

IMPLEMENTATION

This chapter identifies an implementation strategy for funding the improvements recommended in the Park and Recreation Plan. It includes a list of priority capital projects and a short-term, 5-year Capital Improvement Plan (CIP) for implementation. This CIP provides a detailed, realistic list of proposed capital improvements that can be funded over the next five years. An overview of potential funding sources is provided.

6.1 CAPITAL PROJECTS

The recommendations in Chapter 5 represent all capital projects to be implemented through the year 2015. These projects were prioritized, using specific evaluation criteria developed for this plan, to identify a list of high priority capital improvements needed citywide to be implemented in the next five years. This Capital Improvement Plan (CIP) will be updated annually to reflect changing priorities and needs for parks and recreation.



The criteria used for evaluating projects are as follows:

- **Renovates/maintains existing facilities:** According to most respondents in the citywide survey, the City's priority for park and recreation services should be renovating existing parks, followed by improving maintenance. Projects that will upgrade and revitalize parks and facilities will protect existing investments, enhance user safety and accessibility, maximize maintenance efficiency, and support recreation activities.
- **Supports underserved areas:** The Community Needs Assessment identified areas where parkland or facilities are needed to serve particular neighborhoods or local areas. Projects that fulfill the need for parks and facilities in unserved or underserved areas were given a higher priority.
- **Acquires needed parkland:** It is important to acquire undeveloped sites for parkland while the opportunity still exists to do so. The highest priority acquisitions should be for neighborhood park sites in Area #5 and Area #22 and for a larger parcel in south Albany to serve as a community park.
- **Meets facility needs:** The Community Needs Assessment identified several facilities for which there is a strong community demand and need, such as trails, gymnasiums, sports fields, play areas, picnic shelters, and indoor recreation centers.

- **Offers new recreation opportunities:** The City should consider as a high priority projects that provide recreation opportunities that are not currently available in Albany.
- **Fulfills requirements:** State requirements or statewide planning goals, ADA guidelines, safety requirements, etc., call for various upgrades and improvements to meet these local, state, and federal guidelines.
- **Has partnership potential:** Projects that show a potential for joint acquisition, development, or maintenance through partnerships are considered a high priority for implementation.

Projects were prioritized on a three-point scale, with each priority related to a particular timeframe for implementation. Priority I projects are expected to be implemented in the next 1-5 years, and Priority II projects are targeted for implementation in 6-10 years. Projects identified as Priority III will be implemented when additional funding becomes available. Table 6.1 presents all capital projects proposed in this plan, along with their project priorities.

Table 6.1
Capital Projects and Priorities
Albany Planning Area

Site/Facility	Project Description	Priority		
		I	II	III
New Parks and Facilities		I	II	III
Neighborhood Park (Area #4)	Develop new site acquired by gift	■		
Neighborhood Park (Area #5)	Acquire a 5-7-acre site to serve this area			
	Develop 3 acres as neighborhood park			
Neighborhood Park (Area #13)	Develop site as neighborhood park			
Neighborhood Park (Area #16)	Acquire a 3-acre site to serve this area, in lieu of developing Hazelwood Park		■	
	Develop site as neighborhood park			
Neighborhood Park (Area #22)	Develop the site as a neighborhood park	■		
Community Park	Acquire a 40 acre site for a community park in south Albany (Area 22)			
	Implement Phase 1: Develop a soccer field complex	■		
	Implement Phase 2: Develop community park facilities		■	
Natural Area	Develop 50-acre natural area park (0.5 mile riverfront trail and trailhead) at City-owned former landfill site along Calapooia River			■
Swanson Loop Trail	Develop a 0.2-mile Transit Center/Swanson Park Pedestrian Loop	■		
Canal Esplanade Trail	Acquire corridor and develop 1.2-mile Canal Esplanade along Thurston and Santiam Canals			

Table 6.1 (continued)

Site/Facility	Project Description	Priority		
		I	II	III
New Parks and Facilities				
<i>Truax Creek Trail</i>	Acquire corridor and develop a 4.5 mile trail along Truax Creek			
<i>Burkhart Creek Trail</i>	Acquire corridor and develop a 1.25 mile trail along Burkhart Creek			
<i>Oak Creek Greenway</i>	Acquire corridor and develop a 3.0 mile trail along Oak Creek connecting NP-5 and CP-1			
<i>Calapooia River Trail</i>	Acquire corridor and develop a 0.5 mile trail along Calapooia River connecting NA-1 to Oak Creek Greenbelt trail			
<i>Spring Meadows Park</i>	Create a site master plan and develop as neighborhood park			
<i>Timber Linn Park</i>	Implement site master plan - Phase I			
	Implement site master plan - Phase 2			
	Implement site master plan - Phase 3			
<i>Playground Replacement</i>	Replace aging, unsafe, and/or substandard playgrounds at Draper, Sunrise, Lehigh, Grand Prairie, and Pineway Parks			
<i>Dog park</i>	Develop a dog park			
<i>Softball/Youth Baseball Fields</i>	Develop 3 new baseball fields			
<i>Soccer/Football Fields, Phase 1</i>	Develop 3 additional soccer and/or football fields			
<i>Soccer/Football Fields, Phase 2</i>	Develop 3 additional soccer and/or football fields			
<i>Community Center, Phase 1</i>	Conduct an assessment of existing public and non-profit buildings (Albany Senior Center, Albany Community Pool) to determine opportunities for multi-agency partnerships in developing a multi-purpose community center			
<i>Community Center, Phase 2</i>	Construct new activity space, including program rooms for seniors, adult recreation and youth services, in concert with other service agencies			
<i>Gymnasiums, Phase 1</i>	Construct 1 additional gym in partnership with other entities			
<i>Gymnasiums, Phase 2</i>	Construct 2 additional gyms to serve multiple agency needs, including City and non-profits			
<i>Outdoor Basketball Courts, Phase 1</i>	Develop 3 additional outdoor basketball courts			
<i>Outdoor Basketball Courts, Phase 2</i>	Develop 3 additional outdoor basketball courts			
<i>Skate Park</i>	Develop a new skatepark to meet community needs and to address service and neighborhood impact issues at the existing Albany Skatepark			

Table 6.1 (continued)

Site/Facility	Project Description	Priority		
		I	II	III
Existing Parks and Facilities				
Bowman Park	Develop new site master plan			
	Redesign trails and pedestrian access to park. Consider closure of some sections of park and trail to help resolve management issues			
	Provide more lighting			
	Relocate restroom closer to parking and shelter			
Bryant Park	Develop new site master plan			
	Renovate ball fields (or relocate to another site)			
	Redesign vehicle circulation and parking			
	Renovate/repair/relocate river shelter			
Burkhart Park	Remove or renovate tennis court			
	Add shelter			
Burkhart Square	Develop new site master plan to redesign and develop as more open, safer pedestrian urban space			
	Repair/replace concrete and bricks in plaza			
	Add public art			
Dave Clark Path	Complete Bowman to Simpson Park connection			
	Provide additional fencing along steep riverbank			
Deerfield Park	Develop new site master plan			
	Replace playground equipment			
	Install irrigation system			
	Install portable toilet station			
	Improve signage			
Draper Park	Develop additional pathways			
	Replace lighting			
	Replace irrigation			
Gibson Hill Park	Add picnic shelter			
Grand Prairie Park	Evaluate/renovate restrooms for ADA compliance			
	Provide more parking			
	Extend irrigation to uncovered areas north of pond			
Hackleman Park	Remove/replace old picnic shelter			
Henderson Park	Provide lighting on back side			
	Replace single tennis court			
	Replace playground			
Lehigh Park	Replace old picnic tables and benches and add wheelchair accessible tables			
	Replace irrigation system			
	Improve lighting			

Table 6.1 (continued)

Site/Facility	Project Description	Priority		
		I	II	III
Existing Parks and Facilities (continued)				
Lexington Park	Complete current construction (perimeter walk, basketball court, open play area)			
	Add picnic shelter			
	Add more picnic tables and benches			
	Install portable toilet station			
Maple Lawn Park	Add small shelter			
	Extend irrigation to parking area on west			
Monteith Park	Develop new site master plan, aligned with CARA objectives			
	Renovate stage			
	Remove or replace playground			
	Redesign parking and consolidate it with senior center parking			
Oak Creek Greenbelt	Provide new trailhead on west end			
Periwinkle Park	Renovate overflow structure for pond and address water quality (stagnant during low flow)			
	Replace bridge			
	Provide lighting along trail			
	Improve parking and pedestrian access from streets			
Pineway Park	Replace park furniture, signage			
Riverview Heights Park	Replace playground			
	Replace deteriorating sections of pathway			
	Add wheelchair accessible picnic tables			
Simpson Park	Develop new site master plan			
	Improve and use ponds as water quality enhancement feature, per State and City objectives			
Sunrise Park	Widen pathways			
	Improve vehicle access and parking			
Swanson Park	Complete improvements per 2005 site plan: replace playground and walkways, and add shelter			
Takena Park	Complete new perimeter walks per new site plan			
	Add a new shelter building			
	Complete new portable toilet station			
	Remove wading pool			
Takena Landing	Add security lighting			
	Install new pedestrian access from Hwy 20/ north end of bridge into park			
Teloh Calapooia Park	Replace playground			
	Provide parking			
Waverly Park	Provide additional lighting along pathway			
	Replace irrigation			

6.2 FINANCING STRATEGY

The Park and Recreation Plan recommends that the City embark on a conservative, five-year, park capital development plan, which is described in this section.

Project Revenue

The City’s strategy for financing priority capital improvements is a basic pay-as-you-go approach involving annual expenditures from the City’s Park and Recreation Operating Budget (which supports capital facilities), supplemented by System Development Charges (SDCs), grants, and donations. Table 6.2 summarizes the potential funding sources for the proposed CIP.

Table 6.2
Potential Revenue Sources
For a 5-Year Capital Facilities Plan

Funding Source	Current Balance	3-Year Average ¹	Annual Allocation	5-Year Revenue
SDC (projected balance)	\$3,238,704			\$3,238,704
SDC (annual revenue)		\$700,000	\$700,000	\$3,500,000
Grants		\$215,500	\$200,000	\$1,000,000
CIP Support from Operating Budget		\$190,000	\$150,000	\$750,000
Gifts and Donations		\$164,100	\$200,000	\$1,000,000
Total for 5 years				\$9,488,704²

¹ This average was calculated over the last 3 fiscal years (FY 03/04 through FY 05/06) for Gifts, Grants and Park and Recreation Fund '04 resources committed to capital projects.

² Estimates are in 2005 dollars, not taking interest into account.

Project Expenditures

Table 6.3 presents estimated costs for the implementation of all Priority I capital improvements. Costs for each park are summarized by park type. Individual new facilities and multi-park renovation costs are listed at the end of the table. Total costs for all Priority I capital improvements are estimated at \$9,488,704. The total cost of these projects can be funded by the revenue sources listed in Table 6.2.



Table 6.3
Suggested 5-Year Capital Facilities Plan
Albany Planning Area

Map Key ¹	Units ²	Park	Estimated Costs ³
Neighborhood Parks			
NP-1	5.00	New Park in Area #4	\$383,704
NP-2	6.00	New Park in Area #5	\$948,750
NP-3	6.00	New Park in Area #13	\$156,000
NP-5	5.00	New Park in Area #22	\$468,750
	11.67	Deerfield Park	\$328,750
	3.51	Eleanor Hackleman Park	\$50,000
	0.44	Henderson Park	\$93,750
	10.00	Lexington Park	\$71,500
	1.75	Riverview Heights Park	\$142,625
	1.80	Spring Meadows Park	\$281,250
	3.16	Swanson Park	\$206,250
	3.00	Takena Park	\$62,500
	28.70	Teloh Calapooia Park	\$149,375
		Subtotal	\$3,343,204
Community Parks			
CP-1	40.00	Proposed Community Park	\$3,500,000
	71.74	Bryant Park	\$50,000
		Subtotal	\$3,550,000
Citywide Parks			
	100.14	Timber Linn Park	\$1,000,000
		Subtotal	\$1,000,000
Riverfront Parks			
	26.00	Bowman Park	\$25,000
		Subtotal	\$25,000
New Facilities			
	1 park	Dog Park	\$0,000 ⁴
	1 center	Recreation Center (Feasibility Study)	\$50,000
	1 gym	Gymnasium Phase 1	\$750,000

Table 6.3 (continued)

Map Key ¹	Units ²	Park	Estimated Costs ³
New Facilities (continued)			
T-1	0.2 mi	Swanson Park Pedestrian Loop	\$25,000
T-2	1.2 mi	Canal Esplanade Trail	\$195,500
		Subtotal	\$1,020,500
Existing Facilities			
	5 units	Replacement playgrounds for Draper, Sunrise, Lehigh, Grand Prairie, and Pineway Parks	\$400,000
		Replacement Fund	\$150,000
		Subtotal	\$550,000
		TOTAL ALL PARKS	\$9,488,704

¹ The map key is a reference to the Proposed Park System map (Figure 5.1).

² Units are measured in acres, unless otherwise specified.

³ Estimated costs reflect 2005 dollars. Actual amounts will be altered by inflation.

⁴ The dog park will be constructed as part of Phase 1 for Timber Linn Park. Funds are allocated within the \$1,000,000 for that site.

Appendix C provides a detailed breakdown of costs for all Priority I projects by park, task, and category (planning, acquisition, development, contingency, A/E fees). The appendix also includes costs for Priority II projects, which were calculated in the process of updating the City’s methodology for System Development Charges.

Of the costs noted in Table 6.3, the majority funds will be directed toward meeting community needs for new parks in unserved areas and developing new recreation facilities citywide. The renovation of existing parks is also funded through a variety of projects. Table 6.4 notes the amount of funds allocated for each type of expenditure.

Table 6.4
Summary of Costs by Type of Expenditure
Albany Planning Area

Expenditure	Estimated Cost ¹
Planning	\$150,000
Land Acquisition	\$2,480,000
New Park/Facility Development	\$4,228,954
Renovation/Restoration of Existing Sites	\$2,629,750
Total	\$9,488,704

¹ Estimated costs reflect 2005 dollars. Actual amounts will be altered by inflation.

6.3 MAINTENANCE AND OPERATIONS COSTS

Adding new park sites and facilities to Albany's existing park system will substantially increase maintenance costs. The City must consider the proposed costs for grounds and facilities maintenance prior to individual project approval. This will ensure that that appropriate levels of maintenance are planned and budgeted.

According to the City's calculations, the Park and Recreation Department spends on average \$4,500 per developed acre to maintain parks and facilities, and \$250 per acre for natural areas. In MIG's experience, the average cost per acre for park maintenance in Oregon is typically between \$4,000-\$6,000. Albany is at the lower end of this range. This plan recommends that Albany increase the level of service for maintaining developed parkland, particularly as new acreage is acquired and developed.



This plan further suggests that the City increase its maintenance allocation for undeveloped parkland and natural areas. Maintenance tasks in these areas may include:

- Removal of health and safety hazards caused by illegal dumping, auto abandonment, and hazardous (often drug-related) wastes;
- Clean-up of homeless camp sites, including shelter materials, debris, and illegal restrooms;
- Natural resource maintenance, including invasive species removal natural area restoration, and habitat preservation;
- Water quality enhancement, drainage improvements, and flood damage assessment;
- Restoration and upkeep of trails and trail-related facilities, including signage, benches, trash receptacles, etc.;
- Upkeep of natural areas damaged by off-trail mountain bikes, motor bikes, ATV use, and hiking through non-designated areas.

A greater allocation per acre of undeveloped parkland will help address park safety, health, resource quality, and recreational impacts in undeveloped, natural open space areas.

Table 6.5 illustrates the anticipated annual costs of maintaining the proposed park system at two different levels. Level A reflects the current level of service at \$4,500 per developed acre, with \$250 per acre for natural areas. Level B suggests a maintenance level of \$5,500 per acre, with \$1,200 per acre for natural areas. This proposed level of service is more in line with the maintenance needs in Albany's park system and the service levels of other Oregon communities. It also reflects the community's priorities for park and

recreation services, which include taking care of existing parks and improving maintenance.

Table 6.5
 Maintenance and Operational Expenses
 for the Proposed Park System, Projected to 2010
 Albany Planning Area

Item	Acres	Level A Costs ²	Level B Costs ³
Existing and Proposed Park Sites (Developed)	478.96	\$2,155,320	\$2,634,280
Existing and Proposed Natural Areas ¹ (Undeveloped)	181.29	\$45,323	\$217,548
TOTAL	660.25	\$2,200,643	\$2,851,828⁴

¹ Existing and proposed natural areas include Simpson Park and Oak Creek Greenbelt. Developed acreage was calculated by taking the City's total current inventory (603.25), subtracting the undeveloped acreage (181.29), and adding proposed sites for four neighborhood parks and one community park that will be developed within the 5-year timeframe (57.0 acres).

² Level A is based on Albany's current maintenance level at \$4,500 per developed acre and \$250 per acre for natural areas, projected to total operational and maintenance expenses in the year 2010.

³ Level B is based on increasing Albany's maintenance level to \$5,500 per developed acre, with \$1,200 per acre allocated to maintain natural areas, projected to total operational and maintenance expenses in the year 2010.

⁴ Costs reflect 2005 dollars. Actual amounts will be altered by inflation.

While the Parks and Recreation Department is the primary provider of maintenance and upkeep of City park and recreation facilities, other entities—including GAPS, sports clubs, private providers, and other public organizations—help meet maintenance needs for recreation facilities throughout the community. Continuing to partner with these organizations is important to keep recreation facilities in good condition and reduce maintenance costs for the City. Renovation and replacement of facilities that are old, unsafe, or in state of disrepair will further reduce long-term maintenance costs.

6.4 FUNDING SOURCES

There are a number of possible funding sources for programs, non-capital projects, and parks and facilities acquisition, development, and maintenance. Most sources are limited in scope and can only be used to fund specific types of projects or improvements.

Capital Projects and Operations

The following financing sources may be used for capital improvement projects as well as for ongoing operations and maintenance costs.

- **Parks and Recreation Fund:** Park and recreation services are funded within the City's Parks and Recreation Operating Budget, which receives its revenue primarily from taxes, grants, fees and charges. For example, this fund includes aquatics revenues from two pool sites, federal Title XIX grants to support senior services, and State Revenue Sharing Funds to support the Paratransit Operation. Funds within the Parks and Recreation Operating Budget support capital facilities development and park maintenance.
- **Local Option Levy:** This is a property tax assessment that can be used for the construction, operation, and/or maintenance of parks and facilities, and for recreation programming. This type of levy is established for a given rate or amount for up to five years, or, in the case of capital only, up to ten years. Passage requires a double majority (a majority of registered voters must vote and a majority of those voting must approve the measure), unless during a general election in even-numbered years, in which case a simple majority is required. Local option levies have become more difficult to pass in Oregon because of the double-majority requirement. In the future, the use of a local option levy may be difficult due to a \$10/\$1,000 of real market value tax rate limitation for all taxing agencies in the area except schools.

Potential revenue from a local option levy may be reduced due to the \$10/\$1,000 of real market value property tax rate limitations for general government taxes. If the \$10 limitation is exceeded for any individual property, all general government-taxing authorities receive only a prorated share of their tax levy, so that the total general government taxes remain within the cap. This situation is called compression. Compression occurs in two stages, with local option levies compressed first and then permanent tax rates.



- **Public/Government Grant Programs:**
 - **Recreation Trails Program:** This is a grant program funded through the Oregon Parks and Recreation Department. Projects eligible under this program include: 1) maintenance and restoration of existing trails, 2) development and rehabilitation of trailhead facilities, 3) construction of new recreation trails, and 4) acquisition of easements and fee simple title to property. Grants are distributed on an annual basis and require a 20% match.
 - **Oregon State Marine Board Grants:** The Oregon State Marine Board manages Oregon's waterways. The agency also provides construction grants for waterfront improvements, such as boat ramps, restrooms, parking, and other related projects, as well as operations funds for maintenance and patrol. It receives its revenue for grants from the licensing of pleasure boats and a portion of the automobile gas tax.
- **Private Grants and Foundations:** Private grants and foundations provide money for a wide range of projects. They are sometimes difficult to find and equally difficult to secure because of the open competition. They often fund unique projects or projects that demonstrate extreme need. In Albany, grants were used to help fund the new COOL! Swanson Park Action Center.
- **Public/Private Partnerships:** In this approach, a public agency enters into a working agreement with a private business or non-profit entity to help fund, build, and/or operate a public facility. Generally, the three primary incentives that a public agency can offer is free land to place a facility (usually a park or other piece of public land), certain tax advantages, and access to the facility. This type of partnership could be very successful for Albany in building a community center.
- **Fees and Charges:** User fees and facility charges generate revenue for parks and programs by charging users some or all of the costs of providing services. Some program areas, such as adult programs, are more suitable for higher fees and charges. The City can increase revenue for park services by expanding rental facilities (picnic shelters, meeting rooms, swimming pools, etc.) or by increasing rental fees and other facility-use charges. Aquatic revenues from the COOL! Swanson Park Action Center and the assumption of the Community Pool operations support the City's Parks & Recreation Fund.
- **Earned Income:** Food, beverage and merchandise vendors or concessionaires that operate restaurants, coffee-kiosks, or other revenue-generating facilities in parks also can generate excess revenues to support the parks system.

Capital Projects

The following funding sources may be used for capital expenses only:

- **System Development Charges:** The City of Albany applies a systems development charge (SDC) to all new residential development. SDCs are an important source of funding for the acquisition and development of new parks and natural areas. Since SDCs are paid for by new development, the fees are meant to fund capacity enhancement projects that are needed as a result of the development. SDCs cannot be used for the preservation and maintenance of existing parks and facilities. Currently, the SDC charge for each single-family dwelling in Albany averages approximately \$1,900. However, the City is currently reviewing its SDC methodology and will update the SDC rates. Priority I and Priority II projects that are eligible for funding by SDCs are noted in Appendix C.
- **Donations:** Donations of labor, land, materials, or cash by service agencies, private groups, or individuals is a popular way to raise small amounts of money for specific projects. Service agencies often fund small projects such as picnic shelters or playground improvements, or they may be involved in larger aspects of park development. In Albany, donations have been used to help upgrade several playgrounds and to replace Swanson Pool with the COOL! Swanson Park Action Center.
- **Local Improvement District:** Under Oregon law, a city may use a Local Improvement District (LID) to subsidize specific capital improvement projects. Through the formation of a LID, a city may impose special assessments on all properties benefiting from a local improvement project. LIDs are often used to subsidize transportation and infrastructure systems but may also be extended to parks and recreation areas. Because the properties within the district must receive a special benefit from the project, it is most likely to be useful for neighborhood parks and recreation areas.
- **General Obligation Bond:** This voter-approved bond comes with authority to levy an assessment on real and personal property. Funding can be used for capital improvements, but not furnishings, fixtures, equipment, or on-going maintenance. This property tax is levied for up to 20 years under the City's debt policies. As with local option levies, passage requires a double majority, unless during a general election in even-numbered years. This type of property tax does not affect the overall tax rate limitation as described previously in Local Option Levy.



- **Public/Government Grant Programs:**
 - **Community Development Block Grants (CDBG):** These grants from the Federal Department of Housing and Urban Development are available for a wide variety of projects. CDBG funds have limitations and are generally required to benefit low and moderate income residents. Grants can cover up to 100% of project costs.
 - **Land and Water Conservation Fund:** This is a federal grant program that receives its money from offshore oil leases. The money is distributed through the National Park Service and is administered locally by the Oregon Parks and Recreation Department. In the past, this was one of the major sources of grant money for local agencies. In the 1990s, funding at the federal level was severely cut, but in recent times more money has become available. For the year 2003, the amount available for local agency projects was \$825,722. The funds can be used for acquisition and development of outdoor facilities and require a 50% match.
 - **Intermodal Surface Transportation Efficiency Act (ISTEA):** Over the years, Oregon has received considerable revenue for trail-related projects from this federal program. Originally called The Intermodal Surface Transportation Efficiency Act (ISTEA), it funded a wide variety of transportation-related projects. In 1998, this program was modified as TEA-21. In August 2005, TEA-21 was updated and revised as the Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users (SAFETEA-LU), which authorizes programs for the 5-year period 2005-2009. A total of \$370 million will be provided through 2009 to develop and maintain trails for recreational purposes that include pedestrian, equestrian, bicycling and non-motorized snow activities, as well as off-road motorized vehicle activities. New eligibilities are provided, including construction and maintenance equipment, real estate costs, educational program costs, state administration costs, and assessment of trail conditions.
 - **Local Government Grants:** This Oregon program uses Lottery dollars to fund land acquisition and development and rehabilitation of park areas and facilities. A 50% match is required for larger agencies and a 40% match for small agencies (cities/districts with a population of less than 5,000 and counties with a population of less than 30,000). The Oregon Parks and Recreation Department staff reviews and approves small projects of \$50,000 or less. Large projects exceeding this amount, but less than \$500,000, are reviewed and approved by the Local Government Advisory Committee. The funds for this program are available on a biannual basis.

In August 2005, The Oregon Parks and Recreation Commission approved over \$5.3 million in Local Government Grants for park and recreation projects. The next cycle for grants will be announced February 2006.

- **Urban Forestry Grants:** There are several grant programs that provide money for urban forestry projects. One is funded by the U.S. Small Business Administration and provides grants to purchase and plant trees. This program sometimes funds urban street tree planting programs.
- **Oregon Watershed Enhancement Board:** The Oregon Watershed Enhancement Board (OWEB) is a State agency led by a policy oversight board. Together, they promote and fund voluntary actions that strive to enhance Oregon's watersheds. The Board fosters the collaboration of citizens, agencies, and local interests. OWEB's programs support Oregon's efforts to restore salmon runs, improve water quality, and strengthen ecosystems that are critical to healthy watersheds and sustainable communities. OWEB administers a grant program that awards more than \$20 million annually to support voluntary efforts by Oregonians seeking to create and maintain healthy watersheds.
- **Land Trusts:** Private land trusts such as the Trust for Public Land and the Nature Conservancy employ various methods, including conservation easements, to work with willing owners to conserve important resource land. Land trusts assist public agencies in various ways. For example, land trusts may acquire and hold land for eventual acquisition by the public agency.
- **National Tree Trust:** National Tree Trust provides trees through two programs: America's Treeways and Community Tree Planting. These programs require that volunteers plant trees on public lands. In addition, America's Treeways requires that a minimum of 100 seedlings be planted along public highways.
- **Lifetime Estates:** This is an agreement between a landowner and the City that gives the owner the right to live on the site after it is sold to the City.
- **Exchange of Property:** An exchange of property between a private landowner and the City can occur. For example, the City could exchange a less useful site it owns for a potential park site currently under private ownership.



Innovative Funding Measures

Due to the increasing limitations on property taxes, some cities and public agencies are looking toward alternative methods of funding the park systems that citizens find essential to quality of life. These alternative mechanisms generally include new taxes, and some are more viable than others as funding sources. For example, many cities use a utility tax to help fund park maintenance. In Albany, however, all utility tax funds are currently dedicated to the General Fund.

The City of Albany should explore the potential of other alternative mechanisms as part of the City's overall revenue strategy. This strategy may include the use of the following taxes to fund park and recreation development:

- Entertainment Taxes
- Corporate Income Tax
- Income Tax Surcharge
- Personal Income Tax
- Gross Receipts Tax
- Payroll Tax
- General Sales Tax
- Restaurant Tax
- Business License Tax
- New Construction Fees