



Sheridan Hollow: Steps Forward

Making Redevelopment Work

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Albany Center for Economic Success (ACES)	Community Loan Fund of the Capital Region
Albany Community Development Alliance	Community Realty
Albany Community Land Trust	Sheridan Hollow Sub-committee of Arbor Hill Implementation Team

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Local Businesses

A and U Magazine	Kingdom Services
ACS Printing	L'esperance Tile
Albany Berkshire Ballet	Michigan Market
Albany Hip Hop Sportswear	Modern Barber Shop
Albany Housing Coalition	Tailorama
Hampton Inns and Suites	Trinidad Grocery and Variety
Independent Security Services	Yono's
Interfaith Partnership for the Homeless	ZLS Publishing
Kay Bond Enterprises	Zone 5 PR

Table of Contents

Overview	1
<i>Context</i>	1
<i>History and Characteristics</i>	2
<i>Scope and Methodology</i>	4
<i>Findings</i>	6
Strengths	7
Weaknesses	8
Opportunities	8
Threats	9
<i>Strategies for Stepping Forward</i>	9
Existing Land Use and Building Conditions	11
<i>Scope</i>	11
<i>Procedure</i>	11
Windshield Survey	12
Condition Definitions and Standards	13
Data Collection Methods	14
Data Analysis and Mapping.....	15
<i>Findings</i>	16
Observed Land Use	16
Building Conditions	16
Occupancy.....	17
Parks, Vacant Lots and Parking.....	18
Landscape Conditions	18
Zoning.....	18
General Observations and Community Assets	20
<i>Recommendations</i>	21
Businesses.....	24

<i>Scope</i>	24
<i>Procedure</i>	24
<i>Findings</i>	25
Basic Business Information	26
Business Service Needs Assessment	27
Community Perceptions	29
East End Disconnect	31
<i>Recommendations</i>	32
Research and Development	34
<i>Scope</i>	34
<i>Procedure</i>	34
<i>Findings</i>	35
Literature Review	35
Stakeholder Interviews	40
Comparable Neighborhoods Analysis - Case Studies	41
Geographic Information Systems (GIS)	46
<i>Scope</i>	46
<i>Procedure</i>	46
Map Creation Methodology	47
Adding Field Data into GIS Database	51
<i>Findings</i>	53
Recommendations	55
<i>Social Capital Development</i>	55
<i>Physical Development</i>	55
<i>Forging Connections</i>	56
<i>Make it Special</i>	58
Limitations	59
Next Steps	60
Appendices	61

Appendix A: Existing Land Use & Building Conditions Windshield Survey Form 62

Appendix B: Building Condition Rating Examples..... 64

Appendix C: Windshield Survey Results 67

Appendix D: Business Survey Form..... 70

Appendix E: Business Directory 73

Appendix F: Stakeholder Survey Form..... 75

Appendix G: Stakeholder Interview Highlights..... 76

Appendix H: Case Studies 79

Comparable 1: Lincoln Park Neighborhood in Newark, New Jersey 79

 Neighborhood Profile 79

 Housing 79

 Businesses & Services 80

 Demographics 80

Comparable 2: Redevelopment in New York City’s SoHo Neighborhood..... 81

 Neighborhood Profile 81

 Housing 81

 Businesses & Services 81

 Demographics 82

Comparable 3: Elliot Park Neighborhood, Minneapolis, Minnesota..... 83

 Neighborhood Profile 83

 Land Use..... 83

 Businesses & Services 84

 Demographics 85

 Planning & Redevelopment Strategies 85

Comparable 4: Delaware Avenue Neighborhood (Delaware) in Albany, New York 87

 Introduction 87

 Neighborhood Profile 87

 Housing 88

 Businesses & Services 88

Findings and Recommendations..... 89

Funding 90

Comparable 5: Ravenswood, Chicago, Illinois..... 91

Neighborhood Profile 91

Housing 91

Businesses & Services 91

Funding Sources 92

Limitations..... 92

Appendix I: Additional Research and Programs 93

Appendix J: Funding Sources 95

Lincoln Park Funding Sources 95

Potential Funding Sources for Sheridan Hollow 97

References 98

List of Tables

Table 1: Age and Gender in Sheridan Hollow and Albany	3
Table 2: Household Type in Sheridan Hollow and Albany	3
Table 3: Level of Education in Sheridan Hollow and Albany	4
Table 4: Household Income in Sheridan Hollow and Albany.....	4
Table 5: Data Collection Fields & Description.....	13
Table 6: Building Rating Categories & Definitions	13
Table 7: Overall Building Condition Ratings.....	14
Table 8: Landscape Condition Ratings	14
Table 9: Vacant Buildings by Street	17
Table 10: Business Categories.....	26
Table 11: Basic Business Statistics	26
Table 12: Business Service Needs Assessment Results	27
Table 13: Service Ratings	29
Table 14: Case Studies	35
Table 15: Attribute Table Fields.....	52
Table 16: GIS Data Sources	54
Table 17: Parcel Overview	67
Table 18: Observed Land Use by Parcel.....	67
Table 19: Building Occupancy & Boarded Status.....	67
Table 20: Vacant Buildings by Street	68
Table 21: Buildings for Sale.....	68
Table 22: Litter Control Ratings	68
Table 23: Vegetation Control Rating.....	68
Table 24: Overall Building Conditions.....	68
Table 25: Overall Building Conditions by Street	69

List of Figures

Figure 1: Sheridan Hollow Neighborhood Map	5
Figure 2: Observed Land Use by Parcel	16
Figure 3: City of Albany Zoning Map – Sheridan Hollow	19
Figure 4: Sheridan Hollow Parking Lots	19
Figure 5: Sheridan Hollow Parking Lots	20
Figure 6: RPI Stairway	56
Figure 7: Good Condition Example	64
Figure 8: Minor Deterioration Example	65
Figure 9: Substantially Deteriorated Example	66
Figure 10: Dilapidated Example	66
Figure 11: Lincoln Park Neighborhood	79
Figure 12: NYC SoHo Neighborhood	81
Figure 13: Northern Portion of the Elliot Park Neighborhood	84
Figure 14: Albany’s Delaware Avenue Neighborhood	87
Figure 15: Ravenswood Industrial Corridor	91

Overview

Historically, not much attention has been paid to Sheridan Hollow. Running along the bed of the now-dry Fox Creek, the Albany neighborhood has for two centuries been subsumed geographically, politically and socially by the larger Arbor Hill neighborhood. It was in that context that the needs of the residents and businesses that call Sheridan Hollow home were last assessed, during development of the Arbor Hill Neighborhood Plan in 2003.

This report endeavors to focus exclusively on the Hollow. As the City of Albany moves forward with its Albany 2030 comprehensive plan — which, for the first time in more than 400 years will examine transportation, land use, recreation and housing throughout this capital city on the Hudson River just south of the Mohawk River — there is a unique opportunity to focus on each neighborhood's specific character and needs.

In that context, we see Sheridan Hollow as a neighborhood of unrealized potential. This report provides collected data, and an analysis of that data (findings), and recommendations to encourage possibilities for merchants, residents, and others who believe in Sheridan Hollow.

Context

Pursuant to a memorandum of understanding signed in September 2010, this report was prepared by students from the State University of New York at Albany Department of Geography and Planning. The students were supervised by Professor Corianne Scally as part of a graduate studio in urban planning. This report was presented on December 17, 2010 to our clients: the Albany Community Development Alliance (Alliance) – consisting of the Affordable Housing Partnership, the Community Loan Fund of the Capital Region, the Albany Community Land Trust, the Albany Center for Economic Success (ACES), Community Realty – the Arbor Hill Development Corporation (AHDC), and the Sheridan Hollow Subcommittee of the Arbor Hill Implementation Team, a stakeholder group convened by the City of Albany Department of Development and Planning to aid in implementation of the 2003 Arbor Hill Neighborhood Plan.

The objective of the study is to explore future development opportunities, plans and financing mechanisms for the Sheridan Hollow neighborhood — a neighborhood located in a weak urban market. The students worked in four distinct areas: Business Survey, Existing Land Use & Building Conditions, Research and Development, and Geographic Information Systems (GIS). A detailed report on the methods, findings, and recommendations in each follows.

Weak urban markets are areas characterized by an abundance of available and affordable housing because of de-population and de-industrialization. Effects or contributing factors from this lack in demand may be abandoned properties, high levels of crime, a concentration of low-income households and disproportionately high number of parcels requiring environmental remediation. Sheridan Hollow's status as a weak market is partially due to de-industrialization

and the resulting loss of manufacturing jobs and (ultimately) a loss of population. Despite the location of the neighborhood, its close proximity to the central business district, local shopping/entertainment venues and transportation hubs, the real estate market in Sheridan Hollow is in low demand. The housing stock and infrastructure is deteriorating rapidly and there are limited resources to fund revitalization efforts. Furthermore, Sheridan Hollow lacks a neighborhood identity and is often overshadowed by other, more organized neighborhoods.

Redevelopment in weak urban markets is challenging in any location. Albany's position as the state's capital and Sheridan Hollow's proximity to the Capitol further poses complex and conflicting priorities in developing recommendations for revitalization strategies.

History and Characteristics

Topographically, Sheridan Hollow is a ravine. Physically invisible from the State Capitol, City Hall, downtown retail, historic Ten Broeck Square or any of the major transportation corridors drawing people into and out of the city, it has been a backwater for centuries.

Indeed, settlement in Sheridan Hollow dates to the 1700s and it has always housed Albany's lower-income population. It was initially the Irish slum of "Gander Bay." Running along the ravine created by Fox Creek as it flowed from Capitol, Arbor and West hills, the neighborhood was prone to flooding. Horse manure — dumped in the streets well into the 20th century — washed downhill, giving the slum a reason to repel the city's more well-to-do classes. The main thoroughfare of Sheridan Avenue was re-named for one of the neighborhood's most famous sons, Civil War General Philip Sheridan. Succeeding ethnic groups moved through the area, and according to the 2000 census, three-quarters of its current residents are African-American.

The housing stock is old: the Census shows two-thirds of structures were built prior to 1939, compared to just 2% constructed since 1990. The median rent for a residential apartment is \$546 and it is 70% renter-occupied. The median household income in 2000 was \$20,313, and the largest employment sector for neighborhood residents is health, education, and social services.

Today, 791 people live within Sheridan Hollow. Thirty-three businesses were identified in the neighborhood, as well as several non-profit agencies headquartered at the Albany Center for Economic Success, a business incubator offering nascent companies affordable office space at 255 Orange Street as well as assistance in marketing and business plan development. A water park at the corner of Sheridan Avenue and Dove Street is a unique public attraction. Several churches, including the New Jerusalem Church, are located in the area. Two staircases lead pedestrians from Capitol Hill into the Hollow, mostly to a strip of surface parking lots along Spruce Street that dominate the southern fringe of the area.

In addition to the 2003 Arbor Hill Neighborhood Plan, several previous University at Albany planning studios have focused on Arbor Hill, developing plans for a greenway and other collaboration programs.

Tables 1-4, derived from the 2000 U.S. Census, show demographic data for the neighborhood.

Age	Male	Albany	Female	Albany	Total	Albany
0 – 14	122 (15%)	8,378 (18.3%)	153 (19%)	7,732 (15.4%)	275 (35%)	16,110 (16.79%)
15 – 24	34 (4%)	10,349 (22.8 %)	48 (6%)	11,101 (22.1%)	82 (10%)	21,450 (22.5%)
25 – 34	59 (7%)	7,407 (16.3%)	66 (8%)	7,759 (15.2%)	125 (16%)	15,166 (15.8%)
35 – 44	69 (9%)	6,362 (14%)	66 (8%)	6,443 (12.8%)	135 (17%)	12,805 (13.4%)
45 – 54	44 (6%)	5,347 (11.7%)	54 (7%)	5,421 (10.8%)	98 (12%)	10,768 (11.3%)
55 – 64	21 (3%)	3,090 (6.8%)	12 (2%)	3,488 (6.9%)	33 (4%)	6,578 (6.8%)
65 +	11 (1%)	4,534 (10%)	32 (4%)	7,614 (16.5%)	43 (5%)	12,781 (13.29%)
Total	360(46%)	45,467 (100%)	431 (54%)	50,191 (100%)	791 (100%)	95,658 (100%)

Table 1: Age and Gender in Sheridan Hollow and Albany

Household Type	Number
1-person households	128 (40%)
Married Couple with own children	32 (10%)
Married Couple without own children	31 (10%)
Male householder with own children	5 (.02%)
Male householder without own children	10 (.03%)
Female householder with own children	84 (30%)
Female householder without own children	19 (.06)
Non-family households	15 (.05%)
Total households	324 (100%)

Table 2: Household Type in Sheridan Hollow and Albany

Level of Education	Number	Albany
Non high school graduate	120 (28%)	10,957 (18.8%)
High school graduate	121 (28%)	14,232 (24.4%)
Some college or associate degree	153 (35%)	14,176 (24.3%)
Bachelor's degree	27 (6%)	10,006 (17.2)
Master's, doctorate, or professional degree	10 (2%)	8,968 (15.3%)
Total population 25 & over	431 (100%)	100%

Table 3: Level of Education in Sheridan Hollow and Albany

Household Income	Number	Albany
Less than \$10,000	118 (36%)	7,009 (17.2%)
\$10,000 to \$19,999	45 (14%)	7,079 (17.4%)
\$20,000 to \$29,999	30 (9%)	6,273 (15.4%)
\$30,000 to \$39,999	99 (30%)	4,912 (12%)
\$40,000 to \$49,999	0 (0%)	3,732 (9.1%)
\$50,000 to \$59,999	33 (10%)	3,043 (7.5%)
\$60,000 +	4 (1%)	8,724 (21.4%)
Total	329 (100%)	40,772 (100%)

Table 4: Household Income in Sheridan Hollow and Albany

Scope and Methodology

The neighborhood was traditionally defined along topographic lines, between Capitol and Arbor hills flowing up the Fox Creek bed from the downtown business district to the edge of West Hill. For the purposes of this report the neighborhood's boundaries were defined by Clinton Avenue to the north, Henry Johnson Boulevard to the west, Spruce and Columbia streets to the south and Pearl Street to the east as shown in Figure 1 on the following page.

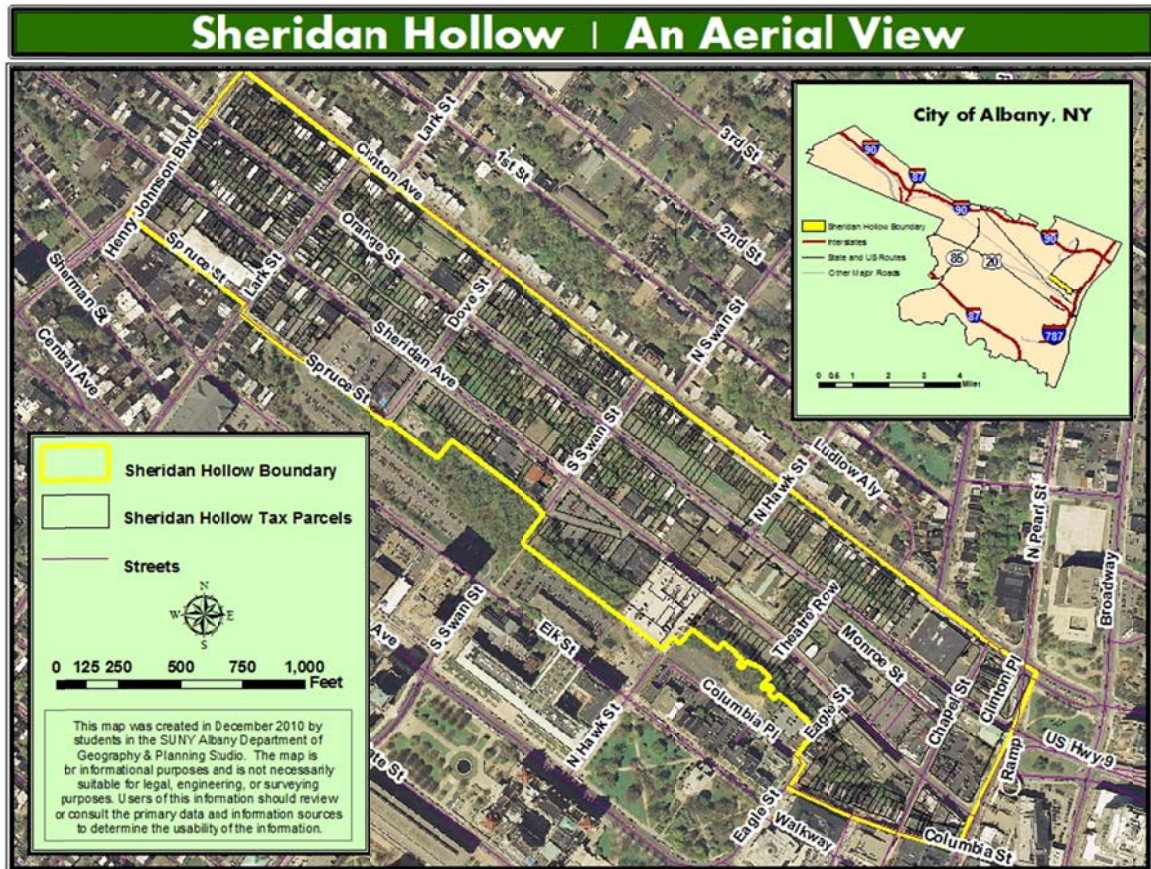


Figure 1: Sheridan Hollow Neighborhood Map

We conducted in-person or telephone interviews with 22 business owners over the course of a month, including site visits to nearly all of their premises. In addition, the manager of the Palace Theatre was interviewed about the operations of the venue, which lies just outside the designated study area. We also conducted a windshield survey of all 602 parcels within the study area, including vacant or undeveloped lots.

We conducted interviews with 14 area stakeholders in addition to an exhaustive review of literature on redevelopment in weak market cities. We compiled case studies from neighborhoods in four weak market cities — Newark, New York City, Minneapolis and Chicago — to offer lessons for Sheridan Hollow. We utilized Geographic Information Systems (GIS), including available orthoimagery and shape files, to create new data layers showing land uses, businesses, community assets and vacant buildings.

We focused in these areas at the request of the client organizations receiving this report, and pursuant to the memorandum of understanding. Of course, this approach led to limitations in the scope of our research. This will be addressed in a subsequent section.

Findings

The findings offer a wealth of insight about the neighborhood as it is now and how current stakeholders envision it in the future. Out of 602 parcels of property, we found:

- 70 parcels — a little over 10% — in the study area are devoted to surface parking. This is a smaller percentage of overall land area, as parcel size varies.
- 157 (26%) parcels are vacant lots with no existing structures or improvements. Approximately one-third of the parcels were found to have a “significant presence” of litter.
- 61 buildings are vacant, 20 buildings are substantially deteriorated and 3 are dilapidated.
- 17 buildings are visibly for sale; 67 buildings are visibly boarded up.

Most of the vacancy was concentrated along Sheridan Avenue and Orange Street, near the interior of the study area. Occupancy, as well as commercial activity, was more prevalent along the eastern and western fringes of Sheridan Hollow. Team members were engaged several times by local residents curious about what we were doing. The curiosity shown by residents is a positive sign of possible willingness to participate in future planning processes.

A total of 33 businesses were identified within Sheridan Hollow, and 70% responded to a face-to-face survey regarding their operations and needs. Key findings include:

- While a variety of business types are located in the neighborhood, most are service-oriented.
- Roughly 160 people work full-time in Sheridan Hollow. The average business employs seven full-time employees and 3.8 part-time employees. Another eight full-time employees and 110 part-time employees work at the Palace Theatre.
- Roughly 50 people employed by the businesses surveyed live in Sheridan Hollow or Arbor Hill.
- There are mature businesses in the neighborhood: the average length of operation among businesses surveyed was 12.4 years. We also surveyed the Palace Theatre — located just outside our survey boundaries — but excluded it from this average. The Palace first opened in 1931.
- The Palace, along with other businesses on the eastern fringe of the neighborhood, is a cluster that attracts regional clientele.
- 17 of the business owners surveyed said conditions in Sheridan Hollow improved over the past three years, compared to three who said things were worse and four who noticed no major changes.

- Only 2 out of the 23 business owners surveyed indicated they would not like to be contacted for future planning and revitalization efforts.
- Businesses ranked a merchant association, networking opportunities as well as access to capital and financial services as their preeminent needs.
- While many businesses not located in the Albany Center for Economic Success, had heard of non-profit agencies located there, few outside of the building at 255 Orange Street had worked with them. The Community Loan Fund of the Capital Region had the most demonstrable presence in the neighborhood, working with 10 (40 %) businesses surveyed.
- Businesses on the eastern end of the neighborhood saw themselves as a valuable bridge to the adjacent downtown neighborhood.

The belief that Sheridan Hollow is unsafe, particularly at night, persists among businesses. The above data, as well as interviews with 14 neighborhood stakeholders from the political and non-profit sectors I led to this analysis of Sheridan Hollow's strengths and weaknesses as well as opportunities and threats to development.

Strengths

Sheridan Hollow's biggest strength is location. It is a 10-minute walk to the Capitol and surrounding office buildings. Depending on an exact destination, Sheridan Hollow is a 10- to 15-minute walk to downtown businesses along Pearl Street, Broadway and other side streets. This situation could allow Sheridan Hollow to be a bedroom community for people working in office jobs in adjacent neighborhoods. The ability to commute by foot (or bicycle) makes Sheridan Hollow uniquely situated to house more residents as Albany seeks to become a more sustainable community. Already, dozens of employees park daily in lots or on Sheridan Hollow's streets and walk out of this neighborhood. While this fact is not a strength, it provides a basic awareness of the neighborhood among a large number of people who don't live or work there; a large, untapped pool of potential allies in revitalization.

The housing stock in the neighborhood mostly dates to before World War II and is in need of rehabilitation, but the area's historic character could be attractive to new residents, provided incentives and assistance were in place to facilitate development. Sheridan Hollow also contains a high number of parks and open space, including a water park that attracts residents from around the city and region.

Finally, established stakeholder groups — including the client groups to whom this report is delivered — and an engaged resident base can be directed toward redevelopment efforts. Interviews and conversations with residents and business owners found they see a neighborhood on the mend, and a willingness to participate in its revitalization. Additionally,

organizations like the Arbor Hill Development Corporation, Community Development Alliance and Community Loan Fund of the Capital Region are active in Sheridan Hollow.

Weaknesses

The high vacancy rate in both land and buildings indicates one of the area's key weaknesses: under-population. According to the 2000 census, only 791 people live in the neighborhood. Businesses complain there are not enough residents to sustain their operations. Perhaps City of Albany officials and others pay minimal attention to the neighborhood because it suffers from the legacy of systemic racism. This has led to disinvestment, poor service delivery, and sub-par neighborhood infrastructure.

Several business owners and residents indicated the neighborhood lacks a coherent identity. Indeed, it has received a paucity of attention in part because it is subsumed by the larger Arbor Hill neighborhood.

Opportunities

The large amount of vacant land in the neighborhood — over one-fourth of all parcels — represents an opportunity for in-fill development of housing or conversion to parks. Identifying key parcels and blocks and ensuring the necessary zoning and environmental conditions for development are satisfied would position Sheridan Hollow ahead of several competing neighborhoods to capture new investment when the larger economy rebounds.

Another opportunity is found in the cluster of businesses — mostly centered on hospitality — in the neighborhood's eastern end. Currently, these businesses have minimal interaction with other merchants located to the west, including many within ACES. Additionally, few if any employees from these businesses are residents of Sheridan Hollow.

The greatest opportunity is Albany's ongoing comprehensive planning process and other city efforts directed at making the capital more sustainable. Declining fossil fuel resources and a lack of public funds are making suburban development less attractive. In 2010, New York Gov. David Paterson signed the Smart Growth Infrastructure Policy Act, which directed state agencies to focus infrastructure funds in already-developed areas, such as Albany and, on a more specific level, Sheridan Hollow.

As city, state and even federal officials renew their focus on development in urban (as opposed to suburban or exurban) areas, new funding streams may become available to implement several of the below recommendations.

Threats

The sheer number of deteriorated, dilapidated, vacant and substandard buildings is a threat to redevelopment in Sheridan Hollow. Because of its age, much of the housing stock would cost more to rehabilitate than purchase. Even demolition costs for buildings beyond repair are prohibitive, and no source of private, non-profit or government funding is dedicated to addressing this problem.

Like the city and region as a whole, redevelopment efforts are also hampered by the lagging recovery of the larger economy. Sluggish economic activity has also emptied the treasuries of state and local governments, drying up once-available sources of funds. Investment and housing starts have declined around the country, and as overall economic trends reverse, it's uncertain they will refocus in traditionally neglected areas like Sheridan Hollow.

Numerous officials and business owners mentioned the perception of crime as an ongoing barrier to attracting non-residents to spend time in the neighborhood. This perception is reinforced, those interviewed say, by sub-par infrastructure and a feeling of vacancy caused in no small part by the large area of surface parking lots in the neighborhood.

Similar neighborhoods in weak urban markets — exhibiting similar strengths, weaknesses, opportunities and threats — were examined. Lessons learned from the redevelopment strategies employed in these places are incorporated into our recommendations.

Strategies for Stepping Forward

While specific recommendations are included at the end of this report, they fall under four overarching strategies.

- **Social Capital Development.** Redevelopment in Elliot Park, Minneapolis; SoHo, New York City; Ravenswood, Chicago; Lincoln Park, Newark and Delaware, Albany proceeded after the conscription and organization of neighborhood stakeholders. In Sheridan Hollow, a sharpening of neighborhood identity and branding can be achieved by organizing residents and businesses into social events and activities. Here, the process of doing is as important as the product done. These kinds of activities can build critical momentum that will facilitate future development efforts.
- **Infrastructure Development.** Building up the public streets must be a priority for overall revitalization in the neighborhood. Private developers will be reluctant to channel capital toward an area where they see municipal neglect. The contrapositive is also true. This must also extend to abandoned buildings and vacant lots. More residents can be attracted to the neighborhood through redevelopment of housing; such housing could be made desirable — in conjunction with other revitalization efforts — to new residents who may commute by foot to other Albany neighborhoods.

- **Forging Connections.** The above strategies are more likely to be successful if those committed to Sheridan Hollow connect to each other and the larger community in the city and region. These include opening up the physical connections between the Hollow and the hills, as well as showing the world, with a unified voice, what can happen in Sheridan Hollow. Internally, the neighborhood's assets can be fortified if they cross-pollinate with each other, in a working group of stakeholders or a merchants' association of local businesses.
- **Make it Special.** What can make Sheridan Hollow unique? In addition to its proximity and central location in Albany and the Capital Region, the historic character and adjacency to regional arts attractions provides the opportunity for Sheridan Hollow to complement the downtown business/entertainment district. Also, focusing on the water park and coordinating activities there with the recently opened Arbor Hill Branch of the Albany Public Library can draw residents of other Albany neighborhoods into Sheridan Hollow for visits.

Existing Land Use and Building Conditions

Scope

A windshield survey was conducted to observe existing land use and building conditions within the Sheridan Hollow neighborhood. The physical survey was designed to provide accurate, street view information on the general conditions of vacant and deteriorating buildings and lots. The results of the survey were used to evaluate observed land uses and deem if there were any areas in need of development or redevelopment. Preexisting plans and programs within the City of Albany on local, county, regional and state levels that pertained to the Sheridan Hollow area were reviewed. Upon collecting the data and analyzing the findings, recommendations were derived based on results and previous plans, including reconciling allowed versus existing uses and planning for future land use, and securing problem properties in the short-term without using eminent domain.

Procedure

Prior to commencing the survey of existing land use and building conditions, we developed an action plan outlining the critical tasks required to accomplish the objectives for this project. The action plan included strategies, team member assignment, and due dates. In addition to creating an action plan, the team conducted a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis of Sheridan Hollow; specifically focusing on existing land use and building conditions to better understand the dynamics of the survey area. Issues, such as excessive parking lots, vacancies, fiscal constraints, and general community perception were among the list of identified areas that would need to be addressed during this studio.

To help provide a context for the current status of Sheridan Hollow we reviewed existing plans which encompass the survey area, such as Arbor Hill and the City of Albany. Each of the plans was reviewed to determine the goals and strategies already in place or those already attempted in Sheridan Hollow and its surrounding neighborhoods. Included as part of this research was an attempt to identify shortcomings that related to existing land use and building conditions, as well as areas for opportunity to help focus on our final recommendations.

A list of plans and programs reviewed includes, but is not limited to:

- Arbor Hill Neighborhood Plan (The Community Builders, Inc. and Behan Planning Associates, LLC, 2003)
- Albany Sustainable Design Assessment Report (SDAT): A Sustainable Capital for the 21st Century (2007)
- Albany's Block by Block Plan: Building A Better Albany (City of Albany, 2008)

- Past Studio Report: Arbor Hill Neighborhood Public Parks & Open Space (SUNY at Albany Planning Studio 2008)
- Programs, such as Albany's Vacant Lot Stabilization Project and RESTORE NY funds

In addition, we visited the New York State Museum exhibit featuring a brief history of Sheridan Hollow and findings from the archeological dig performed during construction of the new Sheridan Avenue Parking Garage.

Windshield Survey

The purpose of a windshield survey for existing land use and building conditions is to observe the contents and conditions of any structures on a parcel from the vantage point of a facing sidewalk or road. To facilitate the data collection process, we drafted a list of data fields to collect and created a data collection form. The data fields for the form were based on building and land use condition surveys utilized by other planning agencies and entities. Two of the main samples utilized were taken from the Latonia Small Area Study and the County of Yolo windshield survey, as well as utilizing our team members' previous data collection experience.

A proposed list of data collection fields, along with definitions and a rating system were reviewed and approved by our clients and studio professor. The following table contains the data collection fields included in the windshield survey. The Building and Land Use Conditions form can be found in Appendix A.

Field Name	Description of Field
Date Survey Completed	Date of windshield survey
Evaluator	Team member completing the form
Address	Street number and street name of parcel being observed
Observed Land Use	Observed land use based on the following selection: <ul style="list-style-type: none"> • Residential (SFR, Duplex, Multi-Family, Other) • Commercial (1st Floor, 2nd Floor, Other) and business name • Industrial (if yes, describe use) • Public/Semi-Public (playground, park, parking lot, other) • Vacant Lot (no structure)
Occupancy	Structure is perceived as occupied, vacant or unknown if unsure
For Sale	Property contains a for sale sign (yes or no)
Boarded	Some or all of the windows and/or doors on a building have been boarded (yes or no)
Number of Stories	Building contains 1, 2, 3, 4, 5, 6+stories
Construction Type	Building was constructed of wood, brick, stone, or other
Exterior Surface	Exterior surface of the building is brick, wood, veneer, aluminum/vinyl, stucco/asphalt shingles, or other
Overall Building Condition	The building condition is rated based on the total score of the

Field Name	Description of Field
	primary building element conditions. <i>(See Condition Definitions and Standards section below for more information)</i>
Garage	Parcel contains a garage. If yes, indicate garage condition and number of cars
Landscape Conditions	A rating is assigned to litter and vegetation control . <i>(See Condition Definitions and Standards section below for more information)</i>
Notes/Comments	Any additional notes not covered by the fields listed above

Table 5: Data Collection Fields & Description

Condition Definitions and Standards

To ensure that we recorded data in a standard manner, the survey form was created to include definitions, examples, and a Likert scale to rate parcel conditions. The overall building condition was derived based on the total score of the primary building element conditions. The primary building elements were grouped as follows:

- Roof, Gutters, and Chimney
- Porches, Stairs, and Fence
- Doors and Windows
- Exterior Surfaces
- Foundation

Each of the building elements was given a rating from 0-3 based on the following categories and definitions listed in Table 6.

Rating Score	Rating Category	Definition/Examples
0	Critical Defect	Absence of roof, absence of a wall, absence of stairs/porch, absence of windows
1	Major Defect	Sagging roof, hole in roof, hole or open crack in foundation, sloping outside walls, crumbling chimney, hole in wall, shattered windows
2	Minor Defect	Cracked windows, broken door, broken stair step
3	No Defect	Building element is sound/intact

Table 6: Building Rating Categories & Definitions

Based on the total building element conditions rating, overall building condition was determined:

Total Score	Overall Building Condition
12-15	Good Condition
8-11	Minor Deterioration
4-7	Substantially Deteriorated
0-3	Dilapidated

Table 7: Overall Building Condition Ratings

Examples of buildings that were given an overall building condition rating for each of the categories above can be found in Appendix B.

In addition to overall building conditions, landscape conditions were observed for parcels with and without structures. Landscape conditions were separated into 2 major categories – vegetation control and litter control. These conditions were given a rating of good, adequate, or poor based on the following maintenance conditions.

Rating Category	Litter	Vegetation
Good	No litter	No overgrown vegetation
Adequate	Litter present; covers less than 50% of property	Overgrown vegetation present; covers less than 50% of property
Poor	More than 50% of property contains litter	More than 50% of property contains overgrown vegetation

Table 8: Landscape Condition Ratings

Data Collection Methods

A survey form was completed for each parcel within the defined Sheridan Hollow boundary as identified on a parcel map regardless of whether or not there was a structure present on the parcel. If the parcel contained a structure, such as a house or commercial building, the form was completed designating the observed land use, business name (if applicable), for sale status, boarded, exterior surface, construction type, building condition, existence of a garage, garage condition (if applicable), landscaping conditions for vegetation and litter control, and any notes. Conversely, if a structure was not present on a given parcel, a survey form was completed by designating the observed land use, landscape conditions (the presence of vegetation and litter), and any applicable comments, such as the presence of abandoned automobiles in a vacant lot. Due to the nature of the construction of buildings in an urban setting, a significant portion of the surveys completed were taken from a front-view perspective. Where possible, side views and back views were taken into account.

Data Analysis and Mapping

After completing the windshield surveys within the identified boundaries of Sheridan Hollow, a Microsoft (MS) Excel file was created to log all results by corresponding parcel number per 2010 tax parcel data. The MS Excel file was customized to include picklist options to expedite the amount of logging and to ensure that the data was entered in a standard manner.

As part of the data analysis, a quality assurance (QA) review was performed between those conducting surveys of properties and businesses and those responsible for data mapping, where appropriate. Discrepancies occurred within the data collected due to commercial parcels no longer in business or inadequate signage to indicate the presence of a business. In such instances, survey forms were revisited, as well as Google Maps and the 2010 tax parcel data to resolve any discrepancies. Any parcel where Google Maps was utilized is indicated in the notes section of the final dataset. In addition, the original maps utilized to conduct the survey were generated from the 2008 tax parcel data. Upon logging the data, according to 2010 tax parcel data, discrepancies were found where tax parcels were renumbered or combined.

In addition to the windshield survey data, the following is a list of data fields that were collected independently from the windshield survey based on other data sources, such as the 2010 tax parcel data.

- Census Tract Block
- Parcel Number
- Lot Area Square Footage
- Year Built
- Assessed Land Value
- Assessed Improvement Value
- Total Assessed Value
- Year Assessed
- Owner
- Owner's Address / State

Upon Geocoding the data, a set of GIS map layers were requested. Layers included the following land use and building condition characteristics, including current observed land use, vacant vs. occupied buildings, boarded buildings, parking lots, overall building conditions, and type of homeownership.

Findings

The following section outlines the results of the Building and Land Use team's windshield survey, including general observations of the community, and research efforts. A complete listing of the full results can be found in Appendix C.

Observed Land Use

The current land use of Sheridan Hollow provides a context for the composition of the community as shown in Figure 2. Sheridan Hollow is a predominately residential area with limited commercial activity. Of the 602 parcels within Sheridan Hollow, 47% were observed as residential and only 7% commercial (as shown in Figure 2). Sheridan Hollow exhibits a high level of vacant lots with slightly more than a quarter (26%) of the area being underutilized, in addition to 12% of the land being used for parking lots. We found some concern in the high volume of vacant lots because many of them lack any form or function. These lots can be areas of opportunity, whether turned into playgrounds or common areas for residents.

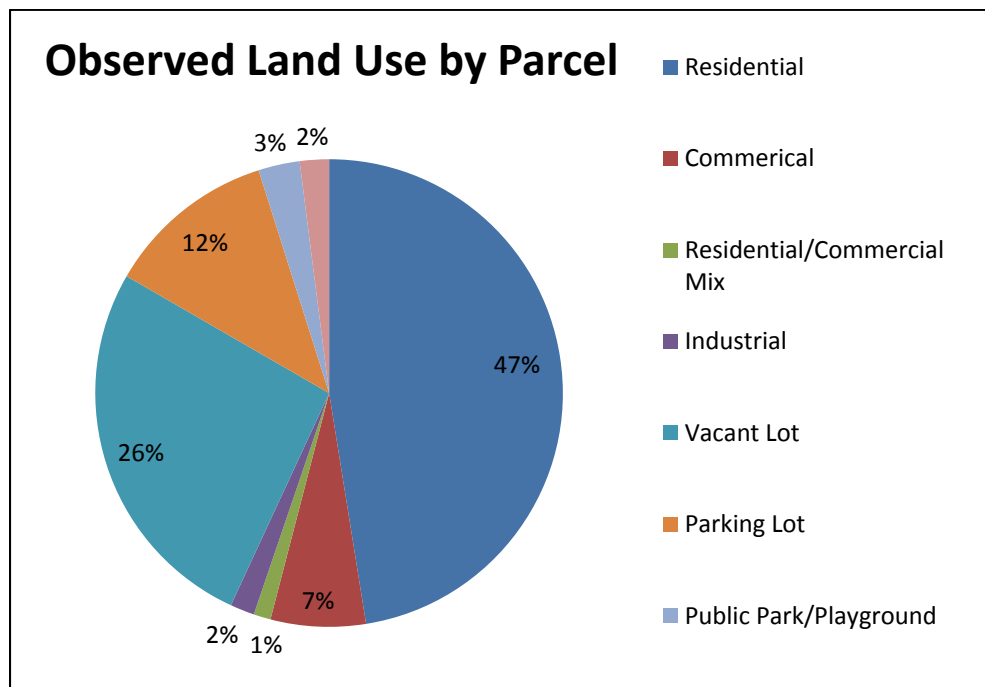


Figure 2: Observed Land Use by Parcel

Building Conditions

The majority of structures present were found to be in good condition based on the windshield survey rating standards: 260 buildings were observed as good condition, 67 with minor deterioration, 20 buildings with substantial deterioration and 3 found to be dilapidated. In our analysis of observed building conditions, the main thoroughfares of Clinton Avenue, Orange Street, and Sheridan Avenue are characterized by similar proportions of good, minor deteriorated, and substantially dilapidated (see Appendix B). We found that the increased

amount of deterioration occurs at a higher degree as one travels east, towards Downtown Albany, on all three corridors. Deterioration of quality infrastructure includes sidewalks that front structures and vacant lots. While the deterioration trends closer to the downtown area, there are positive clusters. Upscale condominiums are currently under construction at 17 Chapel Street (near downtown). Along the Sheridan Avenue corridor, the Interfaith Partnership for the Homeless is taking steps to turn negative attributes into positives by developing apartments for homeless individuals and families with disabilities.

Occupancy

The windshield survey revealed 61 buildings observed as having a vacant occupancy status out of the 356 parcels with structures. 28 buildings were designated with unknown occupancy status in instances when building occupancy was questionable. For example, a building could have a couple windows boarded, but the structure appeared to be inhabited. In addition, 67 buildings were observed as containing windows or doors boarded up.

The windshield survey also revealed that Sheridan Avenue and Orange Street showed 58% of the vacancies are located on these arteries, as shown in Table 9 below. These vacancies account for 23% and 20%, respectively, of all structures along the street. Spatially, the vacancies become more numerous and clustered as one moves east down the corridors, closer to the downtown area. For instance, the lower block of Sheridan Avenue (east of North Hawk) contains several homes that are boarded up and vacant, such as numbers 145, 149, and 151.

Street	Observed Vacancies	Total Structures	Vacancy %
Chapel St.	0	2	0%
Clinton Ave.	12	87	13.8%
Clinton Place	0	3	0%
Columbia St.	0	14	0%
Dove St.	0	2	0%
Eagle St.	0	0	0%
Hawk St.	0	0	0%
Henry Johnson Blvd.	1	3	33.3%
Lark St.	10	35	28.6%
Monroe St.	0	1	0%
North Pearl St.	0	2	0%
North Swan St.	2	4	50%
Orange St.	18	79	22.8%
Road St.	0	0	0%
Sheridan Ave.	17	83	20.5%
Spruce St.	0	3	0%
Theatre Row	0	4	0%

Table 9: Vacant Buildings by Street

Parks, Vacant Lots and Parking

We found that public parks consume 3% of land use in the neighborhood. These parks are maintained, with low degrees of apparent litter and vegetation.

As shown in Figure 2, parking is 12% of the parcels in the neighborhood. After mapping the data, it was found that parking encompasses much more square footage than the numbers imply. Parking, both off-street and on-street, occupies much of Sheridan Avenue, including the Sheridan Avenue Parking Garage. This corridor's proximity to Downtown State offices has created a prime environment for State workers to park. This was first-hand witnessed during our surveying of building and lot conditions. We observed that the lots used by neighboring offices are maintained and constantly occupied on a daily basis, which is a source of the neighborhood's constant traffic. Concurrently, there are numerous parking lots that are not so meticulously maintained, are used less frequently, and are covered with a higher level of vegetation and litter. These were found to be typically located in the western sections of Sheridan Avenue and Orange Street at So. Swan Street.

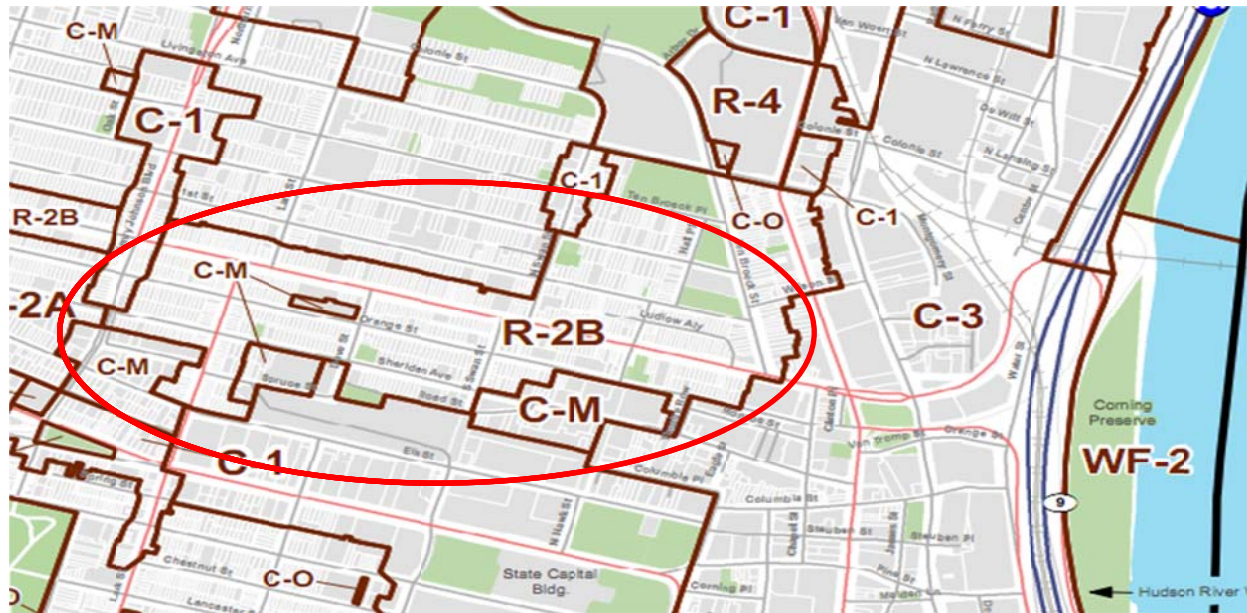
The second issue of the neighborhood is vacant lots. These were found to occur more frequently when approaching the middle of the neighborhood from either the east or west ends. The most prominent clusters lie on Orange Street, between North Hawk and Dove Street.

Landscape Conditions

As Sheridan Hollow is located within an urban setting, and we were limited to surveying solely based on observations from a street view, our findings on landscaping are limited to observed trash and/or growth in the front of a parcel. The majority of the parcels with structures were found to be of concrete landscaping in the front with normal littering of snack bags that may have blown down the street. Areas of vacancy were found to have similar littering. Landscaping of a majority of the parcels exhibited overgrown grass or rubble.

Zoning

Zoning can often be an issue when redeveloping older neighborhoods. The City of Albany is, for the most part, carved up with zoning outlining particular sections of streets. Although a full zoning analysis was not conducted, one can see from City of Albany's Zoning map (as shown in Figure 3) that Sheridan Hollow includes R-2B, C-M, C-1, and C-3 on the eastern edge of the neighborhood.



Source: City of Albany

Figure 3: City of Albany Zoning Map – Sheridan Hollow

There is a small section of land zoned C-M. This zoning district permits a long list of light-industrial uses including but not limited to houses of worship, wholesaling business, commercial bakeries, repair garages, laboratories, and parking lots. Using Google Street View, and confirmed through a walking tour, the majority of the C-M zoned areas are surface parking lots or State facilities. Not all C-M parcels are parking lots, for example 255 Orange Street. However, the southwestern C-M district shown below from Google Maps is predominantly parking (Sheridan Avenue between Dove and Lark Streets), and the southeastern section includes the energy plant and the Sheridan Hollow Parking Facility.



Source: Google Maps

Figure 4: Sheridan Hollow Parking Lots

The C-1 Neighborhood Commercial District is intended to provide a choice of business locations for small-scale commercial uses in or near residential neighborhoods. Permitted retail and service uses are intended to serve the needs of neighborhood residents and, to a limited extent, other nearby businesses, industries and institutions. Uses are restricted in size to promote a neighborhood scale and to limit adverse impacts on nearby residential areas.

The majority of the C-1 District in Sheridan Hollow is comprised of the Hollow's steep landscape with the other part vacant surface parking as demonstrated by the Google Street View photo.



Source: Google Maps

Figure 5: Sheridan Hollow Parking Lots

General Observations and Community Assets

Our objectives were to survey land use and building conditions, but what we received from being in Sheridan Hollow for several days was more than our team expected. Members were met by inquisitive looks and responses to our presence in the Hollow. The curiosity shown by residents is a positive sign of possible willingness to participate in future planning processes. Residents also displayed their community involvement through the observed maintenance of homes and existing playgrounds.

Throughout numerous visits to Sheridan Hollow, the team's experience did not match the negative image perpetuated in the general population of the City of Albany. Neighbors were friendly, helpful, and generally curious about our process. Assets team members found included;

- Closeness to key market areas
- Available land for future development
- The abundance of visitors
- Likely participation of residents
- Community garden

Throughout several tours of the Sheridan Hollow region, we took notice of several areas with cracked/uplifted and in some instances, missing sidewalks, including the 200 block of Orange Street. In order to encourage safe recreation and walkable transportation corridors for visitors and residents, there needs to be correction and/or addition of connective sidewalks to allow

residents, as well as visitors, to safely and easily walk the region. Other areas in need of future assistance are:

- Abundance of vacant housing (particularly on Sheridan and Orange)
- Poor/unsafe conditions of several housing structures
- Abundance of visitors (due to parking and general traffic)
- Lack of destinations

A complete list of windshield survey findings can be found in Appendix C.

Recommendations

The Existing Land Use and Buildings Conditions Team identified the following physical recommendations for the Sheridan Hollow neighborhood based on their surveys, observations and research. We think there is plenty of room for physical improvement within the neighborhood.

- **Creation of Steering or Subcommittee.** With any plan's implementation there, needs to be citizen participation. Allowing local residents to participate in the planning process develops a powerful social network and helps create a transparent atmosphere throughout. The committee can allow citizens to give continuous feedback on the actions and aims of the planning exercise.
- **Litter Pick up Volunteers.** Sheridan Hollow possesses a key advantage by having concentrated and continuous foot traffic provided by surrounding downtown businesses and State workers, but it will be hard to attract people to the region with littered streets and open areas. The results of the windshield survey indicated that approximately one-third of the parcels in Sheridan Hollow have the presence of some form of litter. While the City does manage trash collection, having citizens interact with clean up creates a sense of pride and value people attach to their neighborhoods. Beginning with small sections of vegetation trimming and debris removal people will hopefully see a change they can be proud of. It is therefore recommended that through the creation of sub committees, volunteer groups will develop methodologies to continuously service the community. The subcommittee or organization coordinating litter removal may wish to network with local churches or schools in the Sheridan Hollow vicinity for young people looking to volunteer.
- **Creation of Additional Community Gardens.** The windshield survey analysis indicated that approximately 26% of the parcels in Sheridan Hollow are vacant lots. Transforming select vacant lots for community use would help change negative perception and create social capital within Sheridan Hollow. One recommendation is to establish additional community gardens. Using information provided by Environmental Organizations on

redeveloping Brownfields could create solutions for mitigating contaminants. One idea is the use of raised garden beds. The Rust to Green Program, working out of Cornell University, has already put these ideas forth in Utica and Binghamton with some success. A positive asset, Sheridan Hollow presently has a community garden on Clinton Ave. Although it may be deemed additional work, gardens do make for green and healthy communities. Without resting, failure or success means additional action such as contraction or expansion of existing gardens.

- **Incentives for Businesses.** As previously stated, Sheridan Hollow needs to make an asset out of their high volume, concentrated and continuous foot traffic. Sheridan Ave. lacks density and with several vacant properties, there is ample opportunity for the opening of numerous businesses. With many pedestrians parked along Sheridan Ave. to access their government jobs, opening a coffee shop, deli or diner would serve that population and bring revenue directly into the community. It is recommended that these services be located near the staircases that many use to walk up to and down from State offices. One potential location for a business is the corner of Sheridan Avenue and Swan Street.
- **Expansion of Staircases.** The staircases that residents and employees use to move between Sheridan Hollow and Central Avenue/State Street also serve as an asset to the community, providing easy transition between ample/low cost parking and their sources of employment or public transit. The creation of grand improvements to existing staircases would not only traffic people, but also serve as urban destinations. A wider staircase has the possibility of encouraging more people to simply use it for exercise.
- **Expansion of Water Park.** The water park, at the bottom of the staircase at Dove and Spruce Streets, has the potential to attract more visitors with proper advertising and the addition of a few amenities. Request additional funds to establish and update the park with bathroom facilities, supervision and potentially more equipment.
- **Use of Parking Permits.** The windshield survey revealed that parking lots account for 11% of the parcels within the area. Complaints are heard concerning the abundance of State employees using street parking spots in an attempt to save money, thus eliminating spots for residents and businesses. As it is considered not feasible to remove parking lots in the area, and because parking generates activity within Sheridan Hollow, the best option would be to embrace and work with the status quo. Recommendations and discussions for the creation of parking passes to ensure residents receive preferential parking over state workers continue.
- **Building on Assets.** The south end of Sheridan Hollow has several key advantages over the remainder of the area due to its close proximity to downtown and state offices. The south end also has existing destinations including; The Palace Theatre, Yono's Restaurant, The Hampton Inn, and upcoming high end condominiums on Chapel Street. With these businesses already drawing patrons, it would be in the best interest of

Sheridan Hollow to build off that platform and carry success further up into the community. Building up from the south end entails encouraging the development of businesses close to the previously discussed businesses. Developing close to these assets creates the opportunity to create potential customers. Listed below is what our surveying identified as standout clusters of housing units. It is recommended that these areas be preserved and connected.

- Sheridan Avenue 223-229
 - Columbia Street
 - Clinton Avenue 140-154.5
 - Orange Street 250-258; Corner of Dove and Orange Streets
- **Creating Connections.** Building the proper infrastructure necessary to create connections within Sheridan Hollow is essential in attracting visitors to further explore the area. The idea of connections ties into the previously discussed correction/addition of sidewalks, but with the addition of destinations and amenities. Through the attraction of businesses and the growing success of the south end, there is the opportunity for additional visitors.
- **Restore Vacant Buildings & Lots.** Restoring vacant buildings and lots can help foster pride and reinvigorate the livelihood of a community. The windshield survey revealed 17% of parcels observed with structures in Sheridan Hollow were identified as containing vacant buildings and 26% of the parcels surveyed were identified as vacant lots. With 43% of the land as vacant or containing vacant buildings, it is recommended that Sheridan Hollow utilize existing City of Albany resources to help revitalize the community. Albany's Vacant Lot Stabilization Program was established to help find alternative uses for city-owned vacant parcels. It is recommended that Sheridan Hollow utilize this program, similar to the South End of Albany, to make the neighborhood a more attractive place to live and visit. In addition, the aim of Albany's Vacant Building Registry initiative is to hold absentee homeowners accountable for vacant buildings. The windshield survey also revealed that 61 structures were observed as vacant and 28 structures were classified as having unknown occupancy status. Given these observations, it is recommended that Sheridan Hollow be included in an upcoming phase of the Block by Block program to ensure that all vacant buildings are properly recorded with the City.

Businesses

Scope

The primary objective of the Business Survey was to create and conduct a door-to-door survey of local businesses to determine the type and nature of their operations, assess their impact on and views of the surrounding neighborhood, and elicit their concerns and needs. The boundaries of our study area varied slightly from the previously defined Sheridan Hollow, in order to eliminate a strip of extraneous businesses on Clinton Avenue and to also count businesses along Chapel and Spruce streets. As such, we surveyed an area bounded by Lark Street to the west (east side of the street only), Clinton Avenue to the north (south side of the street only), North Pearl to the east (west side of the street only) and Sheridan Avenue to the south (both sides of the street).

The scope of our project had six main steps. These steps, which are described in greater detail below, are:

- Develop a survey
- Develop a list of businesses in the neighborhood
- Conduct the survey
- Record responses
- Analyze results
- Make recommendations

Procedure

The first phase of the project was to develop a survey for business owners within the boundaries. To develop the survey, we first examined the goals of clients and information they were seeking from business owners. The information desired, as previously mentioned, included the type of business, the business owner's views of the neighborhood, their needs, their concerns and changes they thought appropriate for the community. We used a previous survey, given to business owners in Arbor Hill in 2003, to help develop the actual questions. We also examined survey best practices developed by Greg Andranovich and Robert Howell (Andranovich and Howell 1995). This tool helped phrase the questions as well as structure and format our survey.

We then developed a list of businesses in the Sheridan Hollow neighborhood, first examining a list of businesses from the 2003 survey. We then eliminated businesses outside the boundaries of our study area (the 2003 survey was given to all businesses throughout Arbor Hill). We then went out into the field and developed a list based on our visual assessment of potential businesses based on building conditions, signage, entrance and egress of customers and informal discussions with passersby. The lists were combined, and we further eliminated businesses that had closed. The list was then approved by client organizations. More businesses

were added based on client feedback and observations of building conditions. Ultimately, we developed a list of 33 functioning businesses in the Sheridan Hollow neighborhood.

Surveyors walked door-to-door to each business and asked to speak with the owner face-to-face. If the owner was not available, we made an appointment to return at a later time. For many businesses, surveyors initiated contact by telephone first to set up an appointment with the owner. There were a few business owners who did not have time for a face-to-face survey, in which case we conducted telephone interviews or simply dropped off a survey for them to fill out at their convenience. If the owner was not available, but a knowledgeable employee was able to answer the questions, they were surveyed instead. After unsuccessfully contacting the business three times, we listed them as a business that did not participate. We conducted these surveys over a four-week period. Ultimately, we completed surveys with 23 businesses, which is a 70% response rate.

The last three phases involved recording results, analyzing results, and making recommendations. We continuously recorded results during the four week period, into an Excel Spreadsheet and Microsoft Word document. The team also analyzed the results for basic statistical information and made final recommendations for the neighborhood based on survey results and other research.

Findings

The survey Instrument (see Appendix D) focused on three areas: basic business information, business service needs and community perceptions. The results shown below represent information gathered from 22 independent business entities within the survey area, the Palace Theatre, and three businesses/members from the client group who desired to participate in the survey process.

Sheridan Hollow is home to a wide variety of businesses. At the client's request, the businesses shown in Table 10 are grouped by service type, as delineated by the studio class. Please refer to business provided descriptions in the accompanying data DVD for additional information.

Studio-Defined Business Category	Business Names
Grocery	Trinidad Grocery and Variety, Michigan Market
Personal Services	Modern Barber Shop, Orange Street Garage, Tailorama
Professional Services	Absolute Promotions, ACS Printing, Harris, Conway and Donovan PLLC, Independent Security Services, Kay Bond Enterprises, ZLS Publishing, Zone 5 PR
Non Profit Service Providers	Albany Energy Resource Center, Albany Housing Coalition Inc., Interfaith Partnership for the Homeless, NAACP
Bars, Restaurants, Cafes	Assembly Restaurant and Lounge, The Brown Derby Restaurant, McGeary's, Melville's Mug, Victory Café, Yono's
Construction and Property Services	Able Asbestos, EW Tompkins Group, Hudson Valley Heating Specialities, Kingdom Services, Urban Redevelopment Group
Other	Albany Berkshire Ballet, Albany Hip Hop Sportswear (retail), A and U Magazine, Hampton Inns and Suites, L'Esperance Tile

Table 10: Business Categories

Basic Business Information

The basic business information for the 25 Sheridan Hollow businesses surveyed is shown summarized in Table 11 below.

Basic Business information	Average	Minimum	Maximum
Number of Years in Operation	18.0	.4	43
Number of Years Operating in Current Location	12.4	.4	41
Number of Full Time Employees	7	0	32
Number of Part Time Employees	3.8	0	20

Table 11: Basic Business Statistics

While there are a number of businesses (six) that have been in Sheridan Hollow for twenty or more years, 13 (42%) have only been present for five years or less. Fourteen businesses moved from a previous location, though prior locations are not known. When asked why they chose their current Sheridan Hollow address, 19 (76%) businesses identified the location as a primary factor, in particular being close to where the owners lived, access to major highways and proximity to potential customers. Six businesses (24%) also cited affordable lease or purchase price as a contributing factor. Fourteen businesses (56%) reported renting their spaces, while 11 (44%) own them, with one business currently in a rent-to-own arrangement. More than half of the businesses that rent their properties are located at the ACES building at 255 Orange Street. These businesses have been in their current locations for an average of seven years.

Ten businesses are minority-owned and five businesses are owned by women (two are both minority and woman-owned). Seventeen of the businesses have fewer than 20 full-time and part-time employees. Two of the businesses surveyed employ part-time sub-contractors in their daily operations, which we considered to be part time employees for the purpose of this survey. It should also be noted that the number of employees reported living in Sheridan Hollow or Arbor Hill were generally estimates, with the individuals interviewed often giving rough percentages. We estimate that approximately 50 individuals employed by the participating businesses reside in Sheridan Hollow or Arbor Hill.

Business Service Needs Assessment

Client	Businesses Surveyed	
	Have Heard Of	Have Worked With
Community Loan Fund of the Capital District	12	10
Albany Center for Economic Success	14	9
Arbor Hill Development Corporation	13	6
Affordable Housing Partnership	15	5
Community Realty	11	6
Community Development Alliance of the Capital District	12	2
Albany Community Land Trust	15	6

Table 12: Business Service Needs Assessment Results

The purpose of the business service needs assessment portion of the survey was to measure how familiar Sheridan Hollow businesses are with the client organizations and assess what business services would be most valuable to them. The survey asked if a business had heard of or worked with any of our clients and the results are summarized above. The responses of the clients who were surveyed are not included in this section, as they would have skewed and biased the results.

While all of the clients were recognized by at least 45% of those surveyed, many of the businesses did not report having worked previously with the clients in any direct manner. This may indicate a point of entry for some of our clients, which will be further discussed in the recommendations section below.

With regard to business services, respondents were asked to rate the value of having a particular service in the community using a Likert Scale where a value of one equaled most valuable and five equaled not valuable at all. Table 13 shows the mean score for each potential service. The list of business services was reproduced from the survey of the greater Arbor Hill Neighborhood previously mentioned. Not all respondents provided a value score for every service, particularly if they felt that the service in question did not apply to them, so the number of respondents is included as well.

Potential Business Service Within the Community	Mean Value	Count
Local Area Merchants Association	2	21
Networking assistance and Opportunities	2.2	20
Help in Developing and/or enhancing credit	2.2	20
Loan/financial Assistance	2.3	20
Legal Consultation	2.5	19
1-2 Hour Seminars and Workshops on various topics	2.6	20
Accounting and Bookkeeping	2.7	21
Human Resources	2.7	20
Business Planning (General)	2.9	20
Market Analysis and marketing assistance	2.9	20
Computer and E-Commerce Training	3.1	20

Potential Business Service Within the Community	Mean Value	Count
Business Library Resources	3.4	20
Product Development	3.5	16
Manufacturing Process	3.7	14

*Where 1=most valuable, 2=very valuable, 3=somewhat valuable,
4= not very valuable, 5=not valuable at all*

Table 13: Service Ratings

While all of the services were seen as having some value to all of the responding businesses, there are clear needs in the local business community that may be met by entities at 255 Orange Street. Detailed recommendations are provided below. There appear to be three distinct groups of services most desired by local businesses: networking (including the merchant association, networking opportunities and seminars/workshops), financial assistance (including loans and credit assistance) and business administration services (legal assistance, accounting and human resources). It seems that services more appropriate to nascent business ventures, such as business library resources and product development, are not as highly valued as other services. Additionally, there is little need for manufacturing processes, as many of the businesses in the neighborhood do not engage in the industrial manufacturing of goods.

Community Perceptions

In order to assess the business community's perceptions of Sheridan Hollow, those interviewed were asked a series of open-ended questions to draw out their thoughts and feelings. Participants were asked to identify three advantages and disadvantages of their current locations. If they were having difficulty identifying advantages or disadvantages, they were prompted to consider what they see and feel when going to and from their business location on a daily basis. They were provided with some of the advantages and disadvantages identified by others participating in the survey. Some of the key advantages mentioned by the businesses surveyed are:

- **Easy Highway Access.** Fourteen of the businesses surveyed stated that access to major roadways (I-90, 787 and the Thruway) is an advantage of being located in Sheridan Hollow. The location allows for easy commutes by employees and helps attract regional clientele.
- **Proximity to Downtown & Capitol Hill; Centrally Located.** Nine of the businesses surveyed mentioned some aspect of Sheridan Hollow's overall location within the City of Albany. The neighborhood is close to many regional attractions, city and state agencies and the downtown business service core.

- **Close to Amenities & Attractions.** Seven businesses mentioned various attractions near the eastern boundary of Sheridan Hollow as advantages to locating their businesses. Specifically mentioned were the Capital Repertory Theater Company and the Palace Theatre, both of which lie just outside the Hollow on Pearl Street. Also mentioned were several bars and restaurants clustered along Pearl Street and the Sheridan Hollow boundary.
- **Good Neighborhood Support.** Five businesses mentioned the support of their fellow residents and neighbors for business activity, and a lack of “NIMBY-ism” (a belief by some homeowners take toward business activities, “Not in my back yard!”).
- **Low Cost.** Four businesses mentioned the aging stock of residential and commercial properties affords them lower business costs. Additionally, weak development demand has stabilized rents in the neighborhood, so there is less a threat for gentrification.

Overwhelmingly, businesses stressed some element of the location of the neighborhood — as opposed to an internal feature or asset located within its boundaries — as a strength. Conversely, many internal features were cited as detractors:

- **Crime.** Thirteen businesses mentioned crime, perceptions of crime and an accompanying feeling among non-residents that the neighborhood is not safe as an impediment for development. Many businesses mentioned actual incidents of crime have decreased in recent years – in part related to the opening of the Albany County Family Court on Clinton Avenue — but they said in the same breath that a perception of crime remains.
- **Physical Condition and Vacant Buildings.** Eight businesses mentioned the physical characteristics of the neighborhood as a negative. Their complaints ranged from deteriorated sidewalks to vacant and dilapidated buildings, from a proliferation of street trash to an apathetic approach to community maintenance as practiced by city officials.
- **Outsiders are Unaware / Unfocused on the Neighborhood.** Four businesses mentioned people and entities, which are not located within the neighborhood, as unfamiliar with it; indeed, some of the businesses surveyed could not immediately articulate the boundaries of the neighborhood. Several businesses mentioned this has been a disadvantage as they approached banks. Lenders did not demonstrate unwillingness to loan, per se, but the businesses reported bankers were unfamiliar with the area as referenced in business plans.
- **Light Foot Traffic.** Four businesses mentioned it was difficult to sustain their operations because of the decreased amount of foot traffic in the neighborhood. Some long-time businesses said de-population over time — as evidenced by the number of vacant buildings in the neighborhood — has contributed to this problem.

- **Lack of Parking.** Five businesses said the lack of easy parking was a hindrance. While the neighborhood has no shortage of parking — indeed, a fair amount of it is used as parking lots for employees on Capitol Hill — the commercial enterprises along Lark Street and Clinton Avenue, as well as those clustered at the east end of the hollow, say their clients have difficulty parking during day-time hours.

The most promising result from the business survey was the answer to the question, “are there any changes you would like to see in this neighborhood?” Most business owners surveyed paused for a moment. The previous question had been easier: 17 business owners (68%) said conditions in Sheridan Hollow have improved over the past three years, as opposed to three who said things were worse and four who noticed no major changes. Most everyone wanted more — more housing, more retail, more attention— in the neighborhood. But the survey process elicited a wide range of responses, from more trash cans on the streets to redeveloping the abandoned Freihoffer’s Baking plant to a year-round farmers market, akin to those in Syracuse and Rochester. But, again, patterns emerged:

- **Develop Vacant Buildings.** Six businesses surveyed mentioned the need to re-develop vacant buildings in Sheridan Hollow, the largest concern. The presence of these vacant buildings works against their efforts to create a sense of vibrancy in the neighborhood and fueled the perception of crime.
- **Better Housing / Stores.** Building upon the previous recommendation, five business owners sought more activity — specifically a larger residential population and more commercial establishments — to rejuvenate the neighborhood.
- **Improve Aesthetics.** Three businesses mentioned poor aesthetic conditions of streets, sidewalks, and other streetscape features as in need of improvement.
- **More Policing.** In line with concerns over the perception of crime in the area, two business owners mentioned the need for more police — one mentioned foot patrols — in the area.
- **A New, Unique, Attraction.** Two businesses mentioned the development of a flea market either indoors or in a parking lot as a potentially game-changing attraction for the neighborhood.

East End Disconnect

One of the neighborhood’s most vibrant commercial districts is along Sheridan Avenue, between Pearl and Chapel Streets, near the Hampton Inn and the parking lot for the First Church of Albany. The only problem: these businesses do not consider themselves part of Sheridan Hollow. In interviews with the establishments’ owners, most said they considered themselves to be part of the “downtown” neighborhood, citing membership in the area’s Business Improvement District as evidence. “I think we’re on the frontier of both, but if you asked any of my 30 employees, they’d have never heard the term ‘Sheridan Hollow,’” said Paul

Fahey, chief operating officer of Zone 5 PR on Chapel Street. Dominick Purnomo, the manager of DP/Yono's, described the virtues of locating his business "downtown," close to driving attractions like the Palace and Capital Repertory theatres. Both attractions lie just outside the Sheridan Hollow boundaries used for the purposes of this study, but are an attraction and adjacent asset that should be built on (See Recommendations below). The owners of the Victory Café and managers of the Hampton Inn expressed similar sentiments, and offered mixed indicators for future success. Among the key findings from this group:

- All indicated a willingness to be listed in the Sheridan Hollow business directory and asked to be involved in future planning efforts.
- Both Yono's and Zone 5 have been located in the area for more than three years, and made the decision to relocate within the last 10 years.
- All think the area has improved in the last three years.
- Few, if any, of their employees live in Sheridan Hollow. Most cite the lack of quality residential space as a problem with the neighborhood, as well as the lack of access to what they consider good schools.

These businesses also were generally unaware of ACES and other businesses further up the Hollow. For example, the hospitality and arts organizations were unaware of the presence of a graphic design and printing company, which could have benefited from their patronage. Several of these businesses are members of the Downtown BID, and while membership in another pay-to-join organization is not preferable, the thought of networking among businesses was met warmly.

Recommendations

Based on our results, the Business Survey Team recommends:

- **Active recruitment of retail.** A common theme among respondents was the need for more retail establishments throughout the neighborhood. Many businesses spoke of the need for a lower-price point café, which could be located on Lark Street, Clinton or Sheridan Avenues. With the recent closure of the Citgo on Broadway and the impending opening of condominiums on Chapel Street, we recommend recruitment of a convenience store (like those run by the Stewart's Shoppes corporation, or perhaps as a satellite location for a co-operative market) somewhere near the east end of the neighborhood.
- **Focus on residential development in vacant buildings.** Incentives can be used to rehabilitate some of the neighborhoods abandoned structures into residential uses. This will dually satisfy the concern of current businesses that a more robust customer base is needed while removing eyesores in the neighborhood. Furthermore, a number of individuals interviewed expressed interest in taking responsibility for vacant buildings, some for personal use as homes and some to provide higher quality affordable housing than is currently available in the neighborhood. We recommend working with the city

and county to remove obstacles for clear title transfer of buildings to promote redevelopment.

- **Merchants association.** Overall, a merchant's association was identified as the most valuable service to have in the area. We feel that a merchant's association, organized by ACES would be an easy, low cost effort that would show current Sheridan Hollow businesses that they are valued. Furthermore, two thirds were willing to be included in a business directory. We have produced such a directory, which can be updated over time. It is included as Appendix E. Seventeen businesses stated that they would be open to participating in future planning efforts. Considering this, and the fact that many local businesses did not know about the entities at 255 Orange Street and the services they offer, a merchant's association would provide a way to engage and educate the business community. It would also give businesses a chance to network and perhaps engage each other's services, strengthening ties and keeping money in the community. It is important that a merchants association be free and voluntary, to attract members.
- **Events to promote community branding / identity.** While this may be a longer-term goal, we think it is important that the neighborhood begin to develop a distinct identity. This can start with community events, such as an annual block party or with new events such as open houses at ACES or community tours for potential residents and investors. Nearly all of the businesses surveyed stated they would participate in community events in the future, if asked, so we believe this represents an opportunity to both mobilize the business community and promote the neighborhood.

Research and Development

Scope

Weak markets present a complex set of challenges. In addition to assessing building and site conditions and conducting a business survey, we also employed several research strategies outlined below. Findings gathered from the research guide the redevelopment strategies proposed in the Recommendations section and provide background material for future potential plans.

Procedure

While weak urban markets share many similarities; politics, culture, and history often affect the applicability of best practices. We conducted a literature review which includes studies, reports, and books dealing specifically with less demanding urban communities. Web-based research included a review of news articles about Sheridan Hollow and downtown Albany development. Existing plans proposed for Sheridan Hollow and the greater Arbor Hill neighborhood and the success of plan implementation and meeting plan objectives were also reviewed.

In order to gain a better understanding of existing conditions, strategies, interests, and visions, fourteen interviews were conducted with representatives from each of the client agencies, local community leaders, activists and other stakeholders as identified by our clients. Please see Appendix F and G for a list of the interview questions and “Stakeholder Highlights.” The interviews allowed us to expand on the S.W.O.T. analysis and develop potential strategies. Responses generated by interviewees were invaluable as they provided both a broad and agency/interest-specific viewpoint of the neighborhood from heavily invested people and organizations. Furthermore, information about the interviewees existing plans or areas of interest were also compiled.

Research was also conducted on other communities with attributes and challenges similar to Sheridan Hollow. These case studies allowed us to look at how other communities were: stabilizing or improving their stagnant local economies, redeveloping vacant lots or deteriorating housing stock, using funding mechanisms to generate economic development activities and how these strategies may be applied to Sheridan Hollow. Table 14 provides a list of the neighborhoods included in the Case Studies section. These neighborhoods have similar attributes to Sheridan Hollow that have been addressed through planning and economic development initiatives.

Neighborhood	Attributes
Lincoln Park- Newark, NJ	Vacant and Abandoned Buildings
SoHo- New York, NY	Zoning; Industrial Uses, Mixed-Use Community
Elliot Park- Minneapolis, MN	Surface Parking Lots; Vacant Lots
Delaware Avenue- Albany, NY	Community Development; Small Businesses
Ravenswood Industrial Corridor- Chicago, IL	Industrial and Manufacturing District; Mixed-Use; Business Development

Table 14: Case Studies

Findings

While conducting our research, we consulted a plethora of resources pertaining to issues effecting weak markets. These resources helped identify problems (threats), as well as provide a framework for analysis in forming asset-based strategies. Several reports were integral toward establishing background information for our research:

Literature Review

Weak Markets

Alan Mallach’s book, *Bringing Buildings Back: From Abandoned Properties to Community Assets*, advances the idea that abandoned structures (homes, industry) and vacant properties are both a weakness and an opportunity. This issue has been debated for decades with mixed results. Unfortunately, refurbished urban neighborhoods sometimes return to blight and begin the cycle of abandonment, disinvestment and municipal hardship. However, many opportunities for success are sustained when communities utilize tools designed to combat neglect. Mallach notes, “A comprehensive abandoned property strategy must not only be grounded in a thorough understanding of the complex legal issues involved but also take into account local economic constraints and market opportunities, address difficult social issues associated with neighborhood change, and, in considering alternative uses, confront the multifaceted questions about site layout and physical form” (Mallach 2006, p ix-x).

Finding solutions to forces acting against municipal investment takes three forms. The first is prevention of the conditions which lead to abandonment followed by strategies for controlling properties that become abandoned. Lastly, Mallach discusses creating an environment which encourages reusing abandoned properties. The author recognizes his opinions can be

challenged. However, it remains obvious in many communities, Albany, New York included, that action is necessary. Staking claim to ownership of the problem goes far in kick starting the conversations that address abandonment issues. Because abandonment is central to Mallach's book, he provides a definition: *An abandoned property is a property whose owner has stopped carrying out at least one of the significant responsibilities of property ownership, as a result of which the property is vacant or likely to become vacant in the immediate future* (Mallach 2006, p 1). Perhaps Albany's own policies need improvement? Mallach states, "An ordinance in Albany, New York, like many other ordinances in effect elsewhere, provides that the landlord can be penalized by losing the use of her property for up to one year...property vacated as a result of such an order is unlikely to be reopened" (Mallach 2006, p 47).

Prevention

Preventing abandonment takes serious reflection and strategic thinking. It is incumbent that municipalities know what issues are foremost within their own boundaries. Applying blanket strategies that work in other urban settings is not a likely path to success. Contexts frequently change and state laws vary. Mallach provides, "Strategies that do not take into account local economic conditions and the needs of property owners are likely to be ineffective and may even backfire. A program to provide financial assistance to struggling property owners will be ineffective and potentially wasteful if the terms of the assistance do not truly stabilize the owners' financial condition," (Mallach 2006, p 13). Mallach cautions against overregulation because many property owners lack the understanding or means to comply with onerous codes. Although cognizant of the burden financing places on cities, Mallach sees loan programs as a cost-effective method toward prevention. He notes, "To be effective, a loan must either reduce the landlord's carrying costs or increase the value or cash flow of the property..." (Mallach 2006, p 25). Real estate markets are another cause for abandonment. Rochester strategically battles this situation with Rochester City Living, Inc. The goal is to actively market opportunities present in its poorer neighborhoods by providing funds for advertising space which realtors utilize for free when their listings are for houses less than \$30,000. Generally, it is more efficient monetarily and socially to keep properties vibrant by being proactive yet stern with owners. Avoiding abandonment requires an all-hands-on-deck policy so issues are addressed comprehensively.

Controlling and Reuse

Even though policies may actively stem abandonment, real estate still becomes vacant. Mallach provides that, "Successful reuse of an abandoned property requires placing it in the hands of someone willing and able to put it to productive use," (Mallach 2006, p x). To best manage abandonment, three steps must be followed: minimize the time a property is abandoned, minimize community harm stemming from those properties, and creating conditions for future productive use (Mallach 2006, p 72). Cities could better focus their efforts by understanding

some owners are unwilling or unable to manage property under their control. Further, some structures are simply unmarketable. Mallach finds it is often less burdensome to enact demolition. Buffalo, Detroit, and Pittsburg follow this strategy. He states, "...demolition is becoming increasingly popular...reflecting the feeling that a vacant lot demands less maintenance and does less harm to the community than a vacant building," (Mallach 2006, p 73).

Creating conditions for subsequent reuse is a necessary component of municipal control. Many programs are founded in state law such as tax foreclosure, property acquisition, eminent domain, voluntary conveyance, lien purchase, and community development corporation (CDC) strategies. Albany attempts to control abandonment through funding initiatives. According to Mallach the City "...offers up to \$15,000 per building to owners of buildings in immediate need of repair..." (Mallach 2006, p 147). However, he further notes, "Incentives should never be offered for activities that are part of the fundamental responsibilities of property ownership..." (Mallach 2006, p 147). If abandonment cannot be prevented then control and reuse must be initiated to keep the problem from becoming worse. Mallach states that active management is necessary. "The fundamental condition for an effective strategy is a solid framework of cooperation between all parties involved..." (Mallach 2006, p 74).

Sustainable Reuse

To foster sustainable reuse of property requires just as much effort by all stakeholders. It also has three components: believing in future success, understanding market forces, and creating capacity. Mallach notes, "A sound reuse strategy is about making good choices based on a few simple principles...Appropriate reuse means reuse that is suitable for the site and its surroundings, taking into account the long-term plans for the area..." (Mallach 2006, p 191). Albany has started a comprehensive planning exercise which certainly forecasts belief in its future. While places like Arbor Hill and the South End have individual plans, a citywide comprehensive plan could be the framework for managing the abandonment issue.

Weak real estate markets are plentiful and many cities are unfortunately difficult to market. Albany, however, retains market interest as the capital of state government and as a regional location to major metropolitan markets such as Boston and New York City. Mallach states, "...a city's economic success depends on the strength of the market demand for what the city has to offer (Mallach 2006, p 193). Therefore, "A city must understand the particular market dynamics of each of its parts if it is to build an overall strategy for revitalization and a specific strategy for reuse of abandoned and underutilized properties" (Mallach 2006, p 194). Mallach cautions against dismissing real estate market forces. "Many municipal officials and CDC staff regard the marketplace with either antagonism or excessive reverence, neither of which is a sound basis for building effective market-based revitalization strategies" (Mallach 2006, p 195). Marketing a

city requires assiduous application of principles such as intervention and prevention. He points to Rochester, New York, as a city with dynamic strategies. Mallach states, “Operating within the framework of the city’s comprehensive neighborhood planning and revitalization process, the city has built partnerships with other organizations to maximize its efforts” (Mallach 2006, p 211).

Weak urban real estate markets are not a new phenomenon. Municipalities have the legal and statutory tools necessary to combat abandonment. However, using best practices, it is far better to reward effort and due diligence by instituting policies that focus comprehensive efforts on preventing establishment of abandoned or vacant properties. To that end, public and private sector stakeholders can benefit from market forces by providing strategies for reinvestment. It is wiser to practice prevention and abate abandonment by leveraging inherent opportunities.

Economic Development in Older Post-Industrial Communities

The Brookings Institution report *Restoring Prosperity: The State role in Revitalizing America’s Older Industrial Cities* compiled data from 302 U.S. “older industrial” cities with the purpose of identifying the economic characteristics of these struggling areas. The study employed eight indicators (change in employment, change in annual payroll, change in establishments, median households, per capita income, unemployment rate, labor participation, and poverty rate) to measure overall economic health. Of the 302 cities, 80 were identified as “economically weak” (categorized as slow growth and/or “declining” growth within the 10 year period between 1990 and 2000). Twelve of the seventeen cities in New York were actually identified as “weak”—including Albany—and all were located in Upstate New York. The causes of this regional disparity were path dependency (reliance on the declining manufacturing industry) further exacerbated by deindustrialization. Typically, older industrial cities are economically weak, maintaining higher than average unemployment and poverty rates. However, despite slow economies, many of these cities also had amenities (namely, historic properties, hospitals, colleges and universities) which could become “vital competitive assets.”

Mallach & Brachman’s *Ohio Cities at a Turning Point: Finding the Way* (2010) highlights dilemmas in eight cities (Columbus, Cleveland, Cincinnati, Toledo, Akron, Dayton, Canton, and Youngstown) stemming from decreased manufacturing. The report describes these cities as “shrinking” and having several characteristics: massive population loss, deteriorating infrastructure, high foreclosure rates, abandoned and vacant properties. Weak economic conditions translate to a loss of confidence as well as a threat to economic growth and stability. Mallach & Brachman offer “seven premises” that community stakeholders must accept about these cities: they contain significant assets for future rebuilding, they will not regain their peak population, many have a surplus of housing stock, have far more vacant land than can be

absorbed by redevelopment, and impoverishment threatens the viability of these cities more than population loss.” These same premises can be applied to other weak-market cities, like Albany—and neighborhoods like Sheridan Hollow.

In Bingham and Mier’s *Theories of Local Economic Development* (1993), the “big project” is described as the “hallmark of urban development since the 1950’s.” Commonly known as “urban renewal” these projects often entailed large tracts of municipally-owned land (often obtained through condemnation of privately-owned properties deemed “blighted”) essentially given to developers (Bingham & Miers, p 181). In the past, larger cities—like Boston, Baltimore, and Pittsburgh—successfully implemented large-scale urban renewal projects (but at great cost to residents and historic architecture). It should be noted that, although tempting, those same large-scale projects are extremely risky in today’s economic climate—and especially for weak market communities. A more sound redevelopment strategy lies in encouraging diversification; attracting a plethora of industries and businesses from sectors with high growth potential (technology transfer, R&D, and education). It’s important to understand that smaller communities (like Albany’s Sheridan Hollow) cannot compete with the Lower East Side in Manhattan in terms of investment capital, but it can utilize diversity, innovation, and “place” to create a unique niche market with great quality of life. How? A recent study revealed the effects of entrepreneurial urbanism and BID’s on downtown districts in several smaller cities in Wisconsin.

Business Improvement Districts (BIDs) and Neighborhood Identity

In Kevin Ward’s *Entrepreneurial Urbanism and Business Improvement Districts in the State of Wisconsin: A Cosmopolitan Critique* he quotes a previous assertion that “an attractive place doesn’t have to be a big city, but it must be cosmopolitan—a place where anyone can find a peer group, and also find other groups to be stimulated by: A place seething (filled) with the interplay of cultures and ideas; a place where outsiders can become insiders.” (Ward 2010, p 1177) Ward notes that since 1976, when the “first U.S. BID was established in New Orleans” more than 400 BID’s have been created in forty-two states—with the majority located in California, New Jersey, New York and Wisconsin (Ward 2010, p 1181). The prevalence and success of these programs resulted in nationalization (and internationalization) of the “BID model” and ultimately contributed to the revitalization of America’s downtown areas. Ward asserts that Business Improvement Districts have contributed to revitalization by “focusing on a number of activities—festival and event organizing, marketing, security, and street cleaning,” (Ward 2010, p 1181). In many cases, the BID’s function is in a governing capacity.

Ward cites several examples of BIDs working in conjunction with city government to revitalize downtowns in Wisconsin. Interestingly, they have been more successful in smaller-cities (Appleton and Sheboygan) with populations between 50,000 and 70,000 people. In both cases,

members of the BIDs were able to attract the creative class and spur investment in arts-related activities and sectors. Appleton, located on the Fox River, was particularly successful, transforming the long abandoned (Atlas) paper mill into the Fox Cities Performing Arts Center. They did this through a collaborative effort; beginning in 1999 the Kimberly-Clark Corporation (which owned Atlas) donated the property to aid revitalization efforts (Ward 2010, p 1188). Members of Appleton's BID were then able lobby local government officials to increase funding to transform downtown into a "live, work, play" environment—that ultimately helped boost private investment and enhance the area's cosmopolitan feel.

Stakeholder Interviews

While interview questions were open-ended, preventing a statistical analysis, the qualitative data provided was invaluable to our research. The questions were intentionally written to foster a discussion about Sheridan Hollow, and allow the interviewee to think beyond the capacity of their individual organization. Some of the answers shared by several of the interviewees are included below, with additional responses and the questionnaire provided in the Appendices.

Underutilized Assets:

- Location within walking distance of downtown entertainment and state employment centers
- Ample space available for infill development
- People and organizations with an active interest in the neighborhood and its future

Barriers to redevelopment:

- Funding
- Geography
- Possible sites with environmental degradation
- Cost of rehabilitating a structure is greater than market value often more than what it will be worth after project completion

Future vision of Sheridan Hollow:

- A neighborhood that accommodates families and individuals of all income levels
- Has more neighborhood amenities
- Regional draw - Increase the number and diversity of businesses and services
- Playing a role in creating the future Sheridan Hollow

High volume of through traffic was mentioned as both an asset, in that it provides a possible customer base for businesses, and a barrier, because of environmental contaminants from vehicle emissions.

Comparable Neighborhoods Analysis - Case Studies

Findings and key information from each of the case studies are presented in the following sections. Additional information on neighborhoods studied and their redevelopment strategies are included in Appendix H, as well as additional research and funding sources in Appendices I and J.

Case Study 1 - Lincoln Park, Newark, New Jersey

Stakeholders: Residents, local businesses, Lincoln Park Coast Cultural District (LPCCD).

Similarities: Located in older industrial cities, in weak urban markets (high vacancy and slow home sales/demand), experiencing blight, declining population due to deindustrialization, unique architecture, located adjacent to a central business district, both have businesses and residences centered on Clinton Avenue Corridor.

Differences: Lincoln Park is located in a large city within the NYC Metropolitan Area, and has higher crime and poverty rates.

Successes: Creation of the (LPCCD), opening of Newark School of the Arts, City Without Walls Art Gallery, Newark's Symphony Hall, an African-American Music Museum, and 60+ condo units in development.

Limitations: No neighborhood plan, no BID, and (although rebranding efforts are in progress) neighborhood identity isn't fully developed.

Funding: In prior years, redevelopment efforts in Lincoln Park were funded through a plethora of sources (ranging from foundation grants to loans for rehabilitation and investment). Redevelopment Area Bond Financing is another means for which the municipality obtains funding for infrastructure improvements and environmental clean-up (i.e. brownfields) in neighborhoods like Lincoln Park. The Redevelopment Area Bonds are issued by the New Jersey Economic Development Authority. This funding structure enables municipalities to pay for infrastructure improvements and environmental remediation to support redevelopment backed by what is known as a "Payments in Lieu of Taxes (PILOT), which is an agreement negotiated by the municipality (Newark) and a developer. Another unique funding source is the Special Improvement District, which supplied capital to develop Newark's Downtown District—including \$10 million dollars for a "streetscapes" program (for aesthetic/design improvements). Recently, redevelopment in Lincoln Park has been bolstered by the American Recovery and Reinvestment Act of 2009, which provides funds to modernize infrastructure and build energy-efficient housings.

Newark has implemented a number of strategies for redeveloping the city's Lincoln Park Neighborhood. In 2004, the city unveiled the Downtown Core Redevelopment (or "Core") Plan,

which set several goals. The first was “to eliminate underutilization of the Area and to eliminate blighting influences” and “provide site improvements that will beautify the Area.” The plan sought to use Downtown’s proximity to Penn Station (a major transportation hub) to help drive redevelopment efforts. Currently, Mayor Corey Booker’s administration is working with local planners (and developers) to revitalize the Lincoln Park neighborhood. Prior to the “Core” Plan, strategies included:

- Creation of the Lincoln Park Coast Cultural District (LPCCD)
- Investing in the arts (Newark’s Symphony Hall, jazz clubs, art galleries, African-American Music Museum)
- Restoring and rehabilitating aging housing stock
- Rebranding (by using media to revamp the neighborhood’s image)

Case Study 2 - Elliot Park Neighborhood of Minneapolis, Minnesota

Stakeholders: The Elliot Park Neighborhood, Inc. (EPNI), the East Downtown Council (EDC) business and professional associations, and residents.

Similarities: Location adjacent to the central business district, abundance of land devoted to surface parking, high vacancy rate.

Successes: Attraction of new business development, including the rehabilitation and reopening of the historic Band Box Diner, the Elliot Park Grocery, and a new coffee shop. Construction of new residential and mixed-use development has taken place. The East Village Apartments were constructed on land that had formerly been occupied by abandoned structures. East Village contains 180 units, with both market rate and affordable apartments. It also houses a coffee shop, Indian restaurant and market, and provides an underground parking structure accessible to residents and employees. A local business, that owned much of the property necessary for development, donated it in exchange for access to the new underground parking. The zoning code has been amended to prohibit the development of any additional surface commercial parking lots, including a requirement that at least 20% of a parking lot be landscaped if any changes are made to the configuration of the spaces.

Limitations: No surface parking lots have been redeveloped, to date. Tax increment financing, the main source of funding for EPNI, has been threatened in the last five years.

Funding: The redevelopment of Elliot Park has been funded primarily through the use of tax increment financing (TIF). The Minnesota Legislature enabled the states’ largest cities to use TIF to fund redevelopment through a Neighborhood Revitalization Program (NRP). The NRP had certain requirements, such as committing funds to projects that were determined by a Neighborhood Action Plan (NAP) that was created through stakeholder input, and approved by

the NRP Policy Board and the Minneapolis City Council. From creation through implementation, the NRP is a funded entity that is available to provide support and expertise to neighborhoods in the planning process.

The Elliot Park Neighborhood has financed the majority of its redevelopment projects using funds made available through NRP funding that allowed EPNI to oversee the beginning of major reinvestment. \$4.2 million in Phase I NRP revenue has been leveraged by EPNI into \$151 million of community investment since the late 1990s. According to EPNI, “it can simply be said that without NRP resources, very little if any of this investment would have been realized.”

Although a significant source of funding, even the \$20 million possible to be raised through TIF annually was not close to the estimated \$3 billion needed to complete the job of rehabilitating Minneapolis’ neighborhoods. Therefore, the NRP assists residents in creating a Neighborhood Action Plan which sets goals and strategies and aids in successful implementation, including “identifying human resources and other assets that neighborhoods can use to implement approved NAP’s; increasing intra- and inter-governmental collaboration to prevent duplication of efforts and to improve public service delivery; incorporation NAP strategies in the budgets of the city, the County, Public Schools, Parks and Libraries to address neighborhood priorities; and using NRP funds to leverage investment of other resources.” These partnerships are important for cost savings and as a means to improving resident quality of life. Sheridan Hollow implementation teams could tap a variety of resources simply by getting to know members of like-minded organizations.

Strategies that could be utilized to bring successful redevelopment to Sheridan Hollow:

- Focus efforts on engaging existing residents in the creation of a neighborhood-specific action plan
- Advocate for a zoning code that includes no new surface parking lots in Sheridan Hollow and also phases out current surface lots by not permitting any type of variance or improvement
- Create partnerships between businesses and a business council including parking lot owners
- Advocate for tax increment financing to fund redevelopment activity in Sheridan Hollow
- Research codes for parking lot screening and landscaping. Advocate at the city level for improved enforcement and more stringent requirements

Case Study 3 - Ravenswood Industrial Corridor, Chicago, Illinois

Stakeholders: Jane Addams Resource Center (JARC), Lillstreet Art Center, Ebsy, businesses, and residents.

Similarities: Mixture of uses including manufacturing and industrial surrounded predominantly by residential areas proximate to downtown-center city district.

Differences: Located in a large Mid-Western city.

Successes: Manufacturing and industrial corridor that uses the uniqueness of shape and location to create positive linkages to adjacent areas, successful redevelopment into a diverse mix of light manufacturing, small businesses, social service agencies and artisan studios.

Limitations: Industrial/Commercial properties in the Ravenswood Industrial Corridor are threatened by housing starts. While there is still a commitment from Alderman to minimize housing, the redevelopment of the corridor has made it a more attractive place to live.

Funding: The Ravenswood Industrial Corridor was designated into two Tax Increment Financing Districts which made much of the redevelopment possible. Chicago was also committed to providing tools to industrial and manufacturing areas that were no longer in use.

Some of the new businesses moved into the corridor with help from JARC and the Ravenswood Industrial Council (RIC). The two nonprofits are delegate agencies for Chicago's Local Industrial Retention Initiative (LIRI). In 1989, JARC created a separate real estate division that began to assist with the retention and expansion of manufacturing and commercial businesses in the corridor. JARC's role as a business and community leader allowed the opportunity to leverage its resources as well as its position to draw funding and attention to the community.

Case Study 4 - Delaware Avenue Neighborhood, Albany, New York

Stakeholders: Delaware Avenue Merchants Group (DAMG), Delaware Avenue Neighborhood Association (DANA), Delaware Community School, Delaware Branch of the Albany Public Library, merchants and residents.

Similarities: Heavily traveled commuter corridors close to interstate highway networks, proximate to Albany's downtown commercial and employment center, close to Albany Public Library locations and the Hudson River, well-established entertainment venues and public parks.

Differences: Delaware Avenue has greater demographic diversity, median household income of \$39,000, building stock and public infrastructure is well maintained, served by grocery stores, a hardware store, a postal branch and other necessary retail outlets.

Successes: City of Albany respects and values the dynamic DANA and DAMG, new library branch, entire length of Delaware Avenue reconstructed, DANA able to convince federal regulators that the lone bank remain located in neighborhood, DAMG and DANA engage government to the maximum extent possible.

Failures and Limitations: Could not prevent demolition of historically significant Victorian era buildings (City Plaza), unable to convince City of Albany to enact code design regulations that front buildings, instead of parking lots, at the sidewalk, absentee landlords will not communicate or cooperate, sometimes impossible to contact out-of-state owners.

Funding: 100% American Recovery and Reinvestment Act for Delaware Avenue reconstruction.

Geographic Information Systems (GIS)

Scope

When analyzing the physical layout of any area, there are two types of data that need to be considered: spatial data and attribute data. Spatial data describes the location of an object (coordinates, for instance) whereas attribute data provides information about the object. The GIS Team's primary objective was to collect both spatial and attribute data related to Sheridan Hollow and the surrounding area. Using this data, we then produced interim "maps" for the other teams. This would enable those teams to navigate Sheridan Hollow and identify locations while performing data collection. We then organized and assessed data collected by other teams that could be spatially represented, or attribute data that could be "attached" to physical locations. The final, ultimate objective for the GIS Team was a two-fold creation:

- Clear, easily usable asset maps that would effectively display the resources (both present and potential) available in Sheridan Hollow
- A database organized in a manner such that future users could edit, create, and display spatial data related to Sheridan Hollow

Procedure

Once we developed an action plan, we surveyed a number of online sources for existing GIS data. The New York State GIS Clearinghouse (<http://www.nysgis.state.ny.us/gisdata/>) was one of the primary data sources since it represents a compilation of data from federal and state agencies, county and local municipalities, and other member organizations. Additional data came from the City of Albany's Development and Planning office, most notably the Tax Parcel data that, when edited and combined with additional collected data, became the base for much of our GIS analysis.

A very important step was to ensure that all of the data was in the same projection. In short, "projection" refers to the manner in which data from a 3-dimensional surface (in this case, Earth) is displayed on a 2-dimensional surface (a computer screen, flat map, etc.). Depending on the location being depicted, data can be displayed in any number of projections. The projection can also depend on the preference of the agency or organization that created the data. Regardless, in order for appropriate mapping and analysis to occur, all data used in a project *must* be in the same projection. For the purposes of this project, the projection used was the North American Datum 1983 State Plane New York East FIPS 3101 Feet.

The first task that required producing an original GIS shapefile was the creation of the Sheridan Hollow boundary. The boundary was derived from the City of Albany Neighborhood Map and discussions with our Clients. Where possible, the boundary follows the center lines of area

streets. A more subjective decision was made regarding the southern extent of the boundary: it primarily follows tax parcel lines along the bottom of the steep grade between Sheridan Avenue and Elk Street (behind the Sheridan Hollow parking facility).

Perhaps the most important dataset required for the Sheridan Hollow project was the most recent tax parcel shapefile (a spatial depiction of lot boundaries with associated information – street address, owner of record, land use code, etc.). This shapefile was successfully obtained from the City of Albany. Most of the original shapefiles we created were derived from this 2010 tax parcel layer.

In order to provide a point of reference for those viewing any map of Sheridan Hollow, an inset map was created depicting the Sheridan Hollow boundary within the City of Albany. This was accomplished with the newly-created Sheridan Hollow boundary shapefile, the NYS Civil Boundaries shapefile (obtained from the NYS Office of Cyber Security), and a Major Roads shapefile. The Major Roads shapefile was created using the “Select” tool from a larger, statewide streets shapefile (also obtained from the NYS Office of Cyber Security). We selected the City’s major corridors, as well as State and U.S. highways within Albany. Included are Interstates 87, 90, 787, and the NYS Thruway; the South Mall Arterial, State Routes 5, 85, and 155; US Routes 9, 9A, and 20; as well as Henry Johnson Boulevard, and Washington, Western, and Clinton Avenues. By selecting these corridors, we were then able to create our Major Roads shapefile.

Map Creation Methodology

1) Sheridan Hollow Orthoimagery

- Data used:
Orthoimagery layers (2007), Albany_Roads, Sheridan Hollow Tax Parcels, Sheridan Hollow Boundary

2) Sheridan Hollow Building Conditions

- Symbolized the tax parcels by category –“unique values”
- Separated the “Build_Cond” table field into the following categories:
 - Good Condition
 - Minor Deterioration
 - Substantial Deterioration
 - Dilapidated
 - Not Applicable

3) Sheridan Hollow Land Use

- Symbolized the tax parcels by category –“unique values”.
- Used the “Land_Use” field of the attribute table containing the following categories:
 - Unknown
 - Vacant Lot
 - Residential (grouped “Residential – SFR”; “Residential – Duplex”; “Residential - Multi-Family; and “Residential – Other” together)
 - Residential / Commercial Mix
 - Parks & Playgrounds (grouped “Public/Semi-Public – Parks” and “Public/Semi-Public – Playgrounds”)
 - Commercial
 - Industrial
 - Institutions & Churches (“Public/Semi-Public – Other”)
 - Parking Lots (“Public/Semi-Public – Parking Lot”)

4) Sheridan Hollow Ownership

- Created separate shapefiles for City-owned, County-owned, State-owned, and Nonprofit parcels. All others are labeled as Private / For-profit properties.
- SQL for nonprofit:
 - "primary_ow" = ' ALBANY COMMUNITY LAND TRUST' OR "primary_ow" = 'ALBANY CENTER FOR' OR "primary_ow" = 'Albany Center For' OR "primary_ow" = 'Albany Community Land Trust' OR "primary_ow" = 'Albany Housing Coalition' OR "primary_ow" = 'Arbor Hill Alcoholism' OR "primary_ow" = 'CAPITAL AFFORDABLE HOUSING' OR "primary_ow" = 'First Reformed Church - Albany' OR "primary_ow" = 'INTERFAITH PARTNERSHIP' OR "primary_ow" = 'Interfaith Partnership for the' OR "primary_ow" = 'Interfaith Partnership for the, Homeless' OR "primary_ow" = 'Mount Moriah Baptist' OR "primary_ow" = 'New Covenant Christian' OR "primary_ow" = 'NEW JERUSALEM HOME' OR "primary_ow" = 'New Jerusalem Home Of The' OR "primary_ow" = 'Rehabilitation Support Service' OR "primary_ow" = 'Revelation Church of God' OR "primary_ow" = 'Tasc Of The Capital' OR "primary_ow" = 'Tasc of the Capital District' OR "primary_ow" = 'TOUHEY HOMEOWNERSHIP' OR "primary_ow" = 'The Albany Housing' OR "primary_ow" = 'The Revelation Church Of' OR "primary_ow" = 'Vesta Community' OR "primary_ow" = 'Victory Christian Church'
- SQL for City-owned:
 - "primary_ow" = 'ALBANY COMMUNITY DEVELOPMENT' OR "primary_ow" = 'Albany Community Development Agency' OR "primary_ow" = 'Albany Housing

Authority' OR "primary_ow" = 'CITY OF ALBANY' OR "primary_ow" = 'City of Albany' OR "primary_ow" = 'Common Alley'

- SQL for State-owned:
 - "primary_ow" = 'State of New York' OR "primary_ow" = 'NYS General Services'
- SQL for County-owned:
 - "primary_ow" = 'County of Albany' OR "primary_ow" = 'COUNTY OF ALBANY' OR "primary_ow" = 'COUNTY OF ALBANY, N.Y.'

5) Sheridan Hollow Businesses

- Created an "all businesses" shapefile...SQL from the 2010 Tax Parcel Data: "Business" = 'Able Asbestos' OR "Business" = 'Absolute Promotions' OR "Business" = 'Albany Energy Resource Center' OR "Business" = 'Albany Hip Hop Sportswear' OR "Business" = 'Albany Housing Coalition, Inc.' OR "Business" = 'Assembly Restaurant and Lounge' OR "Business" = 'Brown Derby' OR "Business" = 'EW Tompkins Group' OR "Business" = 'Hampton Inn Suites' OR "Business" = 'Independent Security Services' OR "Business" = 'Interfaith Partnership for the Homeless Shelter' OR "Business" = 'McGeary's' OR "Business" = 'Melville's Mug' OR "Business" = 'Michigan Market' OR "Business" = 'Modern Barber' OR "Business" = 'NAACP' OR "Business" = 'Orange Street Auto' OR "Business" = 'Tailorama' OR "Business" = 'Trinidad Grocery Variety Store' OR "Business" = 'UAG / L'esperance Tile' OR "Business" = 'Zone 5 PR'

6) Sheridan Hollow Business Directory

- Used shapefile created from Sheridan_Hollow_Businesses.mxd and
- Created a new point shapefile by placing points in the relative middle of parcels containing businesses that desired to be included in our study

7) Sheridan Hollow Vacant Buildings and Vacant Lots

- Created a "Vacant Buildings" shapefile by selecting all parcels labeled as "vacant" in the "Occupancy" field of the 2010 Parcels attribute table
- Created a "Vacant Lots" shapefile by selecting all parcels labeled "Vacant Lot" under the "Land_Use" field
- Created a "Parking Lots" shapefile by selecting all parcels labeled "Public/Semi-Public – Parking Lots" under the "Land_Use" field

8) Sheridan Hollow Vacant Buildings in Good or Average Condition (Residential & Commercial)

- Created a shapefile (SH_Redev) using SQL: "Occupancy" = 'Vacant' AND ("Build_Cond" = 'Minor Deterioration' OR "Build_Cond" = 'Good Condition')
- Separated "Good Condition" and "Minor Deterioration" in this SH_Redev layer

9) Sheridan Hollow Residential Repair Opportunities

- Created a shapefile (Occupied Residential Buildings) using SQL: "Occupancy" = 'Occupied' AND ("Build_Cond" = 'Minor Deterioration' OR "Build_Cond" = 'Substantially Deteriorated') AND ("Land_Use" = 'Residential - Duplex' OR "Land_Use" = 'Residential - Multi-Family' OR "Land_Use" = 'Residential - Other' OR "Land_Use" = 'Residential - SFR' OR "Land_Use" = 'Residential/Commercial Mix')
- Separated "Minor Deterioration" and "Substantially Deteriorated" in Occupied Residential Buildings in layer symbology

10) Outward Appearance (Parts 1 and 2)

- Created a shapefile (Litter Control) using symbology. Combined all blank cells with "N/A". Used dot feature to represent each class
- Created a shapefile (Overgrowth Control) using symbology. Combined all blank cells with "N/A". Used graduated symbology scale to represent each class

11) Surrounding Assets

- Layers:
Albany Public Libraries, Albany Public Schools, catholic_07_points_nad83 (Catholic Schools), parochial_private_07_points_nad83 (Charter Schools), CDTA City Bus Stops, Playground & Rec Facilities, Public Open Space, Albany_Roads, Sheridan Hollow Tax Parcels, and the Sheridan Hollow Boundary

12) All Inset Maps

- Layers:
Albany city boundary, Roads, Sheridan Hollow boundary
- Created a shapefile ("Major Roads") from "Roads" shapefile using SQL: "G_ST_NAME" = "20" OR "G_ST_NAME" = "32" OR "G_ST_NAME" = "5" OR "G_ST_NAME" = "787" OR "G_ST_NAME" = "787 CONN" OR "G_ST_NAME" = "85" OR "G_ST_NAME" = "87" OR "G_ST_NAME" = "9" OR "G_ST_NAME" = "90" OR "G_ST_NAME" = "9W" OR "G_ST_NAME" = "ADIRONDACK NORTHWAY" OR "G_ST_NAME" = "CENTRAL" OR "G_ST_NAME" = "CLINTON" OR "G_ST_NAME" = "HENRY JOHNSON" OR "G_ST_NAME"

= "MADISON" OR "G_ST_NAME" = "NEW YORK TRWY" OR "G_ST_NAME" =
"NORTHERN" OR "G_ST_NAME" = "STATE" OR "G_ST_NAME" = "WASHINGTON" OR
"G_ST_NAME" = "WESTERN"

- Separated all State, County, US, and Interstate highways from other major roads via Symbology
- Defined and labeled each highway type (class) differently

13) Other

- The labels of Major Roads in the inset map were converted to annotation, making it easier to manually change their location. (There were too many labels and some were awkwardly placed)

Adding Field Data into GIS Database

The windshield survey results were logged into an MS Excel spreadsheet. After a significant amount of editing, fact-checking, and revision, the final Excel file was used to spatially display in Sheridan Hollow neighborhood maps. Since the data needed to be integrated within our existing tax parcel shapefile, the land use data was organized by each parcel's tax identification number. In order to successfully perform what is known as a "table join" with an outside table, the land use data table as well as the tax parcel shapefile's attribute table must share at least one common field (column), which ensures an accurate link of data for each parcel. In this case, we wanted to use the tax parcel identification number (PIN_SBL) from the attribute table to link the data. In order to ensure an error-free join, all parcels that were surveyed needed to have a matching PIN_SBL in the attribute table for their respective parcel.

Unfortunately, we missed a vital step in executing the table join: converting the Excel file to a DBASEIII file. Attempts at performing the table join resulted in new fields being added to the tax parcel shapefile's attribute table, but the fields were not populated with land use data. Another complication was that if multiple addresses or businesses existed for a single tax parcel identification number, the additional data was placed in subsequent rows with the same tax parcel identification number. The best way to organize this in the attribute table was to use the same row (record) and add additional fields. In the end, the land use data was manually entered into the tax parcel shapefile's attribute table with the addition of new fields. The same procedure was used for the business data that had been collected and provided to us. Since their data was organized by address, and since there were relatively few records, it was fairly simple to manually enter business information into the tax parcel shapefile's attribute table as well.

After the data entry was completed, the expanded tax parcel attribute table included the following new fields:

Field Heading	As it appears in Attribute Table
Observed Land Use	(Land_Use)
Industrial Use	(Indust_Use)
Occupancy	(Occupancy)
For Sale	(For_Sale)
Boarded	(Boarded)
Number of Stories	(Stories)
Type of Construction	(Const_Type)
Exterior Surface	(Ext_Surface)
Condition of Building	(Build_Condition)
Garage	(Garage)
Condition of Garage	(Garage_Cond)
Vegetation Control	(Veg_Control)
Miscellaneous Notes	(Notes)
Business Name #1	(Business)
Business Name #2 (if in same building as above)	(Business_2)
Business Name #3 (if in same building as above)	(Business_3)
Business Name #4 (if in same building as above)	(Business_4)
Business Name #5 (if in same building as above)	(Business_5)
Business Name #6 (if in same building as above)	(Business6)
Business Name #7 (if in same building as above)	(Business7)
Category of Business #1	(Bus_Categ)
Category of Business #2	(Bus_Cat2)
Category of Business #3	(Bus_Cat3)
Category of Business #4	(Bus_Cat4)
Category of Business #5	(Bus_Cat5)
Category of Business #6	(Bus_Cat6)
Category of Business #7	(Bus_Cat7)
Own or Rent	(Own_Rent)
Number of Full-time Employees	(FT_Emp)
Number of Part-Time Employees	(PT_Emp)

Table 15: Attribute Table Fields

Findings

The following is a list of the primary GIS shapefiles that were used for our map creation. Much of the base data was obtained from outside sources, whereas other shapefiles were created using the 2010 tax parcel data as a foundation, and then adding the field data from the research, land use, and business teams. Please refer to the maps provided in the accompanying data DVD for additional information.

Note: When utilizing, manipulating, editing, and displaying the data provided by the University at Albany, Fall 2010 Planning Studio, future data users should maintain a detailed record. This will ensure that any processes can be replicated (or undone, if need be) and understood.

Layer Name	File Name	Source
Albany Public Libraries	Albany_Public_Libraries.shp	NYS GIS Clearinghouse
Business Directory	Business_Directory.shp	Planning Studio
Business Locations	All_Businesses.shp	Planning Studio
Catholic Schools	Albany_Catholic_Schools.shp	NYS GIS Clearinghouse
CDTA Bus Stops	CDTA_City_Bus_Stops.shp	NYS GIS Clearinghouse
City of Albany Boundary	Albany_City_Boundary.shp	NYS GIS Clearinghouse
City-Owned Properties	Sheridan_Hollow_City_Owned.shp	Planning Studio
County-Owned Properties	Sheridan_Hollow_County_Owned.shp	Planning Studio
Fox Creek path	Fox_Creek.shp	Planning Studio
Major Roadways	Albany_Major_Roads.shp	NYS GIS Clearinghouse
Municipal Parks	Municipal_Parks.shp	NYS GIS Clearinghouse
New York State Owned Properties	Sheridan_Hollow_State_Owned.shp	Planning Studio
Non-Profit owned Properties	Sheridan_Hollow_Nonprofit.shp	Planning Studio
Parking Lots	Parking_Lots.shp	Planning Studio
Parochial/Private Schools	Albany_parochial_private.shp	NYS GIS Clearinghouse
Playgrounds and Recreation	Playground_and_Rec_Facilities.shp	NYS GIS Clearinghouse
Public Open Space	Public_Open_Space.shp	NYS GIS Clearinghouse
Public Schools	Albany_Public_Schools.shp	NYS GIS Clearinghouse
Rivers	rivers_nad83.shp	NYS GIS Clearinghouse
Roadways	Albany_Roads.shp	NYS GIS Clearinghouse

Layer Name	File Name	Source
Sheridan Hollow Boundary	Sheridan_Hollow_Boundary.shp	Planning Studio
Tax Parcel Data	Final_2010_Tax_Parcels.shp	City of Albany, Studio collected data
Unoccupied (Vacant) Buildings	Unoccupied_Buildings.shp	Planning Studio
Vacant Buildings in Good Condition	Vacant_And_Good_Condition.shp	Planning Studio
Vacant Lots	Vacant_Lots.shp	Planning Studio

Table 16: GIS Data Sources

Recommendations

Based upon our findings, we recommend the following steps and strategies to facilitate redevelopment in Sheridan Hollow.

Social Capital Development

- **Establish a Subcommittee.** A working group has been critical to the city of Albany's efforts to implement the 2003 Arbor Hill Neighborhood plan, and we believe a similar subcommittee focused on Sheridan Hollow should be reinvigorated and re-tasked. This group could be broadened to include representatives from relevant city agencies, particularly the Albany Police Department, as well as non-profit agencies and local businesses. The subcommittee could coordinate the implementation of other recommendations and build support, generally, for neighborhood revitalization efforts.
- **Community Action.** Given the profusion of street litter, an organized neighborhood cleanup day(s) would foster a spirit of volunteerism, build pride in neighborhood activities, and remove trash. If organized properly, this event could also draw the City's attention to the needs of the neighborhood. The establishment of a community watch program could help erode the perception of danger while engaging residents. Other possibilities include diverse community art projects.
- **Events.** Business owners indicated a desire to participate in a neighborhood block party, which would offer an opportunity to build social capital within the neighborhood while drawing people into the area from the larger city. The Carnival on the Hill block party, in West Hill, is a good example of the dual benefits of such a system.

Physical Development

- **Redevelop Housing.** If Sheridan Hollow is to thrive, a larger resident base must be recruited. The subcommittee could assess what incentives for home rehabilitation are available. Community Realty can and should spearhead this effort. Where funding is available, housing rehabilitation efforts by the Arbor Hill Development Corporation and Community Development Alliance should be continued and extended.
 - **Live/Work Incentives.** Create homeownership programs and relocation incentives (i.e. special funding for architects who would also own, occupy, and run a business from the same building, artists-in-residence programs, and incentives for state workers to relocate.
 - **Non-Profit Housing Partners.** Working with Youth Build and local community organizations to clean up, paint, and perhaps rehabilitate the 60-plus vacant homes in Sheridan Hollow.
 - **Identifying Sheridan Hollow as a Special District.** This would allow for a site-by-site approach to permitted land-uses versus a comprehensive rezoning strategy.

- **Community Realty Could Consider a Small Satellite Office** to help draw people to Sheridan Hollow from other areas. While redevelopment strategies may help to correct perceptions, only operating from Sheridan Hollow may limit interested parties and the overall ability to increase neighborhood population, a necessary step to redevelopment. Headquarters should remain in Sheridan Hollow.
- **Address vacant lots.** Work with neighborhood organizations including faith-based groups to reclaim vacant lots through the City's Vacant Lots Stabilization Program. Identify landowners willing to permit long-term agreements on private land that is vacant.
- **Improve the Corridors.** People may not go to Sheridan Hollow if there are not welcoming gateways to draw them into the neighborhood. Staircases leading from Capitol Hill into the neighborhood should be widened, better-lit and possibly adorned. One local example of staircase improvement is the Rensselaer Polytechnic Institute (RPI) approach in Troy, NY. Retail establishments could be induced to locate at the bottom of these stairs, providing a visual destination for those descending from Capitol Hill. Additionally, to the east, Albany should consider streetscape improvements including sidewalk maintenance and refurbishment, to reinforce the notion that Sheridan Hollow welcomes them and is integrated with its surrounding communities. Improving street lighting is also necessary.



Source: Google Images

Figure 6: RPI Stairway

- **Streetscape improvements.** We found deteriorated sidewalks and poor lighting along Sheridan Avenue and Orange Street. Each reinforced the perception that the neighborhood was unsafe, and reflected what we heard from some stakeholders about persistent, systemic, municipal neglect. These conditions should be more painstakingly documented, and brought to the attention of the city's Department of General Services. Other branding, including street signs / banners and community art, should also be explored.

Forging Connections

- **Merchants Association.** Most every business surveyed indicated an interest and willingness to participate in a Sheridan Hollow Merchants Association. Such a group would serve several purposes:

- **Connect Businesses to Each Other.** Many businesses interviewed, particularly in the eastern end of the district, were unaware of the business services offered further west in the Hollow. For example, the manager of Zone5 PR expressed need for a copy shop, but was unaware of ACS printing, which operates in the business incubator at 255 Orange Street.
- **Coordinate Promotions and Events.** As the neighborhood works to reverse perceptions and build social capital, businesses can be key allies. Several businesses indicated a willingness to help run or sponsor activities like community picnics or sporting events.
- **Retail Recruitment.** Several businesses indicated a desire to recruit more stores to the area, and an engaged and unified council of existing businesses would assist in that effort, demonstrating to potential newcomers a sense of collective participation in neighborhood improvement. Based on interviews, it is important that membership in such an association remains voluntary and free of charge.
- **Business Directory.** A business directory is attached as Appendix E.
- **Actively recruit retail establishments.** While it is something of a chicken-or-egg dynamic, recruitment of several retail establishments is seen as a pre-requisite for attracting more residents to the neighborhood. A café serving light fare during the day was mentioned by residents and businesses as a necessity. If it could also find a nighttime business niche, it could serve as a gateway attraction to the neighborhood if located near the Dove Street steps. Such a business might alternatively be located toward the east end of the Hollow. An example of such a café is Bread & Jam in Cohoes. A sundry store, or a Stewart's Shoppe, was also mentioned as a need, most logically located in the former Citgo site on Broadway near Quackenbush Square. Finally, several residents expressed the need for a supermarket within the neighborhood. We believe the best way to fulfill this critical need is to bolster one or more of the existing grocers in the area. Of those surveyed, Trinidad Grocery seemed the most viable because it offers the largest variety of goods. Additionally, owner Stephon Pierre demonstrated excitement at the prospect of neighborhood revitalization efforts.
(It is important to note, however, that the issue of community food resources should be considered in the larger context of the Arbor Hill Neighborhood.)
- **Crime.** True or not, the perception of Sheridan Hollow as an unsafe neighborhood emerged as a consistent theme based on our conversations with business owners and neighborhood stakeholders. Working with the Albany Police Department — and possibly the Department of Criminal Justice at the University at Albany — the sub-committee should examine best-practices for crime reduction and work to implement them in Sheridan Hollow. Other neighborhood revitalization recommendations (outlined above)

will help alleviate this perception, but even the news — grounded in fact — that the police are working closely to reduce crime should help change perceptions.

Make it Special

- **Build on Open Space Assets.** The water park at Sheridan Avenue and Dove Street was mentioned several times by numerous stakeholders as a unique community asset that should be built upon. The park could be expanded and used as an anchor for retail development. If developed and marketed properly, while coordinating with Capital District Transportation Authority (CDTA) to facilitate transportation, this could become an important citywide attraction for children and families. Additionally, the neighborhood could work to capitalize on the number of vacant lots it has by converting some into community gardens. Questions of ownership exist, but the subcommittee could gauge demand through Capital Region Community Gardens. This would give a more vibrant feel at street-level, while introducing and attracting non-residents to the neighborhood.
- **Consistent with Neighborhood Character and Context, Focus on Arts Production.** Two of the Capital Region’s premiere art venues lie immediately outside Sheridan Hollow’s boundaries to the east, while the Berkshire Ballet is located within the neighborhood. Even though a previous city planning effort under the administration of Mayor Tom Whalen to develop the neighborhood as a haven for artists was ultimately unsuccessful, such efforts could make Sheridan Hollow unique among Albany neighborhoods. L’esperance Tile Works on Sheridan Ave. may serve as an anchor institution for craft artists and art-related historic home rehabilitation, and for other arts-related production. Such usage is consistent with our other recommendations, and is uniquely implementable in Sheridan Hollow. The Center Square or Delaware Avenue neighborhoods, by contrast, are too built-up to allow for the incubation of such uses.

Limitations

The scope of our report included all of Sheridan Hollow, but, of course, we were unable to study every aspect of this neighborhood. The length of our study period was approximately four months, including research, analysis and the presentation of our findings and recommendations. This made it necessary to limit research to include only what could be completed during one semester of study and with limited resources available to a graduate school studio project with no budgeted financial resources.

The land use and building conditions windshield survey was conducted as street-level observation; students were unable to enter structures, precluding a comprehensive conditions assessment. Time constraints also forbade gathering data pertaining to roadways, drainage, sidewalk or lighting conditions. We were also unable to research traffic information, such as vehicle counts for specific roadways. The interviews that were conducted reached a large percentage of those who were initially chosen for contact. However, due to time limitations and the fact that not all contacts were interested in participation, survey completion levels were not able to reach 100%. The maps that have been created draw upon data from a variety of sources, and incorporate new data we have researched for this project, but some data we desired for map creation was unavailable to us.

The studio was also limited to interaction with our client groups and approved stakeholders. We were unable to directly reach out to the citizens of Sheridan Hollow due to the limited scope of our study and time constraints that made it impossible to reach out in a comprehensive and thorough manner.

Next Steps

The limitations noted above provide future areas of research for the next steps toward revitalization of Sheridan Hollow. Some of our recommendations can be implemented almost immediately: we believe that reinvigorating the Sheridan Hollow subcommittee of the Arbor Hill Plan implementation team can provide a central actor to coordinate other, broader, revitalization activities and efforts.

Improving Sheridan Hollow will not be easy — it has been neglected since its first settlement, and faces citywide and regional threats to its revitalization. Complicating this situation as the overall economy continues to sputter, government funds are diverted to other needs. But sparse times provide an opportunity for planning and preparation. Social capital can be banked regardless, even when money is not available. Plans for flush times can be drafted during a downturn, and indeed, we hope this report will find a niche in the larger Albany 2030 plan.

We trust, if nothing else, this report contains data valuable to ongoing revitalization efforts. What struck us most was the optimism we sensed in conducting our research, and the willingness of all involved to work toward the benefit of Sheridan Hollow.

Appendices

Appendix A: Existing Land Use & Building Conditions Windshield Survey Form

Evaluator: _____

Date Evaluated: _____

Street Address: _____

Parcel ID: _____

Land Use & Building Conditions

Directions: Place a checkmark next to all applicable characteristics of the building or vacant lot.

Observed Land Use:

- Residential: SFR Duplex Multi-Family Other: _____
- Commercial: 1st Floor (business name): _____
 2nd Floor (business name): _____
 Other (business name): _____
- Industrial: Describe use: _____
- Public/Semi Public: Playground Park Parking Lot Other: _____
- Vacant Lot

- Occupancy:** Occupied Vacant Unknown
- For Sale:** Yes No
- Boarded:** Yes No
- #of Stories:** 1 2 3 4 5 6+ Other: _____
- Construction Type:** Wood Brick Stone Other: _____
- Exterior Surface:** Brick Wood Veneer Aluminum/Vinyl
- Stucco/Asphalt Shingles Other

Primary Building Element Conditions: Rate each of the following building elements by entering 0-3 using the scale provided.

Key: Critical Defect = 0 Major Defect = 1 Minor Defect = 2 No Defect = 3

*** Note: See below for definitions/examples***

- Roof, Gutters, & Chimney _____
- Porches, Stairs, & Fence _____
- Doors and Windows _____
- Exterior Surfaces _____
- Foundation _____
- Total** _____

Overall Building Condition (based on the total rating)

- Good condition (12-15)
- Minor deterioration (8-11)
- Substantially deteriorated (4-7)
- Dilapidated (0-3)

Garage: Yes No: If yes, number of cars: _____

Overall Garage Condition:

- Good (all elements are sound/intact)
 Adequate (minor defects (ex. cracked window, broken door))
 Poor (major defects (ex. missing roof, missing wall))

Landscape Conditions: Rate each of the following maintenance conditions

Vegetation Control

- Good (no overgrown vegetation)
 Adequate (overgrown vegetation present; covers <50% of property)
 Poor (>50% of property contains overgrown vegetation)

Litter Control

- Good (no litter)
 Adequate (litter present; covers <50% of property)
 Poor (>50% of property contains litter)

Notes/Comments: _____

Definitions/Examples

Building Element Rating Conditions:

Critical Defect	absence of roof, absence of a wall, absence of stairs/porch, absence of windows
Major Defect	sagging roof, hole in roof, hole or open crack in foundation, sloping outside walls, crumbling chimney, hole in wall, shattered windows
Minor Defect	cracked windows, broken door, broken stair step
No Defect	element is sound/intact

Appendix B: Building Condition Rating Examples

Buildings within the Sheridan Hollow survey area were given an overall building condition rating based on total score of the building elements. The following photographs, taken by Planning Studio students, illustrate types of buildings that received one of four overall rating conditions of good, minor deterioration, substantially deteriorated, and dilapidated.



Figure 7: Good Condition Example



Figure 8: Minor Deterioration Example



Figure 9: Substantially Deteriorated Example



Figure 10: Dilapidated Example

Appendix C: Windshield Survey Results

The following tables contain results of the windshield survey for existing land use and building condition findings.

Parcel Details	Total Parcels
# of parcels in Sheridan Hollow	602
# of parcels with structures	356
# of parcels without structures	246

Table 17: Parcel Overview

Observed Land Use	Total Parcels
Residential	282
Commercial	39
Residential/Commercial Mix	7
Industrial	10
Vacant Lot	157
Parking Lot	70
Public Park/Playground	17
Public Other (includes Religious institutions, courts, etc.)	12

Table 18: Observed Land Use by Parcel

Occupancy by Building & Boarded Status	Totals Buildings
Vacant	61
Boarded	67
Occupied	253
Unknown	28

Table 19: Building Occupancy & Boarded Status

Vacant Buildings by Street	Total Buildings
Chapel St.	0
Clinton Ave.	12
Clinton Place	0
Columbia St.	0
Dove St.	0
Eagle St.	0
Hawk St.	0
Henry Johnson Blvd.	1

Vacant Buildings by Street	Total Buildings
Lark St.	10
Monroe St.	0
North Pearl St.	0
North Swan St.	2
Orange St.	18
Road St.	0
Sheridan Ave.	17
Spruce St.	0
Theatre Row	0

Table 20: Vacant Buildings by Street

Buildings for Sale	Total Buildings
For Sale	17 buildings

Table 21: Buildings for Sale

Litter Control	Total Parcels
Good	328
Adequate	187
Poor	19

Table 22: Litter Control Ratings

Vegetation Control	Total Parcels
Good	324
Adequate	158
Poor	35

Table 23: Vegetation Control Rating

Overall Building Conditions	Total Buildings
Good Condition	260
Minor Deterioration	67
Substantial Deterioration	20
Dilapidated	3

Table 24: Overall Building Conditions

Overall Building Conditions by Street	Total Buildings Classified as Good Condition	Total Buildings Classified as Minor Deterioration	Total Buildings Classified as Substantially Deterioration	Total Buildings Classified as Dilapidated
Chapel St.	2	0	0	0
Clinton Ave.	67	20	2	0
Clinton Place	3	0	0	0
Columbia St.	14	0	1	0
Dove St.	2	0	0	0
Eagle St.	0	0	0	0
Hawk St.	0	0	0	0
Henry Johnson Blvd.	2	1	0	0
Lark St.	21	14	5	0
Monroe St.	1	0	0	0
North Pearl St.	2	0	0	0
North Swan St.	2	1	0	1
Orange St.	65	14	3	0
Road St.	0	0	0	0
Sheridan Ave.	64	17	9	2
Spruce St.	3	0	0	0
Theatre Row	4	0	0	0
Totals	252	67	20	3

Table 25: Overall Building Conditions by Street

Name	Heard of Y/N	Worked with Y/N
Arbor Hill Develop Corp.		
Affordable Housing Partnership		
Community Realty		
Community Development Alliance of the Capital District		
Albany Community Land Trust		

15. Are there any other groups that you worked with in setting up or operating your business? (Prompts: how did you raise capital? Did anyone provide technical assistance? How did you find this space?)

16. Please rate the value of having the following business assistance services close-by on a scale from 1 to 5, where 1=most valuable and 5=least valuable

Accounting and Bookkeeping	1	2	3	4	5
Business Library Resources	1	2	3	4	5
Business Planning (general)	1	2	3	4	5
Computer and e-commerce Training	1	2	3	4	5
Human Resources	1	2	3	4	5
Legal Consultation	1	2	3	4	5
Loan/financial assistance	1	2	3	4	5
Manufacturing Process	1	2	3	4	5
Market analysis and marketing assistance	1	2	3	4	5
Networking assistance/opportunities	1	2	3	4	5
Product development	1	2	3	4	5
1-2 hr. seminars and workshops	1	2	3	4	5

Local area merchant association	1	2	3	4	5
Help in developing/enhancing credit	1	2	3	4	5

- 17. Are there any other services that you would find helpful?
- 18. What other businesses would you consider helpful in the neighborhood?
- 19. What types of future community events/efforts would you consider participating in?
- 20. Would you like to be contacted in the future to participate in community planning? Y/N
- 21. Would you like to be included in a Sheridan Hollow Business Directory? Y/N

Woman-owned: Y/N

Minority-owned: Y/N

22. How does your business impact the neighborhood in the areas of:

- Waste generated / removed
- Energy used
- Deliveries
- Pollution caused
- Parking required
- Goods produced

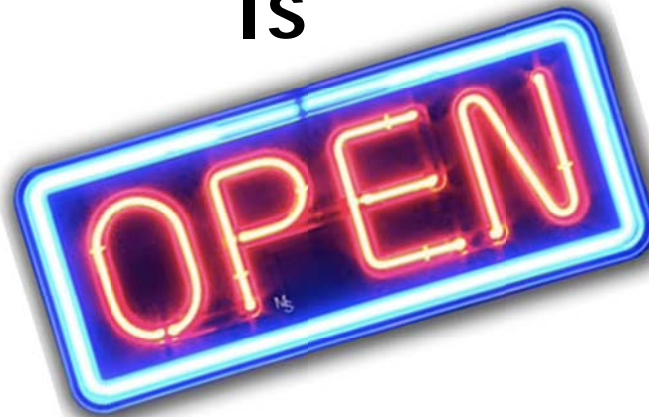
Thank you very much for your time.

Appendix E: Business Directory

<p>Trinidad Grocery and Variety 434-0712 96 Henry Johnson Blvd., Map #1 Sells basic groceries as well as fresh vegetables and Caribbean specialties.</p>	<p>Tailorama 463-1547 180 Clinton St., Map #7 Full service tailor and dry cleaning.</p>
<p>Albany Hip Hop Sportswear 434-7309 310 Clinton Ave., Map #2 Name brand clothing and accessories, including Nike and Timberland.</p>	<p>Interfaith Partnership for the Homeless 434-8021 176 Sheridan Ave., Map #8 Services for individuals and families in need, including soup kitchen.</p>
<p>Albany Housing Coalition 465-5251 218 Clinton Ave., Map #3 Provides housing assistance services to all, with a focus on veterans.</p>	<p>Modern Barber Shop 434-8021 152 Clinton Ave., Map #9 Full service barber shop, a Sheridan Hollow institution for over 40 years.</p>
<p>Michigan Market 108 Lark Street., Map #4 Provides basic groceries as well as sandwiches and hot beverages.</p>	<p>Zone 5 PR 242-7000 25 Monroe St., Map #10 Marketing, Advertising, public relations, web site design/programming.</p>
<p>L'esperance Tile 465-5586 203 Sheridan Ave., Map #4 This historic tile manufacturer also has space available for artists.</p>	<p>Albany Berkshire Ballet 426-0660 25 Monroe St., Map #11 Albany's resident dance company, provides lessons in all genres of dance.</p>
<p>ACS Printing 427-0559 255 Orange St., Map #6 Can meet all your personal or professional printing needs.</p>	<p>A and U Magazine 426-9010 25 Monroe St., Map #11 Non-profit, national magazine that benefits and serves the HIV community.</p>
<p>Kingdom Services 505-9877 255 Orange St., Map #6 Provides grounds and maintenance services including plowing.</p>	<p>Independent Security Services 489-8303 38 Sheridan Ave, Map #12 Home and business security solutions, private investigation, guard training.</p>
<p>Kay Bond Enterprises 512-5187 255 Orange St., Map #6 Provides music production and marketing services.</p>	<p>Hampton Inns and Suites 432-7000 25 Chapel St., Map #13 Part of national hotel chain with meeting and conference facilities.</p>
<p>ZLS Publishing 255 Orange St., Map #6 Book publishing, graphic design, web design. www.zlspublishing.com</p>	<p>Yono's 436-7747 25 Chapel St., Map #13 Fine dining establishment of locally based foods with Indonesian flavor.</p>



SHERIDAN HOLLOW IS



FOR BUSINESS

Sheridan Hollow Business Directory

Created by the Fall 2010 SUNY Albany Graduate Planning Studio

Appendix F: Stakeholder Survey Form

1. What are your visions and/or goals for Sheridan Hollow in the future?
 - What would it look like? (visual)
 - Who would live/work there/here? (social)
 - What businesses & services would be here? (economic)
2. In your opinion, what assets exist in Sheridan Hollow, and which ones are not being fully utilized?
 - Location (proximity to the theater district and state offices).
 - Unique Architecture.
 - The people (existing homeowners and long-term residents).
3. What, if any, barriers do you see to redevelopment of Sheridan Hollow in the future?
4. What types of reinvestment could Sheridan Hollow benefit from? Who would make them? How might they be funded? What role does your organization play in Sheridan Hollow?
5. Are there any specific properties/sites that you would like to see revitalized? What would be an ideal use for the property(ies)? Does your organization have existing plans for this redevelopment work? If so, at what stage in the process are you (data collection, planning, seeking funding, implementation, etc.)?
6. What future role do you see your organization playing in Sheridan Hollow, in putting the vision and redevelopment opportunities you've discussed into action?
7. Is there anything else you would like to add that we have not had the opportunity to discuss?
8. Who else should we contact about their vision and plans for Sheridan Hollow who might have a similar or different perspective?

Appendix G: Stakeholder Interview Highlights

Below is a list of highlights from all conducted stakeholder interviews. Please note that only interviewee comments are included and not the personal opinions of individual team members.

Future visions and/or goals for Sheridan Hollow:

- Vibrant
- Family-oriented community
- Embraces the arts
- Ample space for expansion of existing businesses, organizations
- Abandoned buildings are remediated
- Synergistic effects of 17 Chapel St.
- Modern, in contrast to other historic Albany neighborhoods
- Very diverse mix of uses and small business
- Meandering linear path linking different area assets with areas for passive recreation and community & art showcasing

Sheridan Hollow would look like (visual):

- Soho/Tribeca-ish (industrial meets residential)
- Quaint
- Historic
- Improved architecture
- New modern buildings
- Sculpture park- edgy/ industrial type artist space

Groups that would live/work in the neighborhood (social):

- Employees of area businesses including the State and City agencies
- Other government workers
- Current homeowners and residents
- Artists (in-residence or permanent)
- People interested in homeownership that do not have a lot of savings for a down payment - condominiums
- Urban farms

Businesses & services that would be in the neighborhood (economic):

- Grocery store
- Pharmacy
- Bookstore
- The East end: theater district, studio space
- Jazz club
- Community organizations and locally-owned businesses
- Expanded Drop-in center with dining hall, administrative and medical offices
- Urban hydroponic farm

Existing assets in Sheridan Hollow that are not being fully utilized:

- Location (proximity to downtown, theater district and state offices)
- Unique Architecture
- The people (existing homeowners and long-term residents)
- Skilled, trained and capable staff
- Community partnerships
- Reputation/history
- Neighborhood businesses; proximity to service center jobs

Barriers/challenges to future redevelopment in Sheridan Hollow:

- Funding
- Lack of clearly understood zoning laws and regulations
- Blight
- Abandoned buildings and the cost to demolish
- Parking lot proposal/parking issues
- Acquiring adjacent properties for redevelopment
- Perception of the area - safety, social capital, etc. People do not choose to live there
- Skepticism of existing residents that a plan will be implemented in the neighborhood
- Archaeological studies
- Topography
- Physical and Perceptual connection to Downtown revitalization efforts
- Overshadowed by other Arbor Hill neighborhoods and their plans; lacks neighborhood identity

Type of reinvestment that could Sheridan Hollow benefit:

- Funding for existing homeowners to remediate, preserve, and improve properties
- Small business investment (loans)
- Relaxing strict zoning laws that prevent development and growth.
- Tax abatement
- State grants and loans for rehabilitation
- Residential infill near existing homeowners that invest in their property
- Relaxing zoning or regulations for owner-occupied units

Specific properties/sites that for revitalization and ideas for the use of the site:

- City's vacant parcels
- Boyd Printing Factory
- Area near or including the Answers Energy Plant
- Freihoffer Outlet/Factory
- Taxi Garage (Lark Street)
- Lots behind 255 Orange fronting Clinton Ave.
- Old livery stable at corner of Spruce & Sheridan

Existing redevelopment plans for neighborhood and stage:

- Interfaith Partnership has looked at 3 different properties, including 210 Sheridan Ave.
- Trying to help the residents create their own neighborhood led representative organization
- Working with developers to make sure development is appropriate to the area
- Albany Public Housing would like to build veteran housing with retail space that could be operated by the veterans. They do not, however, want to risk concentrating social service institutions in the neighborhood; area needs a healthy diverse mix
- Purchasing lots and rehabilitating properties along Sheridan Ave (Interfaith Partnership)
- City's Vacant Lot Stabilization Program may be used by neighborhood organizations

Immediate thought of area- visual exercise:

- Linear- makes area unique
- Mixed-use (industrial & residential)
- Downtown connector
- State employees' "parking area"
- In-between; pass-through space and not a destination
- Answers Plant
- Children playing in water-park
- Stairs

Other thoughts & ideas:

- The importance of UA (anchor institution) involvement in the planning process
- There is a general consensus that the entire area needs revitalization
- Neighborhood is small enough to quantify successes and is book ended by other assets that can benefit if the neighborhood received some resources

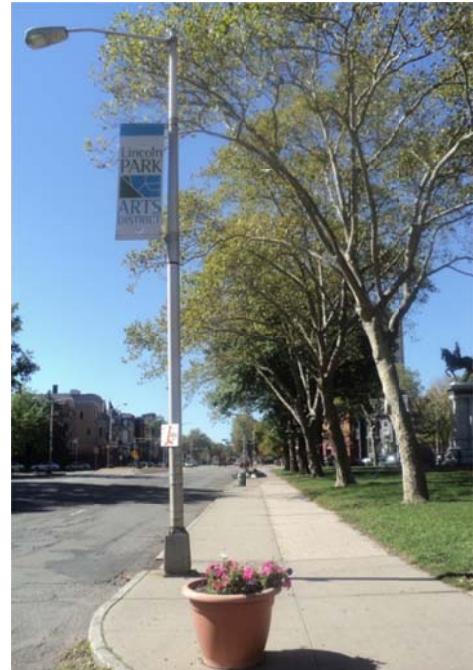
Appendix H: Case Studies

Comparable 1: Lincoln Park Neighborhood in Newark, New Jersey

Neighborhood Profile

The Lincoln Park (also known as the Lincoln Park/Coast Cultural District) is an older neighborhood in Newark, NJ. Originally a post-Civil War enclave for the city's wealthy; it shares many similarities with Sheridan Hollow in that both neighborhoods are:

- Located in older industrial cities
- In weak urban markets (high vacancy and slow home sales/demand)
- Experiencing blight
- Declining population due to deindustrialization (although within the last decade Newark has been reversing this trend)
- Unique architecture (primarily older brick structures and brownstones)



Source: Google Images

Figure 11: Lincoln Park Neighborhood

Housing

The Lincoln Park, originally named South Park, was renamed in honor of President Abraham Lincoln who spoke at the South Park Presbyterian Church. One of Newark's oldest neighborhoods was once home to the city's wealthiest families; Industrialists and beer barons built majestic Victorian mansions and other elaborate brick buildings, whose ruins now dominate the landscape. Later, the area was transformed by African-American migrants from the South. They brought a plethora of jazz and nightclubs which brought musicians and artists to the area. Newark was a prosperous and cultural mecca until the decline of the manufacturing industry. Like many other formerly industrial cities, Newark suffered massive population and job loss. In 1940, the city's population was 429,760, by 1980 that number shrank to 329,248—a loss of more than 100,000 people. The result for Lincoln Park (and many other neighborhoods in Newark) was a glut of abandoned and vacant properties, as well as blight.

Recently (within the last 10 years) aggressive planning initiatives have been implemented to remediate vacant housing and combat blight. First, in 1999, the Lincoln Park Coast Cultural District (LPCCD) was established as a response to the lack of inclusion of neighborhoods on the southern end of Broad Street in redevelopment efforts. A small group of dedicated community organizations and planners basically spearheaded redevelopment efforts and eventually began

to lure businesses and people to the area. Currently, redevelopment efforts are “ramping up” under the Booker Administration. New developments include the creation of a Performing Arts School, Visual Arts Studio, City Without Walls Gallery, with a slew of other projects (eco-village, African-American Music History Museum, and a pharmacy) slated.

Strategy 1: Identify vacant homes that could be rehabilitated and actively market them to community organizations and (in some cases) developers. Offer tax incentives to homeowners and businesses in the neighborhood. Seek to have the neighborhood designated as a historic or cultural district.

Businesses & Services

Despite being in an economically depressed area, Lincoln Park has an abundance of service-oriented businesses (grocery store, pharmacies, convenience stores, fast-food restaurants, nail salons). Although there are many businesses and establishments (including the Newark Symphony Hall and the City Without Walls Gallery), currently no Business Improvement District (BID) or Merchant’s Association has been established in Lincoln Park. Likewise, Sheridan Hollow has not established a BID (or Merchant’s Association); however there is also a substantial gap in services. Sheridan Hollow has no grocery store, pharmacy, or entertainment venues—although the neighborhood is in close proximity to the theater district. According to our client interviews, this lack (or gap) of services could be attributed to unclear or restrictive zoning laws.

Strategy 2: Clarify zoning laws and encourage business development in designated areas (those not in historically significant and/or environmentally sensitive). In addition, involvement of local businesses and/or the creation of a BID or Merchant’s Association would help spur economic development.

Demographics

Sheridan Hollow and Lincoln Park both have large African-American populations, with a significant portion of the population being low-income (earning less than \$25,000 per year). According to 2000 Census data, in Lincoln Park only 28.5% of the adult population over 25 had a high school diploma and 38.9% had less than a 12th grade educational level. This is comparable to Sheridan Hollow where 28.4% of adults attained a high school diploma and 31.1% had less than a 12th grade education. In addition, the poverty level for adults over 18 was 36.0 percent in Lincoln Park and 34.8% in Sheridan Hollow (to put this in perspective the poverty rate for the entire City of Albany was 21.7 percent). The unemployment rate, 6.1%, is higher in Lincoln Park (due to loss of manufacturing jobs) as compared to 5.8% in Sheridan Hollow. This is roughly double the national unemployment rate of 3.9 percent. If the same trend holds true, using today’s national unemployment rate, the numbers would be over 11% (in Sheridan Hollow).

Strategy 3: Investment in educational programs (such as GED program and services advocated by the Interfaith Partnership) that would benefit the community and facilitate capacity-building. In addition, other partnerships between local schools, colleges and universities should be encouraged.

Comparable 2: Redevelopment in New York City's SoHo Neighborhood

Neighborhood Profile

New York City's SoHo neighborhood was originally a predominately industrial area which experienced decline. In the 1960's, local artists and business-owners bought the (extremely inexpensive) vacant factory buildings and converted them to loft space. Currently, the neighborhood is one of the most successful (and expensive) fashion districts in the world. Prior to redevelopment, SoHo shared many similarities with Sheridan Hollow:



Source: Photo courtesy of Rimontgo

Figure 12: NYC SoHo Neighborhood

- Abundance of abandoned industrial buildings and factories
- Majority of structures built prior to 1939
- Historic area
- Vacant buildings which lowered market value of adjacent properties and contributed to neighborhood blight
- Largely overlooked area without name recognition

Housing

According to U.S. Census data, in 2000 the majority of SoHo was occupied and the neighborhood had vacancy rate of roughly 5%, compared to Sheridan Hollow's vacancy rate of 22%. This is partially explained by the fact that SoHo is located within a major metropolitan center (locational advantage), and also due to its desirable reputation. Ironically, despite vastly different economic circumstances, both Sheridan Hollow and SoHo are similar in that both neighborhoods have older housing stock and historically significant architecture. In Sheridan Hollow, 42.9% of structures were built prior to 1939, compared to 80.6% in SoHo. The majority of housing, more than 50%, is 2-4 unit structures in Sheridan Hollow while larger 10+units constitute over 73% of SoHo structures. SoHo was formerly an industrial area and many of the factories were converted to loft space and multi-unit developments. This might be a feature that Sheridan Hollow could potential emulate and benefit from.

Strategy 1: Work with the city to re-zone former industrial sites and convert abandoned factories into multi-unit, mixed-use housing and studio space. Then, tax incentives could be created for individuals willing to live and work there.

Businesses & Services

The majority of businesses located in SoHo are fashion-oriented, with designers and artists comingling. Although the area now enjoys world-wide name recognition, prior to redevelopment it was experiencing many of the same issues as Sheridan Hollow: Loss of manufacturing jobs, population loss, vacant buildings and lack of a cohesive identity. The neighborhood was briefly

targeted by the infamous Robert Moses, who proposed the area was a perfect location for the Lower Manhattan Expressway. Luckily, residents, planners, and artists banded together and successfully fought the project. In the 1960's artists purchased formerly abandoned industrial factories creating galleries, boutiques, and studios. Arguably, these artists and business-owners acted as an informal Merchant's Association— advocating for re-zoning, preservation, and essentially re-branding the area as a style-mecca. As a result, in a few decades, the neighborhood was transformed from deteriorating industrial area to thriving neighborhood and commercial center. Only recently was a formal Business Improvement District (BID) proposed— however clearly there has been collaboration between neighborhood businesses.

Strategy 2: Establish a Merchants Association or BID to promote businesses and industry in Sheridan Hollow.

Demographics

Unlike Sheridan Hollow, SoHo's population is a bit more racially-diverse. However, the socioeconomic conditions are less so. According to the 2000 Census, over 65%of SoHo's residents earned more than \$50,000 annually, compared to less than 15% of Sheridan Hollow's residents. In addition, SoHo had less than 2.8%of families living below the poverty level compared to Sheridan Hollow's 33.4%. Obviously, the condition of the upstate economy has something to do with this disparity however it mandates the investment in, and creation of, jobs in sustainable industries—as well as a means to ensure that area residents receive the education and training necessary to obtain employment.

Comparable 3: Elliot Park Neighborhood, Minneapolis, Minnesota

Neighborhood Profile

The Elliot Park Neighborhood is located just south of downtown Minneapolis, Minnesota. In the mid twentieth century, as freeways were built to transport suburbanites into and out of the city, homes and businesses in the neighborhood were destroyed. Elliot Park has many similarities to Sheridan Hollow:

- Location near the central business district
- Abundance of land devoted to parking, especially surface parking lots
- Land uses geared more toward automobiles than people
- Historic neighborhood
- High vacancy rate (before redevelopment initiatives)

Land Use

Between 1950 and 1970, the population of Elliot Park decreased by 54%. As more affluent residents left the neighborhood, the poverty level in Elliot Park rose, the number of vacant structures increased, and parking lots began to take the place of homes and businesses.

By 1976 remaining residents decided to take action, and created The Elliot Park Neighborhood, Inc. (EPNI), which formed the Neighborhood Improvement Company (NIC). The NIC had some success bringing affordable housing development to Elliot Park, but when the Minnesota State Legislature passed legislation enabling cities to use tax increment financing to fund neighborhood revitalization planning, EPNI was really able to bring significant positive change to Elliot Park in an organized manner. The neighborhood still struggles with an abundance of land devoted to surface parking, but it has been able to bring consistent improvements to Elliot Park in the form of improved parks, more services and businesses that cater to residents, the construction of more affordable housing, and rehabilitated historic structures.

Elliot Park's similarities to Sheridan Hollow become apparent when, in the master plan, it is described as a place "close to [the] downtown core and the river, [with] a variety of historic buildings, nearby job opportunities, [and a] hierarchy of streets, good access and circulation." When listing the challenges facing the Elliot Park neighborhood, the master plan states that:

- The single most significant challenge for Elliot Park is based on the geography of the city. Close proximity to downtown and to the streets and freeways that serve the core of Minneapolis provide many benefits, but also create a number of problems. High volume traffic and the reservoir of parking lots to serve downtown workers and special events at the [Metro]Dome impact neighborhood character and activity.
- For the past several decades this neighborhood has been perceived as more of a 'pass-thru' district than a destination – with greater emphasis on moving cars than creating places for people.

In both Elliot Park and Sheridan Hollow, automobiles were given priority in land use decisions. Through action-oriented neighborhood planning, a dedicated funding stream, and focus on

implementation, Elliot Park has managed to improve the quality of life for residents. New development no longer centers on automobile convenience, but on residential needs and desires.

Strategy 1: Create a neighborhood organization that can spearhead activities, advocate for and lead planning efforts, and make the neighborhood a priority for city leaders. Work to coordinate efforts between citizens and businesses.

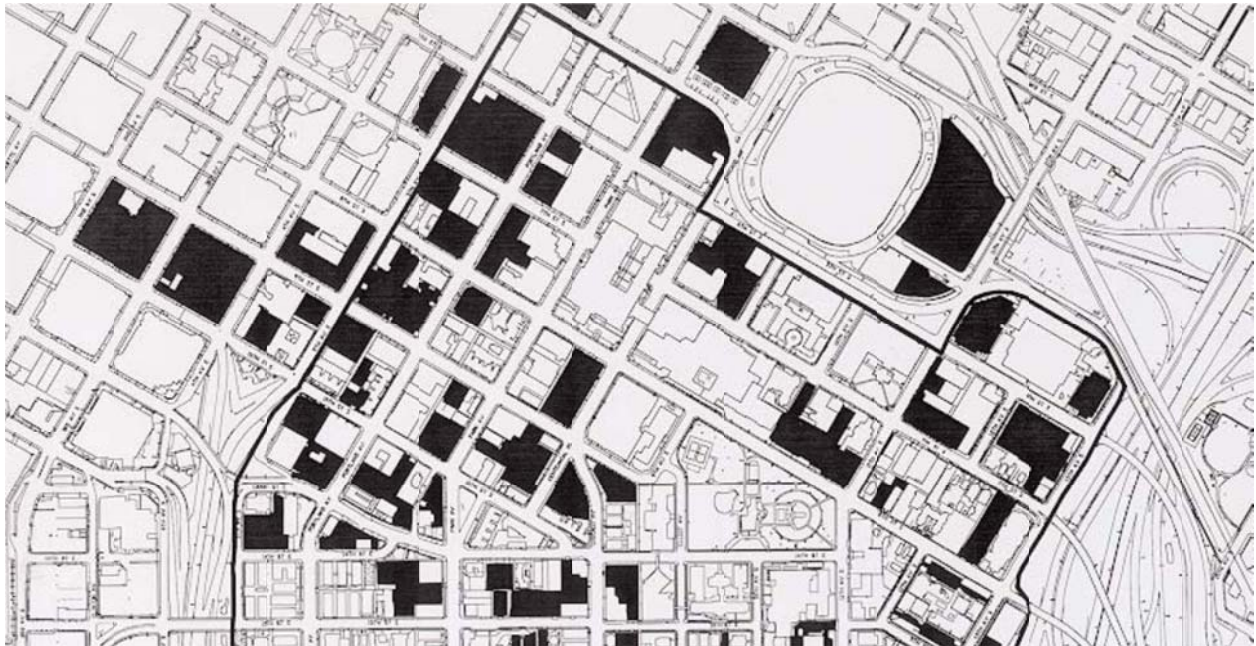


Figure 13: Northern Portion of the Elliot Park Neighborhood

Note: Shaded areas in Figure 10 indicate surface parking lots. The outline shows the border of Elliot Park. The large structure just above the border is the Metrodome.

Businesses & Services

A large part of the effort for redevelopment in Elliot Park has focused on attracting new businesses that will serve the residents. As such, part of the strategy adopted for redevelopment has been that Elliot Park will strive to be a complete community, “defined as a self-sustaining neighborhood with a unifying identity that offers a diversity of choices in housing, retail, entertainment and services” (NRP Phase 2 Report). New housing developments such as East Village have provided opportunities for new retail, such as Dunn Bros. Coffee, Indian Ocean Restaurant, and the East Village Market. An abandoned diner was rehabbed and opened in 1993 as the Band Box Restaurant. Elliot Park Grocery, located in a building where a grocery had been previously located but that was abandoned and boarded up, was reopened in 2000 by a Somali-American owner, serving the growing East African community. In all of these projects EPNI money was leveraged to make ownership and development more attractive to outside investors, developers and business owners.

Strategy 2: Work to create partnerships between businesses and housing developers in and outside of Sheridan Hollow. Determine what types of businesses could be successful in a mixed-use development located inside Sheridan Hollow.

Demographics

In 2000, 38% of residents in Elliot Park were living in poverty, and the median income was just over \$18,000; the median income for the city of Minneapolis was \$37,974. In 2000, unemployment in Elliot Park was 15.4%, for the city of Minneapolis it was 5.8%. Between 1980 and 2000 population rose 15%, going from 5287 to 6476. Housing vacancy in 1980 was 20%, by 2000 that had decreased to just 6%, with a small increase in the number of housing units (62). Over 96% of Elliot Park residents live in rental housing, and the rental vacancy rate in the neighborhood fell from 18.84% in 1990 to 4.84% in 2000.

Strategy 3: Work with the City on zoning code to guarantee that no new parking lots will be located in Sheridan Hollow and to mitigate the effects of current parking lots, perhaps through more stringent landscaping requirements. Research the current codes for surface lots and work with the City to make sure that the parking lots in Sheridan Hollow are compliant.

Planning & Redevelopment Strategies

Elliot Park Neighborhood, Inc. (EPNI) was established in 1976 by concerned citizens. It promoted neighborhood development projects in a piecemeal fashion. In the early 1990s the Neighborhood Revitalization Program (NRP) was started when a task force formed by the mayor of Minneapolis determined that “the deterioration of Minneapolis’ neighborhoods was estimated to be a \$3 billion problem, and in 1990 the state legislature passed legislation that allowed the states’ large cities to create neighborhood revitalization programs.” Minneapolis was enabled to use up to \$20 million per year through 2009 raised through tax increment financing proceeds to fund improvements to neighborhoods proposed through plans developed in accordance with the Neighborhood Revitalization Program statute.

The Elliot Park Neighborhood has financed the majority of its redevelopment projects using funds made available through NRP funding, which allowed EPNI to oversee the beginnings of major reinvestment. \$4.2 million in Phase I NRP revenue has been leveraged by EPNI into \$151 million worth of community investment since the late 1990s. According to EPNI, “it can simply be said that without NRP resources, very little if any of this investment would have been realized.”

Although a significant source of funding, the \$20 million annually raised through TIF was not close to the estimated \$3 billion needed to complete the job of rehabilitating Minneapolis’ neighborhoods. Therefore, the NRP assists residents in creating a Neighborhood Action Plan (NAP) which sets goals and strategies and aids in successful implementation, including “identifying human resources and other assets that neighborhoods can use to implement approved NAP’s; increasing intra- and inter-governmental collaboration to prevent duplication of efforts and to improve public service delivery; incorporation NAP strategies in the budgets of the city, the County, Public Schools, Parks and Libraries to address neighborhood priorities; and

using NRP funds to leverage investment of other resources.” These partnerships are important for cost saving, but also to improve residents’ quality of life. Sheridan Hollow implementation teams can tap a variety of resources simply by getting to know other members of the community.

Strategy 4: Explore incentives for parking lot owners to either develop their land into a higher and better use, or to sell to developers who will do so, either through incentives or tax regulations.

Further strategies that could be utilized to bring successful redevelopment to Sheridan Hollow:

- Create a neighborhood action plan
- Advocate for a zoning code that includes no new surface parking lots in Sheridan Hollow, and phases out current surface lots by not permitting any type of variance or improvement
- Create partnerships with a business’s-business council
- Advocate for tax increment financing to fund redevelopment activity in Sheridan Hollow
- Research codes for parking lot screening and landscaping. Advocate at the city level for improved enforcement and more stringent requirements

Comparable 4: Delaware Avenue Neighborhood (Delaware) in Albany, New York

Source of Both Images: Google Images

Figure 14: Albany's Delaware Avenue Neighborhood

Introduction

This comparable neighborhood research recognizes the relationship between maintained infrastructure (buildings, roads, sewer pipes, sidewalks, trees and water pipes etc.) and stable residential / business properties. Successful neighborhood activity along the Delaware Avenue corridor can be attributed to assiduous participation by people living within the area over a thirty year period. Long before the American Recovery and Reinvestment Act (ARRA), more commonly known as the Stimulus Bill, was signed into law by President Obama in February 2009, neighbors committed to each other engaged planners and other government representatives starting in 1995. A vibrant grassroots effort reemerged when the City of Albany, in March 1999, created the C-1 Neighborhood Commercial District Revitalization Program. The Delaware Avenue Neighborhood Association (DANA), worked closely with Goody, Clancy & Associates to make recommendations for improving their respective commercial corridor. While meetings and plans generated by that program did not immediately lead to major physical improvements, it served as a platform for continuing action. When New York State Department of Transportation "shovel ready" projects were solicited prior to the Act's passage, the City of Albany submitted its "plan" for Delaware Avenue which serves as the main southerly entrance to Albany's business center. Credit for the plan rests with the effort of merchants and residents under DANA's organizational guidance.

Neighborhood Profile

Delaware Avenue has been coined Albany's Main Street by merchants located along its corridor. It runs from the Lark Street and Madison Avenue intersection, situated near beautiful Washington Park, to McAlpin Street situated near the New York State Thruway. This stretch of roadway qualified for the very first funding distributed in New York State under the ARRA Act. The infrastructure improvements along Delaware Avenue have added value to a neighborhood

recognized as a Community of Choice. It shares similarities with Sheridan Hollow in that both neighborhoods are or have:

- Heavily traveled commuter corridors close to interstate highway networks
- Proximate to Albany's downtown commercial and employment centers
- Close to Albany Public Library locations and the Hudson River
- Well established entertainment venues and public parks

Housing

Delaware is characterized by working class structures. There are few mansions but many large single and two family units that house an increasingly diverse population. Structures are generally maintained and occupancy rates are at 94%. Sale prices range from \$75,000 for a starter home to \$200,000 for the largest units. The houses are densely situated on smaller lots with limited off-street parking. While beautiful residential architecture exists, the most significant buildings are owned by public sector agencies or religious institutions. Stand-alone businesses are sited throughout the residential sections of Delaware Avenue adding to its mixed-use development pattern.

Strategy 1: Pursue additional private sector financed projects similar to the current activity at 17 Chapel Street and that offered by Cass Hill Development on Sheridan Avenue. The settling of this area by owners of expensive condominiums will sharpen pedestrian links between Albany's commercial district and Sheridan Hollow. As a bridge between extreme demographics, the focus could center on projects attractive to middle income individuals. The result might very well lead to stabilization of existing maintained single and two family units in Sheridan Hollow. The point is to market the neighborhood as a destination for a wider range of incomes by individuals inclined to favor strengths over weaknesses. Think Community of Choice for people observing the glass as half full.

Businesses & Services

Delaware is one location with many different businesses serving the immediate and transient populations. Whereas Delaware is home to the Spectrum Theatre, Sheridan Hollow is very close to the well-known Palace Theatre. Each landmark draws a significant number of patrons living outside the geographic footprints of the respective neighborhoods. The commuter corridors of Sheridan Hollow are equal to Delaware's and capable of carrying increased business and service activity. Sheridan Hollow will likely experience greater small business activity once tenants are established in new housing. The most logical properties for development are directly west of Chapel Street between Orange and Sheridan. Delaware businesses & services are not so much a model to repeat, but they are emblematic of establishments located within stable housing boundaries. Delaware merchants are a solid mixture of older family run ventures and newer entrepreneurs. The merchants are not organized under any Business Improvement District

(BID), but they are loosely tied to the DANA through the Delaware Avenue Merchants Group (DAMG), which in many respects increases their opportunities for communication with local residents. It is less important to list specific businesses than it is to recognize certain anchors. Delaware has two large grocers and three smaller independent outlets. Delaware also has three bakeries, two pharmacies, two laundries, one postal outlet, one auto repair shop, one hardware store, and one bank. The other businesses and services are common (restaurants) and unusual (aquarium / art gallery, and a yoga studio).

Strategy 2: Pursue public sector projects, for example stormwater and sanitary sewer piping, roadway reconstruction and streetscape amenities designed to improve basic infrastructure. Businesses take notice when municipalities create commerce friendly corridors. Businesses and services also take advantage of sufficient residential development. Focus on retaining existing business activity by connecting merchants with the Arbor Hill Neighborhood Association. Also, an attempt for inclusion with the Downtown Business Improvement District might prove more pragmatic than starting a BID from scratch. Consider clustering appropriate businesses where parking is feasible and performing two-direction traffic pattern trials throughout Sheridan Hollow. The most sensible properties for business friendly marketing are situated along Clinton Avenue and Lark Street. The intersection of these two roadways could very well mirror the successful Delaware Avenue and Holland / Morton Avenues intersection.

Findings and Recommendations

The future of Sheridan Hollow is bright based on its proximity to downtown Albany and private sector developers understanding this potential have started housing projects. They quantify that people value accessibility as one measure for determining where to live. Likewise, developers speculate that stable rents, in safe living zones, are a magnet for businesses. Although Orange and Sheridan Streets have vacant properties, business starts will find greater acceptance on Clinton Avenue where continuous vehicle traffic is recorded. This observation is based on Delaware Avenue's constant flows which help small businesses stay solvent by providing a consistent stream of *potential* customers. Those same businesses work carefully to retain *regular* customers walking from nearby residential units. Clients may wish to consider their planning in the above context because it carefully recognizes theory supporting the bid rent curve. Worded differently, strategies for future development might find success if they are aligned with scenarios that appreciate market rate housing. Therefore, it is important that consideration be given to affordable housing starts concentrated on the western edge of Sheridan Hollow as a first phase. Also, present single family and owner-occupied duplexes, identified as affordable by city assessment, should be considered prime candidates for energy efficiency and structural improvements. Stabilization of existing units worth saving will help to ensure that market rate expansion into the heart and soul of Sheridan Hollow will not be led by a bulldozer. These combinations of suggestions provide a permanent foundation from which to

carry out the client's philosophical mission while nourishing ingredients necessary to furnish a Community of Choice. It also lessens the burden of securing mechanisms for funding because market rate housing often creates affordable units as one condition for accepting public sector density incentives. Contrary to being inconsistent with client goals, West Sheridan Hollow is a reasonable location for lower rent units because it is no less accessible than Chapel Street to business and transportation outlets along Central and Washington Avenues.

Strategy 3: It is incumbent upon public and private sector planners to know where the bid rent curve is steepest and to accordingly hold some residential property as affordable. Density and zoning incentives could be considered a strategy, but not necessarily for the immediate Sheridan Hollow footprint. The Arbor Hill and West Hill neighborhoods provide plenty of housing for lower income persons and both are close to Sheridan Hollow negating the use of motorized transportation for employment commutes. The present residential construction activity fronting Chapel Street provides the appropriate stimulus for additional housing starts. It is important to remember that private investment will prefer market rate units in order to capture a more affluent demographic. Goals focused on higher returns should be welcomed as strategies to leverage. Market rate tenants generally have more discretionary income to support small business activity. Clients aiming to satisfy their organizational objectives will likely find success by promoting business and residential development from Henry Johnson Blvd. eastward. The theoretical intersection of upscale units with affordable units could yield the "Community of Choice" everyone is looking to achieve.

Funding

The quickest strategy for improving affordable housing conditions is to utilize the residential component of the Community Loan Fund of the Capital Region. This fund has residential financing programs offered by SEFCU for purchasing or repairing homes. The Community Loan Fund's twenty-five years of lending experience merges seamlessly with the clients' mission. To start, the concentration of monies into West Sheridan Hollow would focus energy on a reduced geographic footprint which may help during implementation of subsequent plans. Additional planning phases could work eastward toward Lark Street with a final goal of intersecting market rate housing. It is important to consider that public sector guidelines will ensure affordable units be added to market rate plans. Therefore, it is advisable to avoid saturation in West Sheridan Hollow so that market rate units can likewise be sited. Also, it appears advantageous to adjust program guidelines to reach middle income households. In doing so, Sheridan Hollow will come closer to resembling the vibrant Delaware Avenue Neighborhood which supports varied economic and social demographics.

Comparable 5: Ravenswood, Chicago, Illinois

Neighborhood Profile

Located in the northside of Chicago, the Ravenswood Industrial Corridor is part of the Lincoln Square community area, traditionally an industrial and manufacturing quarter near the center of the city. The corridor itself is approximately 68-acres, part of the commercially zoned central districts surrounded by residentially zoned communities. Similarities to Sheridan Hollow include:

- Mixture of uses include manufacturing and industrial
- Surrounded by predominantly residential area
- Proximity to downtown-center city district

Housing

Ravenswood has a mix of residential buildings that include beautiful courtyard-style and creative lofts. The neighborhood surrounding the industrial corridor was built with the intention of being a commuter suburb. Within the corridor, housing has been intentionally limited to prevent gentrification. Redevelopment has been sensitive to stabilization efforts recognizing the diversity of uses as a major factor. Redevelopment efforts and Ravenswood's proximity to the city center have sky rocketed property values in the surrounding residential neighborhood. Many attribute general affordability to the limited residential zoning and commitment to retaining light industrial and other commercial/industrial uses.

Businesses & Services



The Ravenswood Industrial Corridor in Chicago is a prime example of a manufacturing and industrial corridor that used the uniqueness of shape and location to create positive linkages to adjacent areas. The corridor has been redeveloped into a diverse mix of light manufacturing, small businesses, social service agencies and artisan studios. Low rents and location allowed for non-traditional anchor businesses including an artist's center and an online newspaper that stays open late to serve as a performing art space.

Source: Google Images

Figure 15: Ravenswood Industrial Corridor

There are several two anchor institutions that helped pave the way for redevelopment: The Jane Addams Resource Center (JARC) and the Lillstreet Art Center. JARC began in 1985 as a not-for-profit community development corporation. Today, the organization provides a wide array of programs including adult learning, job training and a metal work training program. In addition to offering programs, JARC owns four properties and rents space to other businesses, manufactures, and organizations.

JARC's "four properties house over 28 small and medium-sized companies that employ over 250 workers". Tenants range from metalworking, woodworking and apparel manufacturers to computer and service firms. Two of JARC's tenants are Bright Endeavors and Ebsy. Bright Endeavors is a nonprofit business that provides employment skills to women ages 16 to 25 through a candle-making business. Ebsy is a creative business incubator that currently houses three designers. Past JARC tenants have expanded and invested over \$4 million into owner-occupied properties in and around the Ravenswood neighborhood," (Jane-Addams.org).

Funding Sources

The Ravenswood Industrial Corridor was designated into two Tax Increment Financing (TIF) Districts which made much of the redevelopment possible. Chicago was also committed to providing development tools to industrial and manufacturing areas that were no longer in use.

Some of the new businesses moved into the corridor with help from JARC and the Ravenswood Industrial Council (RIC). The two nonprofits are delegate agencies for Chicago's Local Industrial Retention Initiative (LIRI). In 1989, JARC created a separate real estate division that began to assist with the retention and expansion of manufacturing and commercial businesses in the corridor. JARC's role as a business and community leader allowed them the opportunity to leverage both its resources as well as its position to draw funding and attention to the community.

Limitations

Industrial/Commercial properties in the Ravenswood Industrial Corridor are threatened with housing development pressure. While there is still a commitment from Chicago's Alderman to minimize housing, the redevelopment of the corridor has made it a more attractive place to live.

Appendix I: Additional Research and Programs

The following is a list of funding programs and initiatives that could be used as a resource to support redevelopment work in Sheridan Hollow.

Artist Live/Work Space: Zoning is often an issue with permitting live/work spaces. There are several websites that provide more detailed information on zoning which supports live/work spaces in industrial zones.

For more information: <http://www.artspace.org/properties/mountrainier/>
<http://www.artistlink.org/?q=spacetoolbox/formunicipalities/zoningforartists/industrialzoning>

Chicago Redevelopment Funding Programs

For more information: http://www.cityofchicago.org/city/en/depts/dcd/provdrs/ec_dev.html

Adjacent Neighbors Land Acquisition Program (ANLAP): The Adjacent Neighbors Land Acquisition Program (ANLAP) allows homeowners in certain areas within the city of Chicago to purchase vacant city-owned lots for less than market value if the parcel meets certain criteria established by the law.

For more information:
http://www.cityofchicago.org/city/en/depts/dcd/supp_info/adjacent_neighborslandacquisition_programanlap.html

Grocery-Anchored Retail Loan Program: The Grocery-Anchored Retail Loan Program uses a portion of the Chicago Development Fund's resources to provide enhanced financing for grocery-anchored retail developments within identified "food desert" areas of the City of Chicago.

For more information:
http://www.cityofchicago.org/city/en/depts/dcd/supp_info/grocery_anchoredretailloanprogram.html

Industrial Expansion Loan Program: The Industrial Expansion Loan program is administered by the Chicago Development Fund. The program provides enhanced financing for owner-occupied or multi-tenant industrial projects within the City of Chicago. This financing can be used to build new industrial facilities or to expand or rehabilitate existing facilities.

For more information:

http://www.cityofchicago.org/city/en/depts/dcd/supp_info/industrial_expansionloanprogram.html

Local Industrial Retention Initiative (LIRI) Councils

For more information:

http://www.cityofchicago.org/city/en/depts/dcd/supp_info/local_industrialretentioninitiativeliricouncils.html

Appendix J: Funding Sources

Much of the redevelopment efforts in our case studies were funded through a combination of public and private sources. In the case of Newark's Lincoln Park Neighborhood, local foundations provided smaller grants while national banks and lending institutions offered larger capital investments. Funding sources, included:

Lincoln Park Funding Sources

Bank of America Community Development Corporation

Banc of America CDC acts as the direct developer and joint venture partner in large scale projects which have multi-family rental housing as a core component but could also include mixed-use components. A "\$1.5 Trillion Dollar Initiative" offers loans, grants, and investment capital for:

- Acquisition/redevelopment
- Adaptive re-use
- Infill new construction
- Larger scale land development
- Green building (through the Affordable Green Neighborhoods grant)

For more information:

http://www.bankofamerica.com/community/index.cfm?template=cdb_commdevcorp

Enterprise Foundation

Enterprise provides grants and loans for community redevelopment and revitalization efforts. Primarily offered in the NYC market, the Enterprise Foundation has a "Green Communities Program" that provides grants for everything from charettes to building green and energy-efficient affordable housing. (NOTE: The application process starts again in February, 2011, and it could be worthwhile to make an inquiry.)

For more information: <http://www.greencommunitiesonline.org/>

Local Initiative Support Corporation's Green Loan Fund

"LISC provides funding for pre-development financing - to help pay the cost of predevelopment activities, including but not limited to green planning and preparation, and consultant fees. Construction/Mini-Perm financing helps to pay costs for critical green features at risk of elimination from the development plan due to budget pressures."

For more information: http://www.lisc.org/section/ourwork/national/green_dev

PNC Bank

The PNC Foundation's priority is to form partnerships with community-based nonprofit organizations within the markets PNC serves in order to enhance educational opportunities for children, particularly underserved pre-K children through our signature, PNC Grow Up Great program, and to promote the growth of targeted communities through economic development initiatives: Grant Application.

For more information:

https://www.pnc.com/webapp/unsec/Requester?resource=/wps/wcm/connect/2d39570044ba03769baaff8119f60a8e/2010_PNCFoundationGuidelines_101910.pdf?MOD=AJPERES

Note: Key Bank has a similar program that can be found at: <https://www.key.com/html/key-foundation-philanthropy-banking.html>

Prudential Financial

The Prudential Foundation invests over \$25 million annually in grants to support the revitalization of communities and satisfy Prudential employees' community engagement efforts. In order to promote sustainable communities and improve social outcomes for community residents, The Prudential Foundation focuses in following areas:

- Education
- Economic Development
- Arts & Civic Infrastructure

For more information: <http://www.prudential.com/view/page/public/12373>

Wachovia Regional Foundation

“The Wachovia Regional Foundation awards two types of grants – Neighborhood Planning Grants and Neighborhood Implementation Grants – that support the planning and implementation processes for long-term, resident-driven neighborhood revitalization.”

For more information: <https://www.wachovia.com/regionalfoundation>

Potential Funding Sources for Sheridan Hollow

KeyBank Foundation

The KeyBank Foundation, through its civic programs, corporate contributions, and volunteerism program supports organizations that foster economic self-sufficiency, principally where KeyBank operates. It supports:

- Grants – Supporting programs fostering economic self-sufficiency at many types of nonprofit organizations
- Sponsorships – Partnering with nonprofit organizations on community events
- Matching Gifts – Matching employee donations to qualifying organizations
- Community Leadership Gifts – Providing gifts to charitable organizations on whose board an employee serves

For more information: <https://www.key.com/pdf/GrantProposal.pdf>

The Kresge Foundation

Generally, support takes two forms to help severely challenged communities, especially older industrial cities: Working collaboratively with the national urban development community, including Living Cities, the Local Initiatives Support Corporation, the Brookings Institution and others to identify, implement and share innovative strategies for the revitalization of American cities; supporting capital needs of community development organizations working in rural, urban and older-suburban neighborhoods to enhance grassroots participation, resident empowerment, physical revitalization, neighborhood cohesion, wealth-building, housing, and, in some cases, youth opportunity.

For more information: http://www.kresge.org/index.php/what/community_development/

Surdna Foundation

The Surdna Foundation makes grants to nonprofit organizations in these priority areas:

- Sustainable environments
- Strong local economies
- Thriving cultures

For more information: <http://www.surdna.org/grants/grants-overview.html>

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