

Working Group Sessions Round 2 - Recommendations

Supporting the Public Health Response

<i>Impact Areas</i>	<i>Programmatic Examples</i>
<p>PROGRAMMING IMPACT AREA Programs and projects that promote access to healthcare for traditionally underserved individuals</p>	<ul style="list-style-type: none"> • Create or expand programs to train culturally-sensitive community health advocates and coordinators • Promote cultural competency in program/resource delivery • Establish community case managers to act as coordinators/advocates and provide direct connections to and assistance with program navigation and resource attainment • Create or expand programs to address the structural inequities and systemic disadvantages experienced in communities of color and low-income communities • Support the delivery of healthcare services and programming in multiple languages and accessible to disabled populations including through workforce training, diverse hiring and translation services • Offer and incentivize flexible language-learning opportunities that align with organizations’ and employees’ needs • Enhance collaboration among local healthcare and human services organizations to host preventative healthcare clinics and educational programming • Continually assess and improve strategies of concerted and authentic governmental/institutional outreach efforts • Ensure vaccination services and healthcare services/programming are offered at flexible hours and convenient locations within disadvantaged neighborhoods • Coordinate efforts for broader information dissemination, program development, marketing resources • Create or expand programs to support local human services organizations in developing/expanding remote service/program delivery • Create or expand programs at drop-in community center utilizing wrap-around services model • Enhance marketing/community outreach efforts at established walk-in clinics to demonstrate accessible services for people experiencing homelessness • Communicate the complexities of homelessness throughout service providers to reduce stigma and create empathy • Provide formal training to healthcare staff to improve cultural understanding, awareness, and provider communication with the homeless • Enhance collaboration among local healthcare and human services organizations to host preventative healthcare clinics and educational programming • Create or expand an integrated clinic, providing primary care, mental health, substance abuse, and social services in one location • Conduct free clinics with less restrictive requirements
<p><i>CHALLENGE Access to trusted and culturally sensitive community health advocates and coordinators</i></p>	
<p><i>CHALLENGE Health disparities in communities of color and low-income communities</i></p>	
<p><i>CHALLENGE Access to bilingual medical and mental health specialists and staff</i></p>	
<p><i>CHALLENGE Low trust in government and institutions creating difficulties reaching minority communities about health issues</i></p>	
<p><i>CHALLENGE Ability to reach traditionally underserved individuals</i></p>	
<p><i>CHALLENGE Access to health care for people experiencing homelessness</i></p>	

<p>PROGRAMMING IMPACT AREA Programs and projects that support mental and emotional health</p>	<ul style="list-style-type: none"> • Create or expand programs that support mental health education and awareness • Promote cultural competency in program/resource delivery to address racial barriers to mental healthcare access • Create or expand programs to retain, develop, and attract mental health professionals that reflect socio-economic and cultural landscape of community • Create or expand programs that provide mental health services to disadvantaged populations to mitigate financial barriers to mental healthcare • Connect with schools and youth organizations, as well as organizations serving seniors to support mental health services to these populations
<p><i>CHALLENGE Insufficient support for mental health issues</i></p>	
<p>PROGRAMMING IMPACT AREA Programs and projects that retain, develop, and attract a qualified and diverse workforce</p>	<ul style="list-style-type: none"> • Create or expand programs to retrain workers who lost employment and provide career counseling/advisory services for placement based on prior experience • Create or expand programs to promote and provide access to local certificate programs and post-secondary education • Promote awareness of diverse healthcare pathways for local high school and college/university students • Improve access to, retain and expand local branches of community colleges. Collaborate with these institutions to provide training for jobs in the new economy • Ensure that Albany’s Career Center workforce services program and state and local agency partner training programs are customer-driven, competency-based, and focused on achieving results • Create or expand workforce development programs that serve traditionally underserved populations – specifically including populations aged 24+ years, seniors, immigrants
<p><i>CHALLENGE Insufficient staffing in healthcare workforce, particularly in clinical nursing and entry-level employment</i></p>	
<p><i>CHALLENGE Low diversity representation across all levels in health care professions</i></p>	
<p>PROGRAMMING IMPACT AREA Programs and projects that support universal access to healthy food and nutrition education</p>	<ul style="list-style-type: none"> • Utilize local resources to enhance community connections to local food providers • Create or expand initiative to share findings and implement suggestions included in recent local Food System Assessment • Continue school and local organizations’ initiatives to deliver food to families
<p><i>CHALLENGE Lack of universal access to healthy food</i></p>	
<p>PROGRAMMING IMPACT AREA Programs and projects that mitigate public health risk for essential workers</p>	<ul style="list-style-type: none"> • Create or expand programs to support additional workers to work remotely • Create or expand programs that supply personal protective equipment to essential workers • Encourage future public policy to be shaped by lessons learned throughout pandemic
<p><i>CHALLENGE Inequities in the public health risk between essential and remote workers</i></p>	

Working Group Sessions Round 2 - Recommendations

Assistance to Workers and Families – Education/Workforce/Human Services

<i>Impact Areas</i>	<i>Programmatic Examples</i>
<p>PROGRAMMING IMPACT AREA Programs and projects that expand access to affordable, high-speed broadband throughout the City of Albany</p> <p><i>CHALLENGE Access to the internet/broadband (hardware and service)</i></p>	<ul style="list-style-type: none"> • Expand on the success of the City of Albany/Tech Valley partnership which aims to provide free wireless internet and digital literacy programs by supporting initiatives that work with City libraries, educational institutions, and neighborhood organizations to expand access • Expand wireless internet service for commercial, institutional and residential use throughout Albany and the Capital Region by partnering with and leveraging existing resources like the New York State Office of Technology, communications service providers, the school district, and major institutions • Create and expand programs that provide, or provide financial assistance for, up-to-date hardware for populations impacted by the digital divide (particularly focusing on seniors and low-income communities)
<p>PROGRAMMING IMPACT AREA Programs and projects that increase awareness of, support navigation of and improve access to available services and financial resources</p> <p><i>CHALLENGE Access to trusted and culturally-sensitive education, workforce and community service advocates and coordinators</i></p> <p><i>CHALLENGE Lost connections and confidence between service providers and historically underserved populations</i></p> <p><i>CHALLENGE Access to services/resources for undocumented community members</i></p> <p><i>CHALLENGE Awareness of and access to available services for newly unemployed or low-income individuals</i></p> <p><i>CHALLENGE Limited coordination among service providers to address impacts at scale</i></p>	<ul style="list-style-type: none"> • Create and expand programs that offer multi-lingual and culturally-sensitive community caseworkers/outreach coordinators/translators • Support the delivery of programming in multiple languages and accessible to disabled populations including through workforce training, diverse hiring and translation services • Expand diversity of outreach opportunities for program creation and information/technical assistance supporting service delivery (e.g. hybrid in-person/online, multiple geographic access points, multiple days/times) • Create and expand initiatives that focus on providing creative cultural programs and learning opportunities to community residents • Support the co-location of human and social services agencies and share resources between organizations where feasible to reduce costs, leverage resources of multiple organizations, and mitigate potential inefficiencies. • Assist with developing shared outreach materials for the City’s social service agencies. • Support programs that leverage multiple complementary partners to provide single-point-of-entry financial resources and support services • Geographic specificity of programming will be of critical importance to serve targeted populations, as will tapping into the existing infrastructure and network of service providers • Create or expand opportunities to engage smaller organizations in the conversation

<p>PROGRAMMING IMPACT AREA Programs and projects that provide mental health support and address social-emotional impacts of the pandemic</p>	<ul style="list-style-type: none"> • Create and expand programs that offer multi-lingual and culturally-sensitive community caseworkers/outreach coordinators/translators • Create and expand programs that improve and increase access to mental health and social-emotional wellbeing services, as well as improve the referral/qualification processes • Create and expand programs that improve and increase education and support regarding nutrition and health risks • Create and expand programs that provide resources to help address trauma resulting from or exacerbated by the pandemic • Create and expand programs that coordinate the City of Albany School District, the City of Albany and local service providers to address the needs of Albany’s school-aged children • Create and expand programs that provide access to affordable and quality, holistic childcare • Create and expand mental health programs for children, e.g. the Intensive Case Management Program (previously operated by NYS) • Ensure that mental health response is provided in conjunction with policing; relationship building is critical
<p><i>CHALLENGE Insufficient/inaccessible Human Services support to address traumatic impacts of 2020</i></p> <p><i>CHALLENGE Academic and social-emotional impacts on children</i></p>	
<p>PROGRAMMING IMPACT AREA Programs and projects that retain, develop and attract a qualified and diverse workforce and emerging/expanding industries and job opportunities</p>	<ul style="list-style-type: none"> • Support programs that involve the business community in planning for adult education and workforce training to match needed skills with education • Establish and expand workforce development programs that provide professional development advancement opportunities, i.e. licensing fees, exam registration fees, etc. • Develop and expand programs that create partnerships between the business community and schools in low-income neighborhoods to provide and identify career pathways and mentoring • Support small and private businesses in the creation of flexible and creative benefits packages • Support for an Apprenticeship Program to expand workforce and diversity in the Building Trades, enabling a pipeline that connects people to the building trades for training • Create and expand programs that assist local businesses that utilize apprenticeships and other innovative job training techniques to build a local workforce with the appropriate skills for the workforce of tomorrow • Ensure that Albany’s Career Center workforce services program and state and local agency partner training programs are customer-driven, competency-based, and focused on achieving results
<p><i>CHALLENGE Access to workforce development and training programs to facilitate career advancement or career transitions</i></p>	
<p><i>CHALLENGE Shortage of qualified and available workforce to meet employment demand across multiple sectors</i></p>	
<p><i>CHALLENGE Low diversity in skilled construction trades professions</i></p>	
<p><i>CHALLENGE Insufficient workforce development resources for individuals aged 25+</i></p>	
<p><i>CHALLENGE Access to diverse employment opportunities/industries</i></p>	

<p><i>CHALLENGE Non-competitive salaries in fields critically in need of staffing, such as childcare and education</i></p>	<ul style="list-style-type: none"> • Improve access to, retain and expand local branches of community colleges. Collaborate with these institutions to provide training for jobs in the new economy • Create or expand workforce development programs that serve traditionally underserved populations – specifically including populations aged 24+ years, seniors, immigrants • Create or expand wrap-around service providers to assist with affordability across the income spectrum, with particular focus on lower-wage employees with prohibitive needs (e.g. transportation, childcare) • Support and expand programs that market live/work/play opportunities in the City and Capital Region that provide resources for diverse local residents, college and university students, and prospective talent to identify welcoming, equitable local career and lifestyle opportunities (e.g. CapNY, human resources packages) • Support community development, housing, economic development and public infrastructure projects that create job opportunities and pathways to employment for local residents • Create or expand programs to retrain workers who lost employment and provide career counseling/advisory services for placement based on prior experience • Create or expand programs to promote and provide access to local certificate programs and post-secondary education • Promote awareness of diverse career pathways for local high school and college/university students • Additional areas of cooperation or facilitation recommended e.g. BOCES and the Albany City School District, City and Albany School District • Create or expand programs to attract and retain additional new, emerging, and diverse industries to the City to grow the City’s employer base, e.g. film production
<p>PROGRAMMING IMPACT AREA Programs that create efficiency for or sustainability of existing programs producing impactful results</p> <p><i>CHALLENGE Lack of resources for operational activities for service providers</i></p> <p><i>CHALLENGE Ability to re-start successful pre-pandemic initiatives</i></p>	<ul style="list-style-type: none"> • Support the co-location of human and social services agencies and share resources between organizations where feasible to reduce costs, leverage resources of multiple organizations, and mitigate potential inefficiencies. • Create or expand financial assistance programs for ongoing operational activities beyond start-up or pilot phase • Support service providers in re-building programs that were proven to be impactful pre-pandemic but were operationally impacted by negative financial, awareness or capacity impacts of COVID-19

<p>PROGRAMMING IMPACT AREA Programs and projects that increase access to and affordability of quality, holistic childcare options</p>	<ul style="list-style-type: none"> • Create or expand programs that focus on strategies for preparing low-income children for K-5 schooling through educational curricula and social-emotional support • Create or expand the availability of childcare outside of the traditional/corporate 9-5 schedule • Create or expand projects that increase diverse geographic access to childcare within and throughout all of Albany’s neighborhoods • Create or expand resources for training, curriculum development, certification and physical upgrades for home-based childcare providers • Create or expand the availability of culturally sensitive and multilingual childcare opportunities through workforce training, diverse hiring • Create or expand access to wrap-around services to assist low-wage employees with prohibitive needs (e.g. transportation, childcare) • Create or expand programs that allow for drop-in childcare opportunities • Support local companies in creating in-house childcare options • Create or expand mentorship programs for interested childcare providers
<p><i>CHALLENGE Insufficient access to affordable, enriching childcare options to allow individuals to return to the workforce</i></p>	

Working Group Sessions Round 2 - Recommendations

Assistance to Workers and Families – Housing/Transportation/Community Revitalization

<i>Impact Areas</i>	<i>Programmatic Examples</i>
<p>PROGRAMMING IMPACT AREA Programs and projects that invest in implementation of neighborhood revitalization strategies</p> <p><i>CHALLENGE Insufficient resources to address blighted properties and inequities in neighborhood investment</i></p> <p><i>CHALLENGE Insufficient resources to address community revitalization, programming, and public infrastructure needs</i></p>	<ul style="list-style-type: none"> • Create or expand programs that provide demolition and/or rehabilitation funding citywide, with emphasis on traditionally disadvantaged neighborhoods • Create or expand programs that provide gap financing for housing development projects in distressed Census tracts and traditionally disadvantaged neighborhoods • Create or expand programs that specifically support and target increasing homeownership opportunities for minority populations and increasing homeownership rates in neighborhoods with traditionally low homeownership rates • Create or expand programs that prioritize vacant and abandoned property acquisition and redevelopment • Create and expand programs that provide financial support to property owners for upgrades, code compliance, and improvements • Leverage existing resources – like the NYSDOS Brownfield program - to fund projects in neighborhoods with a high level of architectural and/or historic character and with a large number of vacant or abandoned properties • Create and expand community support programming like youth and senior activities and services • Create and expand programs and projects that increase food access—particularly targeting areas that are “food deserts” • Create and expand programs that highlight, expand or create community events and activities • Create or expand programs to ensure access to healthcare, housing, food assistance and any other services to everyone in need • Create or expand programming that allows for easier and more equitable access • Create or expand projects/programs that provide quality and affordable rental housing opportunities • Create or expand programs that assist homeowners with supportive upkeep and maintenance of their homes, as well as related infrastructure improvements e.g. lead service line replacement
<p>PROGRAMMING IMPACT AREA Programs and projects that target public infrastructure improvements in distressed census tracts and disinvested neighborhoods</p>	<ul style="list-style-type: none"> • Invest in pedestrian and other connectivity infrastructure in disinvested neighborhoods, ensuring these neighborhoods are fully connected – particularly to job opportunities, environmentally-friendly green space, and other neighborhoods e.g. connect South End to Downtown and Delaware Ave. • Invest in multi-generational and accessible parks, playgrounds and open spaces in disinvested neighborhoods • Create or expand programs for gateway improvement projects in traditionally disadvantaged neighborhoods

<p><i>CHALLENGE Historic inequities in the built environment, including housing, parks/open spaces, sidewalks, and amenities</i></p>	<ul style="list-style-type: none"> • Develop a design guidelines manual of suggestions including pattern books for each City neighborhood • Create development incentives to promote the use and application of design enhancements for rehabilitation and new construction projects • Leverage existing resources to make amenity and infrastructure investments in disinvested neighborhoods
<p>PROGRAMMING IMPACT AREA Programs and projects that encourage use of and spending at local businesses</p>	<ul style="list-style-type: none"> • Create or expand programs to encourage workers to work from the office • Create or expand programs to attract commercial office tenants to the City’s commercial corridors • Create or expand programs that encourage college and university students to explore the City’s commercial corridors • Create or expand programs providing financial assistance and technical support for marketing and advertising for small businesses or commercial corridors • Create or expand financial resources and regulatory solutions to address rent delinquency • (See additional small business support programs in Small Business section)
<p><i>CHALLENGE Impact of work from home/hybrid schedules on the City’s restaurants and retailers</i></p> <p><i>CHALLENGE Insufficient resources for payment of unpaid rent and other financial obligations</i></p>	
<p>PROGRAMMING IMPACT AREA Programs and projects that retain, develop and attract a qualified and diverse workforce</p>	<ul style="list-style-type: none"> • Ensure that Albany’s Career Center workforce services program and state and local agency partner training programs are customer-driven, competency-based, and focused on achieving results • Improve access to, retain and expand local branches of community colleges. Collaborate with these institutions to provide training for jobs in the new economy • Convene a coalition of Albany’s business and education leadership (from both primary and secondary schools), including Albany Workforce Investment Board (WIB), Capital Region Board of Cooperative Education Services (BOCES), and other workforce agencies, to strategize mutually beneficial initiatives and address real and perceived issues, including increasing opportunities for recent high school and/or college graduates to work nearby • Work with local employers to improve recruitment by identifying opportunities for “trailing” spouses (person who follows a spouse who takes a new job in different city) • Offer financial/tax incentives to local businesses that utilize apprenticeships and other innovative job training techniques to build a workforce with the appropriate skills for the workforce of tomorrow • Support for an Apprenticeship Program to expand workforce and diversity in the Building Trades • Create or expand workforce development programs that serve traditionally underserved populations – specifically including populations aged 24+ years, seniors, immigrants
<p><i>CHALLENGE Access to qualified and diverse talent</i></p>	

<p>PROGRAMMING IMPACT AREA Programs that increase awareness of, support navigation of and improve access to available services and financial resources</p>	<ul style="list-style-type: none"> • Establish community case managers to act as coordinators/advocates and provide direct connections to and assistance with program navigation and resource attainment • Support the creation of “one-stop shop” platforms that aggregate and can co-market complementary programming • Promote cultural competency in program/resource delivery • Support the delivery of programming in multiple languages and accessible to disabled populations including through workforce training, diverse hiring and translation services
<p><i>CHALLENGE Awareness/Access to existing resources for support and funding</i></p>	
<p>PROGRAMMING IMPACT AREA Programs and projects that improve public safety</p>	<ul style="list-style-type: none"> • Support community policing initiatives • Encourage and expand positive interactions between police and children/young adults in the community • Prevent truancy and ensure all children are attending school • Support or expand programs to assist people with mental health or substance abuse issues outside of the criminal justice system • Continually assess and improve strategies of police interactions with homeless and at-risk populations • Promote public safety enhancements, including design improvements, to ensure that the public feels secure throughout the City • Coordinate with the County on community and holistic policing, especially for at-risk populations
<p><i>CHALLENGE Public safety concerns including an escalation of gun violence, pandemic-related restrictions on community policing and anti-recidivism initiatives</i></p>	
<p>PROGRAMMING IMPACT AREA: Programs and projects that support quality, affordable, and diverse housing opportunities</p>	<ul style="list-style-type: none"> • Create or expand financial resources and regulatory solutions to address rent delinquency • Improve and enhance the dissemination of information related to existing programs – like ERAP – to address rent delinquency • Provide financial support for the creation of additional homeownership opportunities, particularly for minority homebuyers • Create and expand technical support programs for first-time homebuyers • Create or expand homelessness assistance grant programs • Create or expand an emergency assistance fund to help prevent evictions by providing short-term financial assistance and housing stabilization services • Provide access to legal services, foreclosure and eviction crisis counseling • Create or expand programs that provide rental assistance • Create or expand first-time homebuyer and financial management education • Create or expand programs that provide education on, and financially support, effective property management and maintenance for first-time homebuyers i.e. create savings/match programs similar to existing first-time homebuyer down payment assistance programs
<p><i>CHALLENGE Insufficient resources for payment of unpaid rent and other financial obligations</i></p>	
<p><i>CHALLENGE Low homeownership rate, particularly among minorities</i></p>	
<p><i>CHALLENGE Increased homelessness</i></p>	

<p>PROGRAMMING IMPACT AREA Programs and projects that support local real estate development investments that advance community revitalization goals</p>	<ul style="list-style-type: none"> • Create or expand programs that provide gap financing to real estate development projects with particular emphasis on implementation of revitalization strategies and distressed neighborhoods • Create or expand municipally-guaranteed real estate loan fund • Support of community development financial institutions (CDFIs) • Create, expand or promote the use of financial assistance for new and minority contractors and developers • Conduct or update multi-sector market studies to understand post-pandemic demand for commercial, residential, retail and hospitality projects • Support the training and development of a pipeline of local labor for the construction trades • Support the marketing of opportunity sites throughout the City of Albany • Encourage and expand the use of existing real estate development tools and resources (e.g. industrial development agency, mission-based lenders, land bank) to support local redevelopment projects
<p><i>CHALLENGE Escalation of real estate development risk due to rising construction and labor costs, combined with an uncertain market</i></p>	
<p>PROGRAMMING IMPACT AREA Programs and projects that enhance alternative transportation use and increase accessibility and equity in transportation options</p>	<ul style="list-style-type: none"> • Increase marketing of alternative transportation options (e.g. transit, bike-share) including safety, health and wellness improvements and benefits • Create or expand programs that encourage employers to provide transit benefits for their employees • Bring to market additional mobility options currently under development • Support the enhancement of online/digital platforms for increased efficiency in public transportation • Implement projects/strategies identified in the City’s Bike Master Plan • Implement street calming measures to increase traffic calming and pedestrian/cyclist safety, particularly on motor vehicle-dense corridors such as Central Ave. • Support programs/projects that provide more equitable access to all modes of public transportation e.g. fare reductions corresponding to income levels • Enhance connections to employment centers and necessary services
<p><i>CHALLENGE Perception of alternative mobility options like public transit and bike-share</i></p>	

Working Group Sessions Round 2 - Recommendations

Small Business Support

<i>Impact Areas</i>	<i>Programmatic Examples</i>
<p>PROGRAMMING IMPACT AREA Programs and projects that provide flexible financial assistance, technical assistance, and access to information for a diverse array of small business needs</p>	<ul style="list-style-type: none"> • Create or expand programs that provide flexibility for eligible uses of funding • Create or expand programs that specifically support and focus on minority, women, and veteran-owned small businesses (SEED, SBDC Inclusivity Project) • Enhance access to traditional lending resources for minority, women and veteran-owned businesses and other traditionally un-banked or under-banked populations • Advocate for and create programs that provide for inclusive and/or flexible business eligibility (i.e. size, viability) • Create or expand financial resources and regulatory solutions to address rent delinquency • Support programs that encourage commercial property owners to incentivize small business tenants • Focus programs on business adaptation to meet current market demands • Create and expand programs that provide financial relief for utilities and infrastructure • Provide programs/support to meet the needs of businesses that have not qualified for other prior assistance • Create or expand scholarship programs to enable additional and more equitable access to existing technical assistance and training programs i.e. Chamber’s Entrepreneur Boot Camp • Increase awareness and access to 8a Business Development program, HUBZone program, SDVOB, other federal programs • Ensure technical assistance programming is offered at flexible hours and locations to serve businesses when owners are available i.e., bring the resources to the business owners and work around their limited hours • Enhance collaboration among local economic development organizations to host technical assistance seminars/training • Provide continuing mentoring and business support beyond start up, including funding/training for effective marketing and online sales • Support business-to-business collaborations, partnerships and mentoring to strengthen operations • Continue regular meetings and collaboration of local/regional economic development organizations, such as Support SmAlbany • Coordinate efforts for broader information dissemination, program development, marketing resources • Highlight local business success stories and best practices • Promote cultural competency in program/resource delivery
<p><i>CHALLENGE Gaps in eligibility of existing small business programs</i></p>	
<p><i>CHALLENGE Limited access to capital for small businesses, and specifically to minorities</i></p>	
<p><i>CHALLENGE Insufficient resources for unpaid rent and other financial obligations owed by small businesses</i></p>	
<p><i>CHALLENGE Restricted/inflexible eligible uses of funding on many available programs (e.g. technology improvements, virtual presence, marketing eligibility)</i></p>	
<p><i>CHALLENGE Limited ongoing technical assistance/skills development for existing businesses</i></p>	
<p><i>CHALLENGE Access to business development support for small business owners with limited capacity</i></p>	
<p><i>CHALLENGE Gaps in digital/virtual/website presence and technical skills for small businesses</i></p>	
<p><i>CHALLENGE Insufficient coordination/collaboration of organizations providing assistance to small businesses</i></p>	
<p><i>CHALLENGE Awareness/access to existing program information</i></p>	

<p><i>CHALLENGE Access to commercial kitchen space to start-up or expand operations</i></p>	<ul style="list-style-type: none"> • Support the delivery of programming in multiple languages and accessible to disabled populations including through workforce training, diverse hiring and translation services • Create or expand programs to support small businesses in developing an online presence and digital sales platform • Prioritize and support enhancements/expansion of successful, existing programs to be more flexible e.g., programs operated by SBDC, EAC, CEG, SCORE, VBOC etc. • Identify and develop a more effective means of disseminating information and opportunities for MWBE businesses e.g. MWBE Bootcamp, MWBE Expo • Address lack of awareness of resources by providing a dedicated resource for small businesses • Develop a commercial kitchen incubator • Connect existing businesses with available and usable commercial kitchen space with new and expanding ventures in need of part-time kitchen access • Create or expand existing programs for interior fit-up, equipment purchase or space rental • Connect existing businesses with available and usable light industrial space with new and expanding ventures
<p>PROGRAMMING IMPACT AREA Programs and projects that support entrepreneurship opportunities and start-up businesses, particularly for individuals unemployed due to the pandemic</p>	<ul style="list-style-type: none"> • Create or expand programs that provide path from unemployment to entrepreneurship (e.g. Self-Employment Assistance Program (SEAP)) • Identify needs in the supply chain for new and rapidly expanding industries • Create or expand programs to support start-ups or expansions that pursue gaps in market/growth sectors to promote recovery
<p><i>CHALLENGE Limited resources for entrepreneurship</i></p>	<ul style="list-style-type: none"> • Create or expand programs that support brick-and-mortar start-ups through rent assistance, fit-up support and marketing (e.g. Downtown BID's free retail space for entrepreneurs) • Promote awareness of entrepreneurial pathways for local high school and college/university students • Identify storefront opportunities in local commercial corridors and create or expand programs to fill them • Create or expand programs that support home-based businesses
<p>PROGRAMMING IMPACT AREA Programs and projects that focus on financial support for businesses with ongoing reopening challenges</p>	<ul style="list-style-type: none"> • Create or expand near-term assistance programs for businesses still unable to open at full capacity, or newly able to open at full capacity • Create or expand programs that encourage college and university students to explore the City's commercial corridors • Create or expand programs providing financial assistance and technical support for marketing and advertising for small businesses or commercial corridors

<p><i>CHALLENGE Disparate impacts of reopening guidance on certain businesses/industries and the individuals they employ, in particular, underserved populations</i></p> <p><i>CHALLENGE Ongoing reduction in revenues due to continued social distancing behaviors</i></p>	<ul style="list-style-type: none"> • Encourage future public policy to be shaped by lessons learned throughout pandemic • Create or expand programs that support the diversification of small business operations and offerings • Assist small businesses with developing or enhancing their online presence
<p>PROGRAMMING IMPACT AREA Projects and programs that retain, develop, and attract a qualified and diverse workforce</p> <p><i>CHALLENGE Access to qualified and diverse talent to reopen/maintain operations successfully</i></p>	<ul style="list-style-type: none"> • Ensure that Albany’s Career Center workforce services program and state and local agency partner training programs are customer-driven, competency-based, and focused on achieving results • Improve access to, retain and expand local branches of community colleges. Collaborate with these institutions to provide training for jobs in the new economy • Create or expand workforce development programs that serve traditionally underserved populations – specifically including populations aged 24+ years, seniors, immigrants • Create or expand wrap-around service providers to assist low-wage employees with prohibitive needs (e.g. transportation, childcare) • Support small businesses in the creation of flexible and creative benefits packages • Increase awareness of existing workforce incentives and the diversity of industries/distinct career pathways in Albany (see Education, Workforce, And Human Services Working Group) • Create or expand programs to market Albany opportunities, attract and retain larger capacity MWBE General Contractors to the City, as well as other large private employers, potentially leveraging new incentives with existing Industrial Development Agency tools • Create or expand marketing opportunities to support small businesses seeking to contract with local MWBEs
<p>PROGRAMMING IMPACT AREA Programs and projects that stabilize inventory costs resulting from supply chain disruption/market gaps</p> <p><i>CHALLENGE Escalation of inventory and supplies costs due to supply chain disruption</i></p>	<ul style="list-style-type: none"> • Promote local sourcing of supplies and inventory whenever possible • Conduct a leakage study to determine what suppliers are missing from the local marketplace that could serve supply-chain needs of local small businesses • Create or expand programs to support start-ups or expansions that pursue gaps in the local supply chain

<p>PROGRAMMING IMPACT AREA: Programs and projects that encourage use of and spending at local businesses</p>	<ul style="list-style-type: none"> • Create or expand of programs to encourage workers to work from the office • Create or expand programs to attract commercial office tenants to the City’s commercial corridors • Create or expand programs that encourage college and university students to explore the City’s commercial corridors • Create or expand programs providing financial assistance and technical support for marketing and advertising for small businesses or commercial corridors
<p><i>CHALLENGE Impact of work from home/hybrid schedules on the City’s restaurants and retailers</i></p>	
<p>PROGRAMMING IMPACT AREA Programs and projects that develop and embrace existing supportive and flexible legislation, regulations, and code</p>	<ul style="list-style-type: none"> • Create or expand programs that increase the amount of outdoor space available to conduct business • Create or expand flexible authorizations for business activity permission (e.g. alcohol to-go sales, hours of operation, flexible parking zones) • Support small business initiatives that pivot operations to increase resiliency and diversification
<p><i>CHALLENGE Expiration/pending expiration of flexible legislation/authorizations that supported small business</i></p>	
<p>PROGRAMMING IMPACT AREA Programs and projects that improve the quality of place in Albany’s commercial districts, including gateways and all connecting streets</p>	<ul style="list-style-type: none"> • Create or expand programs and projects that invest in wayfinding • Create or expand programs for gateway improvement projects in traditionally disadvantaged neighborhoods • Create or expand public events and activities that promote foot traffic • Investments in pedestrian and other connectivity infrastructure in commercial corridors
<p><i>CHALLENGE Insufficient resources to address gateway and commercial corridor improvements and public amenities</i></p>	

Working Group Sessions Round 2 - Recommendations

Tourism/Travel/Hospitality/Arts Recovery

<i>Impact Areas</i>	<i>Programmatic Examples</i>
<p>PROGRAMMING IMPACT AREA Programs and projects that provide flexible financial assistance and technical support for hospitality, arts & cultural entities</p>	<ul style="list-style-type: none"> • Create or expand programs to offset initial set-up costs related to upgrading or enhancing organizations' technology infrastructure • Provide training and/or technical support to entities developing or expanding an online presence or digital viewing/exhibit platform
<p><i>CHALLENGE Gaps in digital/virtual/website presence and technical skills for arts/tourism/cultural venues</i></p>	
<p>PROGRAMMING IMPACT AREA Programs and projects that increase awareness of and equitable access to existing hospitality, arts & cultural destinations for residents of all ages</p>	<ul style="list-style-type: none"> • Create or expand existing partnerships between schools and arts and cultural organizations • Enhance collaboration and marketing partnerships among local arts and cultural destinations, businesses, and other organizations to coordinate complementary events and programming, implement mutual promotion for events and reach a broader audience, e.g. First Friday, Juneteenth, and similar events • Create or expand programs to offset costs related to reduced/free admission for disadvantaged populations e.g. sponsor another guest/attendee, suggested donations • Coordinate efforts for broader information dissemination, program development, marketing resources, and include smaller venues in this outreach • Utilize existing attraction campaign(s) such as CapNY and provide support to enhance its reach and impact • Expand existing public-facing resource(s) for tourism/travel/hospitality/arts to enable City of Albany-specific entertainment/events/dining/shopping/accommodations/etc. recommendations based on location • Create or expand programs that encourage college and university students to explore the City's hospitality, arts and cultural destinations • Highlight local organization success stories and best practices • Evaluate and modify marketing efforts to better connect initiatives to minorities, e.g. work with community anchors, existing neighborhood associations, and CANA • Create additional opportunities for temporary, pop-up arts and cultural programming/initiatives, particularly within traditionally disadvantaged neighborhoods • Create new or enhance existing events to achieve more consistency with recurring events/programming • Invest in infrastructure necessary for the implementation of successful events/programming in city parks e.g. power and water supply
<p><i>CHALLENGE Limited connectivity between arts and schools/youth</i></p> <p><i>CHALLENGE Insufficient resources to provide equitable access for admission charges</i></p> <p><i>CHALLENGE Access to and awareness of resources for arts/tourism/cultural organizations, businesses, and foodways</i></p> <p><i>CHALLENGE Limited marketing and advertising budgets and cross-coordination among venues</i></p> <p><i>CHALLENGE Lack of a single public-facing resource for tourism/travel/hospitality/arts</i></p>	

<p>PROGRAMMING IMPACT AREA Programs and projects that focus on marketing and financial support for businesses and organizations with ongoing reopening challenges</p> <p><i>CHALLENGE Limited conferences and events being scheduled</i></p> <p><i>CHALLENGE Reduced single-day and overnight visitors to spend money locally</i></p> <p><i>CHALLENGE Ongoing reduction in revenues due to continued social distancing behaviors</i></p>	<ul style="list-style-type: none"> • Create or expand programs that provide flexibility for eligible uses of funding • Advocate for and create programs that provide for inclusive and/or flexible business eligibility (i.e. entity/venue type, viability) • Focus programs on business adaptation to meet current market demands • Create or expand programs providing financial assistance and technical support for marketing and advertising for hospitality, arts, and cultural organizations • Create or expand a marketing campaign to highlight enhanced health and safety precautions and increase public and private comfort with large-scale events • Create or expand programs that provide incentives to vaccinated individuals to encourage greater attendance at events • Create or expand public events and activities that promote foot traffic • Encourage future public policy to be shaped by lessons learned throughout pandemic
<p>PROGRAMMING IMPACT AREA Programs and projects that enhance the connectivity and navigability from destination-to-destination and promote public safety</p> <p><i>CHALLENGE Gaps in lighting, wayfinding, and pedestrian safety improvements that create public safety concerns</i></p>	<ul style="list-style-type: none"> • Create or expand programs and projects that invest in wayfinding and increase walkability • Create or expand programs for connectivity and gateway improvement projects within traditionally disadvantaged neighborhoods and to adjacent neighborhoods or commercial districts, as well as between arts and cultural destinations • Invest in pedestrian and other connectivity infrastructure in commercial corridors • Create or expand programs that provide financial support to employ high school or college students for mural tours or mural maintenance activities • Create an apprenticeship program for future murals through a partnership with local arts organizations such as the Albany Center Gallery and the Albany Barn