



THE REIMAGINE SAINT ROSE PLAYBOOK

Shaping What's Next



Acknowledgments

NOVEMBER 2025

Thank you to the governmental partners, community members, elected officials, and staff whose ideas and passions shaped this plan:

ALBANY COUNTY EXECUTIVE

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- Joanne Cunningham, Chairwoman
- Wanda Willingham, Deputy Chairwoman
- Dennis Feeney, Majority Leader

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1.0: INTRODUCTION

BRIEF HISTORY OF THE SAINT ROSE CAMPUS

The College of Saint Rose was established as a higher education institution for women, particularly in an era when few colleges were accessible to them. The founders aimed to prepare women for teaching and service professions, combining academic excellence with Catholic values. It was named after Saint Rose of Lima, the first canonized saint of the Americas, symbolizing dedication, education, and compassion.

In 1920, Joseph A. Delaney, the vicar general of the Roman Catholic Diocese of Albany, conceived of the college, and with the help of the Sisters of Saint Joseph of Carondelet, Blanche Rooney in particular, and the support of the Bishop of Albany Edmund F. Gibbons, Delaney purchased the William Keeler estate at 979 Madison Avenue to house the college. Bishop Gibbons was appointed the first president and Mother Rosina Brown was appointed dean. Mother Rosina's legacy ran throughout the lifetime of the college, as she was known for her philosophy of education rooted in compassion, empowerment, and service to others.

Academic instruction for women started in fall of 1920, with an emphasis placed on the professional training of teachers but then expanding to other professions, and eventually in the 1960s the college became fully co-educational. Although classes ended in June 2024, the college's mission and values of serving neighbors, creating diverse and inclusive communities, and meeting the needs of the times lives on through the work and lives of its alumni and dedicated faculty and staff.

The area surrounding this former campus is heavily anchored and energized by student life. The University of Albany campus, the Albany High School, and the LaSalle School are situated to the northeast, directly across Western Avenue. This concentration of academic institutions strongly influence the character and activity of the area.

A lot of the residential areas northeast and east of the campus consist of student housing sprinkled with commercial uses that serve both long-term residents and student tenants.

To the west of the former campus where Madison Avenue and Western Avenue converge, lie more mixed-use commercial uses catering to the surrounding neighborhoods. These offer a variety of services, restaurants, and a grocery store. The 81-acre Washington Park is situated three blocks to the southeast of the site. Ridgefield Park is located closer to the former campus to the south complementing the existing greenspace within the former campus itself. The south side of the campus site has more traditional residential uses with young families wanting to be in a walkable neighborhood.

The century-old campus itself features buildings of different sizes and styles. These were built or acquired during different decades, presenting significant deferred maintenance and infrastructure challenges. However, while the closure marked the end of an era, it also opened the door to new opportunities to Reimagine Saint Rose.



Figure 1.1 - The former College of Saint Rose Campus Collage

WHAT IS THE ALBANY COUNTY PINE HILLS LAND AUTHORITY (ACPHLA)?

This institutional closure has left behind a legacy of education, community, and architecture, as well as a large footprint of vacant buildings and facilities. This provides the opportunity to reshape the urban landscape while balancing the preservation of its educational legacy and physical footprint to meet the community's needs.

Recognizing the importance of the site to the future of the neighborhood, the Albany County Pine Hills Land Authority (ACPHLA) stepped in to purchase the former campus. This bold move ensured that the land would remain under public control, allowing for a more thoughtful, community-centered approach to redevelopment.

The ACPHLA is a New York State (NYS) Public Authority created in 2024, at the direction of Albany County Executive Daniel P. McCoy, for the sole purpose of acquiring and redeveloping the nearly 27-acre campus of the former College of Saint Rose. This was a long process in the making.

As ACPHLA was staffed and operationalized, it was given the authority to issue bonds (up to \$80 million) for acquisitions, maintenance, operations, and redevelopment of the Saint Rose campus. The ACPHLA issued \$40 million in tax exempt bonds to purchase the campus at auction in its entirety with the intention that the proceeds from the redevelopment efforts will be used to pay off the debt.

After successfully outbidding all other bidders at auction, the goal was to approach redevelopment with a sound strategy that finalized a shared vision while also preparing for immediate action.

To that end, the redevelopment effort included working with a consultant team to assist the ACPHLA board with certain planning, design, and development tasks. Working together, the consultant team, the staff, and Board of Directors were able to identify and plan the strategic redevelopment plan for the reuse of the campus in a manner that realized tangible benefits for various countywide stakeholders, including those most impacted by the closure.

ACPHLA's interest in the redevelopment of Saint Rose extends well beyond the borders of the Pine Hills Neighborhood, reflecting a commitment to addressing countywide needs and generating lasting community and economic benefits.

WHAT IS THE ADVANCE ALBANY COUNTY ALLIANCE?

The Advance Albany County Alliance is a Local Development Corporation focused on business development and growth, retaining and attracting jobs, and promoting Albany County. The Alliance serves as the management entity of the former College of Saint Rose campus and staff to the ACPHLA.

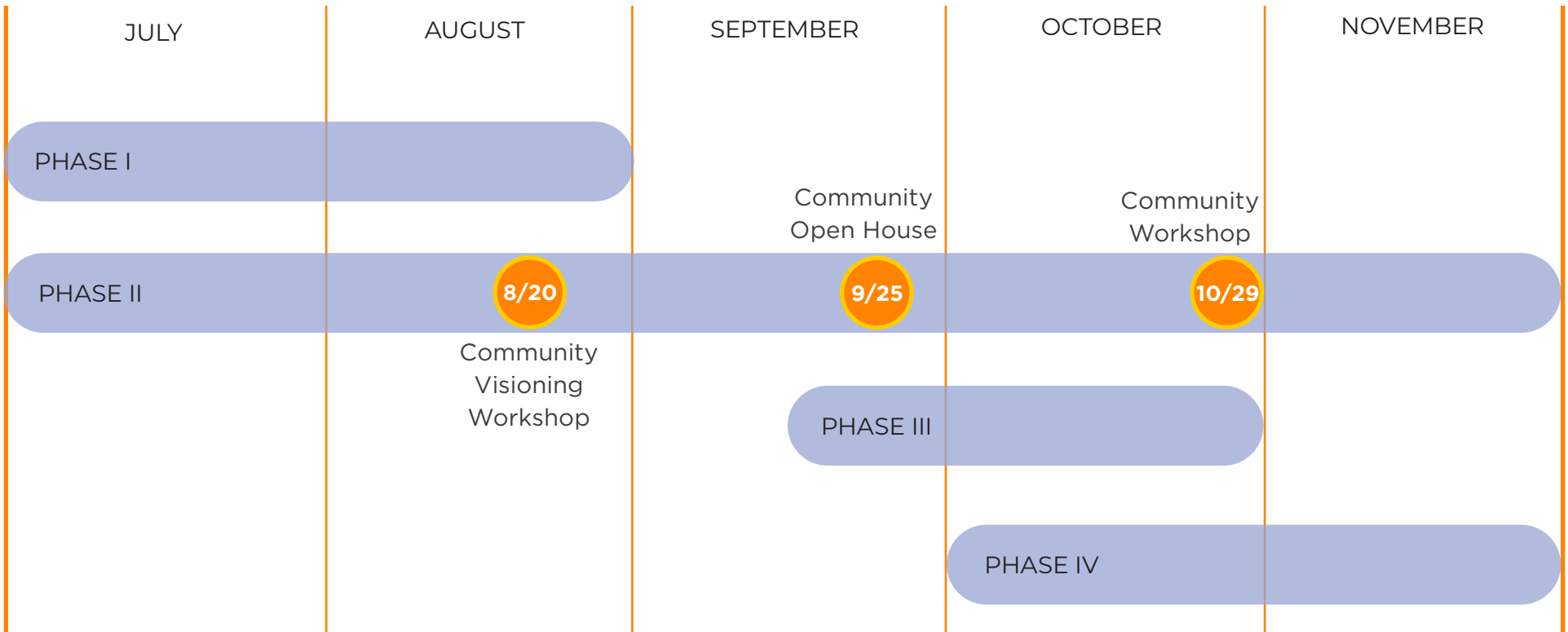
It collaborates with public, private, and nonprofit interests to create an economy that provides opportunities for all of its residents.

The Alliance helps businesses of all sizes grow, expand, and attract top talent in Albany County. Its services are offered at no cost to businesses as its operations are supported by public and private funders who are equally committed to the success of the county.

MASTER PLAN PROCESS

The five-month long, intensive redevelopment master plan process started in July 2025 and was divided into four phases:

- Phase I: Site Analysis & Data Collection (July-August)
- Phase II: Public & Community Engagement (July-November)
- Phase III: Concept Delivery & Feasibility Studies (September-October)
- Phase IV: Conceptual Design & Implementation Strategy (October-November)



WHAT DOES THIS REDEVELOPMENT PLAYBOOK INCLUDE?



Background research of community demographics and market analysis

Inventory and assessment of all buildings on the campus.

Extensive community and stakeholder engagement.

Redevelopment master plan options at conceptual level.

Implementation playbook to help the ACPHLA team prepare for next steps.

WHAT DOES THIS REDEVELOPMENT PLAYBOOK NOT INCLUDE?



Commitments for specific uses for every building.

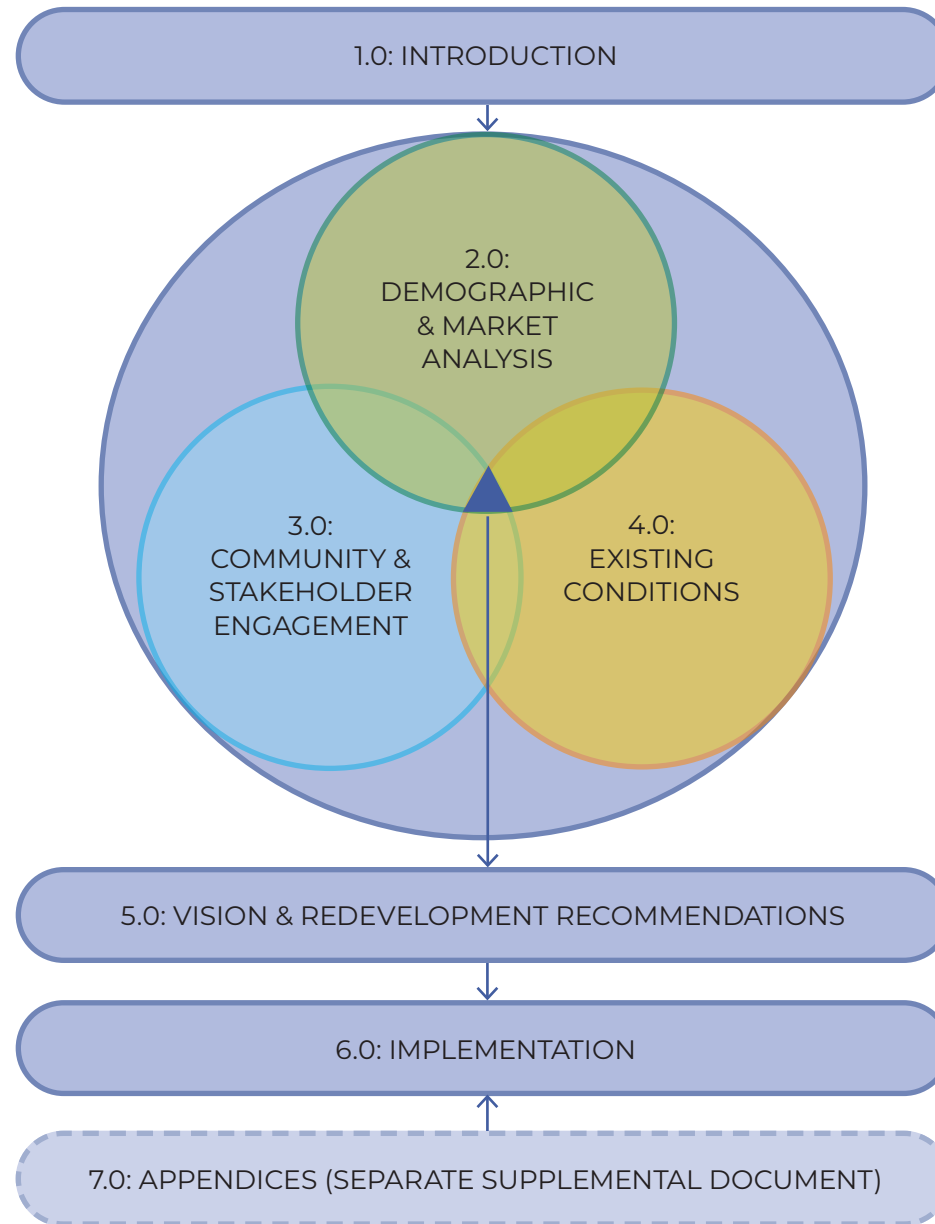
Commitments for detailed financing for every building.

Guaranteed tenants.

Construction bids.

Any regulatory changes.

HOW ARE THE CHAPTERS IN THIS DOCUMENT LAID OUT?



2.0: DEMOGRAPHIC & MARKET ANALYSIS

The former College of Saint Rose campus offers a unique opportunity to transform a vacant academic campus into a mixed-use district that advances the ACPHLA's financial, housing, economic development, and community goals. To align these goals, an analysis was conducted by comparing demographics within 1, 3, and 5-mile radii around the College of Saint Rose and compared to Albany County and New York State.

In the initial data analysis, differences in demographic characteristics became immediately evident. For instance, looking at the 1-mile radius around the campus versus Albany County's as a whole, the median household income is 37% lower, the homeownership rate is less than half than the county, and the median age is 31 compared to 39 countywide. Similarly, the smaller study area has a higher concentration of public administration and education employees than the larger area. These characteristics are influenced by the area's proximity to and concentration of student populations, shaping many of the demographic indicators within this radius. These conditions support a balanced and redevelopment program combining:

- The campus should be planned as a multi-phase, mixed-use redevelopment anchored by housing, education, and public service uses. This could include public workforce and civic offices as well as vocational training and educational space.

- Mixed-income and active-adult housing could meet the needs of local demographics and address housing attainability gaps.
- Integration of green and community spaces is essential for public support and livability.
- Arts and cultural uses that connect the campus to the surrounding neighborhood, solidifying a sense of community.

Study area names:

1-mile radius = core study area

3-mile radius = secondary study area

5-mile radius = tertiary study area

DEMOGRAPHIC OVERVIEW

Population and Income Profile

The total population of the core study area of 1-mile radius around Saint Rose's campus is expected to have basically flat growth by 2030. The median age for the core study area comparatively is significantly younger. Despite limited growth,

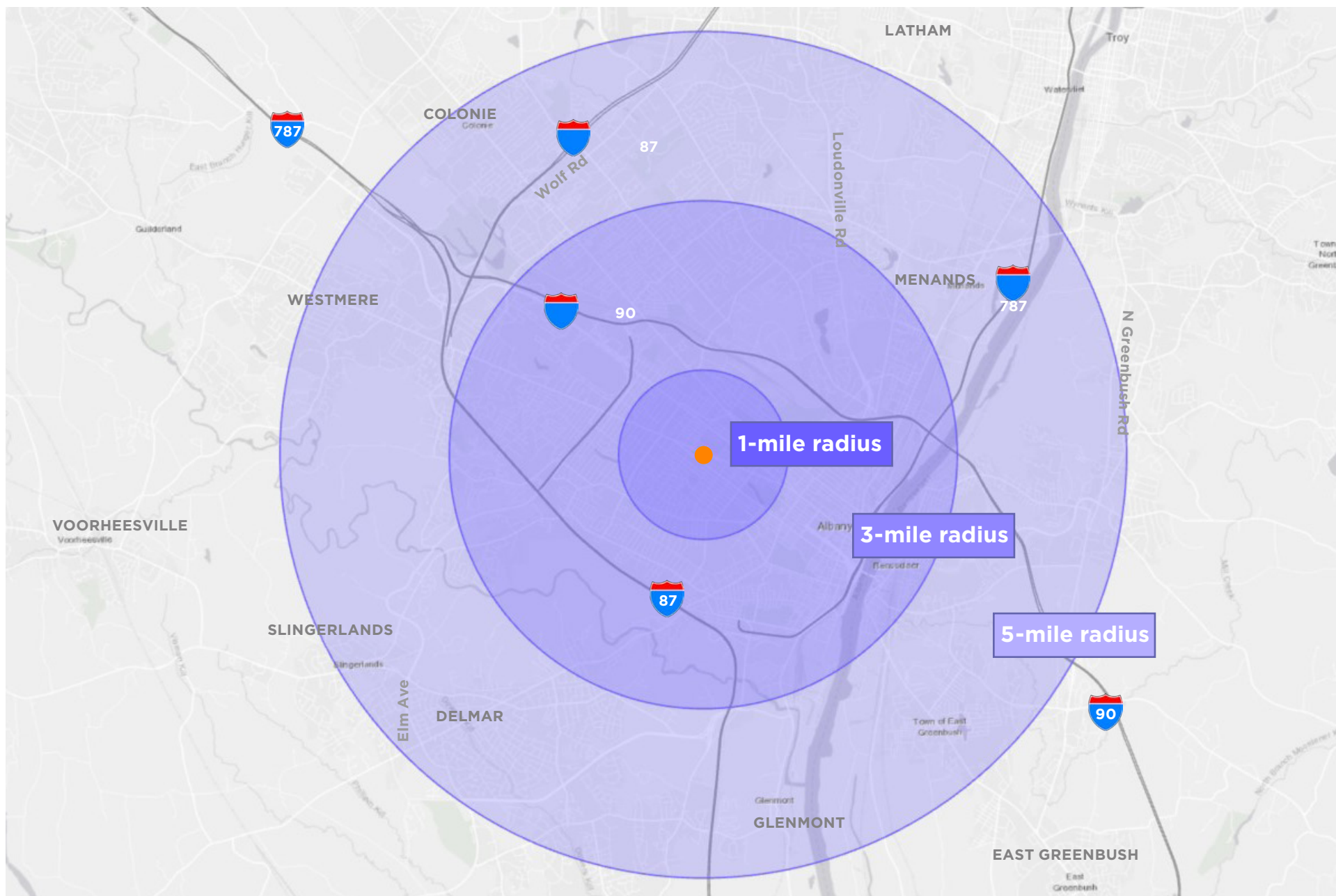


Figure 2.1 - 1-, 3-, 5-Mile Radii Around the College of Saint Rose Campus (Data Source: Esri)

the core area is more densely populated and have a significantly younger median age compared to other geographies. The Diversity Index* is highest in the core study area, indicating a more racially and ethnically diverse population than the county overall. These factors together denote a dynamic but transitional neighborhood shaped by a younger, denser, more diverse, and mobile population, as expected with the student population.

As such, median household income in the core study area is the lowest of all study geographies, increasing progressively the further out from the campus. Similarly, the share of higher-income households (those earning \$100,000 and greater annually) rises to 38% of total households in the tertiary study area as compared to 26% in the core study area. Lower median incomes and fewer high-earning households near the campus suggest that the core area may have greater housing attainability challenges, a higher share of renters or students, and a stronger demand for workforce or moderately priced housing.

Key Takeaways:

- The core study area is younger and with less homeowners, which is ideal for rental and workforce housing.
- This demographic mix suggests strong connections to nearby educational institutions and rental housing markets, with residents who may be students and early-career professionals.
- While population growth may be limited, the area's youthful and diverse character presents opportunities to support

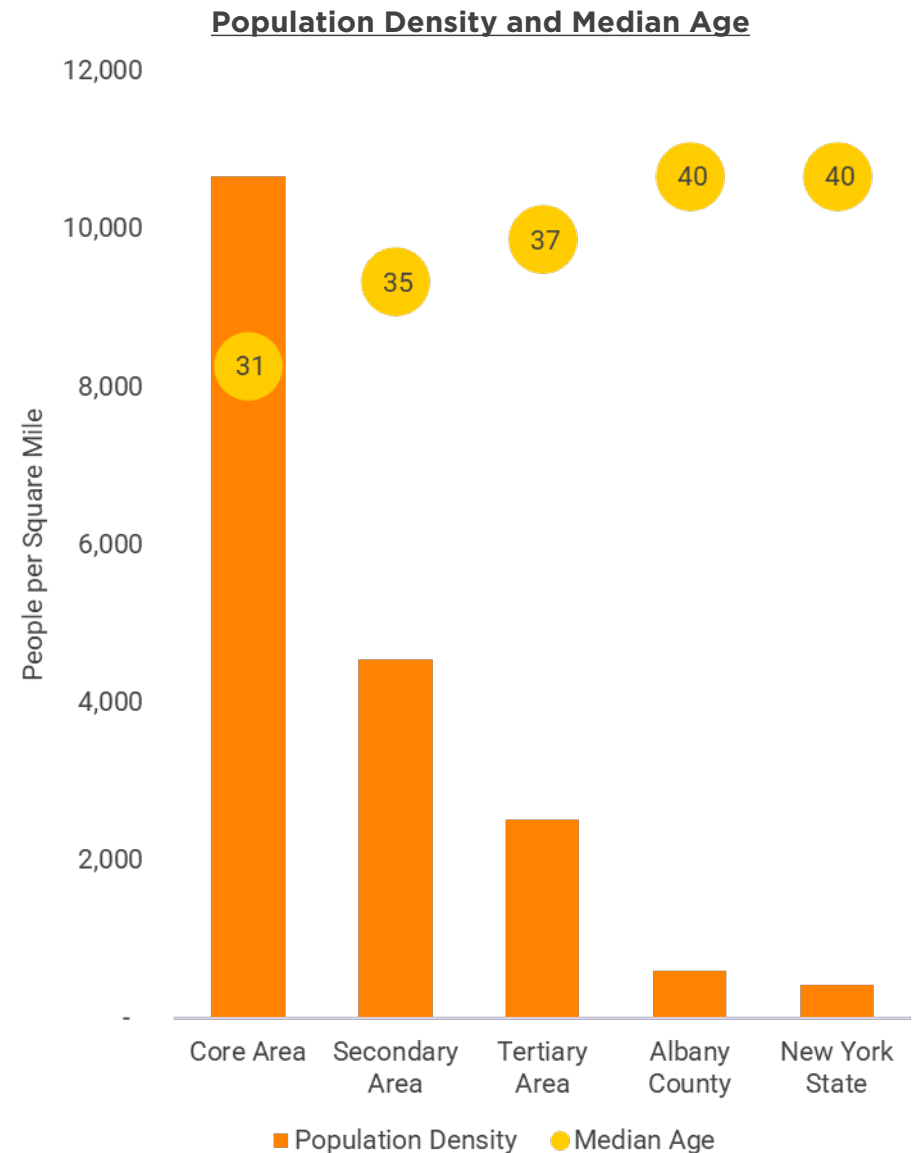


Figure 2.2 - Graph: Population and Age (Data Source: Esri)

Geographic Study Areas	Core Area (1-mile radius)	Secondary Area (3-mile radius)	Tertiary Area (5-mile radius)	Albany County	New York State
Total Population (2025)	33,00	127,000	194,000	315,000	20 million
5-Year Population Growth (2025-2030)	-0.3%	0.3%	-0.1%	-0.2%	-0.4%
Median Age	31	35	37	40	40
Share of Population Aged 55+	22%	26%	30%	32%	31%
Diversity Index	75	72	65	58	77
Median Household Income	\$53,000	\$66,000	\$78,000	\$83,000	\$86,000

Figure 2.3 - Table: Population and Income, Select Variables

*Diversity Index: : Summarizes racial and ethnic diversity, indicating the likelihood that two individuals, chosen at random from the same area, belong to the same race or ethnic group. The index ranges from 0 (no diversity) to 100 (highest diversity). An area's Diversity Index increases when the population includes more race/ethnic groups (Source: Esri).

inclusive community development, workforce housing, and culturally vibrant neighborhood amenities that reflect and sustain its evolving identity.

Housing Market Trends

In looking at housing occupancy trends, the percentage of renters is the highest in the core study area and decreases the further away the local is from campus. Median home values are lower within the core study area; however, the housing attainability for that same population is hindered due to the lower annual earnings (referred to as an affordability index). The

lower income and higher share of renters in the core study area indicates a need for mixed-income rental units. The vacancy rate of housing units in the core study area is the lowest of all study geographies, which means the demand for housing near the core area is strong, and available units are being quickly moved into by residents. This low vacancy rate may indicate limited new housing supply or redevelopment opportunities within the core area. As a result, housing attainability and availability could become growing concerns, emphasizing the need for strategies that expand rental options and promote a mix of housing types to meet demand.

Housing Occupancy Profile: Owners, Renters, and Vacant Housing Units

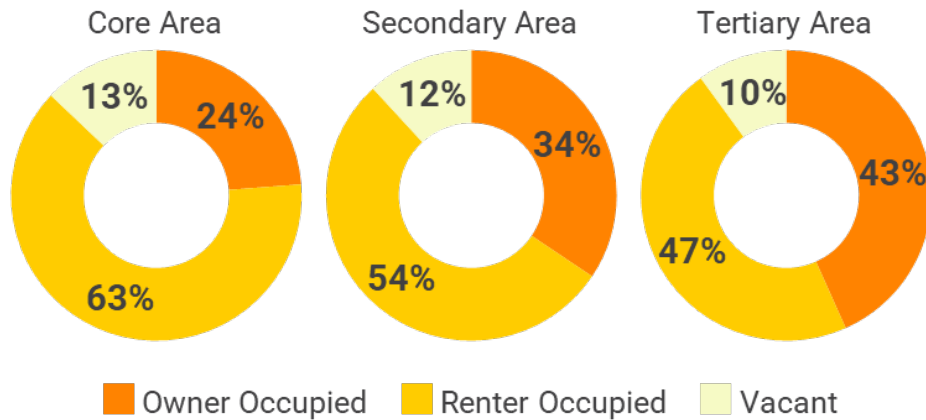


Figure 2.4 - Graph: Housing Occupancy Profile

Per the U.S. Department of Housing and Urban Development, for the fiscal year 2025, the fair market monthly rental rate ranges between \$1,074 for an efficiency/studio and \$1,971 for a four-bedroom unit. The majority of renters in the core study area pay a monthly rent between \$1,000 and \$1,999 per rental unit. This implies a limited availability of lower-cost units in the core area, signaling potential pressure on housing attainability, especially for students, lower-income residents, and those without housing subsidies.

Key Takeaways:

- The market is currently underserved by new, quality rental and for-sale products. Renovation and adaptive reuse can complement new construction in meeting unmet housing needs.
- There is a strong demand for mixed-income/workforce housing in the core study area with an opportunity for graduated pricing and age-targeted housing transitioning outward from the campus.
- The scope of the tertiary study area adds a comparatively older population, supportive of adult living and potentially smaller housing footprints as adult children move out. A balanced program should serve both young and older demographics.

Geographic Study Areas	Core Area (1-mile radius)	Secondary Area (3-mile radius)	Tertiary Area (5-mile radius)	Albany County	New York State
Homeownership Rate	24%	26%	30%	32%	31%
Median Home Value	\$247,000	\$260,000	\$295,000	\$291,000	\$403,000
Average Monthly Rent	\$1,243	\$1,195	\$1,263	\$1,244	\$1,617
Housing Unit Vacancy Rate	13%	12%	10%	10%	10%

Figure 2.5 - Table: Housing Market Conditions, Select Variables (Data Source: Esri)



Figure 2.6 - Multi-Family Housing Typology - Example (Image Credit: Oaktree Properties)

Labor Force

The unemployment rate within the core study area is higher than any other geography in the analysis, with 7.3% of the labor force not having a job. The tertiary study area as well as the county and state all have unemployment rates within the 4% range. The sectors with the most employees in the study area are healthcare, education, and public administration, meaning the local economy is heavily supported by institutional and service-based employment. This suggests a strong reliance on anchor institutions such as hospitals, schools, and government offices, which provide stability but may limit exposure to private-sector growth and higher-wage industries. However, diversifying into complementary industries, such as technology, research, or professional services, could help balance the job base and reduce unemployment over time.

Key Takeaways:

- High public sector employment supports a workforce office use need.
- A stable employment base reduces economic risk for redevelopment.
- Albany County's government and education base reinforce alignment with state and municipal occupants to be located on the campus.

Geographic Study Areas	Core Area (1-mile radius)	Secondary Area (3-mile radius)	Tertiary Area (5-mile radius)	Albany County	New York State
Civilian Labor Force (16+)	18,000	67,000	104,000	170,000	10 Million
Unemployment Rate	7.3%	5.7%	4.6%	4.3%	4.9%
Educational Attainment: Population Age 25+ with Bachelor Degree+	47%	45%	48%	47%	41%
Healthcare Industry: Share of Jobs	22%	21%	19%	17%	18%
Education Industry: Share of Jobs	12%	11%	12%	12%	12%
Public Administration Industry: Share of Jobs	11%	13%	13%	13%	5%

Figure 2.7 - Table: Labor Force, Select Variables (Data Source: Esri)

Consumer Spending

The takeaway from this data is that residents in the core study area have significantly lower disposable incomes than those in surrounding areas, Albany County, and New York State overall. However, despite earning less, they spend a larger share of their income (49%) on retail, indicating tighter household budgets and limited capacity for savings. As income levels rise farther from the core, overall retail spending increases but remains a smaller proportion of disposable income, suggesting greater financial stability and discretionary spending power in outer areas. This pattern reflects a core area that is more income-constrained but still economically active, supporting everyday retail needs rather than high-end or discretionary spending.

Key Takeaways

- Despite lower incomes, the core area residents spend the highest share of their income outside of New York State, indicating tighter budgets and less savings capacity. This reflects a core market driven by essential, everyday retail needs.
- A small, village-scale retail plan would serve residents and public employees well.
- Conversely, there is less of a need for large format retail, rather than a focus on convenience and experiential uses.

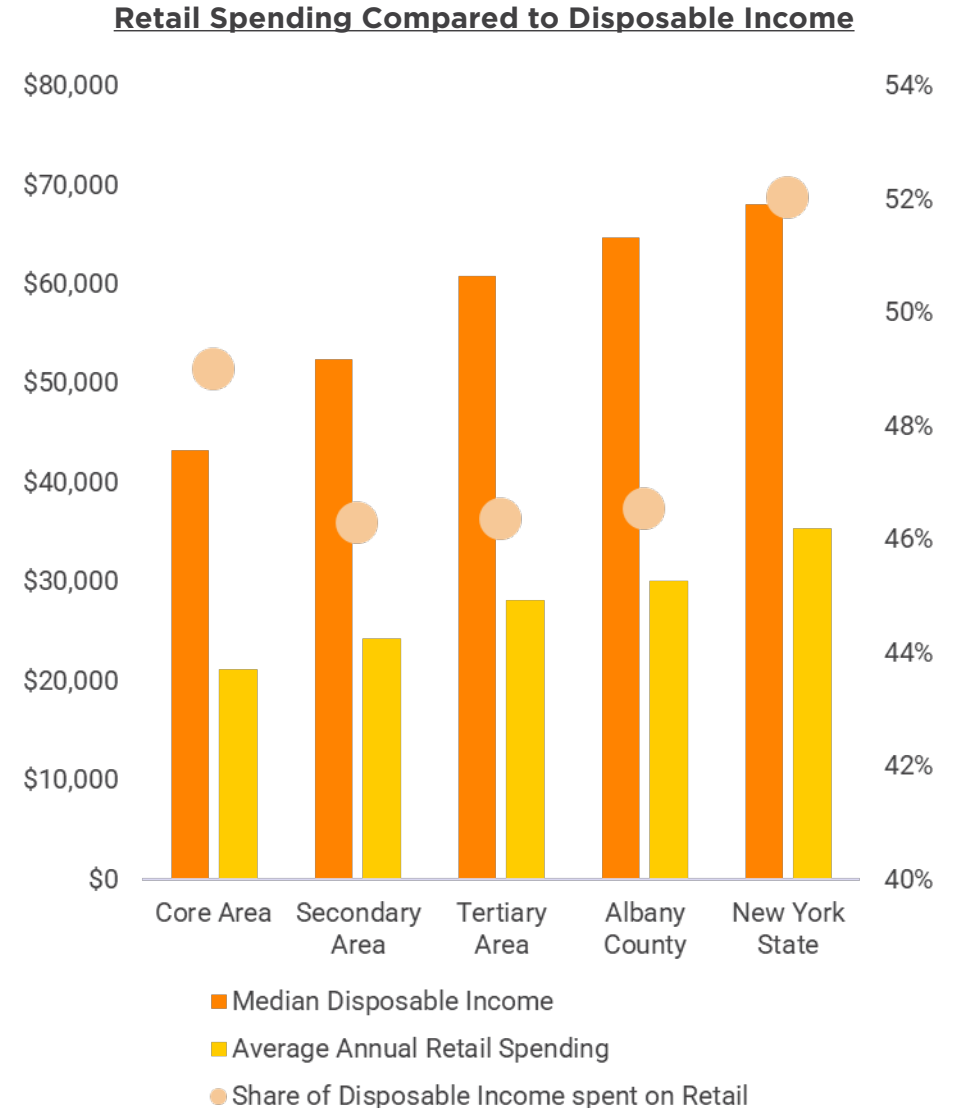
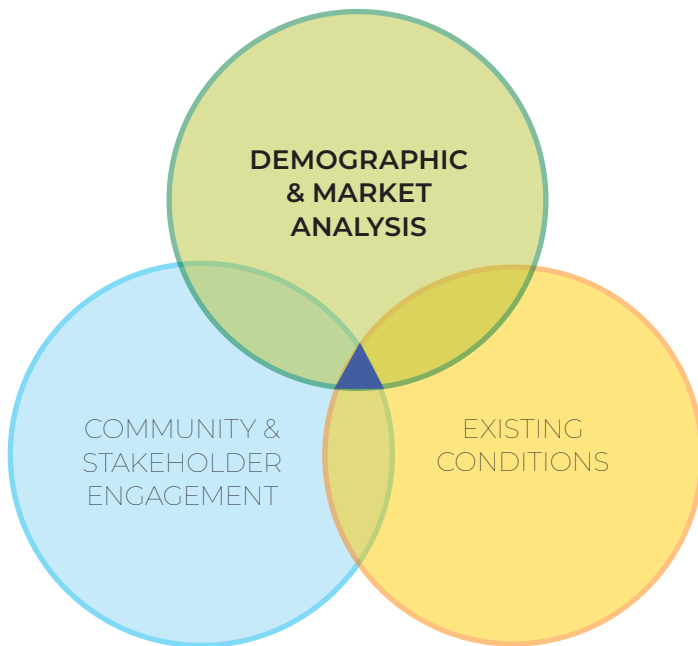


Figure 2.8 - Graph: Spending and Income Trends (Data Source: Esri)



MARKET CONCLUSIONS

1. Mixed-Income Housing

Address housing attainability while attracting market-rate residents: Develop rental units serving moderate-income household, which is defined as 60–120% Area Median Income (AMI) households and encompasses those making slightly below to moderately above the area’s median income – the “missing middle” who earn too much for subsidized housing but not enough to comfortably afford high market rents or home prices.

Phasing should start with adaptive reuse, then new construction: Consider leveraging existing dorm buildings for adaptive reuse and introduce new mid-rise, mixed-income, multifamily rentals with shared amenities. Utilize the existing green space for recreation and community use as a shared amenity for multifamily units.

2. Active-Adult Housing

The rising 55+ population creates demand for independent and active-adult units: Adults 55+ comprise 22% of the population within the cores study area, 27% in the secondary study area, and 31% the tertiary area, with an expected slight growth rate of 0.4% per year by 2030.

Design accessible, walkable environments: A survey conducted by Cresa in September 2025 of eighteen existing active-adult apartment developments in the Capital Region reflects a low (1.9%) vacancy rate, suggesting high demand for more active-adult housing units in the region. These types of developments include a preference for walkable, amenity-rich settings, which matches with the current campus context.

Potential for a multi-age integrated community with shared recreation, community and wellness facilities: Housing options could range from workforce and student apartments to accessible senior-friendly units and independent living residences, allowing residents to age in place within the same neighborhood. By integrating residential, social, and wellness functions within one connected campus, the redevelopment could reflect the area's demographic diversity and support both youthful energy and aging-in-place stability.

3. Public Workforce Office Space

Repurpose classroom and administrative structures for state, county, and local government offices: The high share of public service industry jobs supports this type of office space. Additionally, government service office tenants, like Albany County, typically stay in-place for a longer term than private tenants providing greater long-term stability, stimulating longer term daytime activity and thus safety. The campus location competes for office tenants with the City of Albany's Central Business District (CBD), a submarket in which vacancy has increased every year for three years and boasts a 14.8% vacancy rate, its highest point in the last four years. Indications would suggest that the CBD's vacancy rate will continue to grow as new office buildings are built downtown for tenants who already lease space in the submarket and as other tenants leave downtown Albany for surrounding suburban office parks. Competing for private office tenants in this climate is a difficult proposition, so it will be important to complement, rather than detract from other submarkets.

Focus on flexible layouts, shared meeting rooms, and training facilities: Flexible layouts and shared facilities allow multiple departments or agencies to co-locate and collaborate,



Figure 2.9 - Science Center Building (Image Credit: Jackie Orchard/WAMC)

optimizing space utilization and reducing redundancy in public operations. Locating civic offices and shared meeting rooms on a redeveloped campus provides visible, accessible points of contact for residents, strengthening local engagement and service delivery. This provides an opportunity to create a civic anchor and community hub, preserving public value and fostering collaboration across agencies and residents.

4. Community Center, Recreation, And Green Space

Convert central courtyards into multi-use community space: Provide indoor fitness, child, adult, and senior programs, and community meeting rooms. Coordinate programming with organizations like Albany County Parks & Recreation, and/or the Capital District YMCA. This not only encourages healthy living with support for active-adult residents, it also is essential for cross-generational engagement, a pillar of a healthy community.

Realize environmental benefits of maintaining and enhancing current green space: Green space should serve as both a functional and aesthetic asset for the community. Existing lawns, quads, and courtyards can be retained or enhanced to provide gathering areas, event spaces, and zones for passive recreation. Ecological improvements, such as shade trees, native plantings, and pollinator gardens, would increase biodiversity and environmental quality. Additionally, integrating stormwater management features would address runoff concerns and create attractive, environmentally resilient landscapes. Together, these elements would ensure the redevelopment offers accessible, multi-functional green space that enhances quality of life for all residents.

5. Education And Workforce Development Environment

Former classrooms and labs can be repurposed for vocational training: This use can address regional gaps in skilled trades and health technician roles. Academic buildings can be adapted to provide training in areas such as healthcare support, information technology, and building trades, with dedicated certification labs and shared equipment to facilitate hands-on learning.

Partnerships with SUNY, BOCES, and employers could sustain program enrollment: Partnering with state and regional workforce boards can help align programs with local labor market needs, ensuring that training opportunities lead to meaningful employment outcomes. By converting existing campus facilities in this way, the redevelopment can create a workforce-focused hub that benefits both students and the broader community.

Education uses fit naturally with state and public agency tenants: Both users share a mission-driven focus on public service, workforce development, and community enrichment. This unity allows for shared facilities and resources, such as classrooms, conference rooms, and labs, to serve both educational purposes and public agency functions efficiently.

6. Arts And Culture Spaces With Cultural Anchors

Cultural uses and public programming enhance placemaking and encourage neighborhood integration: With a high level of racial and ethnic diversity within the core study area, shared facilities for arts and cultural events can act as a neutral, unifying space, supporting integration and inclusivity. An arts

space can build community identity and support economic vitality. Incorporating public art onto the campus will also add to placemaking efforts.

Adaptive reuse can deliver low-cost studio and performance space: Auditoriums on campus provide ready-made venues for arts activation. The existing theater and studios could also be used for performing and visual arts.

Supports tourism and local creative economy: Integrating arts and cultural facilities can transform this campus into a dynamic destination, boosting tourism potential, supporting creative enterprise, and creating a sustainable cultural economy that benefits the wider community.



Figure 2.10 - Mixed-Use Development Typology - Cary, North Carolina (Image Credit: Urban Land Magazine, February 2025)

3.0: COMMUNITY & STAKEHOLDER ENGAGEMENT

Between July and November 2025, the Albany County Pine Hills Land Authority and their consultant team engaged members of the public in a series of events and activities to ensure that the Reimagine Saint Rose Playbook reflects the community's interests and needs.

The following primary objectives guided the community engagement process:

- Inform the Public about the Reimagine Saint Rose Process. Distribute project information to the community about the process, work phases, site and building conditions to all relevant stakeholders.
- Capture Community Insights and Aspirations. Provide open channels to capture the strengths, challenges, and opportunities for the former campus and the neighborhood, which will result in a common vision for the future.
- Identify Implementation Projects. Draw on community members' experience and knowledge by offering a choice of channels for investment ideas to emerge and be prioritized, ensuring that ongoing feedback from the public is solicited.
- Build Support for Implementation. Engage the community from the beginning of the project, demonstrating that ACPHLA supports an inclusive and transparent process and building trust in the process and project advancement.

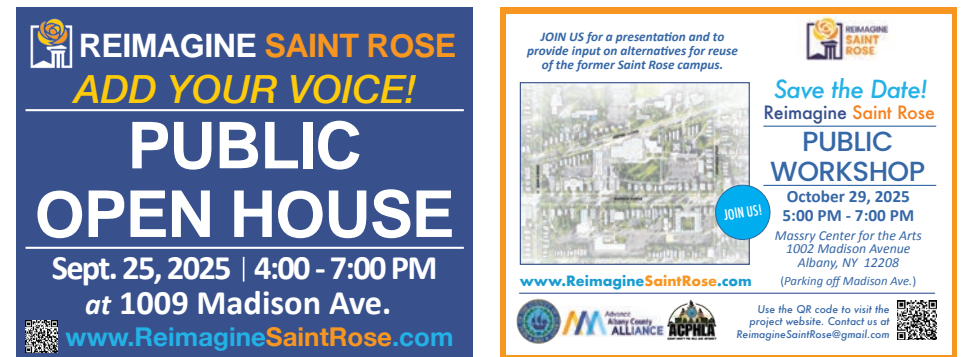


Figure 3.2 - Flyer and Yard Sign for Community Meeting 2 - Open House

The following sections provide an overview of the methods used to connect with the community and stakeholders involved in the process. Detailed engagement summaries are documented in the Appendix.

OUTREACH AND MEDIA

To ensure broad awareness of the project and its public events, the planning team implemented a coordinated outreach and communications strategy. Using both the ACPHLA website and a dedicated project site at www.reimaginesaintrose.com, the team distributed information through multiple channels and formats to reach a wide audience.



Figure 3.1 - Site Model, Community Meeting 2 - Open House

Engagement materials included a save-the-date mailing, ongoing email blasts, a public survey, tabling materials (handouts and buttons), lawn signs, flyers, timelines, press releases, and social media posts to keep residents and stakeholders informed. Working closely with ACPHLA staff, the team circulated information through email, flyers, and press announcements, while banners and lawn signs throughout the neighborhood directed residents to events. The Pine Hills Neighborhood Association and City of Albany Neighborhood Specialists also supported outreach through postings on their websites and community platforms. Public relations partners helped coordinate media engagement and coverage.

Reimagine Saint Rose Website

The project website, www.reimaginesaintrose.com, served as the primary hub for project information, event updates, and engagement tools. The site hosted the public survey, an interactive mapping exercise, a contact form, and live polling opportunities. Event materials, summaries, and recordings were posted following each major milestone, and subscribers received email notifications about upcoming activities and updates.

Initial Postal Route Mailings

To reach local residents and businesses directly, the project team mailed a postcard announcing Reimagine Saint Rose to approximately 5,700 addresses within a half-mile radius of the former campus. A second mailing of more than 300 pieces targeted nearby businesses and individuals who identified as employees or business owners in the area.

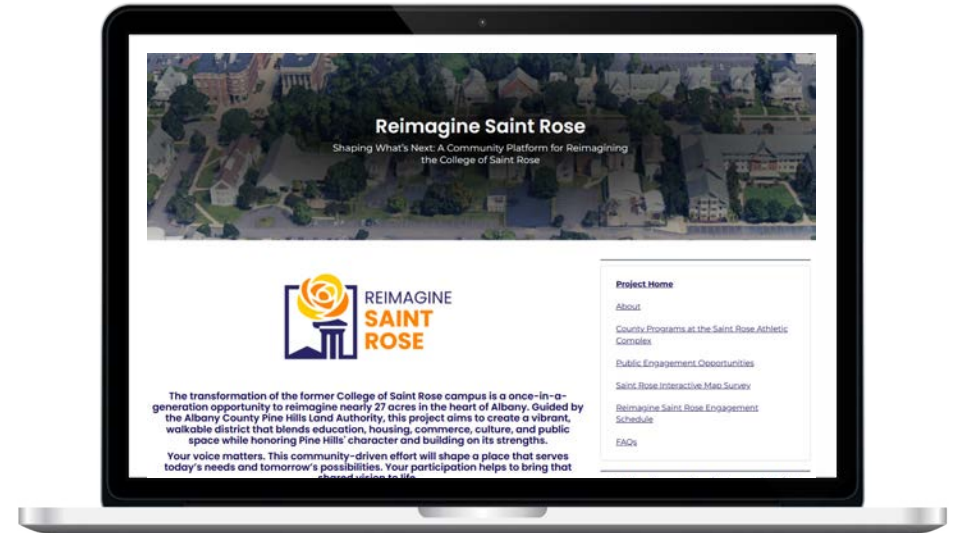


Figure 3.3 - Reimagine Saint Rose Website - Homepage

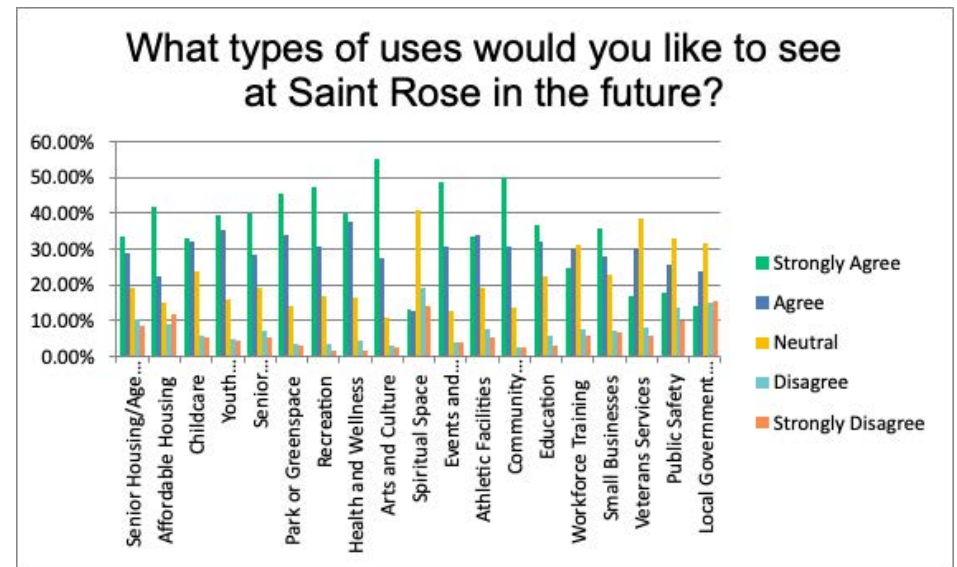


Figure 3.4 - 485 responses were received to the community vision survey.

Community Survey

An online survey, accessible through the project website, gathered input from more than 485 participants. Over 80% of respondents were City of Albany residents, with roughly 38% living in the Pine Hills Neighborhood. Roughly 40% of participants had lived in the neighborhood for five years or fewer, while nearly 30% had lived there for more than 20 years. Respondents strongly supported incorporating attainable and senior housing, small businesses, youth and senior services, arts and cultural programming,

community events, athletic facilities, and educational or training opportunities into the reimagined campus.

Interactive Map Survey

The project website also featured an interactive map where participants could drop location pins and share comments in three categories: Community Highlights, Areas to Enhance, and Potential Uses. Since its launch on August 20, 2025, the map survey has received 103 unique contributions, offering valuable place-based insights into community priorities and opportunities.



Figure 3.5 - Saint Rose Interactive Map Survey - Reimagine Saint Rose Website (Screenshot from 11/13/2025)



Figure 3.6 - Each of the three community workshops attracted over 200 participants and provided robust information about community ideas.

GATHERING COMMUNITY INSIGHT

The planning team engaged a range of stakeholders, hosted public events, and administered the survey to better understand community desires and concerns and begin to understand priorities for reuse of the campus. Key themes emerged for a redeveloped campus that should offer:

- A vibrant, mixed-use node that supports continuous activity and engagement throughout the day and across all seasons.
- Publicly accessible open and green spaces.
- Multiple types of housing at various price points.
- Neighborhood serving-retail.
- Professional services.

- Opportunities for passive and active recreation.
- A youth and senior center/community center.
- A range of arts and cultural amenities.

Presentations to the Albany County Pine Hills Land Authority (ACPHLA) Board

- Consultants presented progress at each monthly and special ACPHLA Board Meeting.
- Submitted bi-weekly progress reports for the ACPHLA Staff and Board.

Presentation to the Pine Hills Neighborhood Association Saint Rose Committee - August 2025

- ACPHLA Staff, Board Members and members

of the planning team met with the Pine Hills Neighborhood Association Saint Rose Committee to review the project approach, scope, schedule, and opportunities for engagement.

Presentation to the Pine Hills Neighborhood Association General Meeting - September 2025

- A planning team member attended the Pine Hills Neighborhood Association meeting in September to update neighbors about work completed to date and to review the upcoming open house.

Working Group with Alumni - September 2025

- In September 2025, the planning team held a meeting with alumni of Saint Rose.
- Upon the college closing, alumni records became inaccessible. Using sign-ins and the online survey, the planning team identified 70+ alumni and invited them to a virtual meeting.
- Topics of discussion included the development of an alumni center, preservation of Moran Hall and memorial garden and other elements of the campus that are meaningful to the alumni body.

Information and Engagement Booth at the Upper Madison Street Fair - September 2025

- A member from the planning team and an ACPHLA staff hosted an information booth at the annual Upper Madison Street Fair.
- The booth had information boards and engagement activities for kids and families to give their input.

- Comment cards were provided to the people to submit their comments.
- Team members engaged with visitors at the booth throughout the entire event, holding steady conversations from start to finish. In total, around 31 additional participants officially signed in during the day. The discussions were continuous and lively, some with residents who had been involved since the beginning of the project, and others with new participants eager to learn more. Attendees expressed genuine enthusiasm about the process and offered valuable insights that helped shape and refine the plan's recommendations.

MAJOR COMMUNITY WORKSHOPS:

Community Workshop 1 - August 2025

At the first public workshop, held in the Lally Building Rotunda and attended by more than 350 participants, the planning team joined ACPHLA staff and Board Members to present the project approach, scope, and schedule for the Reimagine Saint Rose project. Attendees participated in small-group exercises to share their vision for the campus and identify key opportunities and challenges for consideration. In summary, participants emphasized that the redevelopment plan should prioritize incorporation of the following programming:

- Mixed-income housing
- Multi-use community center
- Accessible green spaces
- Recreation
- Cultural amenities.

These uses are popular and aligned with the values and aspirations expressed by residents in other venues and plans.

Community Workshop 2 - Open House - September 2025

At the second workshop, held at the Lally Building Rotunda and attended by over 200 people, attendees visited stations in an open-house format addressing housing, business/retail, community centers, senior and youth services, green and open space, and arts and culture uses. Each station provided a summary of workshop and survey input to date, preliminary market data, and a first draft of the site and building conditions. Participants spoke with team members and posted comments on post-it notes.

Community Workshop 3 - Final Presentation with Q&A - October 2025

In October 2025, the third and final workshop was held at the Massry Center for the Arts. The planning team presented the draft Reimagine Saint Rose Playbook to the over 200 participants in attendance. The presentation focused on five alternative concepts for the former campus. Attendees wrote questions on cards that were sorted and answered by the ACPHLA staff and planning team members. All questions and answers were posted to the website with the presentation.

The three most frequently expressed ideas within each category are summarized below:

Operational and Site Management

- Financial, tax, and real estate considerations
- Concerns related to existing houses and buildings
- Green space (including Alumni Garden)

Community and Education Spaces

- Space for performing and visual arts
- Opportunities for continued learning and education
- Facilities for non-profits, collaboration, and religious organizations

Housing and Social Support Needs

- General housing needs and concerns
- Workforce housing options
- Access to social and support services

New Use Suggestions

- Retail or mixed-use
- Office or creator/maker space.

PROSPECTIVE INVESTORS

This section summarizes the key ideas and themes from multiple residential and commercial investor meetings regarding the potential redevelopment of the former College of Saint Rose campus. The summary focuses on recurring concepts, opportunities, and challenges identified during discussions.

Overall Redevelopment Themes

Potential investors consistently expressed interest in mixed-use redevelopment combining residential, senior, and community-oriented uses. While enthusiasm was strong, many noted that financial feasibility, code requirements, and infrastructure costs, particularly electrification mandates,



Figure 3.7 - Information and Engagement Booth at the Upper Madison Street Fair - September 2025 (Image Credit: Albany County)



Figure 3.8 - Community Visioning Workshop - August 2025

would significantly influence what can be achieved. Several parties emphasized the importance of county and/or state incentives, public-private partnerships, and creative land control structures such as long-term ground leases.

Residential and Housing Concepts

Most interested parties agreed that multi-family residential uses make the most sense for the majority of the campus, including existing dormitories and larger structures as well as land for new construction. Investors favored mixed-income housing models, often mentioning the need for HCR (Homes and Community Renewal) support, subsidies, or low-interest loans to make projects feasible. Several noted that repositioning existing dormitories into apartments is both practical and proven successful in similar regional projects, while others suggested that converting dormitory buildings into apartments could be cost-prohibitive and would not provide properly-sized living units for the market. There was consensus that new single-family construction would not be viable given costs to construct and average home prices in the area. Most interested parties also agreed that the cost to convert the existing residential structures on campus, that had been previously transformed to commercial use, back to residential use would exceed market-value of the properties.

Multiple investors expressed strong interest in active-adult (55+) either as standalone buildings or integrated with broader mixed-use development. Senior housing discussions were centered on new construction.

Some discussions centered on owner-occupied homes with rental units above, and potential Habitat for Humanity-style partnerships leveraging municipal subsidies. These would require municipal collaboration and possibly PILOT

agreements to achieve housing attainability. One concept proposed a “housing block” combining apartments and smaller homes, separated by extended streetscapes.

Civic and Institutional Uses

Several participants saw an opportunity to make the site a hub for municipal or county operations, potentially relocating municipal offices to the campus. Ideas included integrating public safety functions (such as sheriff facilities) and repurposing nearby properties freed up by these relocations. This concept, which received general community support through the course of the engagement process, was framed as a way to anchor public investment, spur private development on campus, and revitalize underused civic real estate elsewhere in Albany County.

Cultural, Creative, and Community-Oriented Uses

There was notable enthusiasm for arts, culture, and recreation-oriented programming as catalysts for redevelopment. Suggestions included partnerships with non-profit and for-profit organizations such as Albany Barn and Overit Studios, or creation of performance and creative spaces like a “School of Rock” or Albany Symphony Orchestra home base. Some envisioned combining arts, education, and mixed-income housing, using the cultural elements to attract residents and visitors alike. Interested parties discussed using the recreation center as a membership amenity for future residents, blending community access with development incentives.

Commercial, Retail, and Specialty Uses

A smaller portion of the discussion focused on complementary commercial opportunities. Self-storage was mentioned



Figure 3.9 - Multi-Family Housing Typology - Example
(Image Credit: PREMIER Design + Build Group)

as an easy conversion for smaller or more obsolete structures. Retail conversion was suggested for some of the residential structures along Madison and Western Avenues. Some investors suggested reuse of the lab and science buildings for education and commercial use.

Land Control, Legal, and Infrastructure Considerations

Across the board, investors highlighted the need for detailed infrastructure and electrification assessments, as upgrades could be very pricey. Ground lease structures for certain projects, especially where public control of land is desirable, were suggested. Legal review of ownership and permitting strategies, especially for public entities, historic designations, and tax implications, was advised. Coordination with land use attorneys and State agencies was considered essential to streamline approvals and ensure eligibility for incentives.

Financial and Feasibility Factors

Most interested parties emphasized that market-rate projects are infeasible without significant subsidies or incentives.



Figure 3.10 - Thelma P. Lally School of Education
(Image Credit: WRGB - CBS 6 Albany)

Potential financial tools discussed included low-interest HCR loans, PILOT agreements, and State housing programs for mixed-income developments. There was interest in partnership models where the county retains control via a land lease while investors deliver new housing and amenities.

Building/Property-Specific Redevelopment Interest

While two of the investors expressed that they had no interest in any development at the campus, one or more were interested in the following types of redevelopments:

- Market rate, mixed-income, and active-adult (55+) multi-family new construction at/near the site of existing dorms,
- Mixed-income multi-family, repurposing Alumni Hall and Lima Hall dorm buildings,

- Market rate, and mixed-income multi-family repurpose of Albertus Hall and attached Science Center buildings,
- High-end, single-family new construction at/near the site of existing dorms, and
- Mixed-Income, multi-generational multi-family and commercial redevelopment of the entire campus.

Summary Insight

The strongest path forward for redeveloping the Saint Rose campus is a public-private partnership-driven, mixed-use community combining multi-family housing (including mixed income and active-adult components) with community, and civic anchors. Market testing consistently emphasized that success will depend on creative financing, public collaboration, and adaptive reuse that builds on the campus's existing infrastructure and character.

PROSPECTIVE USERS

Summary of Industry Interest in the Saint Rose Campus

Approximately thirty potential users have expressed interest in space at the Saint Rose campus. The inquiries span a wide range of industries, with particularly strong engagement from non-profit, education, and social-service organizations. These groups collectively demonstrate a preference for adaptive reuse of academic, residential, and community-oriented buildings to support programming in education, human services, housing, and cultural enrichment.

Non-Profit Sector

Non-profit and community service organizations represent

the majority of interest in the campus. Several have identified specific buildings such as the Interfaith Sanctuary, Massry Center, and multiple Western Avenue, Partridge Street and Madison Avenue properties. Others focused on former dormitory buildings for residential conversion. Typical proposed uses include attainable and supportive housing, group homes, office space for social services, and education or daycare programs. Some groups expressed general campus interest without committing to a specific structure, often citing needs for flexible office or community programming space.

Education Sector

Educational institutions and training organizations have shown consistent interest in repurposing classroom and academic buildings. Specific buildings mentioned include the Massry Center, the Recreation Center's culinary space, St. Joseph's Building, Centennial Hall, Albertus Hall, and the Science Building. Proposed uses include vocational schools, culinary and music education programs, charter school relocation, and daycare or early learning centers. A few organizations envision student housing, in SUNY Albany, in particular, or offices for administrative functions, particularly if the campus retains its academic character. One organization shared interest in the Lima and Alumni Hall dorms as well as other residential buildings suited for dorm-type living to house student athletes and international students attending their school. Still others reflected interest from K-12 institutions seeking to establish an instructional presence on the former campus.

Healthcare and Human Services

Health-oriented entities and service providers have reviewed options such as the Lally Building and other office-suitable properties. Uses described include educational or outreach

programs, with additional interest in general administrative office and counseling space for service delivery.

Faith-Based and Cultural Organizations

Several faith-affiliated and arts-oriented occupiers are exploring ways to continue community programming on the campus. The Interfaith Sanctuary has attracted attention for lifelong learning and religious services, while arts groups highlighted the Massry Center and Hearst Media Center for music and performance activities.

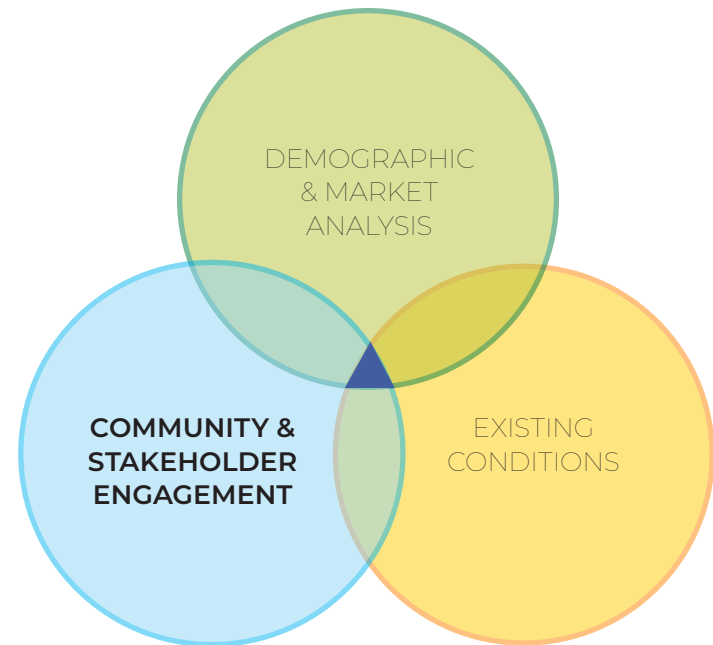
Civic and Community Development Entities

Civic-minded groups have evaluated buildings such as the Events & Athletic Center, Hellman Library, Hearst Media Center, and Huether Business School. Proposed uses include office, training, and recreation space intended to serve public-facing or partnership-based initiatives as well as a community center with a focus on serving the county's senior community.

General Observations

While many potential occupiers have identified particular buildings, a notable share remain interested in the campus as a whole, seeking flexible footprints that could accommodate educational, residential, or community service functions. The overall pattern of inquiry reflects a strong alignment between the campus's existing infrastructure and industries centered on education, social services, and public benefit, suggesting an adaptive-reuse opportunity focused on mission-driven, community-enhancing uses.

The ACPHLA should continue to take into consideration, the financial ability of these entities to purchase and maintain the operational costs of any of the buildings.



ENGAGEMENT CONCLUSIONS

The engagement process reinforced that the future of the Saint Rose campus depends on a careful balance between public purpose and market feasibility. Across all engagement channels, workshops, surveys, investor meetings, and community events, participants consistently emphasized the need for a mix of housing options, community gathering spaces, and accessible green areas that maintain the neighborhood's identity. Stakeholders voiced enthusiasm for arts, cultural, and educational uses that preserve the campus's civic legacy, while investors and institutional partners confirmed strong demand for mission-driven, adaptive reuse opportunities. Together, these insights validated the guiding principles for redevelopment, ensuring that community values remain central to the implementation of feasible, phased investment.

4.0: EXISTING CONDITIONS

BUILDING ASSESSMENT

Between late August and the end of September 2025, the planning team conducted a comprehensive series of site visits to document existing conditions across the former Saint Rose campus. Accompanied by ACPHLA staff, the team inspected all 71 buildings, completing visual assessments of exterior and interior conditions as well as the mechanical, electrical, and plumbing (MEP) systems. An energy assessment was also performed.

Prior to the visits, the team obtained a full set of floor plans from ACPHLA and developed a standardized building assessment template, approved by all parties, outlining the components to be evaluated. Each building was rated on a five-point scale:

- 1 - Critical
- 2 - Poor
- 3 - Fair
- 4 - Good
- 5 - Excellent / Like New

In total, the consultant team captured more than 10,000 photographs documenting the condition of the buildings and systems across the campus.

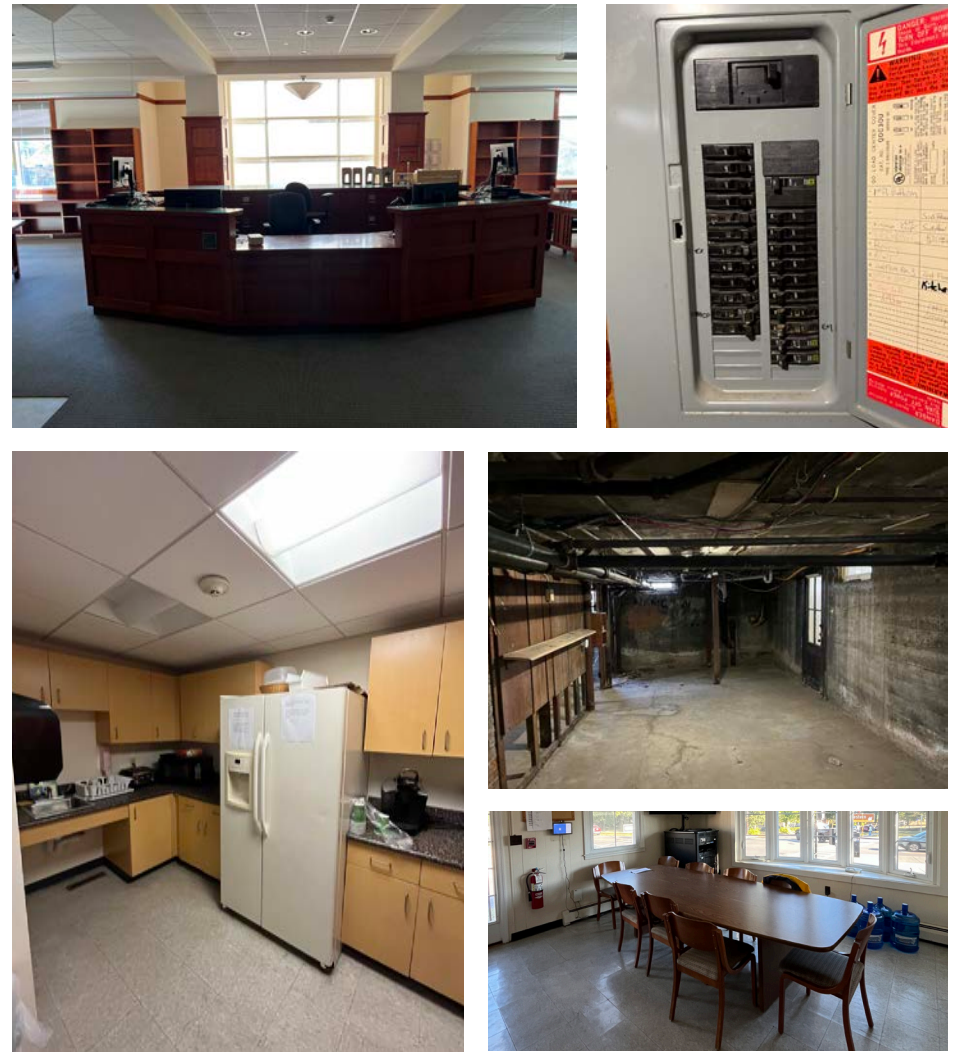


Figure 4.1 - Building Assessment Photographs

BUILDING ASSESSMENT TEMPLATE - MASTER CHECKLIST

BUILDING EXTERIOR

- ☒ Foundation
- ☒ Chimneys
- ☒ Exterior Walls, Columns, & Siding
- ☒ Exterior Doors
- ☒ Exterior Steps, Stairs, Railings, and Ramps
- ☒ Fire Escapes
- ☒ Windows
- ☒ Sidewalks
- ☒ Driveways
- ☒ Parking Lots

ROOF

- ☒ Roof
- ☒ Skylights
- ☒ Parapets
- ☒ Flashings

BUILDING INTERIOR

- ☒ Interior Walls
- ☒ Ceilings
- ☒ Interior Doors and Hardware
- ☒ Interior Stairs
- ☒ Elevators, Lifts, and Escalators
- ☒ Kitchens
- ☒ Restrooms (quantity or type noted)

LIFE SAFETY

- ☒ Sprinkler System
- ☒ Fire Alarm System
- ☒ Fire Extinguishers
- ☒ Exit and Emergency Lighting

BUILDING ASSESSMENT TEMPLATE - MASTER CHECKLIST (CONTD.)

INTERIOR FINISHES

- ☒ Wall Finishes
- ☒ Carpet
- ☒ Resilient Tiles or Sheet Flooring
- ☒ Hard Flooring (Wood, Concrete, Tile, etc.)

ELECTRICAL

- ☒ Electrical Distribution
- ☒ Lighting (Interior & Exterior)
- ☒ Communication Systems
- ☒ Fire Alarm Systems
- ☒ Emergency/Exit Lighting Systems
- ☒ Emergency/Standby Power Systems
- ☒ Audio/Visual
- ☒ Security

MECHANICAL

- ☒ HVAC Systems
- ☒ Heat Generating Systems
- ☒ Heating Fuel/Energy Systems
- ☒ Cooling/Air Conditioning Generating Systems
- ☒ Air Handling and Ventilation Equipment
- ☒ Piped Heating and Cooling Distribution Systems
- ☒ HVAC Control Systems
- ☒ Energy Conservation
- ☒ Gas Detection Systems

FIRE PROTECTION

- ☒ Fire Suppression Systems

PLUMBING

- ✓ Water Distribution System
- ✓ Plumbing Drainage System
- ✓ Hot Water Heaters
- ✓ Plumbing Fixtures (quantity noted)
- ✓ Special Plumbing

ENVIRONMENTAL & OTHER CONSIDERATIONS

- ✓ Asbestos or Other ACMs
- ✓ Lead Paint
- ✓ Mold or Mildew
- ✓ Evidence of Moisture Infiltration
- ✓ Other

After completing the initial building condition ratings from the site visits, two additional evaluation categories were applied to finalize the overall assessment.

The first, Reuse/Adaptability and Market Potential, drew upon the demographic and market analysis in Chapter 2.0. This rating considered each building's functional layout, flexibility to accommodate alternative uses, and preliminary return on investment potential.

The second, Cultural and Community Value, rated on a 1-5 scale, evaluated architectural character, contribution to campus or community identity, stakeholder and community input summarized in Chapter 3.0, and each building's location and accessibility within the campus.

A heat map and accompanying gradient scale (Figures 4.2 and 4.3) illustrate the combined assessment results, highlighting the varying complexity of reuse or retrofit efforts across the campus. These ratings help convey the relative costs and challenges associated with bringing certain buildings up to livable or usable standards.

The complete set of assessment materials, including final scores, master checklist, photographs, floor plans, and energy assessments for all buildings, is included in the Appendix.



Figure 4.2 - Building Assessment Heat Map & Key Buildings

Comprehensive Score 1 to 5	Building Condition	Reuse/Adaptability & Market Potential	Cultural & Community Value
1.0	Critical	Significant Obstacles for Reuse or Adaptability Limited Market Potential	Low Cultural, Historical or Community Value
2.0	Poor		
3.0	Fair	Moderate Reuse Adaptability and/or Market Potential	Moderate Cultural, Historical and/or Community Value
4.0	Good		
5.0	Excellent	High Value for Reuse, Adaptability and/or Market Potential	High Cultural, Historical and/or Community Value

Figure 4.3 - Building Assessment Rating Scale

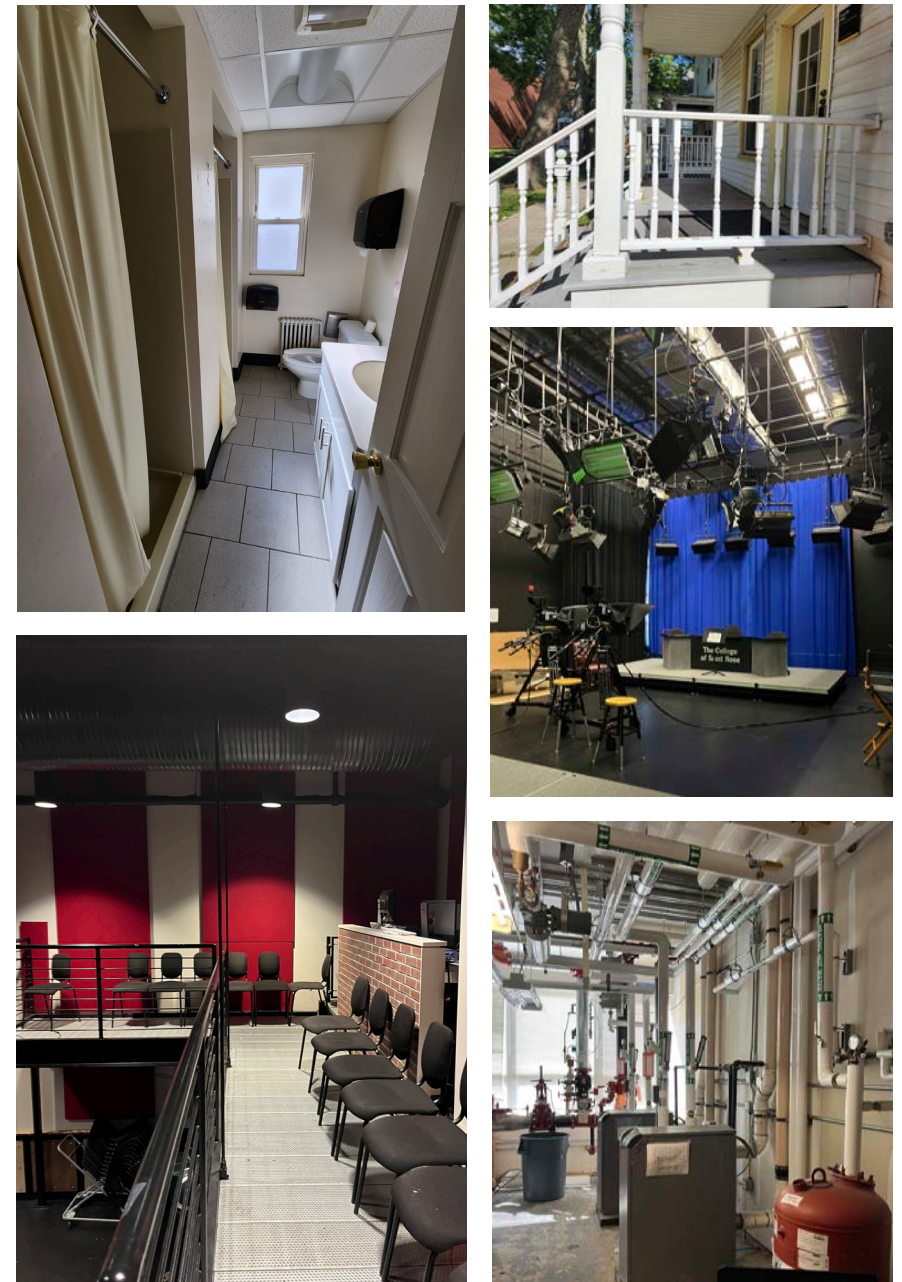


Figure 4.4 - Building Assessment Photographs

SITE ANALYSIS

The planning team also analyzed the surrounding context to identify assets and opportunities that could inform a more integrated and community-oriented redevelopment plan. This analysis helped shape strategies for ensuring the campus redevelopment is open, connected, and well blended with the surrounding neighborhood.

The former Saint Rose campus is primarily bounded by South and North Main Avenue to the west, Partridge Street to the east, Western Avenue to the north, and Morris Street to the south. Madison Avenue bisects the site, creating two distinct areas: the northeastern portion, characterized by a greater number of residential buildings and smaller parcels arranged around a central green space, and the southwestern portion, which includes larger parcels and more institutional structures.

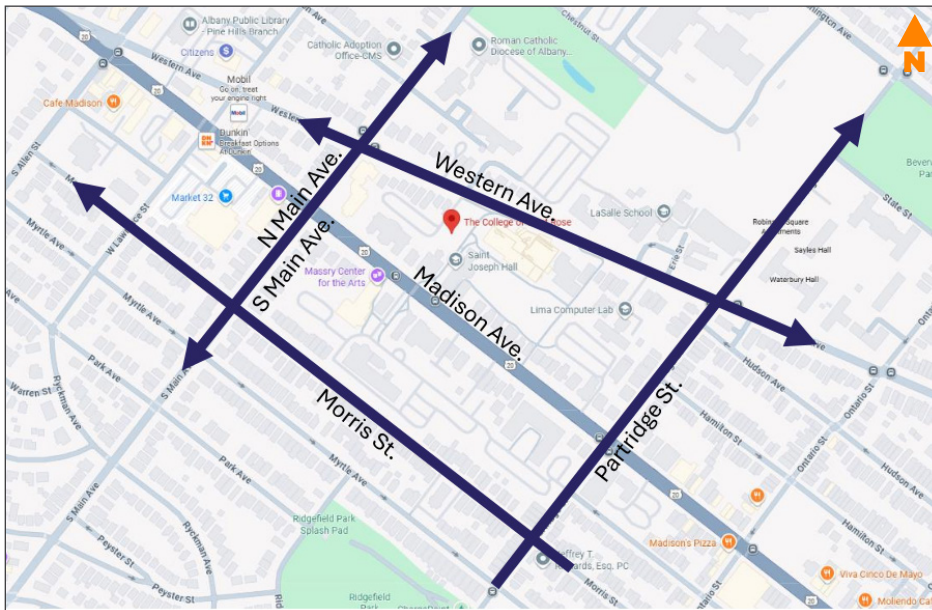


Figure 4.5 - Site Boundaries (Base Map Source: Google Maps)

According to NYSDOT data, Madison Avenue carries the highest Annual Average Daily Traffic (AADT) at approximately 12,036 vehicles. South Main Street has an AADT of 4,358, Western Avenue 6,371, and Morris Street 696. No data were available for Partridge Street; however, Ontario Street, one block to the east, has an AADT of 2,844 vehicles.

As illustrated in Figure 4.7, the campus is well connected to the surrounding mobility network, with multiple bus routes, connecting the corridor to the Capital Region, extensive sidewalks, and established bikeways located within a quarter-mile (approximately a five-minute walk) of the site. These assets make the campus highly accessible and position it well for reintegration into the broader community fabric.

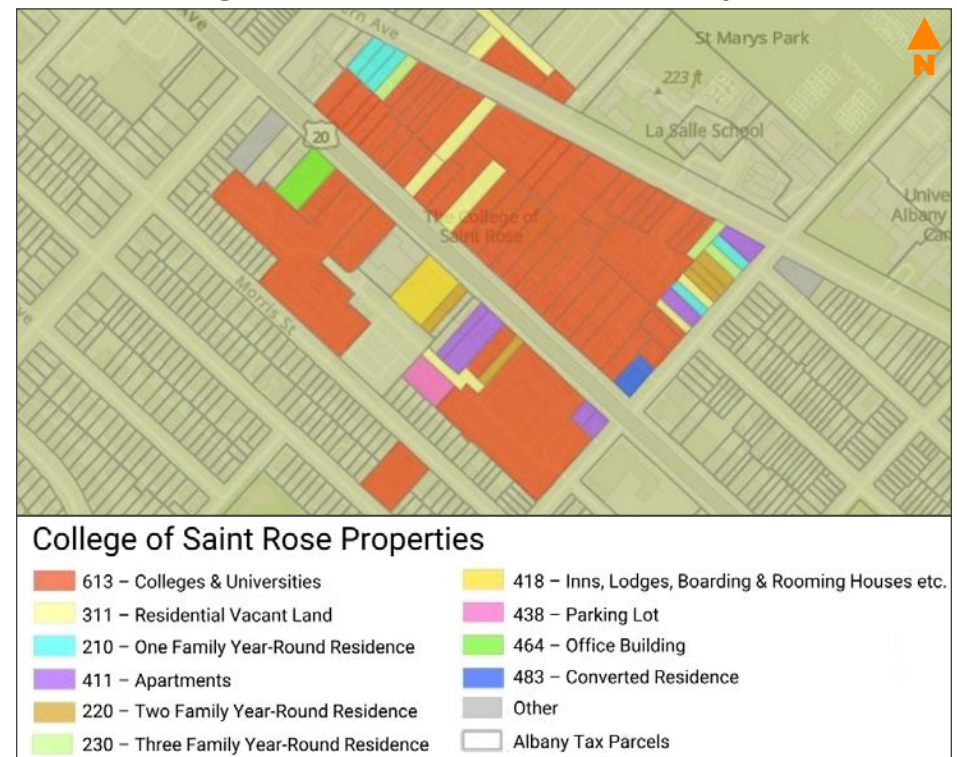
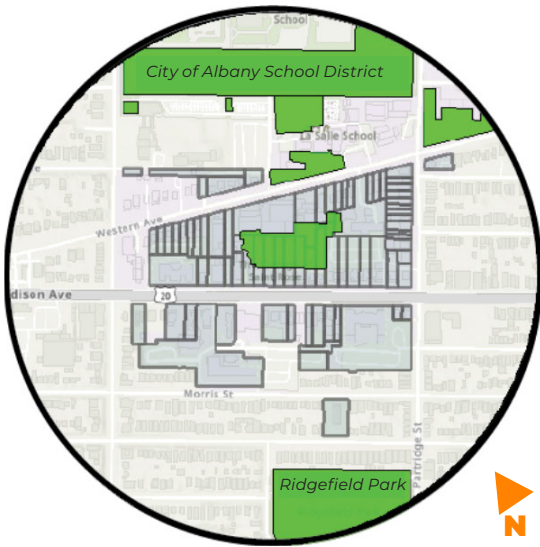


Figure 4.6 - Existing Land Use (Source: Albany 2030 Comprehensive Plan)

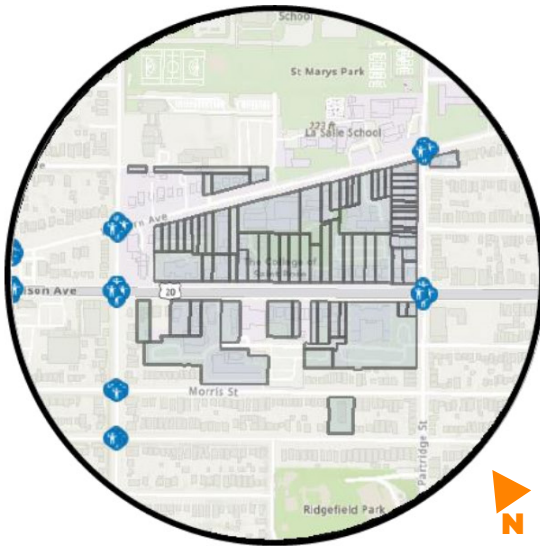
Mobility Elements within 0.25 miles:



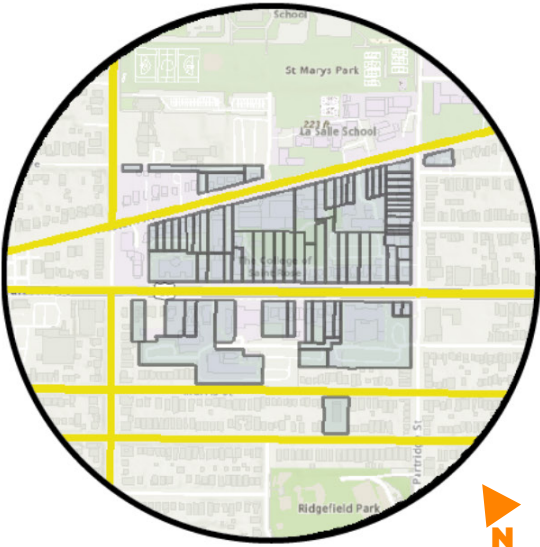
Parks and Greenspaces: 8



Sidewalks



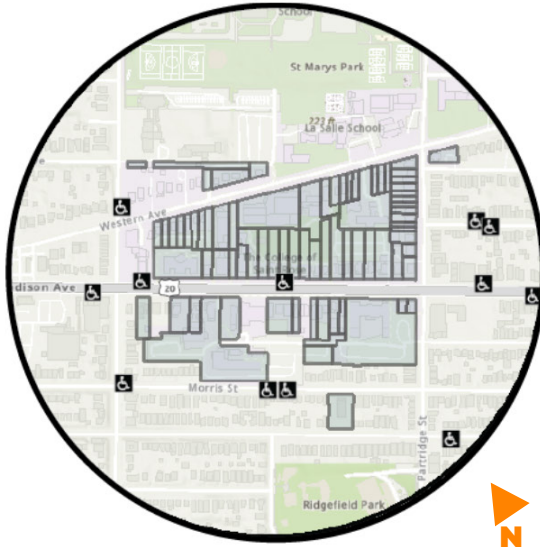
Crosswalks: 32



Bikeways



CDTA Bus Stops: 26



ADA Zones: 12

Figure 4.7 - Site Context Analysis



Figure 4.8 - Existing Zoning Map (Source: Esri and as mentioned on the map)

The majority of the Saint Rose campus is located within the Mixed-Use, Campus/Institutional (MU-CI) zoning district, the goal of which is to accommodate large institutions such as hospitals, museums, and higher education facilities. In addition to permitting these large institutions, additional land uses such as retail, commercial, and residential are also permitted. In addition to the MU-CI district, a small portion of the site at the western end is located within the Mixed-Use, Neighborhood Edge (MU-NE) zoning district, the goal of which is to provide moderate density housing options as well as mixed-use development and opportunities for start-up businesses in a live-work environment.

The entire site and surrounding area is located within the Combined Sewer Overlay (CS-O), the goal of which is to mitigate the impacts of development and redevelopment on the City's combined sanitary/stormwater sewer system. Properties of 0.25 acres or less are required to install site design features to reduce stormwater flows into the combined sewer system (§375-2(F)(4)(d)).

RELEVANT PLANNING STUDIES

In order to get further insight into the planning context of the area, the planning team reviewed recently completed, relevant planning studies and reports. These are listed below:

Albany 2030 Comprehensive Plan for the City of Albany (April, 2012)

City of Albany adopted its first city-wide comprehensive plan in 2012. The vision for Albany of 2030, as described in this document constitutes six components:

1. Safe, Livable Neighborhoods
2. Model Education System
3. Vibrant Urban Center
4. Multi-modal Transportation Hub
5. Green City
6. Prosperous Economy

These vision components are tied to eight interrelated systems of Community Form, Economy, Social, Transportation, Natural Resources, Housing and Neighborhoods, Utilities and Infrastructure, and Institutions. Each of these systems then further divide into several topics giving short- and long-term strategies for the city. The document also follows sustainability as an overarching policy direction.

Walkability, connectivity, mixed-use neighborhoods, economic vitality, and sustainable development are some key priorities from this document that guided the playbook.

City of Albany Complete Streets - Policy and Design Manual (December 2016)

Adopted near the end of 2016, this “complete streets” policy document and design manual presents six different land use/street typologies for the city. It also provides a range of design considerations to make the city more multi-modal.

Steered by Connectivity, Safety, Accessibility, and Placemaking as guiding principals, this document is intended to be a tool for city officials, developers, transportation engineers, and planners, to consider multi-modal design configurations for any redevelopment or new construction projects.

As the playbook looked at the different preliminary concepts for the former campus, this document was referenced as a guide to understand streetscape treatments, landscaping, pedestrian priority measures, and traffic calming measures, while looking at retrofitted streets, new connections, and existing thoroughfares.

This document helped in solidifying the current lane configuration along Madison Avenue via the Madison Avenue Traffic Calming project.

Albany, New York Historic Preservation Plan (September, 2019)

This document is a great resource of all the historic buildings, structures, and landmarks in the city. The historic resources are illustrated in maps showing resources that belong to the National Register versus Local Historic Districts, Landmarks, and Conservation Districts. No part of the former College of Saint Rose campus falls under any of the designated historic districts. It, however, has a range of buildings from different periods with unique architectural features.

The playbook is informed by the importance of local neighborhood character and how adaptive reuse can help celebrate it. The playbook aims to stay sensitive towards the preservation goals set in this document so even if a new development is proposed, it will respect Albany's heritage through appropriate scale, massing, frontage, materials, and access to public realm rather than undermining it.

Rezone Albany - Unified Sustainable Development Ordinance (USDO) (December, 2019)

This Ordinance was the result of a multi-year process to consolidate and update the zoning and land-use regulations for the City of Albany. This document is periodically updated and it supports the broader goals of the Albany 2030 Comprehensive Plan.

As the USDO sets the regulatory framework in the city currently, this document remains key to understand how the different redevelopment components can comply to the existing zoning and land use regulations. This document also helped the team recommend appropriate zoning categories for the type of developments the concepts explored.

Alongwith the zoning categories, the USDO also provides robust development standards covering parking requirements and streetscape design.

City of Albany Bicycle and Pedestrian Master Plan (May, 2021)

Updating the original Bicycle Master Plan from 2009 and building on the Complete Streets - Policy and Design Manual from 2016, this document added the pedestrian master plan component and was adopted in 2021. The plan's vision was to prioritize walking, biking, and transit options, make the streets safe and comfortable, and create a culture of awareness and compassion through connectivity.

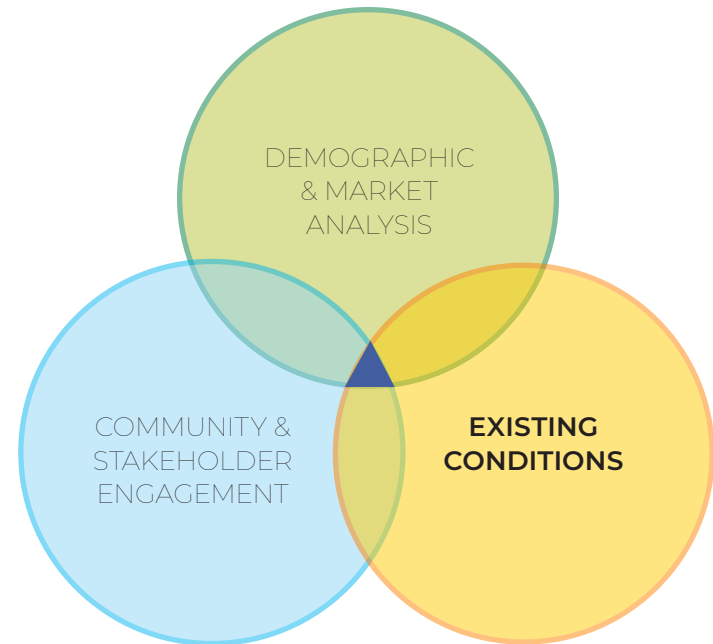
The bike lanes along Madison Avenue and sharrows terminating at the northwest corner of the former College of Saint Rose campus are accounted for in the various maps on existing network provided in this report. The analysis of existing conditions provides great insights into network gaps, ease of crossing, and safety.

The plan proposed a conventional bike lane along Madison Avenue and protected/buffered bike lane along Western Avenue. The document also provides several traffic calming suggestions for the network.

The first phase of Upper Madison Sidewalk Improvements project was completed in 2022, which falls under the umbrella of the Complete Streets - Policy and Design Manual from 2016 and this combined master plan to provide safe and comfortable streets.

CONCLUSIONS FROM EXISTING CONDITIONS

The existing conditions analysis revealed a campus of remarkable physical diversity and architectural character, yet significant variation in building quality and adaptability. While many structures retain solid bones suitable for reuse, others require substantial investment or present limited flexibility for conversion. The site's connectivity, green spaces, and surrounding urban fabric provide strong foundations for reintegration into the neighborhood. Zoning and infrastructure conditions largely support mixed-use redevelopment with opportunities for infill, adaptive reuse, and open-space enhancements. Together, these findings frame the physical parameters that informed the subsequent spatial zones and redevelopment concepts, grounding visionary planning in the realities of the site's condition and capacity for transformation.



5.0: VISION & REDEVELOPMENT RECOMMENDATIONS

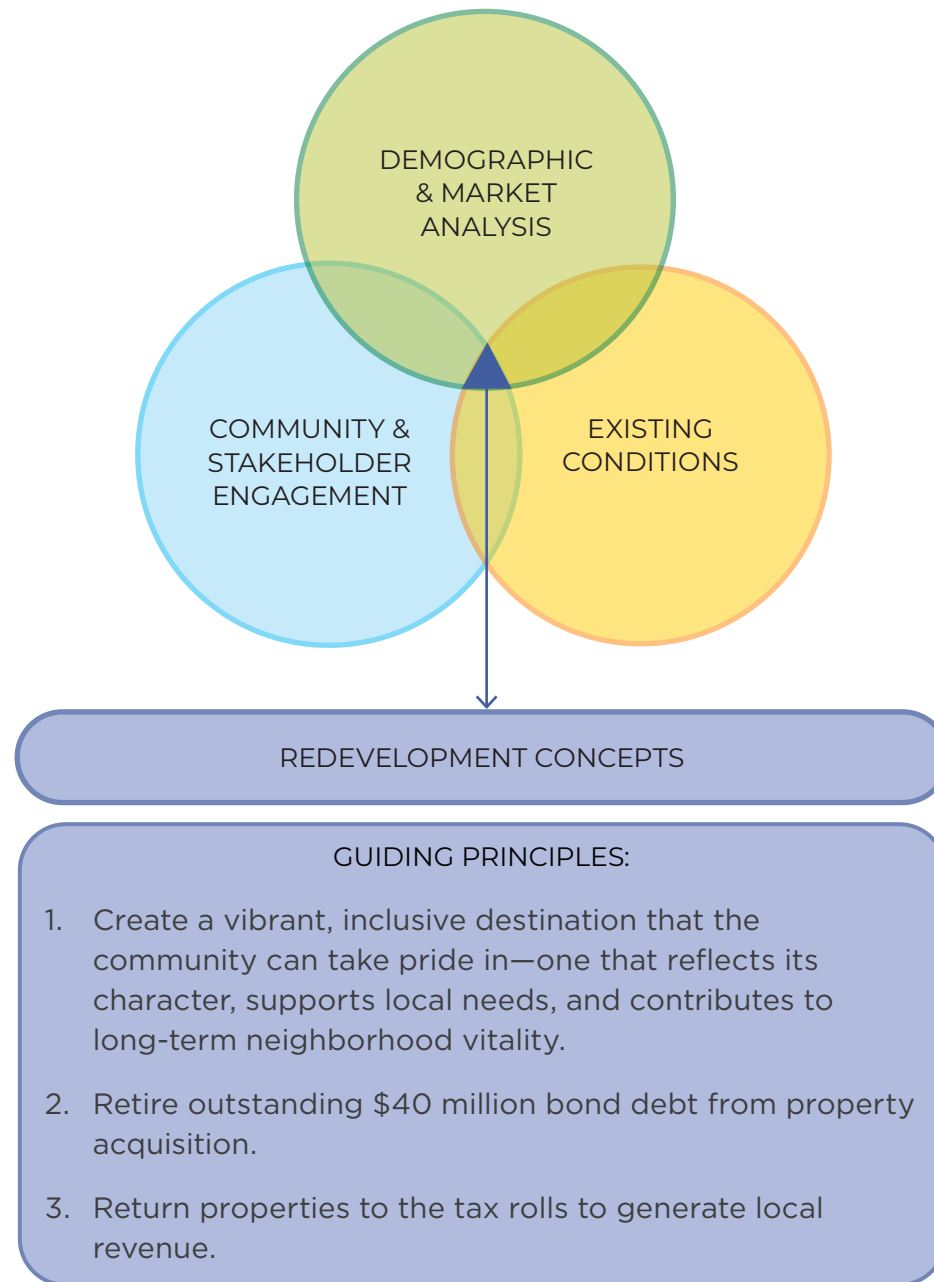
The following concepts translate the insights gathered throughout the planning process into a coordinated redevelopment strategy. Building on the findings of the demographic and market analysis, community and stakeholder engagement, and the existing conditions, the conceptual plans apply those lessons through a series of strategic “plays.”

Guided by three core principles—fiscal responsibility, community connection, and sustainable reinvestment—the concepts aim to balance near-term feasibility with long-term vision.

These principles provided the foundation for synthesizing technical data and community aspirations into a sequence of adaptable redevelopment strategies. Using this foundation, the planning team organized potential land uses and building functions into spatial “zones” reflecting their most appropriate fit within the campus (Figure 5.2). This structure informed five conceptual master plans, each exploring a different mix of preservation, reinvestment, and transformation. The options range from conservative reuse to bold, long-term redevelopment, forming a sequence of “plays” that build upon one another as implementation progresses.



Figure 5.1 - Existing Site (Base Image Source: Google Earth)



SHAPING RECOMMENDATIONS - USE SUITABILITY MATRIX

The Use Suitability Matrix bridges the technical analysis, market realities, and community values informing the Reimagine Saint Rose Playbook by providing a structured framework to compare the feasibility of potential uses across the campus. Each use, ranging from mixed-use and housing to education, arts, government and community services, and commercial, was evaluated for every building on a five-point scale.

The more traditional feasibility criteria categories include Reuse/Adaptability, Construction Remediation Needs, Operational Sustainability, and Economic Viability/Market Demand. Together, these categories measure both the physical and financial practicality of reuse. Reuse/Adaptability assesses how readily a building's existing form, systems, and layout can accommodate new uses with minimal modification. Construction Remediation Needs evaluates the extent of environmental or structural repair required (such as mold, asbestos, or mechanical upgrades) and the associated costs and risks. Operational Sustainability measures the long-term manageability of a proposed use, including anticipated maintenance requirements, staffing, and utility demands.

These three categories directly inform the fourth category of Economic Viability/Market Demand, which serves as a composite indicator of overall market readiness and investment potential. In this methodology, a use type with high adaptability, limited remediation needs, and sustainable operations is more likely to demonstrate strong economic viability, indicating alignment between physical feasibility and market conditions.

By quantifying these interrelated factors, the analysis identifies the use types that can achieve both financial feasibility and practical implementation within the local market context.

Further, the evaluation uses the two more value-based dimensions that were scored for each building but weighted differently based on the particular use category. These categories are Architectural Significance and Cultural and Community Value, which recognize that not all reuse options are equal in how they contribute to a community's identity, heritage, or sense of place. Architectural significance considers how the design, history, or character of a building enhances or constrains its reuse potential, while Cultural and Community Value measures how a proposed use strengthens social, cultural, or civic life. Each potential use type, such as mixed use, single or multi-family residential, arts, or higher education, responds differently to these dimensions. For example, a highly significant building may be best suited to arts or civic uses that highlight its character, whereas a functionally neutral structure might more feasibly accommodate office space. By weighting the cultural and architectural criteria alongside economic and physical feasibility, this methodology balances preservation goals with practical redevelopment realities, supporting reuse strategies that are both viable and meaningful to the broader community.

USE SUITABILITY MATRIX - VARIABLE CRITERIA, SCORING EXAMPLES, AND CATEGORY DEPENDENCIES

Categories for Building Evaluation	Traditional Feasibility Criteria				Value-based Criteria	
	Reuse / Adaptability	Construction Remediation Needs	Operational Sustainability	Economic Viability / Market Demand	Architectural Significance	Cultural and Community Value
Category Description	Ability to occupy or activate building with minimal renovation to existing layout and cost-effectiveness of light-touch improvements	Cost and complexity of any remediation and suitability of the building for specific uses	Management complexity, staffing or programming requirements, and long-term maintenance and operations costs, are there any interested parties	Strength of demand in the local/regional market, ability to attract tenants, users, or revenue, and long-term financial sustainability	Importance of retaining specific buildings, preservation incentives, and cultural or architectural uniqueness	Contribution to local identity, heritage, arts, or civic life, and ability to host community events or serve public functions
Low score (1)	Significant structural or layout challenges; costly or complex conversion	Significant mold/mildew issues or hazardous materials; high remediation cost and risk	High ongoing costs, complex staffing needs, or difficult operations	Little influence on surrounding area or job creation	Limited cultural or architectural importance	Minimal contribution to culture or community life, limited public benefit
High score (5)	Building aligns well with proposed use; conversion is straightforward and cost-efficient	Minimal or no hazards; remediation needs are low and manageable	Low or manageable operating costs; stable, easily maintained program	Significant catalytic potential; generates jobs, visitors, or commercial activity	High significance; preservation adds value and identity	Strong cultural relevance, broad public use potential
Category Dependencies	Positive relationship with Economic Viability / Market Demand	Positive relationship with Economic Viability / Market Demand	Positive relationship with Economic Viability / Market Demand	Directly impacted by the scores of three previous categories	Scored once per building, different weights applied to each building use	Scored once per building, different weights applied to each building use

Figure 5.2 - Table: Use Suitability Matrix Criteria

USE SUITABILITY MATRIX - WEIGHTED VARIABLE CRITERIA

Building Use Types	Mixed Use	Recreation	Single Family Residential	Multi-Family Residential	Higher Education	Arts	Government and Community Services	Retail/Personal Services	Office	K-12 Education
Architectural Significance	Enhances placemaking and identity	Add character to open facilities	Often limits adaptability to other uses	Boosts appeal and preservation value	Aligns with institutional form	Leverages authenticity, history	Adds symbolic value	Increases visual appeal and draw	Improves tenant appeal, uniqueness	Inspires pride but may limit code flexibility
Cultural and Community Value	Reestablishes civic and social life	Promotes health, access, and inclusion	Can contribute to neighborhood preservation	Addresses housing needs, adds vitality	Reinforces learning and civic identity	Builds creative and social capital	Strengthens civic presence and trust	Supports daily activity and engagement	Moderate impact, supports employment base	Very high, fosters community continuity

Figure 5.3 - Table: Use Suitability Weighted Variables Criteria

USE SUITABILITY MATRIX RESULTS - TOP 3 USE RECOMMENDATIONS FOR EACH BUILDING

Building Number	Building Address	Building Name	Current Building Use	Mixed Use	Recreation	Single Family Residential	Multi-family Residential	Higher Education	Arts	Government and Community Services	Retail/ Personal Services	Office	K-12 Education
1	178 Partridge St	-	Apartment Style Res Hall 5 Bedroom	8.4	1.5	15.7	11.0	11.7	6.9	6.3	9.3	9.6	2.5
2	186 Partridge St	-	Apartment Style Res Hall 6 Bedroom	8.4	1.5	15.7	11.0	11.7	6.9	6.3	9.3	9.6	2.5
3	188 Partridge St	-	10 Bedroom Res Hall	8.4	1.5	15.7	13.7	13.1	6.9	6.3	9.3	9.6	2.5
4	190 Partridge St	-	Offices - Approx 16 Small	8.4	1.5	15.7	13.7	13.1	6.9	6.3	9.3	9.6	2.5
5	198 Partridge St	-	Apartment Style Res Hall 4 Bedroom	7.0	1.0	14.6	10.2	10.6	5.8	5.8	8.6	8.7	1.5
6	200-202 Partridge St	-	Unknown	7.5	1.1	15.0	13.2	13.7	6.1	6.0	8.9	9.1	1.8
7	204-206 Partridge St	-	Apt Style Duplex Res Hall 12 Bedroom	7.5	1.1	15.0	13.2	13.7	6.1	6.0	8.9	9.1	1.8
8	208-210 Partridge St	-	12 Bedroom Duplex Res Hall	7.0	1.0	14.6	12.9	13.3	5.8	5.8	8.6	8.7	1.5
9	212-214 Partridge St	Golub/McCarthy Hall	12 Bedroom Duplex Res Hall	8.0	1.2	15.4	13.5	14.1	6.4	6.2	9.2	9.5	2.1
10	340 Western Ave	Headquarters	Office Building	4.8	0.6	0.6	4.4	11.3	1.0	12.2	0.2	13.5	11.5
11	350 Western Ave	Kelly Hall	12 Bedroom Res Hall	7.6	0.9	1.8	13.3	11.1	5.9	6.1	9.1	9.4	1.7
12	354 Western Ave	Kateri Hall	12 Bedroom Res Hall	6.6	0.7	1.0	12.7	10.3	5.3	5.7	8.5	8.6	1.1
13	358 Western Ave	Collins Hall	13 Bedroom Res Hall	6.6	0.7	1.0	12.7	10.3	5.3	7.1	8.5	8.6	1.1
14	366A Western Ave	Alumni Hall	44 Bedroom Dorm Building	5.4	0.5	1.1	10.1	15.8	1.1	5.8	4.7	7.6	1.0
15	366B Western Ave	Lima Hall	57 Bedroom Dorm Building	4.9	0.4	0.7	9.8	15.4	0.8	5.6	4.4	7.2	0.7
16	368 Western Ave	Delaney Hall	8 Bedroom Res Hall	6.6	0.7	9.0	4.7	9.0	5.3	5.7	8.5	8.6	1.1
17	374 Western Ave	Hahn Hall	12 Bedroom Res Hall	6.6	0.7	1.0	11.4	10.3	5.3	7.1	8.5	8.6	1.1
18	376 Western Ave	Cullen Hall	14 Bedroom Res Hall	6.6	0.7	1.0	12.7	10.3	5.3	7.1	8.5	8.6	1.1
19	380 Western Ave	McCormick Hall	10 Bedroom Res Hall	6.6	0.7	1.0	12.7	11.7	5.3	7.1	8.5	8.6	1.1
20	384 Western Ave	Lourdes Hall	14 Bedroom Res Hall	6.2	1.1	1.7	11.9	11.0	6.1	7.4	8.9	9.1	1.8
21	392 Western Ave	Neil Hellman Library	Library	6.7	1.2	2.1	1.5	18.1	2.4	0.9	1.2	1.5	19.4
22	399 Western Ave	Cabrini Hall	Office Building	6.6	0.7	1.0	4.7	17.0	5.3	12.4	8.5	9.9	5.1
23	401 Western Ave	-	6 Bedroom Res Hall	5.3	0.7	9.0	8.7	9.0	5.3	5.7	8.5	8.6	1.1
24	405 Western Ave	Keshan Hall	6 Bedroom Res Hall	6.3	0.9	12.5	10.6	9.8	5.9	7.5	9.1	9.4	1.7
25	407 Western Ave	Medaille Hall	8 Bedroom Res Hall	5.7	1.0	12.0	10.2	9.3	5.8	7.2	8.6	8.7	1.5
26	415 Western Ave	Avila Hall	Office Building	10.6	0.7	10.3	8.7	9.0	5.3	11.1	8.5	9.9	5.1
27	420 Western Ave	Athletic Center	Athletic Center	13.7	20.4	2.3	1.6	21.0	3.1	0.9	1.1	1.3	2.6
28	432 Western Ave	Albertus Hall	Classroom	8.5	5.3	2.5	5.8	19.8	8.0	13.1	5.5	11.2	15.7
29	442 Western Ave	Dolan Hall	7 Bedroom Res Hall	5.7	1.0	10.6	10.2	9.3	5.8	5.8	8.6	8.7	1.5
30	444 Western Ave	Marcelle Hall	6 Bedroom Res Hall	5.7	1.0	10.6	10.2	9.3	5.8	5.8	8.6	8.7	1.5
31	450 Western Ave	Griffin Hall	13 Bedroom Res Hall	6.7	1.2	2.1	13.5	12.8	6.4	7.6	9.2	9.5	2.1
32	454 Western Ave	Soulier Hall	9 Bedroom Res Hall	6.7	1.2	11.4	10.8	10.1	6.4	6.2	9.2	9.5	2.1
33	458 Western Ave	-	7 Bedroom Res Hall	6.7	1.2	12.8	10.8	10.1	6.4	6.2	9.2	9.5	2.1
34	460 Western Ave	-	9 Bedroom Res Hall	5.7	1.0	12.0	10.2	10.6	5.8	5.8	8.6	8.7	1.5
35	464 Western Ave	-	Office Building	10.5	0.9	11.6	7.3	10.2	5.5	12.3	4.3	12.3	5.2
36	908-910 Madison Ave	-	8 Bedroom Res Hall	5.2	0.9	0.9	9.9	8.9	5.5	5.6	8.3	8.3	1.2
37	912-914 Madison Ave	-	14 Bedroom Res Hall	6.2	1.1	1.7	13.2	12.4	6.1	6.0	8.9	9.1	1.8
38	917 Madison Ave	Rooney Hall	Office Building	12.4	1.0	1.3	10.2	12.0	5.8	12.5	4.6	12.7	5.5
39	919 Madison Ave	Desales Hall	11 Bedroom Res Hall	5.7	1.0	1.3	12.9	12.0	5.8	8.5	8.6	8.7	1.5
	919R Madison Ave	Maintenance	Maintenance	4.0	0.0	0.0	0.0	0.0	0.0	9.3	0.0	5.3	0.0
40	921 Madison Ave	-	18 Bedroom Res Hall	8.4	1.5	2.4	13.7	13.1	6.9	9.0	9.3	10.9	6.5

Figure 5.4 - Table: Use Suitability Matrix Results

Building Number	Building Address	Building Name	Current Building Use	Mixed Use	Recreation	Single Family Residential	Multi-family Residential	Higher Education	Arts	Government and Community Services	Retail/ Personal Services	Office	K-12 Education
41	923 Madison Ave	Charter Hall	19 Bedroom Res Hall	8.0	1.2	2.1	12.2	11.4	6.4	8.9	9.2	10.8	6.1
42	930 Madison Ave	Centennial Hall	226 Bedroom Suite Res Hall	9.0	1.4	2.9	10.1	20.2	3.0	10.6	7.1	13.0	8.0
43	935 Madison Ave	Fontebonne Hall	10 Bedroom Res Hall	6.7	1.2	2.1	10.8	11.4	6.4	6.2	9.2	9.5	2.1
44	937-943 Madison Ave	Riley, Carondelet & Cavanaugh Halls	34 Bedroom Res Hall	6.1	0.6	0.6	9.7	12.6	1.0	9.5	8.2	8.2	4.8
45	940 Madison Ave	-	Office Building	9.7	1.0	1.3	8.9	9.3	5.8	12.5	8.6	11.4	5.5
46	944 Madison Ave	Carey Hall	8 Bedroom Res Hall	5.7	1.0	10.6	10.2	9.3	5.8	4.5	8.6	8.7	1.5
47	946 Madison Ave	-	10 Bedroom Res Hall	6.7	1.2	2.1	10.8	11.4	6.4	4.9	9.2	9.5	2.1
48	947 Madison Ave	Madison Hall	7 Bedroom Res Hall	5.7	1.0	12.0	11.6	10.6	5.8	5.8	8.6	8.7	1.5
49	950 Madison Ave	-	Unknown	5.7	1.0	1.3	10.2	10.6	5.8	5.8	8.6	8.7	1.5
50	953 Madison Ave	Quillinan Hall	9 Bedroom Res Hall	6.7	1.2	11.4	10.8	10.1	6.4	4.9	9.2	9.5	2.1
51	956 Madison Ave	-	8 Bedroom Res Hall	5.3	0.7	10.3	11.4	9.0	5.3	4.4	8.5	8.6	1.1
52	959 Madison Ave	Interfaith Sanctuary	Interfaith Sanctuary	3.2	1.3	2.5	1.8	6.5	2.7	14.4	1.5	1.9	2.4
53	963 Madison Ave	Wellworth Hall	Office Building	7.9	0.9	0.9	8.6	8.9	5.5	11.0	8.3	11.0	5.2
54	967 Madison Ave	Casey Hall	Office Building	8.4	1.0	1.3	10.2	10.6	5.8	11.2	8.6	12.7	5.5
55	968 Madison Ave	-	14 Bedroom Res Hall	6.2	1.1	1.7	13.2	12.4	6.1	4.7	8.9	9.1	1.8
56	971 Madison Ave	Gibbons Hall	11 Bedroom Res Hall	7.1	1.5	2.4	13.7	13.1	6.9	5.0	9.3	9.6	2.5
57	972 Madison Ave	-	8 Bedroom Res Hall	5.7	1.0	12.0	11.6	9.3	5.8	4.5	8.6	8.7	1.5
58	974 Madison Ave	-	10 Bedroom Res Hall	5.7	1.0	1.3	10.2	10.6	5.8	4.5	8.6	8.7	1.5
59	979 Madison Ave	Moran Hall	21 Bedroom Res Hall	6.7	1.2	2.1	12.2	12.8	2.4	4.9	9.2	10.8	6.1
60	985 Madison Ave	St. Joseph Hall	Office/ Auditorium	8.4	1.5	2.4	9.7	15.7	13.6	13.0	4.3	16.3	6.5
61	993 Madison Ave	Science Center	Labs/ Classroom	8.4	1.5	2.4	7.0	19.7	9.6	11.7	1.3	9.6	15.8
62	994 Madison Ave	Huether School of Business	Classroom	8.0	1.2	2.1	10.8	15.4	11.7	12.9	5.2	9.5	15.4
63	996 Madison Ave	Hearst Center for Communications and Interactive Media	Classroom	7.9	1.4	2.0	8.1	15.3	11.9	12.8	5.0	9.2	15.5
64	996A Madison Ave	Campus Theatre	Theater	6.0	1.5	1.5	1.0	14.8	19.8	12.5	0.5	0.5	10.0
65	996B Madison Ave	Theatre Storage	Storage	6.0	1.5	1.5	1.0	5.5	19.8	11.2	0.5	0.5	10.0
66	1000 Madison Ave	Administration Center	Office Building	8.4	1.5	2.4	11.0	13.1	12.2	14.3	9.3	14.9	6.5
67	1001 Madison Ave	Scanlan Hall	9 Bedroom Res Hall	7.1	1.5	11.7	11.0	10.4	6.9	5.0	9.3	9.6	2.5
68	1002 Madison Ave	Massry Center for the Arts	Theater/ Classroom	9.8	2.0	3.5	6.5	19.5	21.3	12.2	6.0	2.5	20.8
69	1006 Madison Ave	-	Office Building	6.5	0.9	0.9	8.6	14.2	5.5	12.3	8.3	13.6	5.2
70	1009 Madison Ave	Thelma P. Lally School of Education	Atrium Speaking Space/ Classroom	7.0	1.0	1.3	4.9	18.6	12.5	17.8	4.6	14.0	12.2
71	1020 Madison Ave	-	Multi Purpose Educational w/7 Res Rooms	13.7	1.0	1.3	10.2	18.6	11.1	15.2	4.6	0.7	12.2

Figure 5.4 (contd.) - Table: Use Suitability Matrix Results

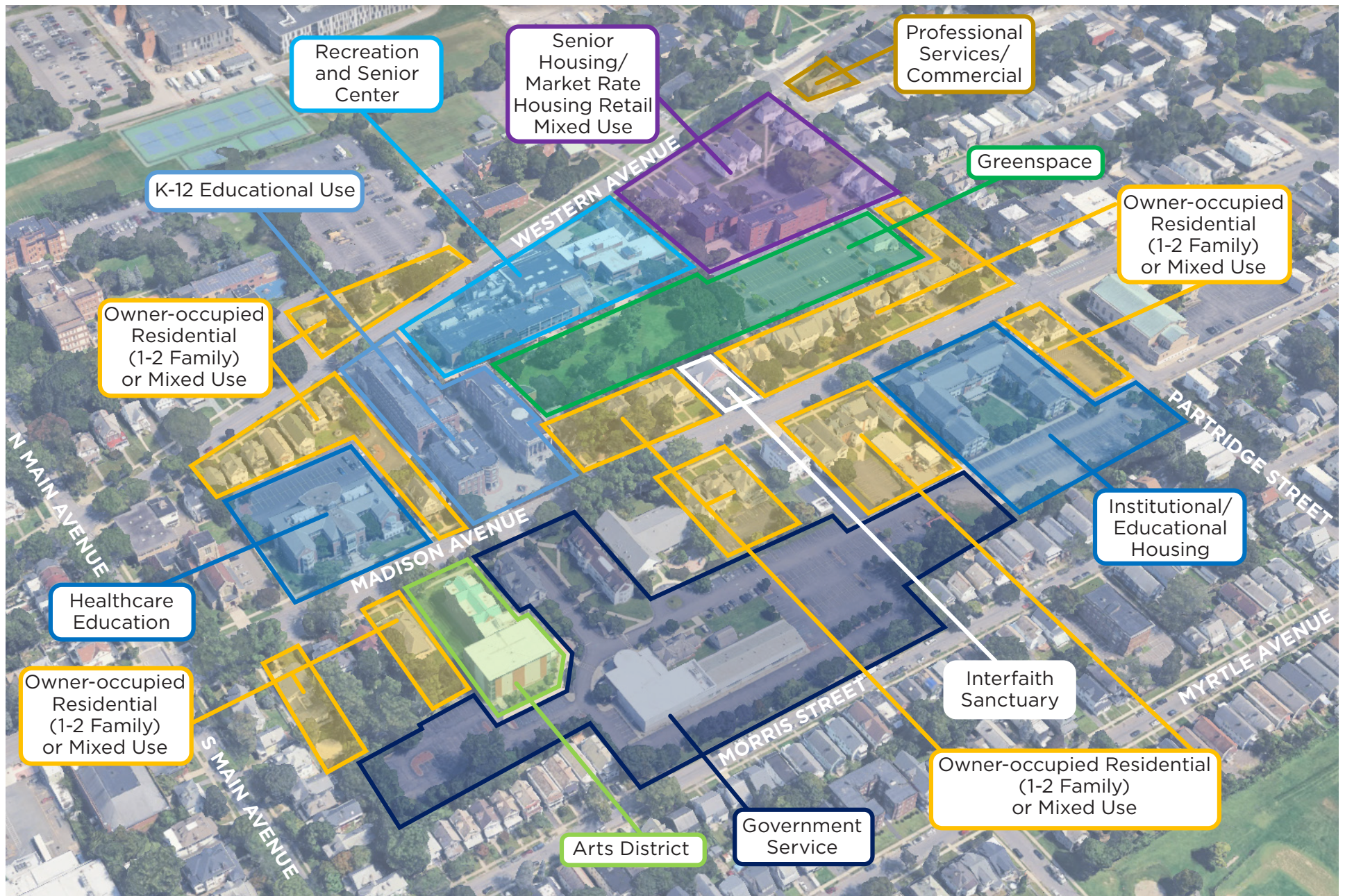


Figure 5.5 - Spatial Zones Diagram - Potential Uses (Base Image Source: Google Earth)

The matrix converted hundreds of data points into a clear decision-making tool, guiding both individual building reuses and the Spatial Zones Diagram, which organizes the campus into areas of reinvestment, preservation, and transformation. Not all uses evaluated through the matrix appear as standalone designations in the Spatial Zones Diagram due to their suitability scores; however, many may still serve as supportive or complementary uses within broader zone categories.

This analysis also emphasizes that the playbook's recommendations are not fixed outcomes but a phased sequence of actions influenced by real-world conditions, such as debt reduction or anchor user commitments. As these occur, flexibility grows to pursue community-focused investments that enhance quality of life alongside fiscal recovery. In this way, the matrix serves as both an analytical and strategic guide linking financial feasibility with community benefit and shaping the implementation path reflected in the Spatial Zones Diagram and final recommendations.

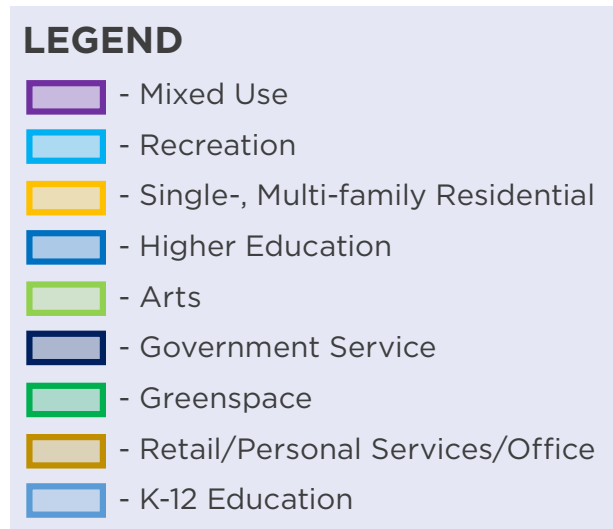


Figure 5.6 - Spatial Zones Diagram - Legend

CONCEPT 1

As part of the analysis, the team recognized that many of the larger campus buildings were purpose-built for specific institutional uses, limiting their flexibility for adaptive reuse. Concept 1 establishes a baseline for comparison by exploring a “no major intervention” scenario, retaining all existing buildings (including residential properties) in their current form. This concept assumes only modest site enhancements, such as improved green spaces and minor streetscape upgrades along Madison and Western Avenues.

A key feature of this scenario is the activation of the central green space to re-energize the block and provide new opportunities for recreation, both active and passive. These enhancements would invite a broader community use while preserving the site's existing physical character.

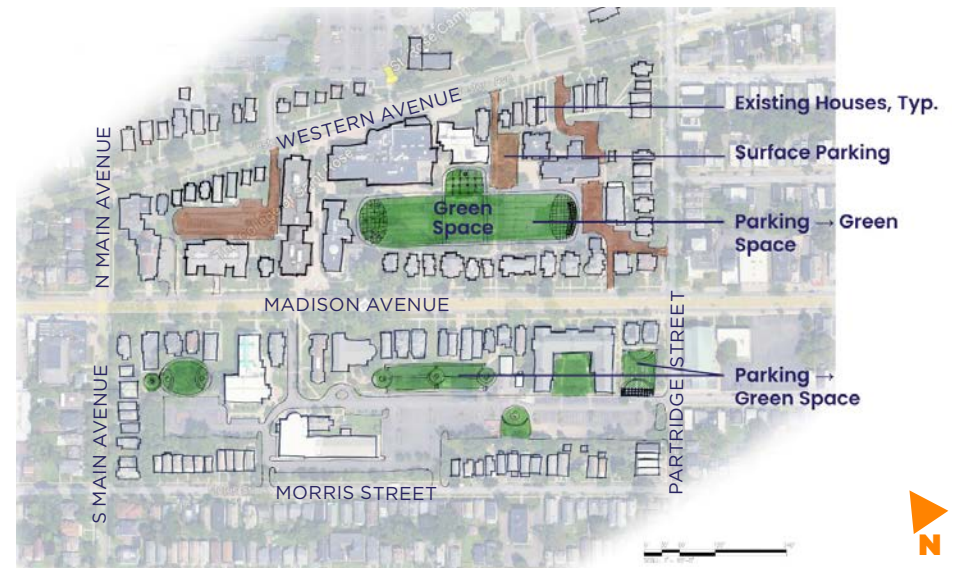


Figure 5.7 - Concept 1 - Phase 1



Figure 5.8 - Concept 1 - Phase 2

This baseline concept serves as a reference point to evaluate the benefits, costs, and feasibility of the more transformative redevelopment strategies that follow.

- **Preserve all buildings** (no demolitions).
- **Reclaim surface parking as green space** to add shade, stormwater benefits, and daily-use amenities.
- **Establish a pedestrian-first civic core** for outdoor gatherings, events, and community life.
- **Add on-street parking** along **Madison Ave.** and **Western Ave.** to calm traffic and support storefront access.
- **Introduce a generous planted median** for traffic calming and rotating public art/cultural displays.

Outcome

A greener, safer, more walkable district that elevates civic life without removing existing buildings.

Pros

1. Builds momentum quickly through reactivation of key buildings in strong physical condition.
2. Retains much of the existing campus fabric, supporting continuity and minimizing initial costs.
3. Creates a foundation for public trust and market confidence through achievable near-term outcomes.

Cons

1. Limited in long-term flexibility once initial reuses are established.
2. Generates modest fiscal return compared to later-stage redevelopment options.
3. May not fully advance community-serving or catalytic uses in early phases.

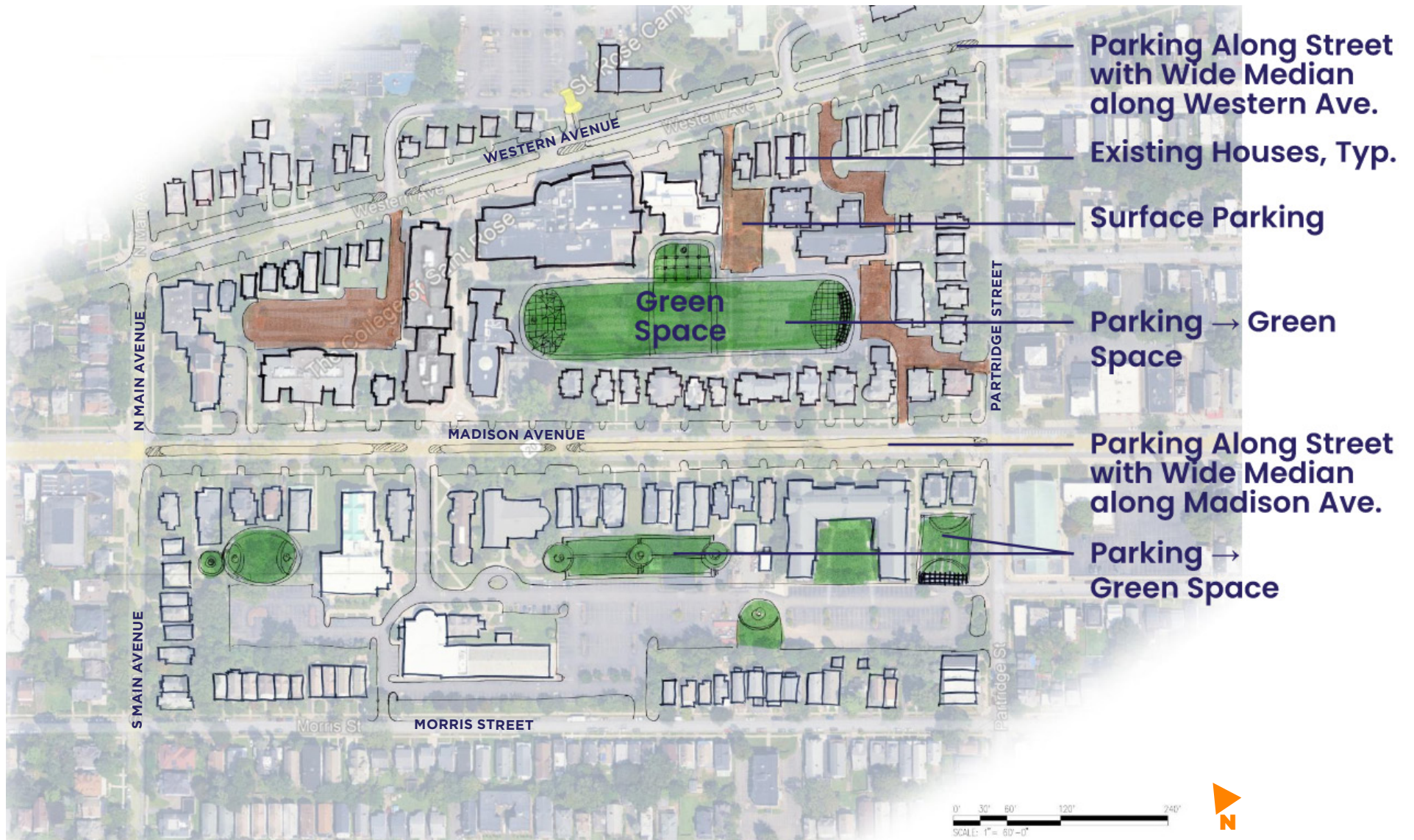


Figure 5.9 - Concept 1 - Phase 3

Based on the discussions with the investor community engaged during this process, selectively removing some buildings is the only way to make senior and market rate housing economical. Concepts 2 through 5 provide variations of senior housing, market rate housing, and mixed use with retail in the eastern corner of the former campus (intersection of Western Avenue and Partridge Street).

Figure 5.10 showcases options for new housing units with targeted removals. Figure 5.11 provides options to activate the common greenspace with uses complementary to the recreation uses. These options were part of the brainstorming that led to Concepts 2 through 5.



Figure 5.10 - Potential New Residential - Placement Options

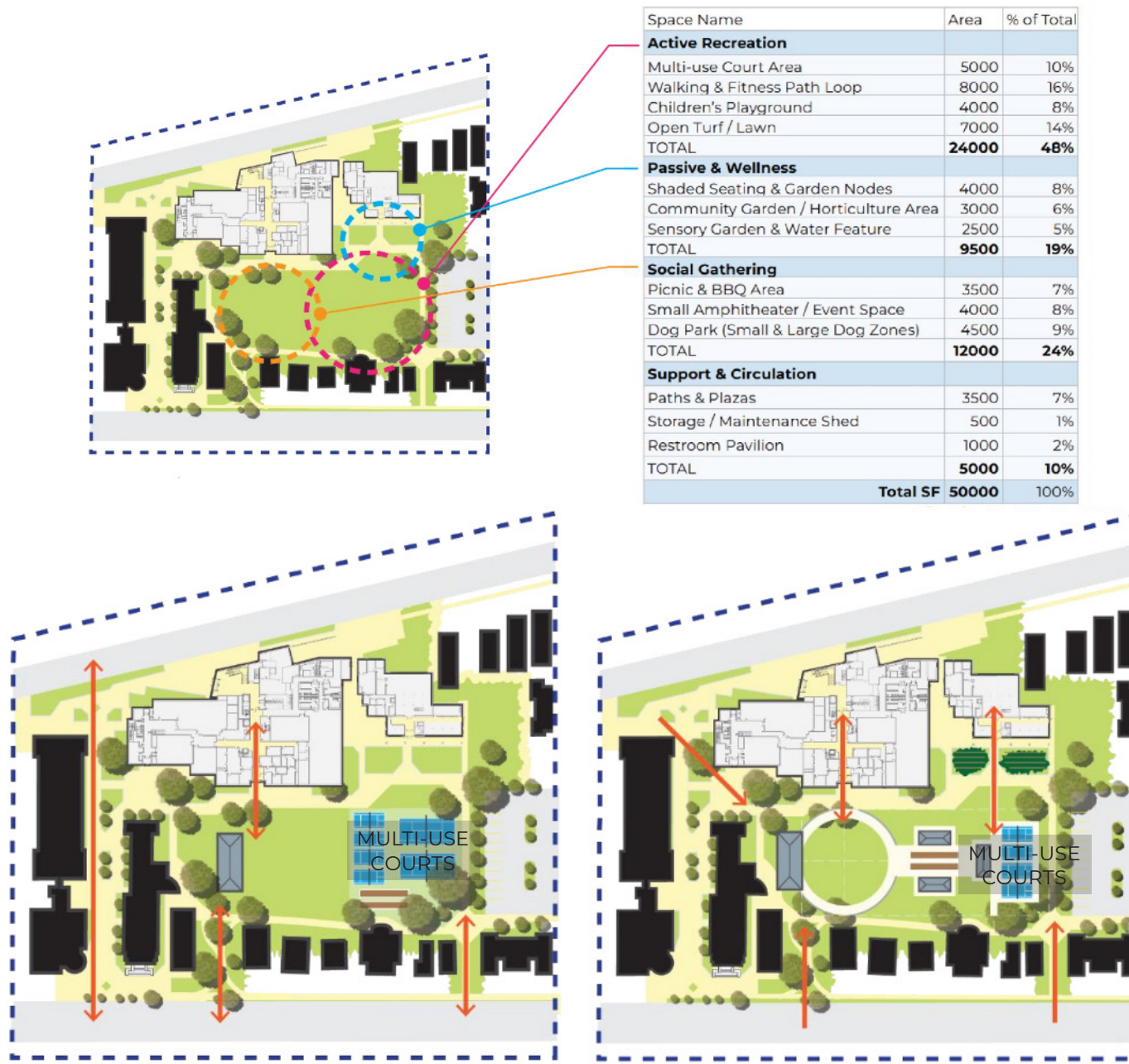


Figure 5.11 - Greenspace Activation - Options

CONCEPT 2

Building upon the baseline scenario, Concept 2 introduces selective changes to strengthen connectivity, open space, and walkability across the campus. This concept focuses on removing a limited number of buildings in strategic phases to create a unified public realm anchored by a continuous green corridor linking the north and south parcels.

The approach balances preservation with purposeful intervention, opening key sightlines, enhancing pedestrian movement, and establishing a clear framework for future residential and mixed-use development.

- **Selective removals** to enable a cohesive public realm:
 - Phase I: Remove Buildings 11-19 (Figure 4.2)
 - Phase II: Remove Building 44 (Figure 4.2)
 - Phase III: Remove Buildings 45-46 (Figure 4.2)
- **Create a wide green corridor** linking the **North and South parcels**, serving as the project's primary pedestrian spine.
- **Introduce housing fronting the green**, activating edges with doors, eyes-on-the-park, and everyday use.
- **Improve walkability in all directions** with clear, accessible routes and stronger pedestrian flow.
- **Balanced parking strategy:** Provide **off-street parking** and **on-street spaces along Western Ave.** to support access and calm traffic.
- **Add a crosswalk (raised, paved, or painted)** at the intersection of Madison Avenue with the green corridor for **traffic calming** and pedestrian safety.

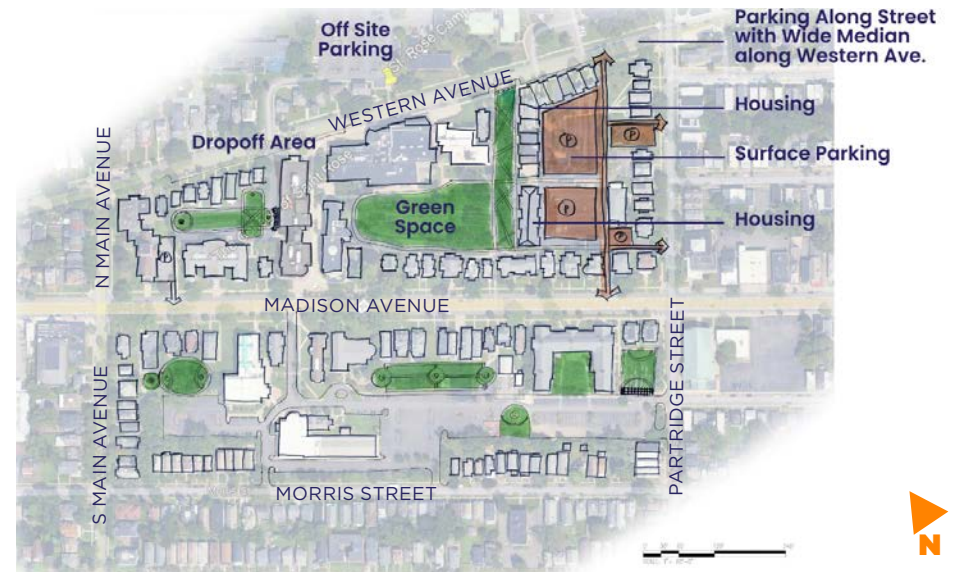


Figure 5.12 - Concept 2 - Phase 1

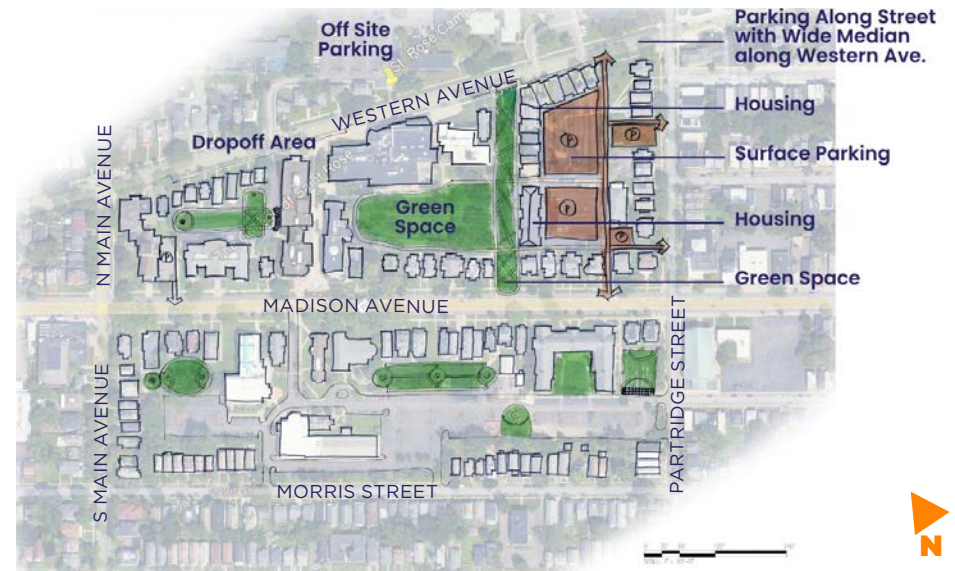


Figure 5.13 - Concept 2 - Phase 2

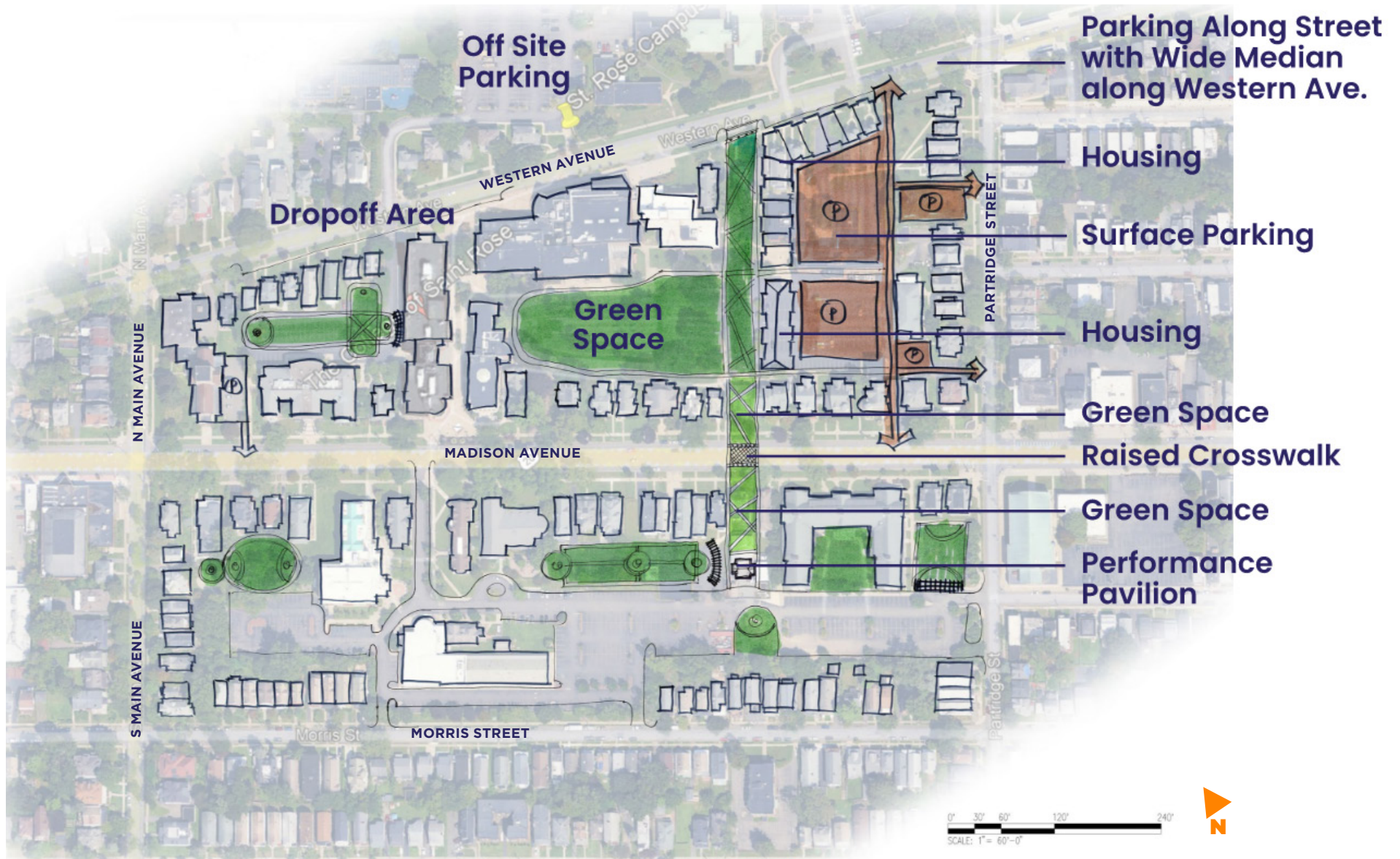


Figure 5.14 - Concept 2 - Phase 3



Figure 5.15 - Concept 2 - Design Inspiration References



Figure 5.16 - Concept 2 - Design Inspiration References

- **Provide commercial uses** (retail, offices, professional services, dining) along the streets at strategic locations such as intersections with other streets or the green corridor.

Outcome

A connected mixed-use district anchored by a central green corridor, with active residential edges, safer streets, and right-sized parking.

Pros

1. Offers a strong balance between fiscal recovery and community benefit.
2. Expands partnership potential with educational, public, and private users.
3. Enhances neighborhood connectivity and mixed-use vibrancy along key corridors.
4. Positions the campus for phased growth while maintaining adaptability to market shifts.

Cons

1. Requires higher upfront coordination and investment to align multiple users.
2. Involves moderate renovation complexity for adaptive reuse of institutional structures.
3. Some near-term costs precede measurable revenue generation, demanding careful phasing.

CONCEPT 3

Expanding on the framework established in Concept 2, this scenario advances the idea of a cohesive public realm by concentrating activity around a signature central green. Through additional selective removals, the concept transforms the campus core into an active, flexible open space that connects the north and south parcels and serves as the social and recreational heart of the district. This approach deepens the emphasis on community gathering, accessibility, and adaptable use, setting the stage for a more vibrant and resilient neighborhood environment.

- **Selective removals** to enable a cohesive public realm:
 - Phase I: Remove Buildings 11-15 (Figure 4.2)
 - Phase II: Remove Building 44 (Figure 4.2)
 - Phase III: Remove Buildings 45-47 (Figure 4.2)
- **Create a large central green** with a **strong pedestrian connection** between the **North and South parcels**, creating an urban oasis with flexible recreation and event areas (gazebo/pavilion), abundant seating, and informal social spaces.
- **Front the green with housing** to energize edges and provide natural surveillance.
- **Access & parking strategy:** Add service/access roads to major buildings for better accessibility; provide **on-street parking** on all streets, with segments designed to be **easily closed for pedestrian-only events**.

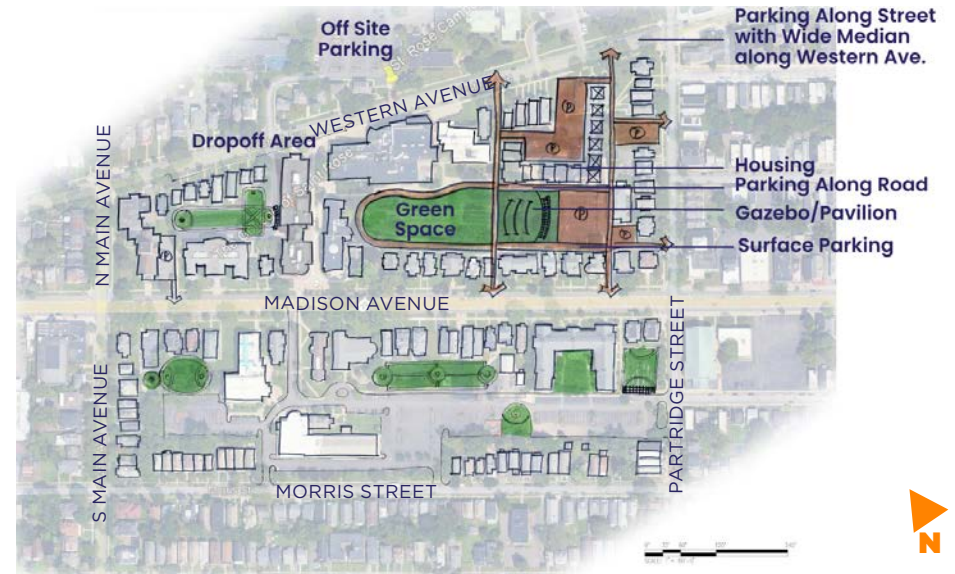


Figure 5.17 - Concept 3 - Phase 1

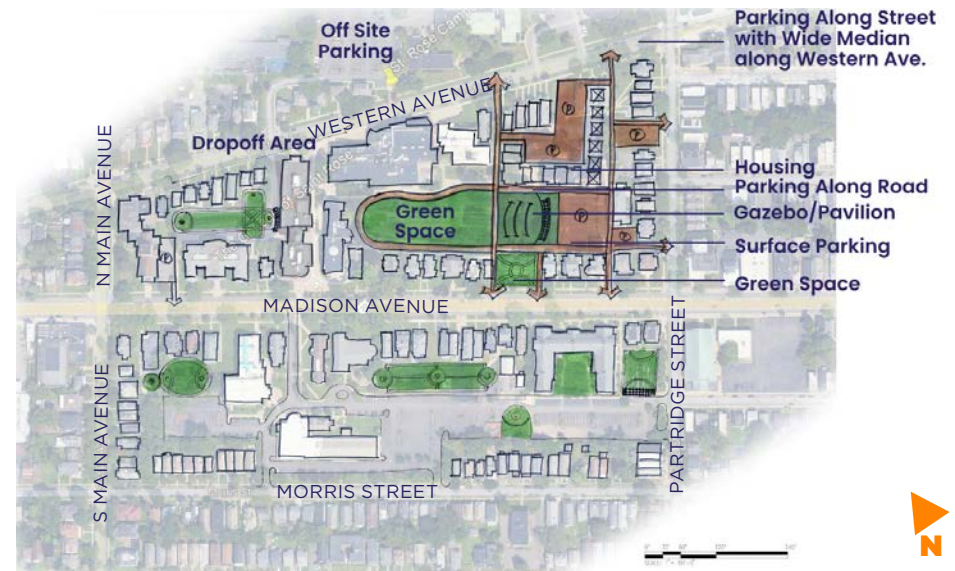


Figure 5.18 - Concept 3 - Phase 2

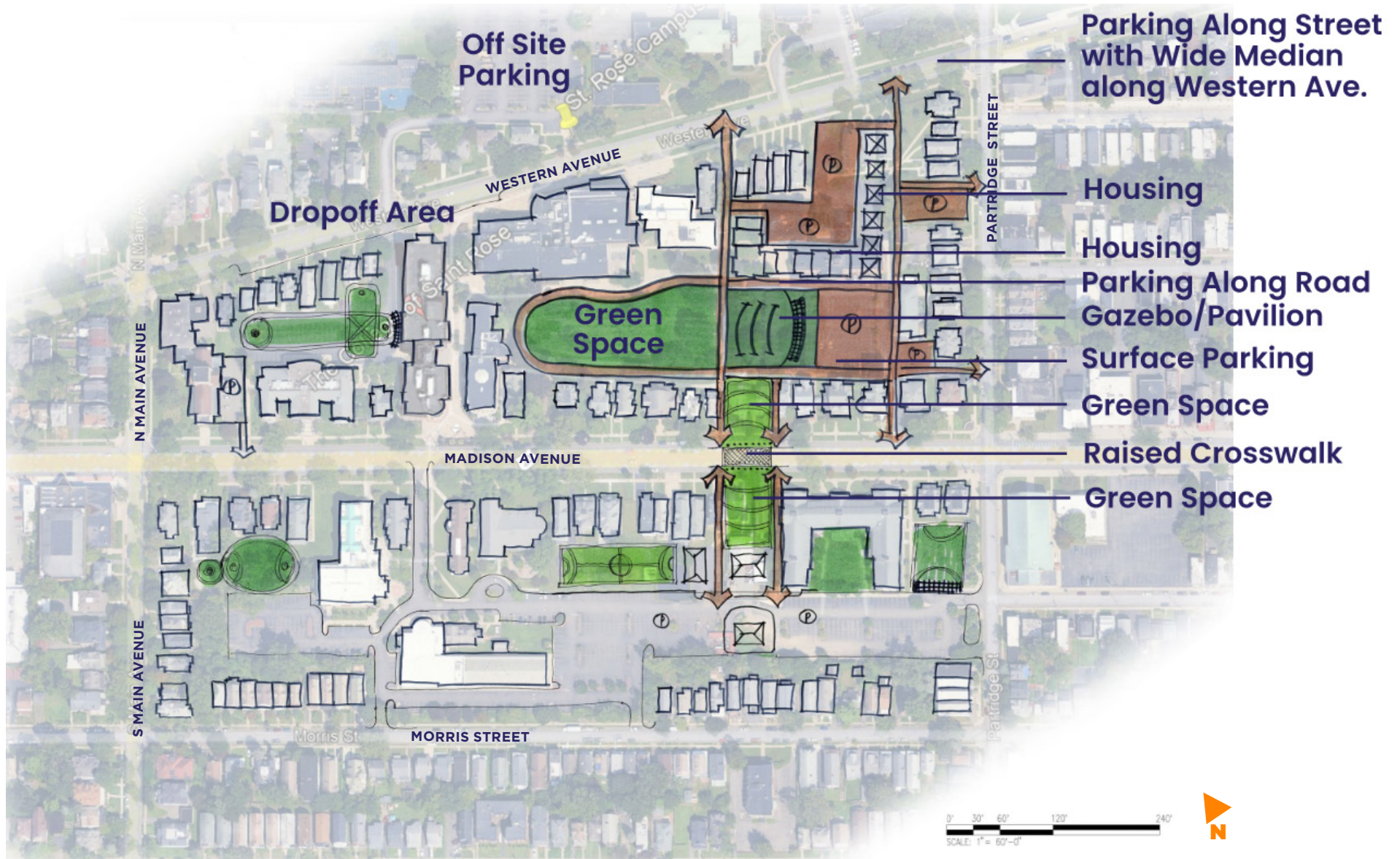


Figure 5.19 - Concept 3 - Phase 3

- **Provide commercial uses** (retail, offices, professional services, dining) along the streets at intersections or near the green space adjoining Madison Avenue with other streets or the green corridor.

Outcome

A unified, walkable district anchored by a signature central green - programmable, sociable, and supported by flexible streets that convert seamlessly for events.

Pros

1. Creates a new civic and community identity for the site.
2. Maximizes open-space and public-realm improvements, advancing environmental and quality-of-life goals.
3. Provides flexibility to integrate future public or private anchors as conditions evolve.

Cons

1. Highest capital cost and longest implementation horizon.
2. Requires extensive demolition or reconfiguration of existing facilities.
3. Dependent on sustained funding, policy alignment, and market confidence to achieve full build-out.



Figure 5.20 - Concept 3 - Design Inspiration References



Figure 5.21 - Concept 3 - Design Inspiration References

CONCEPT 4

Concept 4 focuses on refinement rather than expansion, preserving buildings in good condition or with historic significance while selectively removing those in poor repair. This approach “right-sizes” the campus to create a more cohesive, manageable district anchored by a new civic green. The result is a preserved-and-polished environment that blends adaptive reuse with new infill housing, flexible public spaces, and improved pedestrian access, strengthening the campus’s role as a central gathering place for the community.

- **Right-size the building fabric:** Remove structures in poor condition; **preserve buildings in good condition and with historic significance. All buildings on the South Parcel are retained.**
- **Create a large internal civic green with art installation, wide pedestrian corridors,** and opportunities for **outdoor seating and dining,** including **shaded seating areas.**
- **Introduce mid-rise housing fronting the green with rear parking,** activating edges and supporting daily use.
- **Plan for large community events** with managed traffic control and convertible space.
- Access & parking strategy: Provide **on-street parking with a generous planted median** on either **Madison Ave. or Western Ave.;** add a **crosswalk (raised, paved, or painted)** for traffic calming and improved pedestrian access.
- **Provide commercial uses** (retail, offices, professional services, dining) along the streets at strategic locations such as intersections with other streets or the activated pedestrian corridor.

Outcome

A preserved-and-polished district anchored by a signature civic green with active edges, shaded public life, flexible event capacity, safer streets, and balanced parking.

Pros

1. Integrates large-scale public or institutional anchors to stabilize redevelopment.
2. Strengthens identity and visibility for the site as a destination and diversifies uses.
3. Creates opportunities for long-term lease or ownership revenue.

Cons

1. High dependency on a anchor user or public-sector commitment and additional support uses.
2. Longer user recruitment, negotiation, and funding timelines could delay implementation.

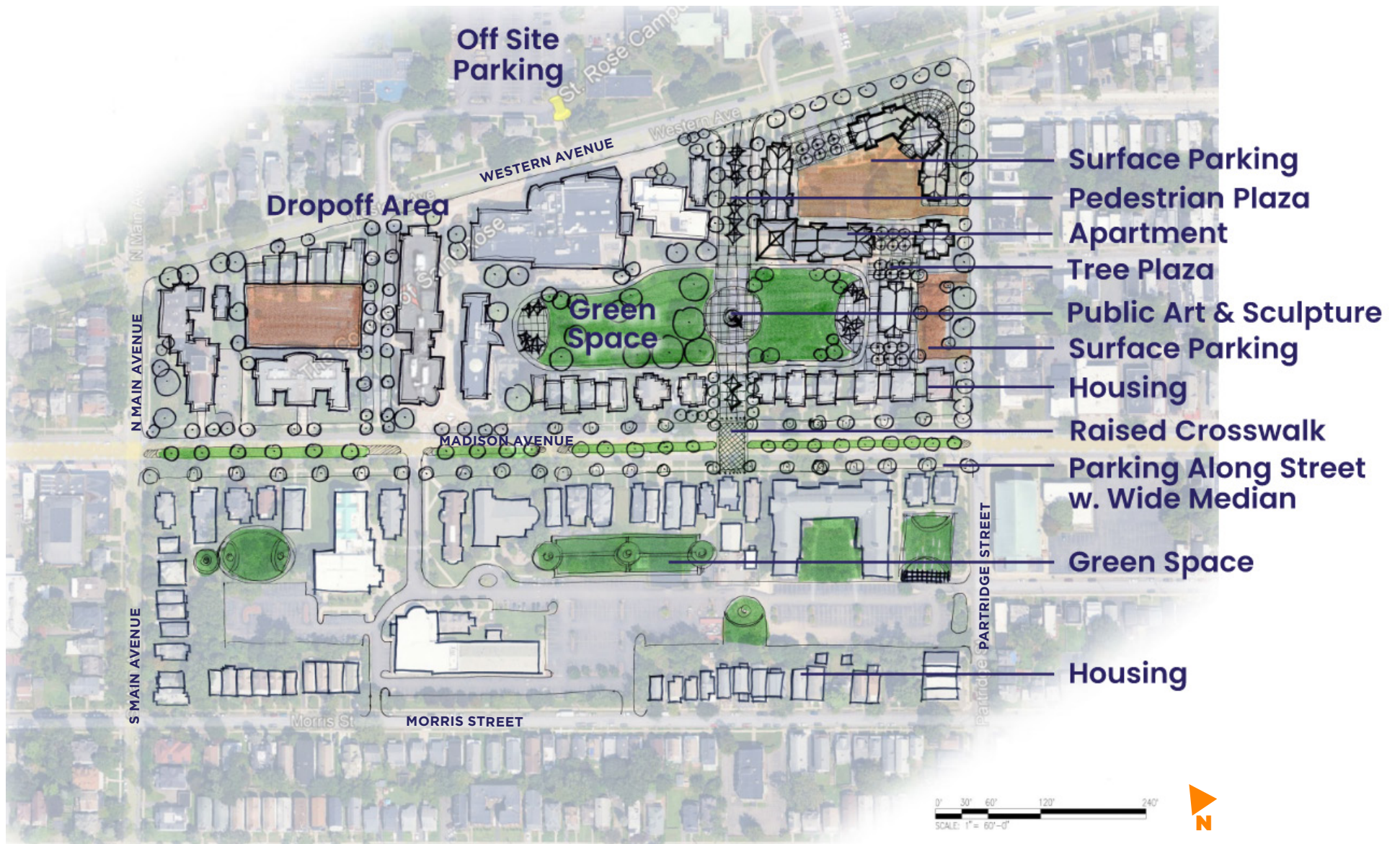


Figure 5.22 - Concept 4

CONCEPT 5

As the most visionary of the concepts, Concept 5 reimagines the campus as a fully integrated mixed-use district that honors its heritage while embracing a dynamic future. Through selective deconstruction and context-sensitive infill, the plan retains sound structures and historic assets while introducing new housing, retail, and civic spaces that define a vibrant urban core. Centered around a signature civic green and complemented by pedestrian-first streets, this concept establishes a flexible, event-ready district that balances density, public life, and lasting community identity.

- **Selective deconstruction:** Remove deteriorated structures; **retain sound buildings and heritage assets.** The **South Parcel remains intact**, with opportunities for adaptive housing conversions.
- **Honor historic character** with **context-sensitive infill** that complements preserved features.
- **Centerpiece commons:** Create a **large internal civic green** with interactive water features, broad promenades, and **shaded outdoor-dining terraces**; program options include a **dog park, community garden, playground, and pop-up farmer's market.**
- **Mixed-use infill:** Add **mixed-use buildings wrapping a structured parking deck, retail at grade, housing above** to increase density and activate frontages on the green; expand outdoor dining opportunities.
- **Mobility & parking:** Provide **on-street spaces** with a **landscaped median on Madison Ave. or Western Ave.;** leverage the median for **additional parking, art displays, and**

a linear park; add a crosswalk (raised, paved, or painted) for traffic calming and safer crossings; deliver a **pedestrian-first streetscape** with seating and shade.

- **Event-ready public realm:** Design streets and plazas to support **large community gatherings** with planned closures and coordinated traffic management.

Outcome

A vibrant, mixed-use district organized around a signature civic green with premium frontages, flexible event capacity, safer operations, and right-sized parking integrated into the urban fabric.



Figure 5.23 - Concept 5 - Rendering 1

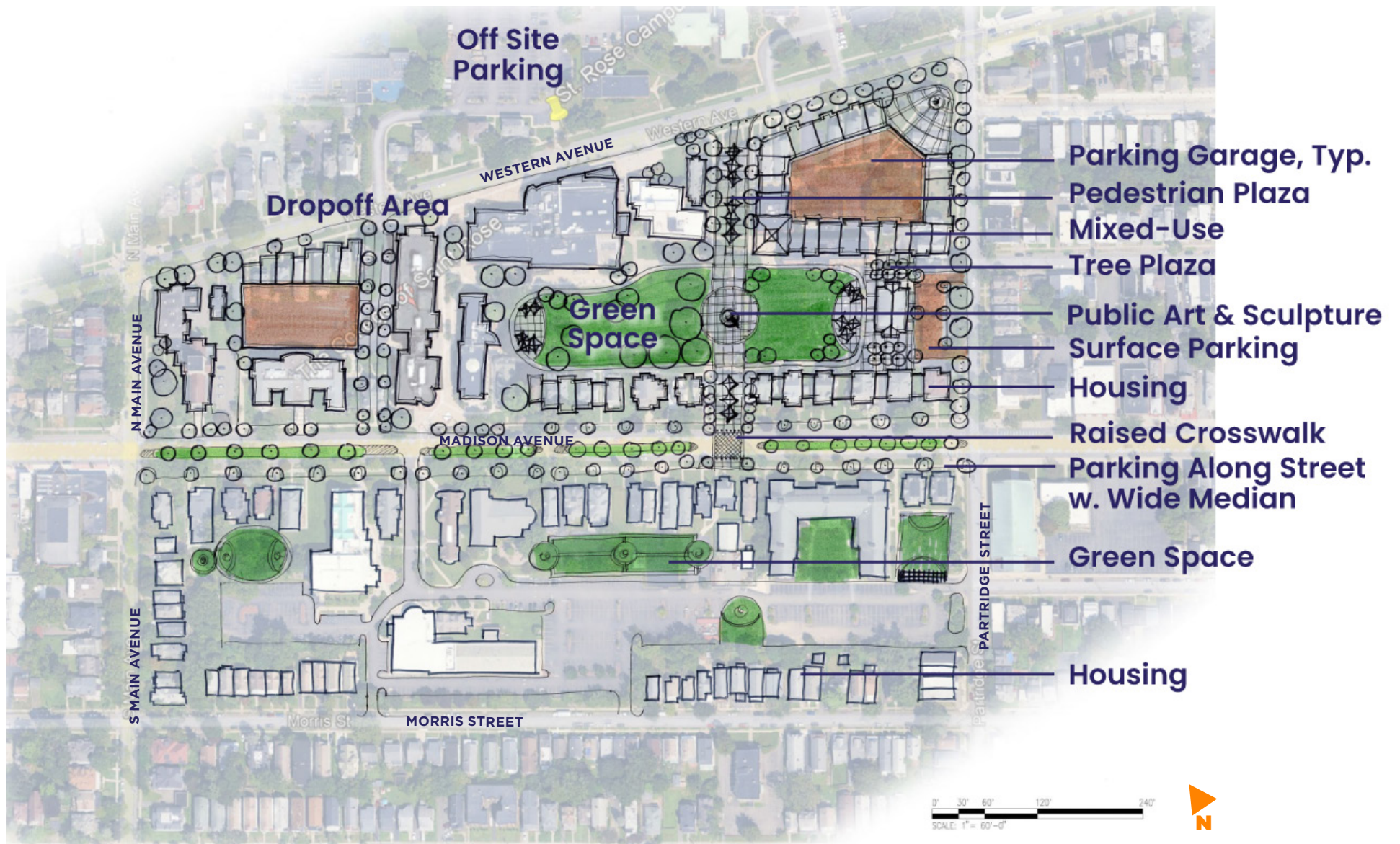


Figure 5.24 - Concept 5

Pros

1. Emphasizes a comprehensive, mixed-use community vision blending housing, civic, and commercial uses.
2. Encourages public-private partnerships to leverage investment.
3. Aligns most closely with the guiding principles of fiscal responsibility, community connection, and reinvestment.
4. Maximizes flexibility and long-term value creation across multiple use types.

Cons

1. Most complex to coordinate and finance across multiple partners.
2. Requires sustained leadership and management capacity over time.
3. Implementation depends heavily on earlier-phase successes and market performance.



Figure 5.25 - Concept 5 - Rendering 2



Figure 5.26 - Concept 5 - Rendering 3



Figure 5.27 - Concept 5 - Rendering 4



Figure 5.28 - Concept 5 - Rendering 5

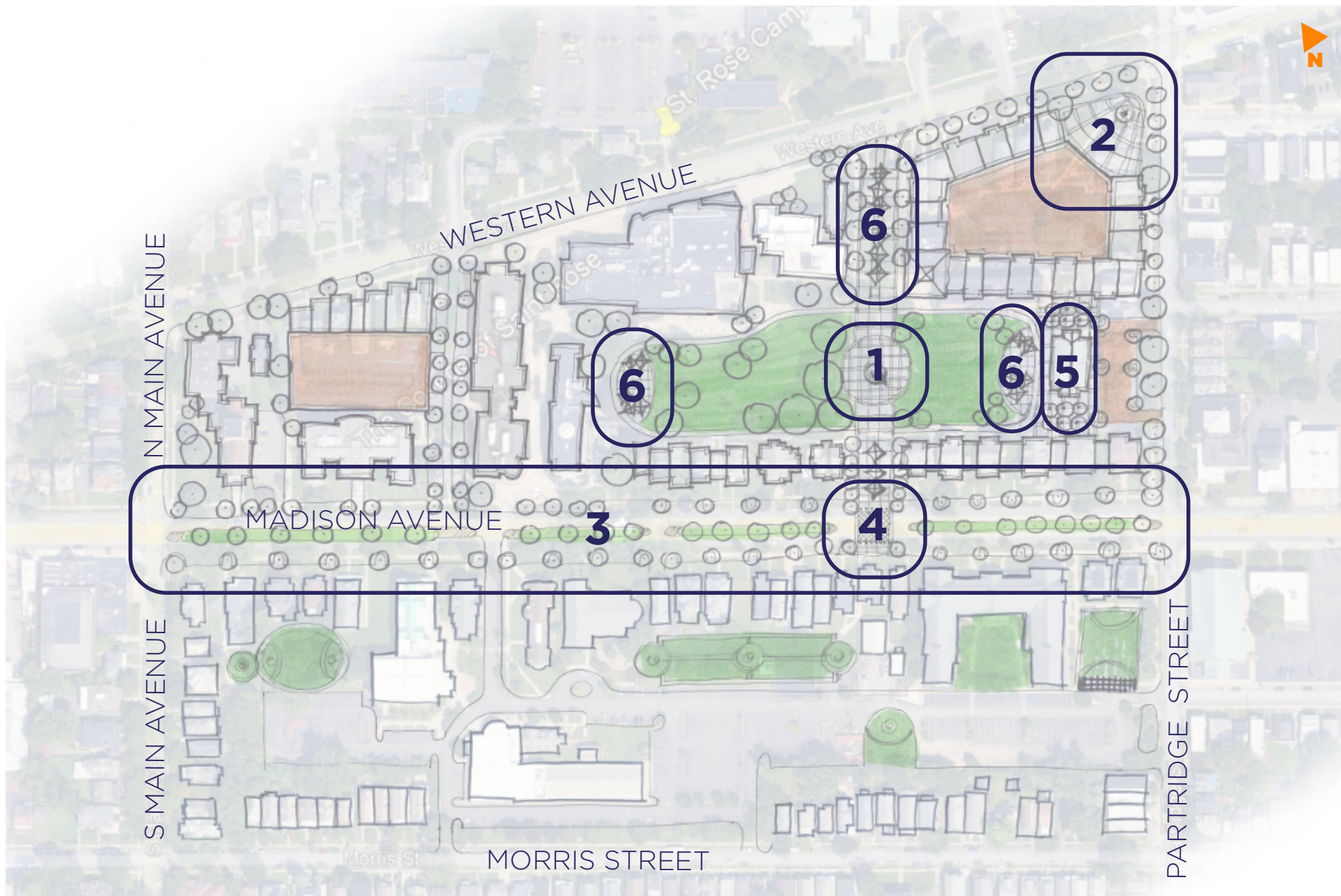


Figure 5.29 - Concept 5 - Design Inspiration References - Key



Figure 5.30 - Reference #1 - Interactive Fountain



Figure 5.31 - Reference #2 - Corner of Partridge St. and Western Ave. (Liberty Park of Medford, Oregon)



Figure 5.32 - Reference #3 - The Boulevard (Hartford, Connecticut)

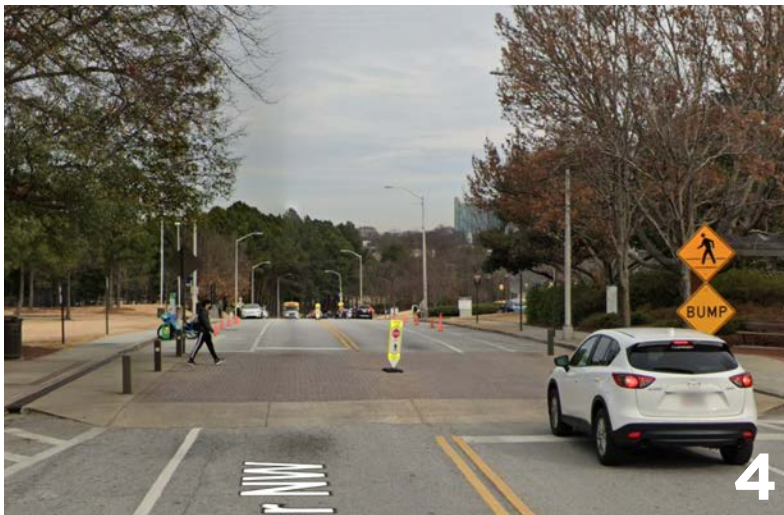


Figure 5.33 - Reference #4 - Raised Crosswalk



Figure 5.34 - Reference #5 - Tree Plaza

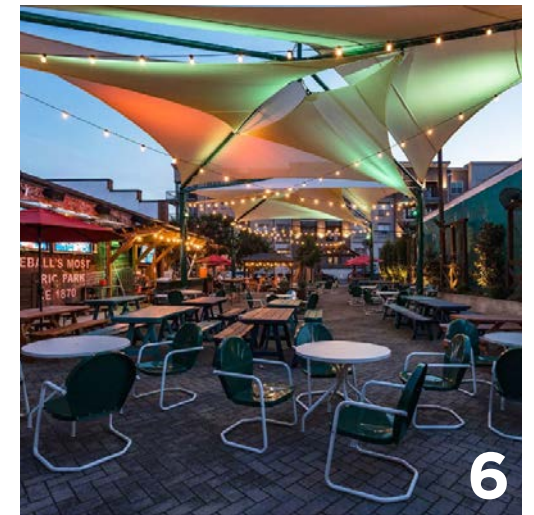


Figure 5.35 - Reference #6 - Pedestrian Corridor with Seating

SITE AMENITIES

The following images illustrate design inspiration and references for potential site amenities that could be incorporated into the proposed redevelopment plan.



PEDESTRIAN PLAZA



SEATING PODS



POP-UP FARMERS MARKET



INFORMATION KIOSKS



MURALS FOR WAYFINDING & IDENTITY



INTERACTIVE STREET FURNITURE - SWINGS

Figure 5.36 - Site Amenities



SHADED SEATING AREAS



SITE LIGHTING - MODERN



SITE LIGHTING - REPLICATE EXISTING



STREETSCAPE & STREET FURNITURE



GAZEBO

Figure 5.37 - Site Amenities

6.0: IMPLEMENTATION

OVERVIEW

The ACPHLA currently holds title to the 26.5-acre former College of Saint Rose campus. This redevelopment master plan envisions transforming this property into a vibrant, mixed-use district combining educational, healthcare, civic, community, and residential uses. As the extensive engagement with the community and key stakeholders revealed, this campus's successful redevelopment depends on continued partnership with the community.

Successful implementation of the vision will rely on the strategic disposition of land and buildings to a range of partners, both public and private, while maintaining overall coherence with the adopted master plan.

This chapter outlines the action steps that ACPHLA can take to guide property disposition and partnership formation for different buyer and user types, ensuring that all future investments support the community's long-term goals and the guiding principles of this master plan.

POTENTIAL BUYER AND PARTNER TYPES

Private Developers: Private investors will play a key role in delivering market-rate housing, mixed-use buildings, and commercial space.

Action Steps

- Issue RFPs or RFQs for specific parcels or buildings, defining desired uses, housing attainability targets, and design parameters.

- Evaluate submissions on experience, financial capacity, and alignment with master plan goals.
- Negotiate development agreements or purchase contracts that include:
 - Project milestones for construction and occupancy
 - Design review and sustainability standards
 - Infrastructure cost-sharing provisions
- Provide coordinated permitting and entitlement support through a “one-stop” process.
 - A “one-stop” permitting and entitlement process is a coordinated review system in which all the necessary planning, zoning, building, and infrastructure approvals are managed through a single point of contact or coordinated team, rather than requiring applicants to navigate multiple departments separately.
- Monitor compliance and performance through the ACPHLA and The Alliance during construction and occupancy.

Private Entities (Institutional or Corporate Users): Private institutions, such as healthcare providers, educational organizations, or research firms, can serve as key anchors for the new district.

Action Steps

- Undertake targeted outreach and direct negotiations with entities whose missions align with plan goals.

- Evaluate proposals for fit with intended land uses, parking, and access needs.
- Structure ground leases or purchase agreements that prioritize community benefit, job creation, and service access.
- Coordinate shared infrastructure or parking arrangements, where appropriate.
- Include deed restrictions or conditions of zoning to ensure long-term consistency with the master plan.

Public Entities: Public agencies and departments may occupy select facilities for civic or community purposes, such as public safety, continuing education, or administrative services.

Action Steps

- Where the agency is not purchasing the land outright, pursue intergovernmental agreements (IGAs) to formalize collaboration and define mutual responsibilities.
- Structure transfers at fair or nominal value where public benefits are demonstrated, including reversion clauses for non-use.
- Integrate joint-use or co-located facilities where possible to optimize land and infrastructure investment.

County Uses: Albany County may retain certain buildings or parcels for public services or as catalytic reinvestment opportunities. This approach will stabilize activity in the area while positioning it as an anchor for future private-sector investment.

Action Steps

- Evaluate internal space needs and potential consolidation of County offices or service centers on site.
- Include facility reuse or renovation projects in the county's Capital Improvement Plan (CIP).
- Assess long-term financial implications of ownership versus leaseback or sale.
- Ensure county projects exemplify the desired standards for design, sustainability, and public realm integration.
- Retain flexibility for future land disposition as market conditions evolve.



Figure 6.1 - Community Meeting 2 - Open House

Non-Profit Organizations: Non-profit organizations, including housing providers, cultural institutions, and community service groups, can advance the plan's equity and inclusion objectives.

Action Steps

- Issue Requests for Interest (RFI) targeted to non-profits for adaptive reuse opportunities.
- Promote access to a range of attainable housing options that meet diverse community needs.
- Consider discounted sale or long-term ground lease terms for community-serving projects.
- Provide technical assistance during design and financing stages.
- Establish community benefit agreements specifying service or housing attainability commitments, with ongoing performance reporting.

ONGOING DISCUSSIONS

Throughout the master planning process, the team and ACPHLA has been engaging with various interested occupiers as stated in Chapter 3.0. These discussions have led to several potential leads and pending offers.

University of Albany (SUNY Albany) recently made public their plans to buy the Centennial Hall Building (CBS6 Albany, November 3).

An educational institution has submitted an offer for Albertus Hall and the Science Building. A healthcare institution has submitted their offer for the Lally Building, and the county has

expressed interest in the Hearst Media Center Building, Huether Business School Building, Hellman Library, Events and Athletic Center, and the Interfaith Sanctuary.

Together, these offers can facilitate ACPHLA to make substantial progress toward responsible debt resolution, creating greater flexibility in future decision-making to advance the guiding principle of strengthening neighborhood vitality. The early presence of Albany County employees on the campus has brought daily activity and “eyes on the street,” helping to stabilize the area and contribute to its safety and vitality. Continued reinvestment by institutional partners will build on that foundation, reinforcing the momentum established by the county's initial commitment.

In addition to the pending offers noted above, a religious non-profit has expressed interest in acquiring several buildings north of Madison Avenue, while an ambulance service has shown



Figure 6.2 - Community Workshop 3 - October 2025

interest in the maintenance building for operational use and the third floor of the Lally Building for administration and training. This combination could complement the healthcare institution's offer for the Lally Building, creating a cohesive cluster of health- and service-oriented uses.

MIXED USE REDEVELOPMENT SITE NEXT STEPS

As outlined in Chapter 5.0, Concepts 2 through 5 explore a range of housing and mixed-use opportunities concentrated at the eastern corner of the former campus, where Western Avenue meets Partridge Street. Identified as a key mixed-use zone on the Spatial Zones Diagram, this area represents ACPHLA's strongest opportunity to catalyze visible redevelopment activity. ACPHLA should consider issuing a targeted Request for Proposals (RFP) that invites developers, operators, and investors to respond directly to the vision established in the playbook. The RFP should encourage innovative proposals that either advance ideas already identified or introduce new uses and partnerships not yet explored. It could also include the security building across Partridge Street as part of a broader activation strategy. The consultant team recommends selling these existing residential buildings in groups of five or six to maintain redevelopment momentum, promote cohesive design, and ensure that scale and character complement the surrounding neighborhood.

SHARED AMENITIES

The long-term success of redevelopment across the campus will depend on how shared amenities, infrastructure, and open spaces are planned and managed. Future investment will likely include the enhancement and activation of the central green space and other key gathering areas, which serve as visual

and functional anchors for the broader site. Maintenance of shared elements, such as parking areas, greenspaces, utilities, and internal circulation routes, may require a coordinated ownership or management structure, such as a tenancy-in-common or similar shared agreement consistent with New York State law. Construction of shared amenities and public-facing improvements could also be facilitated through community benefit agreements, ensuring that these investments contribute directly to long-term neighborhood vitality.

PRIORITY ACTIONS

Before transferring any property interest for buildings or properties that are not included in the "Ongoing discussions," the ACPHLA should aim to complete several foundational steps that provide the legal, technical, and policy framework for redevelopment.

1. Establish a Property Disposition Policy

Adopt a transparent policy outlining criteria for evaluating proposals, including alignment with this master plan, financial and technical capacity, public benefit, and design quality.

2. Conduct Due Diligence

- Confirm clear title and identify easements or deed restrictions.
- Complete environmental site assessments (Phase I/II) and hazardous material studies.
- Assess code compliance based on building assessment from this master plan.
- Identify any historic preservation constraints.

3. Align Zoning and Entitlements

While multi-family, mixed-use, and park uses are all permitted within the MU-CI and MU-NE zoning districts in the City of Albany's USDO, the existing institutional designations are obsolete given the closure of the college. The property may therefore be more suitably zoned as Mixed-Use Community Urban (MU-CU). The purpose of the MU-CU district is to provide for a wide variety of retail, residential, and commercial uses intended to serve an area larger than a specific neighborhood in an urban setting characterized by relatively small blocks.

All of the proposed uses outlined in the concept plans are permitted uses in the MU-CU zone, structures of up to five stories are permitted, and there is no maximum number of dwelling units. Additionally, while the site is also regulated by the Combined Sewer Overlay (CS-O), impervious lot coverage is permitted to be up to ninety percent. While there is no existing MU-CU zone contiguous to the site, there is an existing MU-CU district at the southwestern corner of Madison Avenue and North Main Ave, approximately 200 feet from the project site, that supports the proximate designation.

4. Define Shared Amenity Ownership and Maintenance Responsibilities

Prepare a phasing and infrastructure strategy identifying the timing and funding responsibilities for streets, parking, greenspaces, and other shared resources.

5. Market and Outreach Program

Prepare clear marketing materials and Requests for Qualifications/Proposals (RFQ/RFP) that communicate

available properties, desired uses, and the county's expectations for design quality, sustainability, and community benefits.

6. Ongoing Communication

Maintain transparent communication with residents, institutions, and neighborhood organizations as redevelopment proceeds.

COORDINATION AND OVERSIGHT

Implementation will be managed by the ACPHLA, in coordination with the The Alliance, and the appropriate departments with Albany County.

Annual progress reports summarizing property transfers, development activity, and community outcomes, can provide a basis for plan updates and policy adjustments.

POTENTIAL GRANT & FUNDING PROGRAMS

The ownership structure of the parcels within the campus, whether they be public, private, not-for-profit, or some other combination thereof, is one of the key initial steps that is needed for future transformation of the site. This will be a determining factor in the financial mechanisms that can be used as well as seeking supplemental funding that may be available for certain actions, typically in the form of grants. While there is a wide array of grant funding available at the private, State, and Federal levels, eligibility for some programs is dependent on the entity that is applying for or the benefiting from the project. Once the entity is identified and the specific project, or element of a larger project, is identified, the appropriate funding avenue can be sought.

In addition, depending on the agency or organization administering the program, public or private/philanthropic, projects will have to align with specific goals and priorities set by them. Grant funded projects can range from programming needs to community development and infrastructure.

While funding is readily available every year, amounts, priorities, scoring criteria, and other awarding factors can vary, depending on budgets and market conditions. With state and federal grants, discretionary budgets and politics are the biggest impacting elements while private/philanthropic grants are impacted by donors.

Regardless, there are a number of grants that are available to consider as part of the implementation of the Redevelopment Master Plan for the Saint Rose Campus. The following are some of the most common or relevant, though it should be noted that most are highly competitive and are subject to submission of detailed applications. A matrix of the eligibility of each of the grants listed on the following pages is included at the end of this section.

Albany County Land Bank Corporation Grants

The County Land Bank was awarded \$1.8 million to address vacant/abandoned properties in Albany County through the NYS Land Bank Initiative. If part of a site has blighted or under-utilized buildings, or needs stabilization/demolition before redevelopment, this type of funding can help prep buildings or parcels for reuse.

Through more detailed review and analysis, buildings/land that are determined to meet the blight/underutilization criteria could utilize these funds for structural cleanup or early adaptive reuse phases of redevelopment.

Albany County Arts & Culture Grant Program

Administered by the Advance Albany County Alliance and the Arts & Culture Advisory Council, this grant program could fund arts, cultural, historic preservation or community activation components of the redevelopment (e.g., repurposing buildings for arts, integrating community space).

Though geared towards smaller-scale projects that are cultural in nature, it could be used for community engagement, programming or placemaking elements within the greater campus revitalization effort.

Arts-related program(s)

NYS Council for the Arts Capital Projects Fund for capital projects related to building stabilization, historic preservation, health and safety, efficiency, and accessibility.

Down Payment/Homebuyer Grants – Albany County Rural Housing Alliance (ACRHA)

For first-time homebuyers in Albany County, this program helps to offset down payments and closing costs to qualified households, which also includes limitations on purchase price, condition, and other requirements.

As the playbook includes attainable or market-rate rental or homeownership housing, ACPHLA might integrate such programs into the housing strategy (though these are more individual homeowner-oriented) as a complementary element of the broader strategy.

Albany County Municipal Park Improvement Initiative

A county-led initiative, therefore subject to budget allocation from the Legislature, grants in this program up to \$15,000 for the “enhancement and development of city, town, and village-owned parks, playgrounds, and recreational facilities” for municipalities throughout the county.

While a smaller funding amount, this could be suitable for open space, park improvements or new public realm elements within the campus that aligns with the desired community amenities as part of the larger placemaking strategy.

Recreation/Open Space-related program(s):

- NYS Parks Program (Environmental Protection Fund) for planning, construction or improvements to public recreation, historic or heritage areas.
- NYS DEC Urban/Community Forestry for the installation of street trees or improvements to urban forests.
- Project for Public Spaces Community Placemaking funds planning, design, and construction of smaller-scale municipal and non-profit public spaces as well as technical assistance for outreach and engagement.
- DASNY/NYS Parks Building Recreational Infrastructure for Communities, Kids, and Seniors (BRICKS) is a capital grant program that funds the acquisition, design, construction, renovation, and modernization of public/non-profit community centers.
- AARP’s Livable Communities Initiative is a small-capacity, quick-action (results) funding program designed to help

communities become more livable for people of all ages, with a special focus on residents aged 50 and older, that includes public spaces, accessibility, housing, and mobility.

NYS Smart Growth Community Planning Program

Administered by the New York State Department of State (DOS) via the Environmental Protection Fund this grant is intended to help municipalities and eligible organizations develop or update local area plans, zoning, comprehensive plans, or redevelopment frameworks in line with Smart Growth Principles (NYS DOS Program).

For this master plan, the County could apply to fund creation or update of the zoning overlay, master plan refinement, design guidelines, or phasing/study work for the 26.5-acre site. This is more geared towards foundational work with planning, zoning, or design standards that would lead the transformation of the site rather than actual construction.

FAST NY (Focused Attraction of Shovel Ready Tracts)

This grant is provided through the Empire State Development (ESD) and can be used for preparing sites to be “shovel-ready” for major investment through one of three separate tracks. Track A is for certification as “shovel-ready” and marketing, Track B entails working capital grants for pre-development site planning and review, and Track C is geared toward infrastructure improvements.

The FAST-NY program is suitable for sites that want to attract large institutional, healthcare, or education anchor uses (or a major developer) and need major infrastructure (utilities, large-scale remediation, roads). As a local example, in February 2025 the Port of Albany received around \$18.8 million for

infrastructure upgrades to expand capacity. The “shovel ready” certification and marketing that comes with this program can bring national and international developers to the table, increasing exposure toward large job and investment-generating projects.

Infrastructure-related program(s)

- NYS DOT Transportation Alternatives Program (TAP) for non-vehicular or alternative transportation improvements on public roads, including trails.
- Green Infrastructure Grant Program (GIGP), geared towards projects that utilize unique stormwater infrastructure design and create cutting-edge green technologies rather than standard stormwater practices.
- Main Street America (private foundation) and NY Main Street (State Office of Community Renewal) are specific resources geared towards the revitalization of central business areas or commercial cores.
- Empire State Development (ESD) Capital Grants are for capital-based economic development initiatives intended to create or retain jobs; prevent, reduce or eliminate unemployment and underemployment; and/or increase business activity in a community or region.

PRO Housing Program

Administered through the State Office of Homes and Community Renewal, this program is open to communities that have attained PRO Housing certification and is geared towards a wide range of pre-development/non-capital activities provided that they focus on or support housing projects.

Building-related program(s):

- Community Development Block Grant (CDBG), administered by the State Office of Homes and Community Renewal, funding opportunities include infrastructure, public facilities, community planning, small business/microenterprises, and housing.
- NYSERDA Building Cleaner Communities Competition funds the construction and renovation of commercial, industrial, institutional, municipal, and mixed-use buildings to promote zero emissions, carbon neutral, and/or resilient buildings.

	Local Gov't	NFP	Private	Public Authority*	Tribal Gov't	NGO	School Districts
Albany County Land Bank Corporation Grants	X		X				
Albany County Arts & Culture Grant Program	X	X					X
NYS Council for the Arts Capital Projects Fund		X					
Albany County Rural Housing Alliance (ACRHA)			X				
Albany County Municipal Park Improvement Initiative	X	P	X				
NYS Parks Program (Environmental Protection Fund)	X	X		X			P
NYS DEC Urban/Community Forestry	X	X		X			
Project for Public Spaces Community Placemaking	X	X					
DASNY/NYS Parks Building Recreational Infrastructure for Communities, Kids, and Seniors (BRICKS)	X	X					
AARP's Livable Communities Initiative	X	X					
NYS Smart Growth Community Planning Program	X						
FAST NY	X	X		X			
NYS DOT Transportation Alternatives Program (TAP)	X				X	X	P

Figure 6.3 - Table: Matrix of Eligibility

	Local Gov't	NFP	Private	Public Authority*	Tribal Gov't	NGO	School Districts
Green Infrastructure Grant Program (GIGP)	X	P	P				P
NY Main Street	D		X				
Main Street America	X		X				
Empire State Development (ESD) Capital Grants	X	X	X			X	
PRO Housing Program	X						
NYSERDA Building Cleaner Communities Competition			X				
Community Development Block Grant (CDBG)	X	X		X			

*Includes Local Development Corp (LDC), Industrial Development Agency (IDA)

P - Partnering opportunity only

D - Designation required

Figure 6.3 (contd.) - Table: Matrix of Eligibility

OTHER FINANCING MODELS

In addition to grants, typically providing funding at one point in time for a certain element of a project, other financing models are available to fund installation as well as maintenance over time. Land and public improvement financing mechanisms are tools used by municipalities, developers, and public agencies to fund infrastructure and community enhancements. These mechanisms ensure that growth and development are supported by adequate roads, utilities, parks, and other public facilities without placing undue burden on general taxpayers, but rather the direct beneficiaries. Like grants, some of these mechanisms are available or pertain to public ownership while others are private.

General obligation bonds

These bonds are issued by local municipalities and are backed by the full faith and credit of the government from which they are issued. Typically used for large-scale projects like schools or parks, these must serve a public purpose and are subject to voter approval. Private entities may have partial ownership, use or control in a project subject to a bond, but it must be a minor amount with the majority held by and controlled by local government.

Public-Private Partnerships

This entails a collaborative agreement between government and private entities to finance, build, and operate infrastructure associated with a complex or high-cost project. While ownership may be by the local government, capital investment is done on private side along with operation after construction. In addition, the local government (or agency) provides oversight and ensures public interest is maintained throughout

the life of the project. Typically, each partner shares in income resulting from the partnership to pay off investments and build revenue. Models include Design-Build-Finance-Operate, Build-Operate-Transfer, and Lease-Develop-Operate, but regardless of which is used, legal statutory authority must be provided by the local government to enter into these agreements.

Tax Increment Financing

Tax increment financing (TIF) is governed by Article 18-C of General Municipal Law and allows local governments and other public benefit entities to finance public infrastructure to stimulate economic development, typically in redevelopment and revitalization projects associated with blighted or underutilized areas. This essentially freezes the current value of land and captures future increases in property tax revenue, due to rising property values, within the designated area to fund current improvements.

Special Assessment Districts

A common financing mechanism that is tied to a specific geographic area established by the local government to address specific public improvement(s) of the property contained within it through an additional fee or assessment. Unlike general taxes, these assessments are based on the benefit received, not on property value alone. These may come in the form of a Business Improvement District (BID), focused on improving quality of life and commerce in a commercial area, or a targeted assessment program that creates a pool of tax revenue from owners within it to finance infrastructure improvements. A municipality may issue bonds backed by anticipated assessment revenue to fund upfront costs.

