Compiled in 2012 for Partners for Albany Stories (PAST), by Aine Leader-Nagy, researching consultant, for the development of an Interpretive Plan for Albany. Funding provided by the Hudson River Valley Greenway Communities Grant program.

Contents
Albany 2030 Comprehensive Plan.................................................................2-39
Albany Sustainable Design Assistance Team (SDAT),
Capitalize Albany: Economic Development Strategy for
   New York’s Capital City (1996) .................................................................53-66
Arbor Hill Neighborhood Plan (July, 2003)..............................................119-141
Capital South Plan: SEGway to the Future (2007) ....................................142-147
Erie Canalway National Heritage Corridor Preservation
   and Management Plan (October 2006) ....................................................148-187
Heritage Areas of New York State (February 2010) ...............................188-192
Hudson River Valley National Heritage Area Management Plan (2002).....193-205
New York State Convention Center: Key Information (2012) .................206-209
Albany Convention Center Authority New Concept Plan (2009) .............210-211

Charts and outlines assess the following:
  • **Summary** of each project, including focus on historic resources, if any
  • **Community Involvement**, taking into consideration if there are aspects PAST should consider (good and bad)
  • **Methodology**: How the project was organized
  • **Findings**: Points of interest, questions and plan sections that might be most useful for PAST projects

(Note that the Collaborative’s name was changed from PAS to PAST after the production of this report.)
ALBANY 2030 Comprehensive Plan (2010-2011)

AUTHORS: The Comprehensive Plan was prepared for The City of Albany with assistance from: Mayor Gerald Jennings; the 2011 City of Albany Common Council; the Albany 2030 Board; Community Advisory Committee on Sustainability; the City of Albany Planning Staff; Consultant Teams for Albany 2030 and Climate Action Plan; the City of Albany Leadership Team.

SUMMARY: The Albany 2030 Plan provides the overall framework to ensure that all of these plans, programs, and investments are aligned to support a common direction for Albany’s future. It is a guide for the management of change, the foundation and reference point for policy and decision-making, and is essentially Albany’s “to-do” list.

COMMUNITY INVOLVEMENT: The plan specifically thanks “the many community stakeholders, neighborhood groups, civic organizations, public agencies and businesses who contributed their ideas, opinions and resources to help make the Albany 2030 process and plan successful.”

The principles of the Albany 2030 Public Participation Plan: open to all; community engagement; transparency; enthusiastic and vibrant; engaging underrepresented groups; fun.

METHODOLOGY: Begun in 2009, the Albany 2030 process was designed to engage all members of the Albany community and regional partners in developing a vision for the city’s future. Over a two-year period, the City solicited public input on existing issues within the city and the community’s aspirations for its short- and long-term futures. Guided by a Comprehensive Plan Board that consisted of a cross-section of community representatives, the Albany 2030 process ensured that the comprehensive plan is a truly collaborative product that reflects innovative planning strategies fitted to Albany’s unique environment and the concerns and values of its community.

This [Outreach Strategic] Plan began with a situation analysis that identified hard-to-reach populations and key messages that should be relayed throughout the Albany 2030 planning process. The team developed a series of strategies to be deployed over the course of two years that would effectively reach and engage each target population. The result was a diverse collection of digital tools, grassroots direct address methods, and creative promotion that reached a representative sample of the City of Albany population. The Albany 2030 team focused on three phases of public engagement: visioning, priority setting, and Plan review. The

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
goal in each case was to engage a wide-sweeping and diverse group of local stakeholders, soliciting input into the creation of the Albany 2030 plan, and then reviewing each element to verify that the community’s needs were being met.\(^6\)

A Comprehensive Plan Board consisting of citizens, department heads, business owners, and stakeholders was appointed by Common Council to provide direction for development of the plan and to make recommendations regarding its adoption.\(^7\)

**MORE ABOUT THE PLAN** Promotion and public support for this plan was conducted through traditional modes of communication, such as print materials etc, but also through social media and a vivid online presence. As such, some supplemental materials about the Plan and community reactions to the Plan can be tracked down through the albany2030.org website, the Albany 2030 flicker account, facebook page, or archived news stories/blogs. The use of these types of communication indicates an intention to continue to use these platforms to interact with the public as various projects progress. In fact, it would be counter-productive not to have an active internet/ social media presence after building such an infrastructure because it would give the appearance of being stagnant or irrelevant to people searching for information about it online. It would be worthwhile to track the City’s use of this infrastructure in the future.

**VISION:** Albany in 2030 has built on its history and diverse natural, cultural, institutional, and human resources to become a global model for sustainable revitalization and urban livability. The City promotes a balanced approach to economic opportunity, social equity, and environmental quality that is locally driven, encourages citizen involvement and investment, and benefits all residents.\(^8\)

**OTHER:** The comprehensive plan was funded by: New York State Department of State Brownfield Opportunity Areas Program; New York State Department of State Quality Communities Program; New York State Department of State Local Waterfront Revitalization Program; Capitalize Albany Corporation; Hudson River Greenway; U.S. Department of Energy Efficiency and Conservation Block Grant.\(^9\)

The Capital Regional Planning Commission (CDRPC) assisted with the creation of the Albany 2030 Data Book. The Albany School District, the Albany Public Libraries, The College of Saint Rose, and Bishop Maginn High School provided facilities and technical/maintenance staff for public forums.\(^10\)

The Albany 2030 Plan contains the following “Vision Components”: Safe, Livable Neighborhoods; Model Educational System; Vibrant Urban Center; Multi-Modal Transportation Hub; Green City; Prosperous Economy.

The plan has the following Appendices:
Appendix A- Brownfield Evaluation and Opportunity

---

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
Includes: Locations for Historic Uses & Activities 1928-1986 Inventory (Map)\textsuperscript{11} [including, historic laundry cleaners, historic gas stations, historic auto services, historic metal working, historic printing services, historic lumber activities]

Appendix B- Public Outreach Summarized Result;
Appendix C- Relevant Related Planning Documents (see chart: Relevant Information from Appendices)
Appendix D- Climate Action Plan;
Appendix E- Albany 2030 Data Book
  Part 1: No specific references to history or culture
  Part 2: Limited discussion (see chart: Relevant Information from Appendices)
  Part 3: Includes section titled, 10.0 Historic and Cultural Resources: This section of the Data provides information on the historic properties and districts and cultural resources such as museums, performing arts, and arts districts and programs.\textsuperscript{12} (see chart: Relevant Information from Appendices)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Quote</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revisit Previous Plans: Economic Development Plan (Capitalize Albany)</strong></td>
<td>- The most recent updates to the economic development strategy focused on development, neighborhood revitalization, and education. The committees have recognized that quality-of-life issues play a significant role in attracting high-tech industries and workers. In addition to prioritizing transformational development projects, the committees have worked to understand how to improve those quality-of-life issues that are vital to attracting the skilled, creative workforce needed to sustain the next level of revitalization. The focus still remains on leveraging local institutions of higher education, fostering high-tech business development and creating a more diversified downtown.\textsuperscript{13}</td>
</tr>
<tr>
<td><strong>Revisit Previous Plans: Plans that were Reviewed</strong>\textsuperscript{14}</td>
<td>- Considerable planning has occurred in the City of Albany leading up to the development of Albany 2030 and since considerable resources, both financial and community, were involved in their preparation, it was essential that they served as the foundation for the development of the Albany 2030 Plan. As the initial phase of the Albany 2030 Plan development, the plans listed below were thoroughly reviewed for thematic and project concepts to ensure that the final Albany 2030 Plan represents a true synthesis of the vision and ideals found in the individual plans.</td>
</tr>
</tbody>
</table>

\textit{The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.}
### Historic Resources

<table>
<thead>
<tr>
<th>- List: Albany Bicycle Master Plan; Albany Pine Bush Preserve Management Plan; A Living history Development for the Hudson River Waterfront; Arbor Hill Neighborhood Plan; AveNew2000- A Strategic Revitalization Plan for the Central Avenue; Commercial Corridor; Capital South Plan: SEGway to the Future; Capitalize Albany Strategy Reports (1996, 2003, 2007); City of Albany Street Tree Management Plan; Harriman Campus-University at Albany Transportation Linkage Study; Harriman Research and Technology Park Master Plan; Hudson River Crossing Study; Local Waterfront Revitalization Plan; Midtown Colleges and University Study; Midtown Education District Enhancement Study; New York Route 5 Corridor Land Use and Transportation Study; North Swan Street Multimodal Accessibility Study; North waterfront Redevelopment Strategy; Park South Urban Renewal Plan; Patroon Greenway Project; Port of Albany 2010 Master Plan; Regional Solid Waster Management Plan; Regional Trail Perspectives- A Survey of Capital District Trail Facilities; Sustainable Design Assessment Team (SDAT) Report; Upper Madison Block Planning Initiative; Upper New Scotland- Krumkill Road Neighborhood Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Albany began to adopt historic preservation practices and policies, which included the creation of a Historic Sites Commission (HSC) in the 1960s. In the 1970s, the scope of preservation coverage was increased with the creation of the Capitol Hill Architectural Review Commission (CHARC).</td>
</tr>
<tr>
<td>- In 1988, the Historic Resources Commission (HRC) was created and succeeded the two commissions with jurisdiction over all historic resources in Albany.</td>
</tr>
<tr>
<td>- Approximately 3,500 individual resources are designated themselves or part of historic districts recognized under the HRC Ordinance.</td>
</tr>
<tr>
<td>- The HRC is an equal player in the development review process with the Board of Zoning Appeals and the Planning Board.</td>
</tr>
<tr>
<td>- In 2008, the City received Certified Local Government status.</td>
</tr>
<tr>
<td>- Although many of the City’s historic resources have been identified, many areas have never been surveyed. Additional survey work is needed.</td>
</tr>
<tr>
<td>- Many of Albany’s historic resources are recognized under both local and state/federal regulations, but some districts and individual buildings have received only one level of designation.</td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Resources

- Albany is well-served with a variety of cultural resources, including museum, art galleries and studios, arts districts, performing arts venues, an orchestra, a planetarium, convention space, and a restored battleship monument, the USS Slater. The New York State Capital and the Empire Plaza are also considered significant cultural resources.

- Albany does not currently have a zoo or an aquarium. The closest zoo is a small family-owned zoo in Johnstown, NY, about 50 miles away. The nearest aquarium is the New York State Aquarium in Brooklyn, over 150 miles away.

- Plans for a new zoo in Albany were considered in the early 1990’s, but the plan fell through for lack of funding.

- The Albany Convention Center Authority (ACCA) has developed a Convention Center Project concept plan to build a 266,000 square foot green facility. The State of New York has committed $75 million to the project.

- A Snapshot of Existing Cultural Resources: Schuyler Mansion; Ten Broeck Mansion; Albany Institute of history and Art; NYS Museum; Palace Theater; The Egg; Albany Civic Theater; Times Union Center; Washington Ave Armory; Quackenbush House- Albany Heritage Visitor’s Center; Cherry Hill; Capital Repitory Theater; Opalka Gallery, SAGE; Broadway Center Gallery; UUS Slater; Albany Center Galleries; Amrose and Sable; Capital District Federation of Ideas; College of Saint Rose Art Gallery Picotte Hall; Galleries @ Monroe; Romaine Brooks Gallery @ CDGLCC; University Art Museum Fine Arts Building; Update Artists Guild (UAG Gallery); Visions Gallery, pastoral Center; Albany Symphony Orchestra; eba Dance Theater; The Linda- WAMC Performing Arts Studio; Empire State Plaza Convention Center Space; Crown Plaza; Discovery Center; Steamer No. 10

### Interest in Local History

<table>
<thead>
<tr>
<th>Connecting Present to Past</th>
<th>Quote from plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>When Albany is introduced, its past is highlighted</strong></td>
<td>- ...Albany is one of the oldest surviving settlements of the original thirteen colonies and the longest continuously chartered city in the Untied States (since 1686). The City’s deep history and heritage is reflected in its spectacular natural setting on the Hudson River, historic building stock, major institutions, downtown (the region’s prime activity center), and the attachment of its residents to their neighborhoods.</td>
</tr>
<tr>
<td><strong>Albany and transportation</strong></td>
<td>- Albany’s reason for being is transportation...the Port of Albany is an important hub...rail, automobile and air</td>
</tr>
</tbody>
</table>

---

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
Travel have evolved over time...Albany’s historic pattern of interconnected streets and buildings is friendly for pedestrians, although the pattern has been disrupted in some locations (most notably by I-787) to accommodate vehicular traffic.

- The Hudson River and its tributaries are Albany’s major natural features and have shaped its identity and sense of place throughout its history.

- Creating safe, livable, mixed-use, and mixed income neighborhoods emerged from the Albany 2030 vision process as the top community priority.”
- The age of the housing stock contributes to the City’s walkable, historic urban fabric but poses issues regarding building condition and adaptability to contemporary lifestyles and market demand.
- Due to its history and development pattern, Albany has an eclectic mix of housing options from historic row houses and bungalows to modern split levels and colonials.

<table>
<thead>
<tr>
<th><strong>Historic Preservation</strong></th>
<th><strong>Focus/ Objectives</strong></th>
<th><strong>Recommendations</strong></th>
<th><strong>Role of PAS</strong></th>
</tr>
</thead>
</table>
| **Challenge and opportunity for City of Albany** | - The challenge and the opportunity for the City of Albany to leverage its position within these dynamic regions, along with intrinsic assets such as its natural setting, historic building stock, and the spirit of its people, to reverse the national trend of urban disinvestment over the past few decades and increase quality of life and economic opportunity for residents.  
- The age of the housing stock contributes to the City’s walkable, historic urban fabric but poses issues regarding building condition and adaptability to contemporary lifestyles and market demand.  
- Due to its history and development pattern, Albany has an eclectic mix of housing options from historic row houses and bungalows to modern split levels and colonials. | |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
### Historic Preservation

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| **Promote development patterns that include walkable streets, compact, mixed use development, public spaces, and context sensitivity to historic design and development.** | - **Goal:** Use zoning and development guidelines as a tool to create incentives for achieving desired development patterns. The City currently has a Traditional Neighborhood Design (TND) overlay district that provides design direction only to specified residential districts and to all neighborhood commercial districts. This tool should be revised and expanded citywide with context-specific guidelines.  
  [UD-1 Create design guidelines and a design review process](#)  
  - **Action:** Develop a design guidelines manual including pattern books for each City neighborhood to include resident preferences for design quality. ...Design guidelines may be suggestive rather than prescriptive standards found in the zoning ordinance and should be paired with development incentives.  
  - **Action:** Create a Design Review Board to review projects for consistency with comprehensive plan goals, design guidelines and context sensitivity...The Design Review Board may consist of elected officials, City staff, a professional architect, and a historic preservationist.  
|                                                                                  |                                                                                                                                                                                                                  |             |
| **Albany’s architectural character is defined by its historic buildings and neighborhoods as well as the integrated design of modern architectural styles.** | - Capitalize on diverse architectural and neighborhood-specific character to maintain and revitalize neighborhoods.  
  - Preserve and restore existing buildings that are vacant or underutilized through adaptive reuse while allowing for new development and new architecture |             |
| **ARCH-1 Create a historic preservation plan** [Architecture]                   | - **Goal:** Pursue a plan for historic preservation that balances the preservation of designated historic structures and historic districts with the rehabilitation of non-designated buildings and new construction  
  - **Action:** "Maintain an inventory of all designated and non-designated historic buildings in the City and catalogue architecture and neighborhood typologies." |             |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
Historic Preservation

<table>
<thead>
<tr>
<th>Focus/Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| **ARCH-2 Vacant and abandoned properties reuse.** 28 [Architecture] | - **Goal:** Gain control of vacant and abandoned properties to adaptively reuse or redevelop both historic and non-historic structures.  
- **Action:** When existing structures are not located within a historic district, guidelines should focus on enhancing the existing architectural character and the character of the surrounding neighborhood through quality architectural design.  
- **Action:** Investigate models for a revised Rehabilitation Building Code that allows flexibility in restoration or rehabilitation of existing structures to encourage reuse. |  |
| **ARCH-3 Adaptively reuse historic and non-historic structures in brownfields remediation projects.** 29 [Architecture] | - **Goal:** Pursue brownfields and land recycling programs to adaptively reuse historic and non-historic structures  
- **Action:** Use the brownfield program to fund projects in neighborhoods with a high level of architectural and/or historic character and with a large number of vacant or abandoned properties.  
- **Action:** Prioritize funding for brownfield projects to favor projects that reuse existing structures and/or incorporate quality architecture and design guidelines. |  |
| **INV-2 Encourage investment in urban land and buildings for employment and housing** 30 [Investment] | - **Action:** Promote the use of historic tax credits, as well as green building related incentives to encourage rehabilitations and reuse of historic buildings. |  |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
<table>
<thead>
<tr>
<th>Historic Preservation</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INV-3 Reinforce, enhance and promote Albany’s distinctive character and identity</strong>&lt;sup&gt;31&lt;/sup&gt; [Investment]</td>
<td>- <strong>Best Practice:</strong> Queen Village Neighborhood Conservation District, Philadelphia, PA: The Neighborhood Conservation District ordinance was passed by City Council to enable community groups to work with the City Planning Commission to develop design guidelines that would protect distinctive features of the built environment in neighborhoods that otherwise might not be interested in or eligible for historic district protection.</td>
<td></td>
</tr>
<tr>
<td><strong>PS-1 Remove blighting influences</strong>&lt;sup&gt;32&lt;/sup&gt; [Public Safety]</td>
<td><strong>Action:</strong> Develop a citywide vacant/abandoned property strategic disposition strategy based on assessment of each property’s structural soundness, market value, historic value and other indicators outlined in the Neighborhood Revitalization Strategic Plan.</td>
<td></td>
</tr>
</tbody>
</table>
| **Preserve and protect the City’s waterways.**<sup>33</sup> | - WW-1 Implement Long-Term Control Plan to mitigate water quality impacts of CSO’s<sup>34</sup>  
- WW-2 Control sources of negative environmental impact<sup>35</sup>  
- WW-3 Use zoning and environmental review to protect river and stream corridors<sup>36</sup>  
- WW-4 Remediate brownfields to reduce runoff and water table contamination<sup>37</sup>  
- WW-5 Improve public access to waterways<sup>38</sup>  
- WW-6 Encourage water conservation<sup>39</sup> | |
| **FP-3 Work together to reduce the possible negative impacts of institutional facilities and projects on their surrounding community**<sup>40</sup> [Facilities and Projects] | **Action:** Work with the State Office of General Services (OGS) to encourage state offices to locate in existing downtown buildings and consider adaptive reuse/opportunities for historic preservation. Currently many employees at Albany’s major employment centers (e.g., SUNY, Albany Nanotech Complex, Empire State Plaza) have little incentive to patronize businesses outside of their office complexes. However, when buildings are integrated into the existing urban fabric, there are opportunities for employees to support nearby retailers and restaurants at lunch and after hours. | |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albany’s policies and practices can influence numerous ingredients of economic activity, such as the availability of infrastructure, land zoned for jobs-producing uses, workforce preparedness, image and identity, incentives and market interventions, and others.</td>
<td>- <strong>Goal</strong>: Encourage investment and reinvestment throughout Albany that supports economic development and placemaking.</td>
<td></td>
</tr>
</tbody>
</table>
| INV-1 Make Albany attractive for business development[^42] [Investment] | - **Goal**: Make Albany attractive for business development and appealing to regional economic development practitioners  
- **Action**: market the downtown, neighborhood commercial centers, and industrial/manufacturing centers | |
| INV-2 Encourage investment in urban land and buildings for employment and housing[^43] [Investment] | - **Action**: Implement the Capitalize Albany Plan strategic initiatives for downtown diversification, waterfront development, Harriman Campus redevelopment, Port of Albany business development, neighborhood initiatives for blight removal, and neighborhood commercial center revitalization.  
- **Action**: Support programs, policies and organizations that strengthen Downtown Albany as the region’s principal employment, cultural, business, and governmental center.  
- **Action**: Market the City of Albany to new and current residents and visitors. Frame the marketing campaign around building Albany’s future while highlighting the City’s cultural, historic, recreational, educational and civic assets as important marketing and image-building tools that draw investment to the City’s business districts and neighborhoods. | |

[^41]: The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
## Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| **INV-3 Reinforce, enhance and promote Albany’s distinctive character and identity** | - **Action:** Utilize Albany’s unique historical and cultural heritage as a basis for developing an innovative and modern marketing and branding campaign.  
- **Action:** Continue working with local businesses, residents and property owners (and their associations) to identify and designate historical landmarks, Historic Districts, and Neighborhood Conservation Districts that contribute to the experience of Albany’s commercial areas.  
- **Action:** Consider tourism opportunities throughout the City’s neighborhoods, including the creation of promotional incentives (e.g. citywide attraction passes that allow visitors access to numerous attractions on one voucher.) |  |
| **DIV-1 Increase economic diversity** | - **Action:** Support arts and cultural organizations and showcase their contributions to the economy as employers, tourism drivers and evidence of Albany’s appeal as a place to live, work and visit. |  |
| **CHR-1 Improve connection between neighborhoods and recreation locations** | - **Action:** Develop a green infrastructure plan that includes pedestrian, bicycle, and trail connections between neighborhoods, parks, and recreational centers. |  |
| **CHR-2 Promote walkable neighborhoods and complete streets** | - **Action:** Adopt policies or guidelines to increase safe, comfortable mobility options for bicyclists, transit users and pedestrians.  
- **Action:** continue to implement City of Albany Bicycle Master Plan |  |
| **CHR-6 Provide intergenerational opportunities for recreation** | - **Action:** Consider the needs of neighborhood children, teens, adults, and seniors when designing parks and recreational facilities  
- **Action:** attract a wide range of users |  |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| **CHR-7 Increase opportunities for recreational use of waterways**[^49] [Community Health and Recreation] | - Action: Increase pedestrian and bicycle access to riverfront and trails; proposed Albany County Rail Trail  
- Action: make it easier for residents and visitors to get to water recreation facilities |             |
| **CHR-8 Improve and enhance public access to institutional facilities and open spaces**[^50] [Community Health and Recreation] | Action: Improve connections and access (e.g., sidewalks, signage, trails, bicycle paths, etc.) between institutional facilities, surrounding neighborhoods, and the waterfront |             |
| **AC-1 Promote cultural identity**[^51] [Arts and Culture]                        | - Goal: Promote cultural identity through community engagement.  
- Action: Work with the City’s arts and cultural organizations to expand and promote Albany’s offering of cultural programs (e.g., festivals, concerts, art fairs, historic celebrations, etc.) ...NOTE: “contemporary communities and culture”  
- Action: Increase awareness of the City’s historic and cultural resources through special events, exhibitions, walking tours, and public art. ...NOTE: “Other areas indicate that better marketing tactics need to be employed to highlight existing resources. Is this indicating a lack of appropriate programs or inadequate publicizing of existing programs? Seems like they think there isn’t enough utilization of resources rather than a “simple” marketing issue.” |             |
| **AC-2 Make art education available at all school levels**[^52] [Arts and Culture] | - Goal: Make art education available at all school levels and through community service.  
- Action: Encourage Albany public and private schools to include art and music education as a part of their regular curriculum and increase opportunities for after-school extracurricular participation in the arts. |             |

[^49]: The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
- **Action:** develop partnerships between the Albany School District and arts organizations to encourage students to participate through community service.

<table>
<thead>
<tr>
<th>Cultural Enhancement</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| **AC-3 Foster opportunities for public art.**[^53] [Arts and Culture] | - **Goal:** Foster opportunities for public art.  
- **Action:** integrate public art into streetscapes and transit station improvements (e.g., light poles, gateway signage, bus shelters, etc.) where appropriate  
- **Action:** include public art in planning for parks, plazas, and public buildings  
- **Action:** Continue to implement innovative public art programs that encourage public interaction (e.g., Albany Sculpture in the Streets)  
- **Action:** Explore the creation of a Public Art Review Process to streamline the installation of new public art projects |             |
| **AC-5 Enhance access to arts and cultural facilities.**[^54] [Arts and Culture] | - **Goal:** Enhance access to arts and cultural facilities from and within the City’s neighborhoods.  
- **Action:** Promote access for residents to the City’s museums and cultural facilities (e.g., through special low-cost admission days or events). ...NOTE: They haven’t really identified the types of museums and cultural institutions they are interested in. Perhaps they will expound upon it later, but right now they seem to be using ‘museum’ as a generic catch phrase and seem to be interested in arts rather than in history or science.  
- **Action:** Determine the availability and need for arts and cultural programming and educational classes at existing community centers. |             |
| **AC-6 Provide opportunities for live-work space for artists.**[^55] [Arts and Culture] | - **Action:** Develop public/private partnerships to adaptively reuse vacant buildings for live-work studio space.  
- **Action:** Encourage construction of affordable live-work space through the reuse of vacant land and the City’s proposed Land Banking Program. |             |

[^53]: The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| PED-2 Expand greenways<sup>56</sup> [Pedestrian] | - **Goal:** Continue to improve and expand the current and planned greenways in the City by connecting with local and regional pedestrian and bicycle infrastructure  
- **Action:** Work in cooperation with, and support groups advocating for, the Albany County Rail Trail |             |
| BIC-1 Promote and Implement the Bicycle Master Plan<sup>57</sup> [Bicycle] | - **Action:** Implement the Bicycle Master Plan...bikeway routes, bike parking, end of trip facilities...standards for bikeway maintenance in construction zones...providing bike parking at City events...fund a full or part-time cycling coordinator to work for the City of Albany...feasibility of a citywide bike share program...track use of bicycle infrastructure...develop a webpage dedicated to bicycling in Albany, including the location of existing and future routes, as well as existing bicycle parking...NOTE: how many PAS members have bike parking available on their sites? Is bike parking a difficult addition to historic properties? What other amenities would help bikers if they were to come to sites? |             |
| UF-1 Develop a comprehensive forestry program<sup>58</sup> [Urban Forest] | - **Action:** Develop a tree maintenance program that utilizes volunteer services in partnership with universities, Capital District Community Gardens (CDCG), and/or other neighborhood groups. The program could be modeled after Ithaca’s volunteer Citizen Pruner program, which provides free training to volunteers in exchange for a commitment to assist the City Forester with maintaining trees and other special projects throughout the City....NOTE: could PAS help with historic vegetation in Albany? Could PAS get a group of people together to help maintain historic sites? |             |
| Albany’s neighborhoods play a key role in the city’s quality of life, preservation of historic and cultural resources, residential and commercial property values, and overall investment in the City.<sup>59</sup> | - **Goal:** Maintain distinct, safe, quality neighborhoods that preserve and enhance the natural beauty, historic/architectural character, and cultural diversity of Albany. |             |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| NI-3 Leverage institutional anchors to build neighborhood identity[^60] [Neighborhood Identity] | - **Action:** work with community stakeholders, institutions and neighborhood organizations to encourage and enhance community activities and events (e.g. block parties, neighborhood arts and cultural festival), promote neighborhoods, and develop community projects and incentives (e.g. homeownership programs, community parks)  
- **Action:** Work with community stakeholders to encourage innovative reuse of vacant properties (e.g., urban agriculture, urban landscaping, vacant lot stabilization and community gardens) |             |

### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Campaign</td>
<td>- Developing and launching a comprehensive, world-class branding, marketing and advertising campaign to best promote the City of Albany and all its amenities[^61]</td>
<td></td>
</tr>
</tbody>
</table>
| INV-4 Foster coalitions and community-initiated economic development partnerships[^62] [Investment] | - **Goal:** Foster coalitions and community-initiated economic development partnerships and initiatives that improve neighborhood livability and reinforce the goals set forth in the Capitalize Albany Plan, neighborhood plans, and the Albany 2030 Plan  
- **Action:** Initiate collaborative activities and promote economic vitality and increase community livability and appeal |             |
| INV-5 Provide a foundation for economic activity[^63] [Investment] | - **Action:** Work with regional economic development partners to develop and implement a regional framework to guide development and public investment decisions and inform how the annual capital and operating budgets allocate City resources. Continue the efforts started with the 2011 Regional Economic Development Council Local Advisory Report, which fosters collaboration and puts local priorities with regional impact forward to the Council. |             |

[^60]: The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
**Cultural Sustainability**

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| DIV-3 Develop an “adaptive management approach”[^64] [Diversity] | - **Goal**: Develop an “adaptive management” approach to implementing the City’s economic goals and strategies  
- **Action**: Examine relevant data, analysis and related studies on an ongoing basis  
- **Action**: Emphasize a cooperative approach to all economic development efforts involving regional economic development practitioners and agencies working throughout the system  
- **Action**: track progress  
- **Action**: Adjust and modify goals  
- **Action**: Ensure continued stakeholder involvement  
- **Action**: Maintain flexibility and resources to ensure adequate capacity to respond to unanticipated threats and opportunities |  |
| **A key priority identified by participants in the Albany 2030 planning process is to improve education and training at all levels to enable students and adults to succeed in the 21st century economy.**[^65] | - To achieve this priority, partnerships among the Albany City School District, higher educational institutions (e.g., University at Albany, College of Saint Rose, Albany Law School, Albany College of Pharmacy, Albany Medical College, and Sage College), and the business community are essential.  
- Social systems addressed by the Comprehensive Plan include education, community health and recreation, public safety, arts and culture, and social services. |  |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| Albany’s education system includes the teaching and learning of specific skills, but also the imparting of knowledge, good judgment and wisdom throughout an individual’s life-cycle....The institutions that encompass the educational system include public and private primary and secondary schools, colleges and universities, technical schools, libraries, community centers, and cultural organizations. | - **Goal**: Elevate the quality of Albany’s educational system, including K-12, pre-K, adult education, higher education, libraries, cultural organizations, etc., to a high standard based on established targets.  
- **Action**: Market the positive accomplishments of public schools [Note on page: PAS institutions can help promote schools via programs students participate in]  
- **Action**: Encourage and support a “sustainability curriculum” in primary and secondary schools to educate students about issues associated with civic responsibility, urban planning, and sustainability and climate change.  
- **Action**: Highlight the Albany public library system’s six newly-renovated, state-of-the-art neighborhood branches and main library. |             |
| ED-1 Champion urban education in Albany. [Education]                             |                                                                                                                                                                                                                                      |             |
| ED-4 Support and partner with existing cultural organizations. [Education]       | - **Goal**: Support and partner with arts, music and cultural organizations to improve educational opportunities and cultural learning for residents of all ages.  
- **Action**: Support existing cultural organizations and partner with them to work with adults and youth toward improved educational attainment. |             |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
- **Action**: Foster the development of education-focused programs linking students with Albany’s strong network of arts, culture, and entertainment organizations [Note on page: mentions the “USS Slater Foundation”; what is that?]

- **Action**: Promote and support the formation of new cultural organizations that have a focus on providing creative programs and learning opportunities to neighborhood residents

### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| **Best Practice: Artist Relocation Program** (Paducah, KY)\(^70\) | - uses arts to foster economic and neighborhood investment  
- offers financial incentives for artists interested in relocating  
- free or low-cost properties, moving assistance, start-up business assistance, and restaurant grants to qualified artists and businesses  
- over $30million has been invested in neighborhood since 2000 |  |
| **PS-6 Enhance resiliency against natural events** \(^71\)  
[Public Safety] | - **Goal**: Enhance resiliency against natural events linked to climate change and that threaten the well being of the community  
- **Action**: develop citywide natural disaster response plan to anticipate and quickly respond to extreme weather and other emergency events |  |
| **Arts and cultural elements in Albany include the City’s museums, galleries, theaters, exhibition areas, historic sites, and music venues. A strong emphasis on arts and culture can impact the City’s systems in a number of ways (e.g., improving education, public space, livability, etc).** \(^72\) | - **Goal**: Promote and enhance arts and culture in the City. |  |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| **AC-4 Strengthen City’s arts and cultural districts.**<sup>73</sup> [Arts and Culture] | - **Action:** Define and market existing arts and cultural districts in Albany  
- **Action:** Include arts and cultural districts in branding and marketing materials to encourage city living and homeownership in Albany’s neighborhoods  
- **Action:** Increase marketing of the City’s public art collection on the City of Albany’s website and in promotional materials  
- **Action:** Expand the location and types of arts and cultural festivals and events (e.g., open studio tours)  
- **Action:** Support community organizations in efforts to develop low-cost artist studio and performance space  
- **Action:** Promote and support the formation of new cultural organizations that have a focus on providing creative programs and learning opportunities to neighborhood residents. |             |
| **AC-7 Create a welcoming atmosphere for artists.**<sup>74</sup> [Arts and Culture] | - **Action:** Use regulations to encourage mixed-income and affordable housing units  
- **Action:** Highlight local artists in exhibition/wall space within the City’s public buildings  
- **Action:** Invite artists to participate in competitions for public art and other design installations (e.g., lighting, bicycle or transit design elements)  
- **Action:** Partner with new and emerging arts and cultural organizations to increase opportunities for artists |             |
| **SS-5 Foster collaboration between organizations that provide similar services**<sup>75</sup> [Social Services] | - **Goal:** Foster collaboration between organizations that provide similar services to reduce competition for funding and improve service efficiency and effectiveness.  
- **Action:** Work with existing organizations to partner and share resources and collaborate on marketing the services they offer.  
- **Action:** Identify gaps in service that are not being met through existing organizations. |             |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Cultural Sustainability</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| **TR-2 Promote Transportation Demand Management to improve transit choices**<sup>76</sup> [Transit] | **Action**: ...make travel from one place to another as easy as possible, therefore encouraging less driving  
**Action**: ...promote and advertise the use of transit...free or reduces-rate bus passes...**NOTE**: “had thought to offer free admission to Cherry Hill for those people who have CDTA bus pass; perhaps more effective as a PAS initiative and as a way to promote Albany’s history? Maybe it would be for a month or something (humanities month? History month?); great way to partner with a local business interested in transporting people around the city” | |
| **HDC-5 Develop marketing strategy to promote the City’s neighborhoods**<sup>77</sup> [Housing Diversity and Choice] | **Action**: Create a marketing strategy that highlights the benefits of city neighborhoods, including walkability, access to downtown, historic buildings, and lower transportation costs. Work with and build off of the successful efforts of local groups. ...**NOTE**: capitalize on charm factor of historic buildings  
**Action**: Create a Residents Incentive Package as recommended in Capitalize Albany for all city neighborhoods. The Residents Incentives Package could include a resident rewards card, discounts at local businesses, mass transit discounts, information about local services and businesses, and details about local neighborhood associations. | |
| **NI-4 Create a partnership between neighborhood associations and institutions to reduce the possible negative impacts of institutional facilities and project on the surrounding community**<sup>78</sup> [Neighborhood Identity] | **Action**: Encourage neighborhood-level forums to address potential plans and impacts of institutions on adjacent neighborhoods. Encourage institutions to work with the City and community stakeholders early in the project planning phase to address potential concerns. | |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Focus/Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| NI-5 Promote the use of web-based tools and social media for neighborhood information sharing [Neighborhood Identity] | - **Action:** Work with neighborhood associations and other neighborhood stakeholders to develop a network of social media, listservs, or other interactive web-based forums to serve as a mechanism for residents to communicate general information such as, current events or public safety concerns  
- **Action:** Expand the City of Albany's use of social media and other interactive web-based tools for sharing information and engaging the public. |             |
| Neighborhood Services: The quality and accessibility of neighborhood services impacts the desirability and health of a neighborhood. Neighborhood services include commercial centers, transit, schools, parks and recreation, health services, libraries, and public safety. [Neighborhood Services] | - **Goal:** Provide access to basic neighborhood services, including commercial centers, parks, schools, transit, police protection, libraries, community centers, etc., for all neighborhoods. ... **NOTE:** If these are considered basic neighborhood services, how can PAS partners work with these organizations/services to reach out and engage the neighborhood community? |             |
| NS-1 Enhance, promote, and strengthen neighborhood commercial centers by supporting small, local businesses [Neighborhood Services] | - **Action:** Develop a “buy local” membership campaign for local business or neighborhoods (e.g., local currency, business provide discounts on certain days, advertising, and neighborhood festivals) |             |
| Institutions: The key components of Albany's institutional system are: relationships and partnerships, facilities and projects, and fiscal impacts. [Institutional Services] | - **Goal:** Foster relationships and create new partnerships among the different levels of government (i.e., local, regional, and state), surrounding municipalities, and institutions that focus on cooperative planning for growth and development |             |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| RP-3 **Create and maintain open lines of communication between and among institutions**[^84]  
[Relationships and Partnerships] | - **Action**: Develop a regional government coordination group that includes representatives of the City of Albany, nearby municipalities, county, and state government to discuss regional trends, economic development, and other issues  
- **Action**: ...seek ways to collaborate on strategies (e.g., brownfield redevelopment, preventative health measures, access to healthy foods, college/public school mentoring, etc.)  
- **Action**: Increase coordination and partnerships between universities and the City of Albany to support the City’s sustainability and revitalization strategies (e.g., planning and technology departments of local universities and city departments) |  |
| RP-4 **Position the City as a leader in regional cooperation**[^85]  
[PAS?]  
[Relationships and Partnerships] | - **Action**: As the largest municipality in the Capital District Regional Planning Commission, the City of Albany can take a leadership role in the cooperation efforts, including the regional government coordination group  
- **Action**: Identify opportunities for shared services with local governments, state agencies, not-for-profits, and institutions. |  |
| RP-6 **Enhance data-sharing partnerships with institutions**[^86]  
[Relationships and Partnerships] | - **Action**: Identify City and Institutional data needs and opportunities to share data to reduce replication and error  
- **Action**: Formalize data-sharing opportunities with local institutions  
- **Action**: Work together to analyze data in order to develop City and institutional strategies to achieve mutual goals |  |
| FP-3 **Work together to reduce the possible negative impacts of institutional facilities and projects on their surrounding community**[^87]  
[Facilities and Projects] | - **Action**: Create neighborhood-level forums to address potential plans and impacts of institutions on adjacent neighborhoods. Encourage institutions to work with the City and community stakeholders early in the project planning phase to address potential concerns. |  |

[^84]: The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The City has the burden of being an undercompensated seat of government and an undercompensated urban area; while at the same time providing a high level of services to a largely tax-exempt property base and shouldering the cost of city services centrally so that they are available to all who need them.</strong>&lt;sup&gt;88&lt;/sup&gt; [Fiscal Impacts]</td>
<td>- <strong>Goal:</strong> Address the positive and negative impacts of government and institutional expansion on the City's tax base</td>
<td></td>
</tr>
<tr>
<td>FI-1 <strong>Work together to establish a comprehensive system for implementing PILOTs (payment in-lieu of taxes) agreements</strong>&lt;sup&gt;89&lt;/sup&gt; [Fiscal Impacts]</td>
<td>- <strong>Action:</strong> Partner with the state government, higher education institutions, and other tax-exempt institutions to design a comprehensive and fair approach for implementing PILOTs. PILOTs are federal, state, or institutional payments to local government to help offset losses in property taxes due to nontaxable properties. Agreements are often negotiated between the tax-exempt organizations and local government. Such a system helps to compensate governments for loss of property tax revenue due to a property's tax-exempt status.</td>
<td></td>
</tr>
<tr>
<td>FI-2 <strong>Communicate the ways in which development and growth in the City benefit or impact all institutions, levels of government, and surrounding municipalities</strong></td>
<td>- <strong>Action:</strong> Study and share information about fiscal impacts of tax-exempt institutional development (e.g., loss of taxes from converting residential property to institutional uses compared with job growth).</td>
<td></td>
</tr>
</tbody>
</table>

---

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FI-3 Assess and lobby for appropriate recommendations outlined in the 2010 Capital Punishment: an analysis of the fiscal impact of State government policies and tax-exempt properties on the City of Albany</td>
<td>- <strong>Action:</strong> Lobby NYS for appropriate AIM Equity Payments, Empire State Plaza and Harriman PILOTs and Capital City service agreements to reduce the fiscal burden on the City</td>
<td></td>
</tr>
</tbody>
</table>

---

1. Chapter 1: Introduction, page 1
2. Chapter 1: Introduction, page 1-2
3. Chapter 1: Introduction, acknowledgement section
4. Appendix B: Public Outreach Summarized Results (DRAFT), page 1
5. Appendix B: Public Outreach Summarized Results (DRAFT), page 1
6. Appendix B: Public Outreach Summarized Results (DRAFT), page 1
7. Chapter 1: Introduction, page 4
8. Chapter 1: Introduction, acknowledgement section
9. Chapter 1: Introduction, acknowledgement section
10. Chapter 1: Introduction, acknowledgement section
11. Appendix A: Brownfield Opportunity Area (DRAFT), page 46
14. Appendix C: Relevant Related Planning Documents (DRAFT), page 3
15. Appendix E: Albany 2030 Data Book, page 124
17. Chapter 1: Introduction, page 1
18. Chapter 3.4: Transportation, page 89 (introduction)
19. Chapter 3.6: Housing and Neighborhoods, page 137
20. Chapter 1: Introduction, page 3
21. Chapter 3.1: Community Form, page 35
22. Chapter 3.1: Community Form, page 35

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
3.9 SYSTEMS INTERRELATIONSHIPS

I. Introduction
   a. Table 1 identifies the specific system interconnections, which are a key criterion used in developing and prioritizing implementation projects

II. Table 1 Systems Interrelationships Matrix
   a. Community Form
      i. Develop a Future Land Use Framework Map to guide land use decisions (18 interrelations)
      ii. Vacant and abandoned properties reuse (5 interrelations)
      iii. RemEDIATE brownfields to restore vacant, contaminated properties (4 interrelations)
      iv. create design guidelines and a design review process (8 interrelations)
      v. Create a historic preservation plan (3 interrelations)
         1. NOTE: “who creates a historic preservation plan?”
      vi. Vacant and abandoned properties reuse (4 interrelations)
      vii. Adaptively reuse historic and non-historic structures in brownfields remediation projects (4 interrelations)

   b. Economy
      i. Increase job opportunities for all residents (5 interrelations)
      ii. Make Albany attractive for business development (20 interrelations)
      iii. Reinforce, enhance and promote Albany’s distinctive character and identity (9 interrelations)

   c. Social
      i. Champion urban education in Albany (3 interrelations)
      ii. Increase partnerships with higher education (3 interrelations)
      iii. Support and partner with existing arts and cultural organizations (5 interrelations)
      iv. Improve and enhance public access to institutional open space (1 interrelation)
      v. Remove blighting influences (5 interrelations)
      vi. Promote cultural identity (1 interrelation)
      vii. Foster opportunities for public art (1 interrelation)
      viii. Strengthen the City’s arts and cultural districts (6 interrelations)
      ix. Enhance access to arts and cultural facilities (1 interrelation)
     x. Provide opportunities for live-work space for artists (4 interrelations)
     xi. Create a welcoming atmosphere for artists (3 interrelations)

   d. Transportation
      i. Promote and implement the Bicycle Master Plan (5 interrelations)
      ii. Connect to regional trails (4 interrelations)
      iii. Increase transit connectivity (8 interrelations)
      iv. Implement a comprehensive parking strategy (2 interrelations)
      v. Promote efficient, hybrid, or alternative-fueled vehicles (3 interrelations)
      vi. Modernize the port to accommodate increased demand (2 interrelations)
      vii. Maintain and improve connections between the airport and city (3 interrelations)
      viii. Support Albany County Airport Authority efforts to increase direct national connections (1 interrelation)
e. **Natural Resources**
   i. Improve public access to waterways (3 interrelations)
   ii. Implement the Albany Pine Bush Preserve Management Plan (3 interrelations)
   iii. Reclaim vacant lots as open space and community gardens (3 interrelations)

f. **Housing and Neighborhoods**
   i. Use zoning as a tool to incentivize a diverse housing stock (7 interrelations)
   ii. Develop a marketing strategy to promote the City’s neighborhoods (6 interrelations)
   iii. Target blighting influences (7 interrelations)
   iv. Use zoning and development regulations as a tool for investment (6 interrelations)
   v. Leverage institutional anchors to build neighborhood identity (4 interrelations)
   vi. Create a partnership between neighborhood associations and institutions (4 interrelations)
   vii. Address parking issues within neighborhoods (2 interrelations)

g. **Utilities and Infrastructure**
   i. Maintain and expand waste reduction, reuse and recycling efforts (2 interrelations)
   ii. Improve access to communications technology for all residents (4 interrelations)

h. **Institutions**
   i. Work together to attract and support businesses and start-ups (10 interrelations)
   ii. Create and maintain open lines of communication between institutions (8 interrelations)
   iii. Work together to revitalize downtown and key neighborhood mixed-use nodes (7 interrelations)
   iv. Enhance data-sharing partnerships with institutions (4 interrelations)
   v. Communicate the benefits of development and growth in the city (4 interrelations)
   vi. Encourage Institutions to locate in, remain in and revitalize City of Albany neighborhoods (5 interrelations)
   vii. Work together to establish a comprehensive system for implementing PILOTs (3 interrelations) NOTE: “hugely important for PAS members”
   viii. Assess and lobby for appropriate recommendations outlined in the 2010 Capital Punishment report (3 interrelations)

---

**4.0 PLAN IMPLEMENTATION**

I. **Introduction**
   a. Five principles were used to apply the systems approach to development of the Comprehensive Plan in Stage Two of the planning process
      i. Target interconnections (overlaps and leverage points) between components to influence system behavior in the desired direction.
      ii. Build feedback loops that generate momentum for positive change.
iii. Increase system resilience.
iv. Create synergies between different levels of the system hierarchy.
v. Use an adaptive management process to implement the Comprehensive Plan.

b. Section 4.1 describes the process used to develop and prioritize projects (consisting of combinations or “bundles” of related strategies and actions from Chapter 3) for implementation using system principle 1 and other evaluation criteria.

c. Section 4.2 describes the implementation projects, organized into timeframes based on the prioritization process.

d. Section 4.3 describes the process proposed to monitor implementation progress following plan adoption.

4.1 PRIORITIZATION PROCESS

I. Introduction

a. **Identify community priorities** (i.e., relative importance of systems and system components for plan implementation based on public input received in Community Forum 3)

b. **Identify and quantify System Overlaps** (i.e., strategies and actions that connect two or more systems)

c. **Identify leverage points** (i.e., strategies and actions that will effectuate change across multiple systems and subsystems by targeting deep systemic problems)

d. **Develop strategies and actions into implementation projects.** Project types include capital, regulatory, planning/program, and partnerships.

e. **Prioritize implementation projects into short term, intermediate term, and long term and ongoing time frames.** Use following criteria:
   i. Alignment with priorities expressed by citizens in Community Forum 3 and supplemental outreach efforts
   ii. Combined strategies and actions that yield the most overlaps among systems
   iii. Strategies and actions that can act as leverage points
   iv. Intersection with other priority planning initiatives (e.g., the Brownfield Opportunity and Climate Action plans)
   v. Leadership capacity, staff capacity, partnerships, and financial capacity
   vi. Time required to initiate and complete the project

II. **Community Priorities (Step 1)**

a. Based on results of Community Forum 3, which was a series of three public meetings which were held over three days in different locations in Albany and supplemented by other means of outreach.

b. Attendees were first asked to allocate a hypothetical budget of $100 among eight comprehensive plan systems and then break into groups, each of which addressed an individual plan system. Participants in each group were asked to further allocate the money assigned to the system in the prior exercise to each of the system subcomponents (e.g., land use patterns, urban design, and architectural character for the community form system).

c. The combined and averaged results of these exercises, **listed in order of priority**, are shown in Table 2:
i. Housing and Neighborhoods (averaged funding: 18.56%); highest funded component relevant to PAS: Neighborhood Services

ii. Social (averaged funding 17.24%); highest funded component relevant to PAS: education

iii. Economy (averaged funding: 15.49%); highest funded component relevant to PAS: employment

iv. Transportation (averaged funding 12.11%); highest funded component relevant to PAS: pedestrian

v. Community Form (averaged funding 8.21%); highest funded component relevant to PAS: urban design

vi. Institutions (averaged funding 4.81%); highest funded component relevant to PAS: partnerships, projects

III. Systems Overlaps (Step 2)

   a. System overlaps are strategies that connect different plan systems.

   b. Strategies with the most overlaps include:

   i. Economy INV-2: Encourage investment in urban land and buildings for employment and housing (21 overlaps)

   ii. Economy INV-1: Make Albany attractive for business development (19 overlaps)

   iii. Community Form LU-1: Develop a Land Use Framework Map to guide land use decisions (18 overlaps)

   iv. Natural Resources AQ-1: Provide multi-modal transportation choices to reduce vehicle miles traveled to improve air quality (13 overlaps)

   v. Utilities and Infrastructures EN-3: Promote multi-modal transportation choice to reduce vehicle miles traveled to reduce energy use and mitigate climate change (11 overlaps)

   c. Based on the number of system overlaps, projects involving business development, investment, and multi-modal transportation are clear priorities for implementation.

IV. Leverage Points (Step 3)

   a. Leverage points are places where intervention can most effectively bring about change throughout the system.

   b. Albany’s leverage points relate to four interrelated keys to achieving Vision Statement:

   i. Improve Albany’s image and quality of life: Change Albany’s reputation in the region and beyond to become known as a great place to live, visit, and do business by building on assets, marketing positive attributes, and countering negative perceptions (particularly related to schools and public safety)

   ii. Increase fiscal capacity: Provide quality, cost-effective City public facilities and services by increasing the tax base and seeking equitable revenue contributions from tax-exempt institutions.

   iii. Facilitate and mobilize private investment: Remove barriers and provide incentives for infill development, adaptive reuse, and redevelopment, and leverage institutional resources to attract private investment.

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

c. Identify broad “strategic directions” for accomplishing the deeper systemic changes needed if the Albany citizens vision in the year 2030 is to be realized.

d. Two questions for key: What must change in Albany as a system to make the key happen? Which strategies target the needed changes?

V. Key 1. Improve Albany’s image and quality of life.

a. What must change in Albany as a system to make the key happen?
   i. Population must stabilize
   ii. Job diversity must increase
   iii. Poverty rate must decrease
   iv. Crime rate must continue to decrease and perceptions of crime must be curbed
   v. Educational quality must improve
   vi. Vacant, abandoned, and blighted properties must be reused/redeveloped
   vii. More diverse housing options
   viii. Historic and architectural character of neighborhoods must be preserved and restored
      1. NOTE: “directly linked to PAS; however, interest is in ‘historic and architectural character’ and not the history itself; it remains a marketing strategy”

b. Examples of strategies that target the needed changes (relevant to PAS):
   i. Vacant and abandoned properties reuse
   ii. adaptively reuse historic and non-historic structures in brownfields remediation projects
   iii. reinforce, enhance and promote Albany’s distinctive character and identity
      1. NOTE: “PAS”
   iv. develop a marketing strategy to promote the City’s neighborhoods
      1. NOTE: “PAS”

VI. Key 2. Increase fiscal capacity.

a. What must change in Albany as a system to make the key happen?
   i. Tax-exempt properties must provide payments in lieu of taxes to offset financial burden of providing city service to said properties
      1. NOTE: “PAS”

b. Examples of strategies that target the needed changes (relevant to PAS):
   i. Develop a marketing strategy to promote the city’s neighborhoods and downtown
   ii. Work together to establish a comprehensive system for implementing PILOTs

VII. Key 3. Facilitate and mobilize private investment.

a. What must change in Albany as a system to make the key happen?
   i. Albany’s quality of life must become more attractive for private investors

b. Examples of strategies that target the needed changes (relevant to PAS):
   i. Improve waterfront and downtown connections
   ii. Make Albany attractive for business development
iii. Increase transit connectivity
iv. Implement a comprehensive parking strategy
v. Market the city’s neighborhoods and downtown

VIII. Key 4. Establish Albany’s reputation as a Green Community.
   a. What must change in Albany as a system to make the key happen?
      i. Vehicle miles traveled must be reduced
   b. Examples of strategies that target the needed changes (relevant to PAS):
      i. Promote and implement the Bicycle Master Plan
      ii. Increase transit connectivity
      iii. Develop an urban forestry program

IX. Other overlaps and community priorities can be found among strategies for
marketing the city’s assets and neighborhoods, reducing blight and targeting
vacant/abandoned properties, and increasing multi-modal transportation
opportunities, among others.

4.2 IMPLEMENTATION PROJECTS
I. Introduction
   a. Four types of projects
      i. Capital projects are physical development projects that will require
         significant financial investments to implement
      ii. Regulatory projects involve changes to zoning and development
         regulations, standards, and processes
      iii. Planning/Program projects involve preparation and implementation of
         more detailed, issue or area-focused plans and programs
      iv. Partnership projects require the involvement of other agencies and
         organizations to implement
   b. Timeframes
      i. Short term (initiate w/in 2 years from plan adoption)
      ii. Intermediate term (initiate w/in 2-5 years from plan adoption)
      iii. Long term (initiate w/in 5-10 years from plan adoption)
      iv. Ongoing (new programs or continuation of existing ones that would
         operate throughout the 20-year implementation period)

II. TABLE 3 Implementation Project Prioritization
   a. Short Term Projects relevant to PAS
      i. ST-3 Hire a marketing consultant to develop a city-wide marketing
         strategy
         1. Lead agency: Albany Department of Development and Planning,
            Capitalize Albany Corporation
         2. Partnerships: 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
         3. Potential Funding Sources: Partner cost-share
      ii. ST-6 Create a PILOT task force and implement a fair and consistent
          PILOT program
         1. Lead agency: Albany Mayor’s Office, Common Council
         2. NOTE: PAS type partners not mentioned; mostly NYS, colleges,
            hospitals
iii. **ST-8 Expand the current street tree management plan into a comprehensive urban forestry program**
   1. Lead agency: Albany Dept. of General Services
   2. Partnerships: Albany Dept. of Development and Planning, local institutions
   3. Potential Funding Sources: NY DEC Urban and Community Forestry Grant, partner contributions, volunteers

b. **Intermediate Term Projects relevant to PAS**
   i. **IT-1 Prepare a comprehensive update to the city’s zoning ordinance**
      1. Lead Agency: Albany Department of Development and Planning
      2. Partnerships: Common Council, Board of Zoning Appeals, Planning Board, Historic Resources Commission, Mayor’s Office of Energy and Sustainability, neighborhood associations, community stakeholders, Division of Building and Codes, Corporation Counsel
      3. Potential Funding Sources: HUD grant, Hudson River Valley Greenway

   ii. **IT-2 Create an implement a comprehensive waterfront development strategy for the Hudson River waterfront**
       1. Lead Agency: Albany Dept of Development and Planning, Albany Port District Commission
       2. Partnerships: Dept. of General Services, NYS Office of General Services, Mayor’s Office of Energy and Sustainability, Albany County, Albany Rowing Center, Hudson River Valley Greenway, NYS DOT, USS Slater, Downtown BID, neighborhood associations, Albany County Convention and Visitors Bureau, City of Rensselaer
       3. Potential funding sources: NYS DOS-LWRP, Hudson River Valley Greenway

   iii. **IT-3 Create a Strategic Arts Welcoming program**
       1. Lead Agency: Local non-profit
       2. Partnerships: Local arts and cultural organizations, Albany BARN, SUNY Art Dept., College of St. Rose Center for Art and Design, Sage Colleges Visual Art Program, Downtown BID, Lark Street BID, Central BID, NYS Council on the Arts (NYSCA), Dept. of Development and Planning
       3. Potential Funding Sources: Partner cost-share, NYSCA Planning Grant

   iv. **IT-8 Create an ‘Albany Local’ buy local/use local program**
       1. Lead Agency: Albany Dept. of Development and Planning, Capitalize Albany Corporation
       2. Partnerships: Capital Region Local First, Albany Office of Special Events, BIDS, local employers, neighborhood associations, Albany Office of the Treasurer, local institutions
       3. Potential Funding Sources: Partner technical assistance and cost-share, USDA
       4. NOTE: “translate to concept to promote local Albany-focused organizations”
c. **Long Term Projects relevant to PAS**
   i. **LT-2 Develop a model urban rehabilitation building code**
      1. Lead Agency: Albany Division of Building and Codes
      2. Partnerships: Mayor’s Office of Energy and Sustainability, NY Dept of State
      3. Potential Funding Sources: Staff Resources
   ii. **LT-3 Develop context appropriate design guidelines, manuals and pattern books**
      1. Lead Agency: Albany Dept of Developing and Planning
      2. Partnerships: Neighborhood stakeholders, Albany Division of Building and Codes, Educational Institutions
      3. Potential Funding Sources: HUD, NYS Council of the Arts, partner in-kind services
      4. NOTE: “no historic entity specifically mentioned”

d. **Ongoing Projects relevant to PAS**
   i. **O-5 Lead and support an education task force to develop a new urban education agenda**
      1. Lead Agency: Albany School District, Albany Mayor’s Office
      2. Partnerships: Common Council, Albany Dept of Development and Planning, charter schools, the State Board of Regents, SUNY, College of St. Rose, Union University, Sage Colleges, Albany Medical Center, Albany Memorial Hospital, Albany Veteran’s Hospital, St. Peter’s Hospital, major private sector employers, NYS Department of Education, Albany Housing Authority
      3. Potential Funding Sources: Partner contributions, volunteer members, Promise Neighborhood Grant
   ii. **O-7 Complete and implement the Neighborhood Revitalization Strategic Plan**
      1. Lead Agency: Dept. of Development and Planning
      2. Partnerships: Dept. of Fire and Emergency Services, Albany Police Dept., Division of Building and Codes, Corporation Counsel, Board of Zoning Appeals, Planning Board, Historic Resources Commission, Albany County, community development corporations, Affordable Housing Partnership, Empire State Future, Capital City Housing, Habitat for Humanity
      3. Potential Funding Sources: Corporate sponsorships, local lending institutions, foundation grants, donation, staff resources, HUD

III. **Implementation Project Descriptions**
    a. **Short Term Projects relevant to PAS**
       i. **ST-1 Create a Capital Improvements Program (CIP)**
          1. Having a CIP will help the city more effectively manage its budgeting process, which is integral to increasing fiscal capacity by keeping track of capital spending and proactively identifying funding capacity for future projects.
       ii. **ST-2 Establish baseline Citywide Community Assessments**
          1. pattern books
          2. the assessments should be geographically and topically focused
3. Could include the following questions in assessments
   I. How many vacant, abandoned, and blighted properties exist within the neighborhood and where are they located?
   II. What is potential use of the vacant, abandoned, and blighted properties?
   III. What services are lacking in the neighborhood (retail, grocery, library, park space, etc.) and where should they be located?
   IV. How walkable is the neighborhood? Are there gaps in the sidewalk network or sidewalks in disrepair?

iii. **ST-3 Hire a marketing consultant to develop a city-wide marketing strategy.**
   1. Albany has a vast number of assets and resources, including historic architecture.
   2. …Albany needs a citywide, comprehensive branding and marketing strategy to capitalize on these assets and attract new investment. There are many consultants that specialize in city branding and marketing that can provide a targeted strategy for building the city’s image.
   3. The Citywide strategy must incorporate social media and web 2.0 applications. …Today’s consumer demands a social media component to any marketing campaign, which allows for instantaneous news as well as feedback. The City and its partners should capitalize on these cost-effective and efficient methods.
   4. Marketing strategy should emphasize following messages (pertinent to PAS)
      I. Livability
      II. Key Education Center
      III. Recreation, Culture and Tourism Destination
   5. It should be emphasized that this marketing strategy should focus internally as well as externally. Albany residents and stakeholders often demonstrate a negative sense of place epitomized by the “Smallbany” mentality. Efforts should be made to promote the City’s assets within the community as well. This will not only affect local perceptions, but increase positive word-of-mouth.
   6. Staff capacity should not be significant. The cost to hire a consultant could be moderately expensive, but not prohibitive.

iv. **ST-4 Develop system for inter-departmental and community data sharing to improve government efficiency.**
   1. Currently, the city does not have a coordinated system for sharing data. A new inter-departmental and community information sharing system should be developed that includes the following features:
      I. E-commerce (the process of buying and selling of goods and services of the Internet)
v. **ST-5 Develop a Comprehensive Urban Agricultural Plan**
   1. NOTE: for some reason, potential funding courses include: City Historian and Partners for Albany Stories

vi. **ST-6 Create a PILOT task force and implement a fair a consistent PILOT program**
   1. A City-led task force should be created that includes...religious institutions and other tax-exempt properties that own one acre or more of land in the city to design a comprehensive, consistent, and fair approach for implementing PILOT to help cover the cost of providing the institutions with essential city services (i.e. police, fire, snow removal). This approach can be very similar to Boston’s program for calculating the PILOT.
   
   I. Keep the program voluntary
   II. Apply the PILOT program to all nonprofit groups
   III. Base PILOT contributions on the value of real estate owned by an institution
   IV. Allow for an adjustment period for institutions and the city to fully implement the new PILOT calculation formula. Apply a gradual approach that will allow for a smooth transition to the new program. The Boston program recommends that the new formula should be phased in over a period of five years. The timeframe should be negotiated among Albany task force partners.

   2. The cost of forming the task force would not be significant, but a high level of staff and leadership capacity would be required. The formation of the task force is a high priority project that should be initiated within one year, with the understanding that actual application of the PILOT program could take up to five years.

b. **Intermediate Term Projects relevant to PAS**
   i. **IT-1 Prepare a comprehensive update to the city’s zoning ordinance**
      1. Create development incentives to attract investment in particular areas and to encourage use of design guidelines, development of affordable housing, green building design, and historic preservation
      2. Partnerships (include): Historic Resources Commission

ii. **IT-2 Create and implement a comprehensive waterfront development strategy for the Hudson River waterfront**
    1. A new comprehensive strategy for waterfront access and development needs to be created to tie all of these plans together into cohesive short and long term implementation program.
    2. ...allow limited commercial development at the waterfront

iii. **IT-8 Create an “Albany Local” buy local/use local program**
    1. Encouraging Albany businesses and residents to use services and purchase products provided by local companies. This could include a local challenge asking businesses and residents to set
2. Sponsoring a Buy Local Bash in Albany. Capital region Local First sponsors Buy Local Bashes, trade shows allowing local businesses to display their products and services and to celebrate the strength of the local economy.

c. Long Term Projects Relevant to PAS
   i. LT-3 Develop context appropriate design guidelines, manuals and pattern books
      1. The city-wide design guidelines manual should provide examples and direction for preferred design elements that affect the entire city landscape, including standards for signage, landscape, lighting, and parking
      2. The pattern books should include resident preferences for design quality
      3. Design guidelines could be suggestive rather than prescriptive and should be paired with development incentives
      4. Significant staff capacity and a design and public outreach consultant will be required
   ii. O-2 Develop a formal Regional Economic Development Program
      1. The City of Albany should position itself as the regional driver for coordination and participation among the capital region’s local jurisdictions by developing a regional Economic Development Program, including a Task Force and local engagement on regional economic development initiatives.
      2. The Capitalize Albany committee should reconvene to address regional economic development issues, particularly competition among municipalities for investment, developments of regional impacts, and a regional strategy for attracting and supporting businesses and start-ups, job training, education and employment.
      3. The Capitalize Albany Corporation should also continue its efforts to develop locally transformational projects with a regional economic development impact.
   iii. O-5 Lead and support an education task force to develop a new urban education agenda
      1. High priority project should be: Extending school hours to accommodate after school programs, including academic enrichment, homework support, sports and recreation activities, arts and cultural activities, and community service projects
      2. This project would require significant leadership, staff capacity and coordination among agencies. Substantial financial investment would also be required but could be shared among partners. This project should be coordinated under the Education task force.

4.3 PLAN MONITORING
I. Introduction
i. Plan should not be thought of as a static document, but as an ongoing process and framework to inform more detailed planning, programs, and decision-making as implementation moves forward
ii. Should incorporate an adaptive management approach by adjusting implementation actions based on results of plan monitoring
iii. Timeframes for initiation of specific actions.
iv. Indicators (metrics) to measure progress in achieving plan vision and goals
v. Table 4: Potential Plan Monitoring Indicators including
   1. Community Form: Historic properties recognized/preserved
   2. Institutions: Payments in lieu of taxes by institutions; Number of partnerships/partners on City of Albany and regional initiatives
vi. Dialogue

II. Review, Assessment and Update
i. Annual Review
   1. Planning Board submit annual brief to Common Council on Comprehensive Plan
   2. Outline implementation progress during previous year
   3. Define project priorities next year
   4. Review Data Book

ii. Five-Year Assessment
   1. More detailed and formal report on plan progress
   2. Descriptions of significant changes
   3. Update Data Book
   4. Allow minor amendments and modifications (opportunity for public input)
   5. Completed by City of Albany Planning Department; Coordinated with Common Council, Planning Board, an appointed review committee

iii. 10-Year Update
   1. Revise and adopt an updated plan (previously conducted reviews should make process easier)
   2. Citizen input; new Comprehensive Plan Board to guide update process; preparation of Evaluation Report
   3. Revisions to the vision and goals and identification of new strategies, actions and implementation projects as necessary to address changed circumstances, emerging needs and opportunities, and expressed citizen priorities.

AUTHOR: The American Institute of Architects Center for Communities by Design prepared this report for the City of Albany.

SUMMARY: The SDAT report covers market context; downtown strategies; neighborhood strategies; environment and open space; transportation; institutional relationships; planning for the future.¹

COMMUNITY INVOLVEMENT: SDATs bring a team of respected professionals, selected on the basis of their experience with the specific issues facing the community, to work with community decision makers to help them develop a vision and framework for a sustainable future. Team members volunteer their time to be a member of the SDAT. To ensure their objectivity, they agree to refrain from taking paid work for three years from the date of completion of the SDAT project. A distinct team is assembled for each project based on the project’s unique features. A team consists of a leader, five to seven members, and a staff person from AIA Communities by Design.²

Other participating parties include a local steering committee, local technical committee, and citizens. The local steering committee is responsible for assembling local and regional information, organizing the preliminary meeting and SDAT visit, and generating local media coverage during the entire project. This group typically becomes the group dedicated to implementing SDAT recommendations after SDAT leaves. The local technical committee is the technical support group, which includes local design professionals, environmental professionals, economists, and others whose skills and experience parallel those of the SDAT members and who bring with them detailed knowledge of local conditions, issues, and information resources. Their presence magnifies the effectiveness of the team. The citizens are critical players, both for their insights and observations during the team visit and for their support for the new directions that emerge from the SDAT process.

METHODOLOGY: In January 2007, Albany, NY submitted a proposal to the American Institute of Architects (AIA) for a Sustainable Design Assessment Team (SDAT) to assist the city and its citizens in addressing key issues facing the community. The issues included addressing the vacant properties in many of the city’s neighborhoods, building a more sustainable transportation system, better stewardship of the city’s open spaces, promoting energy efficiency and more. All of these were framed in the context of the city’s plans to embark on a process to develop a new comprehensive plan for the community.

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The AIA accepted the proposal and, after a preliminary visit by a small group in April, the SDAT members arrived in Albany on August 6. For three days, the team members, working closely with local officials, community leaders, technical experts, and citizens, studied the community and its concerns. During those three days, the team came to understand the issues and used its expertise to frame a wide range of recommendations, which were presented to the community in a public meeting on August 8, 2007.3

MORE ABOUT THE PLAN:

VISION: Albany’s leaders must think about what it means to become a sustainable city in the long term. Getting there will require a long-term strategy, not quick fixes. It will require making connections between every level of government and the universities, hospitals, businesses, and community organizations that have a role to play in the city’s future; between government and citizens; between citizens of different races, ethnic groups, and economic levels; between pedestrians, bicyclists, public-transportation users, and drivers; between young and old; between the city and its natural environment. We hope that this report will be a first step in that direction.4

OTHER: The SDAT program is an interdisciplinary community assistance program that focuses on principles of sustainability. ...The SDAT program is based on an understanding of design as a process that: is integrative, holistic, and visual; is central to achieving a sustainable relationship among humans, the natural environment, and the place; gives three-dimensional form to a culture and a place; achieves balance between culture, environment, and economic systems. The SDAT program is grounded in the AIA design assistance team values, which call for a multidisciplinary approach, objectivity of the participating team members, and broad public participation.5

<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SDAT Process</strong></td>
</tr>
<tr>
<td><strong>Value of SDAT Program</strong></td>
</tr>
<tr>
<td><strong>Information</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>New perspective</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
<table>
<thead>
<tr>
<th>Interest in Local History and Assets</th>
<th>Quote from Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Influence on locals</strong></td>
<td>The professional stature of the SDAT members, their independence, and the pro bono nature of their work generate community respect and enthusiasm for the SDAT process, which in turn encourages the participation of community stakeholders. The passion and creativity that are unleashed by a top-notch multidisciplinary team of professionals working collaboratively can produce extraordinary results.</td>
</tr>
<tr>
<td><strong>Remarkable assets</strong></td>
<td>Albany, NY has remarkable assets: great location; beautiful natural setting along the Hudson River; great urban fabric, with historic architecture; Albany Plans B&amp;W; Strong, distinctive neighborhoods</td>
</tr>
</tbody>
</table>
| **Points of Historical Interest**   | - Fourth oldest city in US; oldest city in northeast  
- near confluence of Mohawk and Hudson Rivers  
- Henry Hudson, 1609; taken over by English, 1664  
- first city charter 1686  
- 1797 permanent capital of NYS  
- major center of transportation, craftsmanship, and industry  
- 20th century center of government and major institutions; has become major center of higher education and an emerging high-technology center |
| **Past Plans**                      | - Over the past years, excellent plans have been prepared in Albany addressing neighborhoods and downtown revitalization at various scales: broad areas within the city, individual neighborhoods, or even block by block. The community perceives these plans as having lofty goals but little connection to specific and enforceable policies and programs. They often appear to have been shelved, and recent city planning debates rarely refer to them. Many are also perceived as containing good directions but not being followed. These plans have not been adequately used, and it should be a priority to incorporate these documents into city planning debates. |

<table>
<thead>
<tr>
<th>Historic Preservation</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Historic fabric and revitalization</strong></td>
<td>- The city has a particularly difficult but critical challenge facing it in terms of building the market in the eastern neighborhoods around downtown Albany. The historic character of many of these areas, however, represents</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
- ...the historic fabric of downtown- reflected in its streetscapes, its buildings, and, ultimately, its relationship to the Hudson River- is the area’s greatest asset, which will make the city’s aspirations for the area possible. To the extent that the fabric is lost or compromised through poor planning and development decisions, that loss will translate directly into fewer opportunities for economic development, jobs, and revenues. Solid and sensitive land-use regulations, design guidelines, and plan reviews-whether for the convention center or for a single small building- are critical to any downtown strategy.13

| Target Adaptive Reuse and Rehabilitation of Existing Buildings | - Short-and long-term strategies advocating the preservation of its heritage buildings will serve the city well in the future.14 |
| - Albany should consider developing neighborhood and district pattern books to ensure that construction and rehabilitation is consistent with the unique characteristics and typologies found throughout the city.15 |

<table>
<thead>
<tr>
<th>Cultural Enhancement</th>
<th>Topics/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reinforce historic fabric</td>
<td>As a result of the market opportunities, the city would be well positioned to direct resources to reinforcing the urban/historic fabric of city, including the urban retail sector, and to make an enhanced effort to raise the “sustainability bar” in the city.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lead the capital region in redevelopment</td>
<td>Despite its losses, few small-city downtowns have such a superb collection of historic buildings, clustered in a rich, pedestrian-oriented fabric. While there are vacant and underutilized buildings throughout the area, there are also centers of economic vitality. ...Albany’s task is to build on that vitality to maximize the value of the city’s downtown not only for the city as a whole but also for the entire capital region.16</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
<table>
<thead>
<tr>
<th>Cultural Enhancement</th>
<th>Ideas/Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Environment and open space</strong></td>
<td>- The city of Albany has an outstanding collection of open spaces, remarkable in their diversity within a relatively small area. These include grand urban parks such as Washington Park and Lincoln Park, the semi-wild Tivoli preserve, the hardscape of downtown’s Empire State Plaza, Corning Preserve along the Hudson riverfront, and the Pine Bush ecosystem, as well as many smaller parks, stream corridors, and plazas. All of these represent a valuable environment as well as quality-of-life heritage that must be not only maintained but also enhanced and better interconnected.</td>
<td></td>
</tr>
<tr>
<td><strong>Connecting to the riverfront</strong></td>
<td>- Albany has begun to reconnect the city with its riverfront, including construction of the pedestrian bridge over I-787 and creation of Corning Preserve, with its 1,000-person amphitheater, visitor center, floating boat docks, and multi-use paths. Corning Preserve serves as the centerpiece of a riverfront greenway, offering unique venues and recreational opportunities. The city also plans to redevelop areas north and south of the amphitheater as themed destinations and is exploring the possibility of a harbor/marina north of the park. Plans for the south include a living history site, reflecting the city’s rich heritage. The current and future uses of Albany’s riverfront, furthermore, must be linked to future plans for the convention center.</td>
<td></td>
</tr>
<tr>
<td><strong>Project methodology for Tivoli Preserve</strong></td>
<td>The city and its partners should develop a master plan for the Tivoli Preserve for long-term use as an outdoor environmental preserve classroom, including a strategy for ongoing maintenance that engages residents in the preserve’s future. This should be the first step in a larger plan to integrate the preserve with the Patroon Greenway and expand the greenway as a recreational, non-motorized transportation corridor.</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Topics/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership</strong></td>
<td>Albany’s leadership must think about what it means to become a sustainable city in the long term- a city that offers economic opportunities and a good quality of life to its citizens, who in turn can share the community with each other and live in harmony with the natural environment. 20</td>
<td></td>
</tr>
<tr>
<td><strong>Stability</strong></td>
<td>Between 1990 and 2006, Albany residents enjoyed significantly lower rates of unemployment than the general New York State population. Most dramatically, during the recession in the early 1990s, while unemployment climbed dramatically throughout the state, the city’s unemployment rate remained relatively modest. The long-term stability is of significant value to potential investors during this period of national housing and credit market unease. 21</td>
<td></td>
</tr>
<tr>
<td><strong>Concentration of activities</strong></td>
<td>Albany’s downtown already has a strong base of retail and service activity, which can be further developed and enhanced as the city’s residential development strategy emerges. In doing so, it is important to concentrate resources in key locations or “hubs,” where they can have the greatest impact, rather than scattering them around the area. 22</td>
<td></td>
</tr>
<tr>
<td><strong>Downtown is not isolated</strong></td>
<td>“...the future of downtown cannot be seen in isolation. It is linked to the city’s future in general and to the future of the surrounding, now-depressed inner neighborhoods in particular.” 23</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Topics/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revitalization, not displacement</td>
<td>- Because this report cannot address all of these elements in detail, we will concentrate on the critical issue of abandoned properties, with brief comments on incentives, target marketing, with the importance of incorporating an equitable revitalization strategy to ensure that successful revitalization does not inadvertently displace lower-income residents of these neighborhoods.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- ...it is always necessary to keep the interests and concerns of the people who live in the city’s targeted neighborhoods today firmly in mind. The purpose of neighborhood revitalization is not to drive out lower income residents but to create economically diverse neighborhoods that offer opportunities for people of all income levels and backgrounds.</td>
<td></td>
</tr>
<tr>
<td>Key Neighborhood Strategy Elements</td>
<td>- Implement a coordinated, multifaceted abandoned-property strategy, including creation of a land bank in partnership with the housing authority and county.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Prioritize preservation and reuse of existing buildings</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Maximize historic assets</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Provide incentives for rehabilitation of vacant buildings for home ownership</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Market the target neighborhoods</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Maintain and enhance community policing strategies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Build the human capital of neighborhood residents to foster equitable revitalization</td>
<td></td>
</tr>
</tbody>
</table>

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
<table>
<thead>
<tr>
<th>Cultural Sustainability</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Topics/ Objectives</strong></td>
<td><strong>Ideas/ Recommendations</strong></td>
</tr>
<tr>
<td><strong>Statewide importance</strong></td>
<td>- Finally, as the state capitol, the city could explore the possibility of a special appropriation or other targeted assistance from the State of New York for this purpose. The revitalization of the neighborhoods surrounding the State Capitol is not merely a matter of local interest but also of statewide importance.(^\text{27})</td>
</tr>
<tr>
<td><strong>Targeted Marketing Strategy</strong></td>
<td>- Albany must follow the lead of efforts such as Baltimore’s Live Baltimore Home Center and develop a targeted marketing strategy for the city in general, for downtown, and for the targeted neighborhoods close to downtown Albany. The marketing strategy should identify target markets by age, demographics, employment, and other factors to whom to market specific neighborhoods as well as downtown living and develop a multifaceted strategy to reach the marketing targets through a variety of means and media.(^\text{28})</td>
</tr>
<tr>
<td><strong>Energy and Environmental Policy</strong></td>
<td>- Over and above how specific open spaces are treated, a sustainable city should have an overall approach to its environment, reflected in policies and programs that govern public construction, public education in matters such as recycling and energy efficiency, transportation, and more. In signing the Mayors Climate Protection Agreement, Mayor Gerald D. Jennings committed the city of Albany to an ambitious body of environmental goals. These can represent a powerful agenda for the city as it moves toward a sustainable future.(^\text{29})</td>
</tr>
<tr>
<td><strong>Partner with Major Institutions</strong></td>
<td>- Enlist the city’s major institutions as a partner in the city’s strategy to market itself as a good place to live, including offering incentives to state, university, and hospital employees to live in the city and in key target neighborhoods.(^\text{30})</td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Topics/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Variety of Stakeholders     | - In building these critical partnerships, it is important not to lose track of the many other important stakeholders in the city: private business, BIDs, residents’ and neighborhood organizations, and more. Although each may play a smaller role than do the major institutions, each should have a seat at the table.  
  
  [31](#)                                                                                                                                                   |                 |
| Comprehensive Plan          | - The city of Albany is initiating its first comprehensive planning process, designed to create the underlying document to guide and enable public policies and development initiatives for years to come. In effect, this process will enable the city and its residents to create a blueprint for the future of the city. As Albany proceeds to articulate and define choices about redevelopment and potential new development, the planning process can serve a powerful role in developing consensus around sustainable development directions and establish an overall vision and policy framework for the city as a whole....By planning ahead, the city is saying, “We want to choose both good jobs and a clean environment. We want to preserve the neighborhoods that make the city a home and accommodate new growth. We want all of our citizens to participate and to play a critical role in the decisions affecting our future.” The ability to do so is the essence of becoming a sustainable city- to ensure that Albany can meet its current needs without compromising either it values or the lives and health of future generations.  
  
  [32](#)                                                                                                                                                   |                 |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Cultural Sustainability</th>
<th>Topics/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Public Involvement      | - Engage the largest possible number of stakeholders, build consensus between all constituencies, and get decision makers, both in the public and private sector institutions as well as the public, working together and committed to future possibilities.  
- The process of developing guidelines, therefore, should be an inclusive one, involving residents of the designated areas, professionals, and private property owners, so that the review process is perceived as a benefit to all rather than a governmental imposition.  
- Public involvement and engagement are critical to the success of any large-scale or sustained public undertaking, and this is particularly true with respect to the comprehensive plan, which by its nature should reflect a process of building a consensus of the community around a shared vision for the city. A public involvement process must not only inform the public about the process but also incorporate the public’s ideas and suggestions into the process and the outcome and result in the public’s active commitment to implement the ideas and directions set forth in the plan.  
- Most of the city’s neighborhoods have viable civic associations, and the network of those associations- The Council of Albany Neighborhood Associations (CANA)- is a great community asset. CANA, along with specific issue organizations such as the Albany Bicycling Coalition, the Historic Albany Foundation, and the Affordable Housing Partnership, should be embraced as partners in the planning process. |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
and building activities from relevant state agencies, major universities, and hospitals
- Key stakeholder meetings
- Small focus-group meetings around specific issues or geographic areas
All of these are examples of ways to include the public and key stakeholders in the process, ensure that all voices are heard, and gradually build consensus. Although this process is time-consuming, it is worth the effort because it not only creates an informed and engaged body of citizens, organizations and institutions behind the plan, but it also furthers the integration of natural resources, economic development, housing and neighborhood strategies, community development, historic preservation, and development issues into a single, holistic approach to a multifaceted endeavor.

| Moving Forward: Institutional Relationships | - Enlist the city’s major institutions as partners in the city’s strategy to market itself as a good place to live.40 |
| Moving Forward: Planning for the Future41 | - Carry out a comprehensive planning process that focuses on redeveloping the existing fabric of the city, creating integrated strategies for revitalizing the city’s neighborhoods, focusing on connections, assets, and transformative opportunities for change.

- Above all, ensure that the process fully engages the citizens of Albany and their organizations and that the plan itself reflects their needs, their desires, and their vision of the city’s future.

**END NOTES**

1 Page 5  
2 Page 7  
3 Page 5  
4 Page 4  
5 Page 6  
6 Page 6  
7 Page 7

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.

AUTHORS: This plan was prepared for the Capitalize Albany Advisory Committee by LDR International, Inc. of Columbia, Maryland in association with The Development Consortium (Retail); METAPLAN, Inc. (Tourism), Parson’s Brinkerhoff Douglas & Quade (Transportation and Traffic); Walker Parking Consultants (Parking); Clough Harbour & Associates (Civil Engineers); Dr. Paul Levy, Center City District (Downtown Management)

SUMMARY: This plan offers suggestions on how to revitalize Albany’s slumping urban economy by reinvigorating the built environment with significant alterations to public spaces; highlighting Albany’s awakening arts and culture scene, etc. Historic resources are seen through an economic lens. In fact, some of the suggestions demonstrate disconnect with what makes something “historic” (for instance, there is a suggestion to rebuild a section of the Erie Canal for tourists to visit).

COMMUNITY INVOLVEMENT: The following groups of people were involved in the planning process:
- Capitalize Albany Advisory Committee had regular meetings with LDR; involved in series of subcommittees and task forces (Transportation, Parking, Downtown Management, Tourism, Education Facilities, Empire State Plaza, Signage)
- Leadership group organized by Mayor Jennings had regular meetings with LDR
- More than 50 leaders had one-on-one interviews
- Organizations interested in the downtown including Historic Albany Foundation and Albany Roundtable
- Neighborhood meetings with 2nd, 3rd, 6th, 7th Wards; the Pastures; Mansion; Center Square; Hudson park; Park South; Washington Avenue; Sheridan Hollow; Arbor Hill and North Albany (coordinated by Common Council)

METHODOLOGY: Albany Mayor Gerald Jennings organized the Capitalize Albany Advisory Committee in August of 1994. The Committee did a nationwide search for a consulting team to assist them in developing an “Economic Development Strategy and Action Plan for Downtown Albany.” A program was designed to bring strategic planning, economic development and urban design together into order to create strategies that would accomplish the goals of Capitalize Albany. The area of “downtown” was determined to include the area defined by the boundaries of the Albany Urban Cultural Park.
The Strategic Planning Process is outlined in Figure 2 of the Plan. The format of the process was originally presented as steps in an “arrow”. The process, if not the arrow format, follows:

Community Input: Interviews; public meetings; consumer research; organizations; task forces; neighborhoods

Goal: “To aggressively implement strategies and plans designed to restructure and diversify the downtown economy so that Albany’s economy is less dependent on the office market.

Economic Development Objectives: leadership commitment; business retention; new development opportunities; competitiveness; tourism development; events, arts, and culture; residential development; retail expansion; management; physical improvements

Downtown Economic Development Strategy: Albany and region; New York’s Capital city strategy; retail positioning and merchandising strategy; downtown tourism strategy; downtown housing strategy; downtown management strategy; transportation strategy; parking strategy; development plan

Illustrating the Strategy: the plan for downtown; State Street; Pearl Street; Broadway; Quackenbush Square Arts/Cultural Anchors; Liberty Park; Hudson Riverfront; Empire State Plaza; Madison Ave/Eagle Street; Sheridan Hollow; Hamilton Street; Lark Street

Implementation Strategy and Action Plan: Immediate Action Agenda; 1996 Action plan; strategy recommendations; costs and funding; measures of success; priorities and schedules

Action

The New Downtown Albany

MORE ABOUT THE PLAN: “This Economic Development Strategy provides a vision for the future of downtown that builds on [the city’s assets]. Its implementation will allow Albany to take advantage of its substantial assets and use them to attract additional investment and promote economic prosperity will into the next century. To realize this vision, Albany must become proactive in establishing a new economic “environment” that provides the setting for positive change and investment in the downtown. The city and Capitalize Albany must:

1. **Diversify downtown uses** through economic incentives that make downtown a more attractive place for office, retail and residential development.
2. **Reinforce Albany’s Capital City status** by forging a new partnership with the State of New York through the formation of a Capital City Commission.
3. **Provide a clean, safe and attractive place** in which to live, conduct business, shop and recreate

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
4. **Enhance the physical environment** of the downtown through architectural renovation, design guidelines, and improved streetscapes, parks, plazas and promenades.

5. **Promote the city as a major tourist destination** through enhancement and expansion of its heritage, arts, cultural and civic facilities.”

**VISION:** “…of what we want our downtown to be, both now and in the future. If we are successful, we will create a dynamic and vibrant downtown which is adaptable to changing social, technological and economic forces. By coalescing our commercial, retail, arts, entertainment, educational, governmental, and residential interests, we are confident that we can ensure an economic environment that is attractive to the residents, businesses, consumers, and visitors alike.”

**OTHER:** Potential information of interest might be the contents of the plan’s appendices (published separately from the report). These include: Appendix B: *Downtown Tourism Strategy Report*; Appendix D: *Tourism Consumer Research Report*; Appendix G: *Hudson Riverfront Design Workshop Report*; Appendix H: *Quackenbush Square Feasibility Study*

#### Plan Guidelines

<table>
<thead>
<tr>
<th>What Albanians are Saying About Downtown</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Encourage State office workers to use downtown facilities by making downtown more attractive and accessible, and providing the services they desire</td>
<td>Capitalize Albany Advisory Committee work sessions, interviews and neighborhood workshops</td>
</tr>
<tr>
<td>- Provide new entertainment facilities within the downtown which provide use and enjoyment over an extended 18-hour period</td>
<td></td>
</tr>
<tr>
<td>- Reinforce, improve and expand the downtown’s tourism facilities and visitor attractions</td>
<td></td>
</tr>
<tr>
<td>- Improve and enhance the downtown’s civic and cultural venues and events</td>
<td></td>
</tr>
</tbody>
</table>

#### Interest in Local History

<table>
<thead>
<tr>
<th>Connecting Present to Past</th>
<th>Quote from plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Heritage Tourism</td>
<td>- Albany is rich in heritage resources and can strengthen tourism by drawing on its rich history, culture, architecture and natural resources. Cities like Savannah and Charleston have become tourism destinations primarily by developing heritage tourism, a fast growing segment of a growing industry. Albany’s heritage spans every great epoch of American history from first contact with native Americans at Fort Orange to the era of big government development made visible by Rockefeller at the modern campus of the state University, the Empire State Plaza and the cleaner waters of the Hudson River.</td>
</tr>
<tr>
<td>Increase attention on Albany’s Transportation History</td>
<td>- In addition to the visitor center, there are a number of other older industrial buildings, some in use and others vacant. In an effort to reinforce this area as a visitor destination within downtown Albany, there is the opportunity to build on the existing investment that has been made in the area and to create a more dynamic and exciting visitor destination. There is also the potential to present and celebrate Albany’s historic past related to transportation. This includes the Hudson River, Erie Canal, and Albany as a ‘crossroads’ for rail and highway transportation in the Northeast.”</td>
</tr>
<tr>
<td></td>
<td>- The region’s rail history could be told through the display of historic rolling stock that is brought in to the area. There are a number of historic trains and other rail equipment in need of permanent display space. The display space could take place in an open area or in a new enclosed train shed which would provide a permanent year round display and interpretation facility.</td>
</tr>
<tr>
<td></td>
<td>- Albany played an important role in the State’s canal history as the start of the Erie Canal at Lock No. 1.</td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
Evidence of the Erie Canal can be seen in the Downtown Albany or the immediate area. While it may seem historically inappropriate, there may be the opportunity to recreate a portion of the Erie Canal and the No. 1 lock at Quackenbush Square to illustrate what the Canal looked like and how it operated. These two additions to the Quackenbush Square, along with the proximity to the Hudson River and to I-787 could help to establish a new visitor and tourism focus and anchor to the downtown.

### Riverfront Design Workshop Objectives*

| - Reinforce Albany and Rensselaer as historic center of the region |
| - Reinforce Albany as the capital of New York State |
| - Build from the river out. Focus on river based activities and special events |
| - Take advantage of the unique qualities of each side of the river |
| - Provide realistic and achievable projects, phased over time, depending on levels of intensity and investment |
| - Riverfront Project (Broadway Harbor): Promote water based activities focusing on tall ships, cruise ships and historic boat displays. |

*LDR was assisted by internationally recognized team of experts consisting of architects, planners, engineers, and landscape architects from NYC and locally based firms who have an acknowledged reputation for dealing with waterfront planning, design and development issues.*

### Historic Preservation

<table>
<thead>
<tr>
<th>Topics/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Development</td>
<td>-Invest in Albany’s downtown neighborhoods to provide a clean and safe environment. Create opportunities for new infill housing, adaptive re-use of older commercial buildings for residential use, and target code enforcement to maintain the existing housing stock.</td>
<td></td>
</tr>
<tr>
<td>Physical Improvements</td>
<td>-Create bold, high quality plans for the downtown public environment that build on its historic architecture, dramatically change its image of downtown and that create new opportunities for private investment to support expanded downtown visitation.</td>
<td></td>
</tr>
</tbody>
</table>
### Historic Preservation

<table>
<thead>
<tr>
<th>Topics/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Model for new urban policy**     | - As New York’s Capital City, Albany can be the model for a new statewide urban policy. The esteem and prominence of the Capital City provides the showcase to demonstrate that New York’s cities and towns can work better for all residents by maximizing the use of their built infrastructure.  
                                                                                                                                                                                                                                                                                                                                                       |                |
| **Quality Environment**            | - Great cities around the world are often characterized by the quality of their public environments, architecture, or cultural and educational facilities. In this sense, Albany has a great deal to build upon...Over time, the quality of the downtown environment will play a key role in attracting new public and private investment."  
                                                                                                                                                                                                                                                                                                                                                       |                |
| **Historic Pattern of Development**| - The key vehicular routes through the downtown are also the central focus of business and commercial activity. This historic pattern of development is well grounded in the community and should be reinforced. These routes set the character and quality of the downtown environment. They need to be reinforced and enhanced to maintain their role as the key communication links, business “address” streets and focus of pedestrian activity.  
                                                                                                                                                                                                                                                                                                                                                       |                |
| **Architectural Guidelines**       | - Architectural guidelines should also be prepared for the improvement of the buildings and facades. This would ensure that the historic character of the existing architecture is retained and that there is a compatible palette of materials used throughout the district.  
                                                                                                                                                                                                                                                                                                                                                       |                |

### Cultural Enhancement

<table>
<thead>
<tr>
<th>Topic/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Events, Arts and Culture**       | - Expand and enhance downtown events, activities and programs for downtown workers, area residents and visitors  
                                                                                                                                                                                                                                                                                                                                                       |                |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Topic/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>- Create a new Business Improvement District to be responsible and accountable for maintaining a clean and safe downtown environment...Utilize the Albany Urban Cultural Park as a vehicle to advance, coordinate and carry out events, festivals and cultural activities.</td>
<td></td>
</tr>
</tbody>
</table>
| Tourism Development      | - Create new markets by attracting more visitors to the downtown. Start with visitors to the New York State Museum and residents from the Capital Region.  
- Many people visit Albany annually, but few spend much leisure time experiencing and exploring the historic downtown area. Additionally, there are many potential visitors traversing interstate highways near the downtown area who could be enticed to existing attractions and an enhanced, interesting downtown environment. There is no reason why Albany should not become the “urban base camp” for many of these visitors. Maximizing the public environment and the quality of attractions and cultural offerings can make Albany a more appealing place for visitors to come, stay and enjoy. |                 |
| Capture Visitors         | - Downtown Albany’s rich heritage, its interesting physical layout and historic architecture, combined with the Empire State Plaza, the New York State Museum and Albany’s many special events, present an inviting attraction that has the potential to bring more people to Albany and keep them longer so that there is a positive impact from tourism. |                 |
| State Visitor Destination| - Promote Albany as a State Visitor Destination, supporting and promoting other major recreation/tourism destinations in the State. Make Albany a hospitality center for NYS Canal Recreationway, Hudson River Valley Greenway and NYS Heritage Areas System through the development of hospitality/marketplace facilities on the Hudson River, Quackenbush Square and the Empire State Plaza. |                 |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
## Cultural Enhancement

<table>
<thead>
<tr>
<th>Topic/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albany a Destination</td>
<td>- Albany should also be seen as a destination itself. A Capital City with a lively urban environment, historic architecture and resources, arts facilities, cultural attractions, entertainment venues, restaurants and shops.</td>
<td></td>
</tr>
<tr>
<td>Partner with the New York State Museum</td>
<td>- The New York State Museum is the major leisure attraction in downtown, reporting a million or more visitors annually, many from outside the region and coming into downtown Albany specifically to visit the Museum. Bringing Museum visitors into the downtown will provide a major economic boost to businesses there. The Museum should become a branch visitor center with a section of the entrance/lobby set up to provide directions, information and brochures about downtown, including guidance to eating, shopping and other attractions. The downtown marketing agent should develop joint promotions with the Museum, as well. Capitalize Albany should establish contacts with the Museum to pursue this strategy.</td>
<td></td>
</tr>
<tr>
<td>Utilize and Update Albany Urban Cultural Park Management Plan</td>
<td>- The Management Plan for the Albany Urban Cultural Park is an approved strategy for developing and enhancing the area, and elements within the plan are eligible for state funding. It should be updated and continue to be implemented. The recommendations in it include concepts for commemorating and educating people about heritage, such as a “Walk of Future Presidents” about the Roosevelts’ presence in Albany, and exhibit at the site of Fort Orange, and returning the recreation of the Half Moon to Albany’s Hudson Riverfront.</td>
<td></td>
</tr>
<tr>
<td>Create a Cultural Loop</td>
<td>- The many museums, historic sites, visitor center, and other attractions should be linked through a rubber tire historic trolley loop to serve visitors. The existing AUCP trolleys could be used to make regular trips on the loop. The attractions in the loop and use of the trolley could be packaged and promoted together to independent and group travelers. This would increase attendance at scattered locations and make visitors aware of more attractions.</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Topic/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Open Evenings and Weekends</strong></td>
<td>- Many businesses are not open evenings and weekends, and not available to support tourists or other visitors to downtown. Keeping shops, restaurants, and entertainment facilities open will be an important factor in developing tourism. The UCP/ Special Events Office must work with the BID to extend the opportunities and activities in downtown throughout the week and encourage merchants to extend their hours on a trial basis during events. These trial efforts must be supported with aggressive advertising and promotion.²⁹</td>
<td></td>
</tr>
</tbody>
</table>
| **Link Existing Arts and Cultural Facilities** | - Better linking the existing arts and cultural facilities such as the Palace Theatre and Albany Center Galleries and providing new facilities for the Capital Repertory Theatre in the form of a Cultural Arts Center will reinforce the area as a gateway into the downtown and as a regional focus for arts and cultural activities. The Palace Theatre’s gateway location needs to be enhanced and renovation of its historic marquee will reinforce it as a focal point for the district and downtown.³⁰  
- The downtown loop transit system discussed about could serve to link visitor parking at Quackenbush Square and the Empire State Plaza with other attractions in the downtown, such as the New York State Museum, Albany Institute, Albany Center Galleries, First Church, St. Mary’s Church, etc.³¹ |                |
| **Albany Center Galleries**               | - The City owned Arts Building houses the Albany Center Galleries. This is an important downtown arts institution and needs to be enhanced and reinforced by expanding uses in the building to include a wider variety or artist groups and coalitions.³² |                |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
<table>
<thead>
<tr>
<th>Cultural Sustainability</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Invest in the Future**                     | - The secret is to avoid spreading scare resources over projects and programs that are not viewed by the community as important or as successes when they are implemented.  

- Recognition that Albany’s image is important to New York.  

- Visitors to the Albany area have the potential to bring significant spending into Downtown Albany. Visitors contribute to the market for downtown businesses by adding a crucial margin of economic support to shops, restaurants, entertainment, cultural events and recreation. Visitors are already coming to Albany, many into downtown, and must be part of the strategy for revitalizing downtown. Downtown Albany can become a stronger tourism destination and visitors can reinforce businesses and activities if the area were more available, accessibly and attractive.  

- Many attractions in Albany lack marketing monies. The Urban Cultural Park/ Special Events Office, which operates the Visitor Center and has the responsibility for events, should become the promotional organization for downtown if properly funded and organized. It could become a partner with the ACCVB, promoting the downtown and its attractions. |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Sustainability

| Topic/ Objectives               | Ideas/ Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Status in 2012 |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Revisit Other Plans            | - An Expo at the Empire State Plaza was proposed in the past to showcase the arts and businesses of the State. This would be a revolving exposition featuring the best from regions of the State and providing an ongoing festival at the Plaza. This could both attract tourists and promote private enterprises. It could include a state tourism visitor center promoting attractions and regions throughout New York.                                                                                                                                                                                                                                                                                                                                                                                         |               |
| Quackenbush Square             | - These two initiatives would provide a synergy of activity focused at Quackenbush Square combining history with technology (the past with the future) and providing a single location for both visitors coming to the Capital Region to learn about its history, and businesses coming to the region to learn what the region can provide in terms of land, infrastructure and human resources.                                                                                                                                                                                                                                                                                                                                 |               |
| Arts & Cultural District       | - A new cultural arts facility in this area would help to reinforce the other venues in this area including Quackenbush Square, the Palace Theater and the Albany Center Galleries. It would also give credibility and support to the concept of a downtown Arts & Cultural District which would provide a very strong northern anchor to Pearl Street and the retail core.                                                                                                                                                                                                                                                                                                                                 |               |
| Public/Private Partnership Projects | - The funding of downtown projects is difficult. However, a number of cities are being quite resourceful and equally successful in implementing bold strategic plans for their downtown areas. Real success occurs when the public and private section leadership comes together to work cooperatively to turn around negative images and attitudes, and to begin to make things happen. Typically, small successes are leverages into a number of major projects and successes. These create a critical mass over activity and a dramatic impact.                                                                                                                                                                                                 |               |

### END NOTES

1 Page 1, 1.2 Process
2 Page 2, 1.2 Process

---

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
MANAGEMENT PLAN FOR THE ALBANY URBAN CULTURAL PARK (October 1987)

AUTHORS: This plan was prepared for the City of Albany by Jackon & Kihn and Urban Partners with E.L. Crow, Inc.; Michael Kihn; Sam Little; Mimi Kindlon/Bailey & Company; W. Gary Smith; Gene Gilroy/Some Artist.¹

SUMMARY: With minor exceptions, the plan follows the Management Plan Guidelines established by OPRHP in January 1983. The management plan contains nine chapters, some of which cover several topics. The Overview and Summary discusses the planning process and brief history of Albany. The other sections include: Theme; Boundary; Goals, Objectives, and Performance Standards; Plans for Physical Improvements; Programs for Park Improvement and Use; Economic Development/ Revitalization Program; Park Management and Organizational Structure; Environmental Review.²

Early chapters are heavily descriptive of contemporary features and characteristics of Albany. There are criteria for preserving and maintaining historic structures within Albany. Some of the material is dated, but the content has not been revisited in other plans and would be worth reviewing, especially the implementation goals and the interpretive framework.

COMMUNITY INVOLVEMENT: The consultants met and spoke with the following groups of people: Full committee (four meetings); Working Group (three meetings); Advisory Group members (interviews); “many people knowledgeable about Albany’s natural and cultural attractions” (interviewed).³ It seems that all consultation happened with community leaders, city officials, and academics. There is no indication of public meetings or interacting with “the public” outside of researching demographic charts and market studies.

METHODOLOGY: The Albany Urban Cultural Park Advisory Committee was formed in April 1984. The committee submitted an urban cultural park proposal to Mayor Thomas M. Whalen III in September 1984. The proposal was submitted to NYS Office of Parks, Recreation, and Historic Preservation and Albany was designated at a UCP in July 1985. The city then hired an AUCP program director. In June 1986, the AUCP Visitors Center in the historic Quackenbush Square complex was opened with an exhibit designed by American History Workshop/ Peter Wexler Studio.⁴

Two Philadelphia-based consulting firms worked on the project. The consultants had several meetings with both the full advisory committee and with the advisory working group on the management plan. In addition, the consultants interviewed many members of the advisory committee as well as other city leaders and interested individuals.⁵

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
Many people and organizations provided the consultant team with direction on the management plan, particularly Elizabeth Spencer-Ralph, Director of the AUCP, Matt Bender, Chairman of the Advisory Committee, and the committee members themselves. A large consultant team worked together on this management plan. They conducted and/or completed restaurant and specialty retailing studies; landscape/streetscape programs; circulation plan; public information program; economic plans; land use plans; preservation plans; public facilities plan; signage program; façade program; recreational/environmental program; maps; interpretive framework (developed by American History Workshop); interpretation; park management organizational structure; phase two expansion area. 

MORE ABOUT THE PLAN: The Urban Cultural Park (UCP) Program is based on the Heritage Park program in Massachusetts and the Heritage Area Program in Pennsylvania. The major goals include: preserving historic buildings and settings that portray the state’s heritage; educating the public about the history and significance of buildings and natural and manmade settings; promoting the recreational use of settings for active and passive pursuits; promoting economic development through use of historic buildings and settings. The UCP program fosters public appreciation of urban settings and their historical development as a source of recreation.

There are several basic elements to the UCP: strong interpretive program; set of physical improvements; strategy for economic revitalization; it is managed by a public agency (with work sometimes contracted out). A UCP interpretive program must be a sustained effort to reveal the history of an urban area in terms of engaging both life-long residents and first-time visitors.

The AUCP boundary was the subject of much spirited discussion between advisory committee members, city officials, and members of the consultant team. Areas including in Phase One of the AUCP: Hudson River west to Washington Park; Mansion and Pastures historic districts; most of the Clinton Avenue historic district, Arbor Hill, and proposed Broadway/North Pearl historic district. Phase Two boundaries will be expanded to include: Pine Hills; West Hill, Upper Clinton, Upper Central; North Albany; South End/Groesbeckville.

The plan recommends that the AUCP continues to be managed by a city agency answering directly to the mayor’s office. It also recommends hiring an Executive Director, UCP program specialist, UCP program assistant, secretary (possibly filled by intern), and community aide (possibly filled by intern). Consultants should be hired for expertise in certain fields. Volunteers from the City Volunteer Office can also help with staffing of Visitors Center.

GOALS: The Urban Cultural Park Program is administered by the Office of Parks, Recreation, and Historic Preservation and has four basic goals: historic preservation; economic development; recreation; education.
The AUCP goals are strongly influence by those set forth by the mayor’s strategic planning committee on downtown revitalization. AUCP staff members will work with those from the Capital City Renaissance Corporation (CCRC), the City Planning Office, and the City Bureau of Economic Development to assure that the AUCP is, among other things, a strong mechanism for achieving the city’s goal of a “24 hour downtown”:

a. preserve and enhance historic buildings and settings in the AUCP
b. support cultural institutions and other organizations that help preserve historical and cultural resources and promote cultural identity
c. increase community awareness of Albany’s history and its historic and cultural resources
d. foster sustained programs highlighting Albany’s history, resources, and its traditions and folkways
e. encourage residents and visitors to enjoy the city’s recreational opportunities
f. encourage development of a “24 hour downtown”
g. encourage growth of tourism in Albany

OTHER: The consultants for this plan were hired by the city of Albany using a combination of New York State OPRHP and city funds. Most of the history about Albany was adapted from Jack McEneny’s book Albany: Capital City on the Hudson. The headings for the historic sections were developed by American History Workshop. The headlines were uses to define the exhibit areas in the Visitors Center.

The last major section of the report, Chapter VII: Economic Development and Revitalization Program, contains out of date demographic information about Albany and out of date economic projections. Most of that part of the plan has not been included in this report, except the implementation plan listed on pages VII-61 through VII-64.

Appendices include: A) UCP legislation B) Members of the AUCP advisory committee and the advisory working group on the management plan C) AUCP phase two boundary D) Historic Resources Commission ordinance E) Trolly bus brochure F) Explanation of charts in chapter VII.

Figures include maps relating to AUCP boundaries and districts; existing zoning, land use, historic sites, infrastructure systems; samples plans; tours; etc.

Tables include goals, objectives, and performance standards for preservation, education, recreation, and economic development; visitor surveys; demographic information, etc.

Some relevant information did not fit into the structure of this report and has been collected separately as AUCP supplemental outlines: AUCP Albany History Outline; AUCP Goal Tables; AUCP Historic Resources; AUCP Interpretive Program.

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
## MANAGEMENT PLAN FOR THE ALBANY URBAN CULTURAL PARK (1987)

### Strengths of Albany as an Urban Cultural Park

<table>
<thead>
<tr>
<th>Resources</th>
<th>Ideas/ Quotes from plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Opportunities for Recreation</strong>&lt;sup&gt;19&lt;/sup&gt;</td>
<td>- Topography</td>
</tr>
<tr>
<td></td>
<td>- River Valley</td>
</tr>
<tr>
<td><strong>History</strong>&lt;sup&gt;20&lt;/sup&gt;</td>
<td>- Rehabilitated or restored historic buildings</td>
</tr>
<tr>
<td></td>
<td>- historic districts</td>
</tr>
<tr>
<td><strong>Educational and Cultural Institutions</strong>&lt;sup&gt;21&lt;/sup&gt;</td>
<td>- NYS Museum</td>
</tr>
<tr>
<td></td>
<td>- Albany Institute of History and Art</td>
</tr>
<tr>
<td></td>
<td>- Albany Symphony Orchestra</td>
</tr>
<tr>
<td></td>
<td>- Capital Repertory Theater</td>
</tr>
<tr>
<td></td>
<td>- Many historic buildings are open to the public</td>
</tr>
<tr>
<td><strong>State Capitol</strong>&lt;sup&gt;22&lt;/sup&gt;</td>
<td>- Springboard for major political figures</td>
</tr>
<tr>
<td></td>
<td>- Influence of national politics and power on the development of a community</td>
</tr>
</tbody>
</table>

### Connecting Past to Present

<table>
<thead>
<tr>
<th>UCP Theme: <strong>Crossroads and Capital City/ Crossroads and Community</strong></th>
<th>Ideas/ Quotes from Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The state legislation designating Albany as a UCP listed its themes as “crossroads and capital city.” This legislative concept for the AUCP is carried out through the interpretive framework, developed by American History Workshop, “crossroads and community” which expresses the two distinctive elements of Albany’s character- national power brokerage and close-knit ethnic communities. The AUCP theme and subthemes are chosen from the nine statewide UCP themes. The primary theme of the AUCP is “business and capital,” and its subthemes are “transportation,” “immigration and migration,” “labor and industry,” and “flowering of culture.”&lt;sup&gt;23&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>- Trading Post: Crossroad of the Empires, 1614-1783&lt;sup&gt;24&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>- Highway, Canal, Railroad, and River: Albany as Transshipping Crossroads, 1783-1865&lt;sup&gt;25&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>- Railroad Era: Albany as Microcosm, 1866-1920&lt;sup&gt;26&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>- Capital City Crossroads: A Livable Community, 1920-Present&lt;sup&gt;27&lt;/sup&gt;</td>
<td></td>
</tr>
</tbody>
</table>

---

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Connecting Past to Present

#### Ideas/Quotes from Plan

| State System Themes Relevant to the AUCP<sup>28</sup> | Primary theme: Business and Capital  
- State capital; Major regional center of commerce; Remains important regional financial center  
- Development of turnpikes, canals railroads; Transportation influence on the physical development of the city  
- Albany’s development; Ethnic communities whose diverse ways of life, traditions, and celebrations have so enriched the city  
- Sub theme: Immigration and Migration  
- Albany’s development; Ethnic communities whose diverse ways of life, traditions, and celebrations have so enriched the city  
- Sub theme: Flowering of Culture  
- One of the oldest museums in the county, 19<sup>th</sup> century inventors’ community, center for higher education, home of renowned architects and craftsmen |

| “Crossroads and community” will be used as framework for Albany Urban Cultural Park’s interpretive programs<sup>29</sup> | - Crossroads and community” addresses basic question posed by visitors: What makes Albany special, interesting, worth exploring?  
- Framework expresses dynamic tension between two distinctive elements of Albany’s character  
- Stimulate dramatic contrasts for content; be engaging and vivid (w/ exhibits, video programs, walking tours other programs) |

| Themes and Interpretation<sup>30</sup> | - Interpretive programs cannot flow directly out of themes  
- Few visitors attracted to public history programs because of interest in specific themes  
- Interpretation is a joining of three elements to forge common core experience  
- Themes  
- Resources of the site (artifacts, human skills, etc)  
- Interested of audience  
- Institutions offering public history programs do best when they vary the kinds of experiences they offer users rather than vary the themes they communicate in the came format (American History Workshop/ Peter |

---

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
Wexler Studio 1986)

- Albany Urban Cultural Park themes (listed above)
  - Should be used to shape exhibits, literature, signage, guided tours
- However, the theme, subthemes, and framework should not be forced on the visitor and resident.
- Rather, these themes and framework should be viewed and used as a means to an end—as organizing principles that help visitors understand and enjoy what they see in Albany and as fruitful avenues of research and discovery about Albany’s past.

<table>
<thead>
<tr>
<th>Connecting Past to Present</th>
<th>Ideas/ Quotes from Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AUCP Boundaries</strong> 31</td>
<td>- AUCP boundaries include portions of the city that “make Albany work”</td>
</tr>
<tr>
<td></td>
<td>- Focus on resources that made Albany distinctive</td>
</tr>
<tr>
<td></td>
<td>- If too much of the city were included, the UCP would cease to be a “special” part of the city</td>
</tr>
<tr>
<td></td>
<td>- Smaller UCP would have concentrated programming and physical efforts</td>
</tr>
<tr>
<td></td>
<td>- Large UCP would have more diluted and less telling efforts</td>
</tr>
</tbody>
</table>

*Detailed descriptions of boundaries are presented in Chapter III: Boundary, pages III-3 through III-11*

<table>
<thead>
<tr>
<th>Coverage of UCP Themes and Subthemes 32</th>
<th>- Primary Theme: Business and Capital (Downtown; Government complex and associated institutions)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- Subtheme: Transportation (Waterfront; Turnpikes; Canals; Trolley routes; Railroad corridor; Interstate I-787)</td>
</tr>
<tr>
<td></td>
<td>- Subtheme: Labor and Industry (Transportation corridors; Existing industries within AUCP; Various sites and buildings which historically housed industries)</td>
</tr>
<tr>
<td></td>
<td>- Subtheme: Migration and Immigration (Various neighborhoods; many of which give rich evidence of occupation by various ethnic groups)</td>
</tr>
<tr>
<td></td>
<td>- Subtheme: Flowering of Culture (Handsome building stock; Thriving institutions; Roster of inventors, artists, architects, craftsmen)</td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Connecting Past to Present</th>
<th>Ideas/Quotes from Plan</th>
</tr>
</thead>
</table>
| **Preservation Plan**     | - Historic, natural, and archaeological resources  
- Architecturally or historically significant buildings; three major parks; number of smaller parks; several unexcavated archaeological sites; combine to form “rich matrix for the AUCP”  
- Cultural institutions such as museums, theaters, and festivals  
- “over 50 percent of the buildings restored in New York State as a result of the 1976 federal tax credit program are in Albany”  
- This preservation plan described these resources, provides maps of historical and natural resources, and recommends a variety of ways to protect them. |
| **Historic Resources**    | - Throughout the years, a long history of strong local government, industrialization, immigrants with their diverse backgrounds, and the city’s role as the state’s capital and regional banking center have worked together to make Albany a truly distinctive city. The city’s numerous historical resources help both visitors and residents gain insights to Albany’s past. |
| **Historic Street Pattern** | - Albany’s street patterns generally reflect the history of its urban development.  
- Early stockade: narrow, irregular pattern  
- River-oriented commercial center: wide streets  
- 19th century expansion: orthogonal grid pattern |
| **Government Complex**    | - Albany’s government complex is second to none with respect to the quality of its buildings and parks. City hall, the Capitol, and the New York State Education Building are among the finest examples of civic architecture in America. Built within a period of 30 years, these great structures of the American Gothic and Romanesque styles form a nucleus of outstanding governmental and institutional buildings in the heart of the city. In fact, many of the streets and open spaces within this district are of such outstanding character that the primary recommendation is to simple preserve and maintain them. |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Historic Preservation</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus/ Objectives</strong></td>
<td><strong>Ideas/ Recommendations</strong></td>
<td></td>
</tr>
</tbody>
</table>
| Major Recommendation of the Management Plan (Policy and Planning section): Revise city’s zoning[^37] | - Enact new historic preservation ordinance  
- Establish comprehensive design review standards for new construction  
- Establish comprehensive design review standards for demolition |                |
| Downtown historic district nucleus of Albany’s growth for 300 years[^38] | - Unique combination of various building designs by Albany architects  
- Basic street pattern developed by late 1600s  
- Districts variety of age, style, scale, and use clearly represents Albany’s numerous periods of growth, prosperity, and renewal.  
- State offices and financial institutions are chief users, reflecting Albany’s status as a state capital and as a regional financial center. |                |
| Recommendation: Implement Updated Land Use Ordinances and Policies[^49] | - City should implement revisions to its land use ordinances and policies, esp those that affect downtown and waterfront  
- new historic sites ordinance (compete with suburban shopping malls and other regional attractions)  
- implement policies set forth in Albany’s waterfront revitalization plan |                |
| Recommendation: Develop Uses for Significant Structures Now Vacant or Underused[^60] | - following areas or structures, if rehabilitated, would enhance the AUCP  
- in Mansion and Pastures neighborhoods, reuse plans should be developed for three churches that are closed: St. John’s, Trinity, and St. Anthony’s; could be used for housing, retail, and institutional; St. Anthony’s has a potential as small museum |                |

[^37]: Major Recommendation of the Management Plan (Policy and Planning section): Revise city’s zoning
[^38]: Downtown historic district nucleus of Albany’s growth for 300 years
[^39]: Recommendation: Implement Updated Land Use Ordinances and Policies
[^49]: Recommendation: Develop Uses for Significant Structures Now Vacant or Underused
[^60]: The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
### Historic Preservation

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preservation Standards and Criteria(^{41})</td>
<td>- All structures or sites will be categorized as: critical, contributing, or other. (Definitions come from <em>Preservation Standards and Criteria within Urban Cultural Parks</em>)&lt;br&gt;- <strong>Critical</strong>: central to the theme and subthemes of AUCP or have exceptional intrinsic value&lt;br&gt;- <strong>Contributing</strong>: help give unique character or sense of place to the AUCP, but may not be directly and intrinsically related to the theme of the park or that do not possess exceptional intrinsic value&lt;br&gt;- <strong>Other</strong>: buildings not eligible for the National Register and intrusions</td>
<td></td>
</tr>
<tr>
<td>Recommendations: Historic Resources(^{42})</td>
<td>- Promote Adaptive Reuse&lt;br&gt;- Establish Additional Historic Districts of Design Review Districts&lt;br&gt;- Discourage Demolition&lt;br&gt;- Educate the Public about Historic Structures&lt;br&gt;- Encourage Adaptive Reuse&lt;br&gt;- Establish New Historic Sites Commission&lt;br&gt;- Powers of Historic Sites Commission</td>
<td></td>
</tr>
<tr>
<td>Substantial Alteration or Demolition(^{43})</td>
<td>- should be prohibited without a certificate of appropriateness (within historic district)&lt;br&gt;- building permit and certificate of appropriateness obtained before any material changes made including: light fixtures, signs, sidewalks, fences, steps, paving, or other exterior elements visible from public streets or alleys&lt;br&gt;- Staff of City Planning Office should review applications referred to the Commission that includes minor changes/ changes consistent with HSCO&lt;br&gt;- Proposals for major modifications reviewed and determined by Commission; within 45 days unless extension/ public hearing necessary</td>
<td></td>
</tr>
</tbody>
</table>

---

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Historic Preservation</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Criteria for a Certificate of Appropriateness**<sup>44</sup>                       | - should not consider changes to interior spaces or architectural features not visible from public right of way  
                                                             - apply guidelines: general guidelines, rehabilitation guidelines, new construction guidelines, guidelines applicable to downtown Albany, miscellaneous guidelines (accessory structures and demolitions)  
                                                             - List of topics the guidelines address [page v60-v61]                                                                                                           |                |
| **Rehabilitation Guidelines**<sup>45</sup>                                           | - New Construction Guidelines for Historic Districts (these guidelines should be used in all historic districts except the downtown) [list v63-v65]  
                                                             - New Construction in or adjacent to the downtown Albany Historic District  
                                                             - Downtown Albany center of Albany’s growth and development throughout city’s history  
                                                             - Location of city’s most architecturally and historically significant buildings and sites; desirable location for new development  
                                                             - “Because of the diversity of the district, every proposed new construction project should be evaluated for appropriateness to its site and for quality of design and materials.”  
                                                             - List of guidelines [v66-v67]                                                                                                                                          |                |
| **Demolition**<sup>46</sup>                                                          | - Applicant will need to demonstrate that the preservation of the building constitutes a hardship or that the building is a non-contributing structure in the district  
                                                             - List of criteria [v67-v68]                                                                                                                                                                                                 |                |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Historic Preservation

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Recommendation: Archaeological Resources**                                     | - Historic Sites Commission is charged with “increasing public awareness of archaeological resources as an integral aspect of historic preservation by developing and implementing preservation education programs for the public.”  
   - Establish an Albany Archaeological District  
   - Display Fort Orange Artifacts  
   - Display Key Corps artifacts  
   - Establish other displays for archaeological material                                                                                                                                                                                                                                                                                                                                                                           |                |
| **Recommendation: Use Historical Development as a Reference in Making Decisions about Landscape/ Streetscape Improvements** | - AUCP’s landscapes and streetscapes should always reflect their character and development over time  
   - research should determine historic function and essential qualities of major landscapes/ streetscapes  
   - qualities should be retained or re-established as much as possible                                                                                                                                                                                                                                                                                                                                                     |                |

### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Major Recommendation of the Management Plan (Policy and Planning section)</strong></td>
<td>- Develop feasibility study and master plan for Theater Arts District</td>
<td></td>
</tr>
</tbody>
</table>
| **Major Recommendation of the Management Plan (Policy and Planning section)**      | - Water-related recreation facilities in Corning Preserve  
   - Expansion of visitor facilities                                                                                                                                                                                                                                                                                                                                                                                      |                |
| **Major Recommendation of the Management Plan (Programs section): Interpretive Programs** | - Guided walking and driving tours of historic districts and buildings  
   - Year-round schedule of AUCP festivals, lectures and seminars  
   - City-wide environmental education program  
   - Increased access to significant buildings, both public and private, within the AUCP  
   - Interpretive brochure for significant buildings and sites                                                                                                                                                                                                                                                                                                  |                |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Cultural Enhancement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus/ Objectives</strong></td>
</tr>
</tbody>
</table>
| **Recommendation: Develop a Plan for the Theater Arts District** | - Support comprehensive planning and design for Theater Arts District (centered on Palace Theater)  
- Develop attractive and fully adequate facilities for Albany Symphony, Capitol Repertory Theater, other performing arts organizations in Albany  
- Develop facilities for other performing arts functions not now available in Albany  
- determine the role and full use of the Palace Theater in the Theater Arts District  
- determine the potential for adaptive reuse of other historic structures as components of the Theater Arts District  
- determine the relationship of the Theater Arts District to the downtown retail core and to the main AUCP Visitors Center at Quackenbush Square  
- should start ASAP since benefits are high, but requires extensive time and funds | |
| **Recommendation: Develop Water-Related Recreational Opportunities in the Corning Preserve and Improve Pedestrian Access** | - Develop major new water recreation complex  
- Improve access and landscape | |
| **Recommendation: Properties for Public Acquisition** | - UCP guidelines specify that buildings with a high historic or architectural value that are capable of providing a public function and natural resource areas of special significance be considered for public acquisition. Given that many public facilities already exist in the AUCP, including the visitor center, no properties are recommended for acquisition by the city.  
- develop two satellite visitors centers  
- have series of exhibit spaces in certain downtown buildings where changing displays on Albany’s history, development, and culture can be mounted  
- develop a small museum of ethnicity | |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Recommendation: Natural Resources**<sup>54</sup>     | - The AUCP is fortunate to have three major parks and a number of smaller parks, playgrounds, and open spaces within its boundaries. These open spaces help make the city attractive, provide space for various recreational activities, and allow vegetation and wildlife to flourish in the urban environment. Because the open spaces play such a vital role within the UCP, their appropriate use and development should be encouraged, and they should be well maintained.  
  - Establish an environmental education program  
  - Improve access to the Erastus Corning Preserve  
  - Develop management plans for major parks  
  - Improve maintenance of open spaces  
  - Improve landscape in the area of the AUCP visitors center |                                                           |
| **Historical, Natural, and Archaeological Resources**<sup>55</sup> | - Many of Albany’s extensive historical, natural, and archaeological resources have been preserved or are in the process of being restored. This plan has presented recommendations to ensure that these preservation efforts continue. These recommendations are mapped in figure 10.  
  - Figure 10: Map, Preservation Plan of the City of Albany Urban Cultural Park (sections include: Downtown Albany Historic District and Secondary Downtown Review District; Historic neighborhood standards; Nominate to National Register; Open space master plans; Improved access [to Hudson River]; Downtown archaeological district and Fort Orange) |                                                           |
| **Major AUCP Attractions**<sup>56</sup>               | - City buildings and sites (Visitors Center, City Hall, Joseph Henry Memorial aka Albany Board of Education; Lakehouse in Washington Park, recreation complex in Lincoln Park, Erastus Corning Preserve; Academy Park, Tri-centennial Park, Erastus Corning Park, Raoul Wallenberg Park, O’Brien Park) |                                                           |

---

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
- county buildings and sites (county courthouse)
- state buildings and sites (Capitol, State Education Building, Alfred E. Smith Building, Empire State Plaza, Executive Mansion; Schuyler Mansion)
- federal buildings and sites (US Post Office and Customs Building, O’Brien Federal Building, GSA motor pool)
- publicly supported buildings and sites (Historic Cherry Hill, Ten Broeck Mansion)
- private buildings with limited public access (churches, like First Church and St. Peter’s Episcopal Church; commercial buildings, like banks along State Street, Kenmore and Hampton Plaza, Palace and Market Theaters)
- streets and sidewalks

<table>
<thead>
<tr>
<th>Cultural Enhancement</th>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Recommendation: Public Facilities Plan | - Expand Quackenbush Visitors Center Facilities and Programming  
- Introductions  
- Cultural recreational facilities  
- Café/snack bar  
- Souvenir Shop  
- Site improvements at Quackenbush  
- Establish Satellite Visitors Center  
- State Museum  
- Satellite center in downtown retail facility  
- Kodak montage of Albany  
- Expand Public Access to and Interpretation of Significant Buildings and Districts  
- Develop exhibits on AUCP themes for significant buildings (Downtown, | | |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
Government Complex)
- Establish smaller “showcase” exhibits in downtown windows
- Establish the position of “Historical Exhibits Coordinator”
- Develop a series of UCP brochures on historic buildings and districts
- Increase public access to significant buildings

- Establish Small Museum of Ethnicity in the Mansion District
- Give Support to the Three House Museums
- Continue Use of Corning Preserve for Public Celebrations and Improve Access
- Work with the Discovery Center of the Capital Region
- Develop Master Plan for the Theater Arts District
- Implement Interpretation, Circulation, Façade, Streetscape, and Signage Programs
- Increase Maintenance

<table>
<thead>
<tr>
<th>Cultural Enhancement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus/ Objectives</strong></td>
</tr>
</tbody>
</table>
| **Recommendation: Special Trolley Bus Service** | - In order to most effectively connect key AUCP elements into a cohesive entity, a new trolley bus service is proposed. This type of vehicle is seen as uniquely capable of providing an evocative, attractive, and adaptable service to link together major elements of the AUCP. ...Reproducing the authentic livery of old Albany streetcars would provide an especially attractive and festive travel environment for visitors.  
- promote AUCP facilities and activities with material on board trolley  
- weatherized for year-round service  
- shared with other revenue generating activities | |
| **Goals of Landscape/ Streetscape Program** | - foster a sense of the AUCP’s identity and awareness of the city’s development over time  
- preserve and enhance the special character and feeling of different districts of the UCP  
- enhance the urban experience for Albany’s residents and workers  
- develop a safe, comfortable, and enjoyable pedestrian environment throughout the AUCP  
- help attract more visitors to Albany | |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Recommendation: Lighting⁶⁰ | - A program for the night-lighting of significant historic building facades in the downtown should be designed and implemented.  
- Downtown buildings now lit at night include St. Mary’s Church tower, the County Court House, the cupola of the New York State Court of Appeals, Home and City Savings, SUNY Plaza, Norstar Plaza, and the carillon at City.  
- Entire facades or architectural features can be highlighted  
- should focus on State Street between Eagle and Broadway and on Broadway between State Street and Quackenbush Square                                                                 |                |
| Recommendation: Outline of Stockade⁶¹ | - Currently, the outline of one of Albany’s stockades is depicted by a plastic stripe across streets and sidewalks in the downtown. It is likely that this outline is derived from the Miller Plan of Albany (1695) or the Romer Map of Albany (1698). It is recommended that this stripe, which quickly shows wear, be replaced with a strip of paving of distinctive color and texture, such as flame cut black or red granite sets one foot wide. This strip could be installed all at once or over the course of several years as the sidewalk improvements recommended here are carried out. The stockade outline should also be appropriately labeled with signs or plaques. |                |
| Recommendation: Entrances to the AUCP⁶² | - Treatment of entrances should be based on historical research to ensure that the essential qualities of these sites through time are retained and enhanced.                                                                                                                                  |                |
| Recreation/ Environmental Resources⁶³ | - Recreational Spaces and Facilities  
  - Waterfront  
  - Parks, playgrounds, plazas, and streets  
  - views and viewpoints  
  - government buildings  
  - major museums and galleries  
  - Theater Arts District  
  - Restaurants and shopping districts |                |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
# Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AUCP enhancements</strong>&lt;sup&gt;64&lt;/sup&gt;</td>
<td>- The historic character of the AUCP’s neighborhoods will be enhanced through the proposed new historic preservation ordinance, the city’s increased commitment to façade programs, and the AUCP’s overall landscape and streetscape program. &lt;br&gt; - The plans and capital improvements suggested for Washington and Lincoln Parks will particularly benefit adjacent neighborhood areas. At the same time, the management plan protects the privacy of the AUCP’s residential neighborhoods by limiting the public facilities and activities recommended for these areas.</td>
<td></td>
</tr>
<tr>
<td><strong>Hudson River Maritime Center</strong>&lt;sup&gt;65&lt;/sup&gt;</td>
<td>- The city is planning a major facility—the Hudson River Maritime Center --- at the northern end of the AUCP’s waterfront. &lt;br&gt; - ...proposal to create a Hudson River Marine Recreation Area in a 200-ft steel cruise liner. The boat will contain a restaurant, maritime schools for sailing and rowing, and a small maritime museum.&lt;sup&gt;66&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td><strong>Signage Program</strong>&lt;sup&gt;67&lt;/sup&gt;</td>
<td>- Existing signage &lt;br&gt; - Directional Signs &lt;br&gt; - Interpretive Signs and Markers &lt;br&gt; - Recommendations &lt;br&gt; - Develop a Comprehensive Signage Program &lt;br&gt; - General Guidelines &lt;br&gt; - Interstate and regional signs</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Goal of UCP Program                        | A UCP interpretive program must be a sustained effort to reveal the history of an urban area in terms of engaging both life-long residents and first-time visitors.  
68                                                   |                                                           |
| Major Recommendation of the Management Plan (Programs section): Public Information Programs 69 | - good publicity necessary for AUCP to thrive  
- effective linkages with existing promotional agencies in the city and the region  
- development of multi-media publicity campaign  
- development of coordinated promotional materials, including brochures and posters |                                                           |
| Major Recommendation of the Management Plan (Physical Improvements section): Recommended capital projects 70 | - expansion of Quackenbush Visitors Center and addition of attractions to the Quackenbush complex  
- a “satellite” visitors center in the State Museum, Albany’s top tourist attraction  
- a small museum of ethnicity in the Mansion District  
- a series of interpretive exhibits in significant buildings and sites in the government complex and the downtown  
- a broad program of improvements to streets and parks including traditional lighting, street furniture, landscaping, and well marked crosswalks  
- purchase of customized trolley buses to link AUCP attractions and to serve other specialized transportation needs within the city  
- a pedestrian bridge over Interstate I-787 at Maiden Lane  
- a system of signs and information to direct motorists and pedestrians at AUCP attractions  
- a sound and light production highlighting Albany’s history |                                                           |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
## Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Costs and Benefits: Funding Strategy</strong>&lt;sup&gt;71&lt;/sup&gt;</td>
<td>- Make full use of all public sources (federal: 9%, state: 8%, local: 8%)&lt;br&gt;  - Use UCP funds to leverage private investment (one-time basis; continuing basis)&lt;br&gt;  - Total value of new development and improvements are approximately $73,910,155 over 8 years. 73% slated to be invested by private sector.&lt;br&gt; <strong>NOTE:</strong> How did they arrive at this number? What did this cover? Was this high percentage from private investment considered feasible? Was this based on a successful model or hopeful wishing?&lt;br&gt;  - The proposed expenditures represent goals or ideals, the realization of which will depend largely on citywide budget issues and concerns as well as the availability of state funding.</td>
<td></td>
</tr>
<tr>
<td><strong>Costs and Benefits: Cumulative net financial benefit target</strong>&lt;sup&gt;72&lt;/sup&gt;</td>
<td>- The financial benefits of development and public improvements within the AUCP, which include increased revenues from property, payroll, and sales taxes, are such that benefits derived from development activity within the AUCP exceed state and local costs by the fifth year of development. The cumulative net financial benefit by year eight is $6,750,913.</td>
<td></td>
</tr>
<tr>
<td><strong>Recommendation: Encourage Housing in and Close to Downtown Area</strong>&lt;sup&gt;73&lt;/sup&gt;</td>
<td>- increase residential development in downtown&lt;br&gt;  - potential to tap into middle and upper income groups&lt;br&gt;  - goal is to have a “24 hour downtown”&lt;br&gt;  - in some places, rehabilitation combined with infill would be appropriate for residential development&lt;br&gt;  - Sheridan Hollow has many opportunities for rehabilitation&lt;br&gt;  - “...its future mix is important to the success of the downtown”&lt;br&gt;  - Housing proposals for this area and others in and close to downtown should be explored and encouraged</td>
<td></td>
</tr>
</tbody>
</table>

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
<table>
<thead>
<tr>
<th>Cultural Sustainability</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Recommendation: Encourage Mixed Use in Downtown Retail District**<sup>74</sup> | - replace anonymous ground floor offices and blank walls with retail establishments, restaurants, and entertainment facilities  
- provide incentives for ground floor retail use  
- prohibit buildings that present a blank wall to the street  
- encourage residential uses for upper floors of downtown buildings                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                            |
| **Recommendation: Concentrate Development of Retail Facilities and Other Attractions in the Downtown**<sup>75</sup> | - create inviting pedestrian environment  
- Revitalization in other cities has been most successful where retail, entertainment, and other cultural attractions are concentrated within an area that is both strategically located and easily experienced on foot.                                                                                                                                                                                                                     |                                                                                                                                                                                                            |
| **Recommendation: Expand Visitor Facilities**<sup>76</sup> | - additional satellite visitor centers, especially the State Museum  
- visitor centers at magnet retail complexes                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                            |
| **Recommendation: Provide for Thoughtful, Public Review of Improvement Plans**<sup>77</sup> | - physical improvement plans should be the subject of public workshops and be used to augment the standards provided in the new historic preservation ordinance with respect to language and streetscape                                                                                                                                                                                                                      |                                                                                                                                                                                                            |
| **Recommendation: Develop a Comprehensive Signage Program** | - be comprehensive and visually cohesive  
- scale, graphics and logo, materials, finishes, type style, methods of attachment and support, and illumination need to be considered                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                            |
| **Public Information Program** | - A coordinated promotional and marketing program for the AUCP can develop local pride, foster Albany’s development as a 24-hour city, attract more visitors to the area, keep them in Albany for longer periods of time, and publicize AUCP programs.  
- The AUCP should be packages as a strong destination within the Capital District for both residents and tourists.  
- The AUCP differs from other attractions in Albany in that it has that potential to serve as both a cultural institution and a promotional agency. Unlike a purely historical attraction, such as Schuyler Mansion, the AUCP can actually promote history and culture by inviting the visitor to participate in the varied offerings of the entire day. |                                                                                                                                                                                                            |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Existing Tourism Statistics**                       | - Because it is a primary destination for almost all tourist, the New York State Museum is used as a general barometer for tourism in the Capital District; visitation figures are used by the Albany County Convention and Visitors Bureau (ACCVB) to obtain a picture of the health of the local tourism economy.  
81                                                                                     |                 |
| **Promotional Agencies and Organizations** 82         | City of Albany currently being promoted by  
- ACCVB  
- Convention Center at the Empire State Plaza  
- “I Love NY” program of the NYS Department of Commerce  
- Hudson River Valley Association  
- New York State Museum  
- Albany League of Arts, Historic Albany Foundation, and the City Arts Office  
- promoted nationally in 1986 by the Tricentennial Commission                                                                                   |                 |
| **AUCP’s Current Promotion**                          | - One item of interest is that consistently more than twice as many visitors came from outside New York State than from within the state (excluding the immediate area).  
83                                                                                     |                 |
| **Define Target Markets and Establish Goals** 84      | - Capital District  
- New York State: day trippers; pass-throughs; motocoach group members; business traveler; extended stays  
- United States of America                                                                                                                        |                 |
| **Work with Existing Promotional Agencies and Institutions** 85 | - work with the ACCVB to be put in promotional material  
- NYSM could host the satellite visitor center and put AUCP events in quarterly guides and new brochures  
- Empire State Convention Center director has slide show about Albany that the AUCP visitor center could show; Convention Center can also distribute AUCP brochure and posters  
- NYS Commerce Department can include AUCP in new state tourism materials  
- Hudson River Valley Association membership entitles AUCP to be listed in literature  
- Historic Albany Foundation can partner for walking tours and AUCP can be primary source of HAF tour literature                                      |                 |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
- *City Arts Office* continues the close working relationship to plan and promote festivals

### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Other Public Information Recommendations**<sup>86</sup> | Develop a long term public information program  
Develop coordinated promotional materials  
- brochure  
- posters  

Use Print Media for Publicity and Name Recognition  
- Press release  
- Photo file  
- Feature articles  

Augment Current Audio Visual Presentation  

Develop methods to evaluate effectiveness  
- visitor log  
- press clippings  
- survey | |
| **Interpretive Program**<sup>87</sup> | - The goals of the interpretive program for the AUCP are to increase visitors’ and residents appreciation of Albany- its history, its architecture, and its cultural resources—and to bring about closer cooperation between providers of interpretive programs in the UCP.  
- The City of Albany has a unique history, and the AUCP’s interpretive program is the vehicle that will be used to both educated and entertain park visitors.  
- The interpretive program relies on three elements: the AUCP themes, the resources of the site (artifacts, humans skills, etc.), and the interests of the audience. | |

---

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendation: Interpretive Program</td>
<td>- The AUCP can become a significant organization by developing programs that complement, rather than duplicate, those already in operation.88 - Albany is fortunate in having vigorous leadership in its cultural institutions. The inclusion of representatives of these groups and others on the AUCP Advisory Committee has been and will be a crucial ingredient in the park’s success.89</td>
<td></td>
</tr>
<tr>
<td>Recommendation: Interpretive Program Phasing schedule90</td>
<td><strong>Year 1 and Year 2 (1987-1988)</strong> - Expand Quackenbush Visitors Center - Set up arrival and directional signs in the vicinity of the Visitors Center - Develop the AUCP promotional and marketing plan and outreach program - Print and distribute the outreach brochure - Establish a satellite Visitors Center within the State Museum - Formulate grant proposals to public and private sources to help support AUCP programs - Publish three walking tours and one driving tour complete with maps, directions, and interpretive information - Develop system to advise Albany residents and tourists of all the types of tours available within the AUCP and its surrounding area - Purchase trolleys and establish trolley routes throughout the AUCP - Develop teaching packets for grades 4 through 7 including pre-and post-lesson plans and games - Develop program for bus tours and conventions to include information on programs and activities within the AUCP and the Capital Region - Cooperate with HAF and the Office of Volunteer Services to establish volunteer training program for general services and step-on-guides - Expand number of open houses and special events offered within the AUCP - Create a rotating exhibit for the AUCP Visitors Center and develop exhibit system</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
for significant buildings within the AUCP
- Develop shop to sell literature and souvenirs based on the AUCP’s non profit status
- Design blazer and pin to be worn by the AUCP Volunteer Staff
- Develop program to sell tickets to theaters, festivals, and museums

- Develop an AUCP newsletter to include information on educational, cultural, and social events within the AUCP and its surrounding area as well as articles on the AUCP theme and subthemes
- Design and set up downtown exhibit spaces in coordination with the downtown curator, CCRC, downtown merchants, and developers
- Develop cassette-recorded walking and driving tours
- Develop curriculum packages for more grades in cooperation with area teachers
- Expand workshops, classes, and lectures offered through the Visitors Center and through other local institutions
- Begin cooperative publishing with area universities, museums, and other institutions
- Establish weekend displays in Quackenbush Square by craftspeople, greenmarket entrepreneurs, and others
- Offer Saturday morning programs for parent/child groups
- Install interpretive signage as needed
- Establish joint programs with the Discovery Center
- Establish museum of ethnicity using the Albany Institute’s exhibit material and that of various ethnic organizations in the city
- Expand tour program
- Develop a second satellite center within the AUCP

YEAR 6 THROUGH 10 (1992-1996)
- According to American History Workshop’s report, the pace of change in America will accelerate in the next 20 years and the AUCP will succeed insofar as it keeps abreast of the developing historical energy in the community. Therefore, AUCP staff should review and revise its goals, objectives, and interpretive program to be in step

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
with historical scholarship and with themes relevant to Park residents and visitors.

- The AUCP should further develop as a center for local history in all forms—elementary, secondary, and higher education; historic archaeology; interpretive exhibitry in non-museum venues; involvement with city planning; preservation of historic structures and architectural rehabilitation; oral and video historic projects; fictional and film fictional representations of the historic qualities of the city, and so on.

### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUCP Implementation Plan (related to PAS)</td>
<td>YEAR 1: historic preservation booklet printed; additional nominations to the National Register made; Discovery Center opens; satellite visitors center in NYS Museum opens; display in SUNY Plaza (Old Federal Building) opens; five showcase exhibits in downtown operating; historical exhibits coordinator hired; three trolleys in operation; promotional program begun; signage program begun; façade program begun; walking and driving tours printed; maps for Visitors Center designed; AUCP festivals instituted; house museums given support; AUCP staff expanded</td>
<td></td>
</tr>
<tr>
<td></td>
<td>YEAR 2: additional nominations to the National Register made; three additional trolleys in operation; visitors center in Quackenbush expanded; new exhibits installed in Quackenbush Visitors Center; Discovery Center operating; five additional showcase exhibits in downtown operating; historical exhibits coordinator working; promotional program operating; signage program continued; façade program continued; driving and walking tours in operation; AUCP festivals continuing; support for house museums continuing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>YEAR 3: additional nominations to the National Register made; archaeological display installed in Quackenbush Visitors Center; Discovery Center operating; new displays installed in the Kenmore Lobby, Dutch Church, Norstar Plaza, Hampton</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
Plaza, and Civic Center; five additional showcase exhibits installed; Museum of ethnicity opened; historical exhibits coordinator working; promotional program continued; signage program completed; façade program continued; interpretation program continued; sound and light show developed

YEAR 4: Discovery Center operating; five additional showcase exhibits installed; Museum of ethnicity operating; Historical exhibits coordinator working; pedestrian bridge constructed over I-787; promotional program continued; façade program continued; interpretation program continued; sound and light show in operation

YEAR 5: Discovery Center operating; Museum of ethnicity operating; historical exhibits coordinator working; promotional program continued; façade program continued; interpretation program continued; sound and light show operating

YEAR 6, 7, 8: Discovery Center operating; Museum of ethnicity in operation; Historical exhibits coordinator working; promotional program continued; façade program continued; interpretation program continued; sound and light show operating

END NOTES

1 Title Page
2 Chapter I: Overview and Summary, pages I-15 thru I-17
3 Chapter I: Overview and Summary, page I-2
4 Executive Summary, page xx
5 Executive Summary, page xxii
6 Acknowledgements, pages xvii-xviii
7 Executive Summary, page xix
8 Executive Summary, page xix
9 Executive Summary, page xxi
10 Executive Summary, page xxiv
11 Chapter I: Overview and Summary, page I-1

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
A. Albany’s History
   a. Most of the information about Albany’s History came from Jack McEneny’s book *Albany: Capital City on the Hudson*
   b. Trading Post: Crossroad of the Empires, 1614-1783
      i. First settlers to Albany 1624 (Dutch)
      ii. Patroon system established in 1628 (Kiliaen Van Rensselaer)
      iii. Nebulous nature of Fort Orange and who controlled it; fur trade
      iv. British take over of Fort Orange, Sept 1664, and renamed it Albany
      v. 1672, Dutch reclaim colony
      vi. 1674, British receive all of New Netherland via Treaty of Westminster
      vii. 1676, Fort Frederick built near top of State Street hill
      viii. 1685, Governor Thomas Dongan patent acknowledging manor of Rensselaerswyck
      ix. July 22, 1686, Albany granted charter by Governor Dongan; “Albany is the oldest city in the original 13 colonies that can claim the distinction of operating on its original charter.”
      x. Pieter Schuyler, Albany’s first mayor
         1. young
         2. diplomatic
         3. soldier
         4. spoke local Indian language
         5. ancestor to General Philip Schuyler
      xi. Albany and King William’s War (1688-1697)
      xii. Albany and Queen Anne’s War (1701-1714)
      xiii. June 9-July 25, 1754 “Albany Congress” held in Stadt Huys
         1. 24 colonists from 7 colonies
         2. representatives of the Six Nations
         3. meeting to discuss relations between colonists and native peoples and sign treaty
         4. Albany Plan of Union proposed by Benjamin Franklin, calling for general government, Grand Council, and President-General
            a. Not ratified at Albany Congress
            b. Many concepts reappeared in Declaration of Independence
         5. French and Indian War started during the Albany Congress when Washington surrendered to French at Fort Necessity
      xiv. Albany and the French and Indian War
         1. British base, assembly site for troops, winter quarters, quartermaster, hospital
         2. Troops involved in battles at Ticonderoga (both times) and Crowne Point had first assembled at Albany
      xv. Albany and the Revolution
         1. staging area for northern campaigns
         2. started Revolution with loyalist mayor, Mayor Abraham Cuyler; Cuyler and political friends jailed/exiled for loyalist activities; Albany without city government for two years
3. General Philip Schuyler leaves post to “save” Albany from advancing British troops; Burgoyne defeated at Saratoga; Burgoyne housed as prisoner-guest at Schuyler Mansion
4. Schuyler Mansion “one of Albany’s treasurers”; important because it was Schuyler’s house; Burgoyne guest; marriage of Elizabeth Schuyler to Alexander Hamilton

**c. Highway, Canal, Railroad, and River: Albany as Transshipping Crossroads, 1783-1865**

1. 1783, Albany 6th largest city
2. Center for wheat, livestock, lumber trade were shipped from Albany to NYC and then out into the world
3. **Albany and Turnpikes**
   1. Albany-Schenectady turnpike (1797) [Central Avenue]
   2. Great Western Turnpike (1799) [Western Avenue]
   3. Albany-Lebanon Turnpike [Routes 9 and 20]
   4. Bethlehem Turnpike [Route 144]
   5. Delaware Turnpike [Delaware Avenue]
   6. Schoharie Turnpike [New Scotland Avenue]
4. **Albany and the Hudson River**
   1. Steamboat increased volume
   2. Canals linked Albany with west (Erie) and north (Champlain)
      a. Brought high quality iron ore to foundries in Albany area
      b. Canals reduced cost of transportation, increased production
5. **Commerce led to commercial development**
   1. Banks established
   2. cast iron stoves
   3. beer
6. **Albany and Railroads**
   1. First steam passenger train in the world traveled between Albany and Schenectady (August 9, 1831)
   2. Erastus Corning Sr, iron merchant, financier, mayor, state senator, congressman; Mohawk and Hudson Railroad became New York Central (principal employer in Albany and one of America’s largest railroads)
   3. Famous people (Lincoln) traveled through Albany via train
   4. Easier and cheaper to ship
7. **Albany and Educational Facilities**
   1. Albany Academy 1813
   2. Albany Female Academy 1814
   3. Albany Medical College 1838
   4. Albany Law School 1851
   5. New York State Normal School (teacher’s college) 1844
   6. Dudley Observatory 1856
   7. Union University 1874
8. **Albany and a Changing Demographic**
   1. Dutch majority until Revolution

Outline, Page 2 of 5
2. New Englanders (Yankees) headed west after Revolution and got as far as Albany
3. Dutch and Yankees melded over time (considered themselves as one group of Protestants)
4. Irish came 1840s

d. Railroad Era: Albany as Microcosm, 1866-1920
   i. 1866: Rail bridge over Hudson at Albany
   ii. 1872: Union depot on Montgomery Street
   iii. 1900: Union station served 96 passenger trains a day
   iv. December 7, 1900: Union Station opened on Broadway
      1. considered one of the most modern station in the country
      2. pride of the New York Central Railroad
      3. ornate
      4. in operation until 1966
      5. now [1987] known as Norstar Plaza
   v. Delaware and Hudson Railroad Company Building (D&H Building)
      1. An Albany City Plan prepared in 1912 called for a long prominent building to be built at the foot of State Street to act as a buffer between the railroad tracks and downtown (Brenner-Lay plan)
      2. D&H built the building when they had outgrown there previous space
   vi. Albany site for manufacturing processes made possible by steam power and railroads;
   vii. Immigrants were able to get to Albany easily
      1. Irish: most numerous; neighborhoods all over city
         a. Arbor Hill, Cathedral Hill, North Albany, Sheridan Hollow, South End
         b. 1878 first Irish Catholic mayor, Michael M. Noland
      2. Germans:
         a. Neighborhoods include Central Avenue, Second Avenue in South End, West Street to Livingston Avenue
         b. Neighborhoods seem to be identified by the presence of German churches (Protestant and Catholic)
      3. Eastern European Jews
         a. Came to Albany around 1900
         b. Neighborhoods include South End near Pastures Preservation District; along Broad and Clinton Streets (German Jews from early 1800s too)
      4. Italians
         a. Neighborhoods in lower Sheridan Hollow (original); Mansion district
         b. St. Anthony’s Parish and Church
         c. Disrupted by construction of Empire State Plaza
   viii. Improved infrastructure
      1. paved streets
Excerpt relating to Albany’s History taken from the Management Plan for the Albany Urban Cultural Park
Most information adapted from Jack McEneny’s Albany: Capital City on the Hudson

2. electric street lights
3. horse car trolleys and then electric trolley
4. State Capitol under construction
   a. 1867-1899
   b. $25 million
   c. Architect, Thomas Fuller; then H.H. Richardson and Leopold Eidlitz
   d. Controversy!

e. Capital City Crossroads: A Livable Community, 1920- Present
   i. 20th century, several key men played major roles in the histories of the city, state, and nation
      1. Al Smith
      2. Franklin Roosevelt
      3. Tom Dewey
      4. Averell Harriman
      5. Nelson Rockefeller
   ii. 1921, Democrats gained control of city government
   iii. Erastus Corning 2nd
   iv. Nelson Rockefeller sculpting Albany
   v. Post WWII
      1. families moved out of Albany
      2. Center Square Association, the city’s first neighborhood association formed in 1956
      3. Shopping plazas in the suburbs
         a. Stuyvesant Plaza in Westmere
         b. Westgate on Central Avenue
      4. 1960s, even government started moving offices out of the downtown and to the State Office Complex between Western and Washington Avenues
   vi. Construction of the Governor Nelson A. Rockefeller Empire State Plaza
      1. Platform with reflecting pools and sculptures
      2. Office building towers
      3. The Egg performing arts center
      4. Cultural Education Center
         a. NYS Museum
         b. NYS Archives
         c. NYS Department of Education
      5. Legislative Office Building
      6. Vietnam War Memorial
      7. Justice Building
      8. State Department of Motor Vehicles
      9. Long term effect of the plaza debated now
   vii. Mayor Erastus Corning died in 1983

B. Albany Today
   a. Substantially intact historic districts, vast stock of nineteenth century buildings
   b. Wealth of educations and recreational opportunities
Excerpt relating to Albany’s History taken from the Management Plan for the Albany Urban Cultural Park
Most information adapted from Jack McEneny’s *Albany: Capital City on the Hudson*

i. NYS Museum attracts 700,000 visitors annually
ii. AIHA
iii. Access to historic buildings

c. Public use and enjoyment of river valley
i. 19 acre Erastus Corning Preserve
ii. Washington Park
iii. Parks, plazas, playgrounds, community gardens

d. Attracting residents
i. 1976 NYS tax credit; over 50% of buildings renovated in NYS were in Albany
ii. Downtown task forces
iii. February 1985: Albany Ahead
iv. 1986: Capital City Renaissance Corporation (CCRC) a major public-private entity charged with carrying out the strategy for downtown revitalization
IV. GOALS, OBJECTIVES, AND PERFORMANCE STANDARDS

“General goals for the AUCP were prepared by the consultant team in June 1986. The working group refined these goals and added more specific objectives as the management plan was developed. Tables 1 through 4 on the following pages list these goals and objectives along with the performance standards by which they will be measured.”

TABLE 1: PRESERVATION GOALS, OBJECTIVES, AND PERFORMANCE STANDARDS
System Goal: preserve historic buildings and settings that portray the state’s heritage

<table>
<thead>
<tr>
<th>PARK GOAL</th>
<th>PARK OBJECTIVE</th>
<th>PERFORMANCE STANDARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preserve and enhance historic buildings and settings in the AUCP</td>
<td>New historic preservation ordinance</td>
<td>New preservation ordinance adopted and implemented</td>
</tr>
<tr>
<td></td>
<td>Nominate additional districts to the National Register</td>
<td>Districts listed on National Register</td>
</tr>
<tr>
<td></td>
<td>Promote façade easement program</td>
<td>Façade easement program expanded</td>
</tr>
<tr>
<td></td>
<td>Develop booklet on Albany’s architecture and preservation</td>
<td>Booklet printed and distributed</td>
</tr>
<tr>
<td></td>
<td>Find adaptive uses for key historic structures in the AUCP</td>
<td>Key historic structures adaptively reused</td>
</tr>
<tr>
<td></td>
<td>Implement landscape and streetscape program</td>
<td>Landscape and streetscape program implemented</td>
</tr>
<tr>
<td>Support cultural institutions and other organizations that help preserve historical and cultural resources and promote cultural identity</td>
<td>Develop close working relationship with local organizations on AUCP interpretation</td>
<td>AUCP tour program and signage system in place</td>
</tr>
<tr>
<td></td>
<td>Support improvement plans of three house museums through funding and AUCP publicity</td>
<td>HAF plaque program expanded</td>
</tr>
<tr>
<td></td>
<td>Private and public support of house museums increased</td>
<td></td>
</tr>
<tr>
<td></td>
<td>NOTE: how?</td>
<td></td>
</tr>
<tr>
<td>Increase community awareness of Albany’s history and its historic and cultural resources</td>
<td>Develop displays of archaeological artifacts in the main visitors center and elsewhere</td>
<td>Archaeological exhibits set up</td>
</tr>
<tr>
<td></td>
<td>Establish a museum of ethnicity</td>
<td>Museum established and operating</td>
</tr>
<tr>
<td></td>
<td>Write a new guidebook of Albany</td>
<td>New guidebook published</td>
</tr>
</tbody>
</table>
TABLE 2: EDUCATION GOALS, OBJECTIVES, AND PERFORMANCE STANDARDS
System Goal: educate the public about the history and significance of buildings and natural and manmade settings

<table>
<thead>
<tr>
<th>PARK GOAL</th>
<th>PARK OBJECTIVE</th>
<th>PERFORMANCE STANDARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foster sustained programs highlighting Albany’s history; its historic, cultural, and cultural resources; and its traditions and folkways</td>
<td>Develop regular schedule of tours of the AUCP</td>
<td>Walking and driving tour program in place; self guided tour brochures printed</td>
</tr>
<tr>
<td></td>
<td>Sponsor and foster lectures and seminars on Albany’s history</td>
<td>Lecture series operating</td>
</tr>
<tr>
<td></td>
<td>Develop children’s program and curricula for schools</td>
<td>Children’s program operating at Quackenbush Visitors Center; curriculum materials in use</td>
</tr>
<tr>
<td></td>
<td>Establish environmental education program</td>
<td>Environmental education program in place</td>
</tr>
<tr>
<td></td>
<td>Develop and implement interpretive signage program</td>
<td>Comprehensive signage program developed and signage in place</td>
</tr>
<tr>
<td></td>
<td>Promote increased attendance at museums and other cultural institutions</td>
<td>Increase in attendance at cultural institutions</td>
</tr>
<tr>
<td></td>
<td>Expand facilities and programs at Visitors Center</td>
<td>Facilities and programs expanded</td>
</tr>
<tr>
<td></td>
<td>Increase attendance at AUCP Visitors Center(s)</td>
<td>10,000 visitors to Quackenbush Visitors Center by end of Year 1; 200,000 visitors to Quackenbush Visitors Center and State Museum satellite center by the end of Year 4</td>
</tr>
<tr>
<td></td>
<td>Develop satellite Visitors Center at State Museum</td>
<td>Satellite center open and operating</td>
</tr>
<tr>
<td></td>
<td>Develop exhibit system for significant buildings and districts and for downtown windows</td>
<td>Exhibit system implemented</td>
</tr>
<tr>
<td></td>
<td>Hire historical exhibits coordinator</td>
<td>Historical exhibits coordinator hired</td>
</tr>
<tr>
<td></td>
<td>Work with the Discovery Center of the Capital Region on AUCP related exhibits</td>
<td>AUCP-related exhibits in place in Discovery Center</td>
</tr>
<tr>
<td></td>
<td>Increase public access to the significant structures and districts of the AUCP</td>
<td>Regular hours established for public tours of significant buildings and districts</td>
</tr>
<tr>
<td></td>
<td>Implement program of brochures on AUCP buildings</td>
<td>Building brochure program implemented</td>
</tr>
</tbody>
</table>
TABLE 3: RECREATION GOALS, OBJECTIVES, AND PERFORMANCE STANDARDS

*System Goal: promote the recreational use of settings for active and passive pursuits*

<table>
<thead>
<tr>
<th>PARK GOAL</th>
<th>PARK OBJECTIVE</th>
<th>PERFORMANCE STANDARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage residents and visitors to enjoy the city’s recreational opportunities</td>
<td>Develop management plans for parks to foster appropriate use and management</td>
<td>Management plans developed and implemented</td>
</tr>
<tr>
<td></td>
<td>Increase river-related recreational activities within the waterfront area</td>
<td>Hudson River Maritime Center open and operating</td>
</tr>
<tr>
<td></td>
<td>Implement circulation plan</td>
<td>Pedestrian bridge built</td>
</tr>
<tr>
<td></td>
<td>Promote attendance at cultural events and festivals and help to develop new ones that celebrate AUCP themes</td>
<td>Increase in attendance measured; schedule of AUCP events and festivals developed</td>
</tr>
<tr>
<td></td>
<td>Implement landscape and streetscape program</td>
<td>Landscape and streetscape program implemented</td>
</tr>
<tr>
<td></td>
<td>Implement public facilities plan</td>
<td>Public facilities plan implemented</td>
</tr>
<tr>
<td></td>
<td>Implement interpretive program</td>
<td>Interpretive plan implemented</td>
</tr>
</tbody>
</table>

TABLE 4: ECONOMIC DEVELOPMENT GOALS, OBJECTIVES, AND PERFORMANCE STANDARDS

*System Goal: promote economic development through use of historic buildings and settings*

<table>
<thead>
<tr>
<th>PARK GOAL</th>
<th>PARK OBJECTIVE</th>
<th>PERFORMANCE STANDARD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage development of a “24 hour downtown”</td>
<td>Support reuse of vacant/underused historic structures in the downtown for retail, housing, and cultural facilities</td>
<td>Reuse plans developed for retail, housing, and cultural facilities</td>
</tr>
<tr>
<td></td>
<td>Encourage retail mix that would establish downtown Albany as a recreational shopping destination</td>
<td>Increased commercial uses of ground floors in downtown</td>
</tr>
<tr>
<td></td>
<td>Encourage diversity inter-related land uses that are mutually supportive</td>
<td>Attractive retail facilities operating in downtown</td>
</tr>
<tr>
<td></td>
<td>Develop and pursue plans for new cultural facilities</td>
<td>New zooming ordinance in place</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Discovery Center open and operating</td>
</tr>
<tr>
<td>Encourage growth of Albany tourism</td>
<td>Feasibility study and plan for the Theater arts District completed</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>-----------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Upgraded facilities developed for Cap Rep and the Albany Symphony</td>
<td></td>
</tr>
<tr>
<td>Develop trolley system to link the AUCP’s attractions and improve access to outlying areas</td>
<td>Trolley system in operation</td>
<td></td>
</tr>
<tr>
<td>Promote Albany in cooperation with existing promotional agencies and attractions</td>
<td>Strong links established with existing agencies and attractions</td>
<td></td>
</tr>
<tr>
<td>Develop plan for long term promotional campaign</td>
<td>Target markets and goals defined; promotional campaign on schedule</td>
<td></td>
</tr>
<tr>
<td>Develop promotional materials</td>
<td>Brochures, posters, photo files, and feature articles developed; new audiovisual presentation developed and in use</td>
<td></td>
</tr>
<tr>
<td>Expand visitor facilities</td>
<td>Existing visitor facilities expanded and new ones developed</td>
<td></td>
</tr>
<tr>
<td>Develop AUCP tour program</td>
<td>Tour program in operation</td>
<td></td>
</tr>
<tr>
<td>Develop AUCP signage system</td>
<td>Signage in place</td>
<td></td>
</tr>
</tbody>
</table>
HISTORIC RESOURCES from Chapter V: Plans for Physical Improvements

A. Historic Resources
   
i. “Throughout the years, a long history of strong local government, industrialization, immigrants with their diverse backgrounds, and the city’s role as the state’s capital and regional banking center have worked together to make Albany a truly distinctive city. The city’s numerous historical resources help both visitors and residents gain insights to Albany’s past.”

   ii. Historic Preservation Organizations
      1. Preservation League of New York State
         a. Provides assistance statewide to those who want to protect threatened buildings and sites
         b. Offer technical assistance, information and publications, monitoring of legislation
      2. Albany County Historical Association
         a. Promotes social, cultural, and educational programs concerning Albany’s history
         b. Ten Broeck Mansion is maintained by the association and is the setting for events
      3. Historic Albany Foundation
         a. Plaque program, parts warehouse, revolving fund, merit awards, façade easement program, design and technical assistance, and educational programs
         b. Instrumental in establishment of AUCP, exhibit at Visitors Center, preparation of Albany focused programs and publications
      4. Historic Cherry Hill
         a. Dedicated to showing the change and continuity of 176 years of continuous family living
         b. Lectures, special-interest trips, topical tours, publications concerning Cherry Hill, events
      5. Washington Park Conservancy
         a. Preserve, protect, and promote Washington Park
         b. Supports planning and improvement projects for the park
         c. Goals: “develop comprehensive master plan to foster the park’s renaissance, to improve its care and maintenance, and to ensure the highest and best use of the park for future generations”

   iii. Existing Historic Districts
      1. Introduction
         a. Albany has 11 historic districts that are on the National Register
         b. 3 potential districts that were being nominated
         c. 2 locally recognized historic districts
      2. National Register historic districts in Albany:
         a. Arbor Hill Historic District with Ten Broeck Triangle
            i. One of Albany’s oldest intact neighborhoods
            ii. Lumber barons, wealthy industrialists in mid and late 1800s
iii. 220 contributing elements
   1. Ten Broeck Mansion
   2. St. Josephs
   3. “millionaire’s row”
   4. 1975-1985 large number of preservation and restoration projects

b. 744-750 Broadway (under review by SHPO)
   i. four row houses
   ii. intact segment of long streetscape of Greek Revival and Italianate rowhouses
   iii. important individually and as a group
   iv. represent era of expansion that responded to transportation innovations of 19th century, especially Erie Canal and railroads
   v. Buildings 744 and 746 examples of austere style of Greek Revival
   vi. Building 748 oldest; dates c 1830-1833
   vii. Building 750 Italianate with elaborate features

c. Broadway/Livingston Historic District (under review by SHPO)
   i. Mixed commercial/residential buildings from 1825-1850
   ii. Represents Albany’s expanding commercialism in north and along riverfront
   iii. Includes 20 buildings dating from 1829-1876 and railroad bridge built 1900
   iv. Greek Revival and Italianate; defined business vs residential structures
   v. Former residents middle/upper class businessmen and industrialists

d. Center Square/Hudson Park Historic District
   i. Listed on National Register
   ii. 27 block district; 2 neighborhoods
   iii. architectural examples include: Late Federal, Greek Revival, Gothic Revival, Italianate, Second Empire, High Victorian, Richardsonian Romanesque, Queen Anne, Second Renaissance Revival, Dutch Revival, and Georgian Revival
   iv. both architect-designed and vernacular
   v. architecture reflects social mix
   vi. residential buildings, six churches, several institutional structures, some industrial buildings
   vii. church stand-out: Romanesque Revival Wilborn Temple (1887) on Lancaster
   viii. institutional stand-out: Dutch Revival at 25 Delaware (housed central fire-alarm)
   ix. factory stand-out: red brick buildings on Park avenue, formerly Hinkle Brewery
e. Clinton Avenue/ North Pearl Street Historic District
   i. Certified local district
   ii. Pre-1850 row houses
   iii. Mostly Italianate with Greek Revival and Romanesque examples
   iv. Originally occupied by aspiring middle class
   v. Clinton Avenues example of speculative investment
   vi. Many phases and increasing ornamentation of Italianate design visible from east to west on Avenue

f. Downtown Albany Historic District
   i. Listed on National Register
   ii. Banking, retailed, transportation, and political center for over 300 years
   iii. Street pattern from 17th century
   iv. Most structures from 19th and 20th century (between 1880-1930)
   v. Originally residential, then commercial
   vi. Styles include Greek Revival, Romanesque, Queen Anne, Beaux Arts, Gothic Revival, Art Deco
   vii. Albany architect Marcus T. Reynolds designed 6 buildings in district
       1. Delaware & Hudson RR Building
       2. First Trust Building
       3. United Traction Building
       4. City & County Savings Bank
       5. Niagara Mohawk Building
       6. National Savings Bank

g. Elberon/ Quail/ Western/ Lake Historic District
   i. Certified local district
   ii. Unusually shaped (trapezoidal) block
   iii. Includes Western Avenue (the Great Western Turnpike); existed before area developed
   iv. Italianate style, but different than other Italianate buildings in Albany
   v. Notable features: front yards, bay windows, terra cotta design elements
   vi. Not part of AUCP

h. Lafayette Park Historic District
   i. Listed on National Register
   ii. Outstanding civic architecture
   iii. Six landmark structures individually listed on the National Register
       1. NYS Court of Appeals
       2. Albany City Hall
       3. NYS Capitol
       4. NYS Education Building
       5. Cathedral of All Saints
6. old Albany Academy (aka Joseph Henry Memorial)
   i. **Mansion Historic District**
      i. Listed on National Register
      ii. 475 structures; 16 blocks
      iii. predominantly residential; named for proximity to NY Executive Mansion
      iv. mostly developed between 1830-1850, although streets laid out in 1700s
      v. represent transitional period in American architectural history
      vi. buildings combine architectural styles

j. **Pastures Historic District**
   i. Listed on National Register
   ii. 17th century, area set aside for common pasture
   iii. city owned it, then Dutch Reformed Church, then divided and sold
   iv. most development happened 1815-1855

k. **South End/Groesbeckville Historic District**
   i. Listed on National Register
   ii. Not part of AUCP
   iii. Houses built by individual initiative rather than speculative builders
   iv. Considerable variety of style and building materials
   v. Most distinguished: Schuyler Mansion which is a National Landmark

l. **South Pearl Street Commercial Row**
   i. Certified Local District
   ii. Commercial district flourished for over 100 years
   iii. Predominantly occupied by the city’s Jewish merchants

m. **Townsend Park Historic District** (nomination being prepared at time of writing); no other information included

n. **Washington Park Historic District**
   i. Listed on National Register
   ii. 90 Washington Park and properties that face it
   iii. Five memorials and statues
       1. bust of Dr. James H. Armsby, co-founder of Albany Medical College
       2. fountain “Moses Smiting the Rock”
       3. statue of Robert Burns
       4. plaque commemorating Marinus Willet (revolutionary war hero)
       5. Civil War memorial
   iv. Large lake

o. “All of the buildings in these historic districts were surveyed and then reviewed by SHPO before being nominated to the National Register of Historic Places.”
iv. Existing Historic Sites

1. Introduction
   a. The following buildings have been listed on the National Register. Descriptions have been taken from the National Register nomination forms (some now have new names and uses).
   b. Four of the buildings have been deemed National Historic Landmarks (NHL’s)
      i. NY State Capitol
      ii. Schuyler Mansion
      iii. St. Peter’s Church
      iv. James Hall Memorial
   c. “Of Albany’s 29 buildings individually listed on the National Register, 28 of them are within the AUCP, although two of them – Cherry Hill and the Schuyler Mansion—are not contiguous with it.”

2. Albany Academy, Academy Park
   a. Designed by Philip Hooker and built between 1815-1817
   b. Called Joseph Henry Memorial in honor of man who conducted experiments which let to important discoveries in electromagnetics

3. Figure 7: Map of Historic Sites

4. Albany City Hall, Eagle Street at Maiden Lane
   a. Plan and exterior by H.H. Richardson
   b. Built 1881-1883
   c. Interior redesigned by Ogden and Gander

5. Albany Institute of History and Art, 135 Washington Avenue
   a. One of oldest museums in US
   b. Oldest scientific organization in NYS
   c. Institute building designed by Albert Fuller (Albany architect)
   d. Rice House (Beaux Arts mansion)

6. Albany Union Station (called Norstar Plaza), 575 Broadway
   a. Considered to be one of most modern railroad stations in the country; pride of NY Central RR
   b. Set record of 121 trains a day during WWII
   c. “Architecturally and historically significant, Union Station is also one of the most important visual elements in the cityscape of downtown Albany.”

7. Arnold, Benjamin Walworth House and Carriage House, 465 State Street and 307 Washington Avenue
   a. Designed by McKim, Mead, and White
   b. Built 1901
   c. Excellent examples of Standford White’s Colonial Revival interpretation of Federal style
   d. Arnold president of timber companies, lumber manufacturers, and served on boards of Albany’s educational institutions

8. Cathedral of All Saints, South Swan and Elk Streets
a. Begun in 1884; still “unfinished”
b. Nurtured by Albany’s great families: Van Rensselaers, Scuylers, Pruyns, Corningsc.
   Beginning of architect Robert Gibson
d. Culmination of master stone carver, Louis Hinton

9. Cathedral of the Immaculate Conception, 125 Eagle Street
   a. Built 1848-1852 by noted ecclesiastical architect Patrick Keeley
   b. Second cathedral built in NYS
   c. Excellent example of Americans Gothic Revival ecclesiastical architecture
   d. Exemplifies strength and resources of Roman Catholic Church in Albany in mid-19th century

10. Cherry Hill, 523 ½ South Pearl Street
    a. Occupied continuously for by the same family
    b. Contains original furnishings, portraits, silver, china, family documents

11. Church of the Holy Innocents, 275 North Pearl Street
    a. Designed by architect Frank Wills
    b. Originally part of a prosperous 19th century neighborhood
    c. 1950s became Russian Orthodox church; at time of manual, a book store

12. Delaware and Hudson Railroad Company (now called SUNY Plaza), the Plaza on State Street
    a. Completed in 1918
    b. Modern reinforced concrete and steel framed building with Gothic exterior detailing and gilded weathervane of Half Moon

13. First Reformed Church, 56 Orange Street
    a. Built 1798
    b. Designed by Philip Hooker and is one of his earliest works

14. First Trust Company Building, 35 State Street
    a. Site of important urban buildings since 1830
    b. Successfully integrates classical elements with 20th century technology
    c. Early 20th century urban renewal idea directed by Marcus Reynolds

15. Hall, James Memorial, Lincoln Park
    a. Patriarch of American geology
    b. His office remains in Lincoln Park

16. Knickerbocker and Arninck Garages, 72 and 74 Hudson Avenue
    a. Feature unusual decorative facades composed of individually cast pieces resembling granite
    b. Designed by J. Walter Montross, local architect
    c. Although surroundings have changed, buildings are essentially unaltered

17. New York Executive Mansion, 138 Eagle Street
    a. Built 1860 on what was once known as “Gallows Hill”
b. Expanded and overhauled by Isaac Perry in 1887
c. Home for NYS governors for over 100 years

18. **New York State Capitol**, Capitol Park
   a. Built over 31 years and cost $25 million
   b. Architectural involvement from Fuller, Richardson, Eidlitz, Olmsted
   c. One of the last great monumental structures to be in the US entirely of masonry

19. **New York State Court of Appeals Building**, Eagle Street between Pine and Columbia Streets
   a. Completed 1842
   b. Designed by Henry Rector
   c. Most notable features are its rotunda and dome

20. **New York State Education Building**, Washington Avenue between Hawk and Swan Streets
   a. Built 1908-1912 by Henry Hornbostel
   b. First major building constructed in US solely as headquarters for the administration of education
   c. Exterior: 36 column colonnade, one of the longest in the world; exaggerated entablature
   d. Interior: dramatic spaces which formerly were the reading room and rotunda of the NYS Library

21. **Old Post Office**, northeast corner of Broadway and State Street
   a. Federal building originally built because of Albany’s proximity to water and rail transportation
   b. Part of a major urban architectural composition in Albany

22. **Palace Theater**, 19 Clinton Avenue
   a. Opened as 3rd largest theatre in the world in 1931
   b. Built by John Eberson; deluxe theater
   c. Last movie palace in Albany and one of three in capital district

23. **Quackenbush House**, 683 Broadway
   a. Exceptional importance to Albany
   b. Earliest known remaining example of an urban architecture once characteristic of the city
   c. Rare reminder of Dutch settlement of colonial Albany
   d. Thought to have been standing by 1736

24. **Quackenbush Pumping Station**
   a. Main facility of Albany’s municipal water works
   b. Important period of development in city’s system of centralized water distribution
   c. Representative example of late 19th century urban water works facility
   d. Now AUCP visitor center complex

25. **Schuyler Mansion**, Clinton and Schuyler Streets
   a. Built 1761-1762
   b. One of the most distinguished Late Georgian houses built in the Middle Colonies
c. Home to General Philip Schuyler

d. Owned by NYS and operated by OPRHP

26. St. Mary’s Roman Catholic Church, 10 Lodge Street

   a. Oldest Roman Catholic parish in Albany and second oldest in NYS
   b. Third structure on current site
   c. Unique in downtown Albany
   d. Italian Romanesque Revival style with a highly vernacular interior
   e. Designed in 1869 by Nicols and Brown

27. St. Peter’s Episcopal Church, 107 State Street

   a. History reaches back to 1704
   b. This third building designed by Richard Upjohn, architect of Trinity Church in New York City, in 1859
   c. St. Pete’s has been a place of worship for New York governors from colonial times

28. Ten Broeck Mansion, 9 Ten Broeck Place

   a. Built 1797-98 by Brig. General Abraham Ten Broeck and wife Elizabeth Van Rensselaer
   b. 1814 became a boys school
   c. purchased in 1848; lived in until 1948
   d. presented to Albany County Historical Association in 1948

29. United Traction Company, 598 Broadway

   a. Has modernized entrance, but otherwise retains its original exterior
   b. At time of manual, known as Philip Scuyler Building
   c. Erected 1899; designed by Marcus Reynolds

30. Young Men’s Christian Association, 60 N. Pearl Street

   a. Albany’s YMCA one of the nation’s earliest young men’s associations
   b. Outstanding example of Romanesque architectural style used for dense urban environment
   c. Designed by Albany Fuller and William Wheeler
   d. Now known as Steuben Athletic Club
INTERPRETIVE PROGRAM from Chapter IV: Programs for Park Improvement and Use

A. Interpretive Program
   a. Introduction
      i. Goal is to increase visitors’ and residents appreciation of Albany’s history, architecture, and cultural resources
      ii. Interpretive program relies on three elements
         1. AUCP themes
         2. Resources of sit (artifacts, human skills, etc)
         3. interests of the audience

   b. Theme and Subthemes
      i. Central theme: “crossroads and capital city”
      ii. Primary theme from UCP framework: “business and capital”
      iii. Subthemes from UCP framework:
         1. transportation
         2. immigration and migration
         3. labor and industry
         4. flowering of culture

   c. Interpretive framework: “crossroads and community”
      i. Interpretive framework developed by American History Workshop
      ii. Idea from framework: Crossroads
         1. restless places, where people meet and ideas converge
         2. attract newcomers and new ideas; open to change
         3. visible; are orientation points on the land and people know about them
      iii. Idea from framework: Community
         1. more sheltered, private place
         2. nourishes the growth of stable and traditional neighborhoods
         3. residents (sometimes “natives”) who prefer stability to innovation, comfort to high style
         4. affected by civic affairs more than by global events
         5. better without intrusions
         6. centers may be deliberately invisible to the uninformed
      iv. For almost 400 years, Albany has been a place of crossroads, communities, and a capital city as well. The community has provided local people with a way of absorbing the energy of the capital city with its crossroad functions without losing their traditional patterns.

   d. Existing resources for interpretation
      i. Introduction
         1. Types of resources most relevant to interpretation include artifacts, architecture, exhibits, existing programs, and expertise in research, interpretation, exhibitry, and cultural promotion.
      ii. Albany Urban Cultural Park Visitors Center
         1. Immediate Purpose: attract visitors, get them interested in Albany’s history and heritage, and send them out in the AUCP to explore various sites and artifacts
         2. Facilities
         3. Exhibit
a. The exhibit, which traces Albany’s history from 1614 to the present, is set up in four sections that proceed chronologically. The first two reveal Albany’s growth from a small, fortified outpost designed to protect the fur trade in the 17th century to a crossroads of shipping and transportation in the mid-19th century. Slide projectors used in the third section reveal the story of the latter part of the 19th and early 20th centuries. The exhibit concludes with an 8.5 minute video presentation that focuses on the twentieth century.

b. Topics (full descriptions of each topic are not included here)
   i. Trading Post: Crossroads of Empires (1614-1783)
   ii. Highways, Canal, Railroad, and River: Albany as Trans-shipping Crossroads (1783-1865)
   iii. Railroad Ere: Albany as Microcosm (1866-1920)
   iv. Capital City Crossroads: A Livable Community (1920-Present)

4. Brochure
   a. Designed to attract new visitors and present major features of AUCP; will have maps, directions, descriptions of programs
   b. Distributed to air, bus, rail terminals; hotels; museums; historic houses; stores; NYS Department of Commerce

5. Programs
   a. Storytime: the tales and legends of Albany
   b. Tours
      i. 4 tours: 3 for adults; 1 for children
      ii. guided or self-guided
         1. Capital Capital
         2. Crossroads and Communities: A Driving Tour
         3. The Ten Broeck Neighborhoods: An Historic Neighborhood Tour

iii. Other Cultural Institutions and Their Programs
   1. New York State Museum
   2. State Library
   3. State Archives
   4. Capitol Commission
   5. New York State Office of Parks, Recreation and Historic Preservation
   6. State University of New York (SUNY) at Albany
      a. Capital District Humanities Program
      b. Two other SUNY programs with relevance to the AUCP’s interpretive program are its Oral History Program and Program in Public History. Through these programs the past 100 years of Albany’s history is being documented in an ongoing process of research and interviews.

7. Albany Institute of History and Art
8. Historic Albany Foundation, Inc.
9. Cherry Hill, Schuyler Mansion, Ten Broeck Mansion, and Fort Crailo
10. Museum of Early American Decoration
11. First Church in Albany
12. Albany County Hall of Records
13. Albany Public Library

iv. Festivals

v. Tours

1. Historic Albany Foundation, Inc.
   a. “The tours given by Historic Albany Foundation, Inc. for the last 12 years are the most relevant to the AUCP, because HAF’s tours tend to interpret areas of the city and historic themes rather than isolated historic sites.”
2. Other guided tours
   a. Bus and walking tours: Women’s Council of Albany Institute
   b. Tours of Capitol and Empire State Plaza: OGS
   c. Driving Tour: Albany County

e. Recommendations

i. Introduction

1. Best serve interpretive function through creative use of own resources and other cultural, educational, recreational institutions and agencies in Albany and Capital Region.
2. The AUCP can become a significant organization by developing programs that complement, rather than duplicate, those already in operation.
3. Albany is fortunate in having vigorous leadership in its cultural institutions. The inclusion of representatives of these groups and others on the AUCP Advisory Committee has been and will be a crucial ingredient in the park’s success.

ii. Expand Quackenbush Square Visitors Center

1. provide space for new exhibits, another video, community meetings, and general programming
2. changing exhibits to encourage repeat visits

iii. Establish New Visitors Center in the New York State Museum

1. the major visitor attraction in AUCP
2. trolleys can link satellite center with rest of AUCP

iv. Establish Museum of Ethnicity

1. various ethnic groups have contributed to Albany’s distinctive character
2. possible location: St. Anthony’s Church in Mansion neighborhood

v. Implement Other Recommendations of Public Facilities Plan

1. significant buildings and sites should be opened to public
2. should be exhibits, brochures, and interpretive signage explaining role the places played in Albany’s development

vi. Develop New Interpretive Programs

1. New program for parents and children
2. Minimum of seven new educational packets for students
   a. Life in Colonial America
   b. Albany’s Native American Past
c. Ethnic Albany
d. Albany in the Age of Industry
e. Federal Period Albany
f. Albany as Center of Government
g. Albany as a Transportation Center
h. Albany’s Architecture

3. Co-sponsored lecture series and seminars, and potential history booklets coming out of the series

4. Publish a guide to Albany’s historical records

5. Specialized and general tour programs featuring all AUCP neighborhoods, parks, churches, and historical industries

6. Program links with other UCP

vii. Expand Programs Pertaining to Albany as a Capital City

viii. Interpretive Sequence [concentrated on Visitors Center]

1. The AUCP Visitors Center, in particular, should leave the visitor with an agenda of things to in Albany and the feeling that there are several reasons to return to the Center.

2. Arrival

3. Decompression

4. Reception and orientation

ix. Phasing

1. Year 1 and Year 2 (1987-1988)
   a. Expand Quackenbush Visitors Center
   b. Set up arrival and directional signs in the vicinity of the Visitors Center
   c. Develop the AUCP promotional and marketing plan and outreach program
   d. Print and distribute the outreach brochure
   e. Establish a satellite Visitors Center within the State Museum
   f. Formulate grant proposals to public and private sources to help support AUCP programs
   g. Publish three walking tours and one driving tour complete with maps, directions, and interpretive information
   h. Develop system to advise Albany residents and tourists of all the types of tours available within the AUCP and its surrounding area
   i. Purchase trolleys and establish trolley routes throughout the AUCP
   j. Develop teaching packets for grades 4 through 7 including pre-and post-lesson plans and games
   k. Develop program for bus tours and conventions to include information on programs and activities within the AUCP and the Capital Region
   l. Cooperate with HAF and the Office of Volunteer Services to establish volunteer training program for general services and step-on-guides
   m. Expand number of open houses and special events offered within the AUCP

Outline of Interpretation Program

Pages VI-36 through VI-57

n. Create a rotating exhibit for the AUCP Visitors Center and develop exhibit system for significant buildings within the AUCP
o. Develop shop to sell literature and souvenirs based on the AUCP’s non profit status
p. Design blazer and pin to be worn by the AUCP Volunteer Staff
q. Develop program to sell tickets to theaters, festivals, and museums

a. Develop an AUCP newsletter to include information on educational, cultural, and social events within the AUCP and its surrounding area as well as articles on the AUCP theme and subthemes
b. Design and set up downtown exhibit spaces in coordination with the downtown curator, CCRC, downtown merchants, and developers
c. Develop cassette-recorded walking and driving tours
d. Develop curriculum packages for more grades in cooperation with area teachers
e. Expand workshops, classes, and lectures offered through the Visitors Center and through other local institutions
f. Begin cooperative publishing with area universities, museums, and other institutions
g. Establish weekend displays in Quackenbush Square by craftspeople, greenmarket entrepreneurs, and others
h. Offer Saturday morning programs for parent/child groups
i. Install interpretive signage as needed
j. Establish joint programs with the Discovery Center
k. Establish museum of ethnicity using the Albany Institute’s exhibit material and that of various ethnic organizations in the city
l. Expand tour program
m. Develop a second satellite center within the AUCP

3. Years 6 through 10
a. According to American History Workshop’s report, the pace of change in America will accelerate in the next 20 years and the AUCP will succeed insofar as it keeps abreast of the developing historical energy in the community. Therefore, AUCP staff should review and revise its goals, objectives, and interpretive program to be in step with historical scholarship and with themes relevant to Park residents and visitors.

b. The AUCP should further develop as a center for local history in all forms—elementary, secondary, and higher education; historic archaeology; interpretive exhibitry in non-museum venues; involvement with city planning; preservation of historic structures and architectural
rehabilitation; oral and video historic projects; fictional and film fictional representations of the historic qualities of the city, and so on.

x. Effectiveness evaluation program
   1. evaluate twice a year
   2. use visitors surveys, visitors questionnaires, attendance monitoring, teacher evaluation forms, and analysis of press clips and other publicity
ARBOR HILL NEIGHBORHOOD PLAN (July 2003)

AUTHORS: This plan was prepared for the City of Albany and the Arbor Hill Neighborhood Advisory Committee by The Community Builders, Inc. and Behan Planning Associates, LLC.¹

SUMMARY: The purpose of the Arbor Hill neighborhood planning effort was to develop consensus on strategic actions to revitalize this community in Albany, New York. This plan provides framework for residents and investors to approach development in Arbor Hill.²

COMMUNITY INVOLVEMENT: The plan was guided by a team of residents and stakeholders comprising the Arbor Hill Neighborhood Plan Advisory Committee.³ The Committee represented a diverse group of stakeholders: Arbor Hill residents, homeowners, renters, housing developers, public safety officials, lenders, community advocates, religious leaders, environmental justice advocates, historic preservationists, local economic development representatives, and local elected officials. These committee members and other committed neighborhood activists volunteered hundreds of hours to meeting together, attending public meetings, and reviewing materials and otherwise dedicating their time, energy and talent to help achieve a better future for Arbor Hill.⁴

Broad public involvement in the planning process was afforded through an initial public meeting held in June 2002 and a hands-on design workshop held in September 2002. Members of the public also participated in the development of the plan by making comments to the Advisory Committee at its monthly meetings, and later, by serving on the four subcommittees to emerge from the planning process.⁵

A final public meeting on the plan was held in June 2003 with over 100 people in attendance. Unlike previous meetings, participants’ expression of frustration with ongoing neighborhood problems was tempered by their optimism that conditions in Arbor Hill could improve as result of implementation of the plan. Further, they recognized that such change would only be possible if residents, neighborhood organizations, and City staff worked together to address the neighborhood’s problems. Many meeting participants expressed their desire to help implement the plan.⁶

METHODOLOGY: The Arbor Hill Neighborhood Plan Advisory Committee met from June 2002 through May 2003. The schedule of meetings was posted on the Internet at the City of Albany website and distributed to all committee members. The meetings were open to the public. Members of the public were invited to sign in, and then given an opportunity to speak directly to the advisory

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
committee. Over time, members of the public became more active in helping to formulate the plan by serving on subcommittees and working with Committee members in regular meetings.\textsuperscript{7}

From public input at designated public and committee meetings, some key messages were delivered to the neighborhood advisory committee. One strong message was to recognize the great human resource Arbor Hill has in individuals and local, grassroots groups who are passionate about the neighborhood.\textsuperscript{8}

Based on the public input obtained from the design workshop, the plan was organized around four areas of focus: I) Home-ownership and Rental Housing, II) Arts, Culture and Heritage, III) Business and Job Development, and IV) Quality of Life. Subcommittees for each of the focus areas, comprised of neighborhood advisory committee members and members of the general public, developed principles and corresponding actions. Planning consultants and staff developed budget estimates and matched actions to resources.\textsuperscript{9}

Implementation of the neighborhood plan will be guided by three independent, yet interrelated bodies. The primary responsibility for implementing the plan will lie with the subcommittees for the plan’s four focus areas. These subcommittees will meet as needed to carry out their respective actions and evaluate development opportunities for consistency with the principles. Participation in these subcommittees will be open to all interested parties. Representatives from each of the subcommittees will attend monthly coordination meetings to share progress. A larger Friends of Arbor Hill organization will be established that will hold periodic meetings and provide a forum for interested parties to share progress, and provide additional networking and information sharing opportunities for the stakeholders for Arbor Hill.\textsuperscript{10}


Since it is recognized that existing real estate conditions will dictate the pace at which the plan can be achieved as well as the public and private resources needed, the plan reviews the market for housing and commercial activity in the area. It also reviews the issue of abandoned properties.\textsuperscript{11}

Funding for the Arbor Hill Neighborhood Plan came from a US Department of Housing and Urban Development technical assistance grant. That grant required that the focus of the plan be on physical improvements to the neighborhood. However, the Arbor Hill Advisory Committee was quick to point out that physical improvements would be pointless without attention to certain...
social issues. As a result, one of the four areas of focus for the plan became Quality of Life which emphasizes coordination and cooperation in addressing issues of public safety, neighborhood cleanliness and beautification, etc.\textsuperscript{12}

**VISION:** Four key elements of the vision for Arbor Hill that emerged during the planning process were: Support Homeownership and Rental Housing; Celebrate Arts, Culture & Heritage; Support Business and Job Development (Focus Commercial Vitality); Strengthen Quality of Life (Create Safe Public Space and Design Streets for People). Other important elements of the vision include the importance of connecting the neighborhood to the greater region, especially to the Riverfront and the Downtown and State Capitol. In addition, there was interest in portraying a positive image of the neighborhood through the establishment of gateways at Henry Johnson Boulevard’s intersections with Livingston Avenue and Clinton Avenue, and at Clinton Avenue’s intersection with Broadway.\textsuperscript{13}

**OTHER:** Funding for this plan was provided by the U.S. Department of Housing & Urban Development and the Albany Local Development Corporation.\textsuperscript{14}

There is a MAP outlining the Arbor Hill neighborhood planning area on page ES-1 (Executive Summary).

Chapter 5 has a supplemental “Action Grid” that outlines the proposed projects, estimated costs, and potential funding sources for the key projects discussed in the Plan. It is strongly recommended that PAS use this document as part of its review material since it summarizes high priority projects in a tangible way.

<table>
<thead>
<tr>
<th>ARBOR HILL NEIGHBORHOOD PLAN (July 2003)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Interest in Neighborhood History</strong></td>
</tr>
<tr>
<td><strong>Connecting Present to Past</strong></td>
</tr>
<tr>
<td>Arbor Hill’s history</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
- The name Arbor Hill was given to the area because the land was sloped upward from the Hudson River. Most of the neighborhood- north of Clinton Avenue and east of Henry Johnson Boulevard- was developed between 1825 and the turn of the century by the wealthy Van Rensselaer family in a grid street pattern. Arbor Hill served as a home to industrialists, business owners, and lumber barons conducting commerce stemming from the Erie Canal. Later, emergence of the City as a major transfer point for east-west shipping increased the demand for residential and commercial construction. Greek revival and early Italianate predominate as the architectural styles of the neighborhood. Arbor Hill is said to have been a major stopover point for the Underground Railroad in the late eighteenth and early nineteenth century.

- Arbor Hill was the most inconsistent of Albany neighborhoods, once a place of wealth, and a mix of aristocrats and workers. Originally part of the Patroon’s area, called The Colonie, and later the site of the Ten Broeck Mansion, the neighborhood was named Arbor Hill because of its grape arbors and its lofty position on a hillside. Ten Broeck Mansion was built for Brigadier General Abraham Ten Broeck; the general later became State Senator and two-time mayor of Albany.

- Arbor Hill was also one of the fastest growing industrial areas in New York. Its fast growing industry produced more jobs and led to a greater influx of residents to Arbor Hill.

- The majority of Arbor Hill developed in the nineteenth century. It is part of a large area just north of the central business district which general extends about one mile northward along the Hudson River and more than one and one half miles west from the riverbed. Many of the historic districts established to recognize and protect nineteenth century historic fabric overlay upon properties and areas in Arbor Hill. The area retains much of its nineteenth century historic character, although demolition and redevelopment have taken its toll in some parts. What once consisted of unbroken, separate historic districts has deteriorated into remaining historic properties- many in poor condition and interspersed vacant lots.

<table>
<thead>
<tr>
<th>Newer developments</th>
</tr>
</thead>
</table>

- The neighborhood north of Livingston Avenue is more like a new town. It was developed on larger land parcels created under an urban renewal plan of the 1960s. This area contains larger land parcels created under an urban renewal plan of the 1960s. This area contains large, subsidized apartment complexes, new single-family homeownership developments, the Whitney Young Health Center (the neighborhood’s largest

---

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
Arbor Hill Elementary School. Almost half of the neighborhood’s population, and more than half the neighborhood’s youth, live in this northern area.21

**Arts, Culture and Heritage**

- The Arts, Culture & Heritage subcommittee was guided by the following statement: culture is shared. The expression and appreciation of culture and arts must have a place, and individuals must have opportunities for participation in both creative endeavors of arts and culture, and knowledge of the resources in the community.22

**Historic Districts**

- There are four distinct areas in Arbor Hill which have been recognized for historic quality and placed upon the National Register of Historic Places. Once designated, properties in these areas proposed for modification utilizing State or Federal funds must undergo review by the State Office of Historic Preservation prior to construction.23

- Two of the districts are designated by the City of Albany’s local historic district ordinance. The Historic Resources Commission must review proposed exterior building modifications for historic consistency prior to issuance of a city building permit.24

- National Register Historic Districts in Arbor Hill: Broadway/ Livingston; 744-755 Broadway; Clinton Avenue; Arbor Hill (Ten Broeck).25 [More description about each is available in this section of Appendix B]

**Broadway/ Livingston Historic District**26

This district is situated a few blocks west of the Hudson River and two blocks north of the central business district at the intersection of Broadway and Livingston Avenue. There were 20 commercial and residential buildings in the district when it was listed on the register.

The Broadway/Livingston Historic District represents the last surviving concentration of early to mid-nineteenth century commercial/residential buildings along what was formerly a long uninterrupted streetscape of homes and businesses stretching from Clinton Avenue to the New York Central Railroad Bridge at Colonie Street. These structures provided commercial space associated with Hudson River commerce and elegant housing for middle and upper middle class businesspersons.

**744-750 Broadway Historic**

This district includes 4 buildings on the east side of Broadway near Wilson Street. These are remaining

---

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>District</th>
<th>Structures from what was once a long uninterrupted commercial and residential streetscape on Broadway from downtown north to Colonie Street. Today demolition has isolated these buildings. 774 and 746 are identical three-story Greek revival row houses; 748 is the oldest structure; 750 is a three-story Italianate style building.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinton Avenue Historic District</td>
<td>The Clinton Avenue Historic District was listed on the national register in 1981 because its development is characteristic of row house fabric of the 1900’s. The largest section of the district is nine blocks along Clinton Avenue beginning at North Pearl on the east and ending at Quail Street on the west. The district also includes short adjacent segments of North Pearl Street, Elk Street, Lark Street, First Street, and Lexington Avenue. This shape of the district illustrates Albany’s unrelenting westward growth following the opening of the Erie Canal through the end of the 19th century. There were 576 buildings in the district when it was nominated for the register. The vast majority of these buildings are brick row homes, two and three stories high with front stoops. The buildings were developed between c1830 and c1919 as speculative middle class housing. In the early 1980s many of the row homes along Clinton Avenue were rehabilitated with private and public funding under a large development project managed by Vulcan Development. Rental management of these buildings passed from Vulcan to others in a series of transactions and project bankruptcies. The Community Preservation Corporation now owns most of the buildings. The Palace Theatre, a local landmark, is located within the district and is on individual State and National Register listings.</td>
</tr>
<tr>
<td>Arbor Hill Historic District (Locally known as the Ten Broeck Historic District)</td>
<td>The original district is triangular in shape and encompasses all row homes surrounding two small urban parks and the monumental St. Joseph’s Church along Ten Broeck Street, Hall Place, and St. Joseph’s Terrace. There were 97 structures in the district when it was originally listed on the National Register in 1978 under the name “Ten Broeck Historic District”. In 1985 an expanded district containing a total of 220 structures was listed in order to include areas west of the triangle proper along First, Second, North Swan, Ten Broeck Place, and North Hawk Streets. The district’s name was changed to the Arbor Hill Historic District at that time. The district includes St. Joseph’s Church, Sweet Pilgrim Baptist Church, and the Ten Broeck Mansion. St.</td>
</tr>
</tbody>
</table>
Joseph’s Church and the Ten Broeck Mansion are listed individually on the State and National Register of Historic Places in addition to being contained within recognized districts.

The Ten Broeck Mansion is owned, operated, and maintained by the Albany County Historical Association as an historic site. It is one of several mansions in the City of Albany open to the public and to school groups to showcase this area’s history. The Ten Broeck Mansion is set on spacious grounds. It is a federal style house which was built for Abraham Ten Broeck in 1798, a prominent Revolutionary War Figure, delegate to the Continental Congress and later State Senator and Mayor of Albany. The mansion featured an uninterrupted view of the Hudson River when it was built.

Construction of St. Joseph’s Church began in 1855. St. Joseph’s School occupied several buildings before the structure on North Swan Street was constructed in 1905.

North Swan Street developed as a commercial corridor in the second half of the nineteenth century. Construction of row homes surrounding the church, by Albany’s wealthy Irish, “lumber barons” and other industrialists followed during the latter half of the 19th century. In the Mid 19th Century the area was known as Millionaire’s Row.

The Ten Broeck Preservation League is an organization established to be an advocate for historic preservation with a particular focus on this Arbor Hill area. The organization also conducts house tours and community beautification projects.

### Underground Railroad

The Underground Railroad is said to have utilized properties in Arbor Hill and other Albany neighborhoods. Particular properties said to have been of importance to the Underground Railroad are listed as: 10 Lark St, 168 Third St., and 198 Lumber St.

The Underground Railroad Workshop is a non-profit organization that is working to research and further document Underground Railroad ties within the community. They currently lead walking tours within Arbor Hill and are a source of confirmed and unconfirmed information for Underground Railroad activity in the region.

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Historic Preservation</th>
<th>Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Homeownership and Rental Housing Guiding Principles** 31                          | - Rehabilitate existing housing and build compatible infill housing  
- Use high quality designs and materials  
- Support existing homeowners                                                                                                                                  |               |
| **Key Homeownership and Rental Housing Action: Partnership between Albany Community Development Agency and Albany Housing Authority** 32 | - Renovate existing and build new housing in clusters throughout the neighborhood by leveraging publicly-owned property  
- Target abandoned buildings for rehabilitation and selective demolition  
- Work with homeowners and renters to form support networks                                                                                      |               |
| **Key Homeownership and Rental Housing Action: Implement initiative to reduce number of abandoned properties** 33 | - Launch pilot program with Albany County to return abandoned buildings and lots to productive use  
- Work with Enterprise Foundation to develop strategy and entity focused on acquiring, rehabilitating and/or demolishing abandoned properties city-wide  
- Continue to create more homeowners through programs like Albany Home Store                                                                                 |               |
| **Key Homeownership and Rental Housing Action: Financial incentives for property owners to rehabilitate their properties** 34 | - Pending NYS Historic Rehabilitation Tax Credit  
- Residential-Commercial Urban exemption  
- 421f Residential Improvement exemption                                                                                                                        |               |
| **Arts, Culture and Heritage Guiding Principle**                                   | - Preserve the historic integrity of the neighborhood by maximizing the reuse of historic buildings 35                                                                                                           |               |
| **Key Arts, Culture and Heritage Action: Support the reuse of historic buildings where possible** 36 | - St. Joseph’s Church, 41 N. Ten Broeck St.  
- St. Joseph’s School, N. Swan St.  
- Salvation Army Building, Clinton Ave  
- The King Building, 27-29 N. Swan St  
- Holy Innocents Church, N. Pearl St.                                                                                                                             |               |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
## Historic Preservation

<table>
<thead>
<tr>
<th>Focus/Objectives</th>
<th>Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business and Job Development</strong>&lt;br&gt;Guiding Principle</td>
<td>- Make streetscape and other enhancements to improve the image of Arbor Hill’s commercial corridors&lt;sup&gt;37&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td><strong>Synopsis of Albany Housing Authority Swan Street Plan</strong>&lt;br&gt;[included to show importance of working with local community on projects]</td>
<td>- This original, largely new-construction, housing plan was criticized by neighborhood activists for a perceived insensitivity to historic preservation and grass-roots support for arts and culture. It was also criticized for an insufficient public process, an insufficient income mix and ratio of rental to homeownership units. As a response, an advisory committee was formed and a Swan Street planning study articulating the project was completed. However, a lawsuit challenging the development’s adherence to SEQRA procedures stopped the project. The March 2001 plan drafted with that advisory committee consisted of 120 housing units: 20 for-sale homes and 73 apartments in 61 new townhomes and 27 rental units in 7 rehabilitated buildings. Ultimately, the City and the AHA decided to engage the community in the subsequent Arbor Hill participatory planning process described here to place the Swan Street development in the context of a more comprehensive neighborhood revitalizations effort.&lt;sup&gt;38&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td><strong>Problems/Issues of the Neighborhood:</strong> Housing</td>
<td>- Stop Demolition of Housing Units and Promote Rehab/Reuse of Existing Structures</td>
<td></td>
</tr>
</tbody>
</table>
| **Problems Issues of the Neighborhood:** Neighborhood/Historic Preservation (NPP)<sup>39</sup> | - Retrofit and Re-Use Historic Structures/Landmarks- Saint Joseph Church/ 41 Ten Broeck  
- Reuse of Saint Joseph’s School  
- Capitalize on Neighborhoods Unique Historic Environment  
- The disposition of architecturally and historically significant buildings in historic district should be open to the public. The process should involve stabilizing the buildings, publicizing the availability and suitability of abandoned buildings and their potential for reuse. The process should include arts and cultural organizations and individuals.<sup>40</sup> |  |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
minimize the blighting influence upon neighboring property.
- Goal 4: Encourage the reuse of abandoned properties.

### Historic Preservation

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Input on Draft Conceptual Plans</strong></td>
<td>- One comment on the plan was that conceptual new infill buildings would block the view of two murals that were painted by a local artist in summer 2002. The murals depicting peace and community unity were sponsored by the Social Capital Development Corporation’s Restorative Justices Initiative and were part of a grassroots effort by numerous community organizations, youth and adults. Given these efforts, any future actual development proposal that involves the sites in question would involve the notification of those involved.</td>
<td></td>
</tr>
</tbody>
</table>
| **Guiding principles for future revitalization of North Swan Street from Clinton to Livingston** | - Rehabilitation of Historic Buildings were feasible  
- Demolition of abandoned buildings that are not economically feasible for rehabilitation nor or prime historic importance in the neighborhood  
- New Buildings Reflect Historic Character | |
| **Abandoned Properties Initiative** | - In the short term, the City, planners and Advisory Committee members felt it was important to move immediately to launch a pilot program to move available buildings and vacant lots from the County’s Auction list into responsible hands that will support the residential reinvestment strategy.  
- The planners and Neighborhood Advisory Committee consider this transfer [of properties from Albany County to the Albany Community Development Agency] critical to the success of the residential reinvestment strategy because it will allow for a coordinated and thoughtful reinvestment strategy.  
- The Enterprise Foundation, a national non-profit community development organization, has agreed to provide assistance to the City of Albany in order to create a long-term strategy to enable the Pilot program described above to de sustained over time and spread to other City neighborhoods. We recommend that the City place a very high priority on this work. | |
### Historic Preservation

<table>
<thead>
<tr>
<th>Focus/Objectives</th>
<th>Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Core Area Residential Reinvestment strategy          | - If at all possible rehabilitation of buildings should strive to achieve unit reduction. For example, certain historic 3-story townhomes could be redesigned as a duplex two or three bedroom unit over a smaller flat.  
- The proposal as a concentration of both new construction and renovation. The current break down assumes that 40-50% of the buildings in the core housing area redevelopment will be the renovation of existing structures. |                |
| Other Neighborhood Initiatives                       | - ...the concept of improving the alleys on both sides behind Clinton Avenue (existing or future alleys between Orange and Clinton, and likewise, between Clinton and First Street) would help support revitalization of these historic structures over the long-term, as well as help to improve the residential side street conditions of Orange and First Streets. |                |
| Existing Conditions Report                           | - The neighborhood’s historic fabric has eroded in the last 50 years as suburbanization, again structures and facilities, the automobile, and construction of regional highways have taken a toll. |                |

### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/Objectives</th>
<th>Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Arts, Culture and Heritage Guiding Principle: **Promote Arbor Hill as a place for arts, culture and heritage, recognizing the neighborhood’s rich history, including the African-American experience** | - Encourage the expansion of arts, culture and heritage activities  
- Attract future development related to arts, culture and heritage |                |
| Arts, Culture and Heritage Guiding Principle: **Expand public participation in the arts** | - Strengthen neighborhood ties to city and regional arts and cultural organizations and institutions  
- Increase opportunities for neighborhood youth and adults to participate in arts and culture programs  
- Promote the neighborhood as a regional arts center and place of historic significance |                |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
- Creation of Arbor Hill Arts & Culture Committee and strengthening ties to cultural organizations throughout the City of Albany. By building ties to artistic, cultural, and heritage organizations in Arbor Hill and other parts of the city, residents will have greater knowledge about and involvement in new and existing arts programs. Arbor Hill is one of Albany’s earliest intact historic districts. The committee recommended that a concerted effort be made to make the fullest use of the neighborhood, especially in terms of matching physical and financial resources to the human resources that want to save Arbor Hill’s rich past and its huge potential for future growth.55

- Since it is valued for its heritage, documentation should be a key goal for the preservation and development of Arbor Hill. Through this process, the historic value of structures can be assessed. By keeping the neighborhood intact, cultural organizations will have the material to work with in deepening an appreciation of its value. The public library, Ten Broeck Mansion and the Albany Visitor’s Center will maintain an information area where Arbor Hill residents can obtain literature about arts and culture activities offered in the area. Ongoing support and networking are important for many groups.56

### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Arts, Culture and Heritage Action</strong></td>
<td>- Support ongoing Underground Railroad research and other research pertaining to the African-American experience in Arbor Hill57</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Link this research to the long and rich history of the many cultures in Arbor Hill, past and present. Culture and heritage should be used to promote a shared sense of community and history in Arbor Hill. Supporting the many small organizations that contribute to this sense of community is important.58</td>
<td></td>
</tr>
<tr>
<td><strong>Key Arts, Culture and Heritage Action</strong></td>
<td>- Support new library services in Arbor Hill59</td>
<td></td>
</tr>
</tbody>
</table>
## Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Key Quality of Life Actions**<sup>60</sup> | - Encourage the efforts of neighborhood residents, organizations and churches to clean and beautify Arbor Hill  
- Support efforts to light St. Joseph’s Church |  |
| **Problems/Issues of the Neighborhood: Youth and Family Services**<sup>61</sup> | - Better Information Flow/ Communication with Residents- Satellite Office in Arbor Hill  
- Support Art/ Cultural Programs for Youth |  |
| **Problems/ Issues of the Neighborhood: Business and Economic Development**<sup>62</sup> | - Develop and Promote Tourism Linkages w/Downtown- Cultural Center Black Heritage, Museum, Restaurants |  |
| **Problems/ Issues of the Neighborhood: Cultural and Historic Heritage**<sup>63</sup> | - Underground Railroad  
- African-American Heritage  
- Ethnic Restaurants |  |
| **Problems/ Issues of Neighborhood: Neighborhood Landmarks** | - Ten Broeck Mansion  
- Tivoli Park  
- St. Joseph’ Church/ Park  
- Arbor Hill Park |  |
| **Public Meetings** | - Residents and committee members urged that revitalization strategies include ample opportunities for private and not-for-profit entities to be part of the solution.  
Citizens in the neighborhood are wary of “big projects.” Citizens are seeking diversity in their neighborhood in as many sense of the word as possible: incomes, ethnicities, housing sizes and types, and architectural designs in keeping with the neighborhood context....Citizens are interested in more engagement with existing cultural institutions that want to reach out to an involve the community to a greater degree, as well as grassroots cultural groups and individual artists.<sup>64</sup> |  |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Cultural Enhancement</th>
<th>Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Land Use Vision**  | - Cultural Connection to Ten Broeck Mansion is depicted by showing a tree-lined pathway from North Swan to the Ten Broeck Mansion. The funding, design and implementation of this concept would need to be worked out with all effected property owners and project sponsors, particularly with the Ten Broeck Mansion. 65  
- Commercial Uses and a Cultural Center were suggested on the North Swan Street Concept Plan between Ten Broeck Place and Livingston Avenue as an opportunity and vision expressed by the public. The exact configuration of such cultural space is dependent upon interested organizations’ ability to secure resources and site control of the buildings. 66  

Downtown Connections Concept Plan: The Ten Broeck Triangle | - Appendix E shows that this area has numerous assets to build upon for the future revitalized Arbor Hill. These assets include: St. Joseph’s Church and park, the Ten Broeck Triangle historic district, the Grace Sweet Pilgrim Church, the Palace Theater, the First Church of Albany, buildings to be rehabilitated and used by the Capital Repertory Theater between Monroe and Orange Streets, the remaining section of historic Clinton Square, historic Quackenbush Square that houses the Albany Visitors Center and the Albany Pump Station restaurant and micro-brewery, the economic potential of the Leo O’Brien Federal Building, the historic North Pearl Street, and the Ten Broeck Mansion on the hilltop. 67  

Summary of plan’s principles and concepts | - Support re-use options that are low-impact to neighborhood  
- Support creation of Palace Theater Cultural District that compliments the neighborhood  
- Support the infill development that complements the historic neighborhood character and scale  
- Expand opportunities for residents to connect to the waterfront  
- Attract visitors to historic and cultural neighborhoods features: Link to emerging way-finding efforts |
<table>
<thead>
<tr>
<th>Cultural Enhancement</th>
<th>Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Ten Broeck Mansion** | - During Black history month in February 2003, the Ten Broeck Mansion and the Albany County Historic Association hosted lectures by The Underground Railroad Project and a NYS Museum fellow and community organizer on the history of Albany’s Rapp Road settlers from the Great Migration. In addition, the Mansion displayed an exhibit by an Arbor Hill resident and photographer entitled “Arbor Hill Portraits: Putting a Human Face on My Neighborhood.” These efforts are part of the Mansion’s ongoing work to be a more active partner in the neighborhood. The 3-acre site of the Ten Broeck Mansion is owned and operated by the Albany County Historic Association. Attendance at the Mansion increased from 2,000 visitors in 2001 to 7,000 visitors in 2002. The Mansion is building on its ongoing field trip programs for 3rd and 4th grade students tied into school curriculums. In addition, the Mansion is involved in an ongoing photography program for Arbor Hill Elementary students with a local photographer who has recently had a book published of images of Arbor Hill buildings and streetscapes. There is a plan to expand the photography program to focus on portraits of people in Arbor Hill. In 2004, the Mansion plans to focus on programming around “Baseball and Breweries” – which will include the Arbor Hill neighborhoods’ history of African American baseball in the city, with items on loan from Cooperstown. The Mansion is also currently focusing on three capital improvement projects: the rehabilitation of the spiral staircase, restoration of the second floor hallway and creation of additional gallery/exhibition space. 68  
- Neighborhood activists are also calling for physically and thematically linking the history of the Mansion to grassroots arts and cultural activities on the block of Swan Street between Third Street and Livingston. ...There is local interest in developing space dedicated to the arts in Arbor Hill. 69 | |
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Other Cultural Interests     | - Other grassroots arts activities include Poetry Happenings at Clayton’s, the Arts center on Central Avenue, and a dance program, which is currently using space at the Firehouse on Quail Street. In addition, the youth drum group, Chocolate Thunder, served 65 students in 2002 from neighborhoods throughout the Capital District, including Arbor Hill.\(^70\)
  
  - Neighborhood artists expressed an interest in performing at local venues such as the refurbished Palace Theater. Located at the nexus of Arbor Hill, Downtown and I-787, the Palace is a critical asset for the neighborhood and Capital District as a whole.\(^71\) |                |
| Quality of Life              | - Overlook Park: Arbor Hill’s hill-top location offers fantastic views of the surrounding city and natural areas. Location in Arbor Hill, like the one shown below on First Street just west of Swan, offer opportunities for consideration of an “overlook park” as re-investment in the residential areas occurs. Park improvements support existing neighborhood investments as well as future residents and visitors. The park or greens space could serve the immediate neighbors with a few “outdoor rooms,” an active play area, a quiet sitting area that may be desirable by elderly residents, and an overlook area for all ages to enjoy the city’s views.\(^72\) |                |
| Summary of Public Comments: |                                                                                                                                  |                |
| Arts, Culture and Heritage\(^73\) | **Comment:** There needs to be an African Arts and Cultural Center. Others’ heritage is being preserved, e.g. Dutch, but not the Africans. Please support African arts, culture and heritage in the plan.
**Response:** The plan speaks to the neighborhood’s interest in preserving and expressing African heritage. New language has been added to the Executive Summary to highlight this point. |                |
<table>
<thead>
<tr>
<th>Cultural Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus/ Objectives</strong></td>
</tr>
</tbody>
</table>
| Arbor Hill becomes a community where people with a wide range of incomes want to live. | - Meet crucial needs for assured safety and security  
- leverage neighborhood’s unique cultural and heritage  
- grow economic development and employment opportunities  
- increase incentives for long-term homeownership and high-quality rental housing |  |
| Arts, Culture and Heritage Guiding Principle | - Support cultural institutions’ applications for grant funding within or about Arbor Hill |  |
| Arts, Culture and Heritage Guiding Principle | - Create an Arbor Hill Arts, Culture and Heritage Committee comprised of neighborhood and citywide institutions and cultural organizations to build ties between Arbor Hill and citywide artistic, cultural, and heritage organizations. | |
| Business and Job Development Guiding Principle | - Build upon the emerging cluster of ethnic restaurants and grocers |  |
| Synopsis of Prior Henry Johnson Boulevard Initiatives | - ...the demographics and buying patterns in the area surrounding the street do not support the large grocery store model chains are developing in the current era. Most planners and developers believe smaller scale efforts, couples with improved housing and increased density in the area, will ultimately be more successful. |  |
| Synopsis of Dennison Draft Needs Assessment Report | - ...the Dennison report reflected frustration and cynicism in the community. At a community-wide meeting at the onset of the Dennison work, residents and community activists demanded strong action. One resident who addressed the group conveyed the importance of community responsibility for its part in the revitalization effort. It was suggested that residents look to the future and not let past disappointments hinder their willingness to participate in this initiative. The Dennison team supported these statements by explaining that the best way the community can be assured of a positive outcome is to diligently pursue goals and objectives that will have a positive impact on the neighborhood. |  |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Problems/ Issues of Neighborhood: Citizen Participation | - Community Role in Revitalization Effort  
- Meaningful Role in Program Development and Operation |                 |
| Problems/ Issues of Neighborhood: Strengths of the Neighborhood[^1]  
[whole list listed here →] | - Active, Strong Resident Participation  
- Environmental Program at Tivoli Park  
- “Field of Dreams” Baseball Facility  
- Youth Soccer Program  
- Community Gardens |                 |
- Ten Broeck Triangle Preservation League  
- Arbor Hill Concerned Citizens |                 |
| Market Conditions: Ten Broeck Triangle[^4] | - Committed individuals continue to make investments that might not seem economically justified due to their live for the unique character of the structures and streetscapes in this lovely historic area. It is not unusual to see an abandoned building next to a home in which a property owner has invested $300,000 or more.  
- To a lesser extent, investors along historic Clinton Avenue who have been able to buy selected smaller properties in decent condition at a discount are able to renovate and sell those historic properties on a timely basis for under $100,000. |                 |
| Market Conditions: Area directly north of Downtown along Broadway and Pearl | - Investments at the Palace Theater and in the Quackenbush Square area continue to attract interest in the historic townhomes in this area. To date, the mix of uses has harmonized well, and only the most dilapidated structures remain abandoned. |                 |

[^1]: ^[whole list listed here →]
[^2]: ^[Established, Organized Community Association Network]
[^3]: ^[Synopsis of Existing Conditions Report]
[^4]: ^[Market Conditions: Ten Broeck Triangle]

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
## Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Market Conditions: North of Livingston Avenue** | - ...has been able to sustain both rental and home-ownerships development activity.  
- Clearly, to the extent an attractive and affordable project can be financed and brought to market, demand is high. | |
| **Review existing activities** | The Neighborhood Advisory Committee’s Arts, Culture & heritage subcommittee found great value in networking with others in the arts community. To promote the neighborhoods in this way, it is important to review existing activities as follows:  
- Reuse of St. Joseph’s Church  
- Underground Railroad History Project | |
| **Quality of Life** | - This Plan supports the idea that quality of life improvements must work hand-in-hand with physical housing and commercial development efforts. ...these concerns are most important to existing and prospective neighborhood residents. Demand for quick action with regard to these items is understandable by in order for these quality of life improvements to be sustainable, careful and strategic implementation of the planned housing and commercial developments is needed so that they will ultimately produce a mixed-income community of choice. | |
| **Summary of Public Comments: Arts, Culture and Heritage** | Comment: The plan should acknowledge that Arbor Hill’s best resource is its residents. The plan should support maximizing human resources, not just maximizing the reuse of buildings.  
**Response:** The plan acknowledges this resource. New language has been added to the Executive Summary to underscore this point. | |

---

1 Cover  
2 Executive Summary, ES-1  
3 Executive Summary, ES-1

---

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
CAPITAL SOUTH PLAN: SEGway to the Future (2007)

AUTHORS: This plan was prepared for the City of Albany and the South End Action Committee by Phillips Preiss Shapiro Associates, Inc. with FXFOWLE Architects, PC and the AIA Eastern New York AIA 150 Committee.

SUMMARY: This plan attempts to balance maintaining the historic characteristics of the South End with an infusion of new employment options, neighborhood redevelopment, and an increase in multi-generational educational opportunities. There is a dedicated core of stakeholders (not all residential) who want to transform the South End into a more stable, historic, neighborhood of choice. The South End has had a history of gathering community together to discuss options and has some significant institutions that have the infrastructure to assist with implementation. The Plan is divided into three stages: Stabilize (Stage 1), Energize (Stage 2), and Grow (Stage 3).

The parts of the plan that relate to Partners for Albany Stories are the parts:
1. that talk about the importance of the historic fabric of the South End (some of the oldest building stock in the City and it should be maintained and rehabilitated if possible)
2. that encourage redevelopment efforts that include classic city elements such as parks and green spaces, encourage pedestrian retail options, and seize on connections (physical and visual) to the Hudson River and the downtown
3. the idea to transform the southern section of South Pearl Street into an area energized by crafts/trades persons who promote apprenticeship opportunities for locals and assist in the redevelopment of neighborhood buildings

COMMUNITY INVOLVEMENT: The following groups of people were brought into the planning process. The full group “types” are listed; only PAS (or PAS-type members) are included individually

South End Action Committee: key professionals and neighborhood advocates who advised the development of the plan,
   including Schuyler Mansion and Historic Albany Foundation
AIA 150 Committee: composed of area architects, planners and other professionals (some are also members of SEAC)
   including Historic Albany Foundation
University at Albany Planning Graduate Students
Other Stakeholders and Participants
Consultant Team: Representatives from Phillips Preiss Shapiro Associates, Inc. and FXFOWLE Architects, PC

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
**METHODOLOGY:** The Mayor of Albany convened a diverse group of stakeholders and formed the South End Action Committee (SEAC) to guide the development of the plan. The workshops, brainstorming, and the plan were organized around the topics: (1) quality of life, (2) physical planning, (3) workforce and business development, and (4) community capacity. Efforts were concentrated on composing a plan that offered real opportunities for implementation.

NOTE: There is a chart outlining the actions that the South End Action Committee took to prepare this plan (Chapter 1, page 4). Activities include meetings, subcommittees, internship projects, consultant projects, interviews, data analysis, grant applications, public workshops, public review and comment periods.

**MORE ABOUT THE PLAN:** This plan focuses on the South End core and embraces the Mansion and Historic Pastures neighborhoods, recognizing the need to enhance the entire area and build upon its location within the Capital city. Thus this plan is entitled “Capital South” in order to underline the interdependence of these three neighborhoods and their common interests, link them to the assets of New York State’s Capital City and the larger Capital Region, and embrace the spirit of vision and inclusivity that have guided these planning efforts. South End Action Committee led an inclusionary planning process. From the outset, a key goal has been to provide opportunities for current residents to remain in, and thrive in, the South End while recognizing that new growth- from new residents of high incomes and from new businesses- will be required to sustain the improvements proposed by this plan.

This plan is intended to be holistic, tackling diverse issues and tying them together into a cohesive and realistic set of recommendations. To realize the community’s vision of once again becoming a community of choice, the plan identifies three steps toward revitalization:

1. **Stabilize** the neighborhood, to provide the foundation for market renewal. The estimated timeline for these actions is within the first two years.
2. **Energize** the neighborhood, while ensuring resident participation and equity in market renewal. The estimated timeline for these actions if from year two to year five.
3. **Grow** the neighborhood, for the benefit of current and future residents, and enhance South End’s links with the entire Capital South area and the City as a whole. The estimated timeline for these actions is between years four and ten, overlapping in part with the Energize phase.

**VISION:** [Articulated at the kick-off for a workshop event] “Our challenge as advocates, policy makers, journalists, faith leaders, community activists, and local residents and business people is to ensure urban revitalization works for African-Americans and low-

---

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
income people of color; neighborhood reinvestment must not displace and further isolate low-income communities of color, but rather connect them to good jobs, educational opportunities, high quality affordable housing, comprehensive public transit systems, parks, and cultural amenities essential to living a healthy productive life.” [quote from Tavis Smiley, prominent author, political commentator, and public advocate, articulated by City Councilmember Carolyn McLaughlin]

OTHER: This plan was funded by the Albany Housing Authority, Enterprise Community Partners, and Omni Housing Development, LLC.  

<table>
<thead>
<tr>
<th>CAPITAL SOUTH PLAN: SEGway to the Future (2007)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest in Neighborhood History</td>
</tr>
<tr>
<td>Connecting Present to Past</td>
</tr>
<tr>
<td>Return the South End to a community of choice</td>
</tr>
<tr>
<td>Embrace diversity as an historic characteristic of neighborhood</td>
</tr>
<tr>
<td>The South End is rich in historic architecture and that authenticity is not something that can be duplicated</td>
</tr>
<tr>
<td>The South End, sometimes considered to be substandard when compared to other parts of the Capital District, excels in its wealth of historic housing stock</td>
</tr>
<tr>
<td>Quote from plan</td>
</tr>
<tr>
<td>When developed in the nineteenth century, the South End as a community of choice thanks to its close proximity to downtown and the State Capitol, access to jobs, and diversity. Both immigrants and working families were drawn to the booming Albany-area economy, where there were significant opportunities in the manufacture, production, and shipment of goods and services via railroads, the Erie Canal, and the Hudson River, in addition to the presence of the New York State government. This diverse population spurred development of a diverse housing stock, much of which remains, which served renters and homeowners, small and large families.</td>
</tr>
<tr>
<td>Historic district designations encompass much of the South End, and dense pockets of historic structures can be found in the South End, as well as the adjoining Pastures and Mansion neighborhoods. These serve as reminders of a prosperous era. They also represent an intrinsic, latent value that is difficult if not impossible to re-create from scratch, and should be preserved to the maximum extent feasible.</td>
</tr>
<tr>
<td>Housing units in the South end are older than those of the City as a whole and the Capital District, reflecting the South End’s past importance as a residential area and the historical nature of much of its housing stock. As illustrated in Figure 10, almost 60 percent of the housing units were built before 1940, compared to the Capital District where a little over 30 percent of the units are pre-war. The South End’s housing stock is therefore in need of significant upgrade but is also significantly more historic in nature and value than housing units in the City as a whole and in the region.</td>
</tr>
</tbody>
</table>

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
### Historic housing stock can be a blessing and a curse

- While the housing stock is older and has intrinsic historic value, years of disinvestment have contributed to deterioration and high vacancy rates, driving values far below the region.  
- A 2006 survey by the City of Albany Department of Fire, Emergency and Building Services, identified over 950 vacant and abandoned buildings citywide. Over one-third of the properties lie in one of Albany’s historic districts, and a high proportion of those are in the South End.

### Historic Preservation

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
</table>
| **Plan for the neighborhood’s redevelopment**<sup>16</sup> | - Target areas around key historic anchors for preservation  
- Focus on historic preservation  
- Target concentrations of historic structures  
- Provide technical assistance for historic properties  
- Target grants/loans to historic rehabilitations | | |
| **Revise City regulations and encourage rehab and infill development**<sup>17</sup> | - Develop a historic district guidebook  
- Revise or relax regulations to reinforce the design and nature of the South End | | |
| **Guiding Principles for Development: Rehabilitation**<sup>18</sup> | - Rehabilitate existing buildings wherever possible to maintain the (rowhouse) feel, architectural integrity, and diversity of the South End  
- Rehabilitation in older home is a good investment because many were built so well  
- Provide incentives for homeowners to rehabilitate their homes and restore original facades  
- Where a whole building cannot be saved, efforts should be made to maintain its façade  
- The choice to rehabilitate a building must be guided by several factors, not just its location in a historic district | | |

---

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
## Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a neighborhood of choice</td>
<td>- Implement street beautification programs[^19]</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Night-light historic and important buildings[^20]</td>
<td></td>
</tr>
<tr>
<td>Beautify the South End and enhance neighborhood connections[^21]</td>
<td>- Reveal Schuyler Mansion</td>
<td></td>
</tr>
</tbody>
</table>

## Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Recommendations</th>
<th>Role of PAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan for the major opportunity sites[^22]</td>
<td>- Develop plans that knit together the community</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Pursue vision for an educational campus at the site</td>
<td></td>
</tr>
<tr>
<td>Foster alliances[^23]</td>
<td>- Look to develop public/private partnerships</td>
<td></td>
</tr>
<tr>
<td>Guiding Principles for Development: Other Comments[^24]</td>
<td>- Experiment with tenant cooperatives so residents have personal responsibility for maintenance and greater connection with property</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Educate people for home maintenance, how to be a good neighbor</td>
<td></td>
</tr>
<tr>
<td>Lower South Pearl Street: “South End Guild” (4th Avenue to McCarty)</td>
<td>- This area is envisioned as being concentrated with crafts people, e.g. carpenters, potters, shipbuilders, etc. Not only would crafts be made at this location but apprenticeship opportunities provided to South End residents to learn these crafts/trades to develop their own livelihoods. Having such talent and resources in the neighborhood would also support the rehabilitation of buildings within the neighborhood. Craft could be sold within the neighborhood, e.g. on the redeveloped DMV block or a new waterfront plaza[^25]</td>
<td></td>
</tr>
</tbody>
</table>

### END NOTES

1. Cover page
2. Acknowledgements
3. Chapter 1: Introduction, page 2
4. Chapter 1: Introduction, page 3
5. Chapter 1: Introduction, page 3
6. Executive Summary, page i

---

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
ERIE CANALWAY NATIONAL HERITAGE CORRIDOR PRESERVATION AND MANAGEMENT PLAN (2006)

AUTHORS: Erie Canalway National Heritage Corridor Commission (part of the National Park Service, United States Department of the Interior)

SUMMARY: In December 2000 the Erie Canalway National Heritage Corridor Act (PL 106-544, title VIII) was adopted by Congress. The designation applies to all 234 municipalities adjoining the 524 miles of navigable waterway that comprise the New York State Canal System, including the Erie, Champlain, Cayuga-Seneca and Oswego; the historic alignments of these canals, including the cities of Albany and Buffalo; and related navigable lakes, including Seneca and Cayuga Lakes. The legislation stemmed from a 1995 Appropriations Act directive calling for a National Park Service special resource study which determined that the New York State Canal System was of “unparalleled national significance,” merited federal recognition, and assessed national heritage corridor designation.

The purpose of the Plan is to offer guidance to the legislatively authorized Commission which will steward the plan’s implementation, and its partners- federal and state agencies, individual communities, nonprofit and private organizations- in formulating policies and taking action to achieve the National Heritage Corridor’s full potential by:

- protecting and preserving its historic, natural, cultural and recreational resources;
- interpreting and educating the public about the story of the canals;
- fostering and promoting recreational opportunities;
- helping perpetuate canal-related music, art, literature, and folkway traditions;
- helping market the Corridor;
- stimulating economic development and community revitalization;
- and fostering cooperative partnerships

COMMUNITY INVOLVEMENT: Preparation of the Plan has been informed by extensive public input. Nine public meetings were held in December 2003 and January 2004 in order to gather information and impressions from the public and explain to local communities the legislated purpose and mandate of the Corridor. Eight public review meetings were held in July 2005 in order to introduce the draft Preservation and Management Plan and Environmental Assessment and solicit comments from the public.

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
Numerous additional meetings have been held with tribal representatives, political leaders, and private or nonprofit stewards of heritage resources. In addition, information surveys sent to every municipality in the Corridor, and returned by nearly half of them, provided a base level of information about the current status of historic preservation, interpretation and economic revitalization activities. The public has been invited to all official Commission meetings, and the Commission has also operated and promoted a public website since January 2004 to solicit input and provide updates. The Commission and the preparers of this Plan value this input and have sought to address in this plan all of the issues and concerns brought to their attention.4

**METHODOLOGY:** Planning for the Preservation and Management Plan began in September 2003. Nine public scoping meetings, drawing over 500 attendees, were held between December 2003 and January 2004 in order to gather information and impressions for the public and as an opportunity to explain the Erie Canalway National Heritage Corridor to local communities.5

Beginning in late 2003 and continuing through the spring of 2004, the Erie Canalway National Heritage Corridor Commission, through its planning team, also held numerous scoping meetings with tribal, state, county, and municipal agencies, stakeholder organizations, and elected officials on specific local and regional preservation, interpretation, recreation, conservation, and economic development concerns and to gather ideas. Consultations were initiated with state and federal agencies regarding historic preservation and environmental compliance needs. In addition, in late 2004, response forms were sent to the 234 villages, towns and cities in the Corridor. The purpose of the response forms was to gather a base level of information on cultural resources, interpretation, and economic development activities.6

Four demonstration projects were conducted during April and May 2005. The projects were designed to test draft plan concepts and, by example, illustrate within the final plan how local communities can benefit from subsequent Corridor assistance. The demonstration projects and the public input received yielded practical benefits in better understanding the challenges and opportunities for historic preservation and interpretation in the Corridor.7

The draft Preservation and Management Plan and Environmental Assessment was released on June 29, 2005 for a public review period that ended on August 19, 2005. Eight public review meetings, attended by 320 individuals, were conducted during this period in order to introduce the draft Plan and solicit comments from the public.8

The Commission considered all oral, email and letter comments received on the draft Plan and environmental assessment and incorporated within this Plan the substantive public and agency input and ideas for correcting, clarifying, better emphasizing, or strengthening plan text and proposals. A few new ideas were added to the final plan but were in keeping with overall plan proposals. Where concerns of ideas were determined to be adequately reflected in the text, to be outside the scope of the Commission’s

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
mandate or responsibilities, or were concerned with post-plan implementation details or future administrative decisions, such comments were not incorporated.9

This process (Title 36, Code of Federal Regulations 800.2c, (2)(B)(ii)) addresses historic properties of significance to American Indian tribes and provides an opportunity to learn about their concerns and solicit their advice on the identification and evaluation of historic sites, including those of traditional religious and cultural importance.10

The tribal historic preservation officials offered candid assessments of the negative impact that the Erie and related canals had on their culture in terms of dispossession of lands and disruption of lifeways, and expressed interest in helping to assure that future canal interpretation efforts addressed these impacts. They also noted important and sensitive cultural sites within the Corridor that should be preserved and not developed. The tribal representatives were interested in obtaining greater government protection for and consultation about these critical sites while retaining location confidentiality so as to avoid disturbance.11

MORE ABOUT THE PLAN: The goals and strategies described in the Plan constitute a long-term proposition, to be implemented over a ten-to fifteen-year period. The ability to achieve all that is set forth in this Plan will depend on the success of continued and enhanced partnerships and collaboration, policy decisions at the state and federal levels, and the availability of financial and other resources. Fortunately, many partnerships are already in place and poised for immediate action, and the Commission has been working closely with state and federal agencies throughout the preparation of the Plan. Long-term financial and organizational sustainability will require secure funding, beyond federal appropriations, which will take time to set in place.12

The framework for action follows:13
• December 2000 Authorizing legislation passed by Congress
• 2002 Commission established
• Fall 2003 Planning process begins; Commission activities begin
• Winter 2003-2004 Public scoping meetings
• Spring 2005 Initial demonstration projects completed
• Summer 2005 Public review of draft Plan
• Winter 2005-2006 Plan adopted; implementation begins
• 2006-2010 Plan implementation
• 2009 National Heritage Corridor sustainability study completed
• December 2010 Commission authorization sunsets; National Heritage Corridor designation ongoing; implementation Continues

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
In addition to the preparation of the Plan, Commission activities since the establishment of the National Heritage Corridor have included the following:

- Public engagement including co-sponsorship of the Erie Canalway Convocation, public meetings, establishment of a website, and collection of surveys on local historic preservation, interpretation, and economic development activity from municipal leaders to engage and inform the public and key stakeholders;
- Meetings with numerous organizations, state and municipal officials, educators, experts, and members of the public to discuss a vision for the future of the Canalway Corridor and strategies to achieve it;
- Formal cooperative agreements with key organizations and agencies to share resources and pave the way for collaborative efforts;
- Promotion of the Canalway Corridor’s unique resources and way of life to tourism agents and potential visitors through mass communications and participation in symposia, trade shows, and other public forums.

**VISION:** The vision for the Corridor calls for every existing interpretive site to become a gateway—an opportunity to bring people into the larger story of the Corridor.

**GOAL:** The Erie Canalway National Heritage Corridor, working through a wide range of partnerships, is preserving and interpreting our nation’s past, providing world class recreational and educational opportunities, fostering economic revitalization, improving the quality of life in corridor communities, and guiding the reemergence of the Erie Canalway as a 21st century “River of Commerce and Culture.”

**OTHER:** The contents of this plan include Chapter 1: Introduction and Purpose of the Plan; Chapter 2: National Significance and Historical Context; Chapter 3: Protecting Our Heritage: Preservation of Historic and Cultural Resources; Chapter 4: Conserving Natural Resources; Chapter 5: Promoting Recreation; Chapter 6: Telling the Story: Interpretation and Orientation; Chapter 7: Economic Revitalization; Chapter 8: Tourism Development and Marketing; Chapter 9: Implementation.

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### General Concepts

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Quote from plan</th>
</tr>
</thead>
</table>
| **Historic Importance of Canal System**| • The canal system established and shaped patterns of settlement and growth that remain today- New York City as the seaport and commercial center; Albany, the eastern gateway to the system; Syracuse, a city that grew from a swamp at the center of the system; Rochester, the manufacturing city by the falls and America’s first inland boom town; and Buffalo, grain port and industrial colossus at the western gateway.  
  • In other words, at least during the 19th century, the canal system was an integral part of the mental as well as the physical landscape for many New Yorkers.  
  • ...examples of all four major phases of canal building can be found in Corridor.  
  • The canal system established and shaped patterns of settlement and growth that remain today- New York City as the seaport and commercial center; Albany, the eastern gateway to the system; Syracuse, a city that grew from a swamp at the center of the system; Rochester, the manufacturing city by the falls and America’s first inland boom town; and Buffalo, grain port and industrial colossus at the western gateway. |

### Themes of Erie Canal

- Nation Building
- Economic Development
- National Identity
- Engineering
- Social Innovation and Reform

### Resource Analysis

- Heritage Corridor Cultural Landscapes (Towpath-Era Canals; 20th Century Barge Canal Land Cuts; 20th Century Barge Canal Riverways; Settlements- Hamlets, Villages, and Cities; Industrial Landscapes; Rural Landscapes)
- Pre-Canal History
- The Continuing Role of the Canals
- Towpath-Era Canals
- 20th Century Barge Canal: Land Cuts
- 20th Century Barge Canal: Riverways
- Barge Canal Structures
- Settlements – Hamlets, Villages, and Cities
- Industrial Landscapes

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
Focus/ Objectives: Quote from plan

Symbolism of Corridor
- Indeed, one of the most compelling aspects of the Corridor for visitors is that its signature resource- the canal system- provides a living link not only across distance but through time, a splendid symbol of evolution and adaptation to change.\(^22\)

Harmony of Efforts
- The national significance of the canals will serve as a king of melody line, while individual local and regional stories will provide vital harmonies and counterpoint.\(^23\)

Interpretive Themes
- Interpretive themes [in Unlocking the Legend: New York State Canal System Interim Interpretive Plan (1995)] are cross-referenced with actual historic, cultural and natural resources, suggesting a potential thematic distribution of interpretive content along the canal system.\(^24\)
- Interpretation in the Corridor will always refer back to the canals, and their origins and impacts, to provide a cohesive interpretive fabric.\(^25\)
- ...central theme of the Corridor: the canal system and its role in shaping America.\(^26\)
- Future interpretive development will be devoted primarily to enhancing the quality, effectiveness, and interconnectedness of existing interpretation and education efforts. The Corridor will seek to identify specific situations in which additional interpretive investment is warranted- either through the development of new media or facilities or through the improvement of existing offerings- in order to create a consistent and coherent visitor experience across the entire Corridor. At both existing and new facilities, emphasis will be placed on exposing visitors to the wealth of opportunities throughout the Corridor, and facilitating direct contact with authentic resources.\(^27\)

The Greenway
- The Greenway is the management entity of the Hudson River Valley National Heritage Area, created in 1996 to recognize, preserve, protect, and interpret the nationally significant cultural and natural resources of the valley for the benefit of the nation. The Greenway works in partnership with the National Park Service to promote the national heritage area management plan themes of Freedom & Dignity, Nature & Culture, and Corridor of Commerce, and is currently working with the New York State Department of Transportation on new wayfinding signage. The national heritage area overlaps with the Corridor in the Albany region, providing an opportunity for coordinated interpretive and orientation planning.\(^28\)

---

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Quote from plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Backbone for Interpretation and Orientation</td>
<td>• The canals and their influences—past and present, economic, technological, political, social, and cultural—are the single unifying factor which serves to integrate the Corridor’s numerous disparate parts. It is this simple yet essential idea—the concept of connection—that provides the backbone for interpretation and orientation throughout the Corridor. As the Corridor’s national significance stems directly from its place in history as a route for commerce and ideas, it is only fitting that its future rests on its ability to maximize its role as a cohesive transportation system that effectively articulates connections between transit modes and heritage resources. Interpretation, education, and wayfinding are essential tools for accomplishing this objective.29</td>
</tr>
</tbody>
</table>
| Heighten Public Awareness of Resources | • Many resources are identified at the local level but are not identified as part of a larger system of historic, cultural, recreational, and natural resources.30  
• Most significantly, public awareness of the canal system as a continuous, connected, unifying entity needs to be enhanced...the vital roles in linking the Atlantic Coast to the Midwest, and all the communities along the way, is precisely what made the Erie and its lateral canals so important in the first place.31 |
| Framework, Guidelines, and Parameters | • This concept—of the canal system as a mechanism for linking the stories and sites within the canal region, and for introducing those stories and sites to the wider world—should be the basis for making decisions about interpretive development in the Corridor. Three components serve as the foundation for implementation of interpretive improvements at the local or regional level: an interpretive framework that represents the Corridor’s national significance and its geographic and thematic scope; guidelines for the composition and deployment of various Corridor-wide interpretive media; and parameters for a Corridor-wide graphic identity and wayfinding system.32  
• This process will include additional measures such as inventories of existing interpretive resources; research on specific underrepresented topics such as the impacts of the canals on Native American life; identification of local audiences, educational opportunities, and planning concerns; public outreach and civic engagement; and ongoing formal consultation with Native American tribes (see Chapter 9, Implementation); and coordination with the stewards of related heritage resources outside Corridor boundaries, such as the abandoned lateral canals.33 |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
## Focus/ Objectives

<table>
<thead>
<tr>
<th>Interpretive Theme and Subthemes</th>
<th>Quote from plan</th>
</tr>
</thead>
</table>
|                                | The overarching interpretive theme of the Erie Canalway National Heritage Corridor is the emergence of an American national identity.  
- Subtheme: Progress and Power  
  - Topic: Clinton’s Ditch  
  - Topic: Nation and State  
  - Topic: Disruption and Dislocation  
  - Topic: Engine of Prosperity  
  - Topic: Model Project  
- Subtheme: Connections and Communication  
  - Topic: Waves of Grain  
  - Topic: Urban Incubator  
  - Topic: Empire State  
  - Topic: World Port  
  - Topic: New Frontiers  
- Subtheme: Invention and Innovation  
  - Topic: American Achievement  
  - Topic: Floating Over Mountains  
  - Topic: Innovation and Adaptation  
  - Topic: Integrated Systems  
  - Topic: Evolution and Adaptation  
- Unity and Diversity  
  - Topic: Indigenous Presence  
  - Topic: Braided Streams  
  - Topic: Fertile Ground  
  - Topic: Popular Culture  
  - Topic: Folkways and Folklore  
  - Topic: New World Wonder |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Quote from plan</th>
</tr>
</thead>
</table>
| **Broad Perspective**                   | • A determined visitor who seeks out existing interpretive offerings within the Corridor today can actually learn a great deal about the region’s history, but there is a tremendous amount of redundancy and no guarantee that the whole Corridor story will be presented- even in the simplest summary form- at an individual destination. The Erie Canalway National Heritage Corridor and its partners can help to correct this condition by developing and disseminating a visually and thematically consistent system of high-quality interpretive components, from websites and publications to signs and exhibits: a ‘kit of parts’ with a Corridor-wide perspective, featuring the Corridor’s interpretive identity, that can be deployed in various ways across the entire region.  

                                                                                                                                                                                                 |
| **Visible Corridor Presence**           | • These interpretive media components will be planned and designed to complement existing materials, but not, for the most part, to replace them. Thus, an additional Corridor presence at a facility will serve to ensure that the total story of the canals is fully and accurately told, but not at the expense of a distinctive local or regional focus and flavor to the existing media. From the visitor’s perspective, a visible Corridor presence will help to weave potentially disparate individual locations into a recognizable overall pattern, and also offer reassurance that the information they’re getting is accurate and complete. |
| **Products of Collaboration**           | • Foundation-level products include a documentary, an orientation film, a comprehensive and regularly updated web-based and/or printed guide to the Corridor, and an introductory fold-out brochure and map.  

• The Corridor will also seek to take the lead in developing new interpretive technologies.  

• Products that will be produced in partnership with other interpretive entities in the Corridor include multimedia programs; site-specific publications, wayside exhibits and kiosks; curriculum materials; and appropriate exhibits and interpretive centers. Many of these products should also have internet components, accessible from a single “gateway” site for visitors- an online Corridor-wide library of interpretive materials and information. |
| **Guidelines for Interpretive Products and Planning** | • Travel and Orientation Materials  

  o ...it is critical that some level of interpretation be incorporated into travel and orientation products. Products such as the magazine *Mohawk Valley Heritage* and the *I Love NY Visitors Guide to Seneca County* are excellent examples of this strategy.  

  o To the degree that the Corridor’s identity comes to be associated with accuracy, reliability, and consistency of interpretation, this will only serve to enhance its effectiveness for marketing, public information, and other related purposes. |

---

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>National Heritage Corridor Brief</strong>&lt;sup&gt;41&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>The National Heritage Corridor would benefit from a basic explanatory text including the Corridor graphic identity; two or three paragraphs explaining the National Heritage Corridor concept and approach; a website reference; and a thumbnail map of the Corridor, New York, adjacent states, and Canada, with major cities indicated.</td>
</tr>
<tr>
<td><strong>Informational Media</strong>&lt;sup&gt;42&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>The Corridor should have its own foundation-level publication, an introductory fold-out brochure and map in the “Unigrid” style of the National Park Service, as well as a brief Corridor history guide including an overview of the three primary phases of canal development.</td>
</tr>
<tr>
<td></td>
<td>o</td>
</tr>
<tr>
<td></td>
<td>o</td>
</tr>
<tr>
<td></td>
<td>o</td>
</tr>
<tr>
<td><strong>Interpretive Panels and Graphics</strong>&lt;sup&gt;43&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>At a minimum, content on these panels should include the abovementioned Corridor brief, locate the site within the National Heritage Corridor, and specifically link the stories of that site with the broader Corridor themes as outlined earlier in the proposed interpretive framework.</td>
</tr>
<tr>
<td><strong>Interpretive Waysides or Kiosks</strong>&lt;sup&gt;44&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>Waysides are most effective where they interpret a physical resource located within view or nearby; brochures and other media are generally more appropriate for interpreting physical resources not at hand, or historical figures and events. Waysides should incorporate primary source material such as historic documents, photos, or artwork, especially where this can illustrate the contrast between historic and modern conditions at a particular location. Deployment of new interpretive kiosks (multi-paneled shelters) should focus on locations not currently served by any existing interpretation. Where interpretation already exists, the Corridor’s presence should be complementary, supporting and extending the messages already being provided.</td>
</tr>
<tr>
<td><strong>Freestanding Interactive Multimedia Stations</strong>&lt;sup&gt;45&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>o</td>
<td>Appropriate installation locations for these units include existing museums and visitor centers,</td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
highway travel plazas, airports or ferry/cruise ship terminals, public libraries, and shopping malls within the Corridor, as well as similar venues in selected locations beyond the Corridor (such as New York City) which have particular relevance to the story of the canal system.

- **Audiovisual and Multimedia Programs**
  - Potential audiences for audio programs (such as radio documentaries), video programs (educational or broadcast), and interactive media include schools and libraries, museums and visitor centers, broadcast media, and community groups.

- **Documentary and Orientation Films**
  - Given its national significance, scenic beauty, and the integrity of resources ranging from towpath-era canal remnants to folksongs and crafts, the Corridor is overdue for a feature or miniseries-length documentary suitable for public television broadcast and available in multiple languages.

- **Special Events and Cultural Programming**
  - Cultural programming-performing arts, readings, educational activities, re-enactments, guided tours, festivals, and special events- does more than preserve historic resources; it helps bring historic resources to life. Special events can contribute simultaneously to community identity-building, interpretation of historic resources, and repeat visitation by heritage tourists and others.

- **Curriculum Materials**
  - In addition to serving pedagogical goals, these materials should be designed to increase awareness of the Corridor and appreciation of its resources among this significant audience group.

- **New Technologies**
  - By extending the breadth and depth of its existing internet presence, the Corridor can simultaneously provide enhanced trip planning resources for potential visitors; expand the potential audience for Corridor destinations; and offer a “virtual visit” experience.
  - Cell phones, personal data assistants, and automobile-installed orientation and entertainment systems are increasingly able to receive locally broadcast content, which might be especially helpful in addressing the scale and diversity of the Corridor.

- **Traveling Exhibits and Interpretive Programming**
  - A small-scale traveling exhibit, which display panels designed for easy packing, transporting, and installment, would be a great educational asset for schools, museums, conferences, and events such as canalfests, fairs and boat shows, accompanied by talks, demonstrations, and question-and-answer sessions by roving interpretive guides employed by the National Heritage Corridor.

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
**Interpretive Centers**
- Located where there are higher concentrations of heritage tourists and other target audiences, and integrated into a broader system of “gateways” to the Corridor experience, interpretive centers can help guide a broader audience to stories and sites of particular interest, stimulating deeper understanding and interest in side trips or return visits.
- The vision for the Corridor calls for every existing interpretive site to become a gateway-an opportunity to bring people into the larger story of the Corridor. This Preservation and Management Plan places a strong emphasis on supporting, improving and integrating existing interpretive facilities, while leaving room for efforts to address critical gaps.
- Planning for major visitor or interpretive facilities must not divert precious resources from other worthy community or Corridor initiatives. Any proposal to invest substantial resources in such an enterprise should be predicated on evidence that it will yield appropriate rewards in terms of visitor satisfaction and education, and perhaps more importantly, that it will enhance the over-all quality of the visitor experience in the Corridor rather than inappropriately concentrating activity in one community or region.
- For example, the National Park Service’s recently completed Mississippi National River and Recreation Area Visitor Center was developed and designed in collaboration with the Science Museum of Minnesota- which itself has a major exhibition on the river- and is located within the lobby of the museum’s new building on the river in St. Paul. The MNRRP Visitor Center is thus able to take advantage of important synergies with the museum in terms of both interpretive programming and audience development.

**Permanent Exhibits Outside the Corridor**
- An important objective for the Corridor is to extend awareness and appreciation of its heritage beyond the boundaries of the region. In addition to addressing the national significance of the canals’ effects, interpretive facilities outside the Corridor can also encourage new audiences to experience the canals in person.

| Partnerships Cannot be Forced | One way national heritage areas contribute to quality of life and competitiveness is by creating a climate of creativity and cooperation, a major economic development asset. People making place-based investment decisions often seek out collaborative environments characterized by relationships that balance shared purpose and independence. However, partnerships cannot be forced; they only work when they arise out of a shared sense of purpose. A successful effort to gain the respect and support of the |

---

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Quote from plan</th>
</tr>
</thead>
</table>
| Product Development and Visitor Infrastructure | • While it is important for the interpretation of historic resources to tell local stories in local styles- thereby satisfying cultural heritage travelers’ demands for integrity, variety, and strong sense of place- it is also important for each resource to provide a “gateway” to the larger story of the Corridor, encouraging visits to other sites of interest and generating an understanding of the Corridor as a veritable treasure trove of history and culture.  
| | • |

| American Icon | • The Erie Canal is an American icon, a national treasure and a “must-do” experience for heritage and recreation. It changed America and it changed the way Americans see themselves. A visit to the Erie Canalway National Heritage Corridor will change the visitor’s perspective. The Corridor both reflects and inspires the American experience: determination, innovation, ingenuity, capability and the challenging of frontiers. It was then, and is now, an American catalyst for hope and progress.  
| | • |

| Roles and Responsibilities of the Commission | • Provide support, funding, technical assistance and/or in-kind services to others to assist in leveraging or implementing projects that advance the Plan;  
| | • Catalyze collaboration among those whose decisions impact heritage resources, and among organizations in allied pursuits;  
| | • Educate, communicate, and advocate for the Plan as a guiding document for decision makers, entrepreneurs, residents;  
| | • Raise the profile of the Corridor as a whole, bringing greater local and world-wide recognition of its unique history and resources; and  
| | • Build a foundation for the future to ensure the stability and long-term sustainability of National Heritage Corridor activities |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Historic Preservation

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Legislative Acknowledgement</strong></td>
<td>• The legislation acknowledges the instrumental role the canals played in the growth and development of the United States, and affirms a national interest in the preservation and interpretation of the Corridor’s important historic, cultural, recreational, educational, scenic and natural resources.⁵⁷</td>
<td></td>
</tr>
</tbody>
</table>
| **Goal:** The Corridor’s historic and distinctive sense of place will be widely expressed and consistently protected⁵⁸ | • Build public support for preservation and enhancement of critical historical and cultural resources  
  • Protect and enhance the authenticity and integrity of the Corridor’s historic resources and canals, and the continued utility of the 20ᵗʰ century canal system  
  • Encourage investment in historic town centers, sustainable new development practices, and retention of farming and open space  
  • Help Corridor communities plan for protection of historic and cultural resources and future development |                |
| **Secretary of the Interior’s Standards for the Treatment of Historic Properties** | • The Secretary of the Interior is responsible for establishing professional standards and providing advice on the preservation and protection of all cultural resources listed in or eligible for listing in the National Register of Historic Places. The Secretary of the Interior’s Standards for the Treatment of Historic Properties govern projects receiving federal grants-in-aid- including any projects that might be supported by the Erie Canalway National Heritage Corridor Commission with federal funds- and provide general guidance for work on any historic property. The Standards are a useful starting point for an evaluation of options for preserving historic buildings and infrastructure as well as cultural landscapes.⁵⁹ |                |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
### Historic Preservation

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Key Efforts**                         | • All efforts should be made to maximize the contribution of preservation activities to the identity of Corridor inhabitants, the education of Corridor visitors, the fabric of Corridor communities, and the strength of Corridor tourism, marketing and quality of life.  
  60                                                                                                                       |                |
| **Consistent Message**                  | • From preliminary pre-visit planning materials to roadside signage and site interpretation, a consistent message consistently presented will dramatically improve the quality of the visitor experience. In all locations, the Corridor will seek to work closely with the owners and managers of existing heritage resources, as well as local and regional institutions, agencies, and civic organizations already working to improve the quality of interpretation and wayfinding. In many situations, the Corridor will seek to provide technical assistance – guidance on interpretive content, advice on program, exhibition, or signage planning and design, consultation on grant-writing and other fundraising strategies- in conjunction with elements from the ‘kit of parts’.  
  61                                                                                                                       |                |

### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Motivation Generated by National Heritage Designation** | • The national heritage area designation has helped the populations of these regions understand their historical and natural surroundings as part of a greater national story. Grasping the value of local heritage has motivated many communities to implement master plans and projects to protect and preserve historical and natural assets which might otherwise have been ignored, neglected or destroyed. Many of these efforts have sought to enhance the symbiotic relationship between the canal system and the region through an integrated program of historic preservation, conservation of natural resources, environmental quality and economic investment.  
  62                                                                                                                       |                |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
• Historic districts can attract new investment by providing predictability to the approval process and the quality of the urban context. Furthermore, designation often changes the public perception of an area by connoting an official recognition of value.63
• Street landscaping can be used to unify a district and reduce the impact of empty lots or buildings that are out of character with the rest of the area.64

**Cultural Enhancement**

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Role of Commission         | In addition to the development of specific, targeted projects, to Commission’s tools and incentives for implementation include:  
  • Cooperative agreements  
  • Support for partner organizations’ projects and programs  
  • Guidelines, models, and best practices  
  • Advice and comments on policies and issues  
  • Circuit riders and technical assistance  
  • Certification program  
  • Community partner program  
  • Tourism development and marketing  
  • Awards and recognition program  
  • Management and use of the Corridor graphic identity  
  • Assistance to grantseekers  
  • Roundtables and conferences  
  • Continued public involvement through advisory groups, public meetings, publications and the Corridor website 65                                                                                                                                                                                                                                                                                                                                                       |               |
| Significance Linked to Integrity and Authenticity | • The national significance of the Erie Canalway National Heritage Corridor relies on the integrity and authenticity of its vast array of historic and cultural resources- the qualities that allow modern-day visitors to connect to the people, places and events that shaped the region, New York State, and the nation.66                                                                                                                                                                                                                                                                                   |               |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| The preservation goal for the Erie Canalway National Heritage Corridor is that the Corridor’s historic and distinctive sense of place will be widely recognized and consistently protected. | - Build public support for preservation and enhancement of critical historic and cultural resources.  
- Without active and widespread public support, even the most basic strategies to preserve the Corridor’s historic and cultural resources will not succeed. Heightening public interest and participation requires a concerted effort to shift perceptions of “old” as having little present or future economic value, and to demonstrate how historic structures and cultural resources can become strategic assets for vital communities.  
- Protect and enhance the authenticity and integrity of the Corridor’s historic resources and canals, and the continued utility of the 20th century canal system.  
- Encourage investment in historic town centers, sustainable new development practices, and retention of farming and open space.  
- Help Corridor communities plan for protection of historic and cultural resources and future development.  
- Fiscally challenged municipalities need new development and stronger tax bases, but many local governments have limited resources to develop and implement incentives and land use strategies that assure the protection of historic and cultural resources or guide future development in ways that reinforce local character rather than erode it. National Heritage Corridor designation provides an opportunity to enhance the coordination and capacity communities need to manage change.” | |

#### Guidelines for Heritage Development: Making People Aware of Authentic Local Resources

- Awakened to the potential of heritage development, municipalities, institutions and property owners are recognizing the value of the resources under their care, and the stories those resources convey.  
- There is a nascent but growing public awareness of the interconnectedness of historic resources, sustainable development, and
quality of life.\(^\text{73}\)
- Many Corridor residents remain unaware of the presence and potential of their historic and cultural resources.\(^\text{74}\)
- Authenticity and integrity are at the heart of any meaningful encounter with a significant historic resource.\(^\text{75}\)
- The emphasis for all interpretive facilities and media should be to encourage visitors to experience the resources themselves.\(^\text{76}\)

### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guidelines for Heritage Development: <strong>Partner with Non-Profit Groups</strong></td>
<td>- The Corridor should also pursue a partnership with StoryCorps, a nonprofit organization which has installed kiosks in locations around the country to record oral histories for rebroadcast on national and local public radio stations. Any such effort should make use of the <em>Folklife and Oral History Interviewing Guide</em>, published by the Smithsonian Institution’s Center for Folklife and Cultural Heritage.(^\text{77})</td>
<td></td>
</tr>
</tbody>
</table>
| **Recreational Goal for Erie Canalway National Heritage Corridor** | The recreation goal for the Erie Canalway National Heritage Corridor is that the Corridor’s recreational opportunities will achieve maximum scope and diversity, in harmony with the protection of heritage resources. Three objectives has been identified as milestones toward this goal:\(^\text{78}\)
- Increase access to a diversity of recreational opportunities throughout the Corridor. – A broad range of recreational activities benefit residents, appeals to different interests in a family or group planning a trip, and encourages visitors to stay longer. Full implementation of the 1995 Recreationway Plan will maximize the Corridor’s unique ability to offer urban and rural experiences in close proximity to each other.
- Encourage repeat visits and extend the stay of recreational visitors through the quality of the experience.
- Enhance connectivity between protected areas, trial segments, and recreation destinations. |                |

_The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012._
<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal of Erie Canalway National Heritage Corridor</strong></td>
<td>• From an interpretive, educational, and orientation perspective, the overarching goal of the Erie Canalway National Heritage Corridor is to enable a vibrant, engaging, dynamic, and satisfying user experience across the entire length of the Corridor. Future visitors to the region should encounter evidence of this effort at every turn.</td>
<td></td>
</tr>
<tr>
<td><strong>Objective: Integrate individual communities and heritage sites with each other and into the larger Corridor story.</strong></td>
<td>• This will require an effort to provide a consistent and cohesive visitor experience across the entire Corridor, including strategically placed signage that will foster recognition, awareness, pride, and support among both residents and visitors.</td>
<td></td>
</tr>
<tr>
<td><strong>Objective: Improve the impact and effectiveness of locally and regionally sponsored educational and interpretive programs, facilities and materials, festivals and events across the entire Corridor.</strong></td>
<td>• Given the wide variety in subject, scope, and quality of ongoing local and regional interpretive and educational efforts within the Corridor, priority will be placed on supporting, improving, and integrating existing interpretive resources across the region, and on identifying and addressing any critical gaps in existing interpretive facilities. For both existing and new facilities, emphasis should be placed on facilitating direct contact with authentic Corridor resources.</td>
<td></td>
</tr>
<tr>
<td><strong>Citizen Engagement</strong></td>
<td>• All across upstate New York, citizens have dedicated themselves to preserving and restoring the canals and their legacy, nurturing a king of canal renaissance that holds outs the promise of renewed vitality for the region.</td>
<td></td>
</tr>
<tr>
<td><strong>Corridor’s Complexity</strong></td>
<td>• The Corridor’s complexity promises variety, authenticity, and the potential for unexpected or serendipitous discoveries, but it also has the capacity to confuse visitors.</td>
<td></td>
</tr>
<tr>
<td><strong>Varied Audience</strong></td>
<td>• Interpretation and information developed by the Corridor and its partners should serve the destination tourism audience while also reflecting the concerns of local or regional constituencies.</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consistent Message</strong></td>
<td>• A consistent message consistently presented will dramatically improve the quality of the visitor experience.</td>
<td></td>
</tr>
<tr>
<td><strong>Heritage Development</strong></td>
<td>• Heritage development is an economic revitalization strategy that enhances local quality of life through activities- preservation, conservation, recreational and interpretive development, and, above all, regional partnership and community capacity-building- that demonstrate respect for the people, the place, and the past.</td>
<td></td>
</tr>
</tbody>
</table>
| **Heritage Development in Canalway Corridor Communities** | • Public sector investments in canal system infrastructure enhanced or catalyzed locally based community development activities that, in turn, formed the basis for attracting a broad range of sustainable private sector investment.  
• The most positive impacts on community quality of life derived from direct physical linkages between the waterfront or recreational facilities and town center retail businesses and from finding new uses for under-utilized historic buildings.  
• Linkages with local colleges and universities fostered planning efforts and encouraged additional heritage activities and investment by taking advantage of student demand for recreation as well as academic resources for preservation, conservation, and economic development research and analysis. | |
| **Successful Heritage Development** | • Successful heritage development is opportunistic- seeking out and filling physical, operational, and conceptual gaps in existing development efforts and outlooks. | |
| **More Information Needed** | • While upstate communities express strong support for attracting tourists, it is generally believed that the Corridor itself does not have a high enough concentration of high-quality tourist destinations and that there is a lack of awareness of the canal system, its significance, and its value to potential visitors. Clearly there is a need for product development and more in-depth, readily available information on the | |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cultural Heritage Travel and Tourism Trends</strong></td>
<td>• The majority of cultural heritage travel is motivated by the desire to experience historic and cultural resources in person; special cultural events also influence the choice of destination and the timing of the trip. Cultural and heritage travel target markets for the Corridor include “canal buffs” (who log mileage traveled on or alongside canals, or seek out specific transportation or engineering features) and those interested in Corridor-related themes (religious movements, the Underground Railroad, women’s rights, industrial heritage, the Revolutionary War, etc.)</td>
<td></td>
</tr>
</tbody>
</table>

### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corridor as Additional Resource</strong></td>
<td>• With its broad scope, federal resources, and the high level of visibility and credibility provided by the National Park Service and Congressional designation, the National Heritage Corridor offers an opportunity to bring new focus, coordination, stature and visibility, clarity, and energy about the Canalway to an extensive existing planning and implementation infrastructure. Given the extent of existing activities, the Corridor should be viewed as an additional resource to help coordinate and set in motion the strategies, remedies, and supportive actions of others.</td>
<td></td>
</tr>
<tr>
<td><strong>Commission and National Park Service</strong></td>
<td>• The Commission will seek continued support from NPS in the areas of implementation, technical assistance, and, as feasible, staff assistance. The NPS will help provide a direct linkage to nearby National Park System units, the National Heritage Areas program, and available NPS technical assistance programs, and to other federal agencies that may be sources of additional funding and technical assistance.</td>
<td></td>
</tr>
</tbody>
</table>

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
<table>
<thead>
<tr>
<th>Cultural Sustainability</th>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
|                         | Goal: The Corridor’s current and future generations of residents and visitors will value and support preservation of its heritage | - Develop of Corridor-wide interpretive framework that is broadly applicable and addresses not only the system’s rich past but its present and future as well  
- Integrate individual communities and heritage sites with each other and into the larger Corridor story  
- Improve the impact and effectiveness of locally and regionally sponsored educational and interpretive programs, facilities and materials, festivals and events across the entire Corridor  
- Strengthen understanding and appreciation of the Corridor’s heritage and importance within and beyond the region’s boundary, among residents and visitors alike | |
|                         | Goal: The Corridor’s economic growth and heritage development will be balanced and self-sustaining | - Harness existing tourism, industrial, agricultural, and community development assets in the service of economic development that reinforces the region’s sense of place  
- Increase local capacity to undertake heritage- and place-based approaches to economic development  
- Establish a unifying National Heritage Corridor identity of place and lifestyle that complements regional identities, tourism destinations, and individual cities; links lesser-known towns; and encompasses canal stories  
- Integrate a heritage- and place-based perspective into every message communicating the benefits and rationales underpinning Corridor public investment decisions | |
|                         | Goal: The Corridor will be a ‘must-do’ travel experience for regional, national and international visitors | - Attract visitors to maximize economic impact from tourism within the Corridor  
- Develop the Corridor tourism product while protecting and preserving the resource  
- Provide coordination and technical assistance to the tourism | |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
development and marketing community
- Communicate to residents the ability of heritage tourism to stimulate education, preservation, visibility, and visitation

<table>
<thead>
<tr>
<th>Cultural Sustainability Focus/Objectives</th>
<th>Ideas/Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Role of the Commission**               | **The Commission is responsible for shaping and guiding the greater vision of the Corridor, and gaining consensus and support.**<sup>98</sup>  
- The following roles, drawing from the Commission’s legislated mandates and mission statement and vision set forth in the Plan, establish an operational framework for the Commission and provide a strategic direction for implementation activities. The Commission will:  
  - Provide support, funding, technical assistance and/or in-kind services to others to assist in leveraging or implementing projects that advance the Plan;  
  - Catalyze collaboration among those whose decisions impact heritage resources, and among organizations in allied pursuits;  
  - Educate, communicate, and advocate for the Plan as a guiding document for decision makers, entrepreneurs, residents;  
  - Raise the profile of the Corridor as a while, bringing greater local and world-wide recognition of its unique history and resources; and  
  - Build a foundation for the future to ensure the stability and long-term sustainability of National Heritage Corridor activities.<sup>99</sup> | | |
| **Funding**                               | **The Commission will also seek to establish a fundraising partner or foundation to develop support above and beyond its present sources for projects to advance its preservation, conservation, recreation, interpretation, economic revitalization, and tourism development goals.**<sup>100</sup> | | |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Successful Heritage Areas are Regional Partnerships</td>
<td>• Increasingly, Congress, the National Park Service, preservationists, and other managers of cultural resources are recognizing the potential of heritage areas- regions with a compelling history of settlement, movement and change- as vehicles for managing living cultural landscapes where renewed stewardship of historic and natural resources is needed at the same time as economic revivalization. Successful heritage areas are regional partnerships that bring to the table the multiple “owners” of cultural landscapes, to set heritage development goals that balance preservation with economic growth, and to collaborate on strategies that optimize their resources.101</td>
<td></td>
</tr>
<tr>
<td>Partnerships and Economic Benefits</td>
<td>• …and while opportunities for new public and private partnerships abound [PAS], financial and management resources are limited. Numerous challenges case the movement to convert the Corridor’s historic integrity into economic benefits.102</td>
<td></td>
</tr>
<tr>
<td>Dovetail Resources and Opportunities</td>
<td>• The guidelines explain how to dovetail resources and opportunities so that the preservation of each resource advances the economy of its community. They also suggest how to improve linkages of historic and cultural resources to interpretive themes and to each other, providing opportunities for exposure, discovery, and increased support.103</td>
<td></td>
</tr>
<tr>
<td>Guidelines for Heritage Development: Financial Benefits of Partnership</td>
<td>• Existing preservation efforts, competing for a limited pool of funding, often fail to capitalize on the benefits of partnership. Many stewards of historic sites struggle to keep their doors open to the public or are burdened by years of deferred maintenance.104</td>
<td></td>
</tr>
<tr>
<td>Guidelines for Heritage Development: Collaborate with Institutions of Higher Learning</td>
<td>• These efforts should seek to make use of the considerable capabilities of the planning, architecture, landscape, and environmental studies programs at the region’s colleges and universities.105</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guidelines for Heritage Development: <strong>Key Priorities</strong></td>
<td>• Given the limited funding available for documentation of historical records and the low level of public awareness, the key priorities for this effort are educating the public about the values of historical records and methods of preserving them, fostering their use in Corridor interpretation, and incorporating them as primary source materials in public education curricula.106</td>
<td></td>
</tr>
<tr>
<td>Guidelines for Heritage Development: <strong>Natural Resources</strong></td>
<td>• New York State has a long history of public leadership in conservation activities and a robust system of incentives, programs, and regulation to protect and enhance the natural environment.107&lt;br&gt;• Through the lens of heritage development, many people are beginning to understand that sustainable alternatives to Greenfield development are not only compatible with economic growth, but can also attract more residents, visitors, and businesses by enhancing quality of life.108&lt;br&gt;• Public support for ecological restoration activities can be bolstered by community outreach and the involvement of universities, colleges, and high school science programs.109</td>
<td></td>
</tr>
<tr>
<td>Visitors</td>
<td>• Visitors would be more likely to extend their stay and develop a richer appreciation of the area if a coordinated approach were established to link destinations, provide coordinated maps and informational materials, and convey the importance of local sites to the regional and national stories.110</td>
<td></td>
</tr>
<tr>
<td>Interpretive “Umbrella”</td>
<td>• Interpretation is needed to engage and inform diverse audiences and provide a contextual ‘umbrella’ connecting local stories to a large sense of shared history. Education is needed to deepen and broaden understanding and develop constituencies for preservation and conservation. Wayfinding is needed to facilitate the arrival, orientation, and movement of people in order to maximize opportunities for exposure to resources in their historic and natural settings. Taken together, these efforts can build a unifying identity for the Corridor, and</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*


<table>
<thead>
<tr>
<th>Cultural Sustainability</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus/ Objectives</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interpretation and Orientation Goal</td>
<td>• Current and future generations of residents and visitors will appreciate and support the preservation of the Corridor’s heritage.(^{112})</td>
<td></td>
</tr>
<tr>
<td><strong>Objective: Develop a Corridor-wide interpretive framework that is broadly applicable and addresses not only the system's rich past but its present and future as well.</strong>(^{113})</td>
<td>• Interpretation should not merely inform visitors about events of the past but engage them in active consideration of the legacies of those events and their meaning today.(^{114})</td>
<td></td>
</tr>
<tr>
<td>Objective: <strong>Strengthen understanding and appreciation of the Corridor’s heritage and importance within and beyond the region’s boundary, among residents and visitors alike.</strong>(^{115})</td>
<td>• A range of strategies and methodologies will be employed to help raise the profile of the Corridor not only in upstate New York but in other locations outside of the Corridor that affected, or were affected by, the development and operation of the canal system.(^{116})</td>
<td></td>
</tr>
<tr>
<td><strong>Use Existing Studies and Reports</strong></td>
<td>• Together, however, they represent a great deal of research and careful investigation into the Corridor story. Therefore, there is no need to pursue development of additional comprehensive plans. Rather, emphasis should be placed on integrating and rationalizing the contents of existing studies and reports, and highlighting and responding to areas of discontinuity, redundancy, or missing information.(^{117})</td>
<td></td>
</tr>
<tr>
<td><strong>New York State Coastal Resources Interpretive Program</strong></td>
<td>• The Erie Canalway National Heritage Corridor will take an active role in future waterfront interpretive planning by Corridor communities interested in working with NYSCRIP [New York State Coastal Resources Interpretive Program].(^{118})</td>
<td></td>
</tr>
</tbody>
</table>

---

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on Connectivity</td>
<td>• An exclusive focus on centrally located or concentrated facilities will inevitably serve only a small fraction of any target market. A more effective approach for the Corridor would be to focus on connectivity: between modes of travel, between location, and between stories.</td>
<td></td>
</tr>
<tr>
<td>Universal Accessibility</td>
<td>• Regardless of the audience, all interpretive facilities in the Corridor should be universally accessible—both physically and programatically—with designs enabling the full participation of persons with disabilities and a full spectrum of media to engage people of all ages and educational levels.</td>
<td></td>
</tr>
<tr>
<td>Taking the Lead</td>
<td>• „the National Heritage Corridor will seek to take the lead in encouraging and supporting regional thinking and planning and, whenever possible, regional implementation for interpretation and orientation.</td>
<td></td>
</tr>
</tbody>
</table>
| Guidelines for a Corridor Graphic Identity | • A critical task for the Corridor is to develop a graphic identity for interpretation and orientation throughout the region—a welcoming and recognizable visual clue that signifies both the encompassing presence of the National Heritage Corridor and a reliable standard of quality and national significance—and to sensitively integrated this new identity across the range of sites and destinations that already exist along the canals. 
• The goal is not to make the Corridor experience uniform; to the contrary, it is important to emphasize the diversity of the Corridor’s offerings while introducing a new clarity and consistency of message for visitors, and providing a cohesive character. Individual communities and sites naturally tend to focus on their particular resources. In order to achieve the greatest impact, the Corridor’s graphic identity must:  
  • Act as an “umbrella” encompassing the region’s multifaceted interpretive fabric and visual identities;  
  • Broadcast to residents and visitors the presence of the Erie |                |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
Canalway National Heritage Corridor as a cohesive entity; and
- Highlight the participation of the National Park Service and acknowledge the significance of the National Heritage Corridor designation
- The Corridor graphic identity should connote accuracy and reliability in the minds of visitors, spurring confidence that they can expect a high-quality experience. Thus, in addition to serving as the characteristic design element of the Corridor informational, wayfinding, and interpretive components, the graphic identity should also be the primary element of a certification system which would allow the Commission to recognize those preservation and interpretation efforts that meet certain standards of quality, content, and compatibility with the Corridor’s thematic framework and guidelines for interpretive development. Only those initiatives that meet these standards should be promoted and permitted to use the Corridor identity as “certified” Corridor sites or educational programs. As such, the graphic identity would act as a kind of National Heritage Corridor Commission “seal of approval.”
- A single unifying name is necessary to orient residents toward the Corridor-wide vision, and to provide casual or prospective visitors with a clear understanding of what they can expect to see. The historically and geographically specific terms are better explained after the visitor arrives.
- The Canal Corporation’s March 1999 publication “Unlocking the Legend: New York State Canal System Signage Design Guidelines” represents the scope of work necessary to guide implementation of an effective graphic identity system.\(^{123}\)

<table>
<thead>
<tr>
<th>Guidelines for a Corridor-Wide Wayfinding Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The wayfinding system will orient people using varying modes of transportation, including trains, boats, automobiles, and bicycles, as they move from gateway locations or regional highways to arterial and local roadways, districts, parking areas, and foots and bicycle trails.(^{124})</td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Placemaking**                            | • Because they are regional assets shared by public and private sectors, protecting and enhancing these resources requires regional mechanisms to promote investments that respect local character and identity and contribute to placemaking. As in the heyday of the canals, success in the Erie Canalway National Heritage Corridor will result when public and private investments, intended to increase individual competitiveness, reinforce each other and advance the region.  
  
  Example: Whitehall and Economic Revitalization  
  • The 1995 NYS Canal Recreationway Plan designated Whitehall as a Canal Harbor Community, and in 2000, the NYS Canal Corporation funded park improvements including an amphitheater and gazebo overlooking the Champlain Canal, a picnic shelter, a boat launch, a community building with public facilities and showers, bulkhead tie-downs for large tour boats, and floating docks for small boats. Young and old, visitors and residents alike use the park, which also attracts boaters to stop overnight and frequent the local bank, laundromat, and stores. At the north end of the park, the Whitehall State Heritage Area visitor center and the Skenessborough Museum, which is housed in a reused wooden canal terminal building, interpret local history.  
  • Renewed public interest in the waterfront and grants from the NYS Governor’s Office for Small Cities helped to convince private developers to purchase four canalside commercial buildings in 2004, rehabilitate the properties, and restore their original uses as ground floor retail spaces with residences above. By consistently demonstrating that it values its heritage, the people of Whitehall have made their waterfront work for them once again.  
  • One often overlooked asset for Corridor heritage development is the strong attachment to the region already exhibited by local residents. According to a study by the Northern New York Travel and Tourism Research Center, nearly half of current visitors to upstate communities |                                                                                                                                                                                                                                                                                                                                                                                                   |                |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
originate in other upstate regions; a study by the Brookings Institution’s Metropolitan Policy Program showed that a significant proportion of new residents in upstate communities have moved from elsewhere in the region. Even as new residents, businesses, and visitors bring additional vitality and spending to the region, local residents will continue to provide a solid base of support for heritage investment.\textsuperscript{127}

<table>
<thead>
<tr>
<th>Cultural Sustainability</th>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Integrated Economic Development Strategy</td>
<td>• In other heritage areas, tourism development has the potential to play an expanded role in local and regional economies as part of an integrated economic development strategy that complements the overall quality of life within communities. The fast-growing, high-spending tourism market segments interested in history, culture, and outdoor recreation are attracted in part by efforts to help them understand the nature and substance of the places they visit or live in.\textsuperscript{128}</td>
<td></td>
</tr>
</tbody>
</table>
|                         | Example: Oswego and Economic Revitalization\textsuperscript{129} | • Oswego’s waterfront revitalization strategy is anchored by a 1.5 mile shoreline promenade and park extending along both the sides of the Oswego River adjacent to the downtown. The park’s pedestrian walkway, transient boat docks and services, interpretive pavilions, and performing arts amphitheater provide a focus for the city’s commercial district and the basis for promoting the city as a tourism destination.  
• The city designed and constructed the Oswego River Promenade and Park with grants from the Environmental Protection Fund totaling over $1 million and assistance from the NYS Canal Corporation. The city estimates that these public investments have leveraged nearly $16 million in additional private investment in properties adjoining the waterfront, created several hundred new jobs, and energized its community development planning process. |               |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
<table>
<thead>
<tr>
<th>Cultural Sustainability</th>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>National Economic Development Initiatives</strong></td>
<td>• Investments in culture and places have become the centerpiece of economic development initiatives in communities throughout the United States.(^{130})</td>
<td></td>
</tr>
<tr>
<td><strong>Guidelines for Heritage Development</strong></td>
<td>• This Preservation and Management Plan provides specific guidelines for the enhancement of the Corridor’s historic, cultural, natural, recreational, and interpretive resources. For heritage development to generate the broadest possible economic impact, these investments must be strategically planned and executed, and: • Balanced with broader economic development activities; • Aimed at improving the Corridor’s image and identity • Supported by broad public interest and engagement • Pursued on a regional basis through partnerships • Designed to leverage existing programs and develop new funding sources; and • Targeted to build on the Corridor’s competitive advantages(^{131})</td>
<td></td>
</tr>
<tr>
<td><strong>Example: Fairport and Economic Revitalization(^{132})</strong></td>
<td>• Since the mid-1970s, the Village of Fairport has been leveraging its history, local public investments, and federal urban renewal funding to plan and implement projects that have attracted additional private sector investment. These projects, combined with aggressive promotional activities and innovative public management, including ownership of a municipal public utility providing low-cost electricity to community businesses, have succeeded in transforming the village’s canalside commercial district into an attractive destination and a vital part of the region’s economy.</td>
<td></td>
</tr>
<tr>
<td><strong>Example: Pittsford and Economic Revitalization(^{133})</strong></td>
<td>• Pittsford has consistently placed a significant emphasis on historic preservation as a basis for planning and attracting future developers. The village’s citizen-led Historic Preservation Group and elected officials have provided leadership for establishing historic districts, facilitating historic preservation technical assistance to residential and commercial</td>
<td></td>
</tr>
</tbody>
</table>

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
building owners, and setting standards for the architectural compatibility of new developments.

- The importance placed on historic preservation has created an accessible and pedestrian friendly “small town” experience conducive to specialty retail and strong residential demographics. As a result of these efforts, initial private sector investment along the canal occurred prior to any major public improvements.

<table>
<thead>
<tr>
<th>Cultural Sustainability</th>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Example: Schenectady and Economic Revitalization | The Erie-Edison project capitalizes on the region’s commitment to technology and its evolution into “Tech Valley” by providing shovel-ready space for state agencies and technology companies. Schenectady County and the Metroplex Authority are now working together to create additional economic development opportunities for Erie Boulevard.  
134 | | |

Marketing

- Marketing the whole Corridor as a national and international destination would be cost-effective; avoid duplication of effort; create consistency of image, brand, and message; and create a much more compelling destination with a higher expectation of economic success.  
135
- The Corridor Commission does not seek to duplicate the efforts of existing organizations. Marketing of local and regional tourism destination remains necessary to help prospective tourists plan their visit one they decide to come to the Corridor. Intra-Corridor marketing and marketing of existing destinations and sub-regions should remain primarily the purview of existing organizations, while new marketing efforts with broader reach are pursued by the Corridor.  
136

Product Development and Visitor Infrastructure  
137

- Successful heritage tourism is based first and foremost on the quality of historic, cultural, natural, recreational, and interpretive resources. For heritage tourists, quality constitutes more than the authenticity and integrity of these resources; it also means diversity, consistency,
cohesiveness, continuity, and comprehensibility. Repeat visitation is unlikely if these attributes are not met. Moreover, contextually sensitive tourism efforts must carefully balance visitation, resident quality of life, and preservation of resources with the development of amenities for both visitors and residents to enjoy.

- For tourism to be sustainable as an economic generator, the Corridor and its individual communities must attract repeat visitation. To generate repeat visitation, the “tourism product” must be periodically renewed; heritage resources must be enhanced, and the visitor experience of them must be continually improved and refreshed. The Corridor is in a position to encourage such an effort through its support for:
  - Enhanced preservation and interpretation of historic resources
  - Expanded recreation and off-season opportunities
  - Increased linkages between destinations; and
  - Improved quality and consistency of visitor services.

<table>
<thead>
<tr>
<th>Cultural Sustainability</th>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tourism and Community Quality of Life</td>
<td>Communities promote tourism ultimately to improve the quality of life for residents; the more quality of life is improved, the more people will want to live and work in, and visit, a community. Tourism, in turn, supports amenities for residents. Residents alone cannot support many enjoyable community activities. For example, many gourmet restaurants cannot survive on residents’ one-a-year anniversary dinners. They are supported by the volume of tourist dollars that, in turn, makes them available for residents’ enjoyment.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tourism Product Development to Tourism Marketing Success</td>
<td>The Tonawanda Gateway Park was developed into a downtown waterside attraction through significant capital investment. The annual eight-day Canalfest draws 500,000 people. The Cultural Tourism Initiative, supported by the Arts and Business Council, Inc. and the New York State Council on the Arts, funded the marketing of a summer-long</td>
<td></td>
</tr>
</tbody>
</table>

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
A series of music events targeted specifically to boaters. This successful program drew visiting boaters from throughout the Great Lakes to the Tonawandas at the “Western Gateway to the Erie Canal.”

### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Research and Evaluation | • For tourism development and marketing in the Corridor to be effective, baseline data must be established and regular research must be conducted to refine marketing focus, measure success, and secure future funding.  
• The key assessments to determine tourism success are visitor volume and spending. This data provides on-going accountability and feedback to help continually refine tourism efforts. ...Collecting information on visitor satisfaction and perceived value is also critical to help tourism developers target their investments in product development. Must of this information may be anecdotal or informal in nature. | |
| Marketing             | • Successful tourism marketing is sophisticated, fast paced, flexible, research-based, customer-driven, and results-oriented; it connects with potential visitors, helping them to see the relevance of the destination to their own lives. Unsuccessful tourism marketing is top heavy with information, stodgy, cool-idea-based, product-driven, and process-oriented; there is simply too much competition to expect potential visitors to read lists and descriptions of attractions, hotels, etc., and hope they will visit. Just because a destination is historically significant, valuable, and loved by residents, does not mean that people will visit.  
• A marketing image is not a logo or an interpretive theme; it is an underlying marketing identity that can be translated by an advertising agency into photographs, copy, slogans, and marketing campaigns. A marketing image is intangible yet must be compelling enough to psychologically and emotionally motivate people to spend the time and resources to travel. It must be carefully designed to reflect reality, to |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
provide a unique positioning relative to competitor destinations, and to stimulate desire to visit.\textsuperscript{142}

### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Build Awareness and Understanding of Corridor\textsuperscript{143}** | • Implement a strategic marketing and promotion program to increase Canalway Corridor visitation  
• Develop a kit of parts-modular displays, exhibits, multimedia programs, and other interpretation tools and install throughout the Corridor to make every site a gateway to the Canalway’s principal stories and themes.  
• Support development of key informational and experiential products to make Canalway Corridor stories more accessible to residents and visitors, including a world-class documentary, traveling exhibits, an Erie Canalway Hall of Fame, an interpretive exhibit in Lower Manhattan, and collaborative efforts with the Smithsonian Institution.  
• Furnish resources to enhance public schools’ use of Canalway Corridor stories to teach required educational elements  
• Provide roving interpretive guides and programs to bring Canalway Corridor stories to communities, schools, and historic sites. | |

| Expand the Circle of Friends Engaged in Heritage Development | • Partnerships can’t be forced; they only work when they arise from a shared sense of purpose. One way the Commission hopes to contribute to the Corridor is create a climate of creativity and cooperation: a major asset. These strategies are designed to create an environment in which collaboration based on mutual respect and interests can flourish:  
• Create roundtables to foster creative alliances among existing Canalways Corridor agencies/organizations and broker promising initiatives that result  
• Work with key agencies/organizations to increase their outreach in the Canalway Corridor and establish the Corridor as a priority for existing programs | |

\textit{The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.}
- Engage civic participation with a vigorous public outreach program and recurring community forums
- Enlist community support for the Preservation and Management Plan with a voluntary Canalway Community Partner Program, offering supplementary assistance to collaborating communities

END NOTES

1 Chapter 1: Introduction and Purpose, page 1.1
2 Chapter 1: Introduction and Purpose, page 1.1
3 Chapter 1: Introduction and Purpose, pages 1.1-1.2
4 Chapter 1: Introduction and Purpose, page 1.2
5 Consultation and Coordination, page C-1
6 Consultation and Coordination, page C-1
7 Consultation and Coordination, page C-1
8 Consultation and Coordination, page C-2
9 Consultation and Coordination, page C-2
10 Consultation and Coordination, page C-2
11 Consultation and Coordination, page C-3
12 Chapter 9: Implementation, page 9.7
13 Chapter 9: Implementation, page 9.7
14 Chapter 9: Implementation, page 9.7
15 Chapter 6: Telling the Story: Interpretation and Orientation, page 6.27
16 Chapter 1: Introduction and Purpose, page 1.7
17 Chapter 2: National Significance and Historical Context, page 2.10
18 Chapter 2: National Significance and Historical Context, page 2.11
19 Chapter 2: National Significance and Historical Context, page 2.17
20 Chapter 2: National Significance and Historical Context, page 2.11
22 Chapter 6: Telling the Story: Interpretation and Orientation, page 6.1
23 Chapter 6: Telling the Story: Interpretation and Orientation, page 6.2
24 Chapter 6: Telling the Story: Interpretation and Orientation, page 6.5
25 Chapter 6: Telling the Story: Interpretation and Orientation, page 6.10

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
HERITAGE AREAS OF NEW YORK STATE (2010)

AUTHOR: This project was supported by the National Park Service’s Challenge Cost Share Program. Points of view are those of the author(s) and do not necessarily represent the position of the Department of the Interior. Additional support provided by the NYS Office of Parks, Recreation and Historic Preservation, NYS Heritage Areas Advisory Council, Erie Canalway National Heritage Corridor, Hudson Valley National Heritage Area, Champlain Valley Heritage Area Partnership, Niagara Falls National Heritage Area, the New York Heritage Area Association, and the state and national heritage areas that comprise the Heritage Areas of New York State.¹

SUMMARY: This plan includes brief descriptions of the value of heritage development as well as the themes:
- The Power of the Past: The unique cultural, historic and natural assets of a Heritage Area provide a foundation for economic revitalization.
- The Power of Stewardship: Preservation of natural and cultural resources enhances the quality of life in Heritage Areas and generates opportunities for recreation, tourism and economic development.
- The Power of Story: Residents and visitors come to know the people, places and events that shaped the Heritage Areas’ past and inform the future.
- The Power of Place: Heritage Areas celebrate a robust sense of place that appeals to tourists, residents and investors.
- The Power of Partnership: Heritage Areas build influential networks that attract opportunity, resources and progress.

COMMUNITY INVOLVEMENT: Community involvement is cited as being critical to successful heritage development plans.

METHODOLOGY: No information is included about the methodology for this plan, other than it was conducted by public agencies.

MORE ABOUT THE PLAN: Unlike other plans that are text-based, there is a strong presence of photographs and graphics (probably because of the audience is intended to be more “public” than a typical report).

GOAL: To convince the reader the value of Heritage Areas to New York State, especially as a source of vibrant economic revitalization and local opportunities.

¹ The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
OTHER: This “plan” is a document meant for quick public consumption. It is a product derived from a much more thorough report.

### HERITAGE AREAS OF NEW YORK STATE (2010)

<table>
<thead>
<tr>
<th>Heritage Development</th>
<th>Observations/ Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What is Heritage Development?</strong></td>
<td>- Heritage Development is an effective model of economic and community development that has deep roots in historic preservation, tourism development and open space protection. Heritage Development creates a framework for regional collaboration and cooperation among private, local, state and federal partners. It has flourished as a powerful community revitalization movement with widespread participation and strong partnerships at the grass roots of New York State communities. ²</td>
</tr>
<tr>
<td><strong>True foundation of Heritage Development</strong></td>
<td>- The true foundation of Heritage Development is the “pride of place” realized by the citizens who live in one of the Heritage Areas of New York State. Those citizens create projects that encompass a broad spectrum of revitalization strategies linking a region’s economic prosperity to its cultural assets and environmental quality.³</td>
</tr>
<tr>
<td><strong>Heritage Areas in New York State</strong></td>
<td>- A Heritage Area is a special place that merges a strong sense of place, interpretation of regional stories, natural scenic splendor and exciting recreational opportunities to maximize economic revitalization.</td>
</tr>
</tbody>
</table>

### Historic Preservation

<table>
<thead>
<tr>
<th>Topics</th>
<th>Observations/ Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babeville: Embracing the Future While Preserving the Past</td>
<td>- Babeville houses a performance and concert venue, a music-recording studio, the gallery and screening room of an arts center, and a small lounge. While the preservation project sometimes provide quite challenging, the entrepreneurial nature of the private-public partnership approach allowed for creative solutions such as a state of the art geothermal heating and cooling system. Babeville brings together past and future, art and commerce, private and public, in a model adaptive reuse project.⁴</td>
</tr>
</tbody>
</table>

---

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
The Power of Story
- Residents and visitors come to know the people, places and events that shaped the Heritage Areas’ past and inform the future.\(^5\)

Cultural Enhancement

<table>
<thead>
<tr>
<th>Topic</th>
<th>Observations/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Connections</td>
<td>- They [heritage areas] illuminate the history and culture of a region so that people within that region feel proud of their heritage and so those who visit come away with a deeper appreciation of the heritage of the area.(^6)</td>
<td></td>
</tr>
<tr>
<td>Example: Work in Progress</td>
<td>- In the Western Erie Canal Heritage Corridor, the Western Erie Canal Alliance and the Genesee/ Finger Lakes Regional Planning Council work together to provide comprehensive, regional programming in economic development and historic preservation. They have partnered with the National Trust Main Street Center and are successfully applying the Main Street Four-Point Approach(^8)- design, economic restructuring, promotion, and organization- in three rural counties in western New York.(^7)</td>
<td></td>
</tr>
<tr>
<td>Battery Bosque</td>
<td>- Opened in 2005, the Battery Bosque is a living, breathing example of the benefits of good conservation planning and planting, along with excellent public park stewardship, even in the most unlikely of places.(^8)</td>
<td></td>
</tr>
<tr>
<td>Example: Work in Progress</td>
<td>- The creation of the Goodwill Theatre Performing Arts Center and Professional Training Academy Complex in Johnson City is an ongoing historic preservation project in the Susquehanna Heritage Area that will rehabilitate three buildings for use as performance venues and education space. The buildings will be connected by infill structures incorporating green design. The complex is a certified Empire Zone Community Project and the project plans to take advantage of state and federal historic tax credits as part of a 2010 capital campaign. There is already tremendous progress. An intersection that was once a blighted area is being transformed into a place where family friendly programs are already happening, with exciting plans for expansion in the future.(^9)</td>
<td></td>
</tr>
</tbody>
</table>

\textit{The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.}
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Topic</th>
<th>Observations/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **The Lois McClure: Thousands and Stories, Thousands of Miles** | - In the course of her travels, more than 30,000 people, including visitors from 40 states and 10 countries, stepped aboard the Lois McClure for free tours offered in more than 25 communities. The voyage interpreted the Erie Canalway as a living and working system, promoted regional collaboration, education the public on the historical significance of the canal, and helped communities interpret their own cultural, recreational and educational assets. Communities thanked the Lois McClure with numerous gifts and acts of kindness. The crew received baskets of peaches and cherries in Western New York, ten pounds of garlic in Brockport, and a block of Medina sandstone-cargo reminiscent of what would have been carried on canal boats in the 1800s.  
  
  **Community Carousels: A Legacy of Giving** | - Over 80 years later, the Susquehanna Heritage Area has helped to keep those special heritage assets bright, spinning, and free to all. Citizens and visitors alike are challenged to “Ride the Carousel Circuit.” Happy riders may collect a different colored “I Rode the Carousel” card at each carousel and, after collecting them all, receive a special “I Rode the Carousel Circuit” commemorative pin. Every year, thousands of riders learn about the industrial heritage of the region through the amazing stories behind the donation of these working artifacts. American craftsmanship, music and motion all combine for an experience that is enjoyed by residents and visitors from around the world.  
  
  **Cultural Sustainability**                                                                 |                                                                                                                                                                                                                                                                                                                                                                           |               |
| **Topics**                                         | **Observations/ Recommendations**                                                                                                                                                                                                                                                                                                                                             | **Status in 2012** |
| Influence on Community                             | - Heritage Development helps to create healthy, prosperous and sustainable communities that protect the best of the past and the present while meeting the needs of future generations.  
  
  **Future Rooted in Heritage**                      | - ...communities that have banked part of their future successes on the rich stories and the strengths.  
  
  **The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.**                                                                                                                                                       |               |
<table>
<thead>
<tr>
<th>Cultural Sustainability Topics</th>
<th>Observations/Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Effective Revitalization Work</strong></td>
<td>- The millions of dollars leveraged for heritage development projects over 30 years are proof that collaboration and diverse participation is at the creative heart of effective revitalization work in New York State. ¹⁴</td>
<td></td>
</tr>
<tr>
<td><strong>The Power of the Past</strong></td>
<td>- The unique cultural, historic and natural assets of a Heritage Area provide a foundation for economic revitalization. ¹⁵</td>
<td></td>
</tr>
<tr>
<td><strong>Teaching the Hudson Valley: Engaging the Next Generation</strong></td>
<td>- Teaching the Hudson Valley helps educators discover, appreciate, and share the region's natural, historic, and cultural treasures with children and young people. This creative and engaging program, conceived and executed by the National Park Service and the Hudson River Valley National Heritage Area, fosters collaboration among schools, museums, parks, historic sites, art galleries, libraries, and other partners from throughout the Hudson Valley. ¹⁶</td>
<td></td>
</tr>
<tr>
<td><strong>The Power of Place</strong></td>
<td>- Heritage Areas celebrate a robust sense of place that appeals to tourists, residents and investors. ¹⁷</td>
<td></td>
</tr>
<tr>
<td><strong>A Good Plan</strong></td>
<td>- Heritage Areas all across the nation are best known for their unique successes in getting interesting, creative and passionate citizens to work together. The most successful Heritage Areas are those that have a comprehensive blueprint for making that happen. The Heritage Areas of New York State are grass roots efforts that- by their very nature- demand inclusive planning by all of the facets of the community they strive to serve. The Heritage Areas of New York State are very good at crafting regional partnerships that build on the very best of heritage development and good stewardship ideas. They serve as a regional hubs that often breathe new life into established planning efforts as well as provide leadership, coordination and vision for new collaborative ventures and economically valuable programming. ¹⁸</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
HUDSON RIVER VALLEY NATIONAL HERITAGE AREA MANAGEMENT PLAN (2002)

AUTHORS: Jane Clark Chermayeff Associates LLC and QL Consulting, Inc. prepared this plan for the Hudson River Valley Greenway Communities Council and Greenway Conservancy for the Hudson River Valley, Inc. The plan was approved by the Secretary of the Interior, Gale A. Norton on April 17, 2002.¹

SUMMARY: This plan includes thematic framework for historic and cultural resources to utilize the Hudson River for economic revitalization. The Plan is intended to be a guideline and the Heritage Area identification offers assistance to local organizations.

COMMUNITY INVOLVEMENT: This plan was developed under partnerships from the joint members of the Hudson River Valley Greenway Communities Council and Greenway Conservancy for the Hudson River Valley, Inc., which included NYS Department of Transportation Commissioner; NYS Department of Environmental Conservation Commissioner; NYS Office of Parks, Recreation and Historic Preservation Commissioner; NYS Agriculture and Markets Commissioner; NYS Office of General Services Commissioner; NYS Secretary of State; Empire State Development Corporation Chairman, as well as individual representatives and staff.

The plan is the result of extensive public participation through public meetings and individual interviews involving private citizens; community and business leaders; federal, state, regional, and local organizations, agencies and elected officials; heritage professionals; and other with an interest in the future of Heritage Area.²

During winter and spring 1999-2000, the planning team, including Greenway staff, convened public meetings and conducted interviews to explore the potential of the Heritage Area. The public forums and interviews included over 2,500 participants associated with, museums and archives, environmental and land conservation organizations, universities, tourism councils, foundations, government agencies, and media throughout the valley. (See Appendix A: List of Management Plan Public Meetings) Meeting notes and comments are available at the Greenway offices.³

METHODOLOGY: The Greenway established a Heritage Area Steering Committee to guide the preparation of the Management Plan on behalf of the Management Entities. There are 19 members of the Steering Committee, and most attended each of the seven meetings held in 1999 and 2000. Minutes were recorded for each meeting, but as there was no indication of a need for corporate organization or bylaws, all actions were undertaken by consensus. Most, but not all, of the Steering Committee members are members of the Greenway.⁴

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
During a two-month period in late 2000, a draft management plan was released for comment at six public meetings held at The Hudson River Museum, Yonkers; the Orange County Community College, Newburgh; Marist College, Poughkeepsie; City Hall, Kingston; Columbia-Greene Community College, Hudson; The Rensselaer Newman Foundation, Troy, and on the Greenway website. Jane Clark Chermayeff Associates LLC and QL Consulting, Inc. coordinated and produced the final five-year Management Plan.  

MORE ABOUT THE PLAN: One of the most important objectives of the Heritage Area is to increase access to and interpretation of the nationally significant cultural and natural resources that are related to the themes (“the Heritage Sites”). The Management Plan proposes the implementation of Heritage Area Trails to link the Heritage Sites using three primary themes: Freedom and Dignity, Nature and Culture, and Corridor of Commerce. The Trails will bring together Heritage Sites, their communities, and a variety of public and private agencies to create partnerships to meet the legislative mandate to conserve and interpret the Heritage Area.

The Hudson River Valley National Heritage Area Management Plan is based on an ongoing system of Heritage Area Trails that forge regional partnerships, protect Heritage Sites, improve their communities and promote heritage tourism. The Heritage Sites will be selected based upon the criteria to be established by the Heritage Area Committee.

The diversity of the Heritage Sites and resources, the complexity of the region, and the modest annual federal funding for the Heritage Area necessitate a partnership approach. The Heritage Area will work with private organizations, local communities, and federal and state agencies to preserve, protect, and interpret these resources for the benefit of the nation. Primary partners are The Greenway, the National Park Service, and the New York State Office of Parks, Recreation and Historic Preservation.

The National Park Service recommended National Heritage Area status for the Hudson River Valley in a 1996 Special Resource Study and characterized the valley as “an exceptionally scenic landscape that has provided the setting and inspiration for new currents of American though, art and history.” This Management Plan integrates the recommendations of the National Park Service Special Resource Study, national Heritage Area Act, and the results of extensive public participation described at the end of a chapter.

MISSION: The mission of the Hudson River Valley National Heritage area is to recognize, preserve, protect, and interpret the nationally significant cultural and natural resources of the Hudson River Valley for the benefit of the nation.

OTHER: The Management Plan proposes a combination of direct programs and partnerships to promote the Heritage Area. The recommendations include the following: Direct Identity-Building; Tourism; Signs; Visitor Orientation; Virtual Campus and the Hudson River Valley Institute of Marist College.

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The Heritage Area management team will be composed of the following: Greenway; Heritage Area Co-Directors; Heritage Area Committee; Sub-Committees; Consultants; Interpretive Plan.\textsuperscript{13}

The Heritage Area comprises the 10 counties of Albany, Rensselaer, Columbia, Greene, Ulster, Dutchess, Orange, Putnam, Westchester, and Rockland, and the Village of Waterford in Saratoga County.\textsuperscript{14}

The Greenway’s regional approach to natural and cultural resources protection, planning, economic development, public access, and heritage and environmental education provides the foundation for the management of the Heritage Area.\textsuperscript{15}

The Management Plan includes:\textsuperscript{16}

An Inventory: A comprehensive compilation of natural and cultural sites in the Heritage Area, the inventory categorizes the resources according to the primary interpretive themes: Freedom and Dignity, Nature and Culture, and Corridor of Commerce.

Policies for Resource Management: The Management Entities of the Heritage Area will use a set of guidelines to determine sites and properties eligible for financial and technical support.

Implementation Program
Implementation Plan
Intergovernmental Roles
Interpretive Plan: The legislation requires an Interpretive Plan for the Heritage Area. An independent Interpretive Plan is not an addendum to this document. The Plan fully incorporates the interpretive vision and strategy.

Study Methodology
Appendix A: Hudson River Valley National Heritage Area Management Plan Public Meetings
   - Regional Workshops
   - Management Plan Draft Public Meetings
Appendix B: Hudson River Valley National Heritage Area Bibliography
Appendix C: Hudson River Valley National Heritage Area Steering Committee Members
Appendix D: Hudson River Valley National Heritage Area Acknowledgements
Appendix E: Hudson River Valley National Heritage Area Legislation (note: Sec.910 Sunset: “The Secretary may not make any grant or provide any assistance under this title after September 20, 2012”)

\textit{The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.}
<table>
<thead>
<tr>
<th>Interest in Local History</th>
<th>Quote from plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>The primacy of the Hudson River</td>
<td>The plan recognizes and reaffirms the Hudson River as the primary source of the nationally significant cultural and natural resources of the valley.17</td>
</tr>
</tbody>
</table>
| Thematic Framework: Freedom and Dignity | - Highlights the Hudson Valley’s role in the American Revolutionary War, the abolitionist and other important movements, and the visionary leadership of Franklin Roosevelt.18  
- Freedom and Dignity sub-themes are: Revolutionary way (battles, George Washington, military leaders, and social history), Underground Railroad and abolitionists, Roosevelt Legacy (Franklin and Eleanor Roosevelt)19  
- Historic sites along the Hudson River tell stories of the people and events across three centuries of our nation’s struggle for liberty, dignity, equality, and basic human rights.20 |
| Thematic Framework: Nature and Culture | - Depicts the natural landscapes and the artists, writers, and architects inspired by the valley.21  
- Nature and Culture sub-themes are: Hudson River Painters (the artists and the settings); Landscapes of Extraordinarily Scenic Character (the river, highlands, forests, parks, and preserves); Sites of Exceptional Landscape Design and Architectural Distinction (houses, gardens, barns, and private parks); Environmental Advocacy (scenic conservation, historic preservation, natural resource protection, and Greenway trails).22 |
| Thematic Framework: Corridor of Commerce | - Emphasizes the crucial role the Hudson River played in the early settlement and economic development of our nation.  
- Corridor of Commerce sub-themes are: The Community Landscape (historic river towns, districts, and town centers); The Agricultural Landscape (orchards, vineyards and farms); The Settles Landscape (exploration and trade, Native Americans, Dutch, Huguenots, and recent immigrants); The Labor Movements (women workers and organizers, protests, and strikes); Technological and Industrial Innovations (canals, steamboats, foundries, stove, collar and cuff manufacturers, water supply systems, and lighthouses)23 |
| Legacy of the Hudson River Valley | - In 1996, the National Park Service declared the Hudson River Valley “the landscape that defined America.”  
- Critical role in Revolutionary War, Underground Railroad, industrial power source, transportation (esp connection to Erie Canal and railroads), establishment of New York as the Empire State. |
| Heritage Area Trails | - A Heritage Area Trail... is a metaphor for physical boundaries and direction of a cultural corridor. Each trail connects a number of nationally significant Heritage Sites that relate to one another through one or more of the primary themes. Trails will be selected by the Heritage Area Committees, based on the themes and regional priorities. This regional approach will help define the selection process, allocate the limited Heritage Area federal funds and leverage public and private partnership support.24 |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Connecting Present to Past

<table>
<thead>
<tr>
<th>Characteristics of visitors to cultural and natural resources in Hudson River Valley in 1996 (Marist survey: <em>Impact of Visitors to Historic Sites in the Hudson River Valley: A Marist Greenway Survey of Visitors</em>)</th>
<th>Quote from plan</th>
</tr>
</thead>
</table>
| - Approx. half surveyed were 50 years or older  
- 2/3 earned $50,000 or more  
- 2/3 had college degrees  
- Approx. 1/3 of those surveyed came from NYS, including 1 in 7 from NYC; another 1/3 from Mid-Atlantic region and New England  
- Day trip and short overnight visits predominated among tourists of all origins  
- Most tourists learned about sites through word-of-mouth, family, or friends | |

### Historic Preservation

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Safeguard and enhance the Hudson River Valley’s natural and cultural heritage through conservation of its nationally significant resources.  
26 | - Resource protection and land management policies are coordinated in a viable regional plan.  
27 | |
| The Vision | - Inclusion on a Heritage Area Trail will help Heritage Sites conserve and improve their facilities, and will demonstrate their collective value to the Heritage Area.  
28 | |

### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Foster public access to and understanding of the Valley’s heritage through interpretation of its resources and development of collateral material and guidebooks for this purpose.  
29 | - The Heritage Area staff will build an identity for the Heritage Area. A unified system of identification and interpretive signs, maps, guidebooks, and strategically placed information kiosks will improve public access to and understanding of the Heritage Area.  
30 | |

---

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
### Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Heritage Sites</strong></td>
<td>- The Heritage Area contains a variety of cultural and natural resources that are referred to herein as Heritage Sites because they are so important to the future of the Heritage Area. It is generally agreed these Heritage Sites constitute one of the most important groups of buildings, landscapes, and parks in the nation.³¹</td>
<td></td>
</tr>
<tr>
<td><strong>Heritage Sites and Heritage Areas</strong></td>
<td>- As such, the assemblage of these Heritage Sites represents the principle asset of the Heritage Area. Not only are the Sites destinations for tourists from New York City and elsewhere, but also, because of their educational and intrinsic value, they are visits by residents and make the Heritage Area a pleasant place to live.³²</td>
<td></td>
</tr>
<tr>
<td><strong>Site and Community Enhancements</strong></td>
<td>- Heritage Sites and their communities are aided by the Heritage Area through technical assistance and other partnership support. To qualify, sites and their communities must demonstrate evidence of mutually beneficial planning and development initiatives. Technical and financial resources, derived largely from identified partners, assist Heritage Sites in making concrete improvements and encourage communities to achieve regional goals that enhance the Heritage Area.³³</td>
<td></td>
</tr>
<tr>
<td><strong>Heritage Area Trails</strong></td>
<td>- The Trails are designed to attract visitors to Heritage Sites and their communities and to enhance the public’s interpretive experience.³⁴</td>
<td></td>
</tr>
<tr>
<td><strong>Interpretation</strong></td>
<td>- Interpretation is essential for improving the visitor experience in the Heritage Area. The thematic Trails connect people, places, and events in history, culture, and nature, and tell the important stories of Hudson River Valley. Along the Heritage Area Trails, a variety of interpretive methods should be used, and their effectiveness, resource impact, and costs considered. These methods can include visitor information centers and kiosks, interpretive rest stops, scenic overlooks, wayside exhibits, museums, publications, auto tours, websites, demonstrations, living history, traveling exhibitions, and special events.³⁵</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
## Cultural Enhancement

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Programs and Services</td>
<td>- Hudson River Painters Exhibition “The Landscape that Defined America” exhibition of Hudson River artists to celebrate the Heritage Area and theme of nature and culture. Multi-venue exhibition designed to combine tourism with scholarship.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Collateral Materials (maps, brochures, guidebooks)</td>
<td></td>
</tr>
</tbody>
</table>

## Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic value of Heritage Tourism</td>
<td>- In recognition that heritage tourism is crucial to local economic vitality, Heritage Area communities will continue to increase joint marketing efforts, revitalize waterfronts and main streets, and improve public transportation access for residents and tourists alike.</td>
<td></td>
</tr>
<tr>
<td>Cohesive System</td>
<td>- Organize the diverse array of the nationally significant sites and resources in New York State’s Hudson River Valley into a cohesive system of Heritage Sites and communities.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Encourage local and regional economic activity in the context of heritage Area planning and development.</td>
<td></td>
</tr>
<tr>
<td>Community development and heritage development</td>
<td>- The plan is rooted in the belief that better preservation, interpretation, and development of Heritage Sites stimulates and sustains appropriate development in the communities in which these resources are located. In this way, the Heritage Area enhances the region’s well being and supports its economy.</td>
<td></td>
</tr>
<tr>
<td>The Vision</td>
<td>- Residents and visitors develop a personal appreciation for the cultural and natural resources and their related communities for this unique American landscape, becoming stewards for the region’s future.</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
### Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| **Creating Regional Partnerships** | - Throughout New York State and the nation, public-private partnerships are recognized as the key to sustainable development. Coordination, collaboration, and communication among all levels of government, local communities, foundations, not-for-profits, and other organizations are necessary for the Heritage Area to achieve its goals. The scale of proposed Heritage Area facility improvements, preservation, and program initiatives, even at minimal levels, is beyond the scope of any individual agency or entity.  

- The leader in business development in the Heritage Area is the Empire State Development Corporation. Within the region are 10 County Economic Corporations; 6 Empire Development Zones (Albany, Troy, Kingston, Poughkeepsie, Newburgh, and Yonkers); and 2 Federal Enterprises Communities (Kingston-Newburgh and Albany-Schenectady). These varied economic resources and incentives provide opportunities for partnerships.  

- With its limited resources, the Heritage Area cannot on its own undertake a comprehensive promotion, public relations, and marketing program for all Heritage Sites. However, it can directly undertake certain identity-building efforts, and it can network (or partner) with other tourism promotion agencies and organizations to encourage their participation on behalf of the Heritage Area.  

- The Heritage area staff will identify potential partners. An individual, organization, private firm, or government agency that can direct resources-financial, in-kind contribution, or expertise- to Heritage Sites and communities is a potential partner. Because of limited funding and staffing, the Heritage Area will rely on the Greenway and the National Park Service and regional and local partnerships to help fulfill its vision. | |

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
- Promote and coordinate partnerships among private organizations and public agencies whose interests and commitments are consistent with those of the Heritage Area.47

Cultural Sustainability

<table>
<thead>
<tr>
<th>Focus/ Objectives</th>
<th>Ideas/ Recommendations</th>
<th>Status in 2012</th>
</tr>
</thead>
</table>
| Interpreting Partners | **Primary Support Partners**48  
- Greenway  
- National Park Service  
- New York State Office of Parks, Recreation and Historic Preservation | | |
| **Secondary Support Partners**49  
- Federal Agencies (Hudson River Navigator; United States Military Academy at West Point)  
- New York State Agencies (Department of Environmental Conservation’s Hudson River Estuary Program; Department of State’s Coastal Zone Management Program; Department of Transportation Scenic Byways Program)  
- Local Governments (municipal jurisdictions; expertise and knowledge of local resources; matching funds)  
- Foundations, Not-for-Profits, and Regional Organizations (philanthropic services and funds; local promotion and planning; preservation and conservation; interpretive and educational programs)  
- Business Development Partners (growth of compatible businesses with benefit the communities that protect and enhance their Heritage Sites) | | |

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
<table>
<thead>
<tr>
<th><strong>Cultural Sustainability</strong></th>
<th><strong>Ideas/ Recommendations</strong></th>
<th><strong>Status in 2012</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus/ Objectives</strong></td>
<td><strong>Ideas/ Recommendations</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Collaboration between Heritage Sites and their Communities</strong></td>
<td>- To promote the regional nature of the Heritage Area Trails, Heritage Sites and communities are encouraged to work together on marketing, transportation, infrastructure, and planning. Including 1) publicity and marketing 2) land and water management techniques 3)transportation 4) physical infrastructure 5) complementary amenities 6) regional connections.50</td>
<td></td>
</tr>
<tr>
<td><strong>Promoting and Marketing Heritage Tourism</strong></td>
<td>- Heritage Tourism, defined by the National Trust for Historic Preservation as “traveling to historic and cultural attractions to learn about the past in an enjoyable way,” carries with it a number of benefits and challenges. It creates new jobs, new business, higher property values, and, when well managed, improves quality of life and builds community pride. Visitors to historic sites stay longer and spend more money than other types of tourists. Heritage tourism also helps diversify local economies and preserve a community’s unique character. As heritage tourism grows, it is a challenge to ensure that increased visitation does not degrade the quality of the experience or cause strain to the infrastructure of cultural and natural resources or their communities.51</td>
<td></td>
</tr>
<tr>
<td><strong>Partnership Opportunities</strong></td>
<td>- Tourism Promotion - Signs - Visitor Orientation - Virtual Campus and the Hudson River Valley Institute of Marist College - Five-Year Plan and Budget52</td>
<td></td>
</tr>
<tr>
<td><strong>Heritage Area Staffing</strong></td>
<td>-MANAGER: A National Heritage Area Manager position (The Manager) may be created and located in the offices of the Greenway. The Manager, appointed by the Greenway, will provide the day to day operational supervision of the Heritage Area program and will be paid through Heritage Area funds. The Greenway shall provide support staff to the Manager. The Manager will report directly to the Executive Directors of the Greenway, who also serve as Co-Directors of the Heritage Area. Concerning the</td>
<td></td>
</tr>
</tbody>
</table>

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
Heritage area programs, the Co-Directors will jointly report to the Management Entities and will coordinate the Heritage Area Committee. Most of the program recommendations within the Heritage Area Management Plan require knowledge, research, and expertise in the practice of cultural and heritage development not likely to be in the professional experience of the Manager. Specialty practitioners will be required for at least the following: trail-related research; collateral materials; traveling exhibitions; technical assistance for Heritage Sites and their communities.

END NOTES

1 Page 4
2 Page 11
3 Page 21
4 Page 53
5 Page 21
6 Page 11
7 Page 12
8 Page 12
9 Page 12-13
10 Page 19
11 Page 3
12 Page 13
13 Page 13-14
14 Page 16
15 Page 17
16 Page 20
17 Page 12
18 Page 16
19 Page 29
20 Page 28
21 Pages 16-17
22 Page 31

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
NEW YORK STATE CONVENTION CENTER: Key Information (2012)

AUTHOR: This packet of information about the Albany Convention Center was designed by the Albany Convention Center Authority (ACCA).

SUMMARY: This plan includes an Operations Summary; January 19, 2012 press release “New York State Convention Center/Albany”; January 19, 2012 Memorandum with the subject “Executive briefing; Simplified plan of finance”; Frequently Asked Questions & Answers

COMMUNITY INVOLVEMENT: There are few references to how the community has been involved in the planning process. Here are some of the ones that were included: numerous public meetings and hearings; market study by HVS International; neighborhood residents.

METHODOLOGY: The Albany Convention Center Authority (ACCA) was created in 2004 as a public benefit corporation by the enactment of Title 28-BB of the Public Authorities Law (Chapter 468 of the Laws of 2004) to meet an immediate need to institute a comprehensive, coordinated program of convention activities in the capital of New York State.1

The ACCA maintains a staff of two, an executive director and a project manager. All other needed services including those for accounting, legal, architecture, engineering, construction management, and property & parking management are contracted.2

MORE ABOUT THE PLAN: Guiding principles for the ACCA include: city-wide and regional connection; economic opportunity; mixed-use; architecture and sustainability; neighborhoods and districts; streets, transit and parking; parks and public open space.

GOAL (January 2012): Begin construction of the New York State Convention Center in Albany in 2012 and deliver a completed facility in the 2012-2014 NYS budget cycle. This will have the Center operational in time for the projected full recovery of the hospitality industry. For this to happen, the Albany Convention Center Authority (ACCA) will need to receive approval of the simplified Plan of Finance (POF) accepted by the Division of Budget in 2009.3

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
OTHER: Since its activation in 2006, the ACCA has completed: Master Planning, a Final Generic Environmental Impact Statement (FCEIS), conducted Phase 1-B archeology in the Study Area, developed a concept design, and acquired nearly 75% of the land area necessary for the convention center, an intermodal/parking facility, and a full service hotel property.4

More information about the Albany Convention Center Authority is included in a PowerPoint Presentation packet labeled Albany Convention Center Authority New Concept Plan (2009).

<table>
<thead>
<tr>
<th>NEW YORK STATE CONVENTION CENTER: Key Information (2012)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Locals and the Convention Center</td>
</tr>
<tr>
<td>Attitude</td>
</tr>
<tr>
<td>Support</td>
</tr>
<tr>
<td>Concern</td>
</tr>
<tr>
<td>Historic Preservation</td>
</tr>
<tr>
<td>Objectives</td>
</tr>
<tr>
<td>Location</td>
</tr>
<tr>
<td>Historical Buildings</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
<table>
<thead>
<tr>
<th>Cultural Enhancement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
</tr>
<tr>
<td>New York State Convention Center: Key Information (2012)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cultural Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
</tr>
<tr>
<td>Increase business activity and related spending</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Location</td>
</tr>
</tbody>
</table>

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
function will be relocated to a new transportation facility on Broadway.
-Also, it will be significantly upgraded to a much safer and rider-friendly
facility, and incorporate all other ground transportation in one convenient
location, including CDTA, taxis, shuttles, and rental cars.\(^\text{12}\)

END NOTES

\(^1\) New York State Convention Center/ Albany, page 1  
\(^2\) Operations Summary, page 1  
\(^3\) Memorandum, page 1  
\(^4\) New York State Convention Center/ Albany, page 1  
\(^5\) Frequently Asked Questions, page 3  
\(^6\) Frequently Asked Questions, page 5  
\(^7\) Frequently Asked Questions & Answers, page 1  
\(^8\) Frequently Asked Questions & Answers, page 5  
\(^9\) New York State Convention Center/ Albany, page 1  
\(^10\) New York State Convention Center/ Albany, page 1  
\(^11\) Frequently Asked Questions & Answers, page 1  
\(^12\) Frequently Asked Questions & Answers, page 5

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*
ALBANY CONVENTION CENTER AUTHORITY: New Concept Plan (2009)

AUTHORS: This new concept plan (in PowerPoint presentation format) was designed by the Albany Convention Center Authority (ACCA) Board Members and Staff. Board members include: Gavin Donohue, Chair; Michael Perrin, Vice Chair; Joseph Pennisi, Treasurer; Michele Vennard, Secretary; John McEneny; Brad Rosenstein; Lori Harris; Kai Earle; Michael Yevoli. Staff includes: Duncan Stewart, Executive Director/CEO; Al Sorrentino, Project Manager.

SUMMARY: This plan includes bullet point information about the ACCA new concept plan. It was part of a public presentation, so it is not a complete representation of the total information. There are many concept maps relating to the design of the proposed convention center. There are also many market feasibility charts.

COMMUNITY INVOLVEMENT: There are no specific participants listed, other than the authors (listed above).

METHODOLOGY: There is no information detailing the methodology for this concept plan.

MORE ABOUT THE PLAN: Guiding principles for the ACCA include: city-wide and regional connection; economic opportunity; mixed-use; architecture and sustainability; neighborhoods and districts; streets, transit and parking; parks and public open space

MISSION: To develop and operate a dynamic convention center facility that maximizes its economic potential through effective leadership, proactive marketing and programming, organizational integrity and transparency, community participation, fiscal responsibility, and the leveraging of economic development opportunities for others through community outreach and inclusion.1

OTHER: More information about the Albany Convention Center Authority is included in a packet labeled New York State Convention Center.

The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.
<table>
<thead>
<tr>
<th>ALBANY CONVENTION CENTER AUTHORITY New Concept Plan (2009)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Interest in Local History</strong></td>
</tr>
<tr>
<td>Connecting Present to Past</td>
</tr>
<tr>
<td>Nothing specifically mentioned</td>
</tr>
<tr>
<td><strong>Historic Preservation</strong></td>
</tr>
<tr>
<td>Objectives</td>
</tr>
<tr>
<td>Recommendations</td>
</tr>
<tr>
<td>Voice</td>
</tr>
<tr>
<td>Nothing specifically mentioned</td>
</tr>
<tr>
<td><strong>Cultural Enhancement</strong></td>
</tr>
<tr>
<td>Objectives</td>
</tr>
<tr>
<td>Recommendations</td>
</tr>
<tr>
<td>Voice</td>
</tr>
<tr>
<td>Nothing specifically mentioned</td>
</tr>
<tr>
<td><strong>Cultural Sustainability</strong></td>
</tr>
<tr>
<td>Objectives</td>
</tr>
<tr>
<td>Recommendations</td>
</tr>
<tr>
<td>Voice</td>
</tr>
<tr>
<td>Market Feasibility: Advantages</td>
</tr>
<tr>
<td>State Capital</td>
</tr>
<tr>
<td>Market analysis</td>
</tr>
<tr>
<td>Market Feasibility: Disadvantages</td>
</tr>
<tr>
<td>Limited Recognition as a National Destination</td>
</tr>
<tr>
<td>Market analysis</td>
</tr>
<tr>
<td>Economic impact: Market benefits of induced growth</td>
</tr>
<tr>
<td>The Convention Center is Anticipated to:</td>
</tr>
<tr>
<td>- Serve as an Employment Engine</td>
</tr>
<tr>
<td>- Support a Thriving Downtown Restaurant &amp; Retail District</td>
</tr>
<tr>
<td>- Position Albany as a First-Class Business Destination</td>
</tr>
<tr>
<td>- Boost Office Occupancy</td>
</tr>
<tr>
<td>- Accelerate a Downtown Residential Revival</td>
</tr>
<tr>
<td>- Bring New Life for Landmarks (e.g. SUNY Plaza as Mixed-Use Hub)</td>
</tr>
<tr>
<td>Market analysis</td>
</tr>
</tbody>
</table>

**END NOTES**

1 Slide 3  
2 Slide 7  
3 Slide 7  
4 Slide 21

*The structure of this chart is based on a matrix drafted for the Capital South Plan (2007). The content reflects the research interests of Partners for Albany Stories (PAS). Compiled by Aine Leader-Nagy, researching consultant. 2012.*