

NOVEMBER 2020

NOMINATION STUDY + MASTER PLAN

# SHERIDAN HOLLOW BROWNFIELD OPPORTUNITY AREA

ALBANY, NEW YORK

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# Acknowledgments

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# List of Acronyms

**AADT** – Annual Average Daily Traffic

**ACAP** – Albany Community Action Partnership

**ACDA** – Albany Community Development Agency

**ACES** – Albany Center for Economic Success

**ACLB** – Albany County Land Bank

**ACLT** – Albany Community Land Trust

**ADA** – American Disabilities Act

**AHP** – Affordable Housing Partnership

**BER** – Business Environmental Risk

**BOA** – Brownfield Opportunity Area

**BOCES** - Boards of Cooperative Educational Services

**CDC** – Centers for Disease Control

**CDPHP** – Capital District Physicians’ Health Plan

**CDTA** – Capital District Transportation Authority

**CDTC** – Capital District Transportation Committee

**CSO** – Combined Sewer Overflow

**DRI** – Downtown Revitalization Initiative

**EDF** – Economic Development Fund

**ESA** – Environmental Site Assessment

**FEMA** – Federal Emergency Management Agency

**FHA** – Federal Housing Administration

**GHHI** – Green & Healthy Homes Initiative

**GIGP** – Green Innovation Grant Program

**HREC** – Historic Recognized Environmental Concern

**HUD** – U.S. Department of Housing and Urban Development

**HVAC** – Heating, Ventilation, and Air Conditioning

**IPH** – Interfaith Partnership for the Homeless

**LIHTC** – Low-Income Housing Tax Credit

**NORC** – Naturally Occurring Retirement Communities

**NPRA** – National Parks and Recreation Association

**NYS** – New York State

**NYS DEC** – New York State Department of Environmental Conservation

**NYS DOS** – New York State Department of State

**NYS DOT** – New York State Department of Transportation

**NYS EFC** – New York State Environmental Facilities Corporation

**NYS EPF** – New York State Environmental Protection Fund

**NYS ESD** – New York State Empire State Development

**NYS HCR** – New York State Homes and Community Renewal

**NYS OGS** – New York State Office of General Services

**NYSERDA** – New York State Energy Research & Development Authority

**PCB** – Polychlorinated Biphenyl

**REC** – Recognized Environmental Concern

**REDC** – Regional Economic Development Council

**RFP** – Request for Proposals

**SEQRA** – State Environmental Quality Review Act

**SHARE** – Sheridan Hollow Alliance for Renewable Energy

**SONYMA** – State of New York Mortgage Agency

**USDO** – Unified Sustainable Development Ordinance

**UST** – Underground Storage Tank



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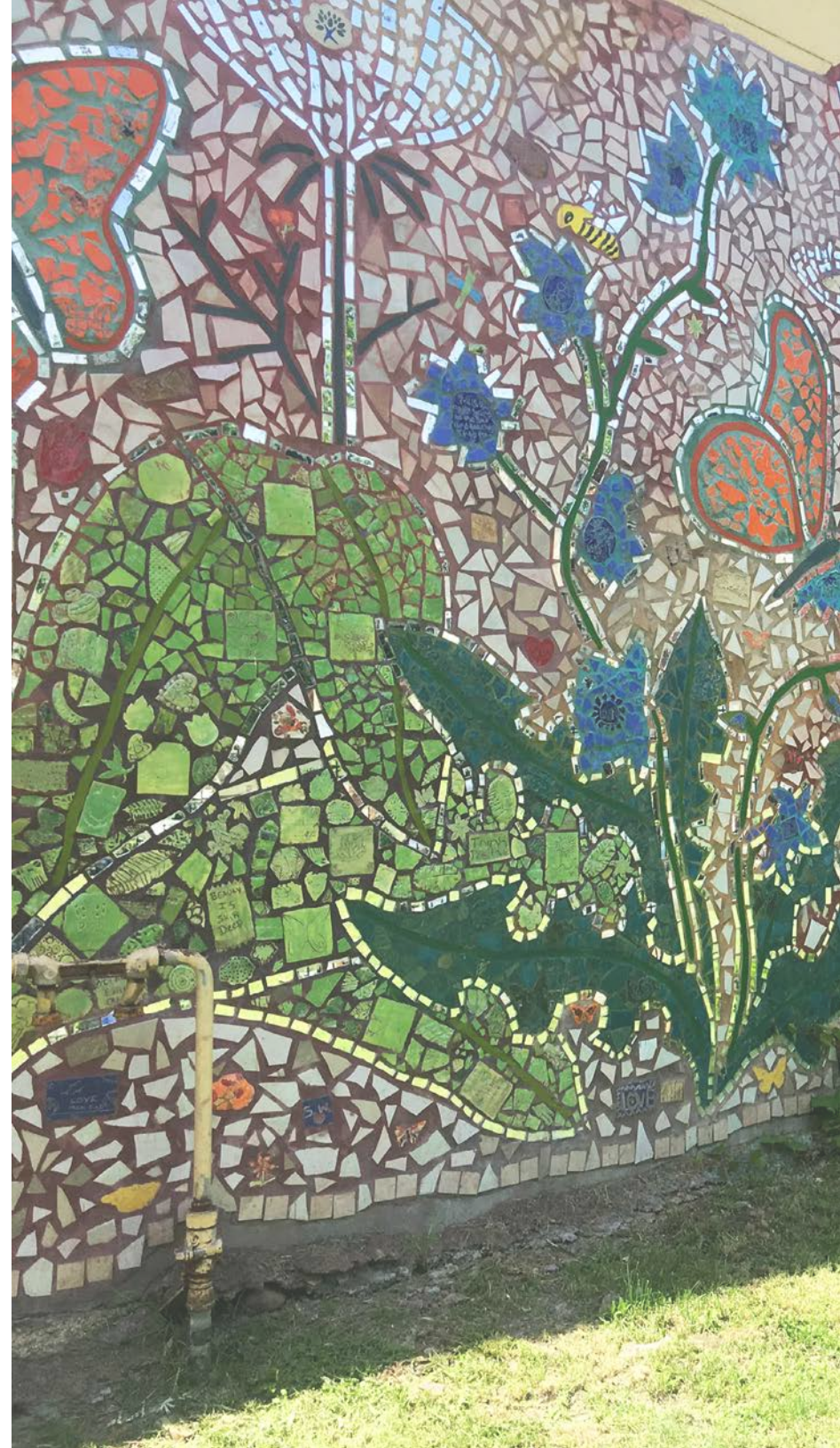
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# **IMPLEMENTATION PLAN**



# Implementation Plan Overview

This Section establishes a concise and actionable implementation plan for advancing the proposed projects, policies, and programs described in Section 4 of this Plan. The implementation plan identifies key partners, potential funding sources, necessary pre-development work, and approximate timeframes for project implementation.

In order to clearly differentiate between short-term and long-term actions needed to maintain the Plan's momentum and achieve the neighborhood's vision, the implementation plan is divided into three main sections:

1. Recommended Actions for Step 3 BOA
2. Short-Term Actions
3. Long-Term Implementation Matrix

## RECOMMENDED ACTIONS FOR STEP 3 BOA

Upon designation, the Sheridan Hollow BOA will become eligible for additional State funding through the BOA Program. This section identifies critical pre-development actions that are eligible for Step 3 BOA funding and necessary to advance several of the projects included in the Sheridan Hollow BOA Master Plan. Projects prioritized for Step 3 funding include:

- Projects, policies, and programs that are community priorities;
- Sites where additional environmental assessment work is required;
- Additional pre-development work is required to attract investment; and/or
- Sites with public control or a willing property owner

## SHORT-TERM ACTIONS

This section identifies several short-term actions that AHP and its partners can feasibly undertake over the course of the next three years, independent of Step 3 BOA funding. These actions are critical to maintaining the momentum generated by this Plan and positioning the recommended projects for future public and private investment and implementation.

## LONG-TERM IMPLEMENTATION MATRIX

This section outlines a long-term approach to implementing all of the capital projects and policies and programs recommended in Section 4 of this Plan. The matrix is organized by project type and includes key partners, anticipated implementation timeframe, and potential funding sources.



## SURVEY SAYS...

AHP conducted several online public surveys to identify projects that are community priorities and critical short-term actions necessary to maintain the Plan's momentum and advance key projects towards implementation. The results of these surveys are summarized below and highlighted in the tables throughout this Section.

### IDENTIFY THE PROJECTS YOU THINK ARE MOST IMPORTANT FOR THE NEIGHBORHOOD...

In June 2020, AHP asked Sheridan Hollow residents to identify the three projects in each category that they felt were most important to the neighborhood. Below are the community's priority projects:

#### MOBILITY

1. Swan Street Stairs
2. Multimodal Improvements: Clinton Avenue
3. Complete Street Improvements (especially the Lark/Clinton intersection)

#### PUBLIC REALM

1. Swan Street Park ("the Hill")
2. Green Infrastructure
3. Community Park on the Sheridan Ave. Lots

#### REDEVELOPMENT

1. Freihofer Building Reuse
2. Orange Street Vacant Lot Redevelopment
3. Lark Street Rehabilitation

#### POLICIES + PROGRAMS

1. Support the Maintenance of Occupied Properties
2. Encourage a Mix of Incomes and Ownership
3. Proactively Rehabilitate and Redevelop Vacant Buildings

### IDENTIFY THE SHORT-TERM ACTIONS YOU THINK ARE MOST IMPORTANT...

In September 2020, local residents and stakeholders (e.g., Habitat for Humanity and Freihofer Building property owner) were asked to prioritize short-term actions. Here is what they said:

- 70%** prioritized a parking study + advocating for a resident parking permit system
- 40%** prioritized identifying vacant lots for the Mow-To-Own Program
- 40%** prioritized attracting a tenant to the Hungry Hollow space
- 30%** prioritized improvements at Veteran's Memorial and Malcolm X Park



# Recommended Actions for Step 3 BOA

## OVERVIEW

This section identifies actions that are eligible for funding through Step 3 of the BOA Program. Several pre-development activities, such as feasibility studies, public outreach, and design development, may be funded as part of a Step 3 BOA (see table to the right). These pre-development activities help to reduce the cost of future redevelopment, attract additional public and private investment, and identify strategic and actionable approaches to implementing the neighborhood's vision.

## Project Selection Criteria

Not all projects recommended in the Master Plan are included as priorities for Step 3 BOA funding. Instead, a subset of projects that would benefit most from additional BOA funding were identified. These projects meet the following criteria:

- Identified as a community priority during the planning process;
- Public site control or willing private property owner;
- Additional pre-development work necessary to attract future investment; and
- Phase I and/or Phase II Environmental Site Assessments (ESAs) needed to address known or suspected contamination

## Sites Recommended for Phase II Environmental Site Assessments

One of the requirements of BOA Designation includes the identification of any sites where Phase II Environmental Site Assessments (ESAs) are recommended. The purpose of a Phase II ESA is to evaluate recognized environmental conditions identified in a Phase I ESA, including the presence or absence of hazardous substances in the soils and groundwater of a site. Phase II ESAs are eligible for Step 3 BOA funding and play an important role in identifying and limiting risk, identifying necessary site remediation actions, and informing future redevelopment scenarios.

Phase II ESAs are recommended for the following sites:

- 293 and 295 Orange Street
- Elk and Sherman Street Lots
- Freihofer Building (268 Spruce Street)

## ELIGIBLE PRE-DEVELOPMENT ACTIVITIES STEP 3 BOA FUNDING

### Development & implementation of marketing strategies

**Examples:** market analyses; creation of websites, brochures, and other materials to promote BOA projects

### Development of plans and specifications

**Examples:** schematic design; survey; construction document development

### Real estate services

**Examples:** creation of developer RFPs; legal services; development of real estate disposition strategies

### Building conditions studies

**Examples:** architectural and structural studies; lead, mold, asbestos, radon, and/or vapor intrusion surveys

### Infrastructure analyses

**Examples:** feasibility studies; traffic studies; infrastructure plans

### Zoning & regulatory updates

**Examples:** updates to Albany's USDO; development of design standards/guidelines

### Environmental, housing & economic studies

**Examples:** Phase I and Phase II ESAs; archaeological/cultural surveys; development of vacant building toolkit; financial feasibility studies; target industry analysis

### Public outreach

**Examples:** community meetings; neighborhood events; demonstration projects





# Recommended Actions for Step 3 BOA

## ACTIONS RECOMMENDED FOR STEP 3 BOA FUNDING

The following tables identify recommended actions to pursue as part of a Step 3 BOA for Sheridan Hollow and are organized by project type. These recommended actions advance community priorities, align with BOA funding requirements, and are necessary next steps to further develop, refine, and better position proposed projects for implementation.

### MOBILITY

PROJECT	PARTNERS	ACTIONS ELIGIBLE FOR STEP 3 BOA
<p><b>01 Connections Up the Hill.</b> Reopen the staircases at Henry Johnson Blvd. and Eagle Streets (01); add bicycle access to Swan and Hawk Street stairs (02); and, widen and enhance the Swan Street Stairs with safety and aesthetic improvements like pedestrian lighting, benches, and placemaking features (03).</p>	<p>City, State</p>	<ul style="list-style-type: none"> <li>▪ Schematic design and cost estimates</li> <li>▪ Topographic and boundary surveys</li> <li>▪ Construction document development</li> <li>▪ Public outreach</li> </ul>
<p><b>05 Alley Extensions.</b> Extend existing alleyways across neighborhood blocks and create new alleyways, where possible, to expand parking and improve neighborhood connectivity.</p>	<p>City, Property Owners</p>	<ul style="list-style-type: none"> <li>▪ Schematic design and cost estimates</li> <li>▪ Topographic and boundary surveys</li> <li>▪ Construction document development</li> <li>▪ Public outreach</li> </ul>
<p><b>06 Multimodal Improvements: Clinton Ave.</b> Enhance Clinton Avenue by reducing travel lane widths and improving bicycle infrastructure.</p>	<p>City, Capitalize Albany (DRI coordination), CDTA</p>	<ul style="list-style-type: none"> <li>▪ Traffic impact study</li> <li>▪ Schematic design and cost estimates</li> <li>▪ Public outreach</li> </ul>

## ACTIONS RECOMMENDED FOR STEP 3 BOA FUNDING (CONT.)

### MOBILITY

PROJECT	PARTNERS	ACTIONS ELIGIBLE FOR STEP 3 BOA
<p><b>07 Complete Street Improvements.</b> Implement pedestrian improvements to improve walkability along the Lark Street, Orange Street, Lexington Avenue, and Sheridan Avenue. Implement intersection improvements to increase safety and accessibility, with an emphasis on the Lark Street/Clinton Avenue, Lark Street/Washington Avenue, and Sheridan Avenue/Dove Street intersections.</p>	<p>City, CDTA</p>	<ul style="list-style-type: none"> <li>▪ Traffic and signalization impact studies at the Lark Street and Clinton Avenue intersection</li> <li>▪ Schematic design and cost estimates</li> <li>▪ Topographic and boundary surveys</li> <li>▪ Construction document development</li> <li>▪ Public outreach</li> </ul>

### PUBLIC REALM

PROJECT	PARTNERS	ACTIONS ELIGIBLE FOR STEP 3 BOA
<p><b>03 Swan Street Park.</b> Formalize the hill between Elk Street and Sheridan Avenue with meandering paths, pedestrian lighting, historic placards, and potentially an amphitheater.</p>	<p>City, State</p>	<ul style="list-style-type: none"> <li>▪ Phase I ESA</li> <li>▪ Schematic design and cost estimates</li> <li>▪ Public outreach</li> </ul>
<p><b>05 Community Park (Sheridan Avenue Lots).</b> Create a community garden space along Sheridan Avenue, with landscaped paths and a small parking lot.</p>	<p>City, TAP Inc., Capital Roots</p>	<ul style="list-style-type: none"> <li>▪ Financing plan for acquiring property</li> <li>▪ Zoning code amendment to permit parking lot, including design standards for off-street parking</li> <li>▪ Phase I ESA</li> <li>▪ Schematic design and cost estimates</li> <li>▪ Public outreach</li> </ul>

# Recommended Actions for Step 3 BOA

## ACTIONS RECOMMENDED FOR STEP 3 BOA FUNDING (CONT.)

### PUBLIC REALM

PROJECT	PARTNERS	ACTIONS ELIGIBLE FOR STEP 3 BOA
<p><b>06 Green Infrastructure.</b> Implement porous pavement, rain gardens, green roofs, bioswales, and rain barrels at strategic locations throughout the BOA.</p>	<p>City, State</p>	<ul style="list-style-type: none"><li>▪ Hydrologic modeling and sewer infrastructure analysis</li><li>▪ Green infrastructure implementation strategy, including identification of high priority projects, phasing of improvements, and design guidance for stormwater best management practices</li><li>▪ Green infrastructure long-term maintenance plan</li><li>▪ Public outreach</li></ul>
<p><b>07 Solar Canopy.</b> Install a solar canopy over the large Elk Street surface parking lot to provide a source of renewable energy to the neighborhood.</p>	<p>City, State</p>	<ul style="list-style-type: none"><li>▪ Public outreach to inform residents of opportunities to participate in and benefit from the solar installation</li></ul>



## ACTIONS RECOMMENDED FOR STEP 3 BOA FUNDING (CONT.)

### REDEVELOPMENT

PROJECT	PARTNERS	ACTIONS ELIGIBLE FOR STEP 3 BOA
<p><b>01 Freihofer Building Reuse.</b> 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.</p>	<p>City, Property Owner, Local Developers/Entrepreneurs</p>	<ul style="list-style-type: none"> <li>▪ Phase 2 ESA</li> <li>▪ Lead, mold, asbestos, radon, and/or vapor intrusion surveys</li> <li>▪ Financial feasibility analysis and proposed financing plan</li> <li>▪ Building conditions studies, including structural assessments</li> <li>▪ Public infrastructure analyses to assess impacts of proposed development and potential upgrades required</li> <li>▪ Creation of a developer RFP</li> <li>▪ Public outreach</li> </ul>
<p><b>02 Orange Street Vacant Lot Redevelopment.</b> Develop affordable and market-rate housing to infill the Orange Street block between Swan and Hawk.</p>	<p>Habitat for Humanity, TAP, Albany Community Land Trust</p>	<ul style="list-style-type: none"> <li>▪ Phase 1/2 ESA</li> <li>▪ Architectural drawings, construction documents, and specifications</li> <li>▪ Public outreach</li> </ul>
<p><b>03 Mixed-Use Redevelopment (ACES Lot).</b> Infill the lot at 236 Clinton Avenue with a mixed-use residential and commercial development.</p>	<p>ACES, City, Local Entrepreneurs</p>	<ul style="list-style-type: none"> <li>▪ Marketing plan and campaign to promote small M/WBE businesses along Clinton Avenue and throughout Sheridan Hollow</li> <li>▪ Public outreach</li> </ul>
<p><b>05 Road Street Redevelopment.</b> Create a mixed-use residential, office, and light-industrial development at the existing parking lot on Road Street.</p>	<p>Property Owner, City, Private Developers</p>	<ul style="list-style-type: none"> <li>▪ Phase I ESA</li> <li>▪ Market and financial feasibility studies</li> <li>▪ Developer RFP</li> <li>▪ Public outreach</li> </ul>

# Recommended Actions for Step 3 BOA

## ACTIONS RECOMMENDED FOR STEP 3 BOA FUNDING (CONT.)

### REDEVELOPMENT

PROJECT	PARTNERS	ACTIONS ELIGIBLE FOR STEP 3 BOA
<p><b>06 Lark Street Rehabilitation.</b> Rehabilitate facades and ensure structural stability of the buildings on Lark Street between Elk and Spruce Streets.</p>	<p>Property Owners, City</p>	<ul style="list-style-type: none"> <li>• Building conditions studies, including structural assessments</li> <li>• Lead, mold, asbestos, radon, and/or vapor intrusion surveys</li> <li>• Architectural drawings and specifications</li> <li>• Public outreach</li> </ul>
<p><b>07 Affordable Housing Redevelopment + Parking.</b> Redevelop the vacant parcels on Sherman and Elk Streets as townhouse-style affordable housing with off-street parking for residents.</p>	<p>Property Owner, City, Private Developers</p>	<ul style="list-style-type: none"> <li>• Market feasibility study for housing models such as cooperatives, condominiums, and mixed use</li> <li>• Phase II ESA</li> <li>• Archaeological survey</li> <li>• Public outreach</li> </ul>
<p><b>08 Mixed-Use Development with Healthy Cafe (129 Lark Street).</b> Redevelop the former Li Ming Restaurant site with a mixed-use residential and commercial development, with potential for a healthy cafe on the first floor.</p>	<p>Property Owner, City, Local Developers and Entrepreneurs</p>	<ul style="list-style-type: none"> <li>• Building condition survey</li> <li>• Schematic designs and cost estimates</li> <li>• Public outreach</li> </ul>
<p><b>09 Mixed-Use Gateway (283 Sheridan Avenue).</b> Construct a mixed-use building with first-floor retail or restaurant space and upper-floor residential. Couple with streetscape enhancements to create an identifiable gateway.</p>	<p>Property Owner</p>	<ul style="list-style-type: none"> <li>• Phase I and Phase II ESAs</li> <li>• Public outreach</li> </ul>

## ACTIONS RECOMMENDED FOR STEP 3 BOA FUNDING (CONT.)

### REDEVELOPMENT

PROJECT	PARTNERS	ACTIONS ELIGIBLE FOR STEP 3 BOA
<p><b>10 Lexington/Sheridan Avenues Mixed-Use Development.</b> Residential and commercial redevelopment of several vacant and underutilized sites at the corner of Lexington and Sheridan Avenues.</p>	<p>Property Owner</p>	<ul style="list-style-type: none"> <li>Phase I and Phase II ESAs</li> <li>Building condition survey</li> <li>Financial feasibility studies</li> <li>Construction documents</li> <li>Public outreach</li> </ul>
<p><b>11 Community Manufacturing Space (233-241 Sheridan Ave.).</b> 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).</p>	<p>Property Owner</p>	<ul style="list-style-type: none"> <li>Building condition survey</li> <li>Marketing analysis and market strategy</li> <li>Construction documents</li> <li>Public outreach</li> </ul>

### POLICIES + PROGRAMS

PROJECT	PARTNERS	ACTIONS ELIGIBLE FOR STEP 3 BOA
<p><b>01 Encourage a Mix of Incomes and Ownership.</b> Implement policies and programs that prioritize homeownership in neighborhoods where ownership rates are significantly below the City as a whole in order to support local wealth creation, increase tenure, and provide families with housing stability</p>	<p>City, State, Albany County Land Bank, Historic Albany Foundation, AHP, Local Developers, and Other Local Non-Profits</p>	<ul style="list-style-type: none"> <li>Develop an implementation, marketing, and financing plan for the creation of a training program that builds local community redevelopment capacity (modeled after "Jumpstart Germantown")</li> <li>Develop a financing plan to ensure existing home ownership resources continue to be funded</li> <li>Public outreach</li> </ul>

# Recommended Actions for Step 3 BOA

## ACTIONS RECOMMENDED FOR STEP 3 BOA FUNDING (CONT.)

### POLICIES + PROGRAMS

PROJECT	PARTNERS	ACTIONS ELIGIBLE FOR STEP 3 BOA
<p><b>02 Provide Opportunities for Residents to Age in Place.</b> Implement a multi-faceted approach to ensure residents have the resources necessary to raise a family and age in the neighborhood.</p>	<p>City, State, Neighborhood Association</p>	<ul style="list-style-type: none"> <li>Complete market analysis to determine eligibility for Naturally Occurring Retirement Community (NORC) status</li> <li>Public outreach</li> </ul>
<p><b>04 Support the Maintenance of Occupied Properties.</b> Implement a suite of programs focused on preventing vacancy, mitigating contamination, and increasing sustainability in occupied properties in order to reduce blight, improve health and safety, and increase property values.</p>	<p>City, Albany County Land Bank, Historic Albany Foundation, Other Local Non-Profits, and Property Owners</p>	<ul style="list-style-type: none"> <li>Develop a financing and marketing plan for the Green &amp; Healthy Homes Initiative</li> <li>Establish an Emergency Repair Program and Communication System</li> <li>Public outreach</li> </ul>
<p><b>05 Proactively Rehabilitate and Redevelop Vacant Buildings.</b> Develop, implement, and fund programs/policies that proactively rehabilitate vacant buildings and prevent future vacancies.</p>	<p>City, State, Albany County Land Bank, Historic Albany Foundation, AHP, Other Local Non-Profits, and Property Owners</p>	<ul style="list-style-type: none"> <li>Develop an implementation and financing plan for the "Take Stock in Your Block" program</li> <li>Create a Vacant Building Toolkit</li> <li>Develop an emergency demolition protocol and an early warning system to proactively identify vacant buildings</li> <li>Design and develop a plan for placing historical markers and Historic District signage throughout the neighborhood</li> <li>Public outreach</li> </ul>







# Short-Term Actions

## OVERVIEW

AHP and its partners have identified several short-term actions that they can feasibly undertake over the course of the next three years, independent of Step 3 BOA funding. These actions are critical to maintaining the momentum generated by this Plan and positioning the recommended projects for future public and private investment and implementation.

AHP is well-equipped to lead these short-term actions given their existing relationships with the community and the City, ability to secure additional grant funding, and portfolio of existing projects and resources. Recommended short-term actions include:

- Building partnerships with local investors and property owners to advance the projects recommended in this Plan;
- Developing marketing materials to more broadly advertise existing programs and resources;
- Advocating for funding and policy changes; and,
- Conducting pre-development work to better position recommended projects for funding through a Step 3 BOA as well as attract additional public and private investment.

## PROJECT SELECTION CRITERIA

The projects included in the subsequent table of short-term actions have been selected for a variety of reasons:

- Conversations with stakeholders, including city officials, have occurred and there is general support for working together to advance the project;
- Funding has been identified that can assist with project implementation;
- Strategic lots or buildings are currently on the market for sale;
- Development partners with a strong track record have been identified making the prospects for successful project implementation highly likely; and,
- AHP's existing skill sets of grant writing, program implementation, marketing expertise, and relationships with other stakeholders make the project or policy more likely to be successfully advanced.



More specifically, the selected public realm projects target highly visible intersections in Sheridan Hollow that have been priority projects for neighbors for many years; the selected redevelopment projects are well along in the pre-development process and provide housing and community uses that meet the needs of residents; and, the selected policies and programs build upon and fill gaps in programming already offered in Sheridan Hollow.



Sheridan Hollow neighborhood clean-up, 2019

## SHORT-TERM ACTIONS FOR AHP TO ADVANCE



The table below outlines short-term actions for AHP and its partners to undertake in the next one to three years. These actions will help maintain momentum generated by this planning process and will continue to advance the proposed projects, particularly those that require near-term action to ensure they remain viable.

Project	Short-Term Actions
<b>Alley Extensions</b>	<ul style="list-style-type: none"> <li>▪ Obtain buy-in from adjacent property owners to establish alley on the west side of Lark Street, between Elk Street and Spruce Street</li> <li>▪ Develop design plans and implement the alley</li> </ul>
<b>Malcolm X Park</b>  <b>SHORT-TERM COMMUNITY PRIORITY</b>	<ul style="list-style-type: none"> <li>▪ Install game tables</li> <li>▪ Grant writing to secure funding for additional park amenities &amp; improvements</li> </ul>
<b>Veterans Memorial Park</b>  <b>SHORT-TERM COMMUNITY PRIORITY</b>	<ul style="list-style-type: none"> <li>▪ Design and installation of rain garden (funding from NYS DEC has been secured)</li> <li>▪ Installation of memorial</li> </ul>
<b>Green Infrastructure</b>	<ul style="list-style-type: none"> <li>▪ Installation of green infrastructure on Orange Street (Dept. of Water has completed construction documents)</li> <li>▪ Identify additional high priority projects in partnership with Dept. of Water</li> </ul>
<b>Orange St. Vacant Lot Redevelopment</b>	<ul style="list-style-type: none"> <li>▪ Design development, construction documents, and specifications for parcels owned by Habitat for Humanity</li> </ul>
<b>Mixed-Use Redevelopment (ACES Lot)</b>	<ul style="list-style-type: none"> <li>▪ Finalize financing application and secure funding</li> </ul>

Mobility Projects
  Public Realm Projects
  Redevelopment Projects

# Short-Term Actions

## SHORT-TERM ACTIONS FOR AHP TO ADVANCE (CONT.)

Project	Short-Term Actions
<p><b>Hungry Hollow Redevelopment</b>   <b>SHORT-TERM COMMUNITY PRIORITY</b></p>	<ul style="list-style-type: none"> <li>▪ Work with prospective daycare tenant to negotiate and execute a lease agreement</li> <li>▪ Secure financing for necessary renovations to convert the former Hungry Hollow commercial space into a daycare</li> </ul>
<p><b>Encourage a Mix of Incomes &amp; Ownership</b></p>	<ul style="list-style-type: none"> <li>▪ Grant writing and fundraising to fund the establishment of a local developer mentoring program</li> <li>▪ Advocate with existing funding sources to prioritize the distribution of funds to neighborhoods with extremely low ownership rates</li> </ul>
<p><b>Promote &amp; Improve Neighborhood Sustainability</b></p>	<ul style="list-style-type: none"> <li>▪ Implement Eco-District</li> <li>▪ Install residential and commercial solar panels throughout neighborhood</li> </ul>
<p><b>Proactively Rehabilitate &amp; Redevelop Vacant Buildings</b></p>	<ul style="list-style-type: none"> <li>▪ Advocate for the establishment and implementation of an Emergency Demolition Protocol</li> </ul>
<p><b>Create Opportunities to Improve &amp; Redevelop Vacant Lots</b>   <b>SHORT-TERM COMMUNITY PRIORITY</b></p>	<ul style="list-style-type: none"> <li>▪ Prioritize vacant lots to be included in the existing Adopt-A-Lot and Mow-To-Own programs</li> <li>▪ Market Vacant Lot Toolkit</li> </ul>
<p><b>Increase Parking Availability for Residents</b>   <b>SHORT-TERM COMMUNITY PRIORITY</b></p>	<ul style="list-style-type: none"> <li>▪ Conduct a parking study in the BOA to document on-street parking availability throughout the day on weekdays and weekends</li> </ul>

■ Redevelopment Projects    ■ Policies + Programs







# Long-Term Implementation Framework

## OVERVIEW

The following implementation framework outlines a long-term approach to implementing all of the projects, policies, and programs recommended in the Sheridan Hollow Master Plan. A strong organizational structure already exists to facilitate implementation and is supported by the Sheridan Hollow Neighborhood Association and AHP, among others. Specifically, AHP's strong network of existing relationships with the community, the City, local non-profits, and developers as well as its ability to oversee projects and programs, secure and administer grants, and manage real estate will help to ensure all projects are implemented successfully and achieve the community's vision.

The implementation framework is preceded by a table of potential funding sources, which outlines several different loan, grant, and tax credit programs available and applicable to the projects, programs, and policies proposed in the Sheridan Hollow Master Plan.

The implementation framework includes all proposed projects, programs, and policies and is organized by project type. For each project, potential partners and funding sources are identified and an anticipated timeframe for implementation is established. High priority projects identified by the community during the planning process are highlighted.



Sheridan Hollow community event

## POTENTIAL FUNDING SOURCES

The table below describes potential funding sources for the implementation of the Sheridan Hollow Master Plan, including state and federal grant programs, tax credits, and loan services. These funding sources are linked to relevant projects in the implementation matrix, which begins on page 166. In addition to the funding sources listed below, project-specific funding sources, such as property owners and local donors, are also identified in the implementation matrix.

Funding Source Description	Eligible Activities	Award
<b>Grant Programs</b>		
<b>Brownfield Opportunity Area (BOA) Program</b> NYS Department of State (NYS DOS)		
provides communities with guidance, expertise, and financial assistance to develop revitalization strategies for neighborhoods or areas affected by brownfields or economic distress	neighborhood-scale planning, inventory and analysis, market research, master plan development, public engagement, and pre-development activities (e.g., design, feasibility studies)	varies, up to 90% of total eligible project costs
<b>Climate Smart Communities</b> NYS Department of Environmental Conservation (NYS DEC)		
provides technical assistance and grants to help local governments take action to reduce greenhouse gas emissions and adapt to a changing climate	implementation of projects related to the reduction of greenhouse gas emissions outside the power sector (e.g. transportation) and climate change adaptation (e.g. reducing flood-risk)	varies, 50% local match required
<b>Downtown Revitalization Initiative (DRI)</b> NYS Empire State Development (NYS ESD)		
provides technical and financial assistance to transform downtown neighborhoods into vibrant communities where New Yorkers want to live, work and raise families	development of a Strategic Investment Plan (SIP) and implementation of projects identified in the SIP	\$10 million (one-time award); no local match required
<b>Economic Development Fund (EDF)</b> NYS Empire State Development (NYS ESD)		
a flexible funding source designed to provide a range of assistance to ensure the state is meeting the diversity of business needs	real estate acquisition, demolition, construction, renovations, site and infrastructure, machinery and equipment, inventory, construction-related planning and design, soft costs, training	varies, all applications coordinated through regional office

# Long-Term Implementation Framework

## POTENTIAL FUNDING SOURCES (CONT.)

Funding Source Description	Eligible Activities	Award
<b>Grant Programs</b>		
<b>Environmental Protection Fund (EPF)</b> NYS Office of Parks and Recreation and Historic Preservation (NYS OPRHP)		
provides funding for capital projects that protect the environment, expand recreational opportunities, enhance communities, and support historic preservation	land acquisition, planning and development of new parks, rehabilitation of existing parks	up to \$600k per project; if total project cost exceeds \$4 million, up to \$1 million may be requested
<b>Green Innovation Grant Program (GIGP)</b> NYS Environmental Facilities Corporation (NYS EFC)		
funds support projects that utilize unique stormwater infrastructure design and create cutting-edge green technologies.	stormwater street trees, rain gardens, bioretention, permeable pavements, green roofs	varies, local match between 10% and 60%
<b>HOME Program</b> U.S. Department of Housing and Urban Development, NYS Homes & Community Renewal (NYS HCR)		
funds may be used to implement local housing strategies designed to increase homeownership and affordable housing opportunities for low and very-low income households	housing rehabilitation, assistance to renters and home-buyers, new construction of housing for low and very-low income families	varies, local match of no less than 25% required
<b>Homebuyer Dream Program</b> Participating Financial Institutions		
provides grants for eligible homebuyers to assist with the first-time purchase of a home	applicants must be a first-time homebuyer, work a minimum of 32 hours per week, meet household income guidelines, purchase an eligible property, be under contract to buy a home at time of application, and own and occupy the home for 5 years	competitive application process awarding up to \$14,500 to be used for down payment and/or closing costs



## POTENTIAL FUNDING SOURCES (CONT.)

Funding Source Description	Eligible Activities	Award
<b>Grant Programs</b>		
<b>Main Street Program</b> NYS Homes & Community Renewal (NYS HCR)		
provides funds to local governments and not-for-profit organizations that are committed to revitalizing historic downtowns, mixed-use neighborhood commercial districts, and village centers	mixed-use building renovations (facade and interior), streetscape enhancements paired with building renovations, downtown anchor development	varies, local match required
<b>NY-Sun Solar for All</b> NYS Energy and Research Authority (NYSERDA)		
a utility bill assistance program for income-eligible households that funds the development of community solar to benefit homeowners and renters who may not be able to access solar otherwise	homeowners or tenants that meet the income eligibility criteria are eligible for the program	up to \$180 annual savings per household
<b>Statewide Transportation Improvement Program</b> Federal Highway Administration, NYS Department of Transportation (DOT), Capital District Transportation Committee		
provides funding for highway, transit, and non-motorized transportation projects	priority projects are identified in partnership with the NYS DOT and the Capital District Transportation Committee and align with the four-year Federal Fiscal Year	varies, local match required
<b>Visual Arts Program</b> NYS Council on the Arts		
provides support to a wide range of contemporary art activity for the benefit of the public and the advancement of the field	operations, exhibitions, installations, project support, workspace facilities,	varies, local match required (typically 50%)
<b>Weatherization Assistance Program</b> NYS Homes and Community Renewal (NYS HCR)		
helps reduce heating and cooling costs for income-eligible homeowners and renters by providing free services that help conserve energy and improve safety and health standards	sealing of holes and cracks, insulation, heating system repairs/ replacement, window and door repair/replacement, minor repairs, mitigation of energy-related health and safety issues	no cost to occupant of the home; however, owners of rental buildings must invest funds toward the cost of weatherization services performed on their property

# Long-Term Implementation Framework

## POTENTIAL FUNDING SOURCES (CONT.)

Funding Source Description	Eligible/Relevant Activities	Award
<b>Loan Programs</b>		
<b>Community Loan Fund of the Capital Region</b> Local Non-Profit		
provides low-interest loans to small businesses owned by women, minorities, and people of low-income in Albany County	property acquisition, renovation/rehabilitation of property, purchase of equipment or inventory, cash flow assistance, additional working capital, implementation of green technologies or sustainable practices	up to \$25k for the start-up of a new business, up to \$50k for an existing business that has been in operation for at least one year
<b>State of New York Mortgage Agency Programs</b> NYS Homes & Community Renewal (NYS HCR)		
provides two programs — "Achieving the Dream" and "Low Interest Rate" — to assist with the purchase of a new home	must be a first time homebuyer and meet SONYMA's income and purchase price limits; programs also offer assistance with down payments, home repairs, and remodeling	varies, application is required and funds are limited
<b>Tax Credit Programs</b>		
<b>Brownfield Redevelopment Tax Credit</b> NYS Department of Environmental Conservation (NYS DEC)		
incentivizes private sector cleanup and redevelopment of brownfield sites in order to revitalize communities	a qualified site must be accepted into the NYS DEC Brownfield Cleanup Program	for a non-manufacturing use, up to \$35M or three times the cost of site preparation; for a manufacturing use, up to \$45M or six times the cost of site preparation
<b>Low Income Housing Tax Credit (LIHTC)</b> NYS Homes & Community Renewal (NYS HCR)		
provides a dollar-for-dollar reduction in state income taxes to investors in qualified low-income housing	new construction or adaptive reuse of non-residential property to affordable housing, or substantial rehabilitation of site-specific multifamily rental housing	up to \$750k per project






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# Long-Term Implementation Framework

## MOBILITY

PROJECT	TIMEFRAME	PARTNERS	FUNDING SOURCES
<p><b>01 Pedestrian Connections Up the Hill.</b> Reopen the staircases at Henry Johnson Boulevard and Eagle Streets. Better formalize the elevator in the Sheridan Hollow Garage as an accessible route.</p>	1 to 2 years	City	City
<p><b>02 Cyclist Connections Up the Hill.</b> Add sloped ramps alongside the Swan and Hawk Street stairs to allow bikes to be rolled up the hill.</p>	1 to 2 years	City, State, CDTA	City, CDTA, STIP
<p><b>03 Swan Street Stairs.</b> Widen and enhance the Swan Street Stairs with safety and aesthetic improvements like pedestrian lighting, benches, and placemaking features.</p> <p> <b>COMMUNITY PRIORITY</b></p>	2 to 4 years	City, State	City, NYS OGS, NYS BOA Program, STIP
<p><b>04 Traffic Calming: Henry Johnson Boulevard.</b> Install traffic calming elements along Henry Johnson Boulevard including curb bump-outs, pedestrian refuge islands, and enhanced crosswalks.</p>	2 to 4 years	City, CDTA	City, CDTA, NYS Climate Smart Communities, STIP



## MOBILITY



PROJECT	TIMEFRAME	PARTNERS	FUNDING SOURCES
<p><b>05 Alley Extensions.</b> Extend existing alleyways across neighborhood blocks and create new alleyways, where possible, to expand parking and improve neighborhood connectivity.</p>	5 to 10 years	City, Property Owners	City, NYS Climate Smart Communities
<p><b>06 Multimodal Improvements: Clinton Ave.</b> Enhance Clinton Avenue by reducing travel lane widths and improving bicycle infrastructure.</p> <p> <b>COMMUNITY PRIORITY</b></p>	2 to 4 years	City, Capitalize Albany (DRI coordination), CDTA	City, CDTA, NYS DRI, NYS BOA Program, NYS Climate Smart Communities, STIP
<p><b>07 Complete Street Improvements.</b> Implement pedestrian improvements to improve walkability along the Lark Street, Orange Street, Lexington Avenue, and Sheridan Avenue. Implement intersection improvements to increase safety and accessibility, with an emphasis on the Lark Street/Clinton Avenue, Lark Street/Washington Avenue, and Sheridan Avenue/Dove Street intersections.</p> <p> <b>COMMUNITY PRIORITY</b></p>	2 to 4 years	City, CDTA	City, CDTA, NYS BOA Program, NYS Climate Smart Communities, STIP

# Long-Term Implementation Framework

## PUBLIC REALM

PROJECT	TIMEFRAME	PARTNERS	FUNDING SOURCES
<p><b>01 Malcolm X Park.</b> Improve the park with decorative plantings and other amenities like game tables and an informational kiosk.</p>	<p>1 to 2 years</p>	<p>City, Neighborhood Association</p>	<p>City, NYS EPF Grant Program, Local Donors</p>
<p><b>02 Veterans Memorial Park.</b> Create a small memorial and rain garden at the southeast corner of Sheridan Avenue and Dove Street.</p>	<p>1 to 2 years</p>	<p>City, Habitat for Humanity</p>	<p>City, Habitat for Humanity, NYS EPF Grant Program, NYS GIGP, Local Donors</p>
<p><b>03 Swan Street Park.</b> Formalize the hill between Elk Street and Sheridan Avenue with meandering paths, pedestrian lighting, historic placards, and potentially an amphitheater.</p> <p> <b>COMMUNITY PRIORITY</b></p>	<p>5 to 10 years</p>	<p>City, State</p>	<p>City, NYS OGS, NYS EPF Grant Program, NYS GIGP, NYS Climate Smart Communities, NYS BOA Program, Foundations, Local Donors</p>
<p><b>04 Henry Johnson Underpass Art Installation.</b> Enhance the area beneath the Henry Johnson overpass into a vibrant, mixed-use gateway, with murals, lighting, and gathering spaces.</p>	<p>2 to 4 years</p>	<p>City, Local Artists, Local Art Institutions (e.g., Albany Center Gallery, Albany BARN)</p>	<p>City, NYS Council on the Arts, Foundations, Local Donors</p>

## PUBLIC REALM

PROJECT	TIMEFRAME	PARTNERS	FUNDING SOURCES
<p><b>05 Community Park (Sheridan Avenue Lots).</b> Create a community garden space along Sheridan Avenue, with landscaped paths and a small, parking lot.</p> <p> <b>COMMUNITY PRIORITY</b></p>	2 to 4 years	City, Albany County Land Bank, TAP Inc., Capital Roots	City, Albany County Land Bank, Capital Roots, NYS BOA Program
<p><b>06 Green Infrastructure.</b> Implement porous pavement, rain gardens, green roofs, bioswales, and rain barrels at strategic locations throughout the BOA.</p> <p> <b>COMMUNITY PRIORITY</b></p>	5 to 10 years	City	City, NYS GIGP, NYS Climate Smart Communities, NYS BOA Program
<p><b>07 Solar Canopy.</b> Install a solar canopy over the large Elk Street surface parking lot to provide a source of renewable energy to the neighborhood.</p>	2 to 4 years	City, State	NY-Sun Solar for All, NYS OGS

# Long-Term Implementation Framework

## REDEVELOPMENT

PROJECT	TIMEFRAME	PARTNERS	FUNDING SOURCES
<p><b>01 Freihofer Building Reuse.</b> 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.</p> <p><b>! COMMUNITY PRIORITY</b></p>	5 to 10 years	Property Owner, City, Local Developers and Entrepreneurs	Community Loan Fund of the Capital Region, NYS Brownfield Redevelopment Tax Credit, NYS EDF, NYS BOA Program, Private Investment
<p><b>02 Orange Street Vacant Lot Redevelopment.</b> Develop affordable and market-rate housing to infill the Orange Street block between Swan and Hawk.</p> <p><b>! COMMUNITY PRIORITY</b></p>	2 to 4 years	Habitat for Humanity, City, TAP, Albany Community Land Trust	Habitat for Humanity, Community Loan Fund of the Capital Region, NYS BOA Program, HOME Program, Private Investment
<p><b>03 Mixed-Use Redevelopment (ACES Lot).</b> Infill the lot at 236 Clinton Avenue with a mixed-use residential and commercial development.</p>	2 to 4 years	Property Owner, City, ACES, Local Developers and Entrepreneurs	Community Loan Fund of the Capital Region, NYS EDF, Private Investment
<p><b>04 Hungry Hollow Redevelopment.</b> Bring a commercial use back to the former Hungry Hollow space.</p>	1 to 2 years	Property Owner, City, ACES, Local Developers and Entrepreneurs	Community Loan Fund of the Capital Region, NYS EDF, Private Investment



## REDEVELOPMENT

PROJECT	TIMEFRAME	PARTNERS	FUNDING SOURCES
<p><b>05 Road Street Redevelopment.</b> Create a mixed-use residential, office, and light-industrial development at the existing parking lot on Road Street.</p>	5 to 10 years	Property Owner, City, Local Developers and Entrepreneurs	Community Loan Fund of the Capital Region, LIHTC, NYS HCR Programs, Private Investment
<p><b>06 Lark Street Rehabilitation.</b> Rehabilitate facades and ensure structural stability for the buildings on Lark Street between Elk and Spruce Streets.</p> <p><b>! COMMUNITY PRIORITY</b></p>	2 to 4 years	Property Owners, City, Albany County Land Bank	Community Loan Fund of the Capital Region, NYS HCR Programs, NYS BOA Program, Private Investment
<p><b>07 Affordable Housing Redevelopment + Parking.</b> Redevelop the vacant parcels on Sherman and Elk Streets as townhouse-style affordable housing with off-street parking for residents.</p>	5 to 10 years	Property Owners, City, Local Developers and Entrepreneurs	Community Loan Fund of the Capital Region, LIHTC, NYS HCR Programs, Private Investment
<p><b>08 Mixed-Use Development with Healthy Cafe (129 Lark Street).</b> Redevelop the former Li Ming Restaurant site with a mixed-use residential and commercial development, with potential for a healthy cafe on the first floor.</p>	2 to 4 years	Property Owner, City, ACES, Local Developers and Entrepreneurs	Community Loan Fund of the Capital Region, NYS ESD, Private Investment

# Long-Term Implementation Framework

## REDEVELOPMENT

PROJECT	TIMEFRAME	PARTNERS	FUNDING SOURCES
<p><b>09 Mixed-Use Gateway (283 Sheridan Avenue).</b> Construct a mixed-use building with first-floor retail or restaurant space and upper-floor residential. Couple with streetscape enhancements to create an identifiable gateway.</p>	<p>2 to 4 years</p>	<p>Property Owner, ACES, Local Developers and Entrepreneurs</p>	<p>Community Loan Fund of the Capital Region, NYS Main Street Program, Private Investment</p>
<p><b>10 Lexington/Sheridan Avenues Mixed-Use Development.</b> Residential and commercial redevelopment of several vacant and underutilized sites at the corner of Lexington and Sheridan Avenues.</p>	<p>2 to 4 years</p>	<p>Albany Community Action Partnership, ACES, Local Developers and Entrepreneurs</p>	<p>Community Loan Fund of the Capital Region, NYS EDF, Private Investment</p>
<p><b>11 Community Manufacturing Space (233-241 Sheridan Ave.).</b> 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).</p>	<p>2 to 4 years</p>	<p>Property Owner, City, ACES, Local Artists and Entrepreneurs, Local Art Institutions (e.g., Albany BARN)</p>	<p>City, Community Loan Fund of the Capital Region, NYS EDF, Private Investment</p>

**POLICY + PROGRAM**

PROJECT	TIMEFRAME	PARTNERS	FUNDING SOURCES
<p><b>01 Encourage a Mix of Incomes and Ownership.</b> Implement policies and programs that prioritize homeownership in neighborhoods where ownership rates are significantly below the City as a whole in order to support local wealth creation, increase tenure, and provide families with housing stability</p> <p><b>!</b> <b>COMMUNITY PRIORITY</b></p>	<p>3+ years</p>	<p>City, State, Albany County Land Bank, Historic Albany Foundation, Local Developers, Local Non-Profits, Current and Prospective Homeowners</p>	<p>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</p>
<p><b>02 Provide Opportunities for Residents to Age in Place.</b> Implement a multi-faceted approach to ensure residents have the resources necessary to raise a family and age in the neighborhood.</p>	<p>5+ years</p>	<p>City, State, CDTA, Neighborhood Association, Local Developers, Non-Profits</p>	<p>City, CDTA, NYS Climate Smart Communities, STIP, Private Investment</p>
<p><b>03 Promote &amp; Improve Neighborhood Sustainability.</b> Conduct energy retrofits and solar installations and develop a workforce training program to build local capacity in the clean energy sector.</p>	<p>2+ years</p>	<p>City, State, Homeowners</p>	<p>City, NYSEERDA</p>

# Long-Term Implementation Framework

## POLICY + PROGRAM

PROJECT	TIMEFRAME	PARTNERS	FUNDING SOURCES
<p><b>04 Support the Maintenance of Occupied Properties.</b> Implement a suite of programs focused on preventing vacancy, mitigating contamination, and increasing sustainability in occupied properties in order to reduce blight, improve health and safety, and increase property values.</p> <p><b>COMMUNITY PRIORITY</b></p>	3+ years	City, Albany County Land Bank, Historic Albany Foundation, Other Local Non-Profits, and Homeowners	Albany's Homeowner Assistance and Lead Safe Housing Programs, NYS Weatherization Assistance Program, proposed City Emergency Repair Program
<p><b>05 Proactively Rehabilitate and Redevelop Vacant Buildings.</b> Develop, implement, and fund programs/policies that proactively rehabilitate vacant buildings and prevent future vacancies.</p> <p><b>COMMUNITY PRIORITY</b></p>	5+ years	City, State, Albany County Land Bank, Historic Albany Foundation, Other Local Non-Profits, and Property Owners	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
<p><b>06 Create Opportunities to Improve and Redevelop Vacant Lots.</b> Develop, implement, and fund programs/policies that proactively rehabilitate vacant buildings and prevent future vacancies.</p>	5+ years	City, Albany County Land Bank, Albany Community Land Trust, TAP Inc.	"Adopt a Lot" Program, Community Loan Fund of the Capital Region, proposed Land Assemblage Tax Credit, proposed Strategic Acquisition Fund
<p><b>07 Increase Parking Availability for Residents.</b> Advocate for City and State legislative changes and promote existing transit programs to increase parking availability for neighborhood residents.</p>	2 to 4 years	City, State, CDTA	City, Albany Parking Authority, NYS BOA Program



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