

Plan Implementation

Plans are turned into reality by taking action. The Albany 2030 Comprehensive Plan uses a systems approach to develop the direction for Albany's future set by citizens (expressed in the Vision Statement presented in Chapter 2) into strategies and actions (the eight plan systems presented in Chapter 3) and priorities for implementation. Five principles¹⁶ were used to apply the systems approach to development of the Comprehensive Plan in Stage Two of the planning process:

1. Target **interconnections (overlaps and leverage points)** between components to influence system behavior in the desired direction.
2. Build **feedback loops** that generate momentum for positive change.
3. Increase system **resilience**.
4. Create **synergies** between **different levels** of the system hierarchy.
5. Use an **adaptive management** process to implement the Comprehensive Plan.

Principles #2, 3, and 4 were considered in formulating strategies and actions for the plan systems presented in Chapter 3, which also identifies interconnections (specifically overlaps) between systems (principle #1). Chapter 4 lays out a program for plan implementation using principle #1 (overlaps and leverage points) in identifying and prioritizing projects and principles #2 and 5 to inform the monitoring process after plan adoption. It contains three sections:

- Section 4.1 describes the process used to develop and prioritize projects (consisting of combinations or “bundles” of related strategies and actions from Chapter 3) for implementation using system principle #1 and other evaluation criteria.
- Section 4.2 describes the implementation projects, organized into timeframes based on the prioritization process.
- Section 4.3 describes the process proposed to monitor implementation progress following plan adoption.

¹⁶ See Section 1.4 for further explanation of these principles.

State Street blends the old with the new to serve as Downtown's east-west spine.

4.1 Prioritization Process

The system strategies and actions described in Chapter 3 have been integrated into a series of implementation projects that cut across plan systems to produce tangible results in achieving the Albany 2030 Vision. The approach to developing and prioritizing implementation projects includes the following steps:

1. Identify **Community Priorities** (i.e., relative importance of systems and system components for plan implementation based on public input received in Community Forum 3).
2. Identify and quantify **System Overlaps** (i.e., strategies and actions that connect two or more systems).
3. Identify **Leverage Points** (i.e., strategies and actions that will effectuate change across multiple systems and subsystems by targeting deep systemic problems).
4. Use the results of steps 1 to 3 to inform the development of strategies and actions into **Implementation Projects**. Project types include capital, regulatory, planning/program, and partnerships.
5. **Prioritize** Implementation Projects into **short term, intermediate term, and long term, and ongoing** time frames based on the following criteria:
 - Alignment with priorities expressed by citizens in Community Forum 3 and supplemental outreach efforts.
 - Combined strategies and actions that yield the most overlaps among systems.
 - Strategies and actions that can act as leverage points.
 - Intersection with other priority planning initiatives (e.g., the Brownfield Opportunity and Climate Action plans)
 - Leadership capacity, staff capacity, partnerships, and financial capacity.
 - Time required to initiate and complete the project.

Community Priorities (Step 1)

Community priorities are based on the results of Community Forum 3, which was held at the beginning of Stage 2 of the comprehensive planning process to review the Vision Statement generated by the public in Stage 1 and to set the direction for implementation. A series of three public meetings was held over three days in different locations in Albany, supplemented by other means of outreach. To prioritize the Vision Statement com-

ponents and goals as translated into the eight comprehensive plan systems, attendees were first asked to allocate a hypothetical budget of \$100 among the systems and then to break out into groups, each of which addressed an individual plan system. Participants in each group were asked to further allocate the money assigned to the system in the prior exercise to each of the system subcomponents (e.g., land use patterns, urban design, and architectural character for the community form system). The combined and averaged results of these exercises, listed in order of priority, are shown in Table 2.

Table 2 Results of Community Forum 3 Budget Allocation Exercise

System	Averaged Funding	Highest Funded Component(s)
Housing and Neighborhoods	18.56%	Neighborhood Services
Social	17.24%	Education, Public Safety
Economy	15.49%	Employment, Investment
Utilities and Infrastructure	14.70%	Water and Sewer, Solid Waste
Transportation	12.11%	Pedestrian
Natural Resources	8.77%	Air Quality, Waterways
Community Form	8.21%	Land Use Pattern, Urban Design
Institutions	4.81%	Relationships and Partnerships, Facilities and Projects

The complete results of the Community Forum 3 budget allocation exercise are provided in Appendix D.

Systems Overlaps (Step 2)

System overlaps are strategies and actions that connect different plan systems (e.g., community form and transportation strategies that promote compact, walkable development and alternatives to auto use). Overlaps between the strategies and actions of different systems are presented in the Systems Interrelationships Matrix (Section 3.9, Table 1). As indicated in the matrix, the strategies with the most overlaps include:

As indicated in the matrix, the strategies with the most overlaps include:

- **Economy INV-2:** Encourage investment in urban land and buildings for employment and housing (21 overlaps)
- **Economy INV-1:** Make Albany attractive for business development (19 overlaps)
- **Community Form LU-1:** Develop a Land Use Framework Map to guide land use decisions (18 overlaps)
- **Transportation MM-2:** Coordinate transportation investments to support preferred land uses (13 overlaps)
- **Natural Resources AQ-1:** Provide multi-modal transportation choices to reduce vehicle miles traveled to improve air quality (13 overlaps)
- **Utilities and Infrastructure EN-3:** Promote multi-modal transportation choices to reduce vehicle miles traveled to reduce energy use and mitigate climate change (11 overlaps)

Based on the number of system overlaps, projects involving business development, investment, and multi-modal transportation are clear priorities for implementation. However, addressing overlaps is not sufficient in and of itself to change Albany's trajectory towards the Vision Statement, and the number of overlaps between systems is only one of the criteria used to develop and prioritize implementation projects. Others include alignment with community priorities (Step 1), leverage points (Step 3), and additional factors used to further prioritize projects for implementation (e.g., intersection with other planning initiatives such as the Brownfield Opportunities and Climate Action plans).

LEVERAGE POINTS (STEP 3)

Leverage points are places where intervention can most effectively bring about change throughout the system. In Albany, the leverage points relate to four interrelated **keys** to achieving the Vision Statement:

1. **Improve Albany's image and quality of life:** Change Albany's reputation in the region and beyond to become known as a great place to live, visit, and do business by building on assets, marketing positive attributes, and countering negative perceptions (particularly related to schools and public safety).
2. **Increase fiscal capacity:** Provide quality, cost-effective City public facilities and services by increasing the tax base and seeking equitable revenue contributions from tax-exempt institutions.
3. **Facilitate and mobilize private investment:** Remove barriers and provide incentives for infill development, adaptive reuse, and redevelopment, and leverage institutional resources to attract private investment.

4. **Establish Albany's reputation as a Green Community:** Employ green development and operational practices that protect natural resources, enhance opportunities for physical activity and reduce energy consumption.

These keys were developed by analyzing and synthesizing input received from the public and community stakeholders, as well as data on existing conditions and trends, to identify broad "strategic directions" for accomplishing the deeper systemic changes needed if the Albany citizens vision in the year 2030 is to be realized. Leverage points were identified to inform development and prioritization of implementation projects by asking and answering two questions for each key:

- What must change in Albany as a system to make the key happen?
- Which strategies target the needed changes?

Key 1. Improve Albany's image and quality of life

What must change in Albany as a system to make the key happen?

- The population must stabilize; in-migration to the City must increase, out-migration must decrease.
- The number and type of different jobs (job diversity) must increase.
- The poverty rate must decrease.
- The crime rate must continue to decrease and perceptions of crime must be curbed.
- Educational quality must improve, including increased graduation rates, test scores, and closing the achievement gap.
- Vacant, abandoned, and blighted properties must be reused / redeveloped.
- The quality and diversity of housing options must increase.
- Historic and architectural character of neighborhoods must be preserved and restored.

Examples of strategies that target the needed changes:

- Vacant and abandoned properties reuse (LU-3, ARCH-2)
- Improve waterfront and downtown connections (UD-2)
- Adaptively reuse historic and non-historic structures in brownfields remediation projects (ARCH-3)
- Increase jobs for all residents (EMP-2)
- Make Albany attractive for business development (INV-1)

- Reinforce, enhance and promote Albany's distinctive character and identity (INV-3)
- Increase economic diversity (DIV-1)
- Champion urban education in Albany (ED-1)
- Focus on strategies for preparing low-income children for K-5 schooling (SS-3)
- Remove blighting influences (PS-1, NI-3)
- Develop a marketing strategy to promote the City's neighborhoods (HDC-5)
- Work together to attract and support businesses and start-ups (RP-1)

Key 2. Increase fiscal capacity

What must change in Albany as a system to make the key happen?

- The tax base must increase by attracting new private sector businesses and new residents with a range of incomes.
- Tax-exempt properties must provide payments in lieu of taxes to offset financial burden of providing city services to said properties.

Examples of strategies that target the needed changes:

- Target regional growth industries (EMP-4)
- Make Albany attractive for business development (INV-1)
- Encourage investment in urban land and buildings for employment and housing (INV-2)
- Increase economic diversity (DIV-1)
- Identify high value, high probability sectors for targeted intervention (DIV-2)
- Develop creative financing tools to encourage mixed-income housing (HDC-4)
- Develop a marketing strategy to promote the city's neighborhoods and downtown (HDC-5, INV-1, INV-2)
- Enhance, promote, and strengthen neighborhood commercial centers (NS-1)
- Work together to attract and support businesses and start-ups (RP-1)
- Work together to establish a comprehensive system for implementing PILOTs (FI-1)

Key 3. Facilitate and mobilize private investment

What must change in Albany as a system to make the key happen?

- Land development regulations must be fair, transparent, and easy to navigate to attract developers and investors.
- Taxes must not be prohibitively high so as to discourage private investment.
- Commercial, office, and residential lease properties must be of high enough quality to attract tenants.
- Transportation infrastructure must be able to support a range of commuters.
- Albany 's quality of life must become more attractive for private investors.

Examples of strategies that target the needed changes:

- Improve waterfront and downtown connections (UD-2)
- Make Albany attractive for business development (INV-1)
- Encourage investment in urban land and buildings for employment and housing (INV-2)
- Provide a foundation for economic activity (INV-5)
- Increase transit connectivity (TR-3)
- Implement a comprehensive parking strategy (VEH-2)
- Modernize the port to accommodate increased demand (FP-2)
- Develop creative financing tools to encourage mixed-income housing (HDC-4)
- Market the city's neighborhoods and downtown (HDC-5, INV-1, INV-2)
- Work together to attract and support businesses and start-ups (PR-1)
- Improve, develop and maintain communications infrastructure (COM-1)

Key 4. Establish Albany's reputation as a Green Community

What must change in Albany as a system to make the key happen?

- Energy consumption, and corresponding greenhouse gas emissions (GHG), must be reduced.
- Vehicle miles traveled must be reduced.
- Natural resources, including waterways, open space, natural habitats, wetlands, steep slopes, and trees must be protected and enhanced.
- Municipal solid waste disposal must be reduced.

Examples of strategies that target the needed changes:

- Coordinate transportation investments to support preferred land uses (LU-2, MM-2)
- Promote and implement the Bicycle Master Plan (BIC-1)
- Increase transit connectivity (TR-3)
- Implement Long-Term Control Plan to mitigate water quality impacts of CSO's (WW-1, WS-1)
- Use zoning and environmental review to protect environmental resources (WW-3, UF-2, NH-1)
- Develop an urban forestry program (UF-1)
- Provide multi-modal transportation choices to reduce vehicle miles traveled (AQ-1, EN-3)
- Implement the initiatives of the Mayor's Office of Energy and Sustainability Program (EN-1)
- Create a green infrastructure system (SW-1)
- Maintain and expand waste reduction, reuse and recycling efforts (SWM-1)

For the purpose of the prioritization process, strategies that repeat across multiple keys to achieving the Vision Statement are considered to have greater potential effect as leverage points than strategies that only address one key. Identifying leverage points in combination with system overlaps (Step 2) and community priorities (Step 1) provides the basis for developing and prioritizing the implementation projects presented in Section 4.2. For example, two Economy strategies (INV-1 and INV-2) address several of the keys and also have the highest number of overlaps per the Systems Interrelationships Matrix. The Economy system was also given the second highest priority, with Investment ranking a close second to Employment among its system components, in the Community Forum 3 budget allocation exercise. Other overlaps and community priorities can be found among strategies for marketing the city's assets and neighborhoods, reducing blight and targeting vacant/abandoned properties, and increasing multi-modal transportation opportunities, among others.

4.2 Implementation Projects

Table 3 identifies projects that “bundle” the system strategies and actions from Chapter 3 into implementation projects that can be accomplished by the City or its partner organizations (step 4 of the prioritization process). Four types of projects are included:

- **Capital** projects are physical development projects that will require significant financial investments to implement.
- **Regulatory** projects involve changes to zoning and development regulations, standards, and processes.
- **Planning/Program** projects involve preparation and implementation of more detailed, issue or area-focused plans and programs.
- **Partnership** projects require the involvement of other agencies and organizations to implement.

The projects are divided into the following timeframes based on priority and other considerations such as resources and time required for implementation:

- Short term (initiate within 2 years from plan adoption)
- Intermediate term (initiate within 2-5 years from plan adoption)
- Long term (initiate within 5-10 years from plan adoption)
- Ongoing (new programs or continuation of existing ones that would operate throughout the 20-year implementation period)

Other information presented in Table 3 includes references to applicable strategies from Chapter 3, the total number of system interconnections based on the applicable strategies and their interconnections tabulated in Table 1, the targeted “keys to achieving the Vision Statement” used to determine Leverage Points, the party or parties responsible for implementation, partnership agencies and organizations, and potential funding sources. Descriptions of the individual projects are presented after Table 3.

Table 3 Implementation Project Prioritization

Short Term Projects		Project Type	Applicable System Strategies	System Interconnections	Targeted Keys	Lead Agency	Partnerships	Potential Funding Source(s)
ST-1	Create a Capital Improvement Program (CIP)	Planning / Program	LU-2, PS-2, EMP-4, INV-2, MM-1, MM-2, PED-1, HDC-3, HDC-4, HDC-7, TR-1, TR-3, AQ-1, CHR-2, BIC-1, VEH-3, EN-3	120	Key 2	Albany Mayor's Office	All city departments	Staff Resources
ST-2	Establish base-line Citywide Community Assessments	Planning / Program	HDC-1, HDC-2, HDC-3, HDC-4, HDC-5, HDC-6, HDC-7, HDC-8, HDC-9, NI-1, NI-2, NI-3, NI-4, NS-1, NS-2, NS-3, NS-4, NS-5, NS-6, NS-7	79	Key 1	Albany Dept. of Development and Planning	City departments, CDRPC, SUNY, neighborhood associations	Staff Resources
ST-3	Hire a marketing consultant to develop a city-wide marketing strategy	Planning / Program	HDC-5, INV-1, INV-2, AC-4, EN-2, INV-3, ED-1, CHR-4, AC-1, BIC-3, TR-2, WW-6, NH-4	77	Key 3	Albany Dept. of Development and Planning, Capitalize Albany Corporation	Downtown BID, Lark Street BID, Central BID, Empire State Development Corp., Albany-Colonie Chamber of Commerce, local institutions, City Historian, Albany Convention Center and Visitors Bureau, Partners for Albany Stories	Partner cost-share
ST-4	Develop a system for inter-departmental and community data sharing to improve government efficiency	Capital / Partnership	INV-2, RP-1, RP-3, RP-5, FP-2, FI-1, HDC-9	49	Key 2	Albany Office of the Treasurer	City departments, key institutions (Albany School District, colleges and universities, major industries, Chamber of Commerce, Albany County, state departments, etc.)	NYS Archives LGRMIF grant

Short Term Projects		Project Type	Applicable System Strategies	System Interconnections	Targeted Keys	Lead Agency	Partnerships	Potential Funding Source(s)
ST-5	Develop a Comprehensive Urban Agricultural Plan	Planning / Program	CHR-3, OS-2, OS-3, NI-3, NS-7, EMP-2, INV-2, DIV-1	47	Key 1	Albany Dept. of Development and Planning	Albany County Office of Natural Resource Conservation, the Food Trust, local farmers markets, Cornell Cooperative Extension of Albany County, Capital District Community Gardens, Albany County Dept. of Health	USDA Community Food Projects (CFP) Grant Program, partner contribution, private foundation, Albany County Dept. of Health
ST-6	Create a PILOT task force and implement a fair and consistent PILOT program	Planning / Program	FI-1, RP-3, FI-2, FI-3, EMP-4, ED-3, CHR-5, CHR-8, TR-4, HDC-1, NI-3, NI-4, NS-3	45	Key 2	Albany Mayor's Office, Common Council	NYS Office of General Services, Albany County, Albany School District, SUNY, College of St. Rose, Albany Law School, Albany Medical College, Albany College of Pharmacy, Sage Colleges, Albany Medical Center, Albany Memorial Hospital, Albany Veteran's Hospital, St. Peter's Hospital, Albany Housing Authority	Volunteer members, partner staff resources
ST-7	Create an Access to Healthy Foods program	Planning / Program	CHR-3, OS-2, OS-3, NI-3, NS-7	19	Key 1	Albany Dept. of Development and Planning	Albany County Department of Health, The Food Trust, Low Income Investment Fund, local farmers markets, Cornell Cooperative Extension of Albany County, Capital District Community Gardens, local community garden associations	Partner cost-share, partner technical assistance, USDA Community Food Project, NYS Healthy Foods, Healthy Communities Fund

Short Term Projects		Project Type	Applicable System Strategies	System Interconnections	Targeted Keys	Lead Agency	Partnerships	Potential Funding Source(s)
ST-8	Expand the current street tree management plan into a comprehensive urban forestry program	Planning / Program	UF-1, UF-2, AQ-2	6	Key 1 Key 4	Albany Dept. of General Services	Albany Dept. of Development and Planning, local institutions	NY DEC Urban and Community Forestry Grant, partner contribution, volunteers
Inter-mediate Term Projects		Project Type	Applicable System Strategies	System Interconnections	Targeted Keys	Lead Agency	Partnerships	Potential Funding Source(s)
IT-1	Prepare a comprehensive update to the city's zoning ordinance	Regulatory	LU-1, LU-2, LU-3, UD-1, ARCH-2, INV-1, INV-2, INV-4, AC-7, MM-2, HDC-2, HDC-6, HDC-9, NI-2, WW-3, UF-2	132	Key 1 Key 3	Albany Dept. of Development and Planning	Common Council, Board of Zoning Appeals, Planning Board, Historic Resources Commission, Mayor's Office of Energy and Sustainability, neighborhood associations, community stakeholders, Division of Building and Codes, Corporation Counsel	HUD grant, Hudson River Valley Greenway
IT-2	Create and implement a comprehensive waterfront development strategy for the Hudson River waterfront	Planning / Program	UD-2, CHR-1, CHR-7, INV-1, INV-2, MM-2, WW-5, PED-2, TR-3, OS-1, FMP-1, FMP-2	91	Key 1 Key 3	Albany Dept. of Development and Planning, Albany Port District Commission	Dept. of General Services, NYS Office of General Services, Mayor's Office of Energy and Sustainability, Albany County, Albany Rowing Center, Hudson River Valley Greenway, NYS DOT, USS Slater, Downtown BID, neighborhood associations, Albany County Convention and Visitors Bureau, City of Rensselaer	NYS DOS – LWRP, Hudson River Valley Greenway

Inter-mediate Term Projects		Project Type	Applicable System Strategies	System Interconnections	Targeted Keys	Lead Agency	Partnerships	Potential Funding Source(s)
IT-3	Create a Strategic Arts Welcoming program	Planning / Program	LU-3, ARCH-2, ED-4, PS-1, AC-4, AC-6, AC-7, INV-2, DIV-1, HDC-2, NI-1	69	Key 1 Key 3	Local non-profit	Local arts and cultural organizations, Albany BARN, SUNY Art Dept., College of St. Rose Center for Art and Design, Sage Colleges Visual Art Program, Downtown BID, Lark Street BID, Central BID, NYS Council on the Arts (NYSCA), Dept. of Development and Planning	Partner cost-share, NYSCA Planning Grant
IT-4	Grow and strengthen the local Small Business Development Community	Planning / Program	EMP-1, EMP-2, INV-1, INV-2, DIV-1, DIV-2	57	Key 3	Capitalize Albany Corporation	Albany Center for Economic Success, Albany-Colonie Chamber of Commerce, New York Small Business Development Center, Center for Economic Growth, Capital District Community Loan Fund	NYS Entrepreneurial Assistance Program, partner technical assistance
IT-5	Develop a commercial / office space reuse plan and program	Planning / Program	INV-1, INV-2, ARCH-1, ARCH-2, HDC-7, NI-2	57	Key 3	Capitalize Albany Corporation	Downtown BID, Lark Street BID, Central BID, Dept. of Development and Planning, local realtors, private developers, property owners	Staff resources, partner cost-share
IT-6	Develop a complete streets plan, policy, and design guidelines.	Policy / Regulatory	CHR-2, MM-1, BIC-1, AQ-1, SW-3, EN-3	43	Key 1 Key 4	Department of Development and Planning, Department of General Services, Division of Traffic Safety	NYS DOT, CDTC, CDTA, BIDs	NY DOT SAF-ETEA-LU; NY DOT TIGER II Discretionary Grant Program

Inter-mediate Term Projects		Project Type	Applicable System Strategies	System Interconnections	Targeted Keys	Lead Agency	Partnerships	Potential Funding Source(s)
IT-7	Develop a green infrastructure system	Planning / Capital	WW-1, WW-6, EN-1, WS-1, WS-2, WS-3, SW-1, SW-2, SW-3, SW-4	39	Key 1 Key 4	Albany Dept. of Water and Water Supply, Albany Dept. of General Services - Division of Engineering	Mayor's office of Energy and Sustainability, Albany County Dept. for Economic Development, Conservation and Planning, CDRPC, Albany County Soil and Water Conservation District, Division of Building and Codes, NYS DEC, NYS DOT	NYS DEC Water Quality Management Planning Projects, NYS DEC Water Quality Improvement Project Program; US EPA Community Action for a Renewed Environment (CARE) Grant, NYS Environmental Facilities Corp
IT-8	Create an "Albany Local" buy local/use local program	Planning / Program	EMP-1, INV-2, DIV-1	30	Key 1 Key 3	Albany Dept. of Development and Planning, Capitalize Albany Corporation	Capital Region Local First, Albany Office of Special Events, BIDS, local employers, neighborhood associations, Albany Office of the Treasurer, local institutions	Partner technical assistance and cost-share, USDA
IT-9	Develop a city-wide parking management strategy	Planning / Regulatory	INV-1, VEH-2, NS-6	23	Key 3	Albany Parking Authority, Division of Traffic Safety	Downtown BID, Lark Street BID, Central BID, NY Office of General Services, SUNY, College of St. Rose, neighborhood associations, Dept. of Development and Planning, Capitalize Albany Corporation	Staff resources, partner cost-share

Long Term Projects		Project Type	Applicable System Strategies	System Interconnections	Targeted Keys	Lead Agency	Partnerships	Potential Funding Source(s)
LT-1	Develop intermodal transit centers	Capital	UD-3, MM-1, TR-1, TR-3, TR-4, AIR-1, AQ-1	49	Key 1 Key 4	CDTA, Albany Convention Center Authority, Dept. of Development and Planning	CDTC, Mayor's Office of Energy and Sustainability, NY Office of General Services, Amtrak, Adirondack Trailways, Greyhound, Albany County Airport Authority	NY DOT SAF-EETA-LU, NY DOT TIGER II Discretionary Grant Program, NY DOT TIP
LT-2	Work with the State of New York to research and pilot a model urban rehabilitation building code	Regulatory	ARCH-1, ARCH-2, INV-2, NI-2	34	Key 3	Albany Division of Building and Codes	Mayor's Office of Energy and Sustainability, NY Dept. of State	Staff Resources
LT-3	Develop context appropriate design guidelines, manuals and pattern books.	Planning / Regulatory	UD-1, INV-3, HDC-8	20	Key 1	Albany Dept. of Development and Planning	Neighborhood stakeholders, Albany Division of Building and Codes, Educational Institutions	HUD, NYS Council of the Arts, partner in-kind services

Ongoing Programs		Project Type	Applicable System Strategies	System Interconnections	Targeted Keys	Lead Agency	Partnerships	Potential Funding Source(s)
O-1	Establish a formal lobbying presence at the State and Federal level	Partnership	FI-1, FI-3, INV-1, INV-4, ED-1, EN-1, NS-3, MM-1, MM-2, TR-4, RP-1, LU-2, WW-2, AQ-1, OS-1	112	Key 2	Albany Mayor's Office	NYS DOS, NYS Senate and House of Representatives, US Senate and House of Representatives (New York), Albany County	City and stakeholder resources
O-2	Develop a formal Regional Economic Development Program	Partnership	RP-1, EMP-1, EMP-2, EMP-3, EMP-4, EMP-5, INV-1, INV-2, INV-4, INV-5, DIV-1, DIV-2, DIV-3, ED-2, ED-3, NS-3	99	Key 3	Center for Economic Growth, Albany Mayor's Office, Capitalize Albany Corporation	Albany Mayor's Office, Common Council, SUNY, College of Saint Rose, Union University, Sage Colleges, regional colleges and universities, Albany Medical Center, Albany Memorial Hospital, St. Peter's Hospital, Albany Veteran's Hospital, regional hospitals, Albany Port District Commission, Albany County Airport Authority, Global Foundries, CNSE, Tech Valley Chamber Coalition, regional municipalities, other members of the Capitalize Albany Committee	Partner contributions, volunteer members, staff resources
O-3	Develop the Harriman Campus as a mixed-use, transit-oriented community	Capital	LU-1, LU-2, PS-2, EMP-4, INV-2, MM-1, MM-2, PED-1, HDC-3, HDC-4, HDC-7	90	Key 2 Key 3	Harriman Research and Technology Development Corporation, Albany Mayor's Office	Dept. of Development and Planning, NYS Office of General Services, University at Albany, Private Developers, City School District, Mayor's Office of Energy and Sustainability	Private and state funding

Ongoing Programs		Project Type	Applicable System Strategies	System Interconnections	Targeted Keys	Lead Agency	Partnerships	Potential Funding Source(s)
O-4	Implement the initiatives outlined in the Mayor's Office of Energy and Sustainability	Planning / Capital	EN-1, EN-2, EN-3, EN-4, EMP-5, MM-2, AQ-1, WS-2, SW-1, SWM-1, SWM-2	67	Key 4	Albany Mayor's Office	CDRPC, Albany Dept. of General Services, NY Department of State, NY DEC, Albany County, CDTA	Climate Smart Communities Grants, NYSERDA Existing Facilities Program, NYSERDA New Construction Program, NYSERDA Alternative-Fuel Vehicle Program, NY DEC Waste Reduction, Recycling Household Hazardous Waste Program
O-5	Lead and support an education task force to develop a new urban education agenda	Partnership	ED-1, ED-2, ED-3, ED-4, ED-5, SS-3, SS-6, EMP-3, EMP-4, DIV-2, RP-1	52	Key 1	Albany School District, Albany Mayor's Office	Common Council, Albany Dept. of Development and Planning, charter schools, the State Board of Regents, SUNY, College of St. Rose, Union University, Sage Colleges, Albany Medical Center, Albany Memorial Hospital, Albany Veteran's Hospital, St. Peter's Hospital, major private sector employers, NYS Department of Education, Albany Housing Authority	Partner contributions, volunteer members, Promise Neighborhood Grant

Ongoing Programs		Project Type	Applicable System Strategies	System Interconnections	Targeted Keys	Lead Agency	Partnerships	Potential Funding Source(s)
O-6	Implement the Bicycle Master Plan	Capital	CHR-2, MM-1, BIC-1, BIC-2, BIC-3, VEH-3, AQ-1, EN-3	46	Key 4	Dept. of Development and Planning, Dept. of General Services, Division of Traffic Safety	Albany Bicycle Coalition, NYS DOT, CDTC, Albany County Dept. of Public Works, Adjacent Municipalities	NY DOT SAF-E TEA-LU; NY DOT TIGER II Discretionary Grant Program, NYS DOS – LWRP grant
O-7	Complete and implement the Neighborhood Revitalization Strategic Plan	Planning / Program	LU-3, LU-4, ARCH-2, ARCH-3, INV-2, NI-1	43	Key 1	Dept. of Development and Planning	Dept. of Fire and Emergency Services, Albany Police Dept., Division of Building and Codes, Corporation Counsel, Board of Zoning Appeals, Planning Board, Historic Resources Commission, Albany County, community development corporations, Affordable Housing Partnership, Empire State Future, Capital City Housing, Habitat for Humanity	Corporate sponsorships, local lending institutions, foundation grants, donation, staff resources, HUD
O-8	Implement a brownfield redevelopment strategy, starting with preparation of a Step Two Brownfields Opportunities Area (BOA) Nominations Study	Planning / Program	LU-4, ARCH-3, INV-2, WW-4, TS-2	39	Key 3 Key 4	Albany Dept. of Development and Planning	NYS DOS	NYS DOS – Brownfield Opportunity Areas (BOA) Program, NYS DEC, NYS EPA

IMPLEMENTATION PROJECT DESCRIPTIONS

Short Term Projects

ST-1. Create a Capital Improvements Program (CIP)

Many small, medium, and large cities have a Capital Improvement Program (CIP) to manage capital spending. The CIP is a multiyear plan that forecasts spending for all anticipated capital projects. The CIP typically includes, but is not limited to the following capital projects:

- Repair and replacement of existing infrastructure (streets, bridges, utilities, etc.)
- Construction of new infrastructure.
- Renovation existing public buildings/facilities.
- Development of new public buildings/facilities.
- Acquisition of property for public use.
- Purchase of major equipment (HVAC, fleet/motor vehicles, computer networks, etc.)
- Other major public improvements.

Currently, the City of Albany does not have a formal CIP to effectively forecast and manage capital spending. The city should establish a CIP that is in alignment with the prioritization of capital projects established in the comprehensive plan and in subsequent plan updates.

Having a CIP will help the city more effectively manage its budgeting process, which is integral to increasing fiscal capacity by keeping track of capital spending and proactively identifying funding capacity for future projects.

Lead Agency: Albany Mayor's Office

Partnerships: All city departments

Potential Funding sources: Staff Resources

ST-2. Establish baseline Citywide Community Assessments.

To achieve the Albany 2030 vision, a deeper understanding of the issues, values and aspirations of the city's neighborhoods, as expressed by a neighborhood assessment, is warranted as a basis for the comprehensive plan strategies and projects, including zoning updates, pattern books, transit service improvements, public facilities and service upgrades, etc.

To ensure that the assessments are strategic, can be accomplished in a short time period, and are in alignment with the vision of the Comprehensive Plan, the assessments should be geographically and topically focused. The City of Albany Department of Development and Planning will create and map Neighborhood Assessment Areas of up to ten locations throughout the city to be used as the geographic basis for conducting the assessments. The following issues could be included in the assessments of each area:

- How many vacant, abandoned, and blighted properties exist within the neighborhood and where are they located?
- What is potential use of the vacant, abandoned, and blighted properties?
- What are potential development patterns on the blocks within the neighborhood?
- Where are potential development opportunities in the neighborhood and what could new development look like?
- What services are lacking in the neighborhood (retail, grocery, library, park space, etc.) and where should they be located?
- What is the mix of housing type throughout the neighborhood, is there a need for additional housing types (condominium, senior, multi-family)?
- What is the condition of the neighborhood school(s) in terms of physical structure, test scores, student/teacher ratio, reputation, etc.?
- Do children feel safe walking to and from school? If not, why not?
- How many incidents of crime occur in the neighborhood and are there particular areas where crime typically occurs? Is there a Neighborhood Watch program in place?
- How is transit connectivity in the neighborhood? Are there transit connections that could be improved?
- How walkable is the neighborhood? Are there gaps in the sidewalk network or sidewalks in disrepair?
- What is the relationship like between the neighborhood and local institutions, including universities, colleges, and hospitals?
- Are there issues with parking in the neighborhood? Where are the areas of concern?

The development of neighborhood assessments incorporates many strategies from across the comprehensive plan systems, including Community Form, Economy, Transportation, Social, Housing and Neighborhoods, and Institutions. The Housing and Neighborhoods system was also given the highest priority by the community in Community Forum 3. The plans could realistically be completed within one year and the cost could be kept to a minimum with city staff and volunteers. Volunteers and agency partners would be needed to supplement the City Planning Department for resources and assessment assistance.

Lead Agency: Albany Dept. of Development and Planning

Partnerships: City departments, CDRPC, SUNY, neighborhood associations

Potential Funding source: Staff Resources

[ST-3. Hire a marketing consultant to develop a city-wide marketing strategy.](#)

Albany has a vast number of assets and resources, including historic architecture, beautiful parks, the Hudson Waterfront, affordable housing, walkable neighborhoods, prestigious educational institutions, and an emerging technology sector, that could potentially draw additional visitors, new residents, and businesses. Individual local organizations do a good job marketing their respective neighborhoods or arenas, but Albany needs a citywide, comprehensive branding and marketing strategy to capitalize on these assets and attract new investment. There are many consultants that specialize in city branding and marketing that can provide a targeted strategy for building the city's image.

The Albany 2030 process itself has built a large pool of community stakeholders who have proven to be a receptive and engaged audience. The participation and positive engagement experienced throughout this endeavor has demonstrated the City's ability to disseminate a positive message through various media. A marketing strategy should build off of this momentum. The City should work with partners like the Albany – Colonie Chamber of Commerce, the Convention and Visitors Bureau, the Business Improvement Districts, the City's education institutions and hospitals, and the Albany Visitor Center to ensure that the strategy is carried out by all major stakeholders.

This Citywide strategy must incorporate social media and web 2.0 applications. These new technologies offer exciting opportunities for enhanced communications and marketing. Today's consumer demands a social media component to any marketing campaign, which allows for instantaneous news as well as feedback. The City and its partners should capitalize on these cost-effective and efficient methods.

The marketing strategy should emphasize the following messages:

- Livability
- Business Friendliness
- International Appeal
- Technological Hub
- Sustainability Trailblazer
- Key Educational Center
- Innovative Healthcare Community
- Recreation, Culture and Tourism Destination

It should be emphasized that this marketing strategy should focus internally as well as externally. Albany residents and stakeholders often demonstrate a negative sense of place epitomized by the “Smallbany” mentality. Efforts should be made to promote the City’s assets within the community as well. This will not only affect local perceptions, but increase positive word-of-mouth.

Marketing the city’s assets and resources is a strategy that appears in the Economy (INV-1, INV-2) and Housing and Neighborhoods (HDC-5) systems, which were given the highest priority in the community forum budget exercise. Staff capacity should not be significant. The cost to hire a consultant could be moderately expensive, but not prohibitive.

Lead Agencies: Albany Dept. of Development and Planning, Capitalize Albany Corporation

Partnerships: Downtown BID, Lark Street BID, Central BID, Empire State Development Corp., Albany-Colonie Chamber of Commerce, local institutions

Potential Funding source: Partner cost-share

ST-4. [Develop system for inter-departmental and community data sharing to improve government efficiency](#)

Consistent and coordinated access to data and information among city departments, other key non-city agencies and institutions (school district, housing authority, parking authority, state department, etc.), as well as the public, is critical to optimizing governmental efficiency. Currently, the city does not have a coordinated system for sharing data. A new inter-departmental and community information sharing system should be developed that includes the following features:

- E-commerce (the process of buying and selling of goods and services on the Internet)

- GIS (interface of geographic mapping for parcels, roads, environmental features, etc. with descriptive database information)
- Public notification
- Crowd-sourcing and other interactive social media applications for two-way communication.
- Information sharing and tracking (crime statistics, building permits issued/denied, zoning requests/approvals, business licenses issued, sales tax receipts, etc.)
- Utilization of PEG (Public, Education, and Government) Access Board and Channel to disseminate pertinent public information.
- Promotion and dissemination of program and special interest information (i.e. bi-cycling awareness, planning activities, special events, emergency preparedness).

Improving governmental and community efficiency is a key strategy for improving institutional and community relations and contributes to improving fiscal capacity by streamlining governmental operations. Leadership capacity, staff capacity, and fiscal requirements would be moderate.

Lead Agency: Albany Office of the Treasurer

Partnerships: City departments, key institutions (Albany School District, colleges and universities, major industries, Chamber of Commerce, Albany County, state departments, etc.)

Potential Funding sources: NYS Archives LGRMIF grant

ST-5. [Develop a Comprehensive Urban Agricultural Plan.](#)

Access to healthy food has been identified as a significant issue impacting the health and welfare of Albany's residents. Urban agriculture, the practice of cultivating, processing and distributing food in, or around the city, is an innovative approach to increasing access to fresh, healthy, affordable food while stimulating the local economy. However, food cultivation and livestock practices don't always integrate well with the compact nature of urban neighborhoods, and a comprehensive urban agriculture strategy will need to be developed for supporting efforts to grow and consume more fresh, sustainably produced, and locally grown foods within the city. A comprehensive urban agriculture plan should include the following elements:

- Identify the various forms of urban farming (community gardens, rooftop gardens, residential gardens, etc.)
- Identify appropriate locations for urban farms according to the intensity of use and community engagement.

- Identify opportunities to make more land available for urban agriculture (vacant land reuse, acquisition, leasing, etc).
- Create economic opportunity for local growers of food as well as local residents.
- Promote innovative design for food cultivation.
- Identify and reduce regulatory barriers to the creation of fresh/farmers markets, food cooperatives and appropriate urban agriculture and develop performance standards for better regulation where necessary.
- Address the role that livestock may play in the urban food system.

A comprehensive plan for urban agriculture addresses key strategies for community health, neighborhood services, and economic investment. This program would require moderate leadership and staff capacity that can be supplemented with partnerships with the Food Trust, the Cornell Cooperative Extension, Capital District Community Gardens, etc.

Lead Agency: Albany Dept. of Development and Planning

Partnerships: Albany County Office of Natural Resource Conservation, the Food Trust, local farmers markets, Cornell Cooperative Extension of Albany County, Capital District Community Gardens, Albany County Dept. of Health

Potential Funding sources: USDA Community Food Projects (CFP) Grant Program, partner contribution, private foundation, Albany County Dept. of Health, Albany Convention Center and Visitors Bureau, City Historian, Partners for Albany Stories

[ST-6. Create a PILOT task force and implement a fair and consistent PILOT program.](#)

A City-led task force should be created that includes the City of Albany Common Council, the NYS Office of General Services, Albany County, representatives from University at Albany, College of Saint Rose, Union University (Albany Law School, Albany College of Pharmacy, Albany Medical College), Sage Colleges, Albany Medical Center, Albany Memorial Hospital, Albany Veteran's Hospital, St. Peter's Hospital, the City of Albany School District, the Albany Housing Authority, religious institutions and other tax-exempt properties that own one acre or more of land in the city to design a comprehensive, consistent, and fair approach for implementing PILOT to help cover the cost of providing the institutions with essential city services (i.e. police, fire, snow removal). This approach can be very similar to Boston's program for calculating the PILOT.

- Keep the program voluntary. Maintain a spirit of partnership among institutions.
- Apply the PILOT program to all nonprofit groups. All nonprofits should participate in the program, although an exception should be made for smaller nonprofits that might lack the resources to fully engage in the PILOT process. In Boston, the task-

force members suggested a total property value threshold of \$15 million for program participation. Since Albany's property values are much lower than Boston's, a more appropriate threshold should be applied, which should be negotiated among the task force partners.

- Base PILOT contributions on the value of real estate owned by an institution. Payments should reflect the size and quality of the institution's real estate holdings and be consistent with the approach taken for taxable properties. In Boston, the PILOT is recommended to be calculated as 25% of what the institution's property would yield if taxable, but this percentage should be negotiated among Albany task force partners.
- Give credit for community benefits offered by the institution. Examples of community benefits may include targeted scholarships for Albany High School students, jobs for residents and students, free healthcare screenings for Albany residents, neighborhood tree planting, etc. In Boston, recommended credits for community benefits are limited to 50% of full PILOT payment. This should be negotiated among Albany task force partners.
- Allow for an adjustment period for institutions and the city to fully implement the new PILOT calculation formula. Apply a gradual approach that will allow for a smooth transition to the new program. The Boston program recommends that the new formula should be phased in over a period of five years. The timeframe should be negotiated among Albany task force partners.

Tax-exempt properties constitute over 50% of the total acreage of properties in Albany and create significant budget issues for the city. A consistently applied PILOT program would help increase the city's capacity to provide more services and implement projects. Also, the recommended credit for community benefits can leverage additional strategies identified across systems, particularly for education, job training, and neighborhood investment. The cost of forming the task force would not be significant, but a high level of staff and leadership capacity would be required. The formation of the task force is a high priority project that should be initiated within one year, with the understanding that actual application of the PILOT program could take up to five years.

Lead Agencies: Albany Mayor's Office, Common Council

Partnerships: NYS Office of General Services, Albany County, Albany School District, SUNY, College of St. Rose, Albany Law School, Albany Medical College, Albany College of Pharmacy, Sage Colleges, Albany Medical Center, Albany Memorial Hospital, Albany Veteran's Hospital, St. Peter's Hospital, Albany Housing Authority

Potential Funding sources: Volunteer members, partner staff resources

ST-7. Create an Access to Healthy Foods program.

Access to full service grocery stores and fresh local produce is key to improving community health and neighborhood investment. Several neighborhoods in Albany do not have grocery stores and markets in close proximity and may too often rely on convenience facilities with limited options for fresh food.

- Partner with organizations such as The Food Trust and Low Income Investment Fund to bring full service grocery stores to underserved neighborhoods.
- Identify and market suitable sites for grocery stores within walking distance of neighborhoods and require pedestrian and bicycle amenities during site design.
- Promote and incentivize community gardens, rooftop gardens, and farmers markets.
- Develop a partnership between farmers, farmers markets, and the Albany School District to incorporate fresh, healthy food in city schools and improve nutritional education.

Access to healthy food addresses key strategies for neighborhood services, economic investment, and community health. This program would require significant leadership and staff capacity but financial commitments would not be substantial.

Lead Agencies: Albany Dept. of Development and Planning

Partnerships: Albany County Health Dept., The Food Trust, Low Income Investment Fund, local farmers markets, Cornell Cooperative Extension of Albany County, Capital District Community Gardens, local community garden associations, the Radix Center

Potential Funding sources: Partner cost-share, partner technical assistance, USDA Community Food Project, NYS Healthy Foods, Healthy Communities Fund, American Farmland Trust

ST-8. Expand the current street-tree management plan into a comprehensive urban forestry program.

A comprehensive urban forestry program should be developed through the City's Department of General Services with support from the Mayor's Office of Energy and Sustainability to increase and maintain the health of Albany's urban tree canopy, including the following steps:

- Measure the existing tree canopy, quantify its current CO₂ sink capacity as a means of climate change mitigation, and set a canopy coverage goal for the next ten years.
- Develop an Urban Forest Management Plan that includes best practices for increasing and maintaining the City's urban tree canopy, including replacing aging and

diseased trees, and protecting existing trees from pests. Consider i-Tree or other tools to build capacity for urban forest assessment and management.

- Set targets for planting trees in parks, along streets, and in sensitive environmental areas (e.g., riparian corridors and areas with steep slopes) based on the existing inventory.
- Partner with community garden groups and others interested in neighborhood greening to increase participation in Albany's Street Tree Planting Program.
- Develop a tree maintenance program that utilizes volunteer services in partnership with universities, Capital District Community Gardens (CDCG), and/or other neighborhood groups. The program could be modeled after Ithaca's volunteer Citizen Pruner program, which provides free training to volunteers in exchange for a commitment to assist the City Forester with maintaining trees and other special projects throughout the City.
- Partner with institutions (e.g., universities, hospitals, state government) and public schools to increase the tree canopy on large, urban campuses and reduce storm-water runoff.
- Disseminate information on the benefits of the urban forest and best practices for planting and maintenance. For example, shading from trees reduces the urban heat island impact, cooling demands, and heat related illnesses.
- Adopt a tree preservation/landscape ordinance that limits disturbance to existing trees and plants, requires replacement of trees above a specified size that are removed and includes provisions requiring native trees and plants to be retained or replaced in sensitive environmental areas (e.g. Pine Bush Preserve.) This ordinance should be included in the site plan review process.

The urban forestry program is an important leverage point for establishing Albany as a green community and priority strategies for protecting natural resources and improving air quality. Significant leadership and staff capacity will be required and the cost would be moderate.

Lead Agency: Albany Dept. of General Services

Partnerships: Albany Dept. of Development and Planning, local institutions

Potential Funding sources: NY DEC Urban and Community Forestry Grant, partner contribution, volunteers

Intermediate Term Projects

IT-1. Prepare a comprehensive update to the city's zoning ordinance.

New zoning techniques and incentives appeared as strategies or actions within strategies across multiple systems, including Community Form, Economy, Transportation, Natural Resources, Housing and Neighborhoods, and Utilities and Infrastructure. Preparing a comprehensive update to the city's zoning ordinance that incorporates all of the recommended strategies and actions is a logical implementation project.

- Hire an outside consulting team to provide capacity and build from existing staff expertise.
- Revise the zoning ordinance and map to be consistent with the Albany 2030 land use framework map.
- Promote mixed use development in neighborhood commercial centers, the downtown, and along transit corridors.
- Create Transit Oriented Development overlay districts along existing and proposed transit corridors.
- Apply additional design standards in areas not included in the TND overlay or within a historic district, such as the Harriman Campus development opportunity site and the waterfront districts.
- Update the sign code to address neighborhood context.
- Create development incentives to attract investment in particular areas and to encourage use of design guidelines, development of affordable housing, green building design, and historic preservation. Examples may include:
 - Density, height, and Floor Area Ratio (FAR) bonuses, depending on the district and neighborhood agreement on density limits
 - Parking reductions based on availability of on-street parking and transit
 - Mix of uses based on neighborhood input
 - Permit and fee waivers, depending on the intensity of development
 - Fast track permitting depending on the intensity, type and location of development
- Create tree protection and tree replacement standards and require native trees and plants to be retained in sensitive environmental areas.
- Create a steep slope ordinance to limit development and construction on slopes over a certain percentage (e.g., greater than 15%).
- Include clear guidelines for applicants and the Planning Board to protect natural habitats.

- Clarify and streamline the review process.

A comprehensive zoning ordinance amendment addresses strategies and actions that overlap significantly across systems. Zoning strategies and actions also appear in several strategies identified as leverage points. A comprehensive zoning update would take at least two years to complete and would require a significant amount of staff time and likely significant financial expenditure if a consultant is used. In the event that additional resources and capacity are secured prior to the intermediate term, this project may be initiated within the short term. This project should be initiated after the Citywide Community Assessments have been completed.

Lead Agency: Albany Dept. of Development and Planning

Partnerships: Common Council, Board of Zoning Appeals, Planning Board, Historic Resources Commission, Mayor's Office of Energy and Sustainability, neighborhood associations, community stakeholders, Division of Building and Codes, Corporation Counsel

Potential Funding source: HUD grant, Hudson River Valley Greenway

IT-2. [Create and implement a comprehensive waterfront development strategy for the Hudson River waterfront.](#)

Several plans have been created for Albany's Hudson River waterfront, including the Port of Albany Master Plan, the Living History Plan, the North Waterfront Redevelopment Strategy, the Mohawk Hudson Hike Bike Trail Plan, the Hudson River Crossing Plan, and the Patroon Greenway Project. A new comprehensive strategy for waterfront access and development needs to be created to tie all of these plans together into cohesive short and long term implementation program.

A Waterfront Development Task Force should be created to develop a comprehensive waterfront development strategy. This team should include representatives from Federal and State regulatory and funding agencies, local waterfront attractions and business, the Port of Albany and other stakeholders. The comprehensive waterfront development strategy needs to include an implementation program that is longer term to account for large projects such as addressing the I-787 and active rail line barriers and a phased development approach in the north waterfront area. The comprehensive strategy should include:

- Short term strategies for improving access to the waterfront - including bus connections to the Corning Preserve and a signage and way-finding plan to guide visitors to the waterfront from the highway, surface roads, and trails/bike paths.
- Long term strategies for improving access to the waterfront – address the barriers of I-787 and the active rail line; incorporate the findings of NYS DOT's and CDTC's current initiative to create alternative designs for the I-787 Integrated Corridor Study.

- Coordination with the State and Albany Port District Commission on ways to overcome the policy on commercial development at Corning Preserve to allow limited commercial development at the waterfront.
- Expanding greenway connections to and along the waterfront, including implementation of the Patroon Greenway and extending the Mohawk-Hudson River Trail south from the Corning Preserve along the Hudson River to the proposed Albany County Rail Trail.
- A phased development and redevelopment approach for the north waterfront, evaluating and incorporating recommendations from the North Waterfront Redevelopment strategy.
- Increasing dock space on the Albany side of the Hudson River waterfront and the feasibility of a marina.
- Identifying and addressing barriers to boat passage for boats of all sizes, including bridge clearance and channel width and depth.
- Improving the appearance and function of the Albany Rowing Center, including sidewalk repairs, improvements to the parking area, and physical improvements to the boathouse.
- Improving the appearance of parking areas near the waterfront.
- Marketing waterfront events and assets, including Alive at Five, Head of the Hudson Regatta, the Riverfront Bar and Grille, and identifying opportunities for new events.

A comprehensive waterfront development strategy should build on the LWRP to include longer term strategies that will optimize use and enjoyment of the waterfront. Improving access to the Hudson River waterfront and capitalizing on the waterfront assets were included as strategies and actions across multiple systems, including Community Form, Economy, Social, Transportation, and Natural Resources. Capitalizing on the waterfront was also raised as a high priority issues in each of the community forums and was included as an action in several strategies identified as leverage points, particularly in Economy INV-1 and 2 and Community Form [UD-2](#) for mobilizing private investment.

The comprehensive waterfront development strategy can be considered an intermediate project since the Local Waterfront Revitalization Program and I-787 Integrated Corridor Study will take time to complete and will need to be incorporated into the plan. Since so much work on the waterfront has been completed, albeit in a fragmented way, creation of the waterfront strategy need not be a long or expensive process. Significant staff and leadership capacity will be required.

Lead Agencies: Albany Dept. of Development and Planning, Albany Port District

Commission

Partnerships: Dept. of General Services, NYS Office of General Services, Mayor's Office of Energy and Sustainability, Albany County, Albany Rowing Center, Hudson River Valley Greenway, NYS DOT, USS Slater, Downtown BID, neighborhood associations, Albany County Convention and Visitors Bureau, City of Rensselaer

Potential Funding source: NYS DOS – LWRP, Hudson River Valley Greenway

IT-3. Create a Strategic Arts Welcoming Program.

The artist community provides a valuable asset to Albany by enhancing the cultural environment and attracting visitors and investment. A strategic program for artist support would incorporate the live-work initiative and add additional programs to attract, support, and retain artists in Albany by creating a welcoming atmosphere for artists.

- Encouraging construction of affordable live-work space through the reuse of vacant land and the City's proposed Land Banking Program.
- Using zoning and development regulations to encourage mixed-income and affordable housing units.
- Highlighting local artists in exhibition/wall space within the City's public buildings.
- Inviting artists to participate in competitions for public art and other design installations (e.g., lighting, bicycle or transit design elements).
- Partnering with new and emerging arts and cultural organizations to increase opportunities for artists.
- Exploring the creation of a Public Art Review Process to streamline the installation of new public art projects.
- Developing an artist live-work strategy to attract and retain artists in Albany.

Providing a welcoming atmosphere to attract and retain artists addresses key strategies for arts and culture, neighborhood identity, cultural education, and economic investment.

Lead Agency: Local non-profit

Partnerships: Local arts and cultural organizations, Albany BARN, SUNY Art Dept., College of St. Rose Center for Art and Design, Sage Colleges Visual Art Program, Downtown BID, Lark Street BID, Central BID, NYS Council on the Arts (NYSCA), Dept. of Development and Planning

Potential Funding sources: Partner contribution, NYSCA Planning Grant, private foundation, National Endowment for the Arts

IT-4. Grow and strengthen the local Small Business Development Community.

A partnership with small business support organizations like Albany Center for Economic Success, the Chamber of Commerce, the Entrepreneurial Association Center (EAC) and the New York Small Business Development Center should be developed to highlight and enhance the technical and financial assistance to new and start-up businesses who locate in Albany. Capitalize Albany Corporation could play a role in working with this niche community of small and micro business support organizations to better promote how to access the services provided by each of these organizations. As a part of this initiative, a welcome program could be standardized to familiarize new businesses with neighborhood and local issues, as well as funding and service opportunities.

This community could also be augmented to act as an advocacy tool for small business interests at the local, County and State level. This would open a formal line of communication with the City, County and State on upcoming legislation that would affect local businesses. Issues could include:

- Local government and code liaison
- Start-up barriers
- Taxes and fees

This program should include the development of goals and targets for local business development and coordination with the small business development community to meet these goals.

Building investment in the city and creating jobs by nurturing local entrepreneurship is a strong leverage point for building fiscal capacity and mobilizing private investment in Albany. Strong leadership capacity will be required as well as staff capacity to provide technical assistance, and time will be needed to allocate funds for financial assistance.

Lead Agency: Capitalize Albany Corporation

Partnerships: Albany Center for Economic Success, Albany-Colonie Chamber of Commerce, New York Small Business Development Center, Center for Economic Growth, Capital District Community Loan Fund

Potential Funding sources: NYS Entrepreneurial Assistance Program, partner technical assistance.

IT-5 Develop a commercial / office space reuse plan and program

Recent commercial and office vacancy trends indicate that, while Downtown Class A space in Albany is outperforming suburban markets, Class B and C space have high

vacancy rates. A new program is needed to support and encourage the adaptation of Class B and C commercial/office space to more productive use, including mixed use, residential, hotel, live-work etc. The commercial / office space reuse plan and program should include the following steps:

- Identify underperforming Class B and C commercial and office spaces.
- Study individual spaces and identify feasible opportunities for reuse based on size, configuration, and market potential.
- Identify target markets for different reuse opportunities and develop an advertising and marketing program for the properties.
- Develop incentives and strategies for encouraging reuse and renovation of spaces for target markets, including:
 - Financial support for relocation and renovation
 - Tax incentives for reuse and renovation of identified properties
 - Flexibility in code requirements for adaptively reusing historic properties and other buildings that may not be able to accommodate strict adherence to the code (without sacrificing safety).
 - Flexibility in zoning and code requirements for accommodating creative use of space, such as live-work space.

Creating a plan for the reuse of underperforming commercial and office space addresses several system strategies for Economy, Community Form, and Housing and Neighborhoods. Reuse of underutilized space also encourages new investment, a significant leverage point for increasing fiscal capacity and mobilizing private investment. Significant staff capacity would be needed and time would be needed to establish financial incentives.

Lead Agency: Capitalize Albany Corporation

Partnerships: Downtown BID, Lark Street BID, Central BID, Dept. of Development and Planning, local realtors, private developers, property owners

Potential Funding source: Staff resources, partner cost-share

IT-6. [Develop a complete streets plan, policy, and design guidelines.](#)

A citywide complete streets policy should be developed in compliance with NYS 2011 legislation that ensures that in new street construction and reconstruction, travel by pedestrians, bicyclists, public transit, and motorized vehicles and their passengers are safely accommodated.

- A traffic calming plan in appropriate areas of the City to increase safety while maintaining efficient traffic flow.
- Incorporation of bike infrastructure in accordance with the Bicycle Master Plan.
- Multi-modal design guidelines to support alternative modes of transportation:
 - Mixed-use, compact development.
 - Build-to lines.
 - Parking required to be located behind or to the side of buildings
 - Transportation amenities and parking (e.g. bike racks, bike lockers, bus shelters, crosswalks).
 - Incorporation of new transportation modes into redesigned streets, such as electric cars, mopeds and other types of personal mobility devices.
 - Incorporation of “green streets”, including porous pavement treatments, street trees, rain gardens, bioswales, etc.

Strategies for multi-modal transportation have a high degree of interconnection across systems and are significant leverage points for establishing Albany as a green community. Significant leadership capacity and staff capacity would be required and costs would be moderate. The city’s complete streets policy should be coordinated with the state’s policy.

Lead Agencies: Department of Development and Planning, Department of General Services, Division of Traffic Safety

Partnerships: NYS DOT, CDTC, CDTA, BIDs

Potential Funding sources: NY DOT SAFETEA-LU; NY DOT TIGER II Discretionary Grant Program

IT-7. Develop a green infrastructure system.

A green infrastructure plan should be developed that sets targets for reductions in impervious surfaces and stormwater sewer inputs to reduce stormwater runoff and mitigates CSOS, and comply with New York State water quality standards and Clean Water Act requirements. As part of the plan:

- Establish a “toolbox” of green infrastructures techniques (green streets, permeable pavers, green roofs, bioswales, riparian buffers, tree plantings, etc.) and new code language that can be implemented and adopted respectfully, to achieve targets, and other techniques identified in the New York State Stormwater Management Design Manual.

- Initiate and track the progress of stormwater management demonstration projects (e.g., "green streets" with new street trees, tree trenches, permeable pavers, and modified stormwater inlets) in target locations such as parking lots, residential streets, and parks and measure performance in absorbing runoff.
- Develop a technical manual that includes Low Impact Development Design Guidelines to meet targets for reduced impervious surfaces and stormwater sewer inputs based on a green infrastructure plan and Long-Term Control Plan.
- Pilot a "green neighborhood" through the development of a comprehensive green infrastructure system as part of new and redevelopment activities.

Controlling the impacts of stormwater runoff and Combined Sewer Overflows through green infrastructure was considered a high priority in Community Forum 3 and has multiple system interconnections between the Natural Resources, Utilities and Infrastructure, and Transportation systems. Significant leadership and staff capacity would be required and the cost for planning, demonstration projects and the technical manual would be moderately high.

Lead Agencies: Albany Dept. of Water and Water Supply, Albany Dept. of General Services - Division of Engineering

Partnerships: Mayor's Office of Energy and Sustainability, Albany County Dept. for Economic Development, Conservation and Planning, CDRPC, Albany County Soil and Water Conservation District, Division of Building and Codes, NYS DEC, NYS DOT

Potential Funding sources: NYS DEC Water Quality Management Planning Projects, NYS DEC Water Quality Improvement Project Program; US EPA Community Action for a Renewed Environment (CARE) Grant, NYS Environmental Facilities Corp

IT-8. Create an "Albany Local" buy local/use local program.

A partnership with Capital Region Local First should be established to develop a strong buy local program designed specifically for businesses located in Albany to spur economic activity and hedge against economic downturns. This program could include several components:

- Partnering with the City's new marketing strategy and existing local business service agencies to highlight local businesses and the importance of supporting local commercial activity.
- Partnering with local business service agencies to provide business development assistance for local business start-ups and support for existing local businesses, particularly for minority and women-owned businesses.
- Encouraging Albany businesses and residents to use services and purchase products provided by local companies. This could include a local challenge asking busi-

nesses and residents to set and meet goals for buying and using local services and products.

- Expanding access to and use of locally-grown produce, including identifying and accessing State and Federal funding for locally-grown produce initiatives.
- Sponsoring a Buy Local Bash in Albany. Capital Region Local First sponsors Buy Local Bashes, trade shows allowing local businesses to display their products and services and to celebrate the strength of the local economy.
- Exploring a local currency program to encourage Albany households to shop locally. A model program is Ithaca, New York's Ithaca Hours, in which the local currency – Ithaca Hours - is bought with U.S. dollars and can be traded with local shops for products or services.

Local business growth and support is interconnected with several system strategies for investment, job growth and neighborhood services. It is also part of leverage points for increasing fiscal capacity and mobilizing private investment. Leadership and staff capacity would be moderate if partnering with Local First.

Lead Agencies: Albany Dept. of Development and Planning, Capitalize Albany Corporation

Partnerships: Capital Region Local First, Albany Office of Special Events, BIDS, local employers, neighborhood associations, Albany Office of the Treasurer, local institutions

Potential Funding sources: Partner technical assistance and cost-share, USDA

[IT-9. Develop a city-wide parking management strategy.](#)

The City should work with the Albany Parking Authority, the City's Division of Traffic Safety and Capital District Transportation Authority and other stakeholders to develop a city-wide parking management strategy that addresses all aspects of parking, including parking supply, demand and usage, design, impacts on neighborhoods, and management of on-street parking. The parking management strategy should include the following:

- A parking study of all city neighborhoods, including a full assessment of existing parking supply, usage, current and future demand, and impacts on neighborhoods.
- Working cooperatively with the State of New York, the Albany Parking Authority and others to find opportunities for changes to State-employee parking policies that would better synchronize with City of Albany resident and visitor needs. Such changes could include fee structures, shared parking during off hours and incentives for transit use.
- A review of off-street parking standards and required ratios, considering the use of maximum parking requirements where other modes provide accessibility options, incentives for shared and/or off-site parking, and fees "in lieu of" on-site parking.
- Study the potential benefits and impacts of new permit parking regulations in Albany

neighborhoods.

- Development of parking policies and standards that support and encourage the land use and community form desired by the City. This includes development of parking behind buildings, rather than between buildings and the street, encouraging good street design, facilitating pedestrian access and improving traffic circulation.
- Developing a compendium of parking policies (City, State, etc.) and potential for coordinated parking pricing strategies.
- Consider privatization of public facilities in order to fund further economic development strategies.

Parking management is tied to system strategies and leverage points for mobilizing private investment and improving neighborhood services. This project would require a coordinated effort between the city, parking authority, and a parking management consultant. Moderate leadership and staff capacity and financial capacity would be required.

Lead Agencies: Albany Parking Authority, Division of Traffic Safety

Partnerships: Downtown BID, Lark Street BID, Central BID, NY Office of General Services, SUNY, College of St. Rose, neighborhood associations, Dept. of Development and Planning, Capitalize Albany Corporation

Potential Funding source: Staff Resources, Partner cost-share

Long Term Projects

LT-1. Develop intermodal transit centers.

Work cooperatively with CDTA, CDTC, and private bus operators to develop new Intermodal Transit Centers.

- The first of these centers should be in downtown Albany adjacent to the site of the proposed Convention Center with connections to the Rensselaer Amtrak Station and Albany International Airport. Design the Intermodal Transit Center using high quality urban design and planning principles that encourage mass transit use. This includes strong connections for walking between the Center and the downtown, appropriate transit-oriented land uses, adding bike connections and storage, and facilitating bus traffic so as to minimize the impact on nearby streets.
- The second Intermodal Transit Center is proposed for the intersection of the Northway, the New York State Thruway and Washington Avenue Extension, adjacent to Crossgates Mall. This location will provide better connections for residents, as well as the opportunity for commuters to access alternative modes of transportation into Albany's

commercial centers, thereby reducing traffic congestion and local demand for parking.

Maximize the Intermodal Transit Center's benefit to downtown Albany by increasing transit services through schedule changes, improved connections, and ensuring the safety and security of transit riders.

The development of the multi-modal transit center is tied to multi-modal strategies that are interconnected across multiple systems and actions. The project would require extensive leadership capacity for coordination, but would primarily be implemented by the CDTC and state rather than the city. Planning and design work would take several years and significant funding would be required.

Lead Agencies: CDTA, Albany Convention Center Authority, Dept. of Development and Planning

Partnerships: CDTC, Mayor's Office of Energy and Sustainability, NY Office of General Services, Amtrak, Adirondack Trailways, Greyhound, Albany County Airport Authority

Potential Funding sources: NY DOT SAFETEA-LU, NY DOT TIGER II Discretionary Grant Program, NY DOT TIP

[LT-2. Work with the State of New York to research and pilot a model urban rehabilitation building code.](#)

Conventional building codes are typically designed for new construction, which can create expensive retrofits for existing buildings, particularly historic buildings. In an effort to reduce barriers to building renovation, adaptive reuse, and historic preservation, research model building codes that express necessary changes for reducing barriers to redevelopment, including flexibility in restoration or rehabilitation of existing structures to encourage reuse rather than demolition of existing structures.

- Structural and safety regulations that work with an existing building's height, area, and fire resistance ratings.
- Timeliness of processing and enforcement (i.e., most projects should be handled routinely rather than as special cases).
- Predictability, i.e., people should know the law applicable to them and be free from arbitrary treatment.
- Reasonableness, i.e., provide a reasonable level of safety without imposing excessive additional costs.

The model rehabilitation building code can be used as a basis for developing pilot rehabilitation projects under the recommended standards and working with the New York

Department of State to adopt a statewide rehabilitation building code.

Model rehabilitation codes include the New Jersey Rehabilitation Subcode (<http://www.state.nj.us/dca/divisions/codes/offices/rehab.html>) and the Maryland Building Rehabilitation Code (<http://mdcodes.umbc.edu/dhcd2/rehab-new.htm>). The rehabilitation building code addresses several system strategies under Community Form and Housing and Neighborhoods for encouraging adaptive reuse and eliminating blighting influences. Significant leadership and staff capacity would be required, including extensive coordination with state agencies, building associations, the Housing Authority, and other development agencies.

Lead Agency: Albany Division of Building and Codes

Partnerships: Mayor's Office of Energy and Sustainability, NY Dept. of State

Potential Funding source: Staff Resources

LT-3. Develop context appropriate design guidelines, manuals and pattern books.

The city-wide design guidelines manual should provide examples and direction for preferred design elements that affect the entire city landscape, including:

- Signage standards
- Landscape standards
- Lighting standards
- Parking standards

The pattern books should consider resident preferences for design quality. Building on existing neighborhood plans and new neighborhood assessments, conduct visual preference sessions with neighborhood associations and residents to confirm design preferences. Design guidelines should be paired with development incentives, including:

- Density, height, and Floor Area Ratio (FAR) bonuses, depending on the district and neighborhood agreement on density limits.
- Parking reductions based on availability of on-street parking and transit.
- Mix of uses based on neighborhood input.
- Permit and fee waivers, depending on the intensity of development
- Fast track permitting depending on the intensity, type and location of development

This project is tied to strategies that address Community Form and Housing and Neighborhood systems primarily and contribute to improving Albany's image by maintaining and improving neighborhood identity. Significant staff capacity and a design and public outreach consultant will be required. This project should be initiated after completion

of the strategic neighborhood plans and in coordination with a comprehensive zoning update.

Lead Agency: Albany Dept. of Development and Planning

Partnerships: Neighborhood stakeholders, Albany Division of Building and Codes, Educational Institutions

Potential Funding sources: HUD, NYS Council of the Arts, partner in-kind services

Ongoing Programs

O-1. Establish formal lobbying presence at the State and Federal level.

The City of Albany currently leans on existing staff and the Mayor's office for all lobbying efforts. In order to provide more effective and consistent influence at the state and federal levels, an on-site presence and ongoing activities should be established. Particularly in the current economic climate with dwindling resources, the City of Albany must be proactive in highlighting local needs and issues. This should include establishing partnerships with local organizations to create a lobbying agenda.

Key issues that should be emphasized include:

- Current grant applications and future grant opportunities
- Promoting and improving urban education
- Economic development
- Energy and sustainability funding
- Housing, neighborhood and community development funding and support
- Natural resource protection funding and support
- A consistent approach for implementing Payment in Lieu of Taxes (PILOTs)
- Transportation and infrastructure project funding and support

A dedicated on-site presence will allow for better communication of local concerns and needs to our representatives, which will translate into additional resources and more efficient governmental response. This will also enable the City to stay current on emerging trends, funding sources and technical issues, while networking and leveraging the influence of other lobbyists and organizations that support the City's agenda.

Establishing a dedicated on-site lobbying presence in the City to provide funding and political support for implementation projects and ongoing policy development addresses

strategies across all comprehensive plan systems. Significant funding would be required to retain a firm, but would substantially reduce demands on staff capacity.

Lead Agency: Albany Mayor's Office

Partnerships: NYS DOS, NYS Senate and House of Representatives, US Senate and House of Representatives (New York), Albany County

Potential Funding source: City and stakeholder resources

O-2. Develop a formal Regional Economic Development Program

Current National trends are changing the way State economic development policies are formed and funding is distributed. In 2011, New York State instituted an Economic Development Council system, dividing the state into ten councils that compete for State resources. The Capital Region is identified as one of these Councils. The City of Albany should position itself as the regional driver for coordination and participation among the Capital Region's local jurisdictions by developing a regional Economic Development Program, including a Task Force and local engagement on regional economic development initiatives.

The Regional Economic Development Task Force should expand from the Capitalize Albany committee to ensure the inclusion of the following partners:

- County Executives
- Regional municipalities, towns and villages
- The Chamber of Commerce
- The Center for Economic Growth
- Center for Nanoscale Science and Engineering
- Global Foundries
- Economic development organizations
- Albany International Airport
- Albany Port District Commission
- Major regional industry leaders

The Capitalize Albany plan sets out the economic development agenda for Albany, but this effort could be expanded to include a new regional focus to address the economic health of the Capital District, which has direct implications for Albany's growth. The Capitalize Albany committee should reconvene to address regional economic development issues, particularly competition among municipalities for investment, developments of

regional impacts, and a regional strategy for attracting and supporting businesses and start-ups, job training, education, and employment.

The Capitalize Albany Corporation should also continue its efforts to develop locally transformational projects with a regional economic development impact. The Corporation's 2011 partnership with the City of Albany to produce a local advisory report to the Capital District Regional Economic Development Council by engaging the local community on project priorities and regional economic development issues should be replicated and sustained.

Lead Agencies: Capitalize Albany Corporation, Center for Economic Growth, City of Albany Mayor's Office

Partnerships: Albany Mayor's Office, Common Council, SUNY, College of Saint Rose, Union University, Sage Colleges, regional colleges and universities, Albany Medical Center, Albany Memorial Hospital, St. Peter's Hospital, Albany Veteran's Hospital, regional hospitals, Albany Port District Commission, Albany County Airport Authority, Global Foundries, CNSE, Tech Valley Chamber Coalition, regional municipalities, other members of the Capitalize Albany Committee

Potential Funding sources: Partner contributions, volunteer members, staff resources

O-3. Develop the Harriman Campus as a mixed-use, transit-oriented community.

Redevelopment of the 300-acre Harriman Campus is the city's primary large-scale real estate development opportunity. The redevelopment of Harriman Campus as private taxable property would offer an unparalleled opportunity for much-needed new jobs and new tax revenue in the City of Albany. A master plan has been completed, but leadership changes in New York State government as well as the recent dramatic changes to local, State and National economic conditions have put the redevelopment plans on hold. The city and project partners (Harriman Research and Technology Development Corporation (HRTDC), NYS, University at Albany) must ensure that the development plans maximize opportunities for sustainable economic growth and incorporate key strategies of the comprehensive plan. It is important that the Harriman Campus is considered in conjunction with the entire Upper Washington corridor as an opportunity to re-knit the uptown campuses with the surrounding neighborhoods and the City's Midtown.

Strategies for the redevelopment of Harriman Campus must include the following:

- Clear and appropriate connection to surrounding neighborhoods and street grid.
- The appropriate mix of office, retail, hospitality/entertainment, institutional, and residential uses based on market conditions.
- Walkable, high density compact development.

- Clear pedestrian connections to transit stops.
- Complete streets in all new and reconstructed streets, including sidewalks, bike lanes, and transit.
- Green infrastructure design.
- A tree protection and landscaping plan.
- Incentives for energy efficient buildings.
- A mix of housing types, including apartment, condominiums, townhouses, senior housing and continuing care facilities.
- Design guidelines and architectural standards for high quality development.

The Harriman Campus redevelopment has the opportunity to attract investment in Albany while also addressing key strategies across systems for job creation, multi-modal transportation, natural resource protection, quality design, and diverse housing opportunities. This is a high priority project that has multiple partners for leadership capacity.

Lead Agencies: Harriman Research and Technology Development Corporation, Albany Mayor's Office

Partnerships: Dept. of Development and Planning, NYS Office of General Services, University at Albany, Private Developers, City School District, Mayor's Office of Energy and Sustainability

Potential Funding sources: Private and state funding

O-4. [Implement the initiatives outlined in the Mayor's Office of Energy and Sustainability.](#)

The Mayor's Office of Energy and Sustainability Program establishes a thorough agenda for coordinating the city's energy conservation and sustainability initiatives.

- Creating a baseline inventory of greenhouse gas (GHG) emissions that identifies all sources of energy and GHG emissions from government operations and the community as a whole (completed).
- Reducing energy consumption in municipal operations.
- Communicating the city's energy and sustainability goals and accomplishments to residents, businesses, and institutions.
- Educating residents and businesses about energy conservation and sustainability initiatives.
- Promoting multi-modal transportation choices to reduce Vehicle Miles Traveled (VMT).
- Incentivizing energy-efficiency and renewable energy technologies in construction and rehabilitation projects.
- Water conservation.

- Green infrastructure.
- Natural resource protection.
- Increase recycling and reduce the solid waste stream.

The energy conservation and sustainability initiatives of the Mayor's Office of Energy and Sustainability address strategies across multiple systems, including Transportation, Natural Resources, and Utilities and Infrastructure and is a significant leverage point for establishing Albany as a green community. Many initiatives are either completed or are well underway. This is considered an ongoing program that will operate throughout the planning period.

Lead Agency: Albany Mayor's Office

Partnerships: Dept. General Services, NYS DEC, Albany County, CDTA, NYSERDA, NYS Climate Change Office

Potential Funding sources: Partner contributions, volunteer members, Promise Neighborhood Grant

O-5. [Lead and support an education task force to develop a new urban education agenda](#)

The City should play a leadership role in and actively support the Albany Promise project, a multi-disciplinary consortium of partners dedicated to improving public education in the City of Albany.

The Albany Promise will serve the children and families of the Arbor Hill, West Hill and South End neighborhoods within the City of Albany, NY. The targeted communities are the most impoverished in the city and county and are designated as Federal Enterprise and/or Empowerment Zones because of their concentrated levels of poverty and high unemployment. Students living in the target neighborhoods generally attend Albany High School, a Persistently Lowest-Achieving school, with a 54% graduation rate in 2010. SUNY and its partners propose to create a continuum of solutions to significantly improve the educational and developmental outcomes of the children and youth of the target neighborhoods by building on their existing Albany Cradle-through-Career Network, a community of practice with over 75 members representing stakeholder groups that include community residents, education leaders, business leaders, public officials and local, State and Federal agencies.

The task force should consist of the Mayor, city planning staff, and key elected officials, representatives from the Albany School District, charter schools, the State Board of Regents, University at Albany-SUNY, College of St. Rose, Union University, Sage Colleges,

Albany Medical Center, Albany Memorial Hospital, Albany Veteran's Hospital, St. Peter's Hospital, and major private sector employers. The areas of focus for this project should include:

- Form a partnership that bridges city leaders, the city's schools, institutions, and the business community to share information and act as an "incubator" of innovative education programs.
- Establish and work to meet targets for measuring educational performance using indicators from the National Cooperative Education Statistics System.
- Address and integrate the divided education system.
- Discuss the benefits and potential impacts of charter schools on the Albany City School District.
- Coordinate school facility planning with community and neighborhood needs.
- Market the positive accomplishments of public schools.
- Develop pilot programs between the business community and schools in low-income neighborhoods.
- Involve the business community in planning for adult education and workforce training to match needed skills with education.
- Develop an outreach/mentorship program where students from local universities visit public schools to increase awareness of opportunities for higher education in Albany.
- Support and expand the efforts of local colleges, universities, and other organizations to expose public school students to the benefits of higher education through college visits, after-school programs, and outreach.

Preparing low-income children for K-5 schooling, and monitoring their success throughout their school career is critical to improving educational performance and addressing performance gap for success in high school and beyond. Strategies for preparation in early childhood include pre-natal care, home visits from a registered nurse following birth, and pre-school programs to prepare children for primary school. With this in mind, one of the highest priority projects overseen by the Task Force should include:

- Partnering with the city's healthcare institutions (e.g., Albany Medical Center, Albany Memorial Hospital, Albany Veteran's Hospital, St. Peter's Hospital) to increase access for all residents to prenatal and early childhood health care.
- Baby College, a nine-week parenting workshop to expectant parents and those raising a child up to three years old. The workshops promote reading to children and verbal discipline over corporal punishment.
- An all-day pre-kindergarten program that gets children ready to enter kindergarten.

- Extending school hours to accommodate after school programs, including academic enrichment, homework support, sports and recreation activities, arts and cultural activities, and community service projects.

Early childhood health care and primary school preparation is strongly tied to social service strategies and especially educational improvement for low income residents. This project would require significant leadership, staff capacity and coordination among agencies. Substantial financial investment would also be required but could be shared among partners. This should be project should be coordinated under the Education task force.

Education was identified as the highest priority component in the Social system, which was given the second highest priority among all systems by participants in Community Forum 3. Forming education partnerships is also interconnected between the Social and Institutions systems. Improving public education is considered a significant leverage point for improving Albany's image and quality of life. The cost of forming an education task force is low, relying mostly on volunteers, but the leadership capacity required would be high. Given the importance of improving educational opportunities in the city, this should be initiated immediately and considered an ongoing program that continues through the planning period.

Lead Agencies: Albany School District, Albany Mayor's Office

Partnerships: Common Council, Albany Dept. of Development and Planning, charter schools, the State Board of Regents, SUNY, College of St. Rose, Union University, Sage Colleges, Albany Medical Center, Albany Memorial Hospital, Albany Veteran's Hospital, St. Peter's Hospital, major private sector employers, NYS Department of Education, Albany Housing Authority, City of Albany, City School District of Albany, Trinity Alliance of the Capital Region, Albany Family Education Alliance, University at Albany, United Way of the Greater Capital Region, Center for Economic Growth, Albany-Colonie Regional Chamber of Commerce, Hudson Valley Community College, Turner Construction Company, Empire State College, Whitney M. Young Health Services

Potential Funding sources: Partner contributions, volunteer members, Promise Neighborhood Grant

O-6. Implement the Bicycle Master Plan.

The City should work cooperatively with the CDTC, New York State Department of Transportation (NYSDOT), Capital District Transportation Authority (CDTA), Albany County, and neighboring communities to coordinate development and implementation of the bikeway network.

- Encourage bicycle-friendly development by adopting site plan review criteria re-

quiring bikeway routes, bike parking, and other end of trip facilities.

- Develop bicycle infrastructure through design guidelines, implementing the bike-way network, signage, transit integration, and the development and implementation of a Complete Streets program.
- Ensure maintenance of bikeways and develop standards for bikeway maintenance in construction zones.
- Encourage cycling through transportation demand management initiatives, web based information, bike week/month campaigns, bike-share programs, and providing bike parking at City events.
- Fund a full or part-time cycling coordinator to work for the City of Albany.
- Incorporate a public education campaign.

Implementation of the bicycle master plan has multiple system interconnections, including Transportation, Social, Natural Resources, and Utilities and Infrastructure. The Bicycle Master Plan is also a significant leverage point for establishing Albany as a green community. This project includes a number of capital improvements that will take significant time and capital.

Lead Agencies: Dept. of Development and Planning, Dept. of General Services, Division of Traffic Safety

Partnerships: Albany Bicycle Coalition, NYS DOT, CDTC, Albany County Dept. of Public Works, Adjacent Municipalities

Potential Funding sources: NY DOT SAFETEA-LU; NY DOT TIGER II Discretionary Grant Program, NYS DOS – LWRP grant

O-7. Complete and implement the Neighborhood Revitalization Strategic Plan.

The City has already developed an extensive inventory of vacant and abandoned properties and administers the Albany Vacant Building Registry, a national best practice. Albany also maintains an extremely successful Vacant Building Court – a monthly court date reserved specifically for vacant building registry and code violation cases. Neighborhood Revitalization Strategic Plan, which augments these programs and aims to reverse the trend of neighborhood disinvestment and abandonment throughout the City. This plan emphasizes key focus areas to combat abandonment and blight:

- Review and Diagnosis
- Acquisition and Land Banking
- Strategic Disposition
- Abandonment Prevention

Major programs that will be created and administered by the Neighborhood Revitaliza-

tion team include a strategic property acquisition fund, the City of Albany Land Bank, a comprehensive disposition strategy and the creation of Choose Albany – the City's campaign to promote homeownership and City living, which began its pilot program in 2011. The Strategic Plan should be completed and the projects outlined should be implemented. Suggested code and process changes should be considered and made to facilitate the success of this initiative.

Controlling vacant and abandoned properties and encouraging adaptive reuse is a major strategy within the Housing and Neighborhoods system that also overlaps with the Economy and Community Form systems. Since the city is currently working on a vacant and abandoned properties strategy, a formal adaptive reuse strategy could be incorporated into that effort, limiting cost and staff capacity. The strategic plan is already underway, with staff and leadership capacity established.

Lead Agencies: Dept. of Development and Planning

Partnerships: Dept. of Fire and Emergency Services, Albany Police Dept., Division of Building and Codes, Corporation Counsel, Board of Zoning Appeals, Planning Board, Historic Resources Commission, Albany County, community development corporations, Affordable Housing Partnership, Empire State Future, Capital City Housing, Habitat for Humanity

Potential Funding sources: Corporate sponsorships, local lending institutions, foundation grants, donation, staff resources, HUD

[O-8. Implement a brownfield redevelopment strategy, starting with preparation of a Step Two Brownfield Opportunities Area \(BOA\) Nominations Study.](#)

The BOA program encompasses three steps: the Pre-Nomination Study, the Nomination Study, and the Implementation Strategy. The Step One Pre-Nomination Study has been completed for Albany in coordination with the Comprehensive Plan and can be found in Appendix A. The remaining steps should be the focus of a brownfield redevelopment implementation project for Albany:

- Step 2: The Nomination Study is the second step of the BOA process. This step entails an extensive inventory and evaluation of data and trends impacting the study area's redevelopment potential, including market and economic analysis, identification of redevelopment strategic sites, and formulation of strategies to move redevelopment forward within the framework of a Master Plan. Effective and inclusive community participation is a key part of the Step 2 planning process.
- Step 3: The final step of the BOA program is to develop an Implementation Strategy, which identifies the specific actions that will be taken to implement the Master Plan

recommendations for redevelopment of the strategic sites.

Brownfield remediation and redevelopment has been identified as a strategy across multiple systems, including Community Form, Economy, Housing and Neighborhoods, and Natural Resources. Brownfield redevelopment is also indicated under several strategies as a leverage point for improving Albany's image and quality of life.

Lead Agency: Albany Dept. of Development and Planning

Partnerships: NYS DOS

Potential Funding sources: NYS DOS – Brownfield Opportunity Areas (BOA) Program, NYS DEC, NYS EPA

4.3 Plan Monitoring

If the Albany 2030 Comprehensive Plan is to have maximum value and remain useful over time, it is important to establish ways to monitor success in achieving its vision and goals and implementing the projects described in Section 4.2, as well as to keep it current as circumstances change and new information becomes available. Thus the plan should be thought of not as a static document fixed in time, but rather as an ongoing process and framework to inform more detailed planning, programs, and decision-making as implementation moves forward. This process should incorporate an adaptive management approach (system principle #5) by adjusting implementation actions based on the results of plan monitoring.

Measures of success should be developed for use in the monitoring process to evaluate the effectiveness of plan implementation, including:

- **Timeframes** for initiation of specific actions. Table 3 sets a framework of short, intermediate, long-term, and ongoing timeframes for initiation of the implementation projects. A work plan defining more specific priorities, tasks, timeframes, and resource commitments should be developed as an early implementation action and reviewed and updated throughout the lifespan of the document.
- **Indicators** (metrics) to measure progress in achieving the plan vision and goals. Numeric indicators are used in plan implementation to measure whether or not the outcomes desired by the community are being met. For example, available data on employment and household incomes, educational attainment, and greenhouse gas emissions (baseline inventory developed by the Mayor's Office of Energy and Sustain-

ability) could be tracked to monitor progress in achieving Albany 2030 goals related to employment, education, and climate change mitigation, respectively. Indicators to measure success should be identified as an early implementation action and incorporated into the annual Comprehensive Plan reviews. A list of example indicators for the different plan systems is provided for illustrative purposes in Table 4. Identification of specific indicators to be used in plan monitoring should be based on available data sources (using the Comprehensive Plan data book as a starting point), ease of monitoring, and relevance to the system goals.

Plan System	Potential Indicators
Community Form	<ul style="list-style-type: none"> • Vacant and abandoned properties restored to productive use • Waterfront access points / connections to downtown • Historic properties recognized / preserved
Economy	<ul style="list-style-type: none"> • Jobs created and retained • Household incomes • Downtown vacancy rate (class a, b, c space)
Social	<ul style="list-style-type: none"> • Educational attainment (high school graduation rate, residents attending college) • Public health (occurrence of asthma, diabetes, obesity) • Public safety (crime rates)
Transportation	<ul style="list-style-type: none"> • Modal split (vehicular, transit, biking, walking) • Vehicle miles traveled (VMT) • Bike infrastructure developed

Table 4 Potential Plan Monitoring Indicators

Natural Resources	<ul style="list-style-type: none"> • Air quality • Brownfields remediated • Citywide tree canopy coverage
Housing and Neighborhoods	<ul style="list-style-type: none"> • Ratio of homeowner to rental households • Mixed-income housing balance (affordable vs. market-rate housing development) • Population
Utilities and Infrastructure	<ul style="list-style-type: none"> • Energy consumption / greenhouse gas emissions (by sector) • Number of “green” projects (buildings, infrastructure) • Combined sewer overflow flooding events
Institutions	<ul style="list-style-type: none"> • Payments in lieu of taxes by institutions • Number of partnerships/partners on City of Albany and regional initiatives • Institutional investment in Downtown and neighborhoods

- **Dialogue** should be maintained with local citizens, civic groups, implementation partners, regional agencies and municipalities, business and development interests, and other stakeholders on a periodic, ongoing basis to assist in monitoring the effectiveness of plan implementation.

The following checklist is proposed to guide the process of monitoring implementation progress and making periodic updates to the Comprehensive Plan:

REVIEW, ASSESSMENT AND UPDATE

Annual review

The Planning Board (with assistance from the Planning Department) should submit an annual brief to the Common Council on the Comprehensive Plan, outlining implementation progress during the previous year and defining project priorities for implementing the plan over the next year.

The Data Book will also be reviewed annually as new information becomes available to identify new and changing trends. The annual report and review of implementation progress should be coordinated with the City’s capital improvement program to address investment priorities called for by the Comprehensive Plan.

Five-Year Assessment

The five-year assessment will be a more detailed and formal report on plan progress. This will include a description of what significant changes have occurred since plan adoption (or previous assessment or update) and will include an update of specific sections the Data Book. An assessment of indicated performance metrics will also be included.

The five-year assessment will allow for minor amendments and modifications based on changing local dynamics, completion of outlined projects, or the occurrence of major changes in local, regional, state and national trends. Any minor amendment should have opportunity for public input. This assessment will also update and modify project time-frames, and include a more robust revision of the Data Book.

This assessment will be performed by the City of Albany Planning Department and coordinated with the Common Council, Planning Board and an appointed review committee.

10-Year Update

To keep the Comprehensive Plan current and relevant, a process to revise and adopt an updated plan will occur at the 10-year mark after plan adoption. The process of annual reviews and five-year assessments outlined above will reduce the level of effort required to undertake the mid-point update. The update process should include the following:

- Citizen input to ascertain updated needs, priorities, and aspirations for the future.
- Creation of a new Comprehensive Plan Board to guide the update process.
- Analysis of conditions and trends and indicators related to the plan systems since adoption of the Albany 2030 Comprehensive Plan.
- Preparation of a Comprehensive Plan Evaluation Report that analyzes the effectiveness of actions taken to implement the plan, identifies opportunities and constraints to implementation, and summarizes trends and challenges that have emerged or changed in the period since plan adoption.
- Revisions to the vision and goals and identification of new strategies, actions, and implementation projects as necessary to address changed circumstances, emerging needs and opportunities, and expressed citizen priorities