

4.2 Implementation Projects

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

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

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

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

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

Table 3 Implementation Project Prioritization

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

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

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

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

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

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

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

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

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