

ALBANY 2030

The City of Albany Comprehensive Plan Executive Summary



THE VISION OF ALBANY IN 2030

Albany in 2030 has built on its history and diverse natural, cultural, institutional, and human resources to become a global model for sustainable revitalization and urban livability. The city promotes a balanced approach to economic opportunity, social equity, and environmental quality that is locally driven, encourages citizen involvement and investment, and benefits all residents.

THE VISION COMPONENTS

1. Safe, Livable Neighborhoods

Every neighborhood in Albany is a desirable place to live because of its walkable streets, historic architecture, range of housing choices, mixed-use neighborhood centers, quality schools, parks and recreation facilities, and easy access to Downtown Albany and other job centers.

2. Model Educational System

Albany nurtures its most valuable resources, its children, by promoting excellence in education at all levels. The City's institutions of higher education are valued resources and partners in initiatives to expand economic opportunities, enhance work force skills, and promote lifelong learning.

3. Vibrant Urban Center

As the capital of New York and a destination for work, play, and tourism, Albany is the region's primary center of government, education, health care, employment, and the arts. Downtown Albany is a vibrant mix of business, residential, educational, cultural, and entertainment uses connected to the Hudson River waterfront.

4. Multi-Modal Transportation Hub

Albany's neighborhoods and centers are connected to each other and to the rest of the region by an extensive, efficient, and safe network of complete streets, mass transit, bikeways, trails, and sidewalks.

5. Green City

Albany is a model of community health and sustainability in its planning, restorative development, and conservation of energy, water, and natural resources.

6. Prosperous Economy

The city is a pillar of the regional and global economies, providing good employment opportunities for all residents with a focus on green jobs and technology.

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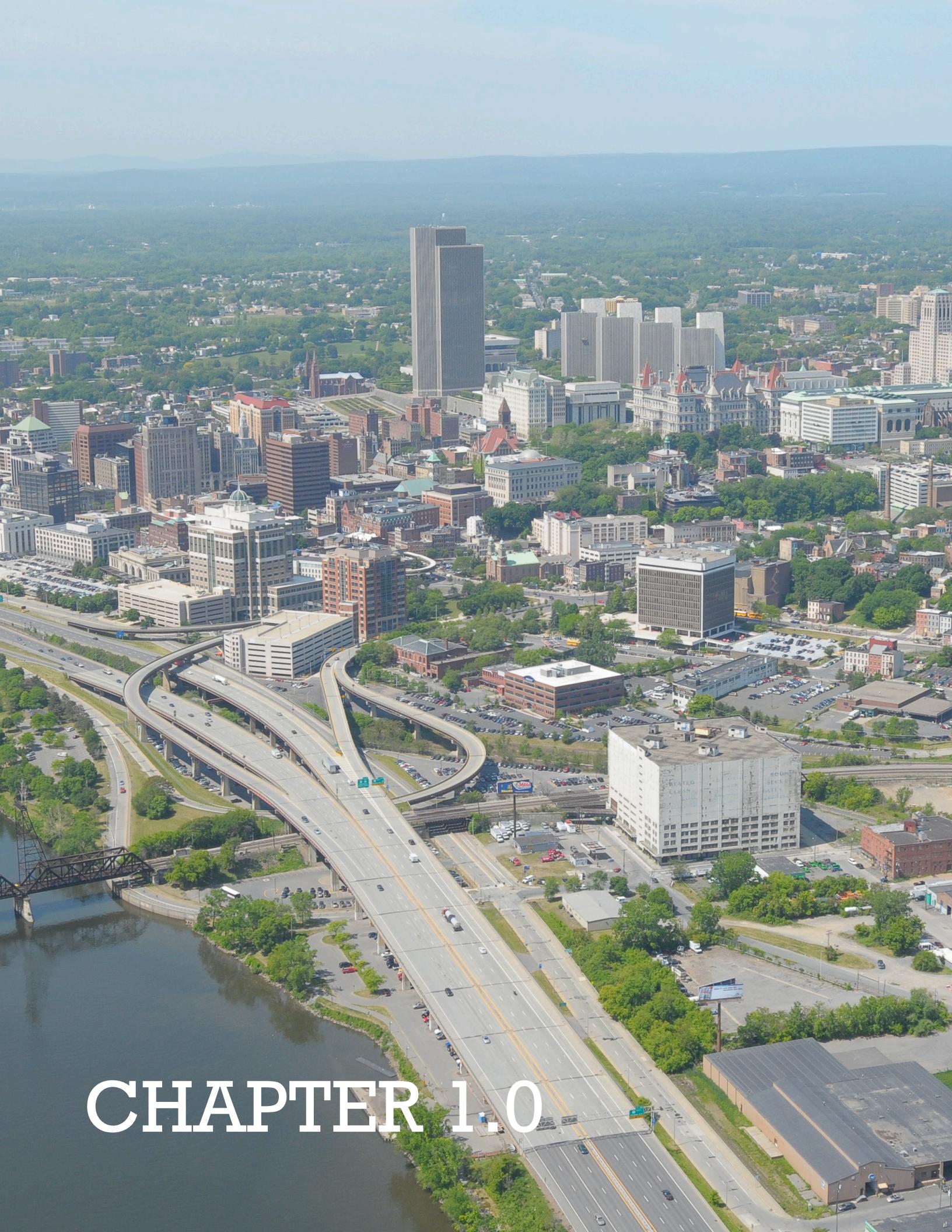
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CHAPTER 1.0



1.0 Introduction

The City of Albany has chosen a key juncture in its 400-year history to prepare its first ever comprehensive plan - Albany 2030 - given the accelerating rate of transition and change in the 21st century. Looking forward 20 years and beyond, the plan provides the opportunity to set a new direction for a sustainable and prosperous future for Albany.

Prior to initiation of the process, a Comprehensive Plan Board consisting of citizens, department heads, business owners and stakeholders was appointed by Common Council to provide direction for development of the plan. The process consisted of two stages, 1) Community Assessment and Visioning and 2) Comprehensive Plan Development.

The Community Assessment and Visioning phase began with a great deal of research and analysis on facts, figures and trends that informed and shaped the comprehensive plan. However, the visioning process was primarily shaped by extensive public input. The Albany 2030 outreach process involved a variety of techniques designed to solicit ideas and aspirations for Albany's future while keeping the process transparent, inclusive, accessible, and fun.

PUBLIC OUTREACH

- **Branding and Promotion:** logo design, fliers and posters, interactive website, community presentations, Listserv announcements, Public Service Announcements, etc.
- **Community Forums:** three community forum series to provide the opportunity for Albany's citizens to openly discuss their concerns, values and aspirations, and priorities for Albany's future.
- **Interactive Website and Social Media:** comprehensive resource for outreach, feedback, and information sharing.
- **Stakeholder Roundtables:** over 100 community representatives and experts participated in discussions to set the project on the right course.
- **Micro-meetings:** scaled-down versions of the Community Forums, were conducted by the City and consultant team to reach targeted groups who have limited access to centralized public meetings.
- **Speed Planning:** based on the "speed dating" concept, allowed participants to have conversations at tables on various topics for about 10 minutes, then move on to the next table.
- **Stoop Surveys:** involved walking around underrepresented neighborhoods with paper surveys with a modified version of some of the Community Forum questions; Comprehensive Plan Board members surveyed citizens that they encountered on their front stoops or on the sidewalk and used the quick, five minute informal survey.

Principles of the Albany 2030 Public Participation Plan

- Open to All
- Community Engagement
- Transparency
- Enthusiastic & Vibrant
- Engaging Underrepresented Groups
- Fun





- **Walk-Shops:** used to show how a plan progresses to implementation and to ask participants to submit ideal/not-ideal examples of priorities/projects highlighted in the Plan; YouTube is used to post the Albany 2030 walk-shop routes.
- **Community Drop-Ins:** on-site opportunities at community hubs like grocery stores, libraries, bus stops, etc. to provide input on sections of the Plan.
- **Online Surveys:** additional online surveys posted on the Albany 2030 website to provide a platform for plan reaction and feedback.
- **Community Group Meetings:** participation in neighborhood meetings to gain feedback on the comprehensive plan.
- **Final Town Hall Forum:** final centralized public meeting for input on the full comprehensive plan.

The second phase in the planning process, development of the full comprehensive plan, uses a systems approach to develop the overarching direction set by citizens (expressed in the Vision Statement) into strategies and actions for eight plan systems (Chapter 3) and priorities for implementation (Chapter 4). This Executive Summary is meant to guide the reader through the plan, which covers a wide range of issues, including land use and urban design, historic preservation, education, social services, community health, economic development, multi-modal transportation, natural resource preservation, housing and neighborhoods, public utilities, stormwater management, and institutional relationships.

A system is a set of elements or parts that is coherently organized and interconnected in a pattern or structure that produces a characteristic set of behaviors, often referred to as its “function” or “purpose.”
Donella Meadows, Thinking in Systems: A Primer

SYSTEMS APPROACH

The systems approach for the Albany 2030 Comprehensive Plan begins with three guiding concepts:

- The City of Albany is a system that operates within a hierarchy of systems at larger (region, state, national, globe) and smaller (neighborhood, site) scales.
- The components of the Comprehensive Plan are interdependent systems that are defined by their functions, comprised of related subsystems, and interact at different scales, influencing how Albany performs as a system.
- Plan strategies, actions, and implementation projects should be designed to optimize and align the performance of the systems in achieving the Albany 2030 Vision.

Five system principles were developed to inform development of the full Comprehensive Plan in Stage Two of the planning process. These principles are:

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.

Leverage Point – a place where intervention can most effectively bring about change throughout the system, i.e., a strategy or action which promotes the highest level of systemic change.

RELATIONSHIP TO OTHER PLANNING INITIATIVES

Development of the comprehensive plan has been directly coordinated with two concurrent planning initiatives by the City of Albany:

- **Brownfield Opportunity Areas Pre-Nomination Study:** designed to help communities foster redevelopment by returning dormant and blighted land into productive and catalytic uses while restoring environmental quality.
- **Climate Action and Adaptation Plan:** coordinated actions to mitigate Albany's effects on climate change by reducing greenhouse gas emissions in municipal government operations and the City as a whole; and strategies to adapt to the anticipated effects of climate change, including increased average temperatures, precipitation, and frequency and severity of storms.

CHAPTER 2.0



2.0 Vision Statement

The Vision Statement defines the place that citizens want Albany to be in the future. It provides the mandate for action to implement the Comprehensive Plan, guidance for planning decisions, and the overall benchmark against which implementation progress will be measured. The Vision Statement directly reflects extensive public input received during Stage One (Community Assessment and Visioning) of the planning process.

2.1 THE VISION OF ALBANY IN 2030

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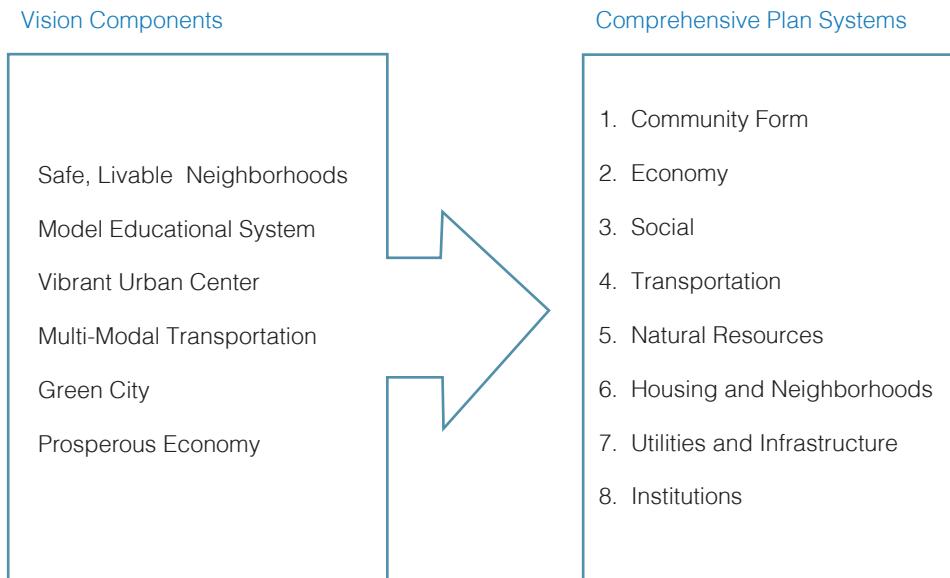
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CHAPTER 3.0



3.0 Sustainability Building Blocks: The Comprehensive Plan Systems

The Sustainability Building Blocks tie together the comprehensive plan vision components into a series of eight interrelated systems with sustainability as an overarching direction:



Within each of the components, a set of strategies have been developed to set Albany on the path of achieving the sustainable future city described by the Albany 2030 Vision Statement. The *Systems Interrelationships Matrix* at the end of this chapter provides a snapshot of the strategies developed for each system and also shows how the the systems and subsystems function and interact with other systems and subsystems.



The Mohawk Hudson Bike Hike Trail running through Albany's Corning Preserve is part of the state-wide Canalway Trail that follows the Erie Canal from Buffalo to Albany.



Albany is at the center of the booming nanotechnology industry with ground-breaking developments occurring and the globally-renowned Center for Nanoscale Science and Engineering at the University at Albany.



Albany's transportation infrastructure has evolved dramatically over its 400 year history providing connections and creating unique challenges.



Delaware Avenue combines vibrant retail, arts, service and entertainment opportunities with a close-knit community.



Community Form

Albany's community form is a result of the interaction of the built and natural environments over centuries of human settlement and use. While Albany's physical appearance continue to change and evolve, its historic pattern defines its community form.

The key components of Albany's community form system are land use patterns (LU), urban design (UD), and architectural character (ARCH).



Economy

The economic system encompasses the mechanisms and relationships by which the Albany community creates economic activity and commerce. Generating business investment, quality jobs, and economic opportunities for residents is critical to achieving the Albany 2030 vision of a prosperous, sustainable city.

The key components of Albany's economic system are employment (EMP), investment (INV), and diversity (DIV).



Social

Social systems encompass a range of services that together address the City's ability to meet the health, developmental, and intellectual needs of its citizens.

The key components of Albany's social system are education (ED), community health and recreation (CHR), public safety (PS), arts and culture (AC), and social services (SS).



Transportation

A multi-modal transportation system provides citizens with the ability to safely and efficiently move around, in, and out of the City via different modes of transportation (e.g. bike, transit, walking, auto). By supporting multiple modes, a more balanced, complete transportation system can reduce vehicle miles traveled (VMT) and encourage walking, biking, and transit ridership.

The key components of a complete transportation system for Albany are: multi-modal connections (MM); pedestrian (PED), bicycle (BIC), transit (TR), and vehicular travel (VEH); the port/freight movement (FMP); and air transportation (AIR).



Natural Resources

Albany's land, water, vegetation, and air perform essential functions and provide vital benefits for the City and its residents. The Hudson River and its tributaries are Albany's major natural features and have shaped its identity and sense of place throughout its history.

Key natural resource system components include waterways (WW), the urban forest (UF), natural habitat (NH), air quality (AQ), topography and soils (TS), and open space (OS).



Housing and Neighborhoods

Creating safe, livable, mixed-use, and mixed-income neighborhoods emerged from the Albany 2030 visioning process as the top community priority. The quality of Albany's neighborhoods varies from stable to needing reinvestment as measured by vacancy rate, poverty status, and homeownership rate.

Key housing and neighborhood system components include housing diversity and choice (HDC), neighborhood identity (NI), and neighborhood services (NS).



Utilities and Infrastructure

Utility and infrastructure systems are the engineered facilities and conveyance networks required to serve the developmental and operational needs of Albany as a whole and day-to-day functional needs of citizens. These systems have an enormous impact on the sustainability and health of the City and its residents.

Key utility and infrastructure system components include energy supply and use (EN), public drinking water and sewer systems (WS), stormwater management (SW), solid waste management (SWM), and communications (COM).



Institutions

This system addresses both the contributions and impacts of institutional uses, including federal, state, county, and local government, colleges and universities, health care facilities, and authorities. As major employers and stakeholders, Albany's institutions play a key role in shaping the City's economy, land use pattern, and culture.

The key components of Albany's institutional system are: relationships and partnerships (RP), facilities and projects (FP), and fiscal impacts (FI).

Open since 2002, with easy access provided by the Hudson River Way Pedestrian Bridge, Albany Riverfront Park is home to an amphitheater with performance space and seating for more than 1,000 spectators, a new bulkhead, floating boat docks, and a bicycle path for recreation.



Due to its history and development pattern, Albany has an eclectic mix of housing options from historic row houses and bungalows to modern split levels and colonials.



The Livingston Avenue Bridge, built in 1901, is an operating swing bridge dedicated to freight and passenger rail at Albany's north waterfront district.



As the State Capital, Albany is home to multiple layers of governmental bodies, education institutions, hospitals, authorities and state-wide non-profits. They impact the City's landscape, as seen here with the gothic S.U.N.Y. administration headquarters, and also the City's economy, quality of life and infrastructure.

Systems Interrelationships

Strategies that are similar to and overlap with other strategies have been identified in the Systems Interrelationships Matrix on the following page. Although some degree of connection and influence can be found among all the strategies, the interconnections have been determined based on having a direct reference to key terms, concepts, and techniques that are common among the strategies.

These system interconnections, which are a key criterion used in developing and prioritizing implementation projects (see Chapter 4). Other criteria (described further in Chapter 4) include alignment with community priorities, interconnection with other key planning initiatives (e.g., Brownfield Opportunities and Climate Action plans), and leverage points (i.e., that can most effectively generate desired change throughout the system).

Numerous perspectives, stakeholders and interests play out on the Albany landscape. Albany 2030 brings these diverse themes together to identify priorities that can affect system-wide change.

Systems Interrelationships Matrix



Community Form									Total
Land Use									
LU-1	Develop a Future Land Use Framework Map to guide land use decisions	LU-2 UD-1 UD-2 UD-3	INV-1 INV-3	CHR-2	MM-1 MM-2 TR-2	WW-3 NH-2	HDC-2 HDC-6 HDC-8 NS-1 NS-2	EN-3	18
LU-2	Land-use transportation connection	LU-1 UD-1 UD-3	INV-1	CHR-5	MM-2 TR-2	AQ-1	HDC-2 NS-2	EN-3 RP-2	12
LU-3	Vacant and abandoned properties reuse	ARCH-2		PS-1 AC-6			NI-1 HDC-9		5
LU-4	Remediate brownfields to restore vacant, contaminated properties	ARCH-3				WW-4 TS-2			3
Urban Design									
UD-1	Create design guidelines and a design review process	UD-3			MM-2 TR-2		HDC-8 NI-2 NS-2	EN-3 SW-4	8
UD-2	Improve waterfront and downtown connections		INV-2		MM-2	WW-5			3
UD-3	Create multi-modal design guidelines	LU-2 UD-1	INV-1	CHR-2 PS-2	MM-1 MM-2 TR-1 VEH-4			EN-3	10
Architectural Character									
ARCH-1	Create a historic preservation plan	ARCH-2	INV-2				NI-2		3
ARCH-2	Vacant and abandoned properties reuse	LU-3		PS-1 AC-6			NI-1		4



ECONOMY										Total
Employment			EMP-2							
EMP-1	Increase access to jobs		EMP-3		TR-3		NS-2	EN-3		7
EMP-2	Increase job opportunities for all residents		EMP-5						RP-1	5
EMP-3	Provide training and continuing education		INV-1						RP-1	5
EMP-4	Target regional growth industries		EMP-1	EMP-2	ED-3				RP-1	4
EMP-5	Coordinate economic development and energy/sustainability efforts			EMP-1				EN-1 EN-4		3
Investment		LU-2 LU-4 UD-1 ARCH-1 ARCH-3	EMP-1	CHR-7	MM-2 TR-2 TR-3 VEH-2	WW-4 TS-2	HDC-2.b. HDC-5 NI-1 NI-2 NS-2 NS-6	EN-3		19
INV-1	Make Albany attractive for business development	UD-2 LU-1 LU-3 ARCH-1 ARCH-2	INV-1	CHR-7 AC-4	MM-2 PED-2 BIC-2		NI-1 NI-2 HDC-2 HDC-3 HDC-4 HDC-5 NS-1		FP-1 FP-2 FP-6	21
INV-2	Encourage investment in urban land and buildings for employment and housing	UD-1 ARCH-1 ARCH-2 ARCH-3		PS-1 PS-3 PS-4 PS-7			NS-1			9
INV-3	Reinforce, enhance and promote Albany's distinctive character and identity		INV-1				NI-2 NS-3		RP-1 RP-5	5
INV-4	Foster coalitions and community-initiated economic development partnerships			ED-2			NS-3		RP-1 FP-5	4
INV-5	Provide a foundation for economic activity									
Diversity				AC-4			NS-1			2
DIV-1	Increase economic diversity									
DIV-2	Identify high value, high probability sectors for targeted intervention		EMP-3	ED-2					RP-1	3
DIV-3	Develop an "adaptive management" approach								RP-1 RP-4 RP-6	3





SOCIAL										Total
CHR-9	Develop active design guidelines to promote physical activity and health	UD-1 UD-2 UD-3								3
Public Safety		LU-3 ARCH-2	INV-3	AC-6			NI-1			5
PS-1	Remove blighting influences									
PS-2	Promote walkable neighborhoods and complete streets	UD-3	INV-3		MM-1					3
PS-3	Expand and promote neighborhood town watch		INV-3				NS-5			2
PS-4	Focus on a community policing method		INV-3				NS-5			2
PS-5	Partner with the New York State Police to address the regional nature of crime		INV-3					RP-5		2
PS-6	Enhance resiliency against natural events				OS-3	HDC-11	EN-1			3
PS-7	Utilize crime prevention through environmental design (CPTED)		INV-3				HDC-5			2
Arts & Culture				ED-4						1
AC-1	Promote cultural identity									
AC-2	Make art education available at all school levels			ED-4						1
AC-3	Foster opportunities for public art			ED-4						1
AC-4	Strengthen the City's arts and cultural districts		INV-2 DIV-1	ED-4 AC-6 AC-7			HDC-5			6
AC-5	Enhance access to arts and cultural facilities			ED-4						1
AC-6	Provide opportunities for live-work space for artists	LU-3 ARCH-2		PS-1			NI-1			4
AC-7	Create a welcoming atmosphere for artists			AC-4 AC-6			HDC-2			3



	SOCIAL								Total
	Social Services								
SS-1	Maintain access to human service agencies, expand service where needed			SS-2 SS-6 SS-7					3
SS-2	Encourage coordinated promotion and access to social services			SS-1 SS-4 SS-5 SS-7					4
SS-3	Focus on strategies for preparing low-income children for K-5 schooling			ED-1 ED-3					2
SS-4	Consider social and environmental equity in all decisions			SS-2 SS-6	TR-3 TR-4				4
SS-5	Foster collaboration between organizations that provide similar services			SS-1 SS-2 SS-7					3
SS-6	Improve and enhance public access to institutional facilities and services			SS-1				RP-4	2
SS-7	Improve and coordinate homelessness assistance programs			SS-1 SS-2 SS-5		HDC-10			4



TRANSPORTATION										Total
Multi-Modal				CHR-2	BIC-1 VEH-4	AQ-1 SW-3		EN-3		
MM-1	Develop a Complete Streets policy									6
MM-2	Land use-transportation connection	LU-2 UD-1 UD-2	INV-1 INV-2	CHR-5 CHR-7	TR-2	AQ-1 WW-5	NS-2	EN-3	RP-2	14
Pedestrian					MM-1 MM-2		NS-4			3
PED-1	Maintain & improve sidewalk connections									
PED-2	Expand greenways			CHR-7	BIC-2	OS-1			RP-2	4
Bicycle				CHR-2	MM-1 VEH-3	AQ-1		EN-3		5
BIC-1	Promote and implement the Bicycle Master Plan									
BIC-2	Connect to regional trails			CHR-1	PED-2	OS-1			RP-2	4
BIC-3	Educate cyclists and drivers				BIC-1					1
Transit		UD-3			TR-3 TR-4 AIR-1	AQ-1				5
TR-1	Establish an intermodal transit center									
TR-2	Promote Transportation Demand Management to improve transit choices	LU-1 UD-1			VEH-3	AQ-1	NS-2	EN-3		6



	TRANSPORTATION									Total
TR-3	Increase transit connectivity		EMP-1 INV-1	CHR-5 CHR-7	TR-1 AIR-1		NS-2	EN-3		8
TR-4	Explore transit expansion options			SS-4	TR-1 TR-3			EN-3		4
Vehicular					VEH-3 TR-3 TR-4					3
VEH-1	Improve road infrastructure and reduce congestion									
VEH-2	Implement a comprehensive parking strategy		INV-1				NS-6			2
VEH-3	Promote Transportation Demand Management to reduce vehicle miles traveled				TR-2	AQ-1		EN-3		3
VEH-4	Promote efficient, hybrid, or alternative-fueled vehicles	UD-3			MM-1			EN-1		3
Freight Movement / Port			INV-2		FMP-2					2
FMP-1	Leverage port assets and integrate with freight rail									
FMP-2	Modernize the port to accommodate increased demand		INV-2		FMP-1					2
Air			INV-1		TR-1 TR-3					3
AIR-1	Maintain and improve connections between the airport and city									
AIR-2	Support Albany County Airport Authority efforts to increase direct national connections		INV-1							1



	NATURAL RESOURCES								Total
Waterways									
WW-1	Implement Long-Term Control Plan to mitigate water quality impacts of CSO's				WW-2		WS-1 SW-1 SW-2		4
WW-2	Control sources of negative environmental impact				WW-1 WW-3 TS-1		SW-1 WS-3		5
WW-3	Use zoning and environmental review to protect river and stream corridors				WW-2 TS-1		SW-3 SW-4		4
WW-4	Remediate brownfields to reduce runoff and water table contamination	LU-4 ARCH-3	INV-1		TS-2				4
WW-5	Improve public access to waterways	UD-2	INV-2		MM-2				3
WW-6	Encourage water conservation						WS-2 EN-2 EN-4		3
Urban Forest					AQ-2 UF-2				
UF-1	Develop an urban forestry program				AQ-2 UF-2				2
UF-2	Use zoning and environmental review to protect the urban forest				UF-1 AQ-2				2
Natural Habitat					BIC-2 PED-2	NH-2 OS-1		RP-2	
NH-1	Limit encroachment into habitat areas through land use controls				BIC-2 PED-2	NH-2 OS-1		RP-2	5
NH-2	Implement the Albany Pine Bush Preserve Management Plan				NH-1 NH-3 NH-4				3
NH-3	Restore and maintain high quality natural habitat areas				NH-1 NH-2 OS-1				3
NH-4	Use existing environmental education centers to promote habitat protection				NH-2				1



	NATURAL RESOURCES										Total
Air Quality											
AQ-1	Provide multi-modal transportation choices to reduce vehicle miles traveled		LU-2 UD-1	INV-1	CHR-2	MM-1 MM-2 BIC-1 TR-1 TR-2 VEH-3	NS-1 NS-2	EN-3			13
AQ-2	Enhance the urban forest to absorb CO2 and other pollutants					UF-1 UF-2					2
AQ-3	Enforce existing Anti-Idling Policy and expand to cover all modes and sectors					VEH-3 VEH-4					2
Topography & Soils									SW-3 SW-4		2
TS-1	Limit encroachment on steep slopes through land use controls										
TS-2	Encourage brownfield development to reduce soil contamination		LU-4 ARCH-3	INV-1		WW-4					4
Open Space					CHR-1 CHR-7	BIC-2 PED-2	NH-1		RP-2		6
OS-1	Expand and connect greenways and trails and link to regional networks										
OS-2	Reclaim vacant lots as open space and community gardens				CHR-3		OS-3	NI-3			3
OS-3	Support local food production				CHR-3		OS-2	NI-3 NS-7			4



	HOUSING & NEIGHBORHOODS								Total
	Housing & Diversity								
HDC-1	Improve the balance between rentals and owner-occupied homes					HDC-2 HDC-3 HDC-4 HDC-7			4
HDC-2	Use zoning as a tool to incentivize a diverse housing stock	LU-1 LU-2	INV-1 INV-2	AC-7		HDC-6 HDC-7			7
HDC-3	Provide and maintain intergenerational/life-cycle housing options		INV-2			HDC-2 HDC-4			3
HDC-4	Develop creative financing tools to encourage mixed-income housing		INV-2			HDC-1 HDC-7			3
HDC-5	Develop a marketing strategy to promote the City's neighborhoods		INV-1 INV-2	PS-7 AC-4		HDC-1 HDC-4			6
HDC-6	Use zoning to incentivize the development of affordable housing	LU-1				HDC-2 HDC-7			3
HDC-7	Encourage mixed-income housing options throughout the City					HDC-1 HDC-2 HDC-3 HDC-4			4
HDC-8	Promote quality affordable housing through design guidelines	LU-1 UD-1				HDC-9			3
HDC-9	Use building and zoning code enforcement to improve housing quality	LU-3				HDC-8			2
HDC-10	Ensure adequate provisions for homelessness prevention, transition and housing			SS-1 SS-2 SS-5 SS-7					4

	HOUSING & NEIGHBORHOODS									Total
Neighborhood Identity										
NI-1	Target blighting influences	LU-3 ARCH-2	INV-1 INV-2 INV-3	PS-1 AC-6						7
NI-2	Use zoning and development regulations as a tool for investment	UD-1 ARCH-1 ARCH-2	INV-1 INV-2 INV-4							6
NI-3	Leverage institutional anchors to build neighborhood identity			CHR-3		OS-2			FP-3 RP-5	4
NI-4	Create a partnership between neighborhood associations and institutions								FP-3 RP-5 FP-6	3
NI-5	Promote the use of web-based tools for neighborhood information sharing							COM-1 COM-2	RP-6	3
Neighborhood Services		LU-1	INV-2 DIV-1						RP-5	4
NS-1	Enhance, promote, and strengthen neighborhood commercial centers	LU-1 UD-1	EMP-1 INV-1		MM-2 TR-2 TR-3		EN-3			8
NS-2	Increase transit connectivity between neighborhoods and employment centers									
NS-3	Partner with institutions to attract investment in surrounding neighborhoods		INV-4						RP-1 RP-5	3
NS-4	Locate libraries, schools, parks, and community centers close to neighborhoods			CHR-1	PED-1					2
NS-5	Increase Neighborhood Watch Programs and focus on a community policing method			PS-3 PS-4						2
NS-6	Address parking issues within neighborhoods		INV-1		VEH-2					2
NS-7	Increase access to healthy food options for all neighborhoods			CHR-3		OS-2 OS-3				3





	UTILITIES & INFRASTRUCTURE								Total
SW-2	Incorporate green infrastructure practices in the Long Term Control Plan for CSO's				WW-1 WW-2		SW-1		3
SW-3	Reduce impermeable surfaces through land development regulations			MM-1	WW-2		SW-1 SW-4 WS-3		5
SW-4	Create Low Impact Development Design Guidelines	UD-1					SW-1 SW-3 WS-3		4
Solid Waste Management							EN-1 SWM-2		2
SWM-1	Maintain and expanding waste reduction, reuse and recycling efforts						EN-1 SWM-1		2
SWM-2	Explore alternatives for solid waste reduction and disposal						EN-1 SWM-1		2
Communications						NI-5	COM-2	RP-6	3
COM-1	Improve, develop and maintain communications infrastructure					NI-5	COM-2	RP-6	3
COM-2	Improve access to communications technology for all residents		ED-5			NI-5	COM-1	RP-6	4



	INSTITUTIONS								Total
Relationships & Partnerships									
RP-1	Work together to attract and support businesses and start-ups		EMP-3 EMP-4 INV-4 INV-5 DIV-2	ED-2 ED-3		NS-3		RP-3 RP-4	9
RP-2	Create, implement and expand regional plans for multi-modal transportation, open space networks, and green infrastructure				MM-2 PED-2 BIC-2	NH-1 OS-1		RP-3 RP-4	7
RP-3	Create and maintain open lines of communication between institutions							RP-1 RP-5 RP-6 FP-1 FP-2 FP-3 FP-5 FI-2	7
RP-4	Position the City as a leader in regional cooperation		DIV-3	SS-6				RP-1 RP-2 FP-2 FP-5	6
RP-5	Work together to revitalize downtown and key neighborhood mixed-use nodes		INV-4				NI-3 NI-4 PS-5 NS-1 NS-3	FP-1	6
RP-6	Enhance data-sharing partnerships with institutions		DIV-1				NI-5	COM-1 COM-2	3
Facilities & Projects									
FP-1	Communicate the benefits of development and growth in the city		INV-2					RP-3 FI-2 FP-6	4
FP-2	Coordinate with State, County, and regional agencies in the development review process		INV-2					RP-4 FP-3	3
FP-3	Work together to reduce potential negative impacts of institutional projects						NI-4	RP-3 FP-2 FI-1 FI-3	5



	INSTITUTIONS								Total
FP-4	Improve public access to institutional facilities and open spaces			CHR-8 SS-6				RP-2 FI-2	4
FP-5	Work with institutions on climate change planning		INV-5					RP-4	2
FP-6	Encourage Institutions to locate in, remain in and revitalize City of Albany neighborhoods		INV-2	ED-1		NI-4		RP-5 FP-1	5
Fiscal Impacts									
FI-1	Work together to establish a comprehensive system for implementing PILOTs							RP-3 FI-2 FI-3	3
FI-2	Communicate how development and growth in the city benefit or impact all institutions							RP-3 FP-2 FI-1 FI-3	4
FI-3	Assess and lobby for appropriate recommendations outlined in the 2010 Capital Punishment report							FP-3 FI-1 FI-2	3



CHAPTER 4.0



4.0 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, as expressed in the Vision Statement, into strategies for action (the eight plan systems presented in Chapter 3), and priorities for implementation.

The system strategies have been integrated into a series of implementation projects that cut across plan systems to produce tangible results in achieving the Albany 2030 Vision using the following approach:

1. Identify **Community Priorities**
2. Identify and quantify **System Overlaps**
3. Identify **Leverage Points**
4. Use the results of steps 1 to 3 to inform the development of strategies and actions into **Implementation Projects**.
5. **Prioritize** Implementation Projects into **short term**, **intermediate term**, and **long term**, and **ongoing** time frames

Implementation Projects

The Implementation Projects table on the following page identifies projects that "bundle" the system strategies into projects that 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)

Implementation Projects

Short Term Projects		Applicable System Strategies	System Interconnections
ST-1	Create a Capital Improvement Program (CIP)	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
ST-2	Develop the Harriman Campus as a mixed-use, transit-oriented community	LU-1, LU-2, PS-2, EMP-4, INV-2, MM-1, MM-2, PED-1, HDC-3, HDC-4, HDC-7	90
ST-3	Establish baseline Citywide Community Assessments	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
ST-4	Create a Strategic Arts Welcoming program	LU-3, ARCH-2, ED-4, PS-1, AC-4, AC-6, AC-7, INV-2, DIV-1, HDC-2, NI-1	69
Short Term Projects		Applicable System Strategies	System Interconnections
ST-5	Develop a Comprehensive Urban Agricultural Plan	CHR-3, OS-2, OS-3, NI-3, NS-7, EMP-2, INV-2, DIV-1	47
ST-6	Hire a marketing consultant to develop a city-wide marketing strategy	HDC-5, INV-1, INV-2, AC-4	46
ST-7	Develop a system for inter-deparmental and community data sharing to improve government efficiency	INV-2, RP-1, RP-3, RP-5, FP-2, FI-1	43
ST-8	Create an "Albany Local" buy local/use local program	EMP-1, INV-2, DIV-1	30
Short Term Projects		Applicable System Strategies	System Interconnections
ST-9	Create an Access to Healthy Foods program	CHR-3, OS-2, OS-3, NI-3, NS-7	19
ST-10	Create a PILOT task force and implement a fair and consistent PILOT program	FI-1, RP-3, FI-2, FI-3	17
Intermediate Term Projects		Applicable System Strategies	System Interconnections
IT-1	Prepare a comprehensive update to the city's zoning ordinance	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
IT-2	Create a comprehensive waterfront development strategy for the Hudson River waterfront	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
IT-3	Grow and strengthen the local Small Business Development Community	EMP-1, EMP-2, INV-1, INV-2, DIV-1, DIV-2	57
IT-4	Develop a commercial / office space reuse plan and program	INV-1, INV-2, ARCH-1, ARCH-2, HDC-7, NI-2	57
IT-5	Develop a complete streets plan, policy, and design guidelines.	CHR-2, MM-1, BIC-1, AQ-1, SW-3, EN-3	43

Intermediate Term Projects		Applicable System Strategies	System Interconnections
IT-6	Develop a green infrastructure system	WW-1, WW-6, EN-1, WS-1, WS-2, WS-3, SW-1, SW-2, SW-3, SW-4	39
IT-7	Develop a city-wide parking management strategy	INV-1, VEH-2, NS-6	23
IT-8	Expand the current street tree management plan into a comprehensive urban forestry program	UF-1, UF-2, AQ-2	6
Long Term Projects		Applicable System Strategies	System Interconnections
LT-1	Develop intermodal transit centers	UD-3, MM-1, TR-1, TR-3, TR-4, AIR-1, AQ-1	49
LT-2	Develop a model urban rehabilitation building code	ARCH-1, ARCH-2, INV-2, NI-2	34
LT-3	Develop context appropriate design guidelines, manuals and pattern books.	UD-1, INV-3, HDC-8	20
Ongoing Programs		Applicable System Strategies	System Interconnections
O-1	Establish a formal lobbying presence at the State and Federal level	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
O-2	Develop a regional Economic Development task force.	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
O-3	Implement the initiatives outlined in the Mayor's Office of Energy and Sustainability	EN-1, EN-2, EN-3, EN-4, EMP-5, MM-2, AQ-1, WS-2, SW-1, SWM-1, SWM-2	67
O-4	Reconvene an Education task force to develop a new Urban Education Agenda	ED-1, ED-2, ED-3, ED-4, ED-5, SS-3, SS-6, EMP-3, EMP-4, DIV-2, RP-1	52
O-5	Implement the Bicycle Master Plan	CHR-2, MM-1, BIC-1, BIC-2, BIC-3, VEH-3, AQ-1, EN-3	46
O-6	Complete and implement the Neighborhood Revitalization Strategic Plan	LU-3, LU-4, ARCH-2, ARCH-3, INV-2, NI-1	43
O-7	Implement a brownfield redevelopment strategy, starting with preparation of a Step Two Brownfields Opportunities Area (BOA) Nominations Study	LU-4, ARCH-3, INV-2, WW-4, TS-2	35

Plan Monitoring

Albany 2030 should be thought of as an ongoing process and framework to inform more detailed planning, programs, and decision-making as implementation moves forward.

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

- **Timeframes** for completion of specific actions.
- **Indicators** (metrics) to measure progress in achieving the plan vision and goals.
- **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.

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

Annual review - 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. Update the Data Book as new information becomes available.

Five-Year Assessment - Submit a detailed and formal report on plan progress, including a description of what significant changes have occurred since plan adoption; 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.

10-Year Update - Develop a process to revise and adopt an updated plan at the 10-year mark after plan adoption.





WRT