

NOVEMBER 2020

NOMINATION STUDY + MASTER PLAN

SHERIDAN HOLLOW BROWNFIELD OPPORTUNITY AREA

ALBANY, NEW YORK

This document was prepared for the Affordable Housing Partnership of the Capital Region, Inc. and the New York State Department of State with State funds provided through the Brownfield Opportunity Areas Program.

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List of Acronyms

AADT – Annual Average Daily Traffic	HUD – U.S. Department of Housing and Urban Development
ACAP – Albany Community Action Partnership	HVAC – Heating, Ventilation, and Air Conditioning
ACDA – Albany Community Development Agency	IPH – Interfaith Partnership for the Homeless
ACES – Albany Center for Economic Success	LIHTC – Low-Income Housing Tax Credit
ACLB – Albany County Land Bank	NORC – Naturally Occurring Retirement Communities
ACLT – Albany Community Land Trust	NPRA – National Parks and Recreation Association
ADA – American Disabilities Act	NYS – New York State
AHP – Affordable Housing Partnership	NYS DEC – New York State Department of Environmental Conservation
BER – Business Environmental Risk	NYS DOS – New York State Department of State
BOA – Brownfield Opportunity Area	NYS DOT – New York State Department of Transportation
BOCES - Boards of Cooperative Educational Services	NYS EFC – New York State Environmental Facilities Corporation
CDC – Centers for Disease Control	NYS EPF – New York State Environmental Protection Fund
CDPHP – Capital District Physicians’ Health Plan	NYS ESD – New York State Empire State Development
CDTA – Capital District Transportation Authority	NYS HCR – New York State Homes and Community Renewal
CDTC – Capital District Transportation Committee	NYS OGS – New York State Office of General Services
CSO – Combined Sewer Overflow	NYSERDA – New York State Energy Research & Development Authority
DRI – Downtown Revitalization Initiative	PCB – Polychlorinated Biphenyl
EDF – Economic Development Fund	REC – Recognized Environmental Concern
ESA – Environmental Site Assessment	REDC – Regional Economic Development Council
FEMA – Federal Emergency Management Agency	RFP – Request for Proposals
FHA – Federal Housing Administration	SEQRA – State Environmental Quality Review Act
GHHI – Green & Healthy Homes Initiative	SHARE – Sheridan Hollow Alliance for Renewable Energy
GIGP – Green Innovation Grant Program	SONYMA – State of New York Mortgage Agency
HREC – Historic Recognized Environmental Concern	USDO – Unified Sustainable Development Ordinance
	UST – Underground Storage Tank

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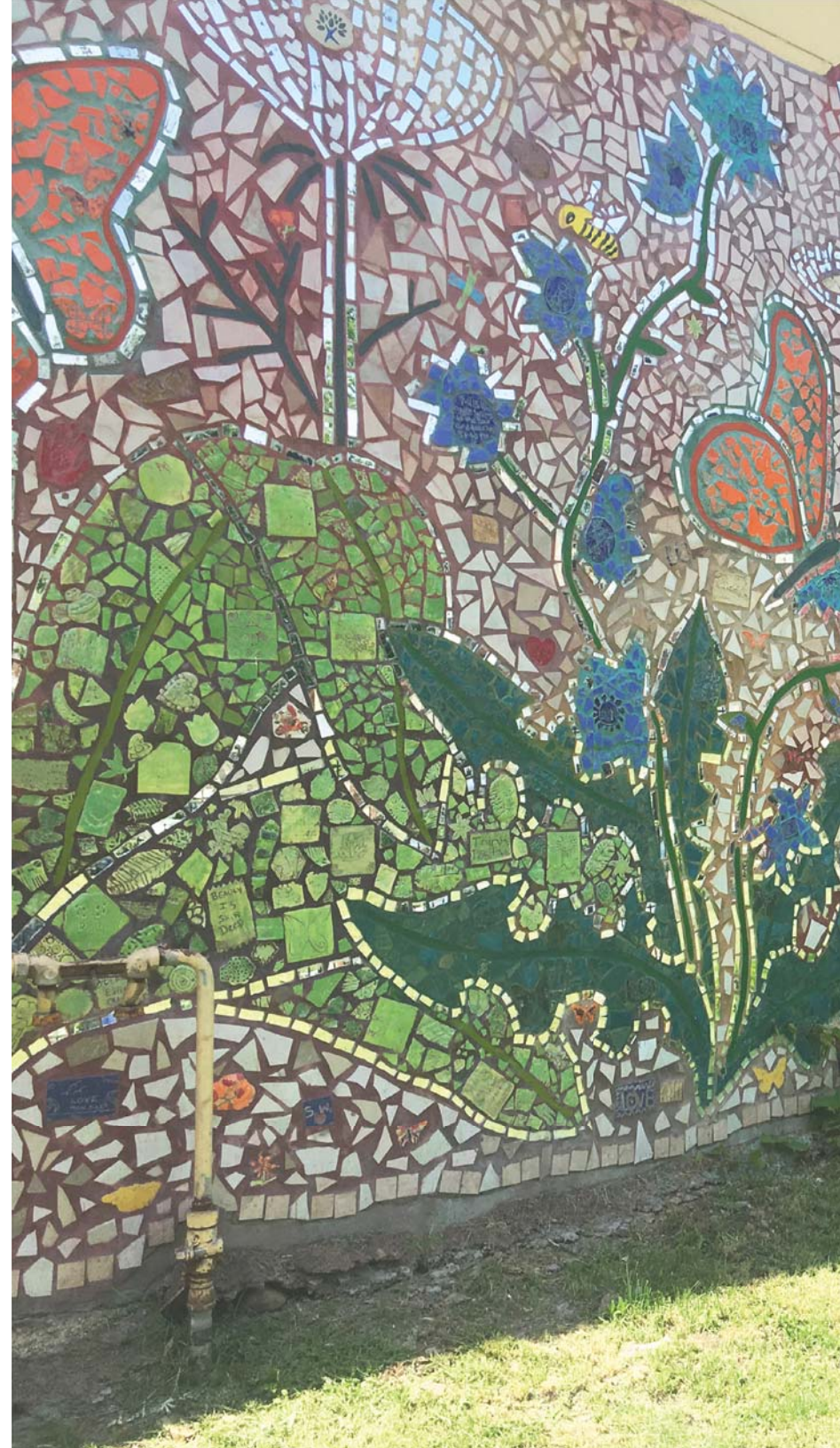
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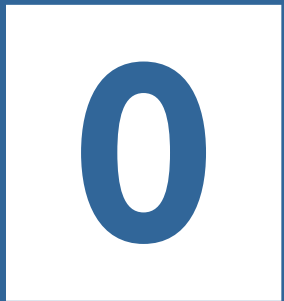
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EXECUTIVE SUMMARY





Project Overview + Description

PURPOSE

The Sheridan Hollow Brownfield Opportunity Area (BOA) Nomination Study + Master Plan (referred to herein as "the Plan") follows from the Pre-Nomination Study, completed in 2012, and represents the second step in the three-step New York State (NYS) BOA Program, which ultimately culminates in the designation of a brownfield area and the award of technical and financial assistance for its redevelopment. Brownfields are environmentally-contaminated sites that adversely impact communities and can depress property values and discourage investment in surrounding properties. The BOA Program works to remediate and redevelop brownfield sites in order to revitalize the broader community and promote economic and environmental resilience.

This Plan analyzes reuse and reinvestment potential for contaminated and underutilized sites within Sheridan Hollow and, from that analysis, identifies several key "strategic sites" with the greatest redevelopment potential whose reuse can be catalytic for the entire community. The Master Plan, included later in this document, outlines site-specific plans for these strategic sites and also includes other recommended actions and policies to support neighborhood-wide revitalization, environmental remediation, economic development, and improved quality of life.

BOUNDARY DESCRIPTION

Sheridan Hollow is a neighborhood rich in history and community. It is one of the most walkable neighborhoods in the City of Albany, has an interesting mix of residential and small business uses, as well as neighbors who care about one another and their community. Located near downtown Albany, the neighborhood has attracted recent investments such as new housing, upgraded parks, and LED streetlights.

To ensure all members of the neighborhood can benefit equitably from Sheridan Hollow's reinvestment potential, the Affordable Housing Partnership (AHP), in conjunction with the Sheridan Hollow Neighborhood Association, accessed a planning grant from the NYS BOA Program. Funds were used to evaluate a 106-acre area, bounded by Clinton Avenue, Pearl Street, Elk Street, and Lexington Avenue. This Plan has been created to address barriers to redevelopment.



LEAD PROJECT SPONSORS

This Plan is sponsored and led by the Affordable Housing Partnership of the Capital Region, with funding and guidance from the New York State Department of State (DOS). AHP is a neighborhood-based non-profit headquartered in Sheridan Hollow which has been working to increase homeownership and improve access to affordable housing in the neighborhood for over thirty years. AHP also works with its sister agency, the Albany Community Land Trust, to rebuild, rehabilitate, and strengthen housing stock in the City of Albany.

AHP is joined in managing the project by the following key partners:

- Sheridan Hollow Advisory Committee
- Sheridan Hollow Neighborhood Association
- Community Development Alliance of the Capital District
- City of Albany Department of Planning & Development and Department of Water & Water Supply
- NYS Homes and Community Renewal, Empire State Development, and NYS Department of Health

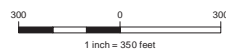
EXECUTIVE SUMMARY

Project Overview + Description



Sheridan Hollow Brownfields Opportunity Study Area (BOA)
The BOA is 140 acres, with a total of 1,124 tax parcels.

Data Sources:
City of Albany GIS Services
NYS ITS GIS Program Office, 2017 Orthomage



The City of Albany, GIS Services, the Affordable Housing Partnership and Albany Community Land Trust (AHP/ACT), provides this figure for illustrative purposes only. Unauthorized attempts to modify or utilize this figure for other than its intended purposes are prohibited. All locations are approximate. The City and AHP/ACT make no claims or guarantees about the accuracy or currency of the data provided and expressly disclaims liability for errors and omissions in its content.



City of Albany, Albany County, New York
Sheridan Hollow BOA Nomination
BOA BOUNDARY MAP

Community Vision + Goals

VISION

"Sheridan Hollow will be a great place to live and work and a community where people want to stay. People of all ages, incomes and culture will make the neighborhood their home, attracted by its variety of quality housing choices, access to jobs, dynamic and accessible public spaces and the neighborhood's commitment to preservation and sustainability. Sheridan Hollow's engaged residents will live in and own their well-loved, healthy, and equitable neighborhood."

GOALS

Goal #1: Promote Housing Affordability

Redevelop housing to benefit households of all incomes and ages by providing better quality and more affordable housing options. Decrease the number of vacant buildings in the neighborhood by rehabilitating and reusing them as housing.

Goal #2: Create Economic Opportunity

Create jobs to decrease the rates of poverty in the neighborhood and bring diverse commerce and service options to residents. Fill empty commercial spaces to increase the vitality of the community.

Goal #3: Strengthen Community

Strengthen social capital and quality of life by providing more opportunities for neighbors to get to know one another and to connect on issues of common concern.

Goal #4: Enhance Resilience

Create a resilient, sustainable, green community through green infrastructure practices, energy efficiency, and renewable energy improvements.

STRATEGIES

Strategy #1.1: Develop funding mechanisms and investment strategies to redevelop housing.

Strategy #1.2: Evaluate existing vacant buildings to determine redevelopment potential.

Strategy #2.1: Create a final development plan for the Freihofer buildings and 236 Clinton Avenue.

Strategy #2.2: Find an economic reuse for the former Hungry Hollow space.

Strategy #2.3: Create a plan for the reuse of existing small commercial spaces into live/work spaces.

Strategy #2.4: Promote workforce training programs and emphasize training for growing industries.

Strategy #3.1: Strengthen and develop resident leadership of the neighborhood association.

Strategy #3.2: Increase availability of community event space and neighborhood-wide activities.

Strategy #4.1: Invest in energy efficiency and renewable energy projects.

Strategy #4.2: Expand green infrastructure into vacant lots to help mitigate the impacts of flooding.

Strategy #4.3: Implement a program of roof drain connections to rain barrels and raised garden beds.

Public Participation

ENLISTING PARTNERS

This Plan was informed by active engagement with residents, business owners, local organizations, government agencies, and other stakeholders. These community members have local expertise and experience in Sheridan Hollow as well as a vested interest in the success of the neighborhood well beyond the planning phase. Their engagement and input resulted in a Plan that is representative of the people and the community that it serves.

To engage the community, AHP hosted a variety of events including:

- Advisory committee meetings;
- Monthly Neighborhood Association meetings;
- Stakeholder interviews;
- Design workshops;
- Community events, including neighborhood clean-ups, ice cream socials, holiday toys-for-tots parties, and a tea party for long-time residents; and,
- Surveys, social media posts, and informational email and door-to-door leaflet distribution.

Beginning in 2011 as the Sheridan Hollow Revitalization Committee, the Sheridan Hollow Neighborhood Association restarted in 2012 with neighborhood clean-ups, monthly meetings, advising on neighborhood needs, meeting with potential developers and prioritizing strategic sites. The Neighborhood Association continues to meet monthly to inform and direct the Plan and its implementation.

PUBLIC FEEDBACK



Feedback from stakeholders revealed consistent themes like the presence of underutilized assets and barriers to redevelopment including: crime, deterioration of vacant buildings, limited foot traffic, lack of parking, and poor market conditions. Most stakeholders noted that conditions in the neighborhood improved in recent years, but that more housing and business options were needed.

Overall, community support for the revitalization of the Sheridan Hollow BOA is strong. Residents, business owners, and community organizations are committed to advancing the neighborhood forward. The community expressed a desire to make the neighborhood more vibrant and increase the quality of life for residents. Projects with community-wide support include: redeveloping vacant buildings, particularly the Freihofer Plant and the vacant lots on Orange Street; rehabilitating housing on Lark Street; increasing home ownership opportunities; creating new parks; implementing green infrastructure; improving multi-modal infrastructure; and creating more programs and services for youth.

IMPACT OF COVID-19

In March 2020, New York State went on PAUSE as a response to the COVID-19 pandemic. The stay at home orders *did not* prevent active Sheridan Hollow affordable housing construction projects from proceeding (i.e. Home Leasing, RSS, Habitat, and Albany Community Land Trust). However, economic uncertainty, including NYS budget deficits, may impact future projects such as the next phase of Habitat for Humanity homes or the development at 236 Clinton.

COVID did impact the ability of the Neighborhood Association to meet in person and door-to-door leafletting – a major communication tool for the neighborhood – was paused. As an alternative, the Neighborhood Association met via Zoom, which increased participation at neighborhood meetings as neighbors with access to technology found it easier to participate from their homes. Final public meetings occurred via Zoom, as well. Public comments were requested through AHP's website, where a draft of the Sheridan Hollow Nomination Study + Master Plan was publicly available.

Demographic + Physical Conditions

SUMMARY OF KEY FINDINGS

Existing Conditions

Location and Historic Context

Sheridan Hollow is located on the western edge of Downtown Albany in a low-lying ravine, from which the neighborhood derives its name. Challenging topography and chronic flooding associated with the ravine made the area undesirable and contributed to historic disinvestment. Residential development of Sheridan Hollow began in the late 1600s and rapid growth of the neighborhood was closely linked to an influx of Irish immigrants in the mid-1800s. By the early 1900s, Sheridan Hollow was a ethnically diverse working-class neighborhood, densely populated by Albany's poorest residents.

Neighborhood Characteristics

Today, Sheridan Hollow is a largely residential community, with some neighborhood-scale commercial uses, parks, and pockets of former manufacturing spaces and commercial parking lots. The neighborhood is defined primarily by two- and three-story rowhouses that abut the sidewalk on small, narrow lots.

Socio-Economic Characteristics

Sheridan Hollow has a vibrant, diverse, and growing population. It is home to a large, predominantly Black community with many families and single parents with young children. Most residents are renters and many use public transit. The neighborhood continues to be marginalized and struggles with

poverty and unemployment. In general, household incomes in the neighborhood are low and many residents rely on some form of public assistance to supplement their income.

Housing

The neighborhood's housing stock is dominated by pre-1939 rowhouses which, although historic and rich in architectural character, are deteriorating due to high vacancy rates and deferred maintenance. Home values and rents in the neighborhood are correspondingly low. Many residents have trouble covering their housing costs, sometimes at the expense of other necessities like food, clothing, and medical care. Low homeownership rates also contribute to instability in the neighborhood.

Businesses

Businesses in Sheridan Hollow struggle because residents have little disposable income to support them. Many residents also have difficulty finding jobs because they either lack a college degree or their skills do not match those required for available jobs. Residents who are employed work primarily in the services or public administration industries.

Flooding

Topography, aging infrastructure, and the prevalence of impervious surfaces complicate stormwater management in the neighborhood and exacerbate localized flooding during storm events. The neighborhood's lack of green infrastructure also limits stormwater absorption.

Contamination

Sheridan Hollow has a legacy of contamination, with multiple sites throughout the neighborhood being environmentally impacted by their past uses or by historic spill or leakage events. These sites are potential brownfields, which may complicate their redevelopment.

Building Conditions

Due to age and deferred maintenance, many structures in the neighborhood show signs of deterioration. Numerous vacant parcels and vacant buildings disrupt the urban fabric and contribute to blight and disinvestment.

Potential Opportunities

Sheridan Hollow has an opportunity to use environmental cleanup funds through the Step 3 BOA Program as a catalyst for progress. The neighborhood's supply of vacant structures also presents opportunities for adaptive reuse and redevelopment. By building off the momentum generated by several recent investments in the neighborhood, the projects proposed in the Master Plan – backed by strong community support – can revitalize Sheridan Hollow, improve quality of life, and foster future investment and partnerships.

Economic Conditions

MARKET ANALYSIS

Existing Conditions

The local economy in Sheridan Hollow is struggling. Unemployment is high, the home purchase market is weak, and local businesses have trouble capturing demand.

Jobs Market

A lack of available, desirable, or skills-matched jobs limits employment opportunities for local residents and makes it hard for local business owners to hire.

Retail Market

Unless they can capture demand outside the BOA, neighborhood businesses may struggle because area residents have little disposable income. Limited foot traffic and a lack of day-time parking availability also constrain businesses.

Housing Market

Poor comparables in the housing market make it difficult to encourage investment and rehabilitation. The cost to purchase and rehabilitate much of the housing in the BOA far surpasses its private market value post-rehab. This makes the rehabilitation of Sheridan Hollow's many vacant or deteriorating homes prohibitively costly and allows the cycle of deferred maintenance to continue unabated. Deferred maintenance also affects the rental market, where low rents cannot cover the costs to maintain or improve these properties.

Potential Opportunities

Jobs Market

The development and promotion of existing workforce training programs would help match residents with available jobs, diversify the workforce, and enable Sheridan Hollow residents to access higher-skill and higher-wage jobs.

Retail Market

To encourage entrepreneurs to develop businesses in the BOA, a business attraction program could be created to promote the neighborhood and actively recruit interested businesses and entrepreneurs. A Sheridan Hollow Merchant's Association could be established to support existing businesses as well.

Housing Market

Creating a healthy housing market in Sheridan Hollow will depend largely on diversifying the available housing types, creating a balance between ownership and rental units, and providing housing options that are attractive to a larger population of all ages and income ranges. Government subsidies and tax credits can be used, in part, to bridge the rehabilitation financing gap. AHP should also work with the City of Albany to simplify regulatory requirements and drive down development costs. Alternatives like infill and mixed-use development should be considered and existing homeowners should be provided with the technical and financial assistance to pursue rehabilitation on their own.

REUSE OPPORTUNITIES

Existing Conditions

In Sheridan Hollow, vacant buildings disrupt the urban fabric, cause blight, and contribute to a sense of disinvestment and a lack of safety. Redeveloping and reusing existing buildings can help transform Sheridan Hollow and increase the economic vitality of the neighborhood. Many buildings in Sheridan Hollow are well-positioned to be reused as artist live/work spaces, pop-up galleries, or pop-up shops.

Potential Opportunities

Former Hungry Hollow

A reuse analysis for the former Hungry Hollow restaurant identified three potential reuse scenarios: a daycare center, a commercial kitchen, and a community center. It may be possible to operate this property as a flex space, with all three uses sharing the building but operating at different times or on different days.

Former Freihofer Plant

The Former Freihofer Plant, because of its large footprint and separate buildings, is uniquely positioned to be a multi-use, multi-tenant space. In the first phase of redevelopment, the property owner plans on creating a self-storage facility and a cider business, while the second phase will create a community kitchen, a year-round market, as well as office space.

Potential Brownfields

Brownfields are sites where redevelopment may be complicated by the potential presence of environmental contaminants like hazardous substances, asbestos, lead-based paint, and petroleum. Contaminants may be introduced into the site by spill incidents, leaking storage tanks, or improper disposal. The historical presence of dry cleaners or auto repair/service stations can also lead to contamination as the chemicals used in these industries are often hazardous if not disposed of properly. Known or suspected contamination can be an obstacle to investment in and redevelopment of these sites, which makes appropriate remediation and environmental cleanup particularly salient to reclaiming brownfield sites.

A total of 144 sites within the BOA have been identified as potential brownfields: 44 due to spill incidents and 4 due to leaking storage tanks while 50 were identified as historical cleaners and 46 as historical auto stations. Several Phase I Environmental Site Assessments (ESAs) were performed at potential brownfield sites that are pertinent to the recommendations in this Plan. Their findings are described in brief at right. Phase I ESAs assess whether current or historical property uses could have potentially impacted soil or groundwater on site and, therefore, could pose a threat to human or environmental health. They also recommend remediation actions, if necessary, or could suggest further investigation through a Phase II ESA.



236 Clinton Avenue

A storage tank was formerly present on site and auto repair shops are located nearby.

Former Freihofer Plant

Oil and grease residue, black ash, animal scat and bird droppings were found throughout the site along with two above-ground storage tanks. Structural integrity issues of the building were noted as well.

Elk + Sherman Street Lots

Containers of unknown contents and overgrown vegetation were observed on site. Phase II ESAs at 242 and 238 Elk Street found soil and groundwater contamination with no record of remedial action.

228 Elk Street

Uncontrolled disposal of debris and containers of hazardous materials were observed on site. A hazardous materials inspection is recommended as potential exists for asbestos and lead paint.















293-295 Orange Street

Uncontrolled disposal of debris and containers of hazardous materials were observed on site. A hazardous materials inspection is recommended as potential exists for asbestos and lead paint.

Potential Brownfields + Strategic Sites



LEGEND

- | | | | | |
|---|---|--|---|---|
|  Potential Brownfields |  228 Elk Street |  Strategic Sites |  ACES Lot (236 Clinton Ave.) |  Elk + Sherman Lots |
|  Potential Brownfields with Phase I ESAs |  293-295 Orange Street |  Strategic Sites with Phase I ESAs |  Former Freihofer Plant |  Former Li Ming Restaurant |
| | | |  Lower Orange Street Lots |  283 Sheridan Avenue |
| | | |  The Hill |  Sheridan Avenue Lots |
| | | |  Former Hungry Hollow | |

Strategic Sites

A primary purpose of the Sheridan Hollow BOA Nomination Study + Master Plan is to identify “strategic sites.” These strategic sites have the greatest potential for redevelopment and are most likely to catalyze complementary investment and development at other, nearby sites.

To be considered a strategic site, properties were required to meet one or more of the criteria listed below. The most heavily weighted criteria were a site's redevelopment potential, including its ownership and vacant or underutilized status, as well as public support for its redevelopment.

Criteria:

- Presence of known and/or suspected contamination on site, due to either current or past uses.
- Abandoned, vacant, or underutilized status.
- Excessive length of time that the structure or lot has remained vacant, with little or no interest in redevelopment by current or future owners.
- Prominent location within the neighborhood.
- Difficulty in redeveloping the site without prohibitive up-front environmental and/or archaeological testing.
- Sufficient size to support redevelopment.

A total of 9 sites within the BOA were identified as strategic sites, as described at right.

ACES Lot

This large vacant lot, owned by the Albany Center for Economic Success (ACES), has the potential for a mixed-use development with retail or training space to support ACES as well as residential space.

Former Freihofer Plant

This site includes two, large, vacant and decaying buildings. The Phase I ESA suggests that remediation will be necessary, but rehabilitation and reuse as a multi-tenant, multi-use space is also possible.

Lower Orange Street Lots

This site is one of the largest, uninterrupted vacant areas in the BOA. Its fifteen adjacent vacant lots could be assembled and redeveloped with a diversified housing program.

The Hill

The large, wooded hillside separating lower Sheridan Hollow from Capitol Hill could be transformed into a formal park space with trails winding through the existing tree canopy and improved stairways.

Former Hungry Hollow

This site is the cornerstone retail space in the newly-completed Sheridan Hollow Village mixed-use development. It could be reused as a commercial kitchen, daycare, or community center.

Elk + Sherman Lots

This site includes ten vacant parcels, owned by the Albany Housing Authority (AHA), which could be redeveloped into affordable housing to complement AHA's nearby Townsend Park Homes.

Former Li Ming Restaurant

This site includes a former single-story restaurant building on a corner lot with an associated parking lot. Potential exists for mixed-use redevelopment with first-floor retail and upper-story residential uses.

283 Sheridan Avenue

This vacant, corner lot sits at an important gateway into the BOA. It was formerly used as a gas station and may require remediation, but could be redeveloped as a mixed-use building with plaza space.

Sheridan Avenue Lots

This site is comprised of six parcels, each with now-demolished homes that were destroyed by a fire. There is community interest in repurposing the site as a small parking lot for neighbors along with green space, including a community garden.

Strategic Sites

KEY CHARACTERISTICS

Strategic Site	Size	Ownership	Current Use	Former Use	Potential Contamination	Potential Reuse
ACES Lot 236 Clinton Avenue	0.5 acres	private	vacant	bakery, stained glass works	historic presence of storage tank and nearby auto shops	retail, office, residential
Former Freihofer Plant 222-268 Spruce Street	1.6 acres	private	vacant	bakery, auto shop	oil and grease, black ash from fire, scat and bird droppings	multi-use commercial
Lower Orange Street Lots 139-187 Orange Street, 74 Hawk Street	1.2 acres	private	vacant	unknown	tires and other industrial materials stored on site	residential
The Hill Between Elk Street + Sheridan Avenue	5.3 acres	New York State	vacant	none	none	park space
Former Hungry Hollow 203 Sheridan Avenue	9,000 sq. ft.	private	vacant	park space	none	commercial
Elk + Sherman Lots 232-242 Elk St. + 49, 53, 57, 61, 65 Sherman St.	0.5 acres	Albany Housing Authority	vacant	residences, auto shop	historic presence of autoyard, nearby UST, illegal dumping	residential
Former Li Ming Restaurant 129 Lark Street	0.1 acres	private	vacant	restaurant, parking lot	automobiles and boats stored on site	mixed-use
283 Sheridan Avenue	0.1 acres	private	vacant	gas station	historic use as gas station	mixed-use
Sheridan Avenue Lots 326-336 Sheridan Avenue	0.5 acres	private	vacant	residences	previous homes at site destroyed by fire	community or green space

Recommendations

RECENT PROJECTS

The projects proposed in the Sheridan Hollow BOA Master Plan will build upon recent investments in the neighborhood and will also support and be supported by ongoing developments. In recent years, Sheridan Hollow has secured millions of dollars in public and private investment, attracted several businesses and jobs, and made a concerted effort to enhance the neighborhood's public realm.

Since 2003, \$175 million has been invested in commercial developments including renovations at the Palace Theatre and the development of the Hampton Inn; \$83 million of public and private funding has been used to strengthen Sheridan Hollow's housing stock; and \$11 million has been invested into mixed-use developments like the Sheridan Hollow Village. In coming years, another \$2.9 million of public investment is expected through the Downtown Revitalization Initiative (DRI). This program will bring pedestrian enhancements to Clinton Avenue, public art to Clinton Square, and will also fund other projects in nearby Downtown Albany which will likely have positive spill-over effects into Sheridan Hollow.

MASTER PLAN

The Sheridan Hollow BOA Master Plan presents a vision for the future of the neighborhood. The projects proposed in the Master Plan were informed by analyses of physical, socio-economic, and market conditions and by community feedback. Each project directly advances one or more of the goals identified in the Community Vision + Goals section. Together, the proposed projects will help Sheridan Hollow achieve its vision of becoming a neighborhood of choice where people want to stay. The projects are organized into four categories:

Mobility Projects

These projects aim to connect and extend transportation networks in the neighborhood and make them safe and accessible for all.

Public Realm Projects

These projects work to enhance and expand park spaces, improve streetscapes, and mitigate flooding through the implementation of green infrastructure.

Redevelopment Projects

These projects redevelop vacant and underutilized sites into housing, commercial, or mixed-use developments.

Policies + Programs

These policies and programs are intended to provide educational, technical, and/or financial resources to support Sheridan Hollow's vision.

IMPLEMENTATION

To facilitate successful implementation of the projects proposed in the Master Plan, the Sheridan Hollow BOA Nomination Study + Master Plan also includes an Implementation Framework which details a phased approach to project completion and identifies potential partners and funding sources for each project. This Implementation Framework is summarized in the table on the following pages.

As part of the phased approach to implementation, AHP has identified several "immediate actions" that the organization and its partners can feasibly complete in the next one to three years. These immediate actions – which focus largely on building partnerships, developing marketing materials, and advocating for funding and policy changes – are critical to maintaining the momentum generated by this Plan and to positioning the proposed projects for public and private investment and implementation. AHP is well-equipped to lead the implementation of these immediate actions given its existing relationships with the community and the City, ability to secure additional grant funding, and portfolio of existing projects and resources.

The following table also identifies actions that may be eligible for funding as part of the BOA Program. Step 3 of the BOA Program funds several pre-development activities, including feasibility studies and design development, which can help reduce the up-front costs of future redevelopment and make it easier to attract public and private investment.




SHERIDAN HOLLOW
BROWNFIELD OPPORTUNITY AREA

MASTER PLAN

MOBILITY PROJECTS

- 1** Pedestrian Connections up the Hill
- 2** Cyclist Connections up the Hill
Strategic Site: The Hill
- 3** Swan Street Stairs
Strategic Site: The Hill
- 4** Traffic Calming: Henry Johnson Blvd.
- 5** Alley Extensions
- 6** Multimodal Improvements: Clinton Ave.
- 7** Complete Street Improvements

POLICIES + PROGRAMS

-  Vacant Lot Toolkit

PUBLIC REALM PROJECTS

- 1** Malcolm X Park
- 2** Veterans Memorial Park
- 3** Swan Street Park
Strategic Site: The Hill
- 4** Henry Johnson Underpass Art Installation
- 5** Community Park (Sheridan Avenue Lots)
Strategic Site: Sheridan Avenue Lots
- 6** Green Infrastructure Opportunities
- 7** Solar Canopy
Strategic Site: The Hill



STRATEGIC SITES










-  Projects on Strategic Sites

REDEVELOPMENT PROJECTS

- 1** Freihofer Building Reuse
Strategic Site: Former Freihofer Plant
- 2** Orange St. Vacant Lot Redevelopment
Strategic Site: Lower Orange Street Lots
- 3** Mixed Use Redevelopment (ACES Lot)
Strategic Site: ACES Lot (236 Clinton Ave.)
- 4** Hungry Hollow Redevelopment
Strategic Site: Former Hungry Hollow
- 5** Road Street Redevelopment
Strategic Site: The Hill
- 6** Lark Street Rehabilitation
- 7** Affordable Housing Redevelopment + Parking
Strategic Site: Elk + Sherman Lots
- 8** Mixed Use Development with Healthy Cafe (129 Lark St.)
Strategic Site: Former Li Ming Restaurant
- 9** Mixed Use Gateway (283 Sheridan Ave.)
Strategic Site: 283 Sheridan Ave.
- 10** Lexington/Sheridan Ave. Mixed-Use Development
- 11** Community Manufacturing Space (233-241 Sheridan Ave.)

Recommendations

 mobility projects
 public realm projects

Project	Description	Immediate Actions	Actions Eligible for Step 3 BOA Funding	Other Potential Funding Sources	Timeline
 Hill Pedestrian Connections	Reopen the staircases at Henry Johnson Boulevard and Eagle Streets. Formalize the elevator in the Sheridan Hollow Garage as an accessible route.	—	schematic design and cost estimates; topographic and boundary surveys; construction documents; public outreach	City	1 to 2 years
 Hill Cyclist Connections	Add sloped ramps alongside the Swan and Hawk Street stairs to allow bikes to be rolled up the hill.	—	schematic design and cost estimates; topographic and boundary surveys; construction documents; public outreach	City, NYS DOT, CDPHP, CDTA	1 to 2 years
 Swan Street Stairs	Widen and enhance the Swan Street Stairs with improvements like pedestrian lighting, benches, and placemaking features.	—	schematic design and cost estimates; topographic and boundary surveys; construction documents; public outreach	City, CDTA, NYS DOT, NYS OGS, NYS DOS	2 to 4 years
 Traffic Calming: Henry Johnson Blvd.	Install traffic calming elements along Henry Johnson Boulevard including curb bump-outs, pedestrian refuge islands, and enhanced crosswalks.	—	—	City, NYS DOT, CDTA	2 to 4 years
 Alley Extensions	Extend existing alleyways across neighborhood blocks where possible and create new alleyways where easements permit to expand parking.	obtain buy-in from property owners; develop design plans; implementation	schematic design and cost estimates; topographic and boundary surveys; construction documents; public outreach	City	5 to 10 years
 Multimodal Improvements: Clinton Ave.	Enhance Clinton Avenue by reducing travel lane widths and improving bicycle infrastructure.	—	traffic impact study; schematic design and cost estimates; public outreach	City, CDTA, DRI, NYS DOT, NYS DOS	2 to 4 years
 Complete Street Improvements	Implement pedestrian improvements along Lark Street, Orange Street, Lexington Avenue, and Sheridan Avenue. Implement intersection improvements at the Lark Street/Clinton Avenue, Lark Street/Washington Avenue, and Sheridan Avenue/Dove Street intersections.	—	traffic and signalization impact studies; schematic design and cost estimates; topographic and boundary surveys; construction documentation; public outreach	City, CDTA, NYS DOT, NYS DOS	2 to 4 years
 Malcolm X Park	Improve the park with decorative plantings and other amenities like game tables and an informational kiosk.	install game tables; write grants to secure funding for additional amenities	—	City, NYS EPF Grant Program, Local Donors	1 to 2 years
 Veterans Memorial Park	Create a small memorial and rain garden at the southeast corner of Sheridan Avenue and Dove Street.	design and install rain garden; install memorial	—	City, Habitat for Humanity, NYS EPF Grant Program, NYS EFC, Local Donors	1 to 2 years

Recommendations

Project	Description	Immediate Actions	Actions Eligible for Step 3 BOA Funding	Other Potential Funding Sources	Timeline
Swan Street Park	Formalize the hill between Elk Street and Sheridan Avenue with meandering paths, pedestrian lighting, historic placards, and potentially an amphitheater.	—	Phase I ESA; schematic design and cost estimates; public outreach	City, NYS OGS, NYS EPF Grant Program, NYS EFC, NYS DEC, NYS DOS, Foundations, Local Donors	5 to 10 years
Henry Johnson Underpass Art Installation	Enhance the area beneath the Henry Johnson overpass into a gateway, with murals, lighting, and gathering spaces.	—	—	City, NYS Council on the Arts, Foundations, Local Donors	2 to 4 years
Community Park (Sheridan Avenue Lots)	Create a community garden space along Sheridan Avenue, with landscaped paths and a parking lot.	—	financing plan; zoning code amendment; Phase I ESA; schematic design and cost estimates; outreach	City, Albany County Land Bank, Capital Roots, NYS DOS	2 to 4 years
Green Infrastructure	Implement porous pavement, rain gardens, green roofs, bioswales, and rain barrels at strategic locations throughout the BOA.	install green infrastructure on Orange Street; identify additional high priority projects in partnership with Department of Water	hydrologic and sewer infrastructure analysis; green infrastructure implementation strategy and long-term maintenance plan; outreach	City, NYS EFC, NYS DEC, NYS DOS	5 to 10 years
Solar Canopy	Install a solar canopy over the large Elk Street surface parking lot to provide renewable energy to the neighborhood.	—	public outreach to inform residents of opportunities to participate in and benefit from the solar installation	NYSERDA, NYS OGS, NYS DEC	2 to 4 years
Freihofer Building Reuse	After as-necessary remediation, redevelop the former Freihofer plant buildings and property into a multi-use, multi-tenant commercial facility, with focus on food-related uses.	—	Phase II ESA; hazardous materials surveys; financial feasibility analysis and financing plan; building conditions studies; public infrastructure analyses; creation of developer RFP; public outreach	Community Loan Fund of the Capital Region, NYS DEC Brownfield Redevelopment Tax Credit, NYS ESD, NYS DOS, Private Investment	5 to 10 years
Orange Street Vacant Lot Redevelopment	Develop affordable and market-rate housing to infill the Orange Street block between Swan and Hawk Streets.	design development, construction documents, and specs for parcels owned by Habitat for Humanity	Phase I and II ESA; construction documents; public outreach	Habitat for Humanity, Community Loan Fund of the Capital Region, NYS HOME Program, NYS DOS, Private Investment	2 to 4 years
Mixed-Use Redevelopment (ACES Lot)	Infill the lot at 236 Clinton Avenue with a mixed-use residential and commercial development.	finalize financing application and secure funding	marketing campaign to promote small, M/WBEs; public outreach	Community Loan Fund of the Capital Region, NYS ESD, Private Investment	2 to 4 years
Hungry Hollow Redevelopment	Bring a commercial use back to the former Hungry Hollow space.	work with prospective daycare tenant to negotiate lease; secure financing for renovations	—	Community Loan Fund of the Capital Region, NYS ESD, Private Investment	1 to 2 years

Recommendations

Project	Description	Immediate Actions	Actions Eligible for Step 3 BOA Funding	Other Potential Funding Sources	Timeline
Road Street Rehabilitation	Create a mixed-use residential, office, and light-industrial development at the existing parking lot on Road Street.	—	Phase I ESA; market and financial feasibility studies; developer RFP; public outreach	Community Loan Fund of the Capital Region, LIHTC, NYS HCR Programs, Private Investment	5 to 10 years
Lark Street Rehabilitation	Rehabilitate facades and ensure structural stability for the buildings on Lark Street between Elk and Spruce Streets.	—	building conditions studies; hazardous materials surveys; architectural drawings and specifications; public outreach	Community Loan Fund of the Capital Region, NYS HCR Programs, NYS DOS, Private Investment	2 to 4 years
Affordable Housing Redevelopment	Redevelop the vacant parcels on Sherman and Elk Streets as townhouse-style affordable housing.	—	Phase II ESA; market feasibility study; archaeological survey; public outreach	Community Loan Fund of the Capital Region, LIHTC, NYS HCR Programs, Private Investment	5 to 10 years
Mixed-Use Development with Cafe	Redevelop the former Li Ming Restaurant site (129 Lark Street) with a mixed-use residential and commercial (potential healthy cafe) development.	—	building condition survey; schematic designs and cost estimates; public outreach	Community Loan Fund of the Capital Region, NYS ESD, Private Investment	2 to 4 years
Mixed-Use Gateway (283 Sheridan Ave.)	Construct a mixed-use building with first-floor retail or restaurant space and upper-floor residential. Enhance streetscape to create a gateway.	—	Phase I and Phase II ESAs; public outreach	Community Loan Fund of the Capital Region, NYS ESD, Private Investment	2 to 4 years
Lexington Ave. Mixed-Use Development	Develop the site at the corner of Lexington and Sheridan Avenues as a residential and multi-tenant commercial space.	—	Phase I and Phase II ESAs; building condition survey; market strategy; construction documentation; public outreach	Community Loan Fund of the Capital Region, NYS ESD, Private Investment	2 to 4 years
Community Manufacturing Space	Create a manufacturing/commercial space for community use in the former Tile Factory and redevelop the adjacent City-owned lot into a productive community asset (e.g., dog park).	—	building condition survey; market strategy; construction documentation; public outreach	City, Community Loan Fund of the Capital Region, NYS ESD, NYS Council on the Arts, Private Investment	2 to 4 years
Encourage a Mix of Incomes and Ownership	Implement policies and programs that prioritize homeownership in neighborhoods where ownership rates are low to support local wealth creation and provide families with housing stability.	grant writing and fundraising to fund a local developer mentoring program; prioritize the distribution of existing funds to neighborhoods with extremely low ownership rates	develop an implementation and financing plan to create a training program to build local community redevelopment capacity; develop a financing plan to fund existing home ownership resources; public outreach	Albany's Home Acquisition Program, Historic Albany Foundation, AHP, Albany County Land Bank, Albany County Housing Trust Fund, State of New York Mortgage Agency, Homebuyer Dream Program, FHA Acquisition and Repair Funding	3+ years

Recommendations

Project	Description	Immediate Actions	Actions Eligible for Step 3 BOA Funding	Other Potential Funding Sources	Timeline
Provide Opportunities for Residents to Age in Place	Implement a multi-faceted approach to ensure residents have the resources necessary to raise a family and age in the neighborhood.	—	market analysis to determine eligibility for NORC status; public outreach	City, CDTA, NYS DOT, Private Investment	5+ years
Promote and Improve Neighborhood Sustainability	Conduct energy retrofits and solar installations and develop a workforce training program to build local capacity in the clean energy sector.	implement the Eco-District; install residential and commercial solar panels throughout neighborhood	—	City, NYSERDA	2+ years
Support the Maintenance of Occupied Properties	Implement a suite of programs focused on preventing vacancy, mitigating contamination, and increasing sustainability in occupied properties in order to reduce blight, improve safety, and increase property values.	—	develop a financing and marketing plan for the Green & Healthy Homes Initiative; establish an Emergency Repair Program and Communication System; public outreach	Albany's Homeowner Assistance and Lead Safe Housing Programs, NYSERDA, NYS HCR Programs proposed City Emergency Repair Program	3+ years
Proactively Rehabilitate and Redevelop Vacant Properties	Develop, implement, and fund programs/policies that proactively rehabilitate vacant buildings and prevent future vacancies.	advocate for the establishment and implementation of an Emergency Demolition Protocol	develop an implementation and financing plan for the "Take Stock in Your Block" program; create a Vacant Building Toolkit; develop an Emergency Demolition Protocol and Early Warning System for vacant buildings; design a plan for locating historical markers; public outreach	City and State subsidies, Albany County Land Bank, proposed Community Development Tax Incentive Program, proposed "Take Stock in Your Block" Program, proposed revolving loan fund	5+ years
Create Opportunities to Improve and Redevelop Vacant Lots	Develop, implement, and fund programs/policies that proactively rehabilitate vacant buildings and prevent future vacancies.	prioritize vacant lots to be included in the existing Adopt-A-Lot program; market Vacant Lot Toolkit	—	"Adopt a Lot" Program, Community Loan Fund of the Capital Region, proposed Land Assemblage Tax Credit, proposed Strategic Acquisition Fund	5+ years
Increase Parking Availability for Residents	Advocate for City and State legislative changes and promote existing transit programs to increase parking availability for neighborhood residents.	conduct a parking study in the BOA	—	City, Albany Parking Authority, NYS DOS	2 to 4 years