

NOTICE OF PUBLIC MEETING

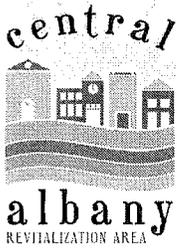
CENTRAL ALBANY REVITALIZATION AREA ADVISORY BOARD
City Hall Council Chambers
Wednesday, November 14, 2012
5:15 p.m.

AGENDA

1. CALL TO ORDER (Chair Rich Catlin)
2. ROLL CALL
3. APPROVAL OF MINUTES
 - October 17, 2012. [Pages 1-5]
Action: _____
4. SCHEDULED BUSINESS
 - a. Business from the Public
 - b. Continued review of CARA policy items—Project Types/Decision Making. [Pages 6-13] (Porsche)
Action: _____
 - c. Staff updates and issues. [Verbal] (Porsche)
Action: _____
5. BUSINESS FROM THE BOARD
6. NEXT MEETING DATE: *Wednesday, December 19, 2012*
7. ADJOURNMENT

City of Albany Web site: www.cityofalbany.net

The location of the meeting/hearing is accessible to the disabled. If you have a disability that requires accommodation, advance notice is requested by notifying the City Manager's Office at 541-917-7508, 541-704-2307, or 541-917-7519.



APPROVED: _____

CITY OF ALBANY
Central Albany Revitalization Area Advisory Board
City Hall Council Chambers, 333 Broadalbin Street SW
Wednesday, October 17, 2012

MINUTES

Advisory Board Members present: Russ Allen, Rich Catlin, Jeff Christman, Bill Coburn, Floyd Collins, Loyd Henion, Bessie Johnson, Gordon Kirbey, Sharon Konopa, Ray Kopczynski, Chuck Leland, and Dick Olsen

Advisory Board Members absent: Mark Spence (excused)

CALL TO ORDER

Chair Rich Catlin called the meeting to order at 5:15 p.m.

APPROVAL OF MINUTES

September 19, 2012

Richard Kellum came forward to request a revision to his comments under *Business from the Public*. He said that what he had tried to say was that with inflation over a 25-year period, you could start with the tax base, not for CARA but for the City, at 50 cents and because of inflation you could have expenses of \$4.00 or \$4.50, and he used the example of diesel being at 50 cents in 1987 and \$4.50 now.

MOTION: Loyd Henion moved to approve the September 19 minutes with the requested revision. Jeff Christman seconded the motion, and it **passed** 12-0.

SCHEDULED BUSINESS

Business from the Public

None.

Continued Review of CARA Policy Items – Project Types/Decision Making

This agenda item was held to the next meeting.

CARA Line of Credit – Next Steps

Urban Renewal Manager Kate Porsche said that the CARA Advisory Board has a \$5 million line-of-credit (LOC) with Bank of America. To this point, just under \$2 million has been drawn down and there is about \$3 million remaining. The budget anticipated and gave the authority to draw down the \$3 million for projects if the Advisory Board and Agency so chose.

Porsche said that, until now, the CARA Advisory Board has borrowed on lines-of-credit and decided on funding as projects come forward. A more typical approach is one where districts borrow for public infrastructure projects and use cash on-hand from tax increment for private projects under whatever policy program they create; this is an approach that staff, bond counsel, and the financial consultants very much embrace. When an urban renewal district borrows money to do public infrastructure projects in their urban renewal plan, they are allowed to use the full faith and credit of the city they work with in order to get a much

better interest rate. If the decision was made to draw down the remaining LOC and use those funds for public projects, the difference would be about 1% to 1.5%, or roughly \$300,000 to \$500,000 in interest over the life of the loan. One of the reasons that staff supports moving forward with a full draw down of the LOC is that pending ballot measures could potentially have a serious effect on the City of Albany which means that the urban renewal district's ability to use the full faith and credit of the City could be affected.

Porsche distributed and reviewed *LOC Full Draw-down Scenario with COA Full-Faith and Credit for Infrastructure* (see agenda file). She said this scenario was created with the help of the City's Finance Director and with feedback from the financial advisor and bond counsel. It is a very clean, very typical paradigm that uses cash on-hand for administrative costs and private/public partnerships and assumes the full draw down of the LOC for public infrastructure projects. The questions for the Board are whether it wants to draw down the remainder of the LOC and, if so, does it want it borrowed on in a way that would make it available primarily for public projects.

Porsche said that her calculations show tax increment of \$1.3 million next year and \$1.4 million in 2014-15 that could be used for public/private partnerships.

Catlin noted that the Albany Revitalization Agency (ARA) previously made a decision to suspend funding of projects. He asked that the ARA members first give their thoughts on what to do with the LOC.

Floyd Collins asked when the next opportunity for borrowing would be if the LOC were drawn down. Porsche said that one of CARA's obligations will be paid off at the end of 2015; that may be an opportune time to borrow or there may be an ability to refinance existing debt and borrow sooner.

Jeff Christman asked if the borrowing timeline would change if the LOC were not drawn down. Porsche said that not drawing down the LOC would result in less debt service payments and, one could argue, allow CARA to borrow sooner. There is the outstanding question about the effect of the ballot measure should it pass, which could result in interest rates being higher and the amount we could borrow being less. Porsche commented that the reason urban renewal districts borrow is that the sooner you get projects in, the sooner those projects make a positive difference in the community and the sooner you wind up the urban renewal district and get the additional assessed value on the tax rolls.

Bill Coburn said the question is why would we borrow money and pay interest when there are no projects lined up? Porsche said that if the LOC is not drawn down before the expiration date of December 31, 2012, another process would be required to borrow money which costs money and time. If the Advisory Board and Agency can come to policy decisions about which public projects to spend money on, it will be less costly to pay interest for few months than to go through the entire process to get qualified on another loan.

Ray Kopczynski said he likes the information on the handout that separates out cash on-hand for private projects and loan proceeds for public infrastructure. He asked where the debt service is showing. Porsche said it is included under cash on-hand. The budgeted amount includes one payment on the LOC as well as payment after the first of the year for the full draw down amount.

Dick Olsen said some of our customers have had a hard time borrowing money from other sources because it looks like the City is sitting on its hands and not doing much. He wonders if we should draw down the LOC and pay a little interest while we figure out how to spend it rather than letting it go and having to go through the loan process again. He also wonders if the banks are wondering why the City is having money set aside and then not using it. He said that Linn County has an unemployment rate of around ten percent; it seems we might do our part to get the economy going again by taking this money and starting projects that will employ people.

Porsche recalled discussion at the last meeting about the need for clear policy direction regarding the percent to be spent on private vs. public projects. Staff would suggest that this is the point at which that policy choice could be made.

Coburn asked if the City Attorney or City Manager have any comments.

City Manager Wes Hare said this is a policy choice about how to use this urban renewal tool which cities often use to create or stimulate economic development within a community. There are a broad number of projects within the plan that would be worth consideration. There have been some substantial private investments made based on the assumption that Water Avenue would be improved; that is an example of one big project. The City of Corvallis made huge public investment in its waterfront and a huge private investment followed; that is one model the Advisory Board might want to consider. Or, it could say this is a time to be really conservative.

Porsche distributed a graphic showing *CARA Projects by Type* (see agenda file). The graphic shows about 81 percent of projects have been private partnerships and 18 percent have been public projects; the urban renewal plan calls for 65 percent public projects.

City Attorney Jim Delapoer said he has no input on the question of whether to draw down funds or spend money on projects – those are policy decisions. But he wants to reinforce that if the Advisory Board wants to use the money next year, it will be dollars ahead to draw down the LOC now rather than go through another process to borrow money.

Collins said, with regard to using the cash on-hand for private partnerships, there are three options: fund private projects that come in, build up the reserve to have an ability to respond to future requests, or do what the Linn County Commissioners have asked and under levy. He asked what would happen if the \$3 million was drawn down but not used on public projects in accordance with the plan. Porsche said that bond counsel has said 85 percent of the funds would need to be used within three years. Delapoer said that there are likely fees or penalties for not using the money appropriately, but he is not sure. Collins noted that future Advisory Board and Agency members will have an opportunity to decide which public projects it wants to fund; there are many of them in the plan.

Bessie Johnson said she is in favor of drawing down the LOC. If it is not drawn down and we have to borrow again, there would be borrowing expenses and unknown interest rate.

Christman asked what it would cost to borrow early next year if the LOC is not used and not considering the potential effect of the ballot initiatives. Porsche said the borrowing costs are estimated to be between \$20,000 and \$50,000. Christman said it is difficult to do a cost/benefit analysis without that data. Delapoer said that staff could research what the borrowing costs would be if so directed. Due to the timeline, he said the Advisory Board could make a recommendation that the Agency make a final decision based on a specific cost analysis.

Olsen asked what effect the initiatives, if they pass, would have on CARA's ability to borrow more money. Delapoer said that the provision limiting city debt may create uncertainty, and staff has been told there is a risk of higher interest rates or fewer institutions interested in loaning to the City. Olsen said that, given this uncertainty, it seems we should draw down the money while we have the ability to do so.

Henion said there are a lot of public projects in the plan; he thinks we should figure out some good investments, draw down the money, and get on with it.

Gordon Kirbey said that the ARA previously voted to suspend projects and he hasn't heard that they are willing to change the suspension. Catlin said that, due to time constraints, he was hoping to get a recommendation from the Advisory Board to the ARA about this issue. Kirbey said he is hesitant because the Advisory Board was not asked for its recommendation before the ARA made the decision to suspend projects.

Coburn said that urban renewal is a good tool used by cities throughout Oregon; he is in favor of the urban renewal program as a tool. The Advisory Board is working through a list of policy items and he thinks that is a prudent process to refocus and position to be ready for opportunities. He thinks it probably makes sense to draw down the LOC and pay interest for a few months, anticipating that we will move forward on projects. He has fully intended that we would continue to move ahead with investment in the CARA district.

MOTION: Coburn moved that the Advisory Board recommend to the ARA that we draw down the balance of the line-of-credit. Kirbey seconded the motion.

Porsche asked if the intent is to draw down the balance for public infrastructure projects. Coburn said that he would want flexibility in case a great private project came in. Hare noted that the rate of interest could be dramatically lowered if the draw down is dedicated for public projects and that CARA has other resources and potential borrowing capacity for private projects that might come in the door.

Coburn clarified that the motion is to draw down the balance of the LOC for public projects.

Russ Allen asked how confident we are that the ARA will green light projects early enough to make it financially feasible to draw down the LOC. Porsche acknowledged that it would not make sense to draw down the money and pay interest if no projects are going to be funded. However, drawing down the money now to pay for public projects next year would save money. Collins added that it would not be necessary to define the specific projects at this time.

Sharon Konopa said that we need to get moving and get the momentum going; public projects will spark interest in private projects. She noted that David Johnson put \$7 million into his project; he was relying on the urban renewal plan to be fulfilled or he would not have invested that money. She said that Water Avenue is in the design phase and the design is almost done for Broadalbin Street improvements including sidewalk replacements. There are projects we can get moving forward on.

Christman said the savings in interest that would come from borrowing for public projects using the full faith and credit of the City would still be available for future borrowing even if the LOC was not drawn down. Porsche noted that there is the question of what effect the ballot initiatives would have on interest rates.

Collins said that his original concerns included the need to look at the mix of private projects and public infrastructure to ensure there would be enough tax increment to make the loan payments. He now has information that we have the ability to fund infrastructure and make the loan payments and his comfort level has increased.

Johnson said that it may have been wrong for the ARA to make the decision to suspend projects without asking for a recommendation from the Advisory Board; she thanked Kirbey for raising that issue. Kirbey said there has since been movement in a positive way. Henion said he now thinks the timeout was a good idea; it is creating good discussion and will get a better result.

Allen said his concern is that the motion recommends drawing down funds but spending on projects is still suspended; there may be an assumption that there will be a resolution to allow projects to move forward but that is not in the motion. Konopa said the motion could be amended to recommend that the suspension be lifted. Catlin said he thinks that is implicit in the discussion.

The motion **passed** 10-2, with Christman and Leland voting no.

Staff Updates and Issues

None.

BUSINESS FROM THE BOARD

None.

NEXT MEETING DATE

The next meeting of the CARA Advisory Board is scheduled for Wednesday, November 14, 2012, 5:15 p.m., in the Council Chambers.

ADJOURNMENT

Hearing no further business, Chair Catlin adjourned the meeting at 6:46 p.m.

Submitted by,

Reviewed by,

Teresa Nix
Administrative Assistant

Kate Porsche
Urban Renewal Manager



TO: CARA Advisory Board
FROM: Kate Porsche, Urban Renewal Manager *(Kate P)*
DATE: November 8, 2012, for November 14, 2012, CARA Advisory Board Meeting
SUBJECT: Staff Report Overview

We will be using this month's meeting to continue the discussion about CARA policies and programs. I've attached for you the updated brainstorming list of policy ideas, as well as the master list of projects from the CARA Urban Renewal Plan & Report.

Please note that our meeting is the 14th this month, due to the Thanksgiving Holiday.

See you Wednesday night.

KCP:ldh
Attachment

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CARA Policy Brainstorming List

15-Oct-12

Category	#	Subject	Comments	Decision/Direction	Implementation
Board Composition	1	Makeup of Advisory Board	Consider adding taxing districts to the Advisory Board.	Direction given to staff to work on a draft policy around communication and feedback from TD's on specific projects.	Look at possible annual visits to TD's and a way to solicit their input and keep lines of communication open.
Project Types/Decision	2	Geographic Focus	Bill Coburn's idea around defining specific focus areas and making funds available. Works to focus funds and limit dilution of public dollars in the large UR area.	9/19 direction to draft boundaries and define blight/goals/potential projects for each of the three areas.	Work with partners in planning to draft and review boundaries and zoning. Bring back to CARA
	3	Retail Refinement Program	To forward refinement plan and work to get an east anchor in, we need to understand the viability of a slip lane on the east of Lyon Street. W/O slip lane, location between bridges will not work as an anchor site.	Report out to board monthly with progress and work with the state's quick response team. Need to understand feasibility of slip lane and east anchor before proceeding with other components.	Met with State Quick Response Rep. Drafting letter of interest and scheduling meetings with adjacent property owners.
	4	Public Projects vs. Private	Review of plan goals? Focus?	Agreement that a policy statement is needed describing the amount of public and private projects, or percentage.	This could be achieved through the budget process, or each round of borrowing.
	5	Public Projects	How to decide priority of public projects.		
	6	Private Partnerships	Based on ROI? And/or % of total project funding; policies to determine priorities.		Create closing statement that developers complete and certify with final costs, jobs created, etc. Also bring back description of how ROI has been calculated, pros/cons and challenges with this type of assessment.
	7	Project Evaluation	Creation of unbiased point system for decision-making board, internal information only.		
Programs (Pots of funding)	8	Preapplication Program	Program similar to PDC's preapplication program. Possible \$5-10K of funds per property for preapplication type of work including appraisals, environmental, architectural, etc.		
	9	Architectural Assistance	Continue with program? Expand list of architects? Allow applicants to use any?		

Category	Subject	Comments
Programs (Pots of funding), cont.	10 Small Grants Program	Continue with program? Firm up criteria for program including project types, minimum/maximum request size, requirement for bids, etc. Annual competitive process that would ensure that our small business/property owners can still receive funds (All other \$\$ set aside for "focus area")?
	11 Restaurant Funding Pot. Cluster Development Idea for DT	Rich's idea about creating a pot of funds just for restaurant development. Hoods and kitchen development run \$25-40K and is a barrier in buildings w/o these amenities.
	12 Program minimums/maximums	Set standards of max/min amounts for requests?
Application Process	13 Creation of a Consistent Process for Applicants	Develop common review criteria for all projects – will ensure consistency in decision making, highest/best use of funds.
	14 Application Form	Add number of jobs created (short-term and long-term wage?) – analysis of types of jobs created.
	15 Types of Entities to Apply	Process for government agencies, individuals, small business, corporations, and nonprofits (ex., St. Mary's Church).
	16 Validation of Projected AV/TI	Create task force comprised of lenders/business owners/concerned citizens to delve into this specific topic. Use appraisals for projects requesting >50K? (Not duplicative as appraisals necessary for construction financing anyway, and analysis done by neutral 3rd party.) Decide upon consistent method to assess value and benefit of all CARA projects.
	17 Gap Funding	Proof of gap or need. Use rejection letters from banks? Where is the line drawn for utilizing city funds where banks have rejected similar applicants?
	18 Credit Worthiness Review	Authorized credit review of all project applicants with report and title search (how to handle with nonprofits?), currently require personal guarantee (and spouses) beyond collateral lending – focus on developers financial situation and credit?
	19 Cost Estimates	Number of bids to require?
	20 Process for Repeat Applicant	Process repeat request for same site funding differently than initial CARA fund requestors.
	21 Conflict of Interest Form	As suggested by Gordon Shadle.

See #6 above.

Consensus that NP's should be allowed only if they further very specific goals such as historic preservation. Policy with specifics was desired.

More discussion needed on what the specifics of the policy would be and how the items would be quantifiable in an application to justify the use of funds.

Category	Subject	Comments	
Application Process, cont.	22 Fire Flows (Bradner)	Check fire flows in area as part of the CARA application process. If low or changes needed, possible funding of surrounding infrastructure.	
	23 Explicit Outside Involvement/Approval (LaGrande example)	City of Albany, Landmarks Advisory Commission, Mainstreet Design, CARA, City Council, State of OR MS program, State of OR Historic Preservation Office.	
	24 Overall Sense of Direction of Economy	State/local/CARA metrics to better understand climate and make funding decisions.	
	25 Contractor Priority	Incent use of local labor for CARA projects (public suggestion by John Robinson).	
Contracts	26 Final Accounting of Projects	Holdback of funds until final accounting complete. If project comes in under cost, CARA shares in the benefit and proportionately reduces our contribution.	
Administration	27 Reporting	Routing financial reporting to advisory board/ARA. Including list and status of projects, funds available, reserves, loan repayments, metrics from completed projects, such as Final Cost vs. Estimate, TIF Actual vs. Estimate (quarterly?).	Board would like quarterly or monthly reporting including list of projects, debt and income. Also put these on the website. Loyd asked about a simple venn diagram that would show the money I the plan, money spent, and public/private breakdown.
	28 Annual Review	Review prior period, progress made on UR Plan, review metrics, review trends (MV, AV by Category), compression issues, outstanding loans/income, review Y/Y & 2001-YTD. Define expected actions or applications.	
	29 Annual Report	Publishing of annual report as an expanded narrative with pictures and specifics about projects financials, impacts, etc., (see Annual Review item).	
	30 Metrics	Closer tracking of specific metrics, need to select and agree upon metrics.	

**CARA Urban Renewal Plan Report Table 2
Project Activities and Costs**

Ref #	Activity Title	Brief Description of Activity	Est. of Hard Cost	Revolving Funds	\$\$ Spent Thus Far
DEVELOPMENT PARTNERSHIPS					
1	Property Acquisition & Assembly	Acquire land and buildings for public and private development purposes and assemble sites as required to implement Urban Renewal objectives.	\$250,000	\$2,000,000	
2	Commercial Building Rehabilitation	Provide technical assistance and financing &/or grants for the redevelopment of commercial structures, including focus on allowing active re-use of Downtown upper floors and structural issues.	\$1,750,000	\$2,000,000	\$ 3,548,813
3	Storefront Revitalization Program	Multi-year program to provide design, financing &/or grants to renovate commercial facades in HD, CD, LE, MS zones including awnings and signage.	\$600,000	\$600,000	\$ 886,928
4	Property Redevelopment Assistance	Provide assistance & support to developers including technical assistance, financing &/or grants of joint-venture efforts outside of the Downtown area.	\$1,000,000	\$2,000,000	\$ 1,375,911
5	Paint Program	Provide a free paint or similar program to incite sprucing up of residences and commercial properties.	\$100,000		\$ 72,547
6	Albany Square Development	Address development issues/opportunities, developer recruitment, & partnership with developers on mixed use infill along Water between Broadalbin & Ferry. Requires Water Ave. Improvements.	\$150,000		
7	Water Avenue Improvements	Realign & reconstruct portions of Water between Washington & Montgomery including moving overhead utilities, infrastructure, sidewalks, trees with walkable grates, Victorian style lighting, & other pedestrian amenities. May require acquisition of rail ROW. Needed for Albany Square & Water Avenue Parking Structure.	\$2,000,000		\$ 235,000
8	Riverfront Housing Infrastructure	In partnership as needed for housing projects extend/reconstruct streets, sidewalks, water, sewer, storm Montgomery through Main north of 1st.	\$2,625,000		
9	Transition Areas Redevelopment	Address development issues/opportunities to allow areas to transition to planned land uses including developer recruitment, assistance to owners, & partnership with developers in areas such as Pacific Blvd. corridor, LE zone, MS zone, Water Avenue MUI zone, CD zone.	\$1,250,000	\$2,000,000	
10	Housing Demonstration	Development of, &/or financing for, affordable home ownership including first time homebuyer support. Partnership opportunity.	\$250,000	\$500,000	
11	Housing Development	Pre-development, property acquisition &/or development in partnership for affordable housing &/or mixed use. May include St. Francis redevelopment. Partnership opportunity.	\$825,000		\$ 4,612,459
12	Housing Rehabilitation	Financing of renovation & rehabilitation of owner & renter occupied housing, including upper floor housing, consistent with Historic Preservation standards.	\$700,000		\$ 112,264
PUBLIC SPACE IMPROVEMENTS					
13	Gateways to Central Albany	Gateway amenities near Pacific & Santiam, & along Pacific near Queen.	\$150,000		

**CARA Urban Renewal Plan Report Table 2
Project Activities and Costs**

Ref #	Activity Title	Brief Description of Activity	Est. of Hard Cost	Revolving Funds	\$\$ Spent Thus Far
14	Gateways to Downtown	Gateway amenities along Lyon near 8th, at Ellsworth near 1st, on 1st near Thurston.	\$150,000		
15	Broadalbin Promenade	Pedestrian way improvement to Broadalbin from 4th to Water Avenues including pedestrian crossings, sidewalk repairs, moving overhead utilities, trees, benches, lighting, public art, information signage & other pedestrian amenities.	\$350,000		\$ 980,000
16	Albany Square	Create a plaza at Willamette River on end of Broadalbin including art, benches, potential Heritage Center with tower or water feature, River Terrace overlook & related amenities.	\$1,000,000		
17	Albany Landing	Pier and dock on Willamette River at Albany Square.	\$350,000		
18	Downtown Streetscape	Pedestrian amenities including trees with walkable grates, benches, public art, curb bulbouts, landscaping, Victorian style lighting, garbage receptacles, information kiosks, moving overhead utilities, with oases and piazza areas for rest and gathering such as Burkhart Square.	\$560,000		\$ 1,195,307
19	Downtown Beautification	Create year-round light and color in Downtown through placement of holiday lighting, hanging baskets, flowers, banners, flags and other seasonal displays. Multi-year program. Partnership potential.	\$300,000		\$ 15,754
20	Awning Program	Establish a program for design and placement of pedestrian-oriented awnings covering public sidewalks in the Downtown.	\$125,000	\$250,000	\$ 26,665
21	Riverfront Housing Area Streetscape	Provide street trees and pedestrian enhancements along Water Avenue from Jackson through Main to create identity & improve redevelopment opportunity.	\$120,000		
22	Main Street Area Streetscape	Provide traffic calming and pedestrian enhancements as the MS zone redevelops.	\$75,000		
23	Sidewalk Program	Financing program for sidewalk repair / replacement.	\$250,000	\$250,000	
24	Street Tree Planting	Provide technical & financial support for planting of street trees throughout the URD.	\$250,000		
25	Historic Districts Signage	Improve & provide public signage for Historic Districts including sign posts, directional signage, information kiosks & interpretive signage.	\$200,000		
26	Downtown Parking Areas	Improve existing public parking areas including pavement repair/repave, landscaping, shade trees, retaining walls, striping, signage & lighting.	\$350,000		\$ 125,000
27	Government Center Parking Structure	Construct parking structure with ground-floor retail and/or office in the vicinity of City Hall and the Courthouse. Partnership potential.	\$2,000,000		
28	Water Avenue Area Parking Structure	Construct multi-floor parking structure in the general area south of Water & east of Lyon. May be developed as public-private partnership.	\$1,500,000		
INFRASTRUCTURE <i>Specific Infrastructure Projects Included in "Development Partnerships"</i>					
29	Communications Infrastructure	Plan and develop fiber optic, phone & other communication linkages into & around Central Albany.	\$500,000		\$ 18,850
30	Overhead Utilities	Where feasible, place all currently overhead utilities underground. In all areas, reduce clutter of overhead lines by coordinating drops, etc.	\$1,000,000		

**CARA Urban Renewal Plan Report Table 2
Project Activities and Costs**

Ref #	Activity Title	Brief Description of Activity	Est. of Hard Cost	Revolving Funds	\$\$ Spent Thus Far
31	Roads, Water, Sewer, Storm Sewer, Rail Crossing	Repair/replace/construct water, sewer, storm sewer, & roadways including rail crossings and bridges, in connection to other projects & to allow development.	\$3,000,000		
32	Street Redevelopment	Bring City streets into current public standards throughout the URD.	\$2,000,000		
33	Alley Redevelopment	Improve drainage and pavement in Downtown alleys and establish an alley maintenance program.	\$725,000		
34	Downtown Grid System	Consider re-implementing 2-way traffic on 1st & 2nd Avenues &/or diagonal parking.	\$100,000		
35	Traffic Calming	Provide traffic calming improvements throughout the area.	\$250,000		
36	Queen Avenue Rail Crossing	Plan and provide improvements to reduce/eliminate conflict between rail switching & public crossing at Queen. Includes Pacific warning signal.	\$300,000		
37	1st Avenue Undercrossing	Modify 1st Avenue rail undercrossing at Lafayette.	\$500,000		
PEDESTIAN/BIKE CONNECTIVITY <i>Also see "Public Space Improvement"</i>					
38	Willamette Riverfront Path	Create bike/pedestrian walk along Willamette River connecting Bryant, Monteith & Bowman Parks including land acquisition, Calapooia River bridge, interpretive signage, lighting, benches, art & other pedestrian amenities.	\$1,000,000		
39	Willamette Riverwalk	Widen and provide pedestrian amenities along Willamette Riverfront Trail in the general area between Ferry and Lyon.	\$250,000		
40	Calapooia Riverwalk	Pedestrian/bike way connecting Santiam Canal Esplanade to Willamette Riverwalk including overlook & interpretive signage.	\$500,000		
41	Santiam Canal Esplanade	Pedestrian/bike way connecting Downtown and riverfront along Vine Street with plantings, trees, benches, lighting, interpretive signage & related amenities.	\$2,500,000		
42	8th Avenue Canal Esplanade	Pedestrian oriented connection of Santiam & Thurston Canals including Ellsworth & Lyon crossings, path east of Lyon, Victorian Garden & Gazebo improvement, pedestrian amenities, etc.	\$500,000		
43	Thurston Canal Esplanade	Develop a pedestrian/bike way along Thurston Canal with increased water flow, reopening canal, riparian filtration, pocket parks & pedestrian amenities.	\$600,000		
WATERSHED HEALTH & EDUCATION					
44	Watershed Health	Establish & implement programs for monitoring & enhancing watershed health of area waterways.	\$265,000	\$150,000	
45	Riparian Restoration	Restore riparian habitat along rivers & streams in the area.	\$50,000		
46	Albany Grove	Improve river view from Albany Square with plantings and natural trail on lower terrace.	\$75,000		
COMMUNITY FACILITIES					
47	Public Facilities	Establish and enhance public facilities such as libraries, museums, performance areas, parks and the arts.	\$550,000		\$ 472,000

**CARA Urban Renewal Plan Report Table 2
Project Activities and Costs**

Ref #	Activity Title	Brief Description of Activity	Est. of Hard Cost	Revolving Funds	\$\$ Spent Thus Far
TECHNICAL SUPPORT					
48	Plan Administration	Administration of Plan such as indebtedness from Plan preparation; design, land use, engineering, market and other technical studies and plans; auditing; insurance; marketing materials and programs; personnel; other management costs.	10% of Costs		\$ 50,000
49	Plan Refinement	Professional consulting services to refine urban design concepts, provide engineering, conduct environmental analyses, prepare financial plans, etc. for UR projects.	\$500,000		\$ 102,043
50	Business Retention & Recruitment	Commercial business development, retention and location assistance program focused on Downtown core. Multi-year program.	\$375,000		
51	Promotion of Downtown	Foster image of Downtown as a destination through support services, promotion, events & hospitality training. Multi-year program.	\$50,000		
Total Cost Estimate (2002-03 Values)			\$34,820,000	\$9,600,000	\$ 13,829,541
2002-03 Value of Maximum Indebtedness			\$34,820,000		