE LLC	124 BROADALBIN ST SW	\$111,900.00	\$1,445,450.00	\$ 1,557,350.00	\$ 500
11S03W06CC07100	RICHARD & SHARON HEWS REV LIV TRUST	323 2ND AVE SW	\$223,980.00	\$1,114,870.00	\$ 1,338,850.00	\$ 87
11S03W06CC07200	RICHARD & SHARON HEWS REV LIV TRUST	329 2ND AVE SW	\$112,000.00	\$718,040.00	\$ 830,040.00	\$ 87
11S03W06CC07300	RICHARD & SHARON HEWS REV LIV TRUST	331 2ND AVE SW	\$56,000.00	\$316,480.00	\$ 372,480.00	\$ 52
11S03W06CC07400	RICHARD & SHARON HEWS REV LIV TRUST	337 2ND AVE SW	\$112,000.00	\$227,810.00	\$ 339,810.00	\$ 47
11S03W06CC07500	RICHARD & SHARON HEWS REV LIV TRUST		\$54,360.00	\$363,050.00	\$ 417,410.00	\$ 58
11S03W06CC07600	COASTAL FARM REAL ESTATE INC	442 1ST AVE W	\$113,640.00	\$906,500.00	\$ 1,020,140.00	\$ 500
11S03W06CC07700	CELTIC PROPERTIES LLC	436 1ST AVE SW	\$226,240.00	\$1,445,370.00	\$ 1,671,610.00	\$ 500
11S03W06CC07800	BOOCK JOHN A JR TRUSTEE	434 1ST AVE W	\$126,650.00	\$1,056,940.00	\$ 1,183,590.00	\$ 500
11S03W06CC08000	BOOCK JOHN A JR TR	422 1ST AVE W	\$67,100.00	\$444,720.00	\$ 511,820.00	\$ 409
11S03W06CC08200	MCLAIN MICHAEL C & KAREN A TRUSTEES	126 FERRY ST SW STE 110	\$65,510.00	\$285,970.00	\$ 351,480.00	\$ 281
11S03W06CC08301	BARTLEY-NAGAMOTO BEVERLY	401 2ND AVE SW STE 201	\$66,180.00	\$274,530.00	\$ 340,710.00	\$ 265
11S03W06CC08400	425 2ND AVE SW LLC	425 2ND AVE SW	\$118,230.00	\$11,430.00	\$ 129,660.00	\$ 104
11S03W06CC08800	POST LAND COMPANY LLC		\$100,650.00	\$495,070.00	\$ 595,720.00	\$ 453
11S03W06CC08900	POST LAND COMPANY LLC	200 FERRY ST SW	\$59,510.00	\$331,290.00	\$ 390,800.00	\$ 297
11S03W06CC09000	ZANDER BUILDING LLC		\$49,580.00	\$198,950.00	\$ 248,530.00	\$ 176
11S03W06CC09100	ZANDER BUILDING LLC	260 FERRY ST SW	\$63,330.00	\$294,540.00	\$ 357,870.00	\$ 253

11S03W06CC09200	ZANDER BUILDING LLC		\$63,330.00	\$390,430.00	\$ 453,760.00	\$ 321
11S03W06CD01000	RICHARD & SHARON HEWS REV LIV TRUST	121 LYON ST SE	\$86,240.00	\$785,920.00	\$ 872,160.00	\$ 87
11S03W06CD11400	PARR LUMBER CO	415 1ST AVE E	\$126,630.00	\$851,170.00	\$ 977,800.00	\$ 500
11S03W06CD01200	MADDEN LOVEJOY LLC	231 2ND AVE SE	\$33,530.00	\$422,960.00	\$ 456,490.00	\$ 365
11S03W06CD12500	SHOCKNAWE LLC	321 1ST AVE E	\$397,960.00	\$1,492,040.00	\$ 1,890,000.00	\$ 375
11S03W06CD00200	MONUMENT LAND LLC		\$112,590.00	\$133,500.00	\$ 246,090.00	\$ 197
11S03W06CD02000	KATON ROBERT J & KATHRYN L	110 3RD AVE SE B	\$56,300.00	\$37,660.00	\$ 93,960.00	\$ 75
11S03W06CD00201	MONUMENT LAND LLC	115 1ST AVE NE	\$126,460.00	\$15,600.00	\$ 142,060.00	\$ 114
11S03W06CD02100	KATON ROBERT J & KATHRYN L	315 LYON ST SE	\$224,910.00	\$296,330.00	\$ 521,240.00	\$ 417
11S03W06CD02200	MADDEN LOVEJOY LLC	304 3RD AVE SE	\$97,350.00	\$21,590.00	\$ 118,940.00	\$ 95
11S03W06CD02900	WILLAMETTE COMMUNITY BANK	333 LYON ST SE	\$118,750.00	\$701,900.00	\$ 820,650.00	\$ 500
11S03W06CD00300	MONUMENT LAND LLC	140 BAKER ST SE	\$126,210.00	\$356,340.00	\$ 482,550.00	\$ 386
11S03W06CD00400	1ST AVE CENTURY BUILDING LLC	117 1ST AVE NE 106	\$551,890.00	\$459,860.00	\$ 1,011,750.00	\$ 500
11S03W06CD04000	D4 DEVELOPMENT LLC	220 2ND AVE SE	\$1,527,690.00	\$695,920.00	\$ 2,223,610.00	\$ 228
11S03W06CD04200	D4 DEVELOPMENT LLC	230 2ND AVE SE	\$1,638,520.00	\$6,401,160.00	\$ 8,039,680.00	\$ 228
11S03W06CD04300	D4 DEVELOPMENT LLC		\$299,370.00	\$2,273,880.00	\$ 2,573,250.00	\$ 228
11S03W06CD04400	D4 DEVELOPMENT LLC		\$173,510.00	\$4,090.00	\$ 177,600.00	\$ 65
11S03W06CD04800	OARE JOSHUA W & TIESHA M	208 1ST AVE E	\$169,350.00	\$170,550.00	\$ 339,900.00	\$ 272
11S03W06CD04900	OARE JOSHUA W & TIESHA M	212 1ST AVE E	\$124,160.00	\$4,090.00	\$ 128,250.00	\$ 103
11S03W06CD00500	BARTON PROPERTIES LLC	135 1ST AVE NE	\$169,350.00	\$283,500.00	\$ 452,850.00	\$ 362
11S03W06CD05500	SABLE DRIVE LLC	201 2ND AVE SE	\$441,440.00	\$32,170.00	\$ 473,610.00	\$ 379
11S03W06CD05900	SHOCKNAWE LLC	237 1ST AVE E	\$339,320.00	\$1,544,920.00	\$ 1,884,240.00	\$ 375
11S03W06CD06000	PICKENS MARK M	201 1ST AVE E	\$229,670.00	\$196,430.00	\$ 426,100.00	\$ 341
11S03W06CD06301	BOOCK JOHN A JR TR	131 MONTGOMERY ST NE	\$37,360.00	\$310,140.00	\$ 347,500.00	\$ 278
11S03W06CD07100	HAWLEY NICHOLAS J & JULIE M	341 2ND AVE SE	\$125,400.00	\$264,370.00	\$ 389,770.00	\$ 312
11S03W06CD00800	AH & K INVESTMENTS LLC	140 1ST AVE E 205	\$247,100.00	\$1,005,310.00	\$ 1,252,410.00	\$ 500
11S03W07BA00100	PLASCENCIA ROSA	106 4TH AVE SE	\$209,320.00	\$24,740.00	\$ 234,060.00	\$ 187
11S03W07BA00300	GLORIETTA BAY LLC	118 4TH AVE SE	\$139,440.00	\$459,060.00	\$ 598,500.00	\$ 320
11S03W07BA00800	MONTEITH SQUARE LLC	133 5TH AVE SE	\$139,550.00	\$9,900.00	\$ 149,450.00	\$ 120
11S03W07BB00100	KEY BANK OF OREGON	128 3RD AVE SE	\$24,920.00	\$1,240.00	\$ 26,160.00	\$ 50
11S03W07BB01000	FREEDOM FEDERAL SAVINGS & LOAN ASSN		\$150,220.00	\$6,990.00	\$ 157,210.00	\$ 126
11S03W07BB10000	H & W RESTAURANTS INC		\$56,340.00	\$342,250.00	\$ 398,590.00	\$ 292
11S03W07BB10100	H & W RESTAURANTS INC	628 ELLSWORTH ST SW	\$198,970.00	\$655,890.00	\$ 854,860.00	\$ 458
11S03W07BB10400	LEE ENTERPRISES INC	600 LYON ST SW	\$301,820.00	\$274,810.00	\$ 576,630.00	\$ 461
11S03W07BB01100	FREEDOM FEDERAL SAVINGS & LOAN ASSN	300 ELLSWORTH ST SW	\$210,850.00	\$79,610.00	\$ 290,460.00	\$ 232
11S03W07BB11300	MANDI R SCHWENDIMAN REV LIVING TRUST	724 LYON ST SW	\$120,660.00	\$440,690.00	\$ 561,350.00	\$ 449
11S03W07BB01200	FREEDOM FEDERAL SAVINGS & LOAN ASSN	320 ELLSWORTH ST SW	\$137,210.00	\$201,790.00	\$ 339,000.00	\$ 271
11S03W07BB02600	LINDA L YUTZIE REVOCABLE LIVING TRUST	305 WASHINGTON ST SW	\$123,960.00	\$11,420.00	\$ 135,380.00	\$ 108
11S03W07BB00300	KEY BANK OF OREGON		\$241,600.00	\$710,750.00	\$ 952,350.00	\$ 500
11S03W07BB03300	NORMAN GARY TR & JUANITA TR	439 4TH AVE SW	\$297,500.00	\$4,260.00	\$ 301,760.00	\$ 241
11S03W07BB04600	REID REALTY LLC	115 5TH AVE SE	\$57,370.00	\$253,380.00	\$ 310,750.00	\$ 249
11S03W07BB04700	TALMADGE BUILDING LLC	425 ELLSWORTH ST SW	\$256,670.00	\$333,030.00	\$ 589,700.00	\$ 472
11S03W07BB04701	TALMADGE BUILDING LLC		\$145,650.00	\$171,100.00	\$ 316,750.00	\$ 253
11S03W07BB04800	REID REALTY LLC	127 5TH AVE SE	\$164,440.00	\$294,160.00	\$ 458,600.00	\$ 367
11S03W07BB04900	REID REALTY LLC	135 5TH AVE SE	\$47,300.00	\$89,950.00	\$ 137,250.00	\$ 110
11S03W07BB00500	LINN BENTON BANK	500 LYON ST SW	\$205,900.00	\$1,684,720.00	\$ 1,890,620.00	\$ 375
11S03W07BB05801	HANSET ASSET MANAGEMENT LLC		\$120,920.00	\$288,460.00	\$ 409,380.00	\$ 84
11S03W07BB05900	HANSET ASSET MANAGEMENT LLC	220 5TH AVE SW ALBANY OR 97321	\$140,610.00	\$242,270.00	\$ 382,880.00	\$ 79
11S03W07BB00600	LINN BENTON BANK	333 ELLSWORTH ST SW	\$493,350.00	\$491,620.00	\$ 984,970.00	\$ 375
11S03W07BB06000	FORREST & SHELLEY REID REVOCABLE TRUST	520 ELLSWORTH ST SW	\$510,240.00	\$1,797,860.00	\$ 2,308,100.00	\$ 375
11S03W07BB06100	HANSET ASSET MANAGEMENT LLC	530 ELLSWORTH ST SW	\$169,580.00	\$390,580.00	\$ 560,160.00	\$ 115
11S03W07BB06200	HANSET ASSET MANAGEMENT LLC	228 6TH AVE SW	\$141,460.00	\$16,550.00	\$ 158,010.00	\$ 33
11S03W07BB06201	HANSET ASSET MANAGEMENT LLC		\$122,400.00	\$314,330.00	\$ 436,730.00	\$ 90
11S03W07BB06300	FORREST & SHELLEY REID REVOCABLE TRUST		\$1,163,800.00	\$1,265,610.00	\$ 2,429,410.00	\$ 375
11S03W07BB07200	FIFTH & WASHINGTON PROPERTIES LLC	507 WASHINGTON ST SW	\$183,070.00	\$253,630.00	\$ 436,700.00	\$ 349
11S03W07BB09700	BERRY RICHARD L & FRIES BARBARA E	220 6TH AVE SW 202	\$84,880.00	\$1,171,750.00	\$ 1,256,630.00	\$ 500
11S03W07BC02300	CAMPBELL RICKY A	822 LYON ST SW	\$86,270.00	\$256,580.00	\$ 342,850.00	\$ 274
11S04W01DD02100	DIEHARD PRESTIGE PPTYS & BUS INV LLC	240 WASHINGTON ST SW	\$82,250.00	\$236,370.00	\$ 318,620.00	\$ 255
11S04W01DD02400	TMKM REAL ESTATE VENTURES LLC	529 3RD AVE SW	\$84,880.00	\$607,570.00	\$ 692,450.00	\$ 500
11S04W12AA00400	LT HOLDINGS LLC	330 WASHINGTON ST SW	\$91,980.00	\$155,850.00	\$ 247,830.00	\$ 198
11S03W07BB00400	LYON STREET PROPERTIES LLC	330 LYON ST SE	\$170,040.00	\$36,690.00	\$ 206,730.00	\$ 165
11S03W06CC04500	FIRST AVENUE PROPERTIES ALBANY LLC	120 1ST AVE SW	\$101,370.00	\$307,280.00	\$ 408,650.00	\$ 185
11S03W06CC00900	GLORIETTA BAY LLC	424 WATER AVE NE	\$77,760.00	\$9,570.00	\$ 87,330.00	\$ 47
11S03W06CD07200	DEFILIPPIS KEITH C & MEREDITH A TR		\$83,960.00	\$264,440.00	\$ 348,400.00	\$ 279
11S03W07BB11200	LEE ENTERPRISES INC	702 LYON ST SW	\$84,280.00	\$13,920.00	\$ 98,200.00	\$ 79
11S03W06CC10200	GLORIETTA BAY LLC	240 2ND AVE SW	\$83,940.00	\$9,570.00	\$ 93,510.00	\$ 50
11S03W06CC02400	HEART OF THE VALLEY PROPERTY LLC	333 1ST AVE W	\$83,960.00	\$459,230.00	\$ 543,190.00	\$ 435
11S03W06CC08100	SABLE DRIVE LLC	420 1ST AVE W	\$169,920.00	\$21,020.00	\$ 190,940.00	\$ 153
			\$22,819,290.00	\$76,594,440.00	\$99,413,730.00	\$36,867

Total Properties in District	162
Total Property Remonstrances	29
Total Proposed Assessments	133
Total Proposed District Assessments	\$36,867
Total Remonstrances	\$8,648
Total District	\$45,515
Percentage Remonstrances	19.0%
Percentage District Assessments	81.0%



TO: Albany City Council

VIA: Peter Troedsson, City Manager
Kayla Barber, Deputy City Manager

FROM: Paul Trombino III, P.E., Rob Emmons, P.E.

DATE: Prepared May 15, 2026 for the May 27, 2026, City Council Meeting

SUBJECT: Transportation System Plan Update

Purpose:

To provide Council a briefing on the City’s work to update the Transportation System Plan.

Background/Discussion:

A Transportation System Plan (TSP) is a long-range planning document that describes the transportation system and outlines projects, programs, and policies to meet transportation needs now and 20 years in the future based on community goals. A TSP is required for most Oregon jurisdictions per Oregon Administrative Rule (OAR) 660-012, also known as the Transportation Planning Rules (TPR).

The TSP Project Objectives are as follows:

- Develop updated transportation goals and policies for the City’s Comprehensive Plan;
- Develop a twenty-year transportation system plan and the funding and financing strategies for transportation facilities;
- Develop implementation policies and implementing regulations that support a safe and reliable multimodal transportation system; and
- Meet the applicable requirements of the TPR, including amendments adopted in 2022-2023 through the Climate-Friendly and Equitable Communities (CFEC) rulemaking process as follows:
 - Climate Goals: Implement directives from Executive Order 20-04, requiring planning that supports the statewide transportation strategy to lower GHG emissions.
 - Focus on Development Patterns: Emphasizes creating dense, mixed-use, and walkable areas to reduce reliance on personal vehicles.
 - Equity Focus: Aims to ensure transportation planning benefits all community members, particularly those underserved, as part of the Climate Friendly and Equitable Communities initiative.
 - Reduced Parking Mandates: Policies often include lowering or removing minimum parking requirements to promote more efficient land use and reduce driving.
 - Infrastructure Prioritization: Focuses on improvements for pedestrians, cyclists, and public transit rather than exclusively on roadway capacity for private cars.

Supporting outcomes as part of this TSP Update must include, but are not limited to:

- Identify a safe, efficient, well-connected multi-modal transportation network that meets travel needs based on existing and planned land uses;
- Identify appropriate Transportation Options (TO), Transportation System Management (TSM) and Transportation Demand Management (TDM) techniques;
- Identify how the investments and policies in the TSP support the path to reach the applicable metropolitan greenhouse gas reduction target;
- Preserve the function and capacity of state transportation facilities;
- Fill gaps and improve safety on pedestrian and bicycle routes to schools and key destinations;
- Ensure the TSP is consistent with applicable laws and adopted plans, including the Transportation Planning Rules, Oregon Transportation Plan, Oregon Modal Plans, Statewide Transportation Strategy, Oregon Facility Plans, and city plans, policies, and ordinances.

Albany's current Transportation System Plan (TSP) was adopted in 2010. The 2010 plan recommended investing nearly \$268 Million in transportation infrastructure. To date Albany has spent \$14.2 Million (in 2010 dollars) towards meeting that need.

The City of Albany is partnering with Oregon Department of Transportation (ODOT) to complete this update. ODOT has contracted with Kittelson and Associates to complete the TSP update which is anticipated to begin in June 2026. The project cost is \$908,194.83 of which \$148,698.69 is the City's share.

To ensure Albany is poised to meet the mobility desires of residents and businesses moving forward, additional planning work is needed to accompany the TSP. This additional work includes a Vision Zero Plan and Multi-Modal Mobility Plan. These plans will clearly identify safety issues and mobility solutions. These additional plans are crucial for making Albany eligible for federal grant funding for transportation-related projects. The City is currently working to secure a contract to complete these accompanying plans within the existing plan budget.

Strategic Plan Impact:

Completing the TSP will help promote an Effective Government.

Budget/Staff Impact:

The TSP City share of cost is \$148,698.69 – funded by Transportation System Development Charges and is funded in the FY 2025-2027 budget.

Staff Recommendation:

This report is for informational purposes only.

Attachments:

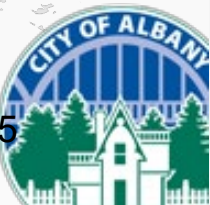
1. PowerPoint

Transportation System Plan

Master Plan Revision

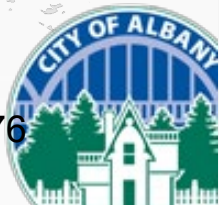
Overview of Process and Key Elements

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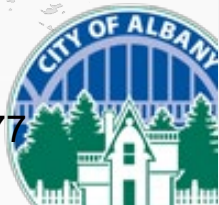
Transportation System Plan (TSP)

- TSP is 20-year horizon planning document for transportation needs
- Last TSP was completed in 2010
- 2010 TSP Identified \$268 Million in Projects
- ~\$14 million in projects have been completed



New TSP

- Focus—System which is Safe, Connected and Accessible for everyone
- Anticipate innovations, travel behavior shifts, and new technologies
- Improve system efficiency, support sustainable growth and, encourage travel options—walking, rolling, biking, transit and driving
- Create flexible multimodal network (Mobility—Centered)

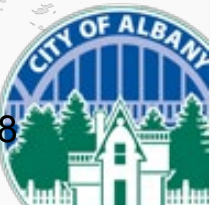


Key Additional Element

- U.S. Department of Transportation (USDOT) Safe Streets and Roads for All (SS4A) Comprehensive Safety Action Plan (“**Vision Zero Action Plan**”)
 - The Safe System Approach is based on six foundational principles*
 1. Death and Serious Injuries are Unacceptable
 2. Humans Make Mistakes
 3. Humans Are Vulnerable
 4. Responsibility is Shared
 5. Safety is Proactive
 6. Redundancy is Crucial

Safer People, Safer Roads, Safer Vehicles, Safer Speeds and Post-Crash Care

**Source USDOT*



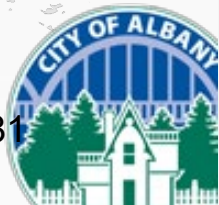
Key Additional Element

- **Mobility Development Plan (MDP)**
- MDP emphasizes the intrinsic connection of economic development, land use, and transportation—highlighting how mobility must evolve alongside these factors
- MDP will Analyze employment and population trends, and evaluate scenarios
- Set an Albany—based mobility vision and strategic goals



Final Key Additional Element

- Incorporate National Association of City Transportation Officials (NACTO) Street Design Standards
- **NACTO Standards** provide modern, evidence-based tools tailored specifically for cities
- Guidelines shift street design **from** car-centric, highway-focused standards (used by State DOTs) **to** complete, multimodal streets that prioritize safety, people, and place-making
- Federal Law explicitly allows cities use NACTO guidance for federally funded projects on city streets—even if state standards differ
- Outcome: improve safety, increase mobility and strengthen grant applications



Thank you

