

Prepared for:

Pamela O'Neill
Purchasing Agent
County of Albany
112 State Street, Room 820
Albany, NY 12207

Submitted by:

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Albany County: RFP #2026-040 Development of a
Comprehensive Plan for Albany County

APRIL 10, 2026

LABELLA PROPOSAL NO. 2602401



April 10, 2026

Pamela O'Neill
Albany County Purchasing Agent
112 State Street, Room 820
Albany, New York 12207

RE: RFP #2026-040
Development of a Comprehensive Plan for Albany County

Dear Ms. O'Neill and Members of the Selection Committee:

Enclosed, please find our response to the Request for Proposal (RFP) to prepare the Albany County Comprehensive Plan. LaBella Associates (LaBella) is pleased to provide a planning process centered around community and public engagement that we have found successful in helping identify issues and opportunities to shape communities' futures.

Our Albany County-based team will lead this effort. This local group includes planners and engineers who work daily with communities – large and small – and partner agencies across the County. By bringing these established local insights and relationships to the table, we operate as a team that truly lives, works, and plays in Albany County.

We understand and acknowledge that Albany County is undertaking this Plan at a pivotal moment, and that a thoughtful, coordinated planning process will directly shape how the County grows, delivers services, and invests in its future. Our team is no stranger to the nuance that comes with creating a plan of this scale; our experience working in Lewis and Warren Counties has equipped us with the technical complexity and the operational realities that shape successful county-level planning efforts.

Through this process, it is our intent to ensure the final Comprehensive Plan can function as both a vision for Albany County as a place, and a strategic tool for Albany County as an organization. This dual perspective – informed by our status as both residents and professional consultants – will allow us to identify gaps, redundancies, and opportunities for more effective coordination, ensuring that recommendations are grounded in how the County functions. Our team will create an action-oriented plan with priority actions, responsible entities, and funding opportunities that can be utilized immediately by the County upon adoption.

We have assembled the LaBella team specifically for the creation of a successful, well rounded plan. A key strength of our team is the integration of planning with economic and housing analysis. Through our partnership with **HR&A Advisors** – currently working with the Advanced Albany County Alliance on its economic development strategy – we will deliver a detailed understanding of population trends, economic conditions, and housing needs. We also recognize that a countywide plan must reflect the voices of Albany County's diverse communities. Our engagement process is structured, inclusive, and iterative – beginning with coordination across County departments and with municipal leaders, and expanding to broad public participation. In partnership with **River Street Planning & Development**, a Troy-based firm and Woman-Owned Business Enterprise (WBE), our team will implement a locally grounded outreach strategy that meets residents where they are. This regional collaboration ensures our planning efforts are informed by the unique socioeconomic fabric of the Capital District.



We appreciate your consideration and the opportunity to support our home community in this important effort. As neighbors and professionals, we look forward to the possibility of working together. Should you have any questions, please do not hesitate to contact us using the information below.

Respectfully submitted,

LaBella Associates

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SECTION II
QUALIFICATIONS \ EXPERIENCE
Team Qualifications

WHY OUR TEAM?

www.openspaceinstitute.org

LaBella has assembled a team intentionally structured for this assignment—one that combines countywide planning experience, multidisciplinary in-house expertise, and local engagement experience to address the full range of Albany County's needs, from community visioning to implementation and long-term coordination across its municipalities.

We ask that as you select a team to undertake the comprehensive planning process, you consider the following:

Locality

First and foremost, **we are not new to Albany County**. Our Capital Region team has deep roots within the County—we live here, work here, and maintain active relationships with municipalities, agencies, and stakeholders across the County and neighboring communities. We have maintained a presence in the Capital Region for more than 20 years, from our first office on River Street in Troy to our current office in Latham. We care for the futures of the communities we serve, and are dedicated to their success—no matter the scale of the project.

This local foundation is paired with experience delivering countywide comprehensive plans across New York State, giving us both the on-the-ground insight and the broader perspective needed to position Albany County competitively within the region.

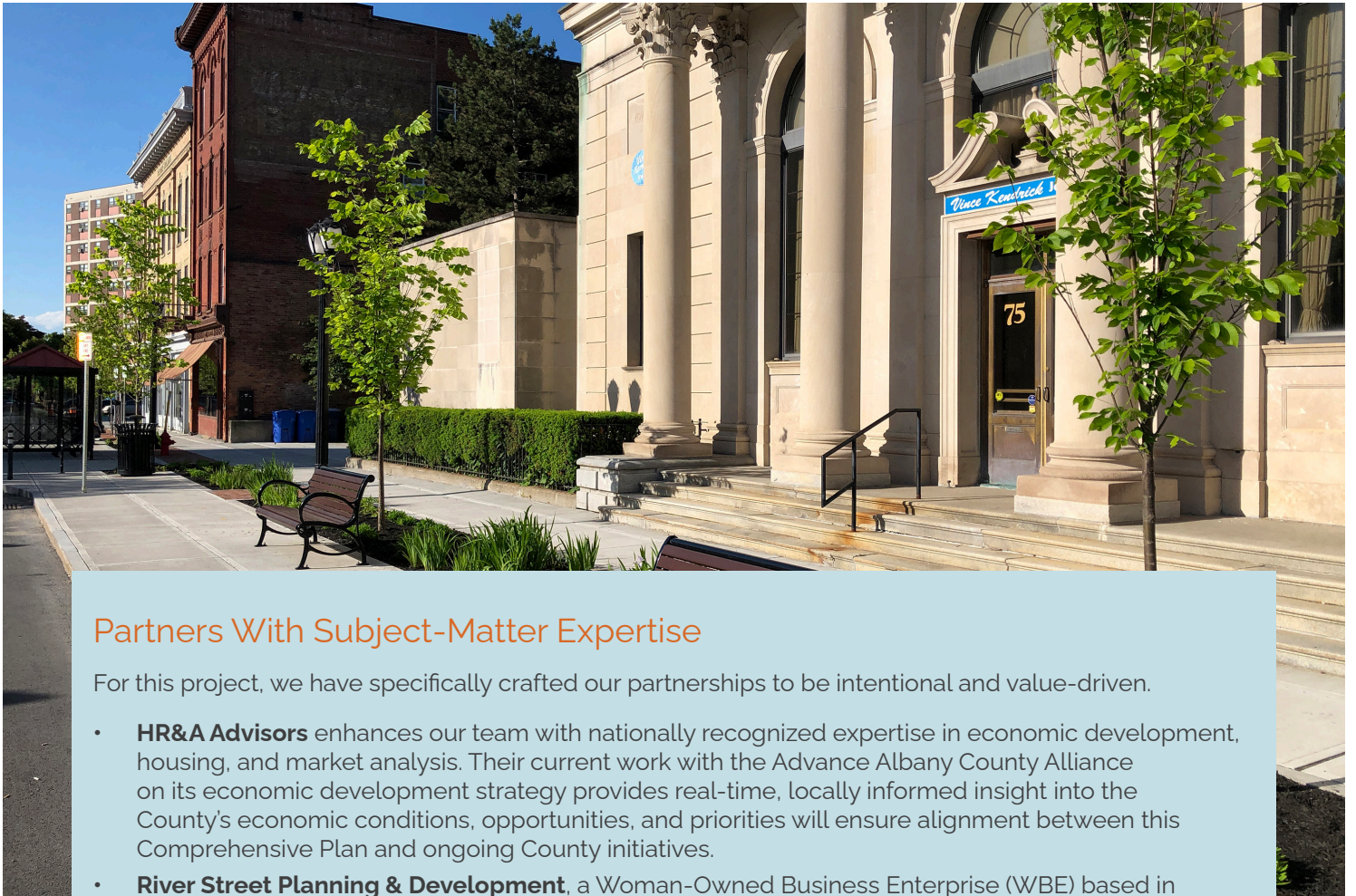
Full-Service Capabilities

Unlike teams that assemble multiple subconsultants to cover planning, infrastructure, environmental, and implementation needs, LaBella brings a fully integrated, multidisciplinary team in-house. Our planners, engineers, GIS analysts, and designers work together every day—allowing us to take projects from analysis, to strategy, to implementation.

How does this structure serve the County?

- Stronger coordination and fewer handoffs
- More efficient project delivery
- Better alignment between planning and real-world implementation
- Direct access to technical expertise without added layers of management

WHY OUR TEAM?



Partners With Subject-Matter Expertise

For this project, we have specifically crafted our partnerships to be intentional and value-driven.

- **HR&A Advisors** enhances our team with nationally recognized expertise in economic development, housing, and market analysis. Their current work with the Advance Albany County Alliance on its economic development strategy provides real-time, locally informed insight into the County's economic conditions, opportunities, and priorities will ensure alignment between this Comprehensive Plan and ongoing County initiatives.
- **River Street Planning & Development**, a Woman-Owned Business Enterprise (WBE) based in downtown Troy, adds deep local knowledge and a extensive record of inclusive, community-centered engagement across the Capital Region.

Our partners complement LaBella's internal team, and will provide targeted expertise for the Plan while maintaining a streamlined, unified project structure.

Experience Across Urban and Rural Contexts

Albany County is a diverse landscape—from the urban core to river communities to rural Hilltowns. LaBella has direct experience working across this full spectrum, understanding the unique challenges and opportunities each context presents. From landscape architecture work improving the parks and streets of Cohoes, to protecting public drinking water in Rensselaerville, and a winning New York Forward award in the City of Watervliet—we understand the County from all viewpoints.

Our work on comprehensive plans in counties like Lewis and Warren, the City of Schenectady, and the Village of Menands—as well as communities throughout the Capital Region, and partnerships with local transit authorities, demonstrates our ability to:

- Balance growth and preservation
- Support both dense urban reinvestment and rural community needs
- Align County-level strategy with local municipal priorities

At our core, the LaBella team is built around partnership. We work alongside our clients—not just as consultants, but as collaborators invested in outcomes. Our team is committed to helping Albany County navigate this pivotal moment with a **clear, coordinated, and achievable** path forward.

ABOUT LABELLA

At LaBella Associates, our job is to create – structures, plans, ideas, results. As a nationally recognized Design Professional Corporation, that's a given, right?

But here's what really drives us: creating partnership between our team and our clients. So much so that we become one team, unified in the unrelenting pursuit of exceptional performance on each and every project. Reliability. Accountability. Collaboration. Respect. Not skills we went to school for, but innate in LaBella team members.

The pursuit of partnership is embedded in our culture – it has been since our inception in 1978. And it affects client outcomes in profound ways. It means we're built to expertly execute projects from start to finish. That we have the talent and resources to take on any challenge. That projects are completed on time, on budget, and beyond expectations. And that we win awards – not just for our talent, but also for our ethics, employee culture, and growth.

Today, our wheelhouse is broad, with four key service offerings: Buildings, Energy, Infrastructure, and Environmental. Our reach is widespread with staff located throughout the country and Europe. We're headquartered in Rochester, NY– but our impact is seen, felt, and experienced around the world.

LaBella is qualified to do business in New York state.

Years in Business: 48

Length of Planning Experience:
48



SOLVE COMPLEX PROBLEMS



INFRASTRUCTURE

We're planning, designing, and building the systems and structures that enable modern life. It's innovation meets heavy-duty insight.

ENHANCE OUR EXPERIENCE



BUILDINGS & FACILITIES

It's about more than creating, maintaining, and resurrecting the buildings in which we work, learn, and engage – it's about beautifying and bettering the communities we call home.

ADVOCATE FOR THE FUTURE



WASTE, RECYCLING, & ENVIRONMENTAL

Our services are leading the way to help study, restore, and safeguard the land, air, and waterways in and around our communities.

LEAD THE WAY



ENERGY

From traditional energy sources to renewable ones, we're helping power our regions through energy resource management, transmission, and distribution.

PLANNING SERVICES

Overview



A strong and vibrant community supports growth and sustainability.

At LaBella Associates, we provide the tools you need to bring your community's vision to life. With a multi-disciplinary staff of more than 20 experienced team members, including planners certified by the American Institute of Certified Planners (AICP), our clients can rest assured that we have the resources and knowledge to implement successful projects within budget and on time.

Our Planners have assisted Upstate New York communities for more than 45 years and are responsible for all planning and grant services. We thoughtfully assist clients with achieving their planning, community development, and economic development goals.

Our planners have achieved considerable success in helping clients find appropriate sources of funding for projects.

Our full range of planning and grant services include:

- Active Transportation
- Agricultural Preservation
- Brownfield Redevelopment
- Community Participation & Engagement
- Comprehensive Planning
- Downtown & Neighborhood Revitalization
- Economic Development
- Economic and Market Analysis
- Housing Analysis
- Environmental Review
- Geographic Information Systems (GIS)
- Grant Applications and Administration
- Land Use Regulation and Zoning
- Market Research
- Municipal Infrastructure and Improvements
- Plan Review / Board Support
- Program Management
- Resiliency Planning
- SEQR and Impact Analysis
- Strategic Plans
- Urban Design

Success for us looks like long-term partnerships and ongoing support for your community as it grows.

Whether you're ready for planning and development, grant/funding application and administration, or project execution, we've got you covered.

COMMUNITY ENGAGEMENT & PARTICIPATION

At LaBella Associates, we believe that the most effective plans are those built alongside the people who live them. Our planning group brings extensive experience in designing and facilitating engagement strategies to involve, educate, and collaborate with the public. By blending high-quality visual storytelling with a versatile range of outreach methods, we ensure that every voice is heard.

Our versatile toolkit Includes:

- **Public Meetings & Visioning Charrettes:** Facilitating productive, high-energy sessions that move from ideas to action.
- **Digital & Interactive Outreach:** Leveraging online surveys, ArcGIS StoryMaps, and interactive mapping to reach a broader, more diverse audience.
- **Focused Stakeholder Collaboration:** Deep-dive sessions with focus groups from diverse backgrounds to navigate local nuance and varying priorities.
- **Tactical Urbanism & Pop-Ups:** Bringing the planning process directly to people through temporary installations, pop-up tabling, and community events.
- **Inclusive Youth Engagement:** Involving the next generation of residents to help shape their community's planning processes.

We don't believe in a one-size-fits-all approach.

We collaborate closely with our clients to identify the most effective participation techniques tailored to a community's unique culture and preferred communication style.

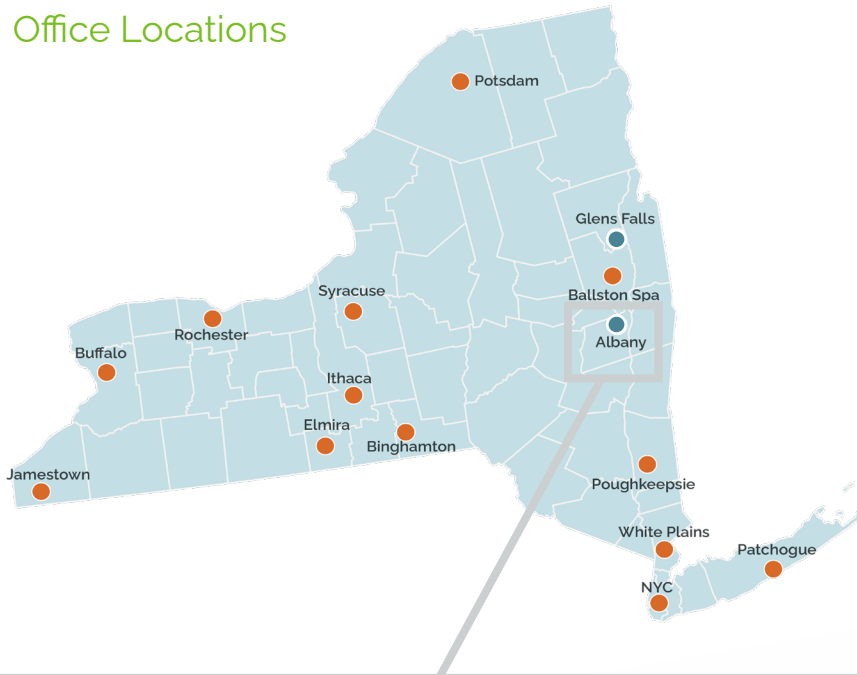
Our process begins with clearly defining project goals, gathering community input, and establishing meaningful touchpoints with the public to ensure the final product is a result of a collaborative and iterative process between our team and the public.



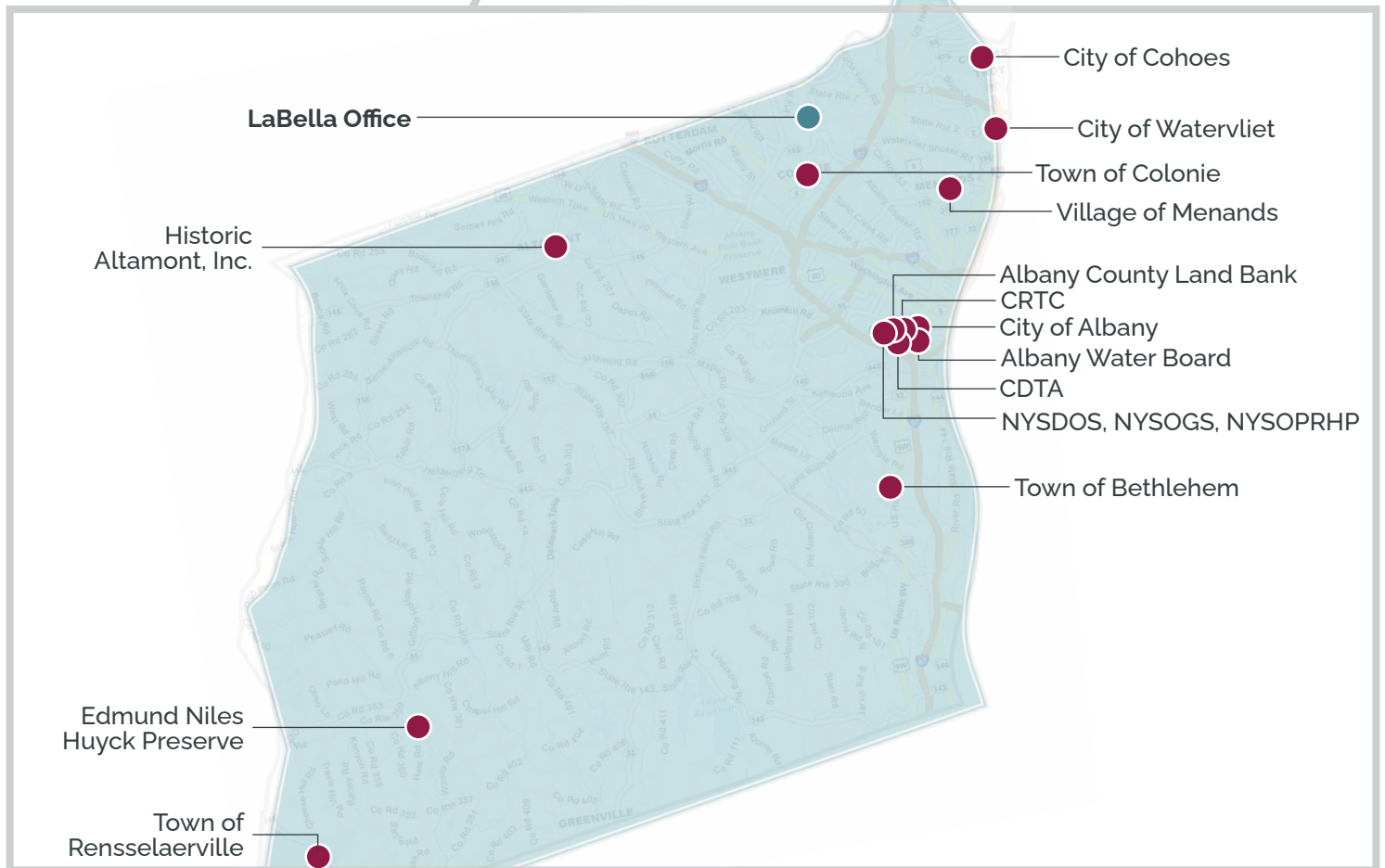
Want to learn how we'll engage Albany County?
Head to [Section IV: Plan Implementation](#).

ALBANY COUNTY CLIENTS

New York Office Locations



We are proud of our long-standing community partnerships across Albany County. The communities shown here include clients that we have been working with and supporting for decades, engaging with local community stakeholders and developing visions for the future. From project implementation and engineering, to securing transformational grant funding—we set our clients up for success.



Firm Intro

About HR&A

HR&A Advisors, Inc. (HR&A) is an employee-owned company advising public, private, non-profit, and philanthropic clients on how to increase opportunity and advance quality of life in cities. We believe in creating vital places, building more equitable and resilient communities, and improving people's lives.

Mission Statement

HR&A's mission is to ensure implementation of our clients' aspirations: to create vital places, build more equitable and resilient communities, and improve people's lives.

Our Culture

We are former public servants, urban planners, designers, city officials, activists, real estate developers, and economists. We create value for our clients by integrating multiple disciplines and leading teams with architects, engineers, lawyers, community organizers, and other specialists.

Nearly everything we do is a team effort, internally, with other professional services firms, and clients. Collaboration, trust, and integrity are important components of our culture. This sense of team extends to our ownership structure: we are 100% employee-owned. Our staff is data-driven, creative, and dedicated.

We believe in and support our employees' growth and advancement. Many of the firm's senior leaders started off as analysts. Within our collaborative work environment employees learn new skills and earn additional responsibilities. In addition to a supportive work environment, HR&A offers an annual stipend to assist in professional development.



Anti-Racism, Diversity, Equity, and Inclusion (ADEI)

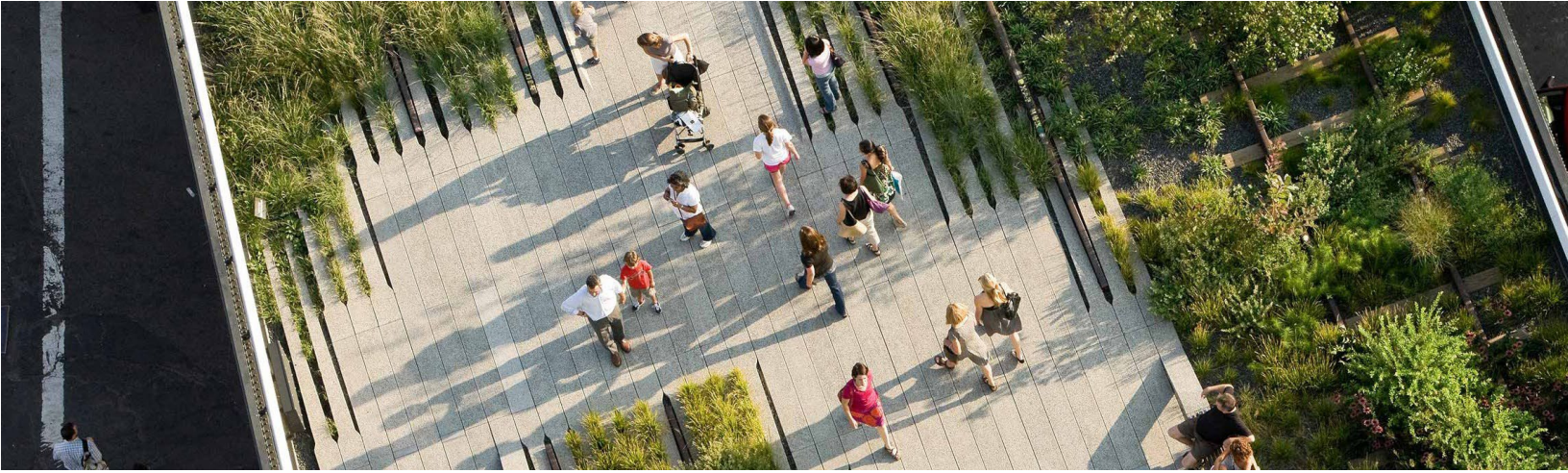
Our commitment to anti-racism, diversity, equity, and inclusion (ADEI) is critical to the mission and identity of HR&A. We approach this by continuously:

Examining the social and economic disparities within the systems, institutions, and communities where we work.

Interrogating our role in perpetuating inequities, learning best practices, and exploring how to redirect our firm and our clients towards building more equitable cities.

Refining our approach to how we hire, manage, support, and reward our employee-owners to ensure that our firm is a place that honors difference and equips all staff to thrive.

Recognizing the role of the people in the communities where we work and our commitment to supporting their visions.



Firm Profile

HR&A Advisors, Inc. (HR&A) helps create more equitable, resilient, and dynamic communities.

Our work turns vision into action through rigorous analysis, strategy development, and implementation planning. We have provided strategic advisory services for some of the most complex mixed-use, neighborhood, downtown, campus, and regional development projects across North America and abroad for over forty years.

With offices in New York, Los Angeles, Atlanta, Dallas, Raleigh, and Washington DC, we have a presence that allows us to serve clients worldwide.

From Southern California to Brooklyn, and London to Medellín, we have guided hundreds of clients in transforming real estate and economic development concepts, and public infrastructure, first into actionable plans then into job-producing, community-strengthening assets. We have served a range of clients – real estate owners and investors, hospitals and universities, cultural institutions, community development organizations and governments – since 1976.

COMPANY PROFILE

River Street Planning & Development, LLC is an NYS-certified woman business enterprise formed in 1997 in Troy, NY by Margaret Irwin. For decades, River Street has worked to make planning equitable, accessible and socially inclusive, ensuring that people with a wide range of perspectives and backgrounds are heard and have influence – leveling the playing field and broadening opportunity. The company recently coordinated community engagement to reimagine reuse of the former Saint Rose campus in Albany, NY and the former St Luke’s hospital site in New Hartford, NY. See [Home | Reimagine Saint Rose](#) and [Home | Reimagine St. Luke’s](#).

We offer an outcome-oriented approach to community planning that builds agreement and capacity, strengthens local leadership and shapes pride and vision – vital ingredients for successful action. In neighborhoods and downtowns, we help to develop integrated strategies that improve the quality, choice, accessibility, and affordability of housing, food, community facilities, childcare, jobs and job training and recreation with a focus on adaptation and resilience.

We are ready to help.

Our Services

- Consensus building, visioning, facilitation, focus groups and mediation both online and in person
- Traditional outreach and web-based engagement platforms
- Climate adaption, resilience and disaster recovery plans and codes
- Downtown and economic strategies and market assessment, job training and local food systems
- Design guidelines and standards
- Housing analysis and development support
- Graphic design, messaging and technical writing

SAMPLE OF RIVER STREET’S COMPLETED PROJECTS IN NYS’ CAPITAL REGION

CREDC 2025 Annual Report Update

City of Albany/Albany County Washington Park Complete Street Strategy and Transportation & Pedestrian Improvements Project, Reimagine Saint Rose, Washington & Western BRT Study, CDTC BRT Planning, Quail Street Green Infrastructure, Westmere Corridor, CDTC Smart Mobility Toolbox & CRTC Local Road Safety Action Plan Community Outreach

City of Troy ReCode Troy: Zoning a Livable City, One Monument Square Charrette, Hoosick Hillside Strategy, Local Waterfront Revitalization Program, City-wide Economic Strategy, Housing Needs Assessment and BOA Nominations

City of Schenectady Stockade Resilience Adaptive Preservation, Craig and Main Strategy, Comprehensive Plan, Zoning, Ten Neighborhood Plans, Downtown Strategy, Union Streetscape, Hamilton Hill TOD Plan, Transit Gateway Plan

Greene County Town of Hunter Smart Growth Comprehensive Plan; Village of Athens LWRP and NYF Designation; Village of Catskill DRI Proposal; Town of Prattsville Streetscape & Main Street Initiatives; Hunter Foundation/Village of Tannersville NYS DRI Designation, Fromer Farm Culinary Hub, Gooseberry Creek Revitalization Strategy, Gooseberry Park, Evergreen Festival Grounds

Other Capital Region Town and Village of Waterford Master Plan and Local Waterfront Plan; City of Watervliet Comprehensive Plan, Zoning, Main Street Revitalization Strategy and Route 32 Corridor Plan; Town of Queensbury LWRP and Brownfield Opportunity Area; Town of Bethlehem Hamlet Enhancement Plan and Design Guidelines; Town of Copake LWRP, Downtown Plan and Comprehensive Plan; Town of Malta Downtown and Historic Preservation Market Analysis

Adirondack Gateway Council: Pathways to Progress: Charting a Course for the Adirondack Gateway Region

River Street Staff

Our staff are experts in consensus building, mediation, capacity building, and community engagement – skilled facilitators who help communities identify a shared vision supported by diverse stakeholders. We are professionals with experience in community development, neighborhood revitalization, urban design, economic development, adaptive historic preservation, organization design, management, and financing. We use modern zoning to incentivize rehabilitation, infill and new development.

Our Partners

For over two decades we have partnered with clients to serve diverse communities of all sizes and support them to collaborate over the long haul – from market rate and affordable housing developers, to downtown BIDS, to public and private sector investors and developers, from major educational institutions to educational and workforce training. We support clients to understand roadblocks without defensiveness and trust experimentation to decide what actually works.

Core Mission: Participation

River Street uses customized participatory processes that foster constructive and meaningful dialogue to surface tactical solutions. We integrate data with policy expertise, and we graphically design results to make them understandable and actionable. We facilitate meetings and events and use focus groups, surveys, public workshops, real-time polling, and numerous interactive online tools to share ideas and gather innovative ideas. We welcome a new normal where online engagement for convenience of stakeholders is a backdrop to in person meetings. We plan, design logistics, and facilitate community events, municipal board presentations, advisory committee meetings, and online workshops/mini conferences as technical host, moderator and lead facilitator. We can use real time platforms like Zoom or vehicles like NextDoor or Bang the Table that continue after the project is complete. Stormz, Web Whiteboard and IdeaFlip are all available for brainstorming and prioritization activities.

A Solid Foundation

River Street's economic development practice helps the communities we serve, especially downtowns, to create work and wealth for local residents. We provide market and redevelopment area feasibility analysis, tourism development plans, local food access strategies, land management analysis and downtown revitalization plans. Our work in resilient disaster recovery and climate adaptation is creating highly replicable models. We prepare housing market studies and craft funding applications that have brought over \$500 million in financing to New York communities.

RECENT AWARDS

- 2020 ASLA NY Upstate Chapter Annual Awards
- 2020 **Merit Award: Historic Preservation** - City of Schenectady Stockade Flood Mitigation Strategy as partner to PLACE Alliance
- 2020 **Merit Award: Built Project** - Village of Sidney Green Infrastructure Streetscape as partner to Place Alliance with MH Engineering
- 2020 **Honor Award: Community & Research** - Craig-Main Complete Streets Connection as partner to PLACE Alliance and LandArt Studio
- 2015 **Heissenbuttel Award for Planning Excellence** for Pathways to Progress: Charting a Course for the Adirondack Gateway Region and for ADVANTAGE Adirondacks: Advancing Economic Opportunity Across the Adirondack Park



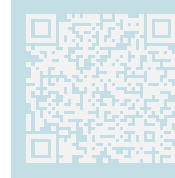
SECTION II
QUALIFICATIONS \ EXPERIENCE
Team Experience

WARREN COUNTY

County-wide Comprehensive Plan

CLIENT PARTNER

John Taflan
County Administrator
Warren County
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View the full plan here to learn more about how community input was key to creating a plan that balances growth, preservation, and resilience.

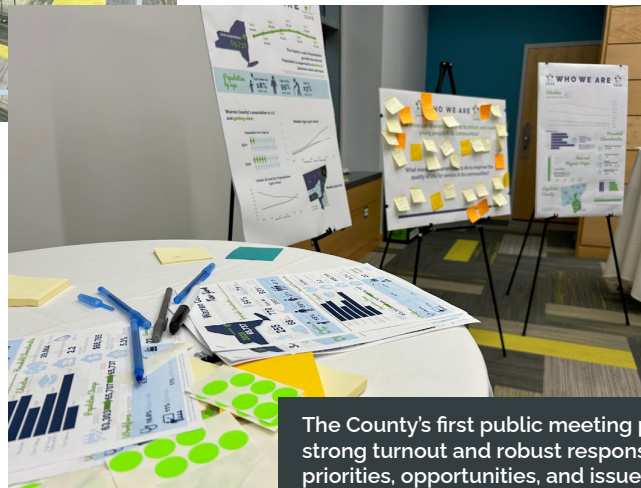
Warren County engaged LaBella Associates to prepare a County-wide Comprehensive Plan. Building on a range of projects completed by the County in recent years, the plan will establish a vision, goals, and objectives for the County for the next 20 years. The project was initiated with a series of meetings/interviews with County Department representatives with a focus on understanding internal department needs and priorities as well as issues and opportunities impacting the County and its communities.

The project included a community survey, extensive stakeholder interviews, and outreach, including interviews with collaborative partners to understand the strengths and weaknesses of the County.

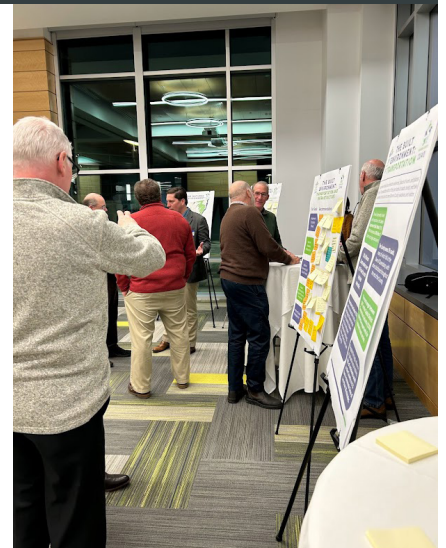
Key themes are organized around the Built Environment (Housing, Transportation, Infrastructure), Quality of Life, the Economy and the Natural Environment. For each of these areas, the Plan identifies what role the County

will play, where it has influence and/or control, and how the County can be most effective.

The Plan focuses on not just the what, but the how, and includes County Department assignments and metrics to measure progress. Regular engagement with the County Department Heads throughout the planning process ensured buy-in for successful implementation. The final, adopted Plan serves not just as a vision for the future, but as a guidepost for the County to protect quality of life and be good stewards for the natural environment while promoting housing choice and the economy.



The County's first public meeting produced a strong turnout and robust responses regarding priorities, opportunities, and issues that impact the County.



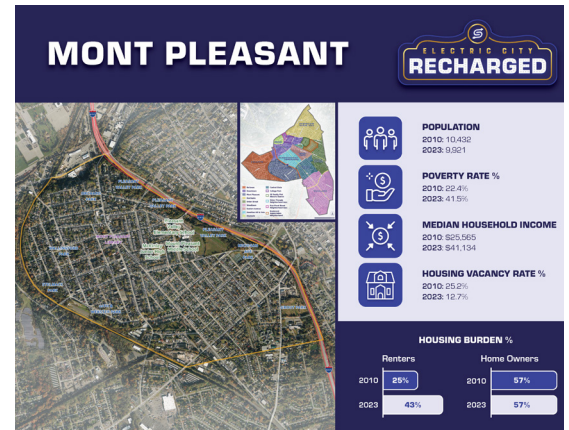
CITY OF SCHENECTADY

Comprehensive Plan Update



CLIENT PARTNER

Alexandria Carver
Director of Development
City of Schenectady
(518) 382-5147 ext. 5149
acarver@schenectadyny.gov



LaBella Associates is leading the preparation of the City of Schenectady's Comprehensive Plan Update, "Electric City Recharged." This vital initiative aims to forge a community-driven, actionable roadmap for Schenectady's future. The plan tackles a wide array of critical issues, including improving housing access to ensure equitable and attainable options for all, fostering small-business development to stimulate economic growth, enhancing pedestrian and bicycle safety to create more walkable and bikeable communities, improving overall public safety, addressing blight to revitalize neighborhoods, protecting and enhancing the City's rich history, building neighborhood resilience, and expanding access to fresh foods and other vital resources, among numerous other critical issues. This multifaceted approach prioritizes extensive community outreach, a deep understanding



of Schenectady's unique challenges, and the development of truly attainable, solutions-based strategies.

A cornerstone of the "Electric City Recharged" initiative is a robust, community-driven engagement strategy. LaBella is coordinating with 10 separate neighborhoods across Schenectady, using a multifaceted approach that includes workshops, pop-up events, focus groups, and school outreach. To ensure every voice is heard, communication

Anchored in robust community engagement, LaBella's "Electric City Recharged" initiative is shaping a comprehensive, data-informed vision for Schenectady's next chapter.

materials are easily accessible and bilingual. To supplement information gathering, the City launched a comprehensive community survey, collecting

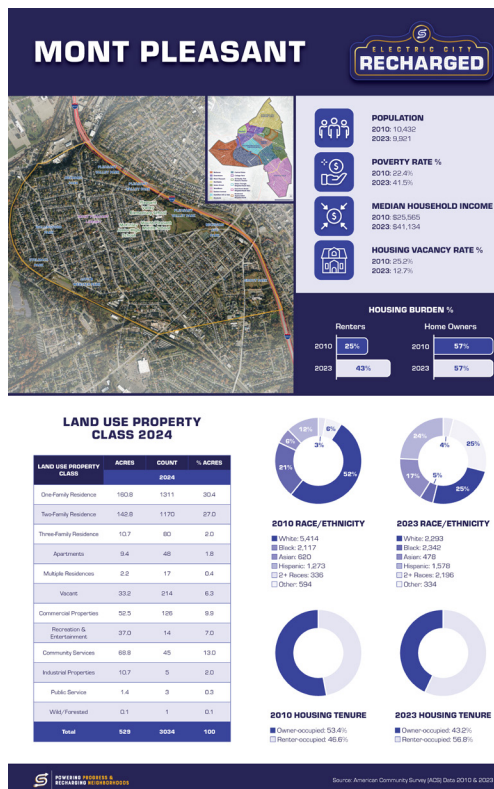
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CITY OF SCHENECTADY

Comprehensive Plan Update (...cont'd)

both quantitative and qualitative insights. This city-wide survey will be further supported by future issue-specific surveys. Guiding this entire process is a diverse Advisory Committee, composed of community and stakeholder representatives whose insights are crucial in shaping the plan's direction and fostering consensus.

The "Electric City Recharged" project is structured around a two-phased approach, beginning with Phase 1: Visioning. This initial stage is all about deep listening and discovery, aiming to grasp the diverse perspectives, challenges, and aspirations of Schenectady's residents and stakeholders. During Visioning, the team cast a wide net to gather both qualitative and quantitative data, building a clear picture of the city's current state and its desired future. Once a thorough understanding was achieved in Visioning, the project moved into Phase 2: Plan Development. This phase involves synthesizing visioning data and translating the gathered insights and priorities into concrete strategies, policies, and attainable recommendations for the Comprehensive Plan.



CLIENT PARTNER

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LEWIS COUNTY

County-wide Comprehensive Plan



As the lead consultant, LaBella Associates is managing a diverse, multidisciplinary team to execute the Lewis County Smart Growth Comprehensive Plan, an eighteen-month strategic initiative designed to balance resource preservation with emerging growth opportunities. A primary focus of this process is a robust and inclusive community engagement strategy, utilizing a dedicated digital platform, targeted stakeholder interviews, and a comprehensive community survey to ensure that recommendations are grounded in local data and broad public consensus. This collaborative approach ensures that frequently underrepresented populations have equitable access to the planning process through conveniently scheduled workshops and ADA-accessible locations.

The planning process is specifically designed to address several critical regional issues:

Housing and Affordability: The team is performing a detailed inventory and analysis of housing characteristics, structure types, and conditions to address challenges related to housing diversity, availability, and cost burden for various income levels.

Agricultural Preservation: A central component of the plan is ensuring full compliance with New York State Agriculture and Markets Law and integrating findings from the 2021 Agricultural Enhancement Plan to protect active farmland and forest resources.

Economic Development: LaBella is coordinating a specialized Economic Conditions Analysis to evaluate industry structure, employment trends, and entrepreneurial activity, identifying strategic industries targeted for future investment.

CLIENT PARTNER

Casandra Buell, AICP
Director of Planning and
Community Development
Lewis County
(315) 376-5919
cassandrabuell@
lewiscounty.ny.gov

Healthcare Infrastructure: A specialized Preliminary Facilities Assessment Report for the Lewis County General Hospital is being conducted to evaluate building conditions, space utilization, and critical systems. This assessment will identify known unmet needs and service gaps, ensuring that health infrastructure recommendations are centrally integrated into the County's strategic roadmap.

Infrastructure and Energy: The project includes a comprehensive utility assessment and a dedicated Energy Generation Audit to identify strategies for reducing energy costs and developing renewable energy policies for the immediate benefit of residents.

By synthesizing these technical studies with high-impact public outreach, the LaBella team will assist the County in developing a strategic roadmap that explicitly addresses New York State Smart Growth principles. This collaborative process will culminate in a Comprehensive Plan that is directly aligned with the County's long-term legislative, fiscal, and policy priorities.

VILLAGE OF MENANDS

Comprehensive Plan & Zoning/Land Use Regulation Updates



LaBella Associates partnered with the Village of Menands to develop its first-ever Comprehensive Plan. Like many small urban communities in New York's Capital Region, Menands faced specific challenges: an aging housing stock, declining population, vacant commercial sites along its main corridor, and long-term infrastructure needs.

The Comprehensive Plan serves as a roadmap to leverage the Village's exceptional location along a robust transportation system and its proximity to the Hudson River and Albany. The plan established a strategy to revitalize Broadway, reactivate underutilized sites, and set clear priorities for future municipal investments.

Comprehensive Planning & Outreach

LaBella led a robust community-driven process that included:

Inclusive Engagement:

Facilitated all public outreach, featuring bilingual outreach materials and sessions to ensure the plan reflected the Village's entire demographic.

Strategic Framework: Conducted a SWOT analysis, inventory analysis, and focus group meetings to develop a unified vision statement and actionable goals.

Waterfront & Recreational

Visioning: Prepared the Little River Recreation Area Feasibility Study, exploring opportunities to enhance recreational access and community assets.

Funding Success & Zoning Reform

Following the plan's adoption, LaBella transitioned into an implementation role, securing critical funding and modernizing the Village's regulatory framework:

Grant Acquisition: Successfully assisted the Village in obtaining a \$200,000 Brownfield Opportunity Area (BOA) grant. This funding is instrumental in transforming underutilized or suspected brownfield sites into community assets that generate investment and public amenities.

CLIENT PARTNER

Brian Marsh
Mayor
Village of Menands
(518) 434-2922
marshb@villageofmenands.com



Zoning Modernization:

Completed a full revision of the Village's zoning law. A primary achievement of this update was the implementation of a graphic-heavy Form-Based Code designed to entice high-quality development and provide predictable physical outcomes along the Broadway commercial corridor.

Ongoing Municipal Partnership

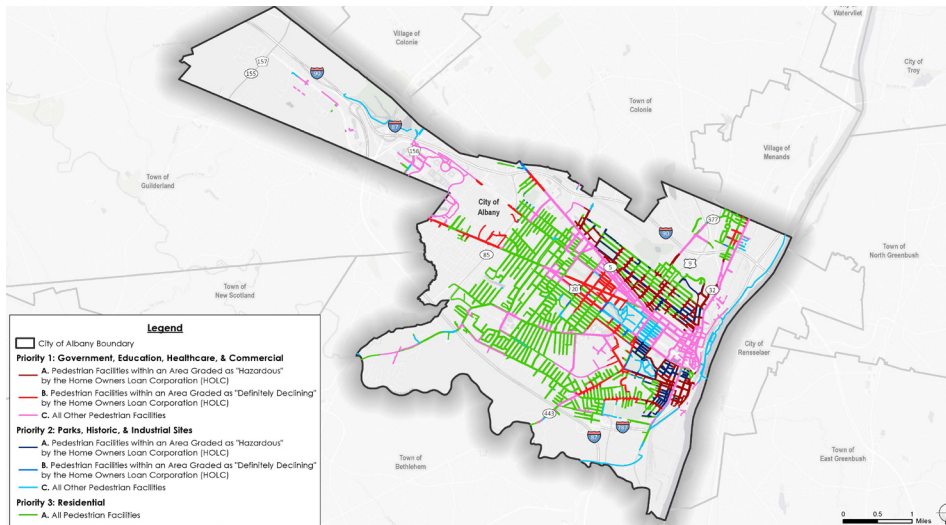
Reflecting a deep-seated professional relationship, LaBella continues to serve as the Village's designated Engineer and Planner. In this capacity, we provide ongoing technical expertise, ensuring that new development and municipal projects, including major infrastructure improvements, adhere to the standards set forth in both the Comprehensive Plan and the newly adopted zoning code.

CAPITAL REGION TRANSPORTATION COUNCIL

Planning Services

CLIENT PARTNER

Carrie Ward
Senior Transportation
Planner
CRTC
(518) 458-2161
cward@cdtcmpo.org



LaBella's work for the Capital Region Transportation Council (CRTC) over the years demonstrates a comprehensive, data-driven approach to multimodal transportation planning, accessibility, and corridor improvement.

Across multiple projects, LaBella has provided end-to-end services that include field data collection, system inventory and evaluation, stakeholder and public engagement, GIS-based analysis, and the development of actionable plans and recommendations.

ADA Transition Plans

LaBella has been working with the Capital Region Transportation Council (CRTC) to prepare ADA Transition Plans for multiple communities in the Capital District. Services include data collection, system evaluation, prioritization, cost estimating, and public engagement, funded by CRTC for participating municipalities. Plans have been completed for the City of Saratoga Springs, Town of Glenville, and City of Albany,

with ongoing work in the City of Troy, Town of Guilderland, and Village of Ballston Spa. LaBella developed an Esri Field Maps/Survey123 application to support field data collection and evaluation of sidewalks, curb ramps, pedestrian signals, and crosswalks for ADA and PROWAG compliance. The program also includes training municipal staff in mobile technology and ADA requirements. Data collected by staff, interns, and professionals is used to identify deficiencies, prioritize improvements, and estimate capital costs, with final plans presented to municipal boards and shared for public review.

Capital District Regional Trails Plans

The Capital District Regional Trails Plan establishes a vision and framework for a multi-use trail network connecting communities across Albany, Schenectady, Saratoga, and Rensselaer Counties as an alternative transportation option. LaBella conducted a regional inventory of existing trails and identified new routes to close gaps and link key

destinations. The effort included stakeholder engagement, GIS analysis, a public mapping tool, and development of best practices, along with an assessment of economic benefits and implementation strategies.

Route 7 Complete Streets

LaBella is leading a study of NY 7 in Niskayuna, a high-volume, high-speed corridor with limited pedestrian crossings and recent safety concerns. The study aims to improve mobility, resiliency, and safety for all users through analysis of roadway design, traffic volumes, pedestrian infrastructure, and crash data. It includes public engagement and the development of recommendations for the 3.5-mile corridor.

Collectively, these efforts highlight LaBella's ability to support CRTC with integrated planning solutions that advance safe, accessible, and connected transportation systems at both the local and regional scale.

CAPITAL DISTRICT TRANSPORTATION AUTHORITY (CDTA)

Planning Services



CLIENT PARTNER

Mike Williams
Director of Facilities
CDTA
(518) 437-6862
michaelw@cdta.org



LaBella maintains a long-standing partnership with the Capital District Transportation Authority (CDTA), having led or supported numerous capital and planning initiatives across the agency's service area. This relationship is built on a deep understanding of CDTA's operations, goals, and challenges, allowing LaBella to seamlessly integrate with agency staff and deliver high-quality, cost-effective solutions. Through consistent collaboration, technical excellence, and reliable project delivery, LaBella continues to serve as a key partner in advancing CDTA's transit infrastructure, safety, and innovation objectives.

On-Call Engineering & Planning Services

LaBella supports CDTA as an on-call consultant as it relates to various infrastructure activities pursued and managed by the Facilities Department. LaBella's Multi-Modal Planning & Design group is continuing a long standing professional relationship with CDTA as trusted advisors to the agency for policy, transit operations planning, capital

planning, engineering design and construction.

Tasks currently assigned to LaBella include grant support for discretionary grant programs (LONO, RAISE), facility studies, planning related to EO-22 (a zero-emission transit executive order in New York State), bus stop assessments and feasibility studies, and construction plan review.

Church Street Improvements (City of Amsterdam, NY)

LaBella is serving as lead consultant for the Design & Engineering for Church Street Improvements project for CDTA, providing full-service engineering design, permitting, right-of-way coordination, and optional construction support. The project focuses on improving safety and accessibility at a complex intersection through enhanced pedestrian infrastructure, bus stop amenities, and roadway design modifications. Leveraging extensive experience with CDTA capital projects, LaBella has coordinated a multidisciplinary

team and partnered with local agencies to deliver a context-sensitive, constructible design aligned with transit operations and community needs.

Property Condition Assessment – Daily Gazette Building (Schenectady, NY)

LaBella provided professional architectural and engineering services to conduct a Property Condition Assessment of the Daily Gazette Building for CDTA. The assessment included a comprehensive evaluation of structural systems, roofing, building envelope, mechanical/electrical/plumbing systems, ADA compliance, and site conditions. Through detailed walk-through inspections and analysis, LaBella identified visible deficiencies and provided cost estimates and recommendations to support capital planning and facility decision-making.

Advance Albany County Alliance Strategic Plan Update

The Advance Albany County Alliance (AACA) was formed by Albany County in 2020 to create a home base for economic development strategy and initiatives, housing existing grant- and loan-making entities and the County's Industrial Development Agency. Five years after its launch, AACA retained HR&A to develop an updated strategic plan to set the course for the next five years, taking into account the organization's early successes and challenges, the changing state of the county economy and real estate market, and opportunities to expand AACA's impact.

In support of the plan update, HR&A is evaluating population and employment trends across Albany County and the broader Capital Region in relation to the state overall and peer regions, to identify areas of opportunity and weakness. We are conducting broad stakeholder outreach – to small, mid-sized and large businesses, anchor institutions, real estate developers and brokers, and local and State government partners – to evaluate strengths, gaps, and opportunities for regional growth and the ways in which AACA can meet anticipated needs.

HR&A is presently working with AACA and County officials on the strategy update, with the goal of releasing a public document in mid-2026.



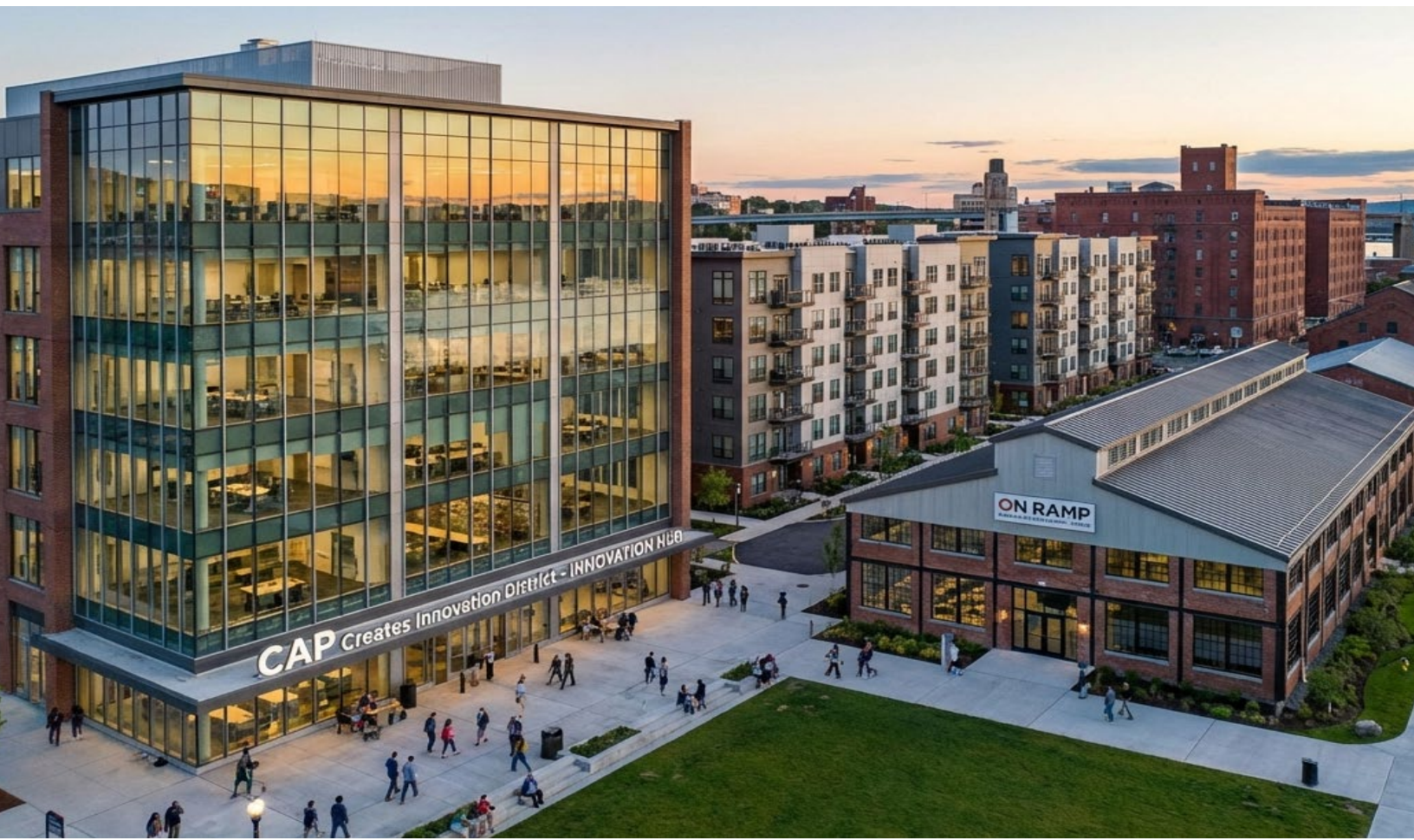
Cap Creates Innovation District Strategic Planning

On behalf of the Capital Region Regional Economic Development Council (CREDC), HR&A led the development of the region's 2025 Annual Report and its proposal for New York State's ACHIEVE competition. The proposal, the CAP Creates Innovation District, envisioned a mixed-use innovation hub in Downtown Albany anchored by a 60,000-square-foot innovation building housing a startup accelerator, collaborative research space, entrepreneurial programming, and the Capital Region ON-RAMP workforce training center.

HR&A worked closely with ESD's Capital Region Office and a coalition of regional partners to identify a transformative initiative aligned with the region's strategic priorities. Through engagement with CREDC work groups and more than two dozen stakeholder interviews spanning academia, industry, and economic development organizations, HR&A helped shape a project concept addressing a central regional challenge: while the Capital Region possesses world-class research institutions and global corporate anchors, its innovation ecosystem remains fragmented, limiting the translation of research breakthroughs into startups, jobs, and sustained economic growth.

Developed in partnership with leading academic and industry institutions—including the University at Albany, Rensselaer Polytechnic Institute, NY CREATES, Hudson Valley Community College, GE Vernova, GlobalFoundries, and IBM—the district was designed to strengthen the region's leadership in semiconductors and advanced technologies while accelerating research commercialization and startup growth. Through accelerator programs, collaborative research initiatives, and entrepreneurial support, CAP Creates anticipated supporting approximately 245 startups and small businesses over five years and generating nearly 1,000 direct and indirect jobs while strengthening the region's commercialization pipeline.

While the Capital Region REDC's proposal, submitted in November 2025, was not awarded funds in the first round of ACHIEVE, the region received overwhelmingly positive feedback from reviewers, and project partners have continued advancing plans for the district.



Comprehensive Planning Support in Various Cities

HR&A has supported numerous comprehensive plans nationally that center economic development, housing, climate resilience, and equity-centered policy. Our work – grounded in market data and broader regional and national context - helps communities translate long-term vision into actionable policy frameworks and investment strategies that advance inclusive growth and guide public and private decision-making over time. Recent comprehensive planning work includes:

- **Just Transition Comprehensive Plan (Pittsburgh, PA)** – HR&A is leading Pittsburgh's first-ever comprehensive plan, managing a multi-year, citywide process focused on climate justice and equitable growth. The team produced extensive topic-area research and a citywide conditions synthesis and is leading scenario planning and engagement to inform policies addressing housing affordability, economic opportunity, and environmental justice.
- **Affordable Housing Strategy and Comprehensive Plan Update (Charlottesville, VA)** – HR&A developed an Affordable Housing Plan in coordination with the City's comprehensive plan and zoning code update. The team engaged stakeholders, evaluated housing tools and policies, and advanced recommendations on land use, funding, and governance that were formally adopted by the City to guide long-term affordable housing investment.
- **Resilient Lowell 2040 Comprehensive Plan (Lowell, MA)** – HR&A led the economic development strategy for Lowell's citywide comprehensive plan. The team conducted demographic, employment, and real estate market analysis; led scenario planning to identify growth opportunities; and developed policy and implementation strategies to support anchor institutions, small businesses, and mixed-use industrial districts.
- **Imagine Gainesville Comprehensive Plan Equity Update (Gainesville, FL)** – HR&A managed an update to Gainesville's Comprehensive Plan with a discrete focus on racial equity, conducting diagnostic analysis to identify how existing policies contribute to racial disparities. The team led resident-centered engagement, facilitated inter-agency working groups, and developed equitable policy frameworks, accountability mechanisms, and implementation strategies.

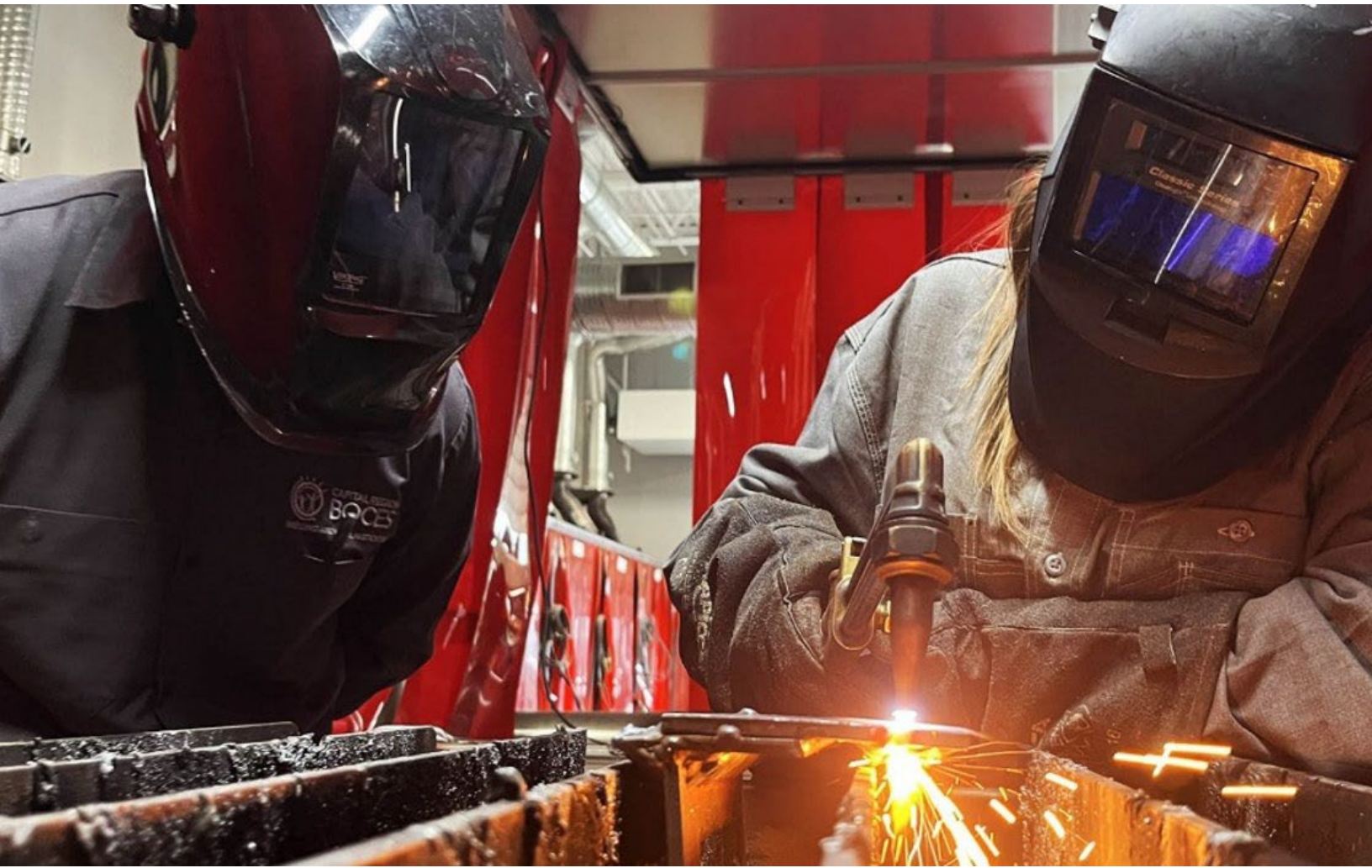


Capital Region ON-RAMP Job Training Center Business Plan

In early 2024, New York State launched the ON-RAMP program, a \$200 million initiative to establish a network of four advanced manufacturing workforce development centers across Upstate New York. The program connects New Yorkers to well-paying jobs in high-growth manufacturing and construction sectors by co-locating non-degree training programs, community college coursework, and wraparound supports while forging close partnerships with employers. In early 2025, the Center for Economic Growth (CEG) was selected to develop the Capital Region ON-RAMP in Albany.

On behalf of CEG, HR&A developed a comprehensive implementation plan for the Capital Region ON-RAMP, a place-based workforce development facility designed to connect residents across the region to career opportunities in advanced manufacturing and construction. HR&A led a robust stakeholder engagement process—including interviews with more than a dozen employers, roundtable discussions with community-based organizations and workforce training providers, and a community meeting with residents and prospective trainees. To complement this engagement, HR&A conducted case study research on comparable workforce development facilities across the U.S. to identify best practices in governance, training models, wraparound services, and financial sustainability. In collaboration with a local architecture firm, the team developed detailed space programming and test fit diagrams to align the facility's physical design with its operational needs and evaluated possible locations to assess the optimal location for the center.

The resulting Capital Region ON-RAMP implementation plan synthesizes these components into a roadmap for the next 5-7 years, including a capital and five-year operating budget, financial sustainability recommendations, a governance framework to ensure long-term success and accountability, and staffing plans with key roles and responsibilities. The plan positions CEG to launch a facility that will provide comprehensive training, wraparound services including transportation and childcare support, and pathways to stackable credentials—ultimately expanding economic opportunity for residents across the Capital Region.



Ulster County Housing Smart Communities Strategies & Outreach

On behalf of Ulster County, the City of Kingston Housing Task Force, the Woodstock Housing Committee, and the Town of Olive, HR&A supported local efforts to increase understanding of housing needs and tools, build community support for affordable and workforce housing, and move forward specific steps to deliver scale-appropriate affordable housing.

For the City of Kingston, HR&A developed a Housing Messaging and Outreach Campaign focused on communicating the scale of local housing needs and highlighting recent housing policy and development efforts. The team reviewed city and state housing policies, including Kingston's revised zoning code, and analyzed demographic and housing production data to inform the campaign. HR&A designed a series of informative and interactive materials translating key housing information into easily digestible content and organized two citywide Community Conversations to facilitate learning, discussion, and collective problem-solving. Findings from the research and engagement were synthesized into a Community Engagement Playbook to support future community outreach.

In Woodstock, the goal of the campaign was to foster support for new affordable and workforce housing projects and related policies. The team conducted interviews, listening sessions, an online survey, and a town-wide engagement event to gather community input, address concerns, and dispel common misconceptions about housing development. HR&A produced engagement materials including a housing playbook, posters, and tools for future listening sessions. In addition, to support the Town's efforts to reposition publicly owned sites into affordable and mixed income housing, HR&A developed a housing feasibility model to assess the financial implications of different housing types, including pocket neighborhoods, infill rental housing, and LIHTC developments. The model solved for financing gaps and public or philanthropic support needed to advance development.

Finally, in the Town of Olive, HR&A supported efforts to assess the feasibility of inclusionary or incentive housing policies in the Town's zoning code update. HR&A explored national examples of rural inclusionary housing policies to summarize advantages and risks of requiring affordability for developments at different scales and advised on appropriate affordability targets given local housing needs and development economics.



Downtown Revitalization Planning in 16 New York Communities Including Catskill and Troy

For New York State's Downtown Revitalization Initiative (DRI) and New York Forward (NY Forward) programs, HR&A has led the development of Strategic Investment Plans for 16 communities awarded more than \$160 million in State funds across eight rounds of the DRI program and two rounds of the NY Forward program, including for the City of Troy and the Village of Catskill.

In Downtown Troy, HR&A focused on strengthening connections between the historic downtown, the Hudson River waterfront, and surrounding neighborhoods. Signature projects recommended through the plan included creation of a riverfront public plaza at One Monument Square; revitalization of affordable housing in South Central Troy; extension of the Riverwalk trail; and reinvestment in the historic Troy Music Hall as a multi-use performance and rehearsal space. Together, these initiatives were designed to enhance public space, expand housing opportunity, reinforce cultural assets, and support downtown vibrancy.

In the Village of Catskill, HR&A developed a Strategic Investment Plan to guide \$10 million in State funding toward projects addressing the community's most pressing priorities, including housing affordability and waterfront revitalization. Building on analysis of local demographic, economic, and real estate conditions, the plan advanced a targeted portfolio of investments focused on expanding housing options, supporting workforce and youth opportunities, and catalyzing revitalization along the Catskill Creek waterfront. During the planning process, HR&A advised the Village's Local Planning Committee on appropriate affordability standards for funded projects and vetted six residential and mixed-use projects to validate needed public support. The recommended projects were designed to leverage State funding, attract additional public and private capital, and support sustained economic growth aligned with the Village's long-term vision.

To develop recommendations in each community, the HR&A team reviewed prior local plans; analyzed physical, demographic, economic, and market conditions; and collaborated with the local committees to identify a vision and set of goals and strategies to guide revitalization. HR&A, with support from local engagement partners, managed an extensive participatory process consisting of, within each community, five to eight planning meetings, multiple public events, and online and on-the-ground surveys to gather feedback and gauge public support. For each DRI and NY Forward community, HR&A developed a Strategic Investment Plan along the lines of State grant guidelines.



COMMUNITY ENGAGEMENT

Civic Engagement

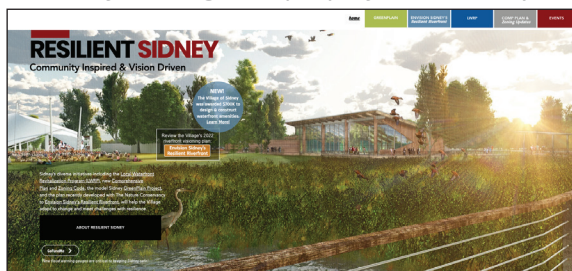
Coordination Tasks

- Team Organization
- Scheduling
- Development of Meeting Materials
- Venue Identification
- Public Relations & Media
- Project Website Development
- Public Survey Development

Public 'Walk & Talk' Tour in Watertown, NY.



Website featuring multiple projects in Sidney, NY.



Visual Preferences Public Survey

VILLAGE OF SIDNEY RIVERFRONT LAND REUSE SURVEY

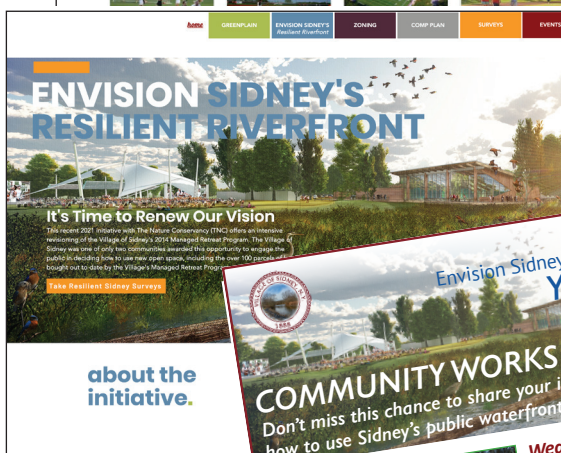
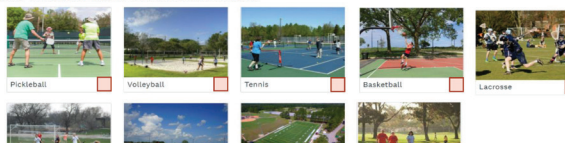
Please ☒ CHECK all uses that you would like to consider locating on publicly owned land along the Susquehanna Riverfront. After each group of pictures please add other ideas. This survey is also available online at [RESILIENT SIDNEY SURVEYS](https://www.resilient-sidney.com/sidney-surveys) | [Resilient Sidney \(resilient-sidney.com\)](https://www.resilient-sidney.com)

OUTDOOR ACTIVITIES FOR CHILDREN & YOUTH



Other ideas: _____

OUTDOOR ACTIVE RECREATION



Save the date
postcards &
meeting invites



City of Albany, NY Washington Park Complete Streets Improvements

Introduction The 2025 Washington Park Complete Streets Improvements project proposed redevelopment of several internal roadways, sidewalks and pedestrian paths within the historic Washington Park, consistent with and building on the 2022 Washington Park/Center Square Complete Streets Study. The goal of the project was to improve mobility, safety and access for park users; minimize negative effects of traffic; implement transportation and pedestrian circulation enhancements after input from stakeholders; and honor the historic nature of the park. River Street assisted Creighton Manning Engineering with public engagement, including event promotion and logistics, public relations and facilitation of two Open Houses to gather and incorporate feedback from the public on the proposed designs.

Experience



**WASHINGTON PARK
TRANSPORTATION & PEDESTRIAN
IMPROVEMENTS PROJECT
OPEN HOUSE**

We want your input!

Date: Wednesday, October 15th
Time: 5:00 – 6:30 pm (Drop In Anytime)
Location: City Office Building - 2nd floor meeting room
 (200 Henry Johnson Blvd)
Parking: Lot behind building or street parking
Transit: The following CDTA routes stop in front of the City Office Building: 106, 182, 737, 801, 803

About the project:

The project proposes the redevelopment of several internal roadways, sidewalks, and pedestrian paths within historic Washington Park consistent with the Washington Park / Center Square Complete Streets Study prepared in December 2022.

Don't miss this chance to help implement several previously selected improvements. The City is seeking public input on the design elements related to these proposed improvements in the park. Community members and stakeholders are encouraged to attend and provide input at the in-person Open House.

Brief presentation at 5:00, followed by an open house meeting. **Drop in anytime** to learn about the project!

To stay up to date on the project, scan the QR code or visit:
<https://www.albanyny.gov/1931/Complete-Streets>

ALBANY
NEW YORK

Creighton Manning
a GAI Company

RIVER STREET
PLANNING & DEVELOPMENT

Reference Michael Amabile, CME, Principal Planner / Project Manager, Creighton Manning Engineering
 mamabile@cmellp.com, 914-705-6004

Capital District Transportation Committee

Smart Mobility Toolbox Project

Introduction CDTC hired a team of consultants led by WSP, Inc. to develop the Smart Community Solutions for the Capital Region, or the Smart Mobility Toolbox, to serve as a guide for implementing Smart City projects in the Capital Region. The Toolbox identifies common interests and opportunities in the region for introducing smart technology. A "SMART City" is a designation given to cities that incorporate a range of technologies into infrastructure and operations in order to improve the delivery of services, reduce energy and resource consumption, increase safety, and expand access and mobility. Technologies like Smart LED Streetlights, e-scooter and bike share, mobility hubs, and mobile payment apps for parking or transportation services, are innovative strategies for improving mobility in the Capital Region and creating a 21st Century transportation network. River Street assisted WSP, Inc. in conducting community engagement including: developing a unified website platform to educate the public and support outreach efforts; conducting 4 targeted stakeholder focus group sessions and 6 direct stakeholder interviews to support Toolbox development; and administering general public survey and multiple key stakeholder surveys along with companion short-clip videos to generate interest during the public comment period for the Toolbox.

Experience

smartmobility
CDTC

Home REVIEW THE TOOLBOX! About the Project Focus Areas Meetings Contact Us

Your input is essential!
Review the Smart Mobility Toolbox!

CDTC is pleased to announce that the draft Smart Mobility Toolbox is complete and ready for public comment. The Toolbox will serve as a guide for implementing Smart Mobility projects in the Capital Region. It will identify common interests and opportunities in the region for introducing technology.

1 Read the Draft Smart Mobility Toolbox
REVIEW DRAFT TOOLBOX

Please take a moment to review the draft Smart Community Solutions for the Capital Region ("Smart Mobility Toolbox").

You can also watch short videos on the topics of specific interest to you. Most importantly - please take the 4-minute stakeholder surveys related to each of those topic areas to provide us with your comments that will help improve the Toolbox.

A general public survey is also available for community members who want to identify smart technologies of importance to you in your community or the region.

2 Watch Short Videos on Toolbox Topics of Interest
About the Smart Mobility Toolbox Project

An overview of the CDTC Smart Mobility Toolbox Project from Sandy Maxwell, Executive Director of the Capital District Transportation Committee.

Smart Traffic & Parking Management
Featuring guest speakers Steven Strichman, City of Troy Commissioner of Planning & Economic Development, and David Hagenkamp, Project Director of Schenectady Metroplex Development Authority.

3 Take the Surveys!

After taking a look at the different focus areas in the draft Toolbox please help improve our recommendations by responding to these brief surveys.

GENERAL PUBLIC SURVEY
Tell us about the kinds of smart tools and technologies that would improve your quality of life in your community.

STAKEHOLDER SURVEYS:

- Smart Traffic & Parking Management Survey
- Energy Infrastructure & EV/AV/ICV Survey
- Non-Vehicular Mobility & Smart Transit Survey

Smart Mobility
Toolbox for the Capital Region
You're Invited!
www.cdctsmartmobility.com

Smart Mobility Toolbox
Help build a SMART Region by collaborating across communities to leverage emerging technology and data that improves quality of life. Join us to learn about best practices in smart mobility and share your expertise!

JOIN A SMART MOBILITY FOCUS GROUP:

Session #1: Traffic & Parking Management Thursday, November 18, 2021 2:30PM-4:00PM

Session #2: Non-Vehicular Mobility & Transit Wednesday, December 1, 2021 2:30PM-4:00PM

Session #3: Energy/Infrastructure & Electric, Connected and Autonomous Vehicles Thursday, December 2, 2021 2:30PM-4:00PM

Log on to all Zoom meetings at www.cdctsmartmobility.com/meetings

Focus Groups & Interviews
Communicate & Educate About Smart Mobility

FORMAT

- Interviews with leadership organizations
- Focus groups organized by topic
- Consider panel/discussion format with invited speakers sharing brief comments on their experience advancing smart technologies
- Facilitated discussion led by WSP Team

PLATFORM

- Zoom meeting widely outreached
- Recorded for rebroadcast

TIMEFRAME

- Late October/Early November

SUGGESTED TOPICS

- Parking Management
- Accessibility
- Intersection/Infrastructure
- Transit/Non-Vehicular
- Electric Vehicles
- Connected/Autonomous

PARTICIPANTS

- Transit/Transportation Professionals
- Municipalities
- Economic Development Organizations
- Universities and Research Facilities

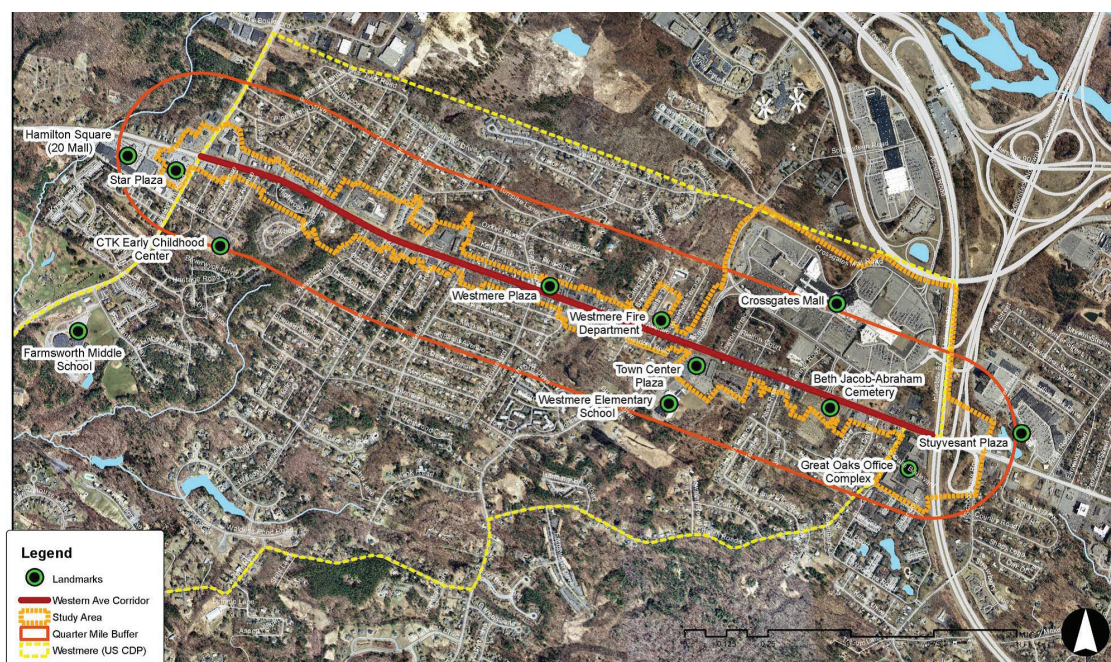
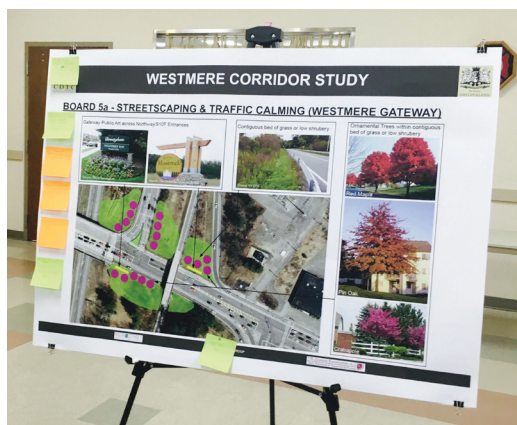
Reference Martin Hull, Eastern New York Planning Lead, WSP USA Inc, Martin.Hull@wsp.com, 518-362-2769; Jennifer Ceronis, Director of Regional Planning, CDTC, jceponis@cdtcmpo.org, 518-641-1318 x225

Town of Guilderland

Westmere Corridor Strategy: A Neighborhood Plan for Westmere

Introduction In 2016, working with IBI Group, River Street provided comprehensive outreach and public relations services to develop a corridor study and neighborhood plan for Western Avenue between the Adirondack Northway entrance and Route 155/New Karner Road in Albany, NY. The study area also included the Crossgates Mall Ring Road, due to its importance to the commercial and traffic characteristics of the area. The study incorporated CDTC's New Visions 2040 Plan core recommendations in multiple topic areas. Improvements to transportation were a central element of the study, which also made recommendations for land use, access management and streetscape improvements, pedestrian-bicycle facilities and transit improvements.

Experience



Reference Ross Farrell, Transportation Planner, CDTA, (518) 437-6866

City of Troy, NY

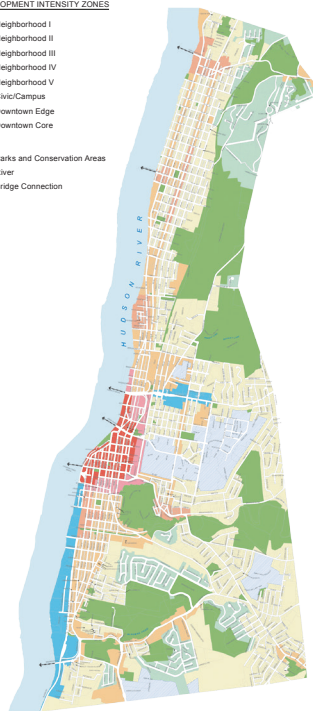
One Monument Square, ReCODE Troy and Hoosick-Hillside Study

Since 2018 River Street has coordinated community engagement, outreach, graphic design and development of resilient plans and codes for the City of Troy, NY.

- **One Monument Square** – Troy embarked on developing a shared vision and agreement for the redevelopment of One Monument Square in 2018 – arguably the City’s most prominent site that had been mired in community disagreement for many years. The City wanted a fresh start with no preconceived notions that would give every resident and property owner a place at the table. River Street facilitated a series of highly collaborative events over six months that generated positive momentum to fill the blank space in Troy’s downtown canvas.
- **ReCODE Troy: Zoning a Livable City** is Troy’s first land management update in 40 years. The codes, guidelines, subdivision, floodplain standards and other tools focus on adaptation and resilience – from working with nature to meet a changing climate, to overcoming economic challenges and using emerging technologies. It programs space to promote and conserve equitable job and housing opportunities in livable neighborhoods. Standards reinforce the pattern of each type of neighborhood and architectural guidelines shape new buildings and expansions. The codes are streamlined, cohesive, and easy to administer.
- **The Hoosick-Hillside Study** supported by CDTC improves quality of life, walkability, downtown and riverfront connections and public safety in the Hillside North and Hoosick Street Corridor, directly engaging neighborhood residents through a partnership with TRIP, Inc. River Street facilitated engagement, coordinated graphic design, and developed a “join at your own pace” online engagement platform that responded to COVID-19 and engaged over 500 individual participants.

DEVELOPMENT INTENSITY ZONES

- Neighborhood I
- Neighborhood II
- Neighborhood III
- Neighborhood IV
- Neighborhood V
- Civic/Campus
- Downtown Edge
- Downtown Core
- Parks and Conservation Areas
- River
- Bridge Connection



Development Pattern Zones Map



Reference Dylan Turek, Commissioner of Planning & Economic Development, dylan.turek@troyny.gov, 518-279-7412

City of Schenectady

Craig-Main Connection

Introduction The Craig-Main Connection Complete Streets Strategy was developed by the Hamilton Hill and Mont Pleasant Neighborhoods with the City of Schenectady. It designs neighborhood streets and spaces to be safe and inviting for residents of all ages and abilities as walkers, bikers, transit riders and drivers. The Craig-Main Connection is envisioned as a physical and social bridge to strengthen bonds and empower access in the neighborhoods. River Street supported LandArt Studios with project management including preparing the Community Engagement Plan, developing a stakeholder database, personally contacting organizations and community leaders, coordinating meeting logistics and event venues, development of outreach material, contributing to development of a full survey and intercept survey, hosting the surveys and interpreting results. Margaret Irwin assisted the City in meeting planning and facilitation, funding research and recommendations and final report and deliverables copywriting.

Experience

FUNDING
OVERALL IMPLEMENTATION
Schenectady Metroplex Development Authority
Capital Region Land Bank
The Community Loan Fund for The Capital Region
The Community Foundation for The Capital Region
Local Foundations
STREETSCAPING, TRAILS AND BRIDGES
Transportation Improvement Program
Consolidated Highway Improvement Program
Transportation Alternative Program
Safe Routes to School
NYS Pedestrian Safety Action Plan Implementation
Climate Smart Communities Program
NYS DEC Community Impact
CDTA Transit Improvements
PARKS, TRAILS, SPACES AND PLACES
The Recreational Trails Program
Office of Parks, Recreation, Historic Preservation
ReTree Schenectady
NYS DOH - Preventative Health Programs
Health and Health Services Block Grant
LIGHTING
NYS ERDA Cleaner, Greener Communities
The NYPA Smart City Light NY Program
MURALS, CROSSWALKS, PUBLIC ART
New York State Council on the Arts
NYS OPRHP Heritage Area Program Funding
Local Foundations
Local Businesses and Sponsors
HOUSING AND NEIGHBORHOODS
New York Main Street Program
The Housing Trust Fund Corporation
The Housing Development Fund
The Low-Income Housing Credit Program
The New York State Affordable Housing Corp.
Community Development Block Grant Program



CRAIG - MAIN CONNECTION

City of Schenectady Neighborhood Revitalization Strategy designed for the community, by the community



If possible, please complete the survey online at:
<https://www.surveymonkey.com/r/craig-main-survey>
...or return this survey to Schenectady City Hall, Room 14.

Your Connection. Your Voice.

The City, the Capital District Transportation Committee (CDTC), and our consultants want to work hand in hand with you to create a safer and more inviting corridor for residents of all ages and abilities. We all want a corridor that operates in the best possible way for people who walk, use mobility aids, bike, use buses and drive. It is our intent that this project, the Craig-Main Connection, will build on the many current efforts to create stronger neighborhood bonds and better access in Mont Pleasant and Hamilton Hill.

The Craig-Main Connection study will focus on the Craig Street and Main Avenue corridor from Albany Street to Crane Street, with considerations for how the corridor connects to the surrounding neighborhood and neighborhood destinations.



JOIN US for a multi-day design event, kicking off with a...

LAUNCH PARTY!

1. launch party / festival

Monday, May 20, 2019

6:30 - 8:30 PM

Location TBD, Schdy

2. open house

Wednesday, May 22, 2019

5:30 - 7:00 PM

COC-CA House, 869 Stanley St., Schdy

3. design reveal

Thursday, May 23, 2019

6:00 - 8:00 PM

Friendship House, 955 State St., Schdy

Visit www.craig-main-connection.com for project updates and to take an important Survey.



Reference

Mary Moore Wallinger, Principal, LandArt Studio, Schenectady, NY,
518-952-0531, mmwallinger@landartstudiony.com



SECTION II RESUMES

STAFFING PLAN

We have assembled the following team specifically for this project. Team members were selected based on their skills, experience, and technical capacity to deliver. **LaBella** will serve as the primary point of contact and assume Project Management responsibilities. **HR&A** will assist to support with the existing conditions and trends analysis; visioning, planning themes and future scenarios; and implementations and policy framework. **River Street** will support elements relating to stakeholder, intergovernmental, and public engagement. The following chart identifies primary roles and responsibilities; we will work collaboratively to provide the best services and experience to Albany County.

LEAD LABELLA ASSOCIATES

Project Management
Existing Conditions and Trends Analysis
Stakeholder, Intergovernmental, and Public Engagement
Visioning, Planning Themes, and Future Scenarios
Implementation Strategies and Policy Framework
Draft/Final Plan
SEQR Support and Plan Adoption

Norabelle Greenberger, AICP | Project Advisor
Matthew Rogers | Project Manager
Mirren Galway | Planner
Megan Wright | Planner
Eric Hughes | GIS Analyst
Reuben Hull, PE, PMP | Senior Civil Engineer
David J. Taillon, PE, MBA | Albany Transportation Lead
Douglas Teator, PE | Director - Multi-Modal Group
Brit G. Basinger, PE | Senior Landscape Architect
Jared Pristach, PE | Senior Environmental Engineer



CORE TEAM HR&A

Existing Conditions and Trends Analysis
Visioning, Planning Themes, and Future Scenarios
Implementation Strategies and Policy Framework

Bret Collazzi | Partner
Allie Padgett | Senior Analyst
Matthew Rivas | Senior Analyst

RIVER STREET

Stakeholder, Intergovernmental, and Public Engagement

Margaret Irwin | Principal
Christina Snyder | Planner



MATTHEW G. ROGERS

Project Manager | Senior Planner

EDUCATION

SUNY Plattsburgh: B.A. in Environmental Planning and Resource Management

North Country Community College: A.S. in Biology

SPEAKING ENGAGEMENTS

"Comprehensive Planning: Benefits & Current Best Practices", Saratoga County Planning and Zoning Conference

"Site Plan Review Basics", New York Planning Federation (NYPF) Training Session

"ADUs as Affordable Housing", NYPF/Upstate Adirondack Park Agency (APA) Conference

"Characteristics of Successful Downtowns", NYPF Annual Conference

"Preparing the Record for Sound Decisions", Association of Towns – NYPF Zoning Summer School

"Project Plan Review Techniques", Association of Towns – NYS Zoning Summer School

OFFICE LOCATION

Albany, NY

Matthew has over 25 years of experience in the fields of community, economic and environmental planning. He specializes in providing zoning, land use, comprehensive planning, public outreach, economic development, and regulatory guidance to small and medium-sized towns, villages, and cities, along with private clients. Matthew's prior work with the New York State Adirondack Park Agency has provided him with a unique set of skills that he now uses to assist communities and private clients with the challenges of planning future growth, implementing proper regulatory procedures, and identifying realistic economic development opportunities.

Lewis County: Comprehensive Plan—Lewis County, NY

Project Manager for a multidisciplinary team in the development of the Lewis County Smart Growth Comprehensive Plan. Directing a robust community engagement program incorporating digital tools, stakeholder interviews, and surveys to ensure data-driven, inclusive decision-making and participation from underrepresented populations. Overseeing technical analyses addressing key regional priorities, including housing affordability and inventory, agricultural preservation in compliance with New York State Agriculture and Markets Law, and economic development through industry and employment trend analysis. Additionally, coordinated specialized studies such as a healthcare facilities assessment for Lewis County General Hospital and evaluations of infrastructure, utilities, and energy generation opportunities.

City of Schenectady: Comprehensive Plan—Schenectady, NY

Project Manager for the City of Schenectady Comprehensive Plan Update, responsible for public outreach and stakeholder coordination. A significant aspect of this role has been engaging with various groups, particularly underrepresented populations and communities. Efforts included orchestrating 10 neighborhood-specific meetings to foster direct discussions and gather diverse perspectives. Coordinated closely with the advisory committee, ensuring their invaluable input is integrated throughout the planning process. Beyond these structured engagements, facilitated discussions with numerous community organizations, organized pop-up events, and deployed surveys to reach a broad audience. Responsibilities also extend to overseeing the development of compelling project branding and materials, all designed to generate excitement and promote widespread participation in the plan. This initial phase of the two-phase comprehensive plan is intensely focused on robust public engagement,



NORABELLE GREENBERGER

Project Advisor | Senior Planner, Regional Planning Lead

Norabelle is the Eastern NY Planning Lead and Brownfields Market Leader at LaBella Associates, with over 12 years of experience in community, environmental, and transportation planning. Her work focuses on downtown revitalization and site revitalization planning, including the development of Brownfield Opportunity Area (BOA) Plans, Downtown Revitalization Initiative (DRI) and NY Forward Strategic Investment Plans, and economic development strategies. She is well-versed in funding programs, project implementation strategies, and SEQR, as well as securing and administering grant funds for public and private entities.

AICP

American Institute of Certified Planners

EDUCATION

Columbia University: M.S. in Urban Planning

Smith College: B.A. in Architecture & Urbanism

Smith College: B.A. in French Studies

ORGANIZATIONS / AWARDS

American Planning Association, Member

Bike Glens Falls, Co-Founder

Crandall Park Beautification Committee, Member

2021 Post-Star 20 Under 40

2024 Albany Business Review 40 Under 40

2024 APA Upstate Award for Comprehensive Plan and Implementation

OFFICE LOCATION

Glens Falls, NY



Lake Champlain/Lake George Regional Planning Board: Five County Economic Recovery and Resiliency Plan "Forward Together"—Clinton, Essex, Hamilton, Warren & Washington Counties, NY

Senior Planner/Project Manager for an analysis of the region's economy and the impacts of COVID on the region's key industries/market sectors. Developed a series of recommendations and strategies to address the region's economic imperatives: Housing, Infrastructure, Childcare, Connectivity, Main Street Marketplace, and Workforce. The Forward Together Plan has launched a series of initiatives that have fostered action and collaboration across the North Country.

Warren County: Comprehensive Plan—Warren County, NY

Senior Planner/Project Manager for the County's Comprehensive Plan ("Warren County 2040"). The project has involved extensive community engagement with feedback collected from over 1,000 stakeholders to-date. Key areas of focus include housing,

workforce, the aging population, supporting and growing the County's hamlets and City, and natural resources and outdoor recreation

City of Watervliet: Downtown Revitalization Plan—Watervliet, NY

Lead Planner for the City's Plan focused on revitalizing the 19th Street corridor. Key recommendations included mixed-use transit-oriented development (TOD) at the planned BRT station, off-street parking to serve downtown businesses, infill development, and Complete Streets traffic calming measures along Second Avenue. To accompany the vision identified in the Plan, prepared an evaluation of existing zoning constraints along the corridor and recommendations for targeted improvements.

City of Rensselaer: 'Rensselaer Rising' BOA Plan—Rensselaer, NY

Senior Planner and Project Manager currently leading the City's Rensselaer Rising (BOA) Plan. The project is focused on revitalizing the City's downtown.



MIRREN GALWAY

Planner

Mirren brings four years of legislative budgeting and policy experience to her role as Planner at LaBella Associates, providing a strong foundation in understanding State programs, funding mechanisms, and implementation-oriented planning. Her work focuses on comprehensive planning, Brownfield Opportunity Area (BOA) studies, and extensive community and public engagement. Mirren prioritizes meaningful, inclusive engagement that brings a personal element to the planning process, with particular attention to elevating voices that are traditionally underrepresented. She emphasizes collaboration, creative problem solving, and attention to detail to ensure plans are actionable and reflect the needs and priorities of the communities they serve.

EDUCATION

University at Albany: M.P.A. in Public Administration

University at Albany: B.A. in Political Science

ORGANIZATIONS

American Planning Association (NY Upstate Chapter), Member

Capital District Planners Association, Secretary

OFFICE LOCATION

Albany, NY

Warren County: County-wide Comprehensive Plan—Warren County, NY

As Planner, assisting with the preparation of a county-wide comprehensive plan which will establish a vision, goals and objective for the County for the next 20 years and developing materials for public workshops and engagement with the community. The project includes a community survey, extensive stakeholder interviews, and outreach. Emerging themes include the built environment (housing, transportation, infrastructure), quality of life, the economy, and the natural environment.

City of Schenectady: 'Electric City Recharged' Comprehensive Plan—Schenectady, NY

Planner for the City of Schenectady Comprehensive Plan Update. Responsible for leading public engagement efforts with a focus on reaching underrepresented populations through neighborhood-based meetings, coordination with community organizations, pop-up events, and surveys. Supported

development of project branding and engagement materials designed to increase awareness and participation. The two-phase planning process includes an initial phase focused on establishing a citywide and neighborhood-specific vision, goals, and objectives through robust engagement, followed by a Smart Growth-funded phase to develop actionable recommendations and implementation strategies.

City of Rensselaer: 'Rensselaer Rising' BOA Plan—Rensselaer, NY

Planner for the City of Rensselaer's BOA Plan. Responsible for development of BOA Nomination Plan, public engagement, and stakeholder outreach. The project is focused on several key subareas between the waterfront and Amtrak station and will involve a combination of infill development master planning and addressing gaps in the pedestrian network. The goals for this plan are to identify realistic, actionable recommendations that will set the City up for success.



MEGAN WRIGHT

Planner

EDUCATION

Georgetown University: M.S. in Urban and Regional Planning

American University: B.S. in International Relations and Environmental Sustainability

OFFICE LOCATION

Albany, NY

Megan brings five years of smart growth and economic development experience to her role as Planner. Utilizing her skills in quantitative and qualitative data analysis, Megan brings a critical and detailed eye to all of her projects, and enjoys creating compelling deliverables to advance equitable, sustainable development. With a wide breadth of project experience, Megan has been integral to comprehensive plan development, market and housing demand analysis, eye-catching final deliverables, and usable tools for economic development.

City of Schenectady: Comprehensive Plan Update—Schenectady, NY

Planner for the City of Schenectady Comprehensive Plan Update. Responsible for public engagement specifically focused on reaching underrepresented populations and communities in the City through neighborhood specific meetings, discussions with community organizations active in the community, pop-up events, and surveys, along with support for development of project branding and materials intended to engage the public and promote excitement about the plan. This is a two-phase comprehensive plan, with the first focused on robust public engagement to develop a vision and goals for the City and each neighborhood. This will guide development of recommendations in the second phase of the project.

City of Corning: Comprehensive Plan Update—Corning, NY

Planner supporting the team in the organization and development of the City of Corning's updated Comprehensive Plan. Responsible for the final formatting and layout of the Plan as well as presentation materials to be submitted to

the City Council for approval. The Plan was successfully adopted in December 2025.

City of Rensselaer: 'Rensselaer Rising' BOA Plan—Rensselaer, NY

Planner for the City of Rensselaer's BOA Plan. Responsible for development of BOA Nomination Plan, public engagement, and stakeholder outreach. The project is focused on several key subareas between the waterfront and Amtrak station and will involve a combination of infill development master planning and addressing gaps in the pedestrian network. Contributed to the development of maps that showed redevelopment areas and relevant sites and designed the final BOA Plan in a visually compelling, comprehensive document.

City of Watervliet: New York Forward Call for Projects—Watervliet, NY

Planner supporting the City of Watervliet's DRI application and initial call for projects. Support included mapping the study area and locations of potential projects, creating public engagement materials, and assisting at a local public meeting which presented the program to local area businesses. The final application was successful, resulting in a \$4.5M New York Forward Award.



ERIC R. HUGHES

GIS Analyst

EDUCATION

University at Buffalo: M.A. in Geographic Information Science

University at Buffalo: B.A. in Geography

OFFICE LOCATION

Buffalo, NY

With 5 years of experience, Eric holds a Master of Science in Geographic Information Systems and a Bachelor of Arts in Geography, providing a strong academic foundation that complements his technical expertise and practical experience. Eric applies his expertise in GIS mapping, spatial analytics, and data management to support a wide range of environmental, planning, engineering, transportation, and marketing projects. Eric routinely collaborates with environmental specialists and urban planners, providing mapping and spatial analysis in support of environmental and planning documents, including Phase I and II Environmental Site Assessments, Comprehensive Plans, and other regulatory reports. He develops and maintains ArcGIS Online solutions such as web applications, Esri StoryMaps, and interactive Dashboards to effectively communicate complex technical information through accessible, visually engaging platforms. He is also experienced with a wide range of spatial data sources, including the NYS GIS Clearinghouse, U.S. EPA, USGS, NYSDEC, U.S. Fish and Wildlife Service, FEMA, and Esri's Living Atlas. Eric's ability to design intuitive, web-based mapping tools and integrate diverse datasets improves collaboration, streamlines workflows, and enhances spatial understanding across project teams.

City of Plattsburgh: Unified Development Ordinance (UDO)—Plattsburgh, NY

GIS Analyst providing technical support including creating and managing the Project's ArcGIS Online Map Viewer and Story Maps, along with mapping and analysis of existing zoning districts, land uses, and walkability and preparing proposed zoning maps.

Town of Germantown: Land Use Law Update—Germantown, NY

GIS Analyst providing technical support including managing and updating the project's ArcGIS Online Map Viewer, and drafting zoning district amendments and mapping and analysis of land uses, environmental constraints, historic sites and proposed overlay districts.

Town of Schroon: Comprehensive Plan Update—Schroon, NY

GIS Analyst supporting the update of the Town's Comprehensive Plan, developing mapping and spatial analysis to illustrate housing trends, infrastructure needs, and existing conditions, and providing the data-driven foundation for future zoning code updates.

Town of Diana: Zoning Code Update—Various Locations, NY

GIS Analyst for the Town of Diana Zoning Code Update, responsible for developing the ArcGIS Experience Builder map and supporting spatial analysis, and regulatory evaluation to inform the Local Regulations Assessment and zoning updates.



REUBEN HULL

Senior Civil Engineer,
Assistant Municipal Discipline Leader

PE, PMP, M.ASCE
Professional Engineer
NY, NH, MA, ME, VT, CT, RI, OH, WA

**Project Management
Professional**

EDUCATION
University of New Hampshire:
B.S. in Civil Engineering

ORGANIZATIONS
Project Management Institute,
Member

**American Society of Civil
Engineers (ASCE), Member**

- **Mohawk Hudson Section,
President 2023-2024**
- **Transportation and
Development Institute,
Member**
- **Environment & Water
Resources Institute, Member**
- **Construction Institute,
Member**
- **History and Heritage
Committee, Member, Past-
Chair**
- **National Convention,
Technical Program
Committee (2023-2025)**

OFFICE LOCATION
Albany, NY



Reuben has three decades of leadership, management, and design expertise in diverse facility and infrastructure engineering, planning, and construction. His areas of technical experience have included site design; stormwater management and flood studies; utility design; roadway, bicycle, and pedestrian systems; advanced technology facilities; wastewater collection and treatment; municipal water systems; solid waste site design; structural engineering and dam safety analyses; construction engineering services; community planning; and regional planning. Reuben is skilled at public presentation, well adept in program and project management, a leader in sustainable design efforts, and has exceptional expertise in team leadership and personnel management.

**City of Saratoga Springs:
Designated Engineering
Services—Saratoga, NY**

Program Manager and Lead Civil Engineer for a multi-year, multi-discipline term agreement with the City. Responsibilities include serving as Client Liaison, contract management of all projects under the agreement, project management of civil engineering assignments, and technical lead for civil engineering design. Assignments include engineering of municipal infrastructure projects and engineering review of private development projects within the City.

**City of Rensselaer: Designated
City Engineer—Rensselaer, NY***

Client Manager and Lead Civil Engineer for multiple infrastructure projects under a term agreement with the City of Rensselaer. Individual assignments included project planning, design, construction administration, and consulting for municipal water, sanitary sewer, storm sewer, combined

sewer, roadway, streetscape, and building facilities projects. Responsibilities included assisting the City in securing grant funding and financing opportunities for infrastructure projects. Assignments also included the technical review of Planning Commission applications for private development projects in the City.

**Albany BID: Downtown Albany
Convention Center District
Streetscape Enhancement—
Albany, NY***

Project Manager and Civil Engineer for the preparation of a master plan and cost program for a six-block streetscape enhancement project. Responsibilities included conceptual design, utility coordination, landscaping and decorative lighting, traffic calming, and sidewalk modifications. Project included significant public input for development of alternatives and selection of a preferred alternative.

**Completed under previous employment*



DAVID J. TAILLON

Albany Transportation Lead

David is a licensed Professional Engineer with over 35 years of transportation engineering experience. He has held various leadership, engineering, program/project management and supervisory positions including for the New York State Department of Transportation and New York State Canal Corporation. David has served as Program and/or Project Manager on a variety of large multi-discipline projects in the public and private sectors. His experience includes trail, highway, bridge, and railroad projects across New York State.

PE, MBA
Professional Engineer
New York

EDUCATION
SUNY University at Albany:
Masters of Business
Administration

Clarkson University: BS. in Civil
and Environmental Engineering

ORGANIZATIONS
American Council of Engineering
Companies New York, Former
Executive Committee Member,
Former Statewide Board
Member

Big Brothers Big Sisters of
the Capital Region, Trustees
Advisory Council, Past Board
President

OFFICE LOCATION
Albany, NY

NYSDOT: Tier 1 EIS for the
Empire Corridor (Penn Station
to Niagara Falls Station)— New
York City to Niagara Falls, NY*

Project Manager for the planning, environmental, and engineering services necessary to prepare a Tier 1 Environmental Impact Statement (EIS) for the proposed New York State Empire Corridor Rail System (ECRS). The 461-mile rail corridor requires both discrete and system-wide improvements on the Empire Corridor between New York City and Niagara Falls, NY.

New York State Department of
Transportation: I-81 Viaduct—
Syracuse, NY*

Project Assistant for the estimated \$2.25B I-81 viaduct project. Primary responsibilities included managing all aspects of the project related to Right-of-Way acquisitions/easements, hazardous/contaminated material sampling/testing, railroad track and bridge design and coordination related to the I-81 viaduct project. The selected alternative for the project involves demolishing the existing viaduct and dispersing traffic throughout the city grid. Included will be numerous at grade, full reconstruction of I 690 as well as interchange modifications,

bridge replacements, and new pedestrian and bicycle amenities.

NYS Canal Corporation: Multiple
Recreational Trails—Empire
State Trail System, NY*

Program/Project Manager responsible for overseeing all aspects of the design, permitting, and construction phases for various recreational trail projects as part of the 750+ mile Empire State Trail system. Project aspects included prefabricated bridges, retaining walls, wetland mitigation, trail amenities, parking, grade crossings, striping, and signage. In total, over 30 miles of dedicated trails were designed and constructed.

Town of Glenville: Alplaus
Avenue Sidewalks—Glenville,
NY

Project Manager for this project to enhance pedestrian safety and accessibility by constructing 500 feet of new sidewalk. The scope of work included building a 5 ft. wide concrete sidewalk, install appropriate crosswalks, striping and signage, ensuring that the sidewalk design and construction comply with the Americans with Disabilities Act (ADA) standards. Rectangular Rapid Flashing Beacons (RRFB's) were installed at each crosswalk.



**Completed under previous employment*



DOUGLAS TEATOR

Director - Multi-Modal Group

PE

Professional Engineer
NY, PA, MA, FL

EDUCATION

Rensselaer Polytechnic Institute:
B.S. in Civil Engineering

ORGANIZATIONS

Institute of Transportation
Engineers (ITE), Member

2021 Transportation Professional
of the Year, ITE NY Upstate
Section

New York Public Transportation
Association Leadership Institute
(PTLI), Graduate

Mass Transit Magazine
40 Under 40 - 2024

OFFICE LOCATION

Albany, NY

Douglas is a transportation engineer with over 18 years of experience. He specializes in engineering and planning studies related to multi-modal and non-motorized modes of transportation. Douglas' experience includes pedestrian safety, accessibility and connectivity studies, complete streets, mass-transit infrastructure planning, and multi-disciplinary projects such as mobility hubs connecting multiple modes of transportation and incorporating buildings and parks/landscaping into the project scope. He leads projects from the planning and conceptualization phase through final design and construction. He manages a team of engineers and planners that use data-informed planning to develop studies and recommendations to improve transportation efficiency, safety, and mobility. He has helped agencies secure state and federal funding for projects and has led the implementation of multiple statewide award-winning projects.

Capital District Transportation Authority (CDTA): Downtown Albany Transit Center Feasibility Study—Albany, NY*

Project Manager for this study which assessed the feasibility of replacing the existing Greyhound Bus Terminal with a new parking garage that integrates a transit center. The feasibility study assessed the project need, capacity, integration into the existing infrastructure landscape, covered parking code aspects and determined a project cost and implementation schedule. The purpose of the study was to assess these aspects to better position CDTA and the Albany Parking Authority to develop a funding plan, including grant funding opportunities.

Capital Region Transportation Council (CRTC): Resilient Broadway Study—Capital Region, NY*

Senior Engineer tasked with identifying opportunities and developing concepts for the project. Broadway is a critical transportation link that provides multi-modal connections from

Albany to Watervliet. The Resilient Broadway initiative will identify and evaluate design concepts that improve and strengthen multi-modal transportation facilities and connectivity, increase the urban forest / tree cover, and integrate green infrastructure treatments along the corridor.

Capital Region Transportation Council (CRTC): Niskayuna Route 7 Complete Streets Plan—Niskayuna, NY

Senior Engineer leading a study focused on NY7, which is significant corridor serving Niskayuna's vehicular traffic. The purpose of this study is to identify improvements for NY 7 that will enhance mobility, resiliency, and safety for all road users. LaBella is preparing the study content which includes a comprehensive evaluation of lane widths, intersection configuration, pedestrian infrastructure and travel patterns, and traffic volumes, as well as a detailed safety screening and crash assessment. The study also includes robust public involvement plan and the development of concepts and recommendations for the 3.5 mile long corridor.



**Completed under previous employment*



BRIT G. BASINGER

Senior Landscape Architect and Team Leader

Brit has over 25 years of landscape architecture experience. His areas of expertise include land use master planning, waterfront design, parks and open space design, environmentally sustainable strategies, community planning, streetscape design, mixed-use planned development planning and urban design. Brit has worked with a wide range of clientele including municipalities, private sector developers, corporations and special interest groups for which he has created visionary, feasible and meaningful design solutions.

PLA

**Professional Landscape Architect
New York**

EDUCATION

**Michigan State University: B.A. in
Landscape Architecture**

ORGANIZATIONS

**American Society of
Landscape Architects**

**Town of Northumberland
Planning Board, Board Member**

**Hudson Crossing Park, Advisory
Board Member**

OFFICE LOCATION

Albany, NY

City of Amsterdam: Multi- Modal Center, Waterfront and Downtown Revitalization Feasibility Study—Amsterdam, NY

Project Manager, Lead Urban Designer for this project, which focused on creating a comprehensive vision for a new multi-modal center in the heart of downtown Amsterdam, New York along the Mohawk River. The project encompassed the inclusion of a wide variety of urban design principles to create a thriving downtown, transportation-oriented development, strategic reconfiguration of the transportation network, and establishing a dynamic waterfront pedestrian environment.

Historic Altamont, Inc.: Altamont Area Trails Master Plan— Altamont, NY

Project Manager responsible for preparing a comprehensive trail network master plan for the Village of Altamont and the surrounding area including a non-motorized trail network to be enjoyed by walkers, day hikers, runners, and snowshoers. The project includes recommendations for immediate, mid-term, and long-term trail implementation projects that creates trail network connectivity

throughout the local vicinity. The work was largely prepared using GIS.

Town of Plattsburgh: Smart Growth Plan—Plattsburgh, NY

The Route 3 corridor in the Town of Plattsburgh has developed in a traditional strip style of development catering to auto-oriented land uses. The Town has made significant efforts to re-imagine the study area and chart a path for the future using Smart Growth principles. The plan focused on developing strategies to establish a walkable network of streets and a diverse mix of uses to create a sense of place—a true Town Center. A master plan was developed to Elevate Plattsburgh. Scope of work included community engagement, market analysis, planning, placemaking, and design development.

City of Troy: Troy Urban Trails— Troy, NY

Project Manager for the development of a strategic redevelopment master plan, phased implementation strategy and preparation of construction documents to construct an urban trail network that provides access to the Wynantskill, Staalesen Preserve and Burden Pond Park.



JARED PRISTACH

Senior Environmental Engineer

Jared is an Environmental Project Manager and Environmental Engineer responsible for coordination and successful completion of climate resilience projects and solar array development. He currently manages Brownfield Cleanup Programs, shoreline resilience, and solar design projects. His project experience includes Phase I and Phase II Environmental Site Assessments (ESAs), New York State Department of Environmental Conservation (NYSDEC) State Superfund projects (including remedial design and construction oversight), remedial systems operation and maintenance, green infrastructure design, civil engineering site design, shoreline and streambank resilience planning, and structural engineering design of recreational facilities.

PE, WEDG

Professional Engineer
New York

Water's Edge Design Guidelines
Professional

EDUCATION

University at Buffalo: M.S. in
Civil/Environmental Engineering

Manhattan College: B.S. in
Environmental Engineering

OFFICE LOCATION

Rochester, NY

Washington County: Countywide Resiliency Plan—Washington County, NY

Project Manager for the creation of a comprehensive framework that addresses both current risks and future climate impacts in Washington County. Building on established hazard data and mitigation strategies, the effort emphasizes climate projections, adaptive capacity, and alignment with County planning to deliver efficient, policy-driven resilience outcomes.

Broome County: Sustainability Plan and Energy Action Plan— Broome County, NY

Environmental Engineer and Project Manager responsible for developing a Sustainable Operations Plan and Community Energy Action Plan for Broome County. The goal of this project was to establish baseline conditions for greenhouse gas emissions, energy consumption, and renewable energy production for the County and to help identify challenges the County will face from climate change. Coordinated agency and community outreach.

Allegany County: Hazard Mitigation Plan Update— Allegany County, NY

Project Manager responsible for coordinating five-year update to Allegany County's hazard mitigation plan. Conducted outreach to numerous municipalities, coordinated and participated in public education sessions on hazard mitigation, and was responsible for ranking feasible hazards within the County. Led a climate evaluation to determine how feasible hazards will change over time throughout the County.

Schoharie County: Hazard Mitigation Plan Update— Schoharie County, NY

Project Manager responsible for coordinating the five-year update to Schoharie County's hazard mitigation plan. Conducted outreach to numerous municipalities and high-hazard dam operators, coordinated and participated in public education sessions on hazard mitigation, and was responsible for ranking feasible hazards within the county.



Bret Nolan Collazzi | Partner

Bret advances complex projects that strengthen local economies, revitalize neighborhoods, and expand economic opportunity. With a background in the public and private sectors spanning real estate, land use, policy, and communications, Bret helps clients determine project feasibility, demonstrate project impacts, align public, private, and community interests, and manage projects in their early phases. His work includes regional investment strategies, public-private developments, workforce and entrepreneurship programs, open space projects, and citywide plans. He has worked in all corners of New York State and across the country. He is a proud resident of Greene County.

Education

Cornell University, Samuel Curtis Johnson Graduate School of Management, Master of Business Administration, 2013

New York University, College of Arts & Science, Bachelor of Arts, 2005

Work Experience

HR&A Advisors, 2013 – Present

Grubb Properties, 2012

New York City Council, 2008 – 2011

Bronx Times, 2005 – 2008

Affiliations

Urban Land Institute, Member
Citizens Housing & Planning Council, Board Member
Gotham Park, Board Member
The M2M Project, Board Member

Greater NY, Corporate Partner

Recognitions

City & State “Trailblazer in Economic Development,” 2024

Office Location

New York, NY

Advance Albany County Alliance Strategic Plan Update

Supporting the Advance Albany County Alliance (AACA) – the County’s consolidated economic development organization, now in its fifth year of operation – to update its strategic plan to account for changes in the regional and global economy and take advantage of new opportunities for impact in light of historic investment across the county and the Capital Region. The updated plan will set the course for AACA’s next five years, with core priorities and an updated funding strategy.

CAP Creates Innovation District Strategic Planning

Led development of the Capital Region REDC’s 2025 proposal for the NYS ACHIEVE competition and its Annual Report. The proposal, the CAP Creates Innovation District, envisioned a mixed-use innovation hub in Downtown Albany anchored by a 60,000-square-foot building housing startup acceleration programs, collaborative research space, entrepreneurial programming, and the Capital Region ON-RAMP workforce training center. Included engaging closely with ESD and a coalition of regional partners to support the Region’s effort to strengthen its leadership in semiconductors and advanced technologies while accelerating research commercialization, startup growth, and Downtown Albany revitalization.

Central NY Regional Housing Strategy

Led regional housing market analysis for New York State to assess housing capacity and projected demand tied to Micron’s planned semiconductor investment in Central NY. Developed recommendations for state and local partners to guide equitable housing growth across a six-county region.

Ulster County Housing Smart Communities Initiative

As an on-call consultant to the Ulster County Planning Department, advising on housing studies and strategies for the Town of Woodstock, Town of Olive, and City of Kingston through the Housing Smart Communities Initiative. The County’s program provides technical assistance to local municipalities in support of pro-housing policies, including inclusionary housing policies, short-term rental and ADU regulations, and community engagement efforts.

Downtown Revitalization in the Capital Region

For New York State, working closely with municipal and community partners, developed strategic investment plans for more than 12 downtowns awarded \$120 million in State funds through the Downtown Revitalization Initiative and NY Forward programs, including Troy and Catskill in the Capital Region. Analyzed downtown market and planning conditions, opportunities and challenges, and



Allie Padgett | Senior Analyst

Allie's work at HR&A centers on advancing economic mobility through workforce and economic development strategies. Her work focuses on industry and labor market analysis, statewide and regional workforce strategies, and the design of place-based programs and investments that connect workers to high-quality jobs. Allie has supported public agencies, economic development organizations, and regional partnerships in developing data-driven strategies that strengthen competitiveness while advancing equitable growth. She holds a Master of Urban and Regional Planning from the UCLA Luskin School of Public Affairs and a B.A. from the University of Washington.

Pronouns: She/her/hers

Education

UCLA Luskin School of Public Affairs, Master of Urban and Regional Planning, 2023

University of Washington, Bachelor of Arts, Geography, 2013

Work Experience

HR&A Advisors, Inc., 2023 – Present

California Governor's Office of Land Use and Climate Innovation, CA Jobs First Team, Graduate Intern, 2022

Cambridge Innovation Center, Expansion Project Manager, 2019-2021

Initiative for a Competitive Inner City, Senior Analyst, 2017-2019

North Atlantic States Regional Council of Carpenters, Researcher and Community Organizer, 2014-2016

Office Location

Los Angeles, CA

Advance Albany County Alliance Strategic Plan Update

Supporting the Advance Albany County Alliance (AACA) – the County's consolidated economic development organization, now in its fifth year of operation – to update its strategic plan to account for changes in the regional and global economy and take advantage of new opportunities for impact in light of historic investment across the county and the Capital Region. The updated plan will set the course for AACA's next five years, with core priorities and an updated funding strategy.

CAP Creates Innovation District Strategic Planning

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Business Planning for Capital Region ON-RAMP

Developed a comprehensive implementation plan for the Capital Region ON-RAMP, a workforce development facility designed to connect residents to career opportunities in advanced manufacturing. Led engagement with employers, training providers, and community organizations; conducted case research on facilities; and developed space programming and location analysis to align the facility's physical design with operational needs. The plan includes capital and operating budgets, financial sustainability recommendations, governance and staffing plans—positioning the ON-RAMP to launch a facility that prepares jobseekers to fill in-demand jobs that meet employers' needs and support economic mobility.

Statewide Workforce Development Strategy for New York

Supporting the development of a comprehensive statewide strategy for Empire State Development (ESD)'s newly established Office of Strategic Workforce Development (OSWD) in partnership with Jobs for the Future (JFF). OSWD seeks to strengthen New York's economic competitiveness and expand economic opportunity and mobility for all New Yorkers. Working with leadership to



Matthew Rivas | Senior Analyst

Based in HR&A's New York office, Matthew's work centers on economic development, real estate strategy, parks and open space planning, and climate policy. Matthew draws on this experience to guide collaborative projects that create more vibrant and equitable cities. He brings with him prior work experience advising business improvement districts, providing economic policy consulting for municipalities, conducting policy research with community development financial institutions, and in both public and private commercial real estate. Matthew holds a Master of City Planning degree and a Bachelor of Arts from the University of Pennsylvania.

Pronouns: He/him/his

Education

University of Pennsylvania, Master of City and Regional Planning, 2022

University of Pennsylvania, Bachelor of Arts, Urban Studies, 2021

Work Experience

HR&A Advisors, Inc., 2022 - Present

Econsult Solutions, 2021-2022

Union Square Partnership, 2021

The Reinvestment Fund, 2020

Port Authority of NY and NJ, 2019

Trevey Commercial Real Estate, 2018 - 2019

Publications

Resolving Landlord-Tenant Disputes: An Analysis of Judgments by Agreement in Philadelphia's Eviction Process, The Reinvestment Fund, 2020

Office Location

New York, NY

Advance Albany County Alliance Strategic Plan Update

Supporting the Advance Albany County Alliance (AACA) – the County's consolidated economic development organization, now in its fifth year of operation – to update its strategic plan to account for changes in the regional and global economy and take advantage of new opportunities for impact in light of historic investment across the county and the Capital Region. The updated plan will set the course for AACA's next five years, with core priorities and an updated funding strategy.

Albany Mayoral Transition Support

Supporting the transition of Albany Mayor Dorcey Applyrs as they hire for key positions, build support for a year-one policy agenda, and outline concrete early actions to continue the momentum of the Mayor's historic campaign. Mayor Applyrs' transition is the first in 12 years for Albany and an opportunity to reset priorities and build enthusiasm for the future of Albany.

Boston Economic Development Study

Supporting Boston's Office of Economic Opportunity & Inclusion (OEI) in developing an economic development plan that will guide the direction of the city's growth over the next five years. The goal is to establish a clear vision for what equitable economic development will be; articulate metrics and targets the City will track; and develop a concrete action plan for the City with buy-in from major stakeholders in and outside of government. To inform this work, conducting an analysis of the city's current economic landscape and the drivers of growth and prosperity, including population change, affordability and availability of childcare, housing, transportation, education, among others. Analyzing the strength of key industries in the city and the quality of jobs available through those industries across Boston's diverse population. Reviewing past economic development efforts in the city to examine the impacts and efficacy of these efforts. In parallel, engaging key stakeholders to inform the analysis, vision, and action plan development.

Southern Tier Regional Economic Development Plan

On behalf of Empire State Development (ESD), advised the Southern Tier Regional Economic Development Council (STREDC) on the development of a comprehensive regional economic development strategy to build lasting economic growth and inclusive prosperity. Conducted an analysis of current and historic socioeconomic trends to understand the opportunities and



Margaret Irwin Principal

Introduction
Outreach.
Participation.
Facilitation.
Consensus
Building.

Office Location
Troy, NY

Margaret's practice is devoted to planning, visioning, consensus building, facilitation and mediation of land use, transportation, economic development and resilience and climate adaptation issues. She has 30+ years of experience as a community planner and consultant. Margaret is a confident public speaker and trainer who has coordinated over fifty successful assignments for urban and rural communities in the Capital Region, including multiple community-wide and neighborhood-based transportation and mobility plans, studies and toolkits.

Margaret recently facilitated the extensive community engagement process for Reimagine St. Luke's, a project to develop a context-sensitive reuse and sustainable development strategy for the former St. Luke's 53+ acre hospital campus in New Hartford, NY. In 2022, she coordinated public involvement for the City of Troy Downtown Revitalization Initiative Strategic Investment Plan, including three public workshops, five local planning committee meetings and a series of community surveys with over 760 responses. The Troy DRI website was the foundation for a fully hybrid (in person/online) and ADA compliant (with live interpretation) process coordinated with Hudson Valley Community College (HVCC). Margaret also guided DRI community engagement in Watertown, Plattsburgh and Clinton-Kirkland. She facilitated engagement and visioning in multiple Capital Region transportation projects including BRT studies for Washington and Western Avenues; Schenectady Transit Gateway; Hamilton Hill TOD; Craig-Main Connection; Hoosick-Hillside Pedestrian Plan; Albany Washington Park Complete Streets; and most recently the Smart Mobility Website and Toolkit for CDTC as a subcontractor to WSP. In Sidney, NY she recently completed a visioning and goal setting project funded by The Nature Conservancy to plan for climate adaptation through Route 8 transportation enhancements and natural mitigation of the Susquehanna River GreenPlain.

Coming from the nonprofit sector, Margaret is very concerned about issues of equity, access and affordability, leveling the playing field and creating opportunity especially for low-income families. Child care, workforce development and accessible transportation are the central obstacles these families must overcome. Throughout the pandemic, River Street worked hard to help low-income people, people of color, people with disabilities and seniors remain engaged. Margaret believes that making transit available, Main Streets accessible and TOD possible through progressive land use codes are essential steps that strengthen local economies well into the future.

Recent
Experience

Main Street and Downtown Revitalization

Margaret has worked on Main Street and downtown revitalization projects including:

- City of Troy ReCode Troy: Zoning a Livable City
- The Path Forward for Troy's Monument Square Mixed Use/Public Space
- City of Schenectady Stockade Resilience Adaptive Preservation Flood-Risk Mitigation Initiative
- Town of Copake Local Waterfront and Community Revitalization Program
- Village of Tannersville Gooseberry Creek Revitalization Plan; Hunter Foundation (Tannersville) Former Market Garden Culinary Center, Main Street Infill & Upper Story Affordable Housing, Main Street Revitalization/Complete Streets (with on and off road trails)
- ADVANTAGE Adirondacks: Advancing Economic Opportunities across the Adirondack Park, Hamilton County, NY
- Adirondack Trail Towns Strategic Plan, Hamilton County, NY
- Pathways to Progress: Charting a Course for the Adirondack Gateway Region, Adirondack Gateway Council
- Village of Sidney Green Main Street: State of the Art Green Infrastructured Streetscape

Transportation and Transit Projects

Select examples from a wide range of transportation projects in the Capital Region:

- Smart Mobility Toolkit, Capital Region Transportation Committee, Capital Region, NY

Christina Snyder Planner



Introduction

Planning.
Graphics.
Web Design.
Outreach.
Landscape
Design.

Christina Snyder is a planner, graphic designer and landscape designer responsible for coordinating River Street's community engagement and outreach efforts. She offers extensive writing, editing, and project management experience and strong analytical and communication skills. Chris also manages in-house production of high-quality graphic promotional materials, including project websites, public presentation boards, tailored infographics for comprehensive plans and economic development materials as well as general report layout and design. Chris is a contributing author and graphic designer for dozens of projects each year. In the past few years Chris led the community outreach process for multiple complex initiatives including the 2022 NY DRI for the City of Troy; The Nature Conservancy funded Resilient Riverfront Visioning plan for the Village of Sidney, NY; the update of the Southern Tier REDC Strategic Plan with multiple hybrid community workshops; and the development of numerous community planning websites including www.ReimagineStLukes.com; www.Resilient-Sidney.com; and <https://projectupdate.wixsite.com/CdtSmartMobility>.

Experience

Reimagine St. Luke's – Planning for the Future; Oneida County, Town of New Hartford, Mohawk Valley Health Systems and Mohawk EDGE, NY |

Office Location
Troy, NY

Community Engagement and Graphic Design Lead. Assisted Fu Wilmers Design to develop an interactive, mobile-enabled, access-compliant web site for the project partners to use as a hub for community visioning and engagement around the redevelopment of the former St. Luke's Hospital campus. Project included all engagement logistics, website design and contribution of public outreach materials.

ST REDC 2023 Strategic Plan, Southern Tier Regional Economic Development Council, NY |

Community Engagement Lead. Assisted HR&A Advisors to develop an engagement approach for the 2023 Southern Tier REDC Strategic Plan Update, including logistics, community survey, and outreach for three public meetings and facilitation of the Food and Agriculture stakeholder focus group. Coordinated hybrid in-person and online community meetings. Contributed strategies for the final plan update.

Resilient Sidney Projects, Village of Sidney, NY |

Planning, Community Engagement and Graphic Design since 2012. Coordinate all aspects of community outreach, graphic production and development of a range of flood recovery and climate resilience initiatives for the Village including: The Sidney GreenPlain project, a community-driven relocation effort paired with construction of one of NY's biggest green infrastructure ecosystems; The Nature Conservancy-sponsored "Envision Sidney's Resilient Riverfront," an intensive community visioning process designed to update the community's vision for its open space and engage hard-to-reach stakeholders; Sidney's Local Waterfront Revitalization Program (LWRP), which is currently underway; and a one-stop website platform that unifies all of the Resilient Sidney initiatives at www.Resilient-Sidney.com.

Advantage Adirondacks, A Project of the Adirondack Partnership, Hamilton County, NY |

Community Engagement and Graphic Design Lead. Graphically produced *Advantage Adirondacks: Advancing Economic Opportunities Across the Adirondack Park*, an award-winning economic development plan for New York's six-million-acre Adirondack Park. River Street led the project consulting team, conducted direct stakeholder interviews, surveys, community outreach and regional workshops.



SECTION III

REFERENCES

REFERENCES

What we can do collectively is what we're about. We invite the County to contact our references to learn more about our partnerships with these communities.

Warren County

John Taflan
County Administrator
1340 State Route 9
Lake George, New York 12845
(518) 761-6539
taflan@warrencountyny.gov

Lewis County

Cassandra Buell, AICP
Clerk of the Board
7660 North State Street
Lowville, NY 13367
(315) 376-5919
cassandrabuell@lewiscounty.ny.gov

City of Schenectady

Alexandria Carver
Director of Development
105 Jay Street, Room 17
Schenectady, NY 12305-1938
(518) 382-5147 ext. 5149
acarver@schenectadyny.gov





SECTION IV

PLAN IMPLEMENTATION

PLAN IMPLEMENTATION

Project Understanding

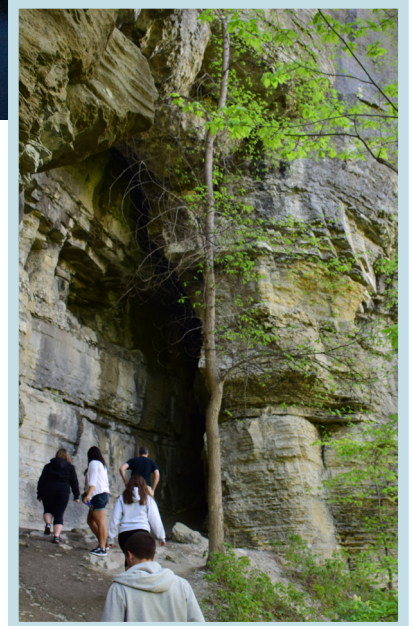
Albany County is at a **critical turning point**. The comprehensive planning process is being undertaken at a moment defined by fiscal pressures, evolving service demands, and a shifting economic landscape. While the Capital Region stands out in Upstate New York for its relative stability, the County faces a tightening labor force that is increasingly vulnerable to national policy shifts. Furthermore, while Albany remains a regional hub, neighboring counties are currently outpacing it in growth through aggressive placemaking and employment center investments.

This planning process creates a vital opportunity to harness current momentum across the County's diverse landscape. From the urban core to the rural Hilltowns, the County must leverage recent progress to secure its competitive position. Our team understands the nuances of this evolving environment, including:

Strategic Urban Reinvestment: The renewed momentum in the City of Albany - including the high-stakes future of the former College of Saint Rose campus - alongside recent Downtown Albany Strategy efforts, provides a template for capturing regional growth.

Corridor Vitality: Emerging investments like the City of Watervliet's recent New York Forward award demonstrate how the County's river towns are pivoting toward modern economic needs.

Countywide Economic Diversification: The 2025 budget underscores the necessity of this effort: the County must diversify its economy beyond its stable government and institutional anchors to capture growth in emerging sectors like semiconductors, AI, biotech, and clean energy.



The Dual Mandate: Vision and Utility

To be successful, the Plan must address Albany County through two distinct but inseparable lenses:

- 1. The County as a Place:** The Plan must articulate a clear vision for the County's physical and social future, addressing housing constraints, talent retention, and regional competitiveness to ensure Albany County remains a destination of choice.
- 2. The County as a Government (The Practical Tool):** Simultaneously, the Plan must function as a high-level framework to guide growth and service delivery. By analyzing the "County as a Government," we will create a framework for strategic resource allocation and capital budgeting, ensuring high-quality service delivery across all 19 municipalities.

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Addressing Equity and Regional Socioeconomic Dynamics

A central pillar of this effort is a data-driven response to the County's racial and geographic disparities. With the median White household income (\$100K) nearly double that of Black households (\$52K), the plan must move beyond high-level aspirations toward targeted strategies that address the root causes of these outcomes.

The manifestation of poverty in Albany County is complex and geographically distinct: while concentrated in the urban core for Black residents, it is increasingly prevalent in the rural Hilltowns and river towns for White households. These divergent realities require a nuanced, multi-modal approach, one that recognizes that a "one-size-fits-all" service delivery model cannot bridge the gap. Implementation must focus on localized solutions, from expanding transit access and workforce pipelines in the City of Albany to addressing rural isolation and infrastructure gaps in the western part of the County. By centering equity, the plan ensures that future growth and County investments provide a pathway to prosperity for all residents, regardless of their zip code or background.

Defining the County's Role

What is the appropriate role of Albany County in shaping growth and supporting its residents? Operating within a complex ecosystem of local and state actors, the County's responsibilities are defined as much by practice as by statute. This process provides the opportunity to clearly define where the County should lead,

where it should support, and where it should enable others.

Understanding the current landscape – identifying what is provided at the municipal level, what is coordinated regionally, and what is led by the County – will be critical. From this baseline, the plan will identify gaps and opportunities for expanded leadership or investment to improve organizational effectiveness.

The LaBella Team understands that this effort is not simply about producing a document; it is about equipping County leadership with an actionable roadmap that connects vision to implementation, ensuring that Albany County remains a competitive, equitable, and resilient center for the region.

Project Approach

The LaBella Team's approach is designed to produce a Comprehensive Plan that functions as a high-performance roadmap for a County in transition. Grounded by the candid demographic and economic data provided in the Community Profile, our process moves beyond traditional planning to address the immediate need for regional competitiveness, economic diversification, and the narrowing of systemic socioeconomic gaps.

Establishing a Competitive Countywide Vision

While the plan serves internal decision-making, it must define a shared vision for Albany County that reverses current "warning signs."

We will synthesize stakeholder and public input into a cohesive framework that identifies:

- **Regional Differentiation:** Defining the County's unique value proposition to recapture growth currently trending toward neighboring counties.
- **High-Growth Sector Alignment:** Pinpointing the land-use and infrastructure requirements needed to support emerging "private sector" anchors in AI, semiconductors, and clean energy.
- **Strategic Growth Framework:** Identifying policy-driver growth areas for modern, mixed-use housing and urban revitalization rather than site-specific design to attract and retain the next generation of the labor force.

Translating Vision into "Gap-Closing" Strategies

A central focus of our approach is ensuring that recommendations are not just implementable, but transformative. Rather than broad policy statements, the plan will deliver:

- **Economic & Equity Diversification:** Targeted strategies to grow the property tax base while simultaneously addressing the root causes of the \$48,000 median income gap between White and Black households.
- **Strategic Resource Allocation:** Clear prioritization of infrastructure investments that bridge the divide between the urban core and the rural Hilltowns.

PLAN IMPLEMENTATION

Tasks	Month																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Phase 1: Project Initiation and Work Program	●		★		★		★		★		★		★		★		★		★	
Subcommittee Meetings to be Held as Necessary																				
Phase 2: Existing Conditions and Trends Analysis																				
Phase 3: Stakeholder, Intergovernmental, and Public Engagement																				
Stakeholder Meetings																				
Workshops																				
Pop-Up Events																				
Interdepartmental Meetings & Executive Leadership Outreach																				
Phase 4: Visioning, Planning Themes, and Future Scenarios																				
Phase 5: Draft Comprehensive Plan, Policy Framework and Implementation Strategies																				
Phase 6: SEQR Support and Plan Adoption																				

Legend: ● = Kick-off Meeting ★ = Committee Meetings

- **Calibrated County Roles:** Defining exactly where the County must lead (e.g., regional housing coordination), support (e.g., municipal zoning updates), or advocate (e.g., state and federal climate funding).
- **Operational Efficiency:** Identifying specific opportunities for inter-departmental and inter-municipal shared services to reduce redundancies and maximize the impact of every taxpayer dollar.

By integrating our team's interdisciplinary expertise in land use, qualitatively calibrated

economics, and governmental operations, our approach ensures the Comprehensive Plan is more than a document – it is a resilient decision-support tool. We bridge the gap between long-range vision and near-term fiscal and policy decisions through a narrative-driven analysis of alternative futures. While specialized land-use modeling software can be used to visualize outcomes, our primary focus remains a robust qualitative evaluation of the trade-offs required to navigate regional competition, bridge socioeconomic divides, and sustain Albany County's long-term stability and growth.

Scope of Work

Phase 1: Project Initiation & Work Program

LaBella will initiate the project with a kickoff meeting involving EDCAP staff, other designated County departments, and a Steering Committee, should one be established (collectively referred to as the 'Project Committee'). This meeting will confirm project goals, expectations, and coordination protocols to establish a shared understanding of priorities. Additional Project Committee meetings will be held approximately every other month.

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Following kickoff, LaBella will refine the project schedule, milestones, and coordination framework to ensure an efficient and transparent planning process. We will confirm data sources, analytical methods, and communication protocols, and identify key decision points requiring County input or approval throughout the project. A detailed public and stakeholder engagement plan will also be prepared (coordinated with Phase 3), ensuring a structured and inclusive process for gathering input from the public, County leadership, departments, and municipalities.

To support a comprehensive analysis of the County's diverse responsibilities, LaBella will work with The Project Committee to establish a series of technical subcommittees. These groups will be organized around key functional areas, including, but not limited to economic development, housing, infrastructure, public health, and environmental resilience – and will include departmental leads and professional practitioners. By leveraging these subcommittees, the team can deeply analyze the diverse range of internal operational trends and community-facing services that define the County's unique ecosystem. The subcommittees will serve as a vital link between the planning team and the departments responsible for implementation, ensuring that the final "Existing Conditions" analysis and subsequent "Future Scenarios" are grounded in technical reality.

This phase will result in a finalized work plan and schedule that reflects Albany County's priorities and establishes a clear roadmap

for the completion of the Comprehensive Plan.

Deliverables:

1. **Kickoff Meeting Materials:** Agenda and summary notes from the initial coordination meeting with the Project Committee and designated County departments to confirm project goals and priorities.
2. **Finalized Work Plan and Project Schedule:** A comprehensive document reflecting Albany County's priorities, including refined milestones and a clear roadmap for completion.
3. **Coordination and Communication Framework:** A defined protocol for data sources, analytical methods, and key decision points requiring County approval.
4. **Working Draft - Community Participation Plan (CPP):** An initial draft public and stakeholder engagement plan (coordinated with Phase 3) ensuring a structured process for input from leadership, departments, municipalities, and the public.
5. **Subcommittee Organizational Structure:** A draft list of technical subcommittees organized by functional areas, including identified departmental leads and professional practitioners.
6. **Engagement Contact List:** An initial database of internal and external stakeholders, including County and local officials and community partners, to be used for targeted outreach.
7. **Project Committee Meetings:** Conduct regular Project Committee meetings,

approximately every other month with draft and final Meeting Summary Notes. Ten Project Committee meetings are anticipated.

8. **Subcommittee Meetings:** Subcommittee meetings will be held on an as needed basis. Draft and final Subcommittee meeting summary notes will be prepared.

Phase 2: Existing Conditions & Trends Analysis

LaBella will conduct a comprehensive assessment of existing conditions and trends, building the analytical foundation for the Plan. Following the dual mandate established in our Project Understanding, this phase is structured to examine Albany County through two complementary lenses: the County as a Place and the County as a Government. Together, these perspectives ensure the plan is grounded in both community conditions and the operational realities required to create a high-level framework for growth and service delivery.

The County as a Place: Community, Equity & Market Baseline

Our team will evaluate Albany County as a physical, social, and economic landscape. Building on their current work with the Advance Albany County Alliance, team partner HR&A Advisors will lead a deep-dive analysis into the socioeconomic drivers of the County:

Population Trends & Opportunities: A profile of demographic shifts over the past two decades, including segmentation by age, household

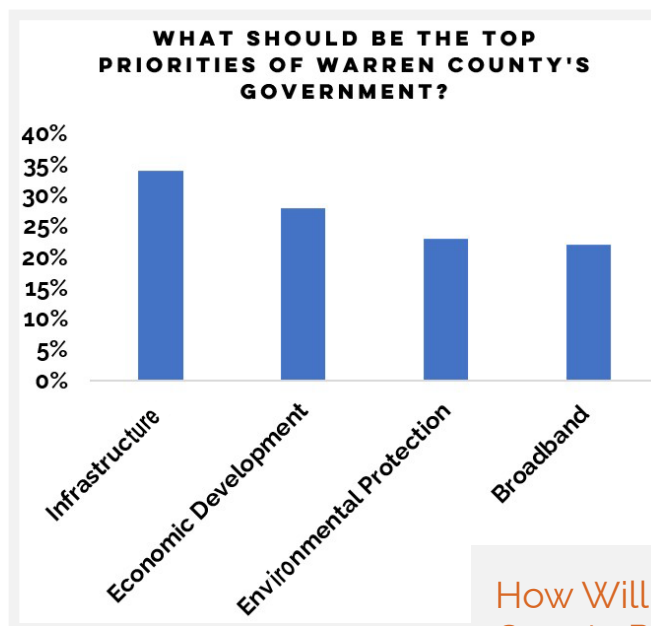
PLAN IMPLEMENTATION

size, income, and race/ethnicity. HR&A will benchmark Albany County against the Capital Region and peer counties to identify specific gaps and growth opportunities for individual towns, cities, and villages.

Economic Development & Competitiveness: An assessment of the County's economic trajectory, including key industry sectors (e.g., semiconductors, clean energy, and institutional anchors), workforce patterns, and market headwinds. To add nuance to the quantitative data, HR&A will conduct targeted stakeholder interviews with economic development actors to surface "on-the-ground" constraints and competitive advantages.

Housing Needs Assessment & "HousingWeaver" Modeling: Utilizing their proprietary HousingWeaver platform, HR&A will analyze supply, demand, and affordability. This tool enables the team to move beyond static data to test how different policy levers such as land use changes or production targets impact outcomes across various neighborhoods. This analysis will be supplemented by interviews with developers, lenders, and property managers to understand the practical barriers to modernizing the County's housing stock.

Land Use & Regulatory Review: LaBella will identify growth patterns and development constraints while documenting the existing landscape of municipal comprehensive plans and local land-use policies. We will assess the diversity of municipal zoning to identify where County-level coordination can support local goals.



Want to learn more about how we tackled creating an implementable strategy for the County? Scan or click the QR code above!

Infrastructure, Systems & Environment: Evaluation of transportation networks, infrastructure capacity, and critical environmental resources to ensure future growth scenarios are evaluated against documented environmental thresholds.

Social Vulnerability & Health: Analyzing public health indicators and areas of inequity to ensure the plan addresses the diverse needs of the entire Albany County "mosaic."

The County as a Government: Operational & Fiscal Baseline

Complementing the spatial and market analysis, our team will evaluate Albany County as an organization to transform the plan into a practical internal tool for strategic resource allocation:

Operational & Service Coordination Review: A review of County structure and departmental roles to identify opportunities for policy alignment and shared services. We will analyze the interplay between

How Will We Define County Priorities?

Similar to our work on the Warren County Comprehensive Plan, a combined analysis of Albany County as both a place and an organization—integrating demographic, economic, housing, infrastructure, operational, and fiscal insights—will help to identify the County government's highest-priority actions by clarifying where it should lead, support, or coordinate to most effectively guide growth, allocate resources, and deliver services.

municipal, County, and regional service delivery to pinpoint redundancies and improve organizational effectiveness.

Fiscal Trends & Budget Alignment: Analysis of budget trends and capital/operational expenditures to ensure long-term sustainability. This ensures the Plan's recommendations are calibrated to the County's actual fiscal capacity and future applicable budget priorities.

PLAN IMPLEMENTATION

Data-Driven Tools for Future Modeling

To transition from historical trends to future-looking modeling, this analysis will identify "Key Drivers of Change" such as shifting migration patterns and emerging tech sectors that serve as the primary variables for scenario testing. We will develop:

ArcGIS StoryMap & Housing Dashboards: An interactive digital platform hosting spatial layers and HR&A's housing/economic outputs for both technical use and public communication.

"Status Quo Baseline" Projection: A forward-looking qualitative projection describing the long-term fiscal and physical implications of maintaining current policies versus pursuing alternative growth strategies.

Deliverables:

1. **Comprehensive Baseline Report (Existing Conditions, Regulatory & Fiscal):** A synthesized document merging the "Place" and "Government" analyses, incorporating HR&A's demographic, economic, and housing findings, and stakeholder interview summaries.
2. **Interactive ArcGIS StoryMap & HousingWeaver Dashboards:** A centralized digital platform hosting spatial layers, infrastructure data, and interactive housing/market modules to facilitate collaborative design in Phase 3.
3. **Future Trends & Baseline Projections:** A technical summary of "Key Drivers of Change" and the "Status Quo Baseline" projection to serve as the foundation for future scenario testing.

Phase 3: Stakeholder, Intergovernmental, and Public Engagement

A comprehensive county-wide plan is only as impactful as the professional networks, department leads, and other partnerships that support it.

An effective Plan provides a **unified strategic direction** to County Departments, identifies shared service opportunities to reduce duplication, and pulls together technical priorities from each community in the County. Our approach to engagement is multi-pronged and iterative, designed to move beyond passive engagement and towards **active, highly-coordinated, and meaningful collaboration**. We see engagement as a tiered process: beginning with rigorous internal departmental alignment at the County and local government levels to ensure operational feasibility, expanding to municipal leadership and professional practitioners, and culminating in a broad, creative, and digitally integrated public conversation at locations County-wide.

It is critical that we reach all communities at multiple points in the planning process, with a specific emphasis on residents who are historically underrepresented or face barriers to participation, including renters, seniors, youth, transit-dependent populations, immigrants and non-English speaking residents. To ensure these voices are central to the process, we will provide professional translation and interpretation services to accommodate the County's non-English speaking residents.

While a robust engagement process includes traditional pillars like in-person workshops and

a continuous digital presence, we will supplement these with a Mobile Workshop Studio. This traveling "pop-up" kit ensures geographic equity by meeting people where they already are: at trailheads, transit hubs, cultural festivals, and local libraries. By deploying informal, "on-the-ground" techniques like the Farm Stand Listening Tour and partnering with local non-profits as "trusted messengers," we bridge the gap between technical planning and the lived experience of Albany County's diverse population.

Preparing a Community Participation Plan (CPP)

The LaBella Team will develop a comprehensive Community Participation Plan (CPP) that outlines a suite of integrated input opportunities tailored to reach every corner of the County – from the urban core to the rural Hilltowns. This plan will include dedicated project webpages, community surveys, targeted stakeholder interviews, and focus groups designed to capture specific technical and neighborhood-level insights.

The CPP will lay out a strategic calendar of events aligned with key milestones, such as the unveiling of the Existing Conditions and Trends Analysis and the release of the draft plan. To maximize participation across all demographics, we will utilize a hybrid communication strategy, utilizing traditional media (press releases, flyers, posters) alongside social media, email-blasts, and QR codes on physical collateral materials.

PLAN IMPLEMENTATION

Internal Capacity & Municipal Alignment

We recommend beginning the process by looking toward the people who keep the County running and those who lead its individual communities.

- **Inter-Departmental Capacity Charrettes:** We will bring all County Departments together in active working sessions to assess current operational capacity, needs, cross-departmental hurdles, cost of services projections, and shared services opportunities. This is not a one-time meeting; we will reconnect with the departments regularly throughout the process to ensure the plan's recommendations are operationally feasible.
- **Executive Leadership Outreach:** Following initial department meetings, our team will meet with elected officials throughout the County, including County Legislators, Mayors, and Supervisors. These conversations are critical to ensuring local municipal goals are woven into the county-wide fabric and the selection of catalyst projects from day one.
- **Community Partner Identification:** Meetings with department heads and elected officials will help us to expand the Contact List to ensure subsequent outreach is targeted, inclusive, and meaningful.

Workshop Model

The heart of our public-directed process consists of three major high-impact workshops:

Workshop 1: Collaborative Public Visioning Forum: A large-scale, participant-led session that empowers residents to define regional priorities and influence the direction of the plan.

Workshop 2: Interactive Scenario Modeling and Collaborative Design: Following the Status Quo Baseline established in Phase 2, the team will facilitate a session grounded in "key drivers of change" to evaluate thematic alternatives through a qualitative framework. We will work with

the Project Committee and County Leadership to select methodology such as Priority Budgeting (using a method for participants to select their priorities using a set number of tokens), Alternative Future Mapping, Visual Preference Polling (VPP), or Constraint-Based "Stress Tests". While our team is prepared to utilize land-use modeling software to visualize spatial impacts, the primary objective of this session will be to develop a qualitative assessment that describes how various thematic scenarios influence County service delivery, capital budgeting, and intergovernmental coordination.

The Mobile Workshop Studio

To ensure geographic equity, our Mobile Workshop Studio will move throughout the County, popping up at high-traffic locations including regional transit hubs, campus centers at local universities, and diverse cultural festivals.

To capture the nuances of County life and reach specific professional and residential sub-groups, the Studio will deploy specialized "on-the-ground" modules, including:

The Farm Stand Listening

Tour: Informal drop-in sessions at local agricultural hubs to speak directly with producers about land-use pressures and economic viability.

Active Transportation

Audits: Walking and riding audits along key urban corridors to provide real-time feedback on safety and infrastructure.



PLAN IMPLEMENTATION

The Mobile Workshop Studio (*..cont'd*)

To ensure geographic equity, our Mobile Workshop Studio will move throughout the County, popping up at high-traffic locations including regional transit hubs, campus centers at local universities, and diverse cultural festivals.

To capture the nuances of County life and reach specific professional and residential sub-groups, the Studio will deploy specialized “on-the-ground” modules, including:

Heritage & Culture-Rooted Pop-ups: Presence at historic sites and landmark events such as the Altamont Fair, Capital Pride, and the Harvest and Wine Festival.

“Ask a Planner”: Regular virtual and in-person sessions at public libraries and other locations to provide a space for technical questions.

Workshop 3: Draft Recommendations and Implementation: Draft recommendations and the implementation approach will be provided at an Open House as a “check-back” to provide an opportunity to review and comment on the Plan’s proposed recommendations before the plan is finalized.

Digital Engagement Hub (ArcGIS Hub)

Our digital strategy is centered on accessibility and data transparency. We will deploy a



dedicated ArcGIS Hub site as the primary project website.

Interactive StoryMaps: We will use ArcGIS StoryMaps to present future scenarios using swipe map features (e.g., visualizing “missing middle” housing).

Map-Based Surveys: Residents can provide localized feedback via “pin-drop” surveys.

Real-Time Dashboards: A public-facing dashboard will show real-time survey results, ensuring the community knows their voice is being heard.

Inclusive Outreach and Diverse Engagement

To reach every corner of the County, we will implement coordinated outreach targeting renters, seniors, youth, transit-dependent populations, and historically underrepresented communities. For communities/neighborhoods with high concentrations of non-English speakers, we will utilize interpreters and provide translated workshop materials to encourage full participation.

Our tactical approach to inclusion includes:

Strategic Partnerships:

Leveraging existing school district listservs and partnering with local non-profits as “trusted messengers” to facilitate high-impact focus groups.

Physical & Digital Presence:

Placing physical information kiosks with QR codes at high-traffic community hubs, such as post offices and community centers, to bridge the digital divide.

Neighborhood-Level Facilitation:

Tailoring materials and interpretation services to the specific cultural and linguistic context of each community to ensure that input is both representative and meaningful.

Deliverables:

1. **Community Participation Plan (CPP) & Engagement Database:** A detailed roadmap outlining the strategic calendar, multi-modal communication strategy, and integrated input opportunities for the urban core and rural Hilltowns. This includes an expanded Engagement Contact List of residents, business operators, non-profits, and advocacy organizations.

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2. **Executive & Inter-Departmental Leadership Briefings:** Execution of active working sessions (capacity charrettes) with County Departments and elected officials (Legislators, Mayors, and Supervisors). Deliverables include all facilitation materials, fiscal/operational baseline review data, and synthesized feedback to align local catalyst projects with the county-wide fabric.

3. **Integrated Workshop Series (Visioning, Modeling, & Check-back):** Management and summaries of three major forums: Workshop 1 (Visioning Toolkits and regional priorities), Workshop 2 (Interactive Scenario Modeling using VPP or "Token" methods), and Workshop 3 (Draft Plan Check-back and final feedback documentation).

4. **The Mobile Workshop Studio & Field-Based Modules:** Execution of "on-the-ground" sessions at high-traffic hubs (transit centers, festivals, etc.) via the Mobile Workshop Studio. This includes the deployment of physical pop-up kits, the facilitation of "Field Modules" (such as Farm Stand Listening Tours and Active Transportation Audits), and the resulting synthesis of intercept data and technical briefs.

5. **Digital Engagement Hub & Community Survey Program:** Launch and management of an ArcGIS Hub featuring real-time dashboards and "pin-drop" surveys. This includes the administration of a multi-lingual Community Survey program, complete with all promotional collateral (QR codes, flyers) and a final Findings Report.

6. **Inclusion & Diversity Focus Groups:** Execution of targeted sessions with underrepresented populations (renters, seniors, youth). This includes the creation of "Trusted Messenger" materials for partner non-profits and a formal summary of diverse perspectives to be integrated into the planning framework.

Phase 4: Visioning, Planning Themes, and Future Scenarios

Building on the analytical baseline from Phase 2 and the community input gathered in Phase 3, the LaBella Team will facilitate a visioning process to define Albany County's future trajectory. This phase moves beyond aspirations to establish a clear planning framework, utilizing a structured scenario evaluation process to understand the long-term implications of today's decisions.

Scenario Development & Economic Calibration

We will translate "key drivers of change" into distinct thematic alternatives, providing critical advisory on the housing and economic implications of these scenarios, helping the County navigate the trade-offs between different growth patterns, such as concentrated transit-oriented development versus rural agricultural preservation. This process includes:

- **Thematic Alternatives:** Translating community vision into spatial models that explore different balances of land use, infrastructure investment, and regional coordination.

- **Impact Evaluation:** Using the ArcGIS Hub and available analytical tools, we will compare these alternatives against the "Status Quo Baseline." This allows the County to visualize how different policy paths affect fiscal sustainability, infrastructure costs, and community resilience.
- **Economic & Housing Strategy Alignment:** Identifying how alternative growth scenarios support (or hinder) the County's ability to attract emerging industries and meet the demand for modern, mixed-use housing identified in Phase 2.

Operational Vetting & Implementation Capacity

A unique component of this phase is the assessment of the County's organizational "readiness." The team will evaluate how existing County structures, roles, and partnerships are positioned to implement priority actions. This includes:

- **Departmental Capacity Reviews:** Reviewing current responsibilities and coordination mechanisms across relevant County departments and partner organizations.
- **Organizational Alignment:** Identifying where adjustments in County structure or inter-departmental roles may be needed to support the effective delivery of the plan's initiatives.
- **Leadership Consensus:** Facilitating sessions with County leadership and advisory bodies to synthesize scenario findings into a cohesive Vision Statement and Planning Framework.

PLAN IMPLEMENTATION

By using interactive StoryMaps to present these alternatives, stakeholders can clearly visualize the trade-offs associated with different long-range decisions. The outcomes of this phase provide a definitive foundation for the development of the specific policies and implementation strategies in Phase 5.

Deliverables:

- Vision Statement & Planning Framework:** A high-level document outlining the County's long-term goals, core themes (e.g., housing, economic resilience, and sustainability), and guiding principles.
- Scenario Implications & Trade-off Report:** A summary of the alternative future scenarios developed, including an analysis of their economic, housing, and fiscal impacts.
- Operational Capacity Assessment & Alignment Log:** A formal report and log resulting from Operational Vetting Sessions with County Department leads. This deliverable documents the feasibility of proposed strategies, defines specific County roles, and provides recommendations for coordination mechanisms to support plan implementation.
- Interactive Scenario StoryMap:** A public-facing digital tool allowing users to explore different growth alternatives and understand the associated trade-offs.

Strategy	Timeframe				Smart Growth Alignment	Potential Partners	Relative Cost	Potential Funding
	Ongoing	Short	Mid	Long				
Housing and Neighborhoods								
GOAL 1: Provide a Range of Housing Opportunities								
a.	Develop programs and projects with partners to provide a diversity of housing options affordable to existing and anticipated population of the City.				  	Arbor Housing and Development, Habitat for Humanity, Community Progress, Land Bank	\$	CDBG, HTF, ARC
b.	Expand the work that was done with the Corning Housing Partnership and work with housing partners to seek out additional funding sources and implement programs to help improve the quality of the existing owner-occupied and rental housing stock.					Arbor Housing and Development, Habitat for Humanity, Community Progress, Land Bank	\$	CDBG, HTF, ARC
c.	Consider amendments to the Zoning Code that provide a process for approval and govern the design of additional dwelling units when they fit the character of the neighborhoods.					Planning Commission	\$	DOS SG
d.	Incentivize reinvestment in the rehabilitation and modernization of existing multi-family properties.					Multi-Family Owners and Developers, NYSHCR	\$	CDBG, HTF
e.	Consider applying for Pro-Housing certification to support housing, community, and economic development projects in the City.					NYSHCR, ESD	\$	No new funding needed.
GOAL 2: Preserve and Enhance Our Neighborhoods								
a.	Evaluate the short-term rental market and consider regulation where appropriate.					SCCVB, STC	\$	
b.	Support enforcement of building codes to improve safety and quality of life in neighborhoods.						\$	
c.	Perform a sidewalk condition analysis throughout the City and identify funding models for improving sidewalks.				 	NYS DOT	\$	DOH, Office of Aging, ARC
d.	Improve pedestrian routes and walkability to the Corning High School, parks, and other destinations with high foot traffic through crosswalks and other traffic calming strategies.				 	NYS DOT, School District	\$\$\$	TAP, DOH, Office of Aging, ARC
e.	Coordinate with the Steuben County Land Bank Corporation, housing partners, and private developers to identify and address vacant and blighted structures in neighborhoods.					Land Bank, City of Corning, Arbor Housing and Development, Habitat for Humanity, Banks	\$	HCR Land Bank Initiative, CDBG, HTF
f.	Review and assess SE Steuben County Housing Study sponsored by Three Rivers Development as a basis to determine City of Corning Housing needs, including specific types of housing needed in the City.					Arbor Housing and Development, Habitat for Humanity, Three Rivers	\$	ARC
g.	Identify and develop opportunities incorporating mixed-use development in existing structures, infill development, and placemaking within neighborhoods.				  	Three Rivers, SCIDA, Developers	\$	DOS SG & BOA, ESD
h.	Support redevelopment efforts that preserve the appeal of Corning's historic neighborhoods and housing.							
i.	Enhance existing open spaces in neighborhoods and identify opportunities for new open spaces or improvements to existing open spaces in neighborhoods.							

Why Are Action-Based Plans Important?

Phase 5: Draft Comprehensive Plan, Policy Framework and Implementation Strategies

LaBella will prepare the Comprehensive Plan's policy and implementation framework, translating the prior visioning and technical analysis into a structured, actionable guidance system for Albany County. This framework will be organized into thematic pillars: such as Economic Vitality, Resilient Infrastructure, and Healthy Communities – to ensure that cross-cutting issues like equity and climate resilience are integrated into every policy area.

Our Team will ensure these recommendations are grounded in market realities and aligned with County capacity. This includes translating findings into narrative-based goal language that specifically addresses housing needs, economic constraints, and market-based challenges to unlock development.

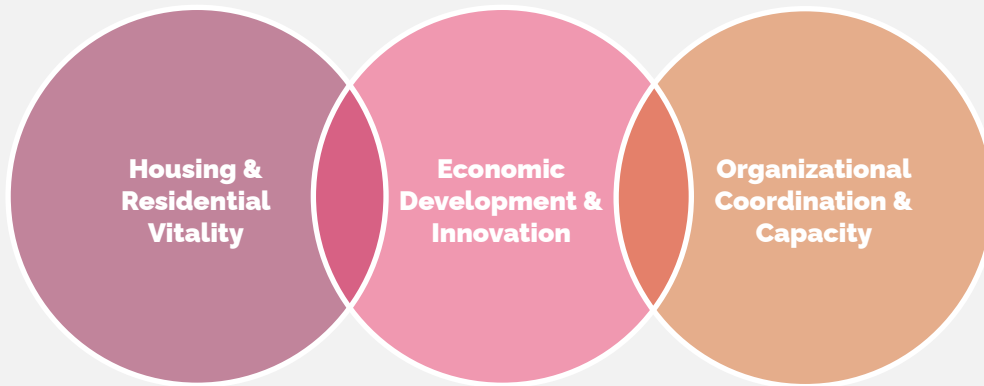
Why Are Action-Based Plans Important?

Creating an implementation framework is essential to **turning a community's vision into actionable, trackable progress**. It clearly outlines who is responsible for each action, establishes realistic timeframes, identifies potential funding sources, and highlights key partners needed for success. By organizing strategies into a practical, step-by-step framework, we can ensure accountability, support decision-making, and help the County prioritize strategies that will have the greatest impact.

To ensure the plan is both a visionary community document and a practical internal tool, we will categorize all recommendations into two distinct tracks:

- County-Led Actions (Direct Implementation):** High-priority initiatives where the County maintains primary jurisdiction or fiscal responsibility. For these efforts, the plan will provide

PLAN IMPLEMENTATION



a “Departmental Playbook” identifying the lead agency, estimated capital or operating budget impacts, anticipated timeframes, and potential grant funding sources. Our Team will focus on identifying County-led actions to strategically grow the housing supply and support economic clusters.

- **Advisory & Partnership Frameworks (Intergovernmental Support):** Recommendations focusing on the County’s role as a regional coordinator, providing municipalities with data, technical assistance, or policy templates to align local zoning with Countywide goals.

A core component of this phase is the development of a comprehensive Implementation Matrix. This matrix will serve as a multi-year schedule for the County, outlining specific projects, programmatic changes, and policy updates. Each recommendation will clearly define Albany County’s specific role – whether as a lead implementer, partner, supporter, or advocate – to ensure clear lines of accountability.

The Project Team’s development of this framework will specifically prioritize three critical pillars for the County’s long-term success:

Housing & Residential Vitality: Leveraging a range of policy tools, from creative financing to capacity building to address supply gaps and projected growth while aligning with land conservation and equity goals.

Economic Development & Innovation: Identifying opportunities to attract and retain high-growth industries, spur innovation, and connect residents with quality employment by building on regional competitive strengths.

Organizational Coordination & Capacity: Assessing opportunities to improve departmental organization, including potential adjustments to roles and responsibilities to ensure the County is structured to effectively deliver on priorities over time.

To support long-term success, our Team will establish attainable qualitative and quantitative

performance measures and a monitoring dashboard, allowing County leadership to track implementation progress and narrative milestones in real-time. Before finalizing the draft, LaBella will facilitate the final public workshop: Final Recommendations and Implementation. This “check-back” session ensures the community sees its input reflected in the proposed goals and implementation schedule before moving toward the formal adoption process.

The final draft will serve dual purposes: an outward-facing narrative that articulates the County’s value proposition to residents and investors, and an inward-facing operational guide that aligns multi-year departmental work plans with the County’s strategic vision.

Deliverables:

1. **Draft Comprehensive Plan (Narrative & Policy Document):** A complete draft of the plan, including existing conditions summaries, the vision statement, and the full policy framework, including market-grounded policy language for housing and economic development.

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2. **Comprehensive Implementation Matrix:** A detailed multi-year schedule identifying lead departments, specific actions, anticipated costs, funding sources, and timeframes for each recommendation.
3. **Final Workshop: Final Recommendations & Implementation (Facilitation, Materials, & Feedback Log):** Execution of the final public workshop to vet the draft recommendations and priorities with the community, facilitated with materials that clearly communicate trade-offs and implementation pathways.
4. **Departmental Implementation Playbook:** A categorized matrix of County-led actions, specifying lead departments, fiscal implications, and performance metrics, inclusive of recommendations for organizational adjustments and coordination mechanisms to support effective delivery.
5. **Intergovernmental Coordination Guide:** A set of advisory recommendations and technical toolkits designed to support municipal alignment with County priorities.
6. **Performance Monitoring Dashboard (Design & Framework):** A structured system for tracking the qualitative narrative progress and key performance measures identified in the plan to ensure ongoing evaluation.

Phase 6: SEQR Support, Public Hearing, and Plan Adoption

LaBella will support Albany County in completing the State Environmental Quality Review (SEQR) process associated with the Comprehensive Plan, with the County serving as Lead Agency. Because the adoption of a Comprehensive Plan is a Type I action, our team will ensure the environmental review is integrated into the planning process from the outset, utilizing the baseline data established in Phase 2 to evaluate the potential impacts of the proposed policy framework.

This phase includes the preparation of the Full Environmental Assessment Form (FEAF) Part 1, 2, and 3 to address the cumulative impacts of the plan's recommendations. LaBella will manage coordination with all involved and interested agencies and provide technical support for the required public review and comment periods. Following the environmental review, we will prepare the SEQR Determination of Significance – anticipating a Negative Declaration. It is understood that a Generic Environmental Impact Statement will not be necessary.

Formal Adoption Support and Public Hearing

The culmination of the project involves the formal transition from a draft document to an adopted County policy. This includes:

Formal Public Hearing: LaBella will provide direct support for the required Final Public Hearing before the County Legislature. Our team will prepare presentation materials, executive

summaries, and technical responses to public testimony to ensure the Legislature has a complete record for their decision-making.

Final Plan Refinement: Following the public hearing and final feedback from the County and stakeholders, LaBella will revise the Comprehensive Plan to incorporate any necessary adjustments, resulting in a final, adoption-ready document.

Legislative Support: We will assist EDCAP and County Leadership throughout the formal adoption process, including the preparation of the Adoption Resolution and supporting documentation for the County Legislature.

Deliverables:

1. **Complete SEQR Documentation:** Full Environmental Assessment Form (FEAF Parts 1, 2, and 3), Coordination Letters, Negative Declaration, and resolution.
2. **Public Hearing Materials:** Presentation decks, fact sheets, and a synthesis of public testimony from the formal hearing.
3. **Final Adoption-Ready Comprehensive Plan:** The completed plan in high-resolution digital format, including an Executive Summary and all editable source files (InDesign, Word, and GIS Data) to ensure the County can maintain and update the document.
4. **Legislative Adoption Package:** Draft resolutions and the final administrative record required for formal legislative action.



SECTION V

COST PROPOSAL SECTION

COUNTY OF ALBANY

COST PROPOSAL FORM

PROPOSAL IDENTIFICATION:

Title: Development for a Comprehensive Plan
RFP Number: 2026-040

Submit a detailed cost proposal as described in section 4 Scope of Services.

COMPANY: LaBella Associates, D.P.C.

ADDRESS: 4 British American Boulevard

CITY, STATE, ZIP: Latham, NY 12110

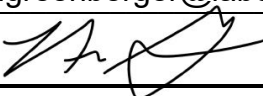
TEL. NO.: (518) 824-1933

FAX NO.: _____

FEDERAL TAX ID NO.: 16-1115731

REPRESENTATIVE: Norabelle Greenberger, AICP

E-MAIL: ngreenberger@labellapc.com

SIGNATURE AND TITLE  Associate Vice President

DATE 4/9/2026

COST PROPOSAL

	Prime Consultant	Teaming Partners		
Phase	LaBella Fee	River Street Fee (WBE)	HR&A Fee	Fee Total
1: Project Initiation & Work Program	\$6,680	\$3,000		\$9,680
2: Existing Conditions & Trends Analysis	\$30,400		\$40,000	\$70,400
3: Stakeholder, Intergovernmental, and Public Engagement	\$31,600	\$67,000		\$98,600
4: Vision, Themes, and Scenarios	\$29,300		\$15,000	\$44,300
5: Draft Plan, Policy Framework, and Implementation	\$35,450		\$35,000	\$70,450
6: SEQR & Adoption	\$5,220			\$5,220
Project Totals:	\$138,650	\$70,000	\$90,000	\$298,650

**All fees and rates include fringe benefits, overhead and profit. This table is inclusive of all expenses (mileage, materials, etc).*



SECTION VI

MANDATORY DOCUMENTATION

COUNTY OF ALBANY

PROPOSAL FORM

PROPOSAL IDENTIFICATION:

Title: Development for a Comprehensive Plan
RFP Number: 2026-040

THIS PROPOSAL IS SUBMITTED TO:

Pamela O Neill, Purchasing Agent
Albany County Department of General Services
Purchasing Division
112 State Street, Room 820
Albany, NY 12207

1. The undersigned Proposer proposes and agrees, if this Proposal is accepted, to enter into a Contract with the owner in the form included in the Contract Documents to complete all Work as specified or indicated in the Contract Documents for the Contract Price and within the Contract Time indicated in this Proposal and in accordance with the Contract Documents.
2. Proposer accepts all of the terms and conditions of the Instructions to Proposers, including without limitation those dealing with the Disposition of Proposal Security. This Proposal may remain open for ninety (90) days after the day of Proposal opening. Proposer will sign the Contract and submit the Contract Security and other documents required by the Contract Documents within fifteen days after the date of County's Notice of Award.
3. In submitting this Proposal, Proposer represents, as more fully set forth in this Contract, that:

- (a) Proposer has examined copies of all the Contract Documents and of the following addenda: (If none, so state)

Date	3/12/2026	Number	1
	3/24/2026		2
	4/3/2026		3
	4/8/2026		4

(receipt of all of which is hereby acknowledges) and also copies of the Notice to Proposers and the Instructions to Proposers;

- (b) Proposer has examined the site and locality where the Work is to be performed, the legal requirements (federal, state and local laws, ordinances, rules and regulations) and the conditions affecting cost, progress or performance of the Work and has made such independent investigations as Proposer deems necessary;

- (c) This Proposal is genuine and not made in the interest of or on behalf of any undisclosed person, firm or corporation and is not submitted in conformity with any agreement or rules of any group, association, organization or corporation; Proposer has not directly or indirectly induced or solicited any other Proposer to submit a false or sham Proposal; PROPOSER has not solicited or induced any person, firm or a corporation to refrain from Proposing; and Proposer has not sought by collusion to obtain for himself any advantage over any other Proposer or over the owner.

4. Proposer will complete the Work for the following prices(s): (Attach Proposal)
5. Proposer agrees to commence the Work within the number of calendar days or by the specific date indicated in the Contract. Proposer agrees that the Work will be completed within the number of Calendar days or by the specific date indicated in the contract.
6. The following documents are attached to and made a condition of this Proposal:
- (a) Non-Collusive Bidding Certificate (Attachment "A")
 - (b) Acknowledgment by Bidder (Attachment "B")
 - (c) Vendor Responsibility Questionnaire (Attachment "C")
 - (d) Iranian Energy Divestment Certification (Attachment "D")
7. Communication concerning this Proposal shall be addressed to:
- Norabelle Greenberger, AICP
- _____
- _____
- _____
- Phone: (518) 824-1933
8. Terms used in this Proposal have the meanings assigned to them in the Contract and General Provisions.

ATTACHMENT "A"
NON-COLLUSIVE BIDDING CERTIFICATE PURSUANT TO
SECTION 103-D OF THE NEW YORK STATE GENERAL MUNICIPAL LAW

A. By submission of this bid, each bidder and each person signing on behalf of any bidder certifies, and in the case of a joint bid, each party thereto certifies as to its own organizations, under penalty of perjury, that to the best of knowledge and belief:

(1) The prices in this bid have been arrived at independently without collusion, consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other bidder or with any competitor.

(2) Unless otherwise required by law, the prices which have been quoted in this bid have not knowingly been disclosed by the bidder and will not knowingly be disclosed by the bidder, directly or indirectly, prior to opening, to any bidder or to any competitor.

(3) No attempt has been made or will be made by the bidder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting competition.

A bid shall not be considered for award nor shall any award be made where (1), (2), and (3) above have not been complied with; provided, however, that in any case the bidder cannot make the foregoing certification, the bidder shall so state and shall furnish with the bid a signed statement which sets forth in detail the reasons thereof. Where (1), (2), and (3) above have not been complied with, the bid shall not be considered for any award nor shall any award be made unless the head of the Purchasing Unit to the political subdivision, public department, agency or official thereof to which the bid is made, or his designee, determines that such disclosure was not made for the purpose of restricting competition.

The fact that a bidder (a) has published price lists, rates, or tariffs covering items being procured, (b) has informed prospective customer of proposed or pending publication of new or revised price lists for such items, or (c) has sold the same items to other customers at the same prices being bid, does not constitute, without more, a disclosure within the meaning of paragraph "A" above.

B. Any bid hereafter made to any political subdivision of the state or any public department, agency or official thereof by a corporate bidder for work or services performed or to be performed or goods sold or to be sold, where competitive bidding is required by statute, rule, regulation, local law, and where such bid contains the certification referred to in paragraph "A" of this section, shall be deemed to have been authorized by the Board of Directors of the bidder, and such authorization shall be deemed to include the submission of the bid and the inclusion therein of the certificate as to non-collusion as the act and deed of the corporation


Signature

Associate Vice President

Title

LaBella Associates, D.P.C.

Company Name

4/9/2026

Date

ATTACHMENT "B"
ACKNOWLEDGMENT BY PROPOSER

If Individual or Individuals:

STATE OF _____)
COUNTY OF _____) SS.:

On this _____ day of _____, 20____, before me personally appeared _____ to me known and known to me to be the same person(s) described in and who executed the within instrument, and he (or they severally) acknowledged to me that he (or they) executed the same.

Notary Public, State of _____

Qualified in _____

Commission Expires _____

If Corporation:

STATE OF Warren New York)
COUNTY OF Warren) SS.:

On this 9 day of April, 2026, before me personally appeared Norabelle Greenberger, AICP to me known, who, being by me sworn, did say that he resides at (give address) _____; that he is the (give title) Associate Vice President of the (name of corporation) LaBella Associates, D.P.C., the corporation described in and which executed the above instrument; that he knows the seal of the corporation, and that the seal affixed to the instrument is such corporate seal; that it was so affixed by order of the board of directors of the corporation, and that he signed his name thereto by like order.



Bm A

Notary Public, State of New York

Qualified in Saratoga County

Commission Expires April 3, 2028

If Partnership:

STATE OF _____)
COUNTY OF _____) SS.:

On the _____ day of _____, 20____, before me personally came _____, to me known to be the individual who executed the foregoing, and who, being duly sworn, did depose and say that he / she is a partner of the firm of _____ and that he / she has the authority to sign the same, and acknowledged that he / she executed the same as the act and deed of said partnership.

Notary Public, State of _____

Qualified in _____

Commission Expires _____

ATTACHMENT "C"
ALBANY COUNTY
VENDOR RESPONSIBILITY QUESTIONNAIRE

1. VENDOR IS: ☒ PRIME CONTRACTOR			
2. VENDOR'S LEGAL BUSINESS NAME LaBella Associates, D.P.C.		3. IDENTIFICATION NUMBERS a) FEIN # 16-1115731 b) DUNS # 09 167 0117	
4. D/B/A – Doing Business As (if applicable) & COUNTY FIELD:		5. WEBSITE ADDRESS (if applicable) http://www.labellapc.com	
6. ADDRESS OF PRIMARY PLACE OF BUSINESS/EXECUTIVE OFFICE 4 British American Boulevard, Latham NY 12110		7. TELEPHONE NUMBER (518) 824-1933	8. FAX NUMBER
9. ADDRESS OF PRIMARY PLACE OF BUSINESS/EXECUTIVE OFFICE <i>IN NEW YORK STATE, if different from above</i>		10. TELEPHONE NUMBER	11. FAX NUMBER
12. AUTHORIZED CONTACT FOR THIS QUESTIONNAIRE Name Norabelle Greenberger, AICP Title Associate Vice President Telephone Number (518) 824-1933 Fax Number e-mail ngreenberger@labellapc.com			
13. LIST ALL OF THE VENDOR'S PRINCIPAL OWNERS. LaBella is a design professional corporation, with shareholder amounts changing annually. See the attached page following this form for our company officers.			
a) NAME	TITLE	b) NAME	TITLE
c) NAME	TITLE	d) NAME	TITLE
A DETAILED EXPLANATION IS REQUIRED FOR EACH QUESTION ANSWERED WITH A "YES," AND MUST BE PROVIDED AS AN ATTACHMENT TO THE COMPLETED QUESTIONNAIRE. YOU MUST PROVIDE ADEQUATE DETAILS OR DOCUMENTS TO AID THE COUNTY IN MAKING A DETERMINATION OF VENDOR RESPONSIBILITY. PLEASE NUMBER EACH RESPONSE TO MATCH THE QUESTION NUMBER.			
14. DOES THE VENDOR USE, OR HAS IT USED IN THE PAST FIVE (5) YEARS, ANY OTHER BUSINESS NAME, FEIN, or D/B/A OTHER THAN THOSE LISTED IN ITEMS 2-4 ABOVE? List all other business name(s), Federal Employer Identification Number(s) or any D/B/A names and the dates that these names or numbers were/are in use. Explain the relationship to the vendor.		☒ Yes ☐ No See attached page following this form.	
15. ARE THERE ANY INDIVIDUALS NOW SERVING IN A MANAGERIAL OR CONSULTING CAPACITY TO THE VENDOR, INCLUDING PRICIPAL OWNERS AND OFFICERS, WHO NOW SERVE OR IN THE PAST ONE (1) YEARS HAVE SERVED AS:			
a) An elected or appointed public official or officer? <i>List each individual's name, business title, the name of the organization and position elected or appointed to, and dates of service</i>		☐ Yes ☒ No	
b) An officer of any political party organization in Albany County, whether paid or unpaid? <i>List each individuals name, business title or consulting capacity and the official political position held with applicable service dates.</i>		☐ Yes ☒ No	

16.	WITHIN THE PAST (5) YEARS, HAS THE VENDOR, ANY INDIVIDUALS SERVING IN MANAGERIAL OR CONSULTING CAPACITY, PRINCIPAL OWNERS, OFFICERS, MAJOR STOCKHOLDER(S) (10% OR MORE OF THE VOTING SHARES FOR PUBLICLY TRADED COMPANIES, 25% OR MORE OF THE SHARES FOR ALL OTHER COMPANIES), AFFILIATE OR ANY PERSON INVOLVED IN THE BIDDING OR CONTRACTING PROCESS:	
a)	1. been suspended, debarred or terminated by a local, state or federal authority in connection with a contract or contracting process; 2. been disqualified for cause as a bidder on any permit, license, concession franchise or lease; 3. entered into an agreement to a voluntary exclusion from bidding/contracting; 4. had a bid rejected on an Albany County contract for failure to comply with the MacBride Fair Employment Principles; 5. had a low bid rejected on a local, state or federal contract for failure to meet statutory affirmative action or M/WBE requirements on a previously held contract; 6. had status as a Women's Business Enterprise, Minority Business Enterprise or Disadvantaged Business Enterprise, de-certified, revoked or forfeited; 7. been subject to an administrative proceeding or civil action seeking specific performance or restitution in connection with any local, state or federal government contract; 8. been denied an award of a local, state or federal government contract, had a contract suspended or had a contract terminated for non-responsibility; or 9. had a local, state or federal government contract suspended or terminated for cause prior to the completion of the term of the contract.	☐ Yes ☒ No
b)	been indicted, convicted, received a judgment against them or a grant of immunity for any business-related conduct constituting a crime under local, state or federal law including but not limited to, fraud extortion, bribery, racketeering, price-fixing, bid collusion or any crime related to truthfulness and/or business conduct?	☐ Yes ☒ No
c)	been issued a citation, notice, violation order, or are pending an administrative hearing or proceeding or determination of violations of: 1. federal, state or local health laws, rules or regulations.	☐ Yes ☒ No
17.	IN THE PAST THREE (3) YEARS, HAS THE VENDOR OR ITS AFFILIATES HAD ANY CLAIMS, JUDGMENTS, INJUNCTIONS, LIENS, FINES OR PENALTIES SECURED BY ANY GOVERNMENTAL AGENCY? Indicate if this is applicable to the submitting vendor or affiliate. State whether the situation(s) was a claim, judgment, injunction, lien or other with an explanation. Provide the name(s) and address(es) of the agency, the amount of the original obligation and outstanding balance. If any of these items are open, unsatisfied, indicate the status of each item as "open" or "unsatisfied."	☐ Yes ☒ No
18.	DURING THE PAST THREE (3) YEARS, HAS THE VENDOR FAILED TO: a) file returns or pay any applicable federal, state or city taxes? <i>Identify the taxing jurisdiction, type of tax, liability year(s), and tax liability amount the vendor failed to file/pay and the current status of the liability.</i> b) file returns or pay New York State unemployment insurance? <i>Indicate the years the vendor failed to file/pay the insurance and the current status of the liability.</i> c) Property Tax <i>Indicate the years the vendor failed to file.</i>	☐ Yes ☒ No ☐ Yes ☒ No ☐ Yes ☒ No
19.	HAVE ANY BANKRUPTCY PROCEEDINGS BEEN INITIATED BY OR AGAINST THE VENDOR OR ITS AFFILIATES WITHIN THE PAST SEVEN (7) YEARS (WHETHER OR NOT CLOSED) OR IS ANY BANKRUPTCY PROCEEDING PENDING BY OR AGAINST THE VENDOR OR ITS AFFILIATES REGARDLESS OF THE DATE OF FILING? Indicate if this is applicable to the submitting vendor or affiliate. If it is an affiliate, include the affiliate's name and FEIN. Provide the court name, address and docket number. Indicate if the proceedings have been initiated, remain pending or have been closed. If closed, provide the date closed.	☐ Yes ☒ No
20.	IS THE VENDOR CURRENTLY INSOLVENT, OR DOES VENDOR CURRENTLY HAVE REASON TO BELIEVE THAT AN INVOLUNTARY BANKRUPTCY PROCEEDING MAY BE BROUGHT AGAINST IT? Provide financial information to support the vendor's current position, for example, Current Ration, Debt Ration, Age of Accounts Payable, Cash Flow and any documents that will provide the agency with an understanding of the vendor's situation.	☐ Yes ☒ No

21. IN THE PAST FIVE (5) YEARS, HAS THE VENDOR OR ANY AFFILIATES¹ :

☐ Yes ☒ No

a) defaulted or been terminated on, or had its surety called upon to complete, any contract (public or private) awarded;

Indicate if this is applicable to the submitting vendor or affiliate. Detail the situation(s) that gave rise to the negative action, any corrective action taken by the vendor and the name of the contracting agency.

¹ "Affiliate" meaning: (a) any entity in which the vendor owns more than 50% of the voting stock; (b) any individual, entity or group of principal owners or officers who own more than 50% of the voting stock of the vendor; or (c) any entity whose voting stock is more than 50% owned by the same individual, entity or group described in clause (b). In addition, if a vendor owns less than 50% of the voting stock of another entity, but directs or has the right to direct such entity's daily operations, that entity will be an "affiliate" for purposes of this questionnaire.

LaBella Associates, D.P.C.

Subsidiaries and Affiliates

Name	Subsidiary or Affiliate
Aztech Technologies, Inc.	Wholly owned subsidiary
Compass 5 Partners, LLC	Wholly owned subsidiary
Earth Dimensions, Inc.	Wholly owned subsidiary
ENGR3 LLC	Wholly owned subsidiary
Highland Technical Services, Inc.	Wholly owned subsidiary
LaBella Associates LTD	Wholly owned subsidiary
LaBella Associates, P.C.	Affiliate
LaBella Engineering, Sociedad Limitada	Wholly owned subsidiary
LaBella Environmental, LLC	Wholly owned subsidiary
LaBella Land Services, P.C.	Affiliate
LBA Architecture Services P.C.	Affiliate
Long Island Environmental Assessment Inc.	Wholly owned subsidiary
Process Pipeline Services, Inc.	Wholly owned subsidiary

LABELLA ASSOCIATES, P.C.
OFFICERS
March 25, 2026

Title	Name
Chairman	Steven Metzger
CEO	Steven Metzger
President	Jeffrey Roloson
Treasurer	Jeffrey Roloson
Secretary	Brian Miller
COO	Keith Garbrick
Vice President	Keith Garbrick Brian Miller Daniel Pieters J. Michael Woollen

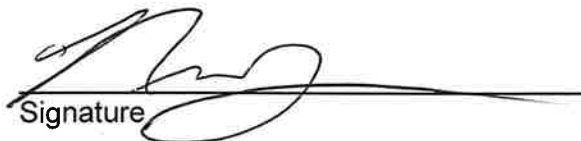
FEIN # 16-1115731

BROOKE MACICA
NOTARY PUBLIC, STATE OF NEW YORK
NO. 01MA0023156
QUALIFIED IN SARATOGA COUNTY
MY COMMISSION EXPIRES APRIL 3, 2028

Date _____

Attachment "D"
Certification Pursuant to Section 103-g
Of the New York State
General Municipal Law

- A. By submission of this bid/proposal, each bidder/proposer and each person signing on behalf of any bidder/proposer certifies, and in the case of a joint bid, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each bidder is not on the list created pursuant to paragraph (b) of subdivision 3 of Section 165-a of the New York State Finance Law.
- B. A Bid/Proposal shall not be considered for award, nor shall any award be made where the condition set forth in Paragraph A above has not been complied with; provided, however, that in any case the bidder/proposer cannot make the foregoing certification set forth in Paragraph A above, the bidder/proposer shall so state and shall furnish with the bid a signed statement which sets forth in detail the reasons therefor. Where Paragraph A above cannot be complied with, the Purchasing Unit to the political subdivision, public department, agency or official thereof to which the bid/proposal is made, or his designee, may award a bid/proposal, on a case by case business under the following circumstances:
1. The investment activities in Iran were made before April 12, 2012, the investment activities in Iran have not been expanded or renewed after April 12, 2012, and the Bidder/Proposer has adopted, publicized and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran; or
 2. The political subdivision makes a determination that the goods or services are necessary for the political subdivision to perform its functions and that, absent such an exemption, the political subdivision would be unable to obtain the goods or services for which the contract is offered. Such determination shall be made in writing and shall be a public document.


Signature

Associate Vice President

Title

4/9/2026

Date

LaBella Associates, D.P.C.

Company Name