

SEPTEMBER 2020

# ALBANY ENTERPRISE REDEVELOPMENT PLAN

Prepared for the **CITY OF ALBANY**  
Department of Community and  
Economic Development

By



**MOSAIC**  
COMMUNITY PLANNING



# CONTENTS

## **INTRODUCTION** \_\_\_\_\_ **4**

Neighborhood Revitalization Strategy Area (NRSA) Standards _____	4
Urban Redevelopment Plan (URP) Standards _____	5

## **ENTERPRISE NEIGHBORHOOD BACKGROUND** \_\_\_\_\_ **6**

Target Area Overview _____	6
Community Engagement Strategy + Process _____	8
Windshield Survey _____	10
Draft Plan Review Workshop _____	10

## **COMMUNITY ASSETS, NEEDS, AND OPPORTUNITIES** \_\_\_\_\_ **11**

Overview _____	11
Economic and Workforce Development Assets and Needs _____	11
Housing Assets and Needs _____	20
Public Facilities and Infrastructure _____	26

## **NEIGHBORHOOD REVITALIZATION GOALS** \_\_\_\_\_ **29**

Overview _____	29
Economic Development Goals _____	29
Housing Goals _____	30
Infrastructure Goals _____	31
Land Use Goals _____	32

**TOOLS AND STRATEGIES \_\_\_\_\_ 34**

Parcels to be Acquired \_\_\_\_\_ 34  
Structures to be Demolished or Rehabilitated \_\_\_\_\_ 34  
Relocation Strategy \_\_\_\_\_ 34  
Covenants and Restrictions \_\_\_\_\_ 34

**IMPLEMENTING THE PLAN \_\_\_\_\_ 35**

Implementation Strategy \_\_\_\_\_ 35  
Funding \_\_\_\_\_ 39  
Potential Challenges \_\_\_\_\_ 40  
Housing Benchmarks \_\_\_\_\_ 40  
Economic Development Benchmarks \_\_\_\_\_ 41  
Community Development Benchmarks (i.e. land use & infrastructure) \_\_\_\_\_ 41  
Conclusion \_\_\_\_\_ 41

**APPENDIX \_\_\_\_\_ 42**

Appendix A. Additional Goals and Activities Related to COVID-19  
Impacts \_\_\_\_\_ 42

# INTRODUCTION

The City of Albany is the largest city in southwest Georgia and the seat of Dougherty County government. While an important regional resource for healthcare, retail trade, education, arts, and culture, the city has also experienced hardship related to flooding, hurricane, and tornado disasters in recent decades. The people of Albany have persevered through adversity and continue to invest in and improve their city, focusing specifically on three target areas:

- Enterprise (composed of Census Tracts 8 and 114)
- South Albany (composed of Census Tracts 14.03, 15, 106.01, and 106.02 to the city limits)
- East Albany (composed of Census Tracts 1, 2, 103.02, and 107)

The City of Albany is an entitlement community, receiving annual allocations of grant funds from the U.S. Department of Housing and Urban Development (HUD) under both the Community Development Block Grant (CDBG) and Home Investment Partnerships Act (HOME) Program. These funds and other available resources are targeted to these three neighborhoods through individual revitalization plans. This revitalization plan concerns the Enterprise Area, a community including downtown Albany and residential areas to the north and southwest of the city's core. The neighborhood's assets, needs, and opportunities are described and mapped in detail within this plan, which also sets goals and outlines strategies for ongoing investment in Enterprise that will advance the area's revitalization.

The plan has been developed with two sets of requirements in mind. One is HUD's standards for designating a Neighborhood Revitalization Strategy Area (NRSA); the other is the Georgia Department of Community Affairs' Urban Redevelopment Plan standards. The Albany Enterprise Redevelopment Plan is designed to simultaneously meet both standards which affords the City significant advantages and flexibility as described in the following sections.

## NEIGHBORHOOD REVITALIZATION STRATEGY AREA (NRSA) STANDARDS

In 1996, HUD established criteria for approving locally-determined strategies for revitalizing an area that is among the community's most distressed. While designating such an area is a substantial undertaking, HUD regulations provide certain benefits and flexibility in the use of CDBG funds within these areas. Importantly,

HUD recognizes the necessity for partnering in problem solving in order to achieve greater success in urban revitalization efforts. When a neighborhood begins to fall into a state of blight and disinvestment, those effects often spill over into adjacent communities, causing those areas to begin declining as well. The tendency of blight to spread from one community to others highlights the importance of an approach that can stem the tide and cause revitalization to occur. In order for the revitalization of severely deteriorated neighborhoods to succeed, all of the community's stakeholders must be involved. Successful neighborhood revitalization strategies are those that bring together the stakeholders within a specific neighborhood as well as partners for the community at large to forge partnerships that:

- Obtain commitments to neighborhood building;
- Make neighborhoods attractive for investment, which creates a market for profits
- Generate neighborhood participation to ensure that the benefits of economic activity are reinvested in the neighborhood for long term community development
- Support the use of neighborhood intermediary institutions and religious institutions to bridge the gaps between local government agencies, the business community, community groups, and residents
- Foster growth of resident-based initiatives to identify and address their housing, economic, and human service needs.

HUD encourages the participation of all of the stakeholders, particularly the residents, in the development of a NRSA. This enhances the chances of its successful implementation by bringing all of the affected parties into the process from the beginning, thus gaining participants' trust and garnering needed financial support.

The benefits of a NRSA are described in the amendments to the Community Development Block Grant (CDBG) regulations 24 CFR Part 91.

- **Job Creation/Retention as Low/Moderate Income Area Benefit:** Job creation / retention activities pursuant to the strategy may be qualified as meeting area benefit requirements, thus eliminating the need for a business to track the incomes of persons that take, or are considered for such jobs (24 CFR 570.208(a)(1)(vii) and (d)(5)(i));
- **Aggregation of Housing Units:** Housing units assisted as part of the strategy may be considered part of a single structure for purposes of applying the

low/moderate-income national objective criteria, thus providing greater flexibility to carry out housing programs that revitalize a neighborhood (24 CFR 570.208(a)(3) and (d)(5)(ii));

- **Aggregate Public Benefit Standard Exemption:** Economic Development activities carried out under the strategy may, at the grantee’s option, be exempt from the aggregate public benefit standards, thus increasing a grantee’s flexibility for program design as well as reducing its record-keeping requirements (24 CFR 570.209(b)(2)(v)(L) and (M)); and
- **Public Service Cap Exemption:** Public Services carried out pursuant to the strategy by a Community-Based Development Organization will be exempt from the public service cap (24 CFR 570.204(b)(2)(ii)).

The City of Albany proposes the Enterprise area be designated as a NRSA for a term of ten years to focus current and leverage future investment directed at revitalization efforts.

## URBAN REDEVELOPMENT PLAN (URP) STANDARDS

Georgia’s Urban Redevelopment Act (O.C.G.A. 36-61-1 et. seq.) was adopted in 1955 by the Georgia General Assembly in order to access federal housing and urban renewal funds. Although urban renewal programs generally did not survive beyond the 1970s before falling out of favor as community development strategies, the Urban Redevelopment Act remains in place and continues to provide the mechanism by which many Georgia communities choose to implement place-based community revitalization projects.

The Urban Redevelopment Act gives cities broad powers to redevelop underdeveloped or threatened areas of the

community. To use the redevelopment powers allowable under the Act, a local government must:

- Draft an Urban Redevelopment Plan
- Hold a public hearing
- Pass a resolution adopting the Urban Redevelopment Plan
- Appoint an organization to implement the plan.

As a prerequisite to adopting an Urban Redevelopment Plan, the city commission must adopt a resolution finding that the target area constitutes a “slum area” as required by the Act and that redevelopment of the area is “necessary in the interest of the public health, safety, morals, or welfare” of the residents of the jurisdiction. In addition to designating by resolution an “urban redevelopment area” appropriate for redevelopment projects, the Act requires adoption by the local government of an urban redevelopment plan for the target area. The Georgia Department of Community Affairs considers URPs more than five years old to be outdated unless renewed or readopted by local government.

A current urban redevelopment plan, adopted pursuant to the Act is a threshold criterion for accessing some important state economic development incentives such as higher state job tax credits and priority consideration of project sites for development of affordable housing under the State’s Low Income Housing Tax Credit (LIHTC) program.<sup>1</sup>Communities are encouraged to focus multiple resources and tools in target areas that are economically disadvantaged or held back by impediments that discourage private sector investment.

---

<sup>1</sup> “A Guide to Using Georgia’s Urban Redevelopment Act,” Georgia Department of Community Affairs, 2005.

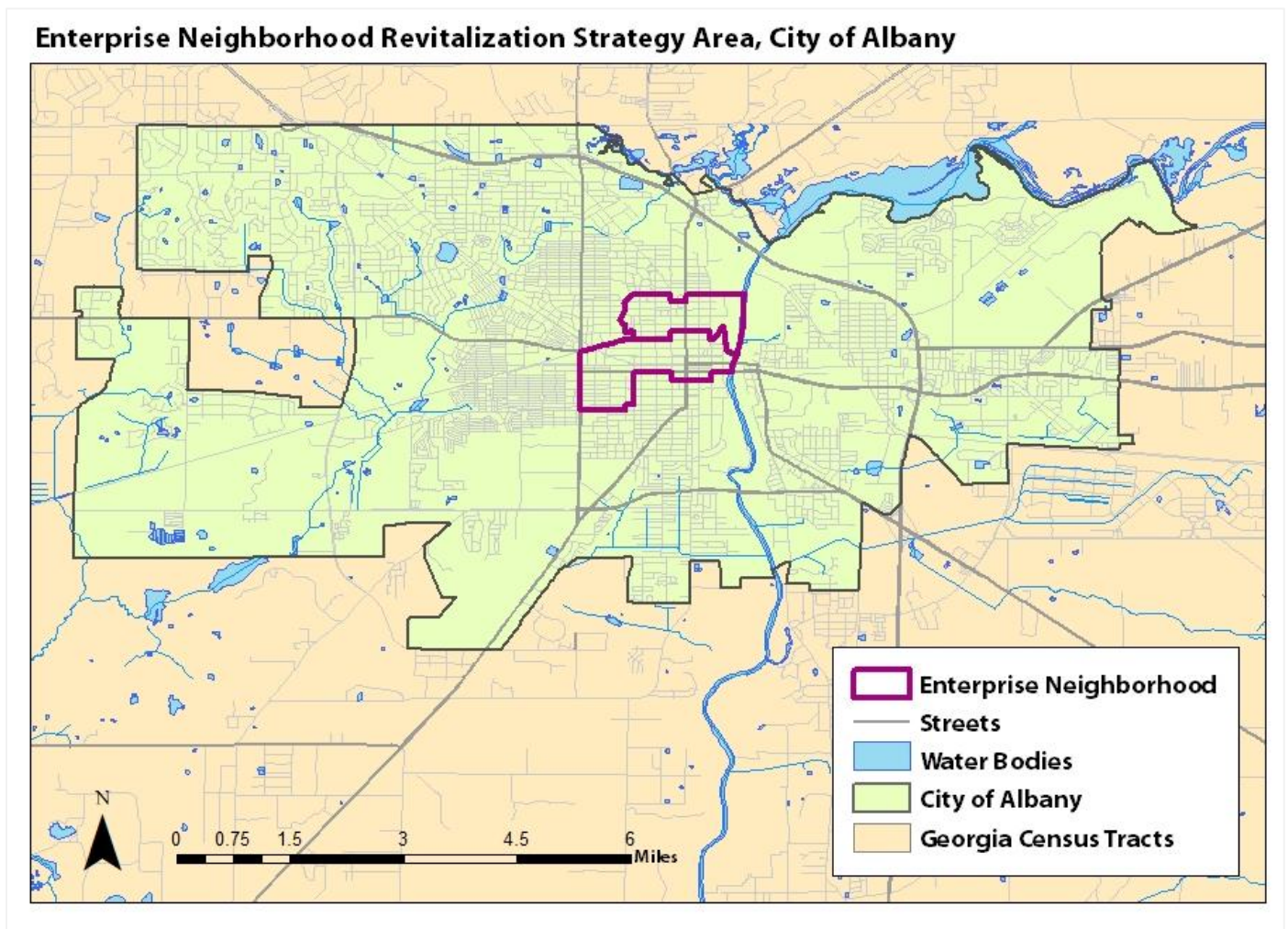
# ENTERPRISE NEIGHBORHOOD BACKGROUND

## TARGET AREA OVERVIEW

The Enterprise area is comprised of two contiguous census tracts at Albany's core. The area is bound on the east by the Flint River, on the west by Slappey Boulevard, to the north by Third Avenue, and to the south generally by Gordon Avenue and Highland Avenue. These boundaries include the significant commercial corridors of Oglethorpe Boulevard and West Broad Avenue which run east-west through the community, while urban residential neighborhoods stretch toward the north and

south edges of the area. The Enterprise area is entirely within Albany's city limits.

The data tables within this section provide demographic and housing data from the 2018 5-Year American Community Survey for the population residing within the boundaries of the Albany Enterprise NRSA and the total population of the city of Albany.



**Figure 1: Enterprise Neighborhood Revitalization Strategy Area**

### Enterprise Neighborhood Revitalization Strategy Area, City of Albany

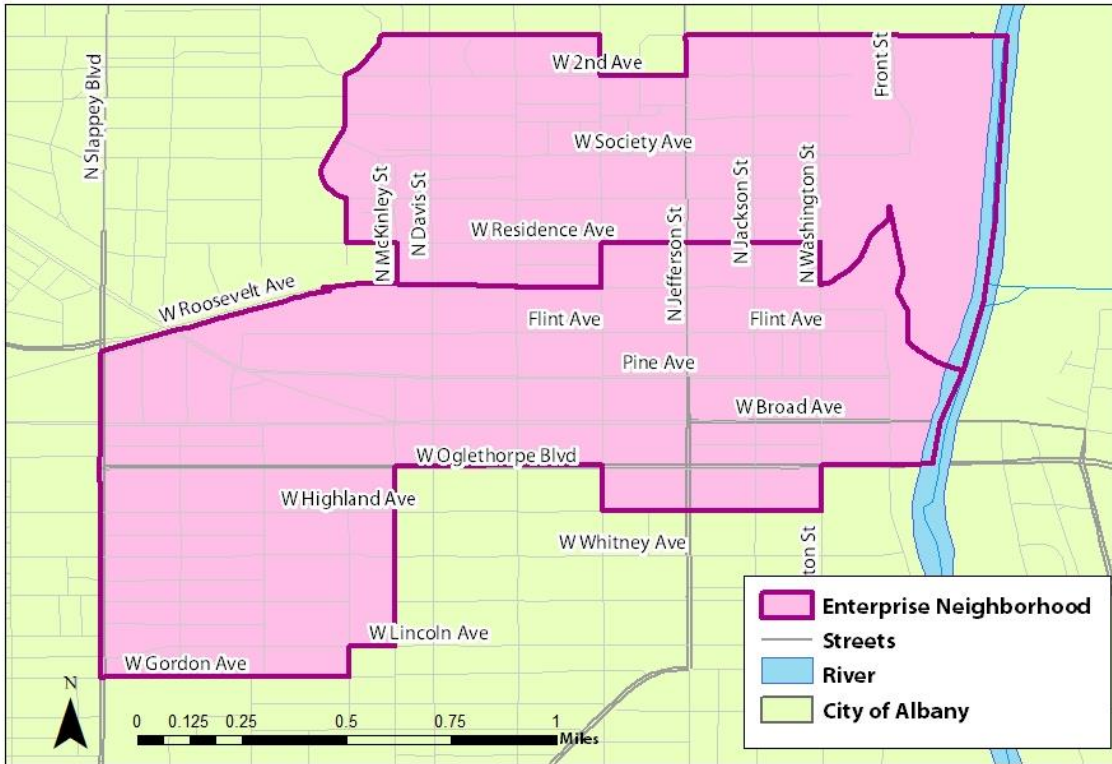


Figure 2: Enterprise Neighborhood Revitalization Strategy Area

### Race and Ethnicity, Enterprise Neighborhood and City of Albany

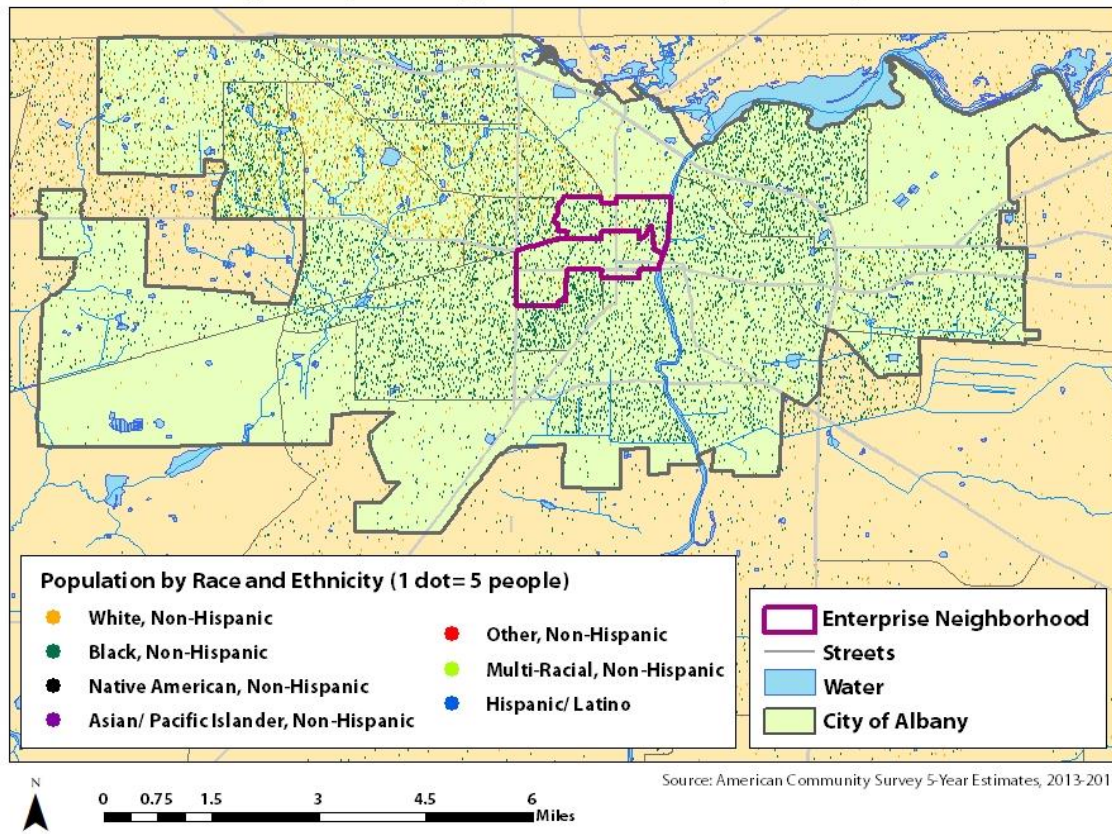


Figure 3: Race and Ethnicity, Enterprise Neighborhood and City of Albany

**Population** - The population that resides in the Enterprise area represents 4.1% of the city's total population. Between 2010 and 2018, both the Enterprise area and the city of Albany experienced population loss. The Enterprise area's population declined at a much faster rate (-16.5%) than that of the city (-3.6%).

POPULATION	Enterprise Area	City of Albany
2018 ACS	2,643	74,631
2010 Census	3,164	77,434

**Race and Ethnicity** - The majority of residents in both the Enterprise area and the city are African American. The proportion of residents in the Enterprise area who are African American is significantly higher than that in the city as a whole. White residents comprise a much smaller segment of residents in the Enterprise area, with a 13.9 percentage point difference in share size. The third largest racial or ethnic group in the Enterprise area identify as two or more races. Latino residents make up a larger share of the total population (2.3%) than in the Enterprise area (2.0%).

RACE/ETHNICITY	Enterprise Area	City of Albany
% African American	85.5%	73.5%
% White	8.8%	22.7%
% Two or more races	3.0%	1.8%
% Latino	2.0%	2.3%
% Some other race	1.4%	0.8%
% Asian	1.0%	0.9%
% American Indian and Alaska Native	0.4%	0.3%
% Native Hawaiian and Other Pacific Islander	0.0%	0.1%

**Low/Moderate Income Population** - According to HUD's low/moderate income data, over three quarters (78.3%) of residents in the Enterprise area have low or moderate incomes. Residents with low or moderate incomes comprise a significantly larger share in the Enterprise area compared to the overall population

where about half of all residents in the city have low or moderate incomes (51.9%).

LOW/MODERATE INCOME POPULATION	Enterprise Area	City of Albany
Total residents	2,649	72,627
Low or moderate income residents	2,075	37,715
% Low or moderate income residents	78.3%	51.9%

**Household Composition** - Family households represent just over half of all households in the Enterprise area. The share of family households and average household size of the overall population are both slightly higher than the Enterprise area.

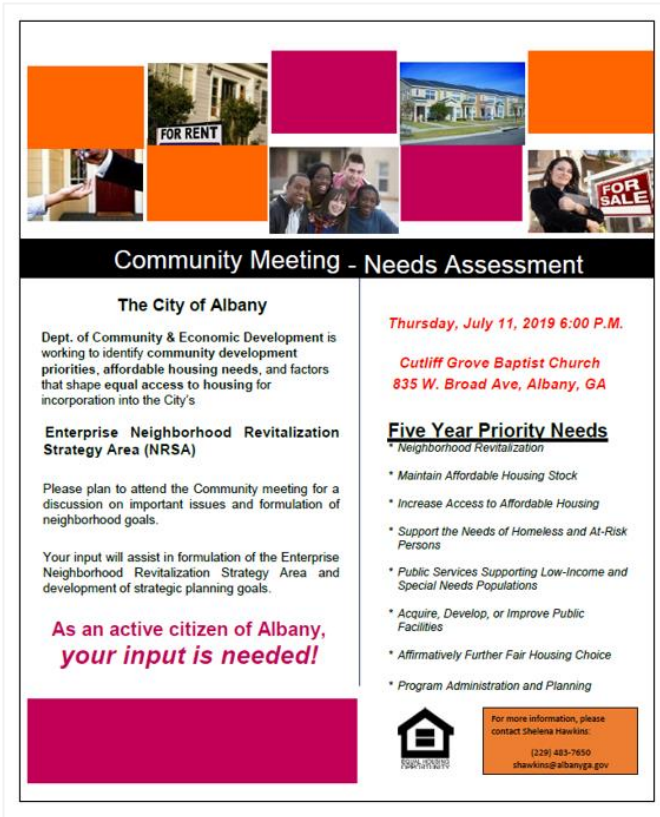
HOUSEHOLDS	Enterprise Area	City of Albany
% Family	52.9%	58.8%
% Non-family	47.1%	41.2%
Average household size	2.3	2.5

## COMMUNITY ENGAGEMENT STRATEGY + PROCESS

The Enterprise Redevelopment Plan Update was developed in collaboration with a variety of community stakeholders, including residents, community organizations, business and property owners, nonprofit organizations, and local government agencies.

Residents and other stakeholders were invited to attend two asset mapping and needs assessment workshops at Greater Cutliff Grove Baptist Church to discuss neighborhood assets and opportunities. Workshops were held on Thursday, July 11, 2019 and Wednesday, March 4, 2020 from 6 to 8 p.m. To engage residents and stakeholders in the planning process, the City advertised the workshops through a press release and on the Albany Department of Community and Economic Development's webpage. Further, churches and nonprofits in the community circulated flyers and spread news about the process by word of mouth.





**Figure 4: Flyers advertising the community workshops were posted in local newspapers and on the City’s website and social media. Churches and nonprofits also circulated flyers.**



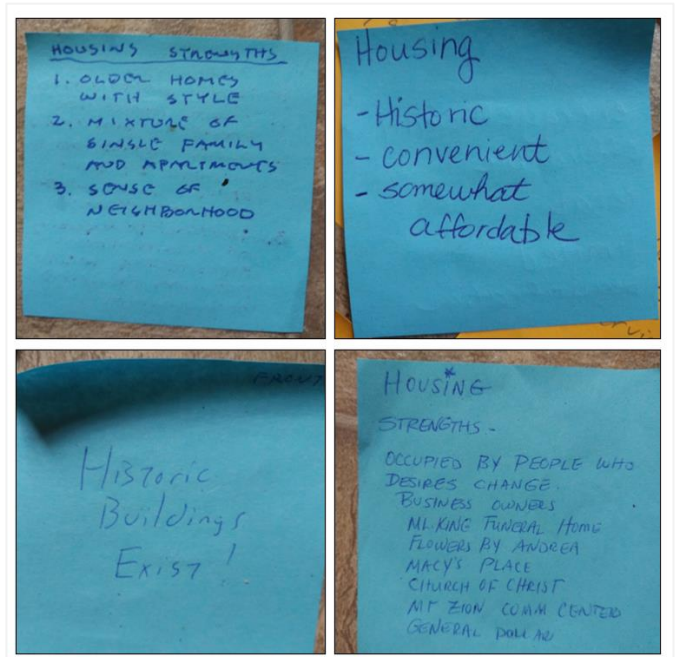
**Figure 5: The planning team introduces the Enterprise Redevelopment Plan Update during the community workshop at Greater Cutliff Grove Baptist Church**

During the workshops, stakeholders worked individually and in teams to identify strengths and assets in the Enterprise neighborhood, including those related to housing, economic development, and public facilities and infrastructure. In addition to physical assets, residents and stakeholders identified institutions and associations already doing work in the neighborhood in these areas, and who might play important roles in the plan’s

implementation. Stakeholders further collaborated to identify needs and opportunities in the Enterprise neighborhood and to brainstorm potential solutions to identified community needs. Results of the community engagement process are discussed in the section on Community Assets, Needs, and Opportunities.



**Figure 6: Residents discuss housing, economic development, and public facilities/infrastructure assets and opportunities at the community workshop**



**Figure 7: Residents identified a variety of housing assets in the Enterprise neighborhood during the community workshop**

In addition to the community workshop, the planning team conducted in-depth individual interviews with key stakeholders working in housing, economic development, and public facilities and infrastructure in the Enterprise neighborhood. Organizations and agencies that participated in stakeholder interviews include the Albany Housing Authority, the Albany Dougherty Economic Development Commission, City of Albany Planning and Zoning, and City of Albany Public Works.

## WINDSHIELD SURVEY

The planning team also conducted a detailed visual inspection of the full study area to examine existing conditions of housing, economic development, and public facilities and infrastructure in the Enterprise neighborhood. In combination with community engagement, existing plans for the area, and other data, the windshield survey provides additional data on assets, needs, and opportunities in the neighborhood.

## DRAFT PLAN REVIEW WORKSHOP

A virtual workshop to review the draft plan was held on June 25, 2020 at 6 p.m through the Zoom platform to allow residents to participate while following social distancing guidelines. The workshop provided an opportunity for residents to discuss the draft plan and ensure their recommendations were incorporated (see Figure 8).

**VIRTUAL COMMUNITY WORKSHOP**

**Please join us for a virtual community workshop to discuss the draft Enterprise Redevelopment Plan Update.**

What types of new development would you like to see?

What strategies could bring more business and jobs to the area?

What opportunities exist to increase housing types and options?

**Please join and share your thoughts on the draft plan!**

**JOIN THE VIRTUAL WORKSHOP!**  
Thursday, June 25  
6:00 pm

Join from a PC, Mac, iPad, iPhone, or Android device: Please use this URL:  
**<https://us02web.zoom.us/j/85277946206>**

Learn more about Albany's revitalization areas and how the City is investing in them by visiting:  
**<https://tinyurl.com/rluod2p>**

Mosaic Community Planning is working with the City of Albany to prepare an update to the plan for the City's Enterprise Neighborhood Revitalization Strategy Area. The planning process is greatly dependent on the perceptions of residents and business owners, who are encouraged to offer their input.

For more information or for accommodation of any special needs relating to accessibility for the virtual meeting, please contact Mosaic Community Planning at 470-435-6020 or [info@mosaiccommunityplanning.com](mailto:info@mosaiccommunityplanning.com).



 

Figure 8: A flyer for the virtual workshop provides residents with information about how to access the meeting via Zoom.

# COMMUNITY ASSETS, NEEDS, AND OPPORTUNITIES

## OVERVIEW

An assessment of community assets, needs, and opportunities provides a background for the development of revitalization goals, tools, and strategies for the Enterprise neighborhood. The needs assessment combines community knowledge regarding economic development, housing, and public facilities and infrastructure needs and opportunities in the neighborhood with local-level data on key indicators of housing, economic development, and public infrastructure needs.

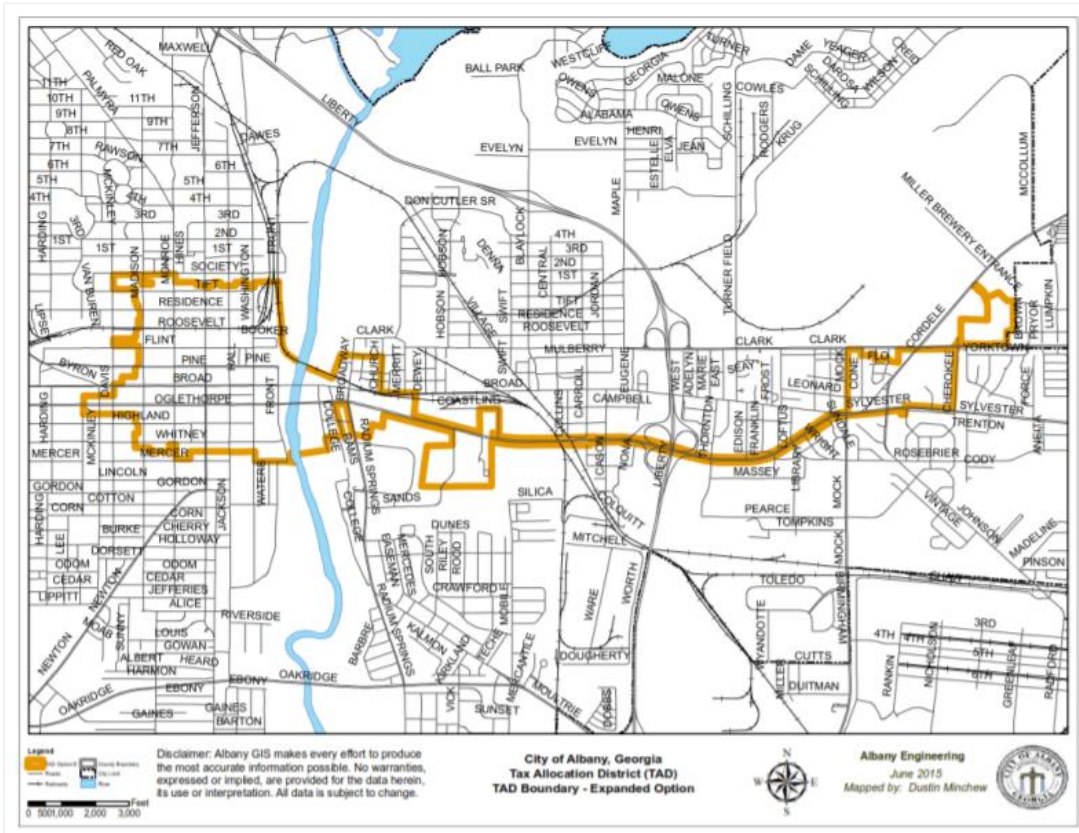
## ECONOMIC AND WORKFORCE DEVELOPMENT ASSETS AND NEEDS

Several key economic development assets are located within and surrounding the Enterprise neighborhood, including large employers, schools and higher education institutions, economic development agencies and partnerships, institutions and agencies providing access to capital, small businesses, grocery and drug stores, neighborhood retail, health care facilities, arts and culture, and community services:

- The neighborhood is nearby several of the county's largest employers, including the Phoebe Putney Health System, the Dougherty County Board of Education, the City of Albany, Albany State University, Dougherty County, MillerCoors, and Thrush Aircraft.
- A range of educational institutions are located within the Enterprise neighborhood. Lincoln Elementary Magnet School provides education for students from kindergarten through fifth grade. Albany State University, immediately across the river from the Enterprise Neighborhood, and Albany Technical College, just south of the Enterprise Neighborhood, offer academic degrees, certificates, and workforce training opportunities. The Commodore Conyers College & Career Academy, a specialized charter school located south of the Enterprise neighborhood, partners with Albany State University and Albany Technical College to offer dual enrollment, workforce development pathways, and professional skills.

- High levels of collaboration and leadership exist within the city and county around workforce development, and stakeholders have partnered to evaluate community workforce development needs and priorities. The Albany-Dougherty Economic Development Commission and the Albany Area Chamber of Commerce have collaborated with community stakeholders to develop the AlbanyWorks! Comprehensive Workforce Development Strategy (2020), which includes a multiyear plan to enhance the community's workforce. The strategy's priorities include community connection and coordination, development of a youth pipeline, and continued adult preparation.
- Several workforce development programs are available within the neighborhood, including programs through Albany State University, Albany Technical College, K-12 institutions, and WorkSource Georgia.
- A variety of nonprofit focused organizations focused on economic development, education, housing, and homelessness are located in or work within the neighborhood, including 90Works, Graceway Recovery Residence, The Salvation Army, Flint River Habitat for Humanity, Boys & Girls Clubs of Albany, Open Arms, Inc., and Leadership Albany.
- Access to capital is available for small businesses through the City of Albany Department of Community and Economic Development, the Microbusiness Enterprise Center, Albany Community Together! (ACT!), and revolving loans through the Downtown Development Authority.
- The Enterprise neighborhood is located within several incentive zones, including the Albany Riverfront and Gateway Tax Allocation District (TAD), State and Federal Opportunity Zones, and Historically Underutilized Business Zone (see Figures 5-8).

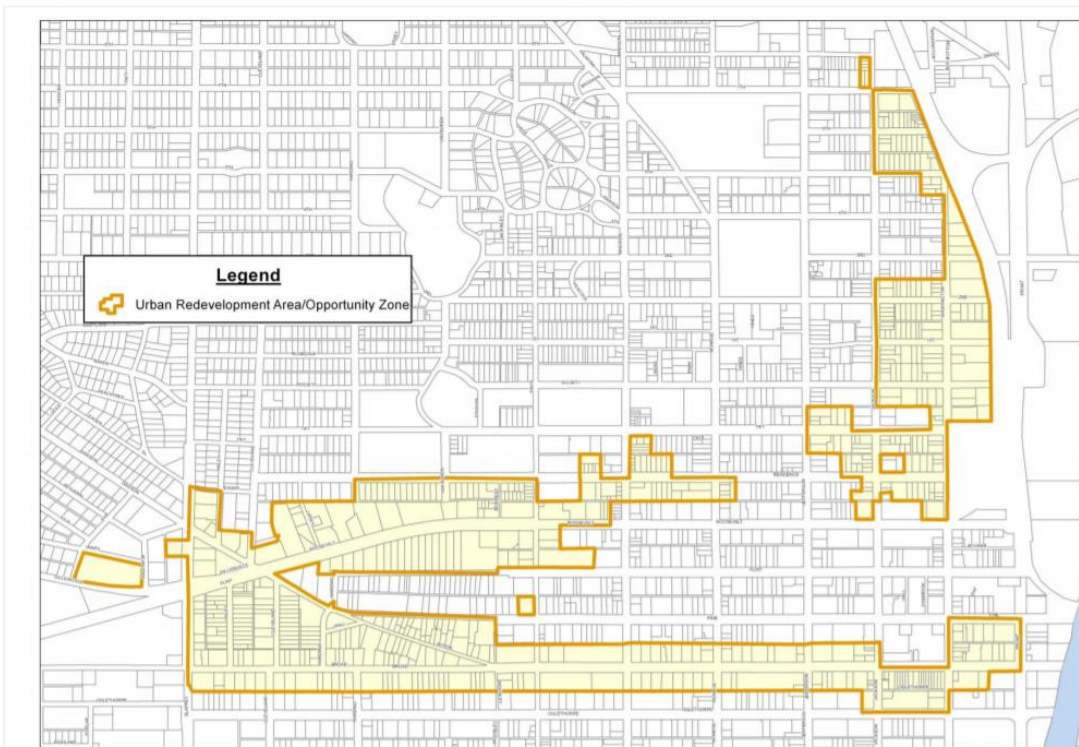
The downtown portion of the Enterprise neighborhood falls within the Albany Riverfront and Gateway TAD. The TAD allows the City to sell bonds to improve the area's infrastructure, enhance public amenities, create additional streetscaping, and encourage private development within the district (see Figure 9).



**Figure 9: Albany Riverfront and Gateway Tax Allocation District (approved 2008, collections began in 2010)**  
**Source: Albany & Dougherty County Comprehensive Plan 2026**

Portions of the Enterprise neighborhood also fall within the state Opportunity Zone. Areas within the Opportunity Zone qualify for the state’s maximum job tax credit of

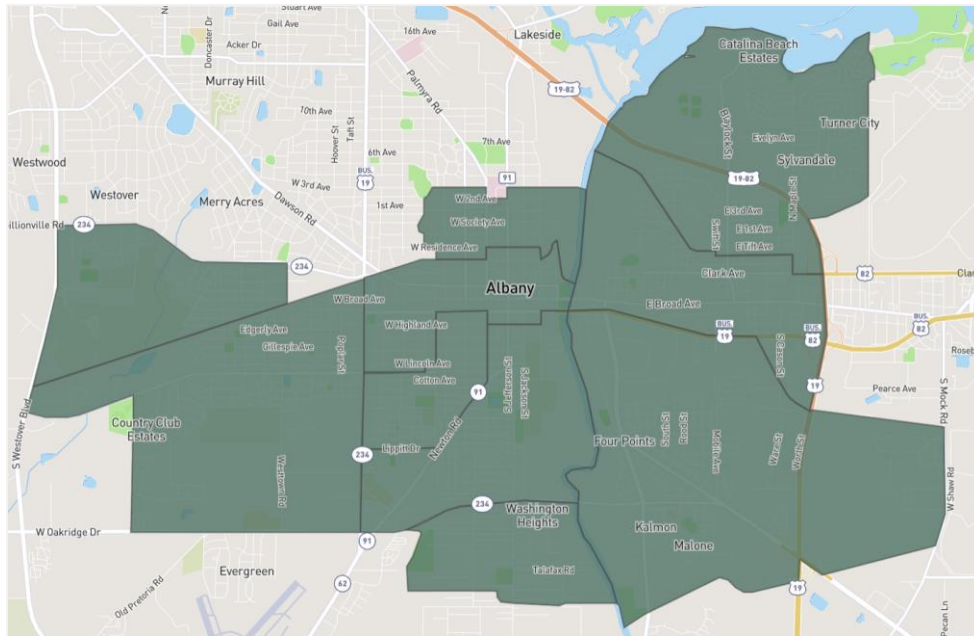
\$3,500 per job. The incentive is a tax credit and is available for new or existing businesses that create two or more jobs (see Figure 10).



**Figure 10: State Opportunity Zone (2010, expanded 2012)**  
**Source: Albany & Dougherty County Comprehensive Plan 2026**

The Enterprise neighborhood census tracts were also designated as a Federal Opportunity Zone through the Tax Cuts and Jobs act in April 2018 (see Figure 11).

Opportunity zones are designed to spur economic development in economically-distressed communities by providing tax benefits to investors.



**Figure 11: Federal Opportunity Zones in the City of Albany**  
 Source: Novogradac Opportunity Zones Mapping Tool. (2018). <https://www.novoco.com/resource-centers/opportunity-zone-resource-center/guidance/novogradac-opportunity-zones-mapping-tool>

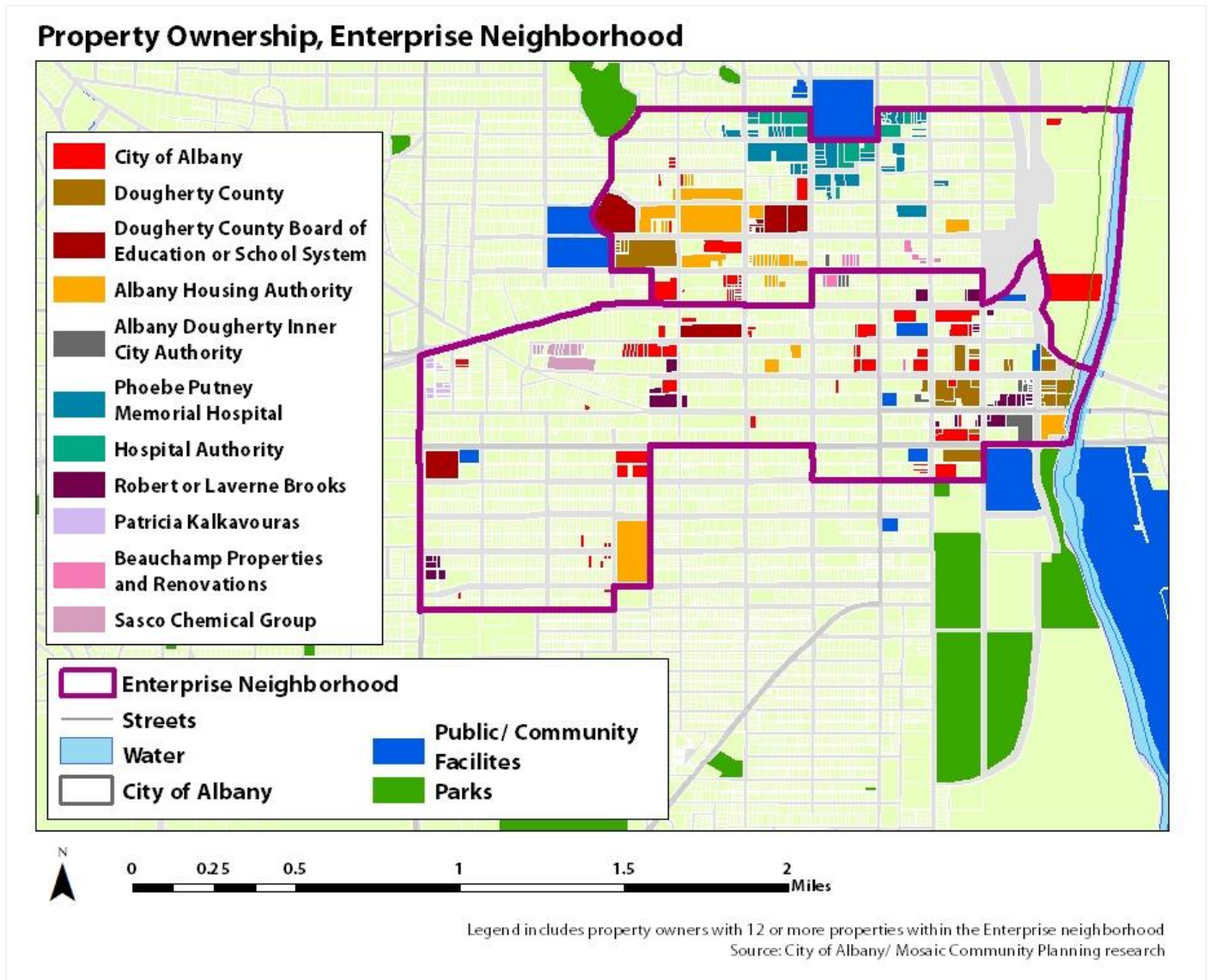
The neighborhood also falls within the city’s Historically Underutilized Business Zone (HUBZone), allowing small businesses in the neighborhood to gain preferential access to federal procurement opportunities by

obtaining HUBZone certification, in part by employing staff who live in the HUBZone and maintaining a principal office in the zone (see Figure 12).



**Figure 12: Historically Underutilized Business Zone (HUBZone) in the City of Albany**  
 Source: Albany & Dougherty County Comprehensive Plan 2026

- Several key property owners are stakeholders in the Enterprise neighborhood. The City of Albany, Dougherty County, the Dougherty County Board of Education/ School System, the Housing Authority of the City of Albany, Phoebe Putney Memorial Hospital, the Hospital Authority, the Albany Dougherty Inner City Authority (ADICA), and several individuals and small businesses hold a large proportion of the neighborhood's properties.
- A large portion of the neighborhood falls within the city's Historic District.
- Phoebe Putney Memorial Hospital is located immediately adjacent to the Enterprise neighborhood, serving as a large employer and the area's major healthcare facility.
- A variety of small businesses are located in the neighborhood, including services, restaurants, a brewery, and local shops and boutiques. The Microbusiness Enterprise Center serves as an incubator for a variety of small businesses. Residents and stakeholders note the availability of commercial space in the neighborhood as an asset.



**Figure 13: Property Ownership, Enterprise Neighborhood**



**Figure 14: Small businesses on W. Broad Street and N. Washington Street in the Enterprise neighborhood**

- Pharmacies located within the neighborhood include the U-Save-It Pharmacy on Jefferson Street, the Walgreens on Slappey Blvd., and the Rite-Aid on Slappy Blvd. The Georgia Southwest Pharmacy and the Phoebe Employee Pharmacy are located immediately outside of the neighborhood at Phoebe Putney Memorial Hospital.
- Several churches and faith-based organizations are located within and adjacent to the neighborhood, including Mt. Zion Baptist Church Family Center, Greater Cutliff Grove Baptist Church, First United Methodist Church, St. Paul’s Episcopal Church, and others.
- Additional assets noted by residents and stakeholders include the neighborhood’s convenient central location within the community, the community’s spirit of volunteerism, and planning for disasters.

These assets support a broad range of economic development activities in Enterprise area. Yet, the area also experiences a variety of challenges, including issues such as high poverty rates, low incomes, and unemployment. The following sections examine these issues in greater depth and detail needs and opportunities noted by residents and stakeholders who participated in this planning process.

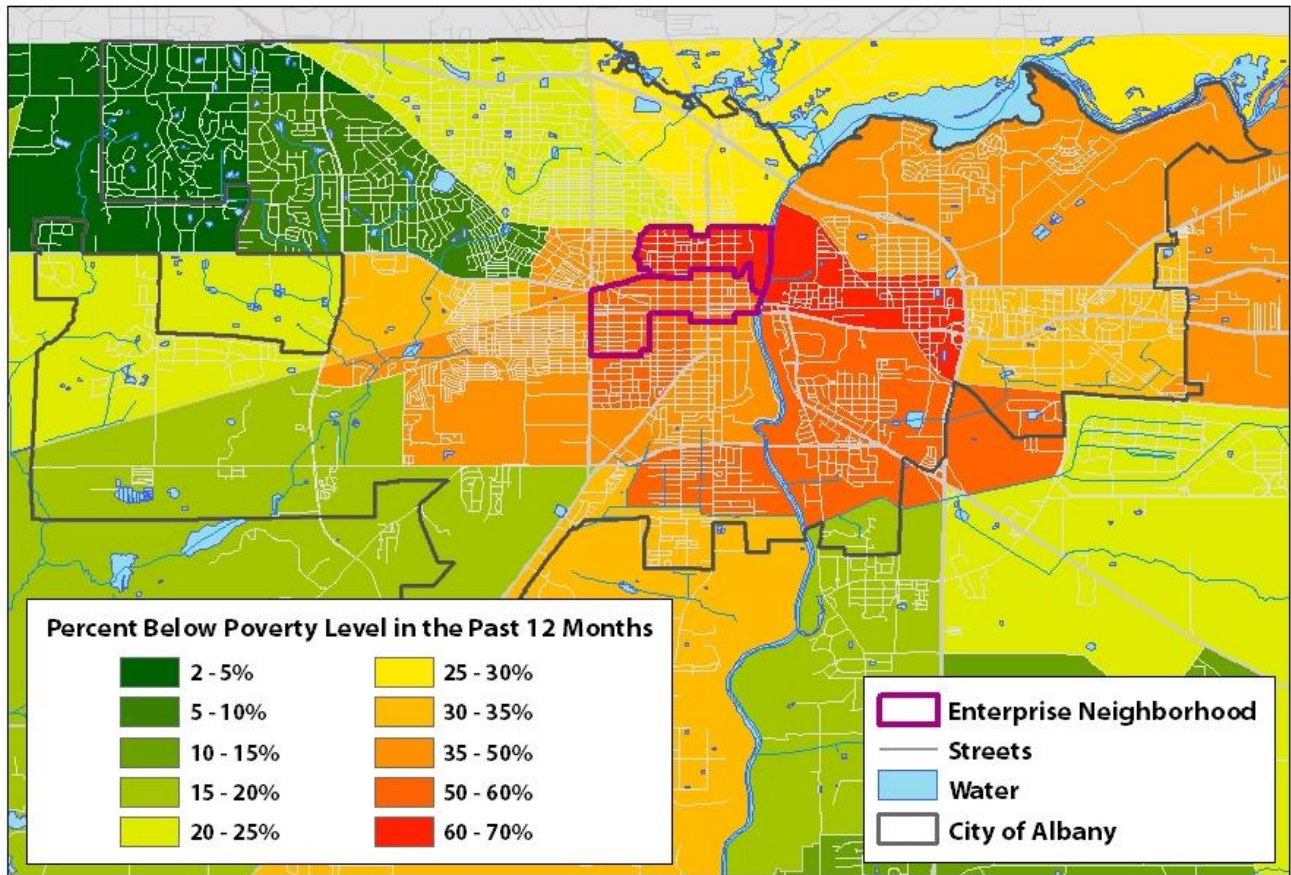
- The neighborhood has access to a variety of arts and cultural opportunities, including the Albany Symphony; the Ritz Cultural Center; Theatre Albany; museums and cultural centers, including the Thronateeska Heritage Center and the Civil Rights Institute; the aquarium, and the Civic Center, which is now under contract with Spectra Event Management. The Albany Area Arts Council works to encourage, sponsor and support the arts and culture in the community.
- While access to grocery stores and markets within the Enterprise neighborhood is limited, several small grocery and food stores are located adjacent to the Enterprise neighborhood, including Smith Grocery, White’s L & S Seafood, and the Tift Park Community Market. The Bread House, a restaurant located within the neighborhood, sells baked goods at its store. While these small grocery stores and markets are available, both census tracts that comprise the Enterprise neighborhood meet the USDA’s definition of low-income and low supermarket-access tracts, defined as as low-income tracts with at least 500 people, or 33 percent of the population, living more than ½ mile (urban areas) from the nearest supermarket, supercenter, or large grocery store.<sup>2</sup>

<sup>2</sup> United States Department of Agriculture Economic Research Service. (2015). Food Access Research Atlas. Retrieved from: <https://www.ers.usda.gov/data-products/food-access-research-atlas/download-the-data/>

**Poverty Level** – Nearly two-thirds of families that reside in the Enterprise area are below poverty level. The percentage of families in poverty in the Enterprise area is almost double the population share of families in poverty throughout the city of Albany. Poverty in Albany is most prevalent in the Enterprise neighborhood and east Albany and is lowest in northwest Albany.

POVERTY LEVEL	Enterprise Area	City of Albany
% Families not in poverty	40.1%	67.7%
% Families in poverty	59.9%	32.3%

**Percent of Population Below Poverty Level, Enterprise Neighborhood and City of Albany**



Source: American Community Survey 5-Year Estimates, 2013-2017

**Figure 15: Percent of Population Below Poverty Level, Enterprise Neighborhood and City of Albany**

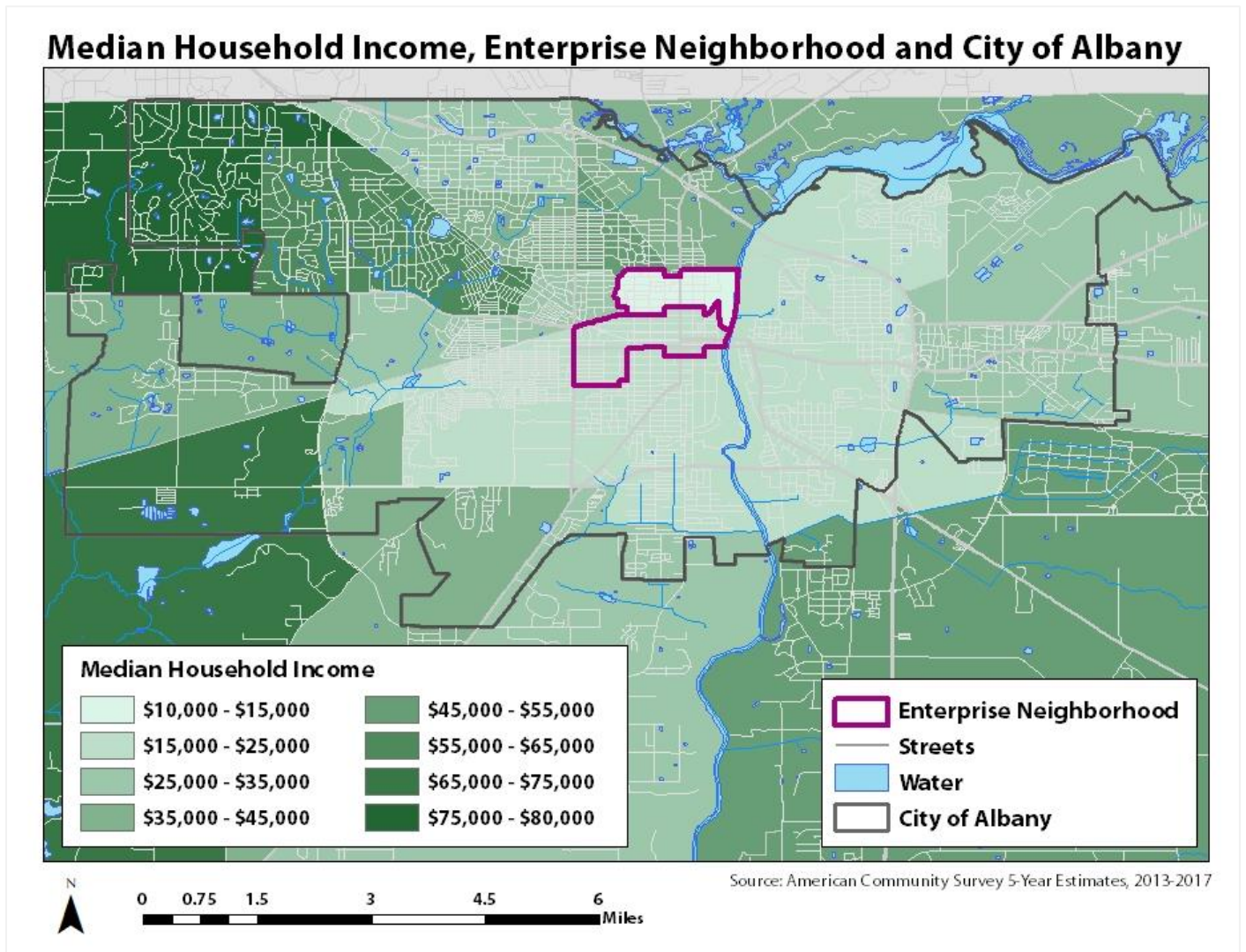


**Household Income** – The average household income in the Enterprise area is more than \$20,000 less than the average household income of all households in the city of Albany. Almost half of all households in the Enterprise area have incomes less than \$15,000, almost double the proportion of households in the city.

While incomes tend to be relatively low throughout the city, they are particularly in the Enterprise neighborhood, and in the northern portion of the target area specifically. Median household income is \$11,429 in census tract 8 (the northern portion of the Enterprise neighborhood) and \$17,895 in census tract 114 (the southern portion of the neighborhood), while in the city

as a whole it is \$31,843. Notably, household incomes tend to be lowest in central Albany, including the Enterprise neighborhood, while they tend to be highest in western and northern Albany.

HOUSEHOLD INCOME	Enterprise Area	City of Albany
Average household income	\$27,385	\$47,981
% Households with income under \$15,000	47.4%	25.6%
% Households with income \$15,000- \$24,999	12.5%	14.2%

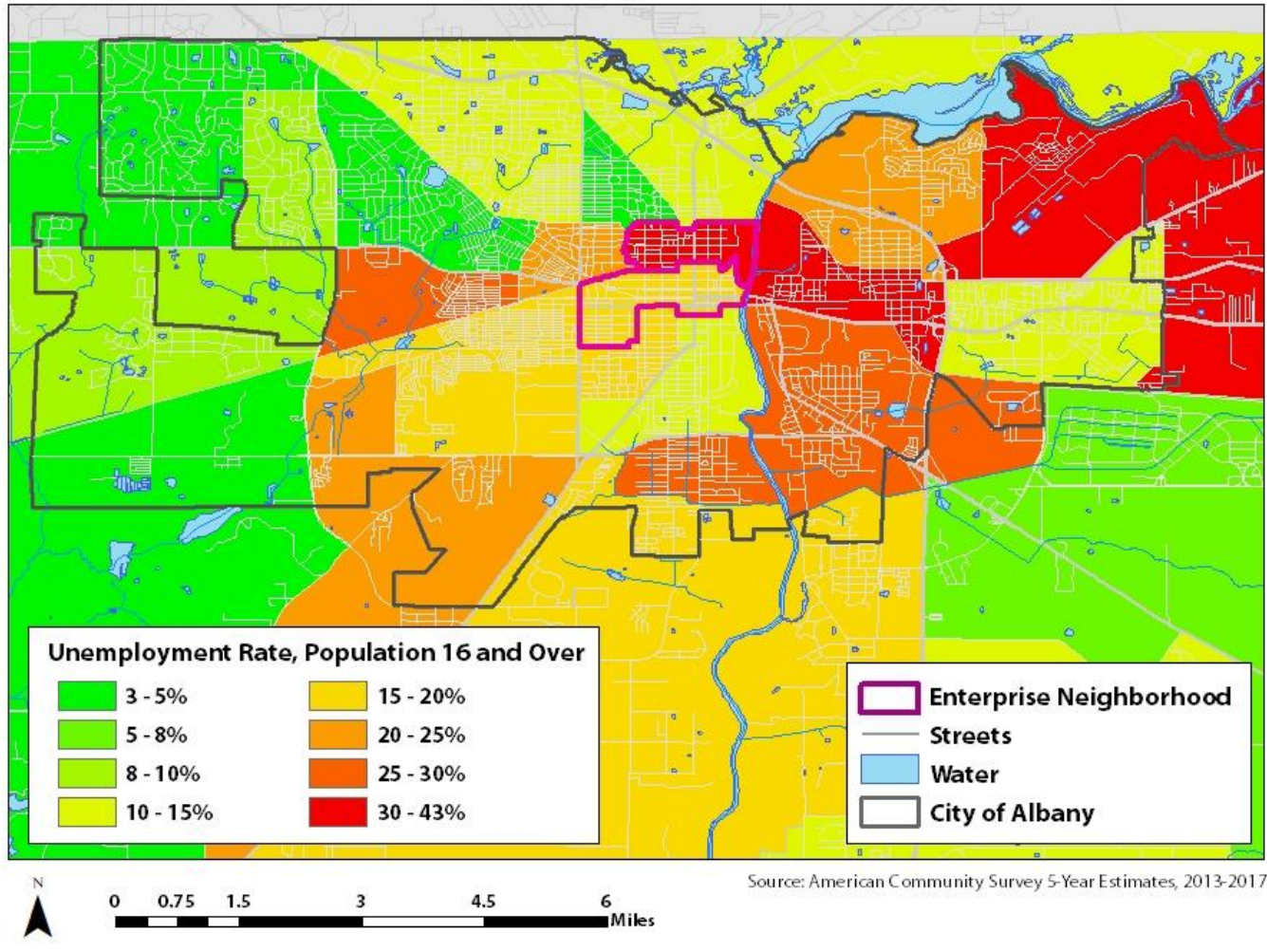


**Figure 16: Median Household Income, Enterprise Neighborhood and City of Albany**

Poverty in the Enterprise neighborhood is also driven by high levels of unemployment, which contribute to low income levels. In tract 8, the unemployment rate is 35.3%, the second highest in Dougherty County. In tract 114, the unemployment rate is 15.4%, slightly lower than

the city’s overall unemployment rate of 16.8%. Unemployment in the city is highest in the northern portion of the Enterprise neighborhood and east Albany and lowest in west Albany.

### Unemployment Rate, Enterprise Neighborhood and City of Albany

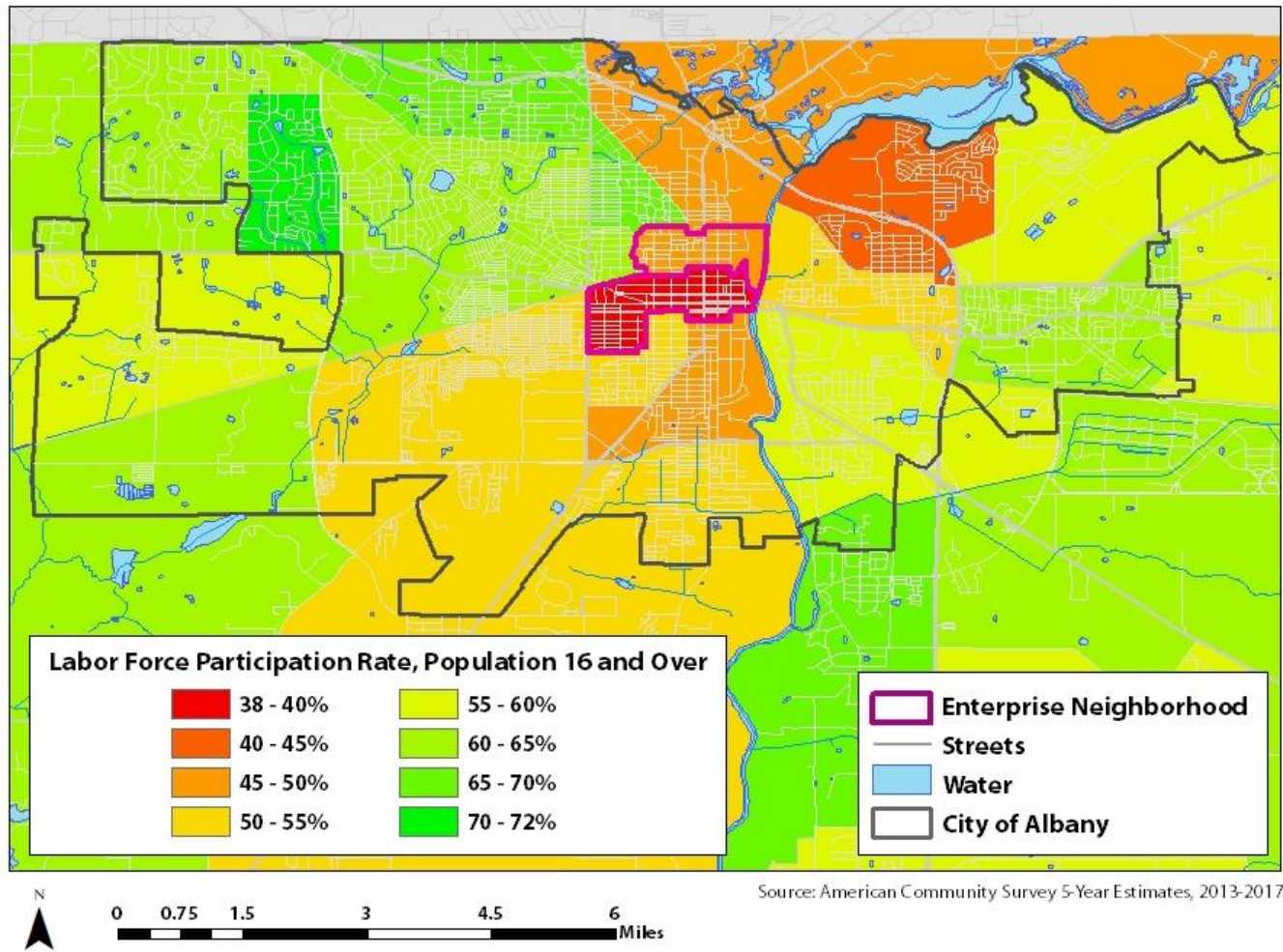


**Figure 17: Unemployment Rate, Enterprise Neighborhood and City of Albany**

Low levels of labor force participation--the proportion of the total population aged 16 years old and over that is in the labor force—are also reflective of low levels of engagement with the labor market in the Enterprise neighborhood. The labor force participation rate is

lowest in the southern portion of the neighborhood and other tracts along the river, while it is highest further out from the city center, particularly in west Albany. In the Enterprise neighborhood, 47.4% of residents 16 and over in tract 8 and 38.6% in tract 114 are in the labor force.

## Labor Force Participation Rate, Enterprise Neighborhood and City of Albany



**Figure 18: Labor Force Participation Rate, Enterprise Neighborhood and City of Albany**

**Food Access** – Compared to Dougherty County as a whole, the Enterprise neighborhood has a higher proportion of residents who have low incomes<sup>3</sup> and are beyond one-half mile from a supermarket.

FOOD ACCESS	Enterprise Area	Dougherty County
Share of population that are low income individuals beyond 1/2 mile from supermarket	58.4%	46.1%

**Additional Economic Development Needs and Opportunities** – Residents and stakeholders who participated in this planning process also noted several

economic development needs and opportunities, including:

- There is a need to develop or expand paid job training programs. The only existing paid training program is through Georgia Workforce, and few employers in the city are connected to this program.
- There is a need to support residents in learning skills and increasing educational attainment.
- There is a need for small business training and leadership development programs.
- There is a need for educational programs for youth.
- Programs to employ homeless residents are an area of opportunity in the neighborhood.

<sup>3</sup> The USDA program defines a low-income census tract as any tract where: 1) The tract's poverty rate is 20 percent or greater; or 2) The tract's median family income is less than or equal to 80 percent of the State-wide median family income; or 3) The tract is in a metropolitan area and has a median family income less than or equal to 80 percent of the metropolitan area's median family income.

- Family and life skills educational programming is a need.
- Many local jobs are entry-level.
- Local businesses have limited access to capital, and many businesses that once flourished are going out of business.
- There is a need for assistance with increasing energy efficiency for small businesses.
- The area is a food desert. There is a need for a grocery store in the area.
- Stakeholders noted concerns about receiving poor customer service through City agencies.
- The area has low levels of community participation.
- Crime is an issue in the area.
- There is a need to address flooding in the neighborhood.
- There is a need to address homelessness.
- There is a need for city leaders to stand up for residents.
- DCED needs to lobby the C.E.T.A. program.
- There is a need to support commercial developers and businesses.
- Drugs and community health issues are threats to the neighborhood.



**Figure 19: A vacant building in the neighborhood displays 'out of business.' Residents noted support for businesses as an opportunity in the Enterprise neighborhood.**

## HOUSING ASSETS AND NEEDS

In combination with economic development, housing quality and affordability are important components to supporting neighborhood revitalization and meeting community needs. Meeting attendees and stakeholders who participated in this planning process described the following as assets of the neighborhood's housing stock:

- The area is historic.
- The streets and neighborhoods are attractive overall.
- There is a sense of neighborhood with many long-time/older residents living in the neighborhood.
- There is a reasonable supply of affordable housing.
- The area is convenient to other amenities in the city.
- The area has an established mix of single-family and multi-family units.
- Land costs are low.
- Older homes are large and stylish.
- A \$30 million rehabilitation of 279 units of public housing is underway, including gutting inside of units, new interiors, new energy efficient appliances, painting, and needed repairs. The redevelopment will also include a new playground, gazebo, and medical clinic.
- The Flats at 249 Pine is a new housing complex with smaller units that support people living and working downtown.
- Residents and stakeholders describe the neighborhood as unique, comfortable, and resourceful.



**Figure 20: Trees line the street in a residential portion of the Enterprise neighborhood. Residents noted the attractiveness of the streets and neighborhood as an asset.**

The following sections detail key features of housing stock in the Enterprise neighborhood and the city of Albany, including housing types, age of housing stock, housing values, tenure, rental rates, and housing cost burden. The section concludes by examining opportunities noted for improving housing quality and affordability in the Enterprise neighborhood.

**Housing Types** – Proportions of single-family homes and 2 to 9 unit structures are similar in the Enterprise area comprising 45.7% and 43.1% of all housing structures, respectively. In comparison citywide data shows more than half of all housing structures are single-family homes and the proportion of 2 to 9 unit structures is nearly 13 percentage points less than the Enterprise area. Large multifamily housing structures (10+ units) makes up roughly 6% in both the Enterprise area and throughout the city. The share of mobile homes is slightly higher in the Enterprise area.

STRUCTURE TYPE	Enterprise Area	City of Albany
% Single-family detached	45.7%	57.5%
% Single-family attached	2.4%	3.6%
% 2 to 9 unit structures	43.1%	30.2%
% 10+ unit structures	5.9%	6.0%
% Mobile homes	3.0%	2.8%



**Figure 21: Single-family units are the most common housing type in the Enterprise neighborhood, making up 45.7% of units.**

**Age of Housing Stock** – The proportion of housing units built before 1960 in the Enterprise area is significantly higher and more than double that of all housing in city. The majority of units (59.1%) in the Enterprise area were built before 1960, while the age of housing throughout the city is more evenly distributed. The share of newer housing units built since 2000 in the city is nearly three times the proportion in the Enterprise area.

AGE OF HOUSING	Enterprise Area	City of Albany
% Built before 1960	59.1%	24.3%
% Built 1960 to 1969	15.0%	16.0%
% Built 1970 to 1979	6.2%	21.2%
% Built 1980 to 1989	6.1%	14.1%
% Built 1990 to 1999	8.4%	10.3%
% Built since 2000	5.3%	14.2%

**Housing Value** – Housing values in the Enterprise area are significantly lower than those in the city overall. More than one third (36.2%) of owner-occupied homes in the Enterprise area have values below \$50,000, compared to 7.0% of homes citywide. The majority of homes in the city are valued over \$100,000, while most homes in the Enterprise area are value below \$100,000. The median home value is \$69,400 in tract 8 and \$43,900 in tract 114. Home values in the city tend to be highest in west Albany and lowest in the Enterprise neighborhood and southeast Albany.

HOUSING VALUE	Enterprise Area	City of Albany
% Less than \$50,000	36.2%	7.0%
% \$50,000 - \$100,000	34.8%	35.8%
% \$100,000 - \$299,999	14.5%	51.3%
% \$300,000 or more	14.5%	5.9%

## Median Home Value, Enterprise Neighborhood and City of Albany

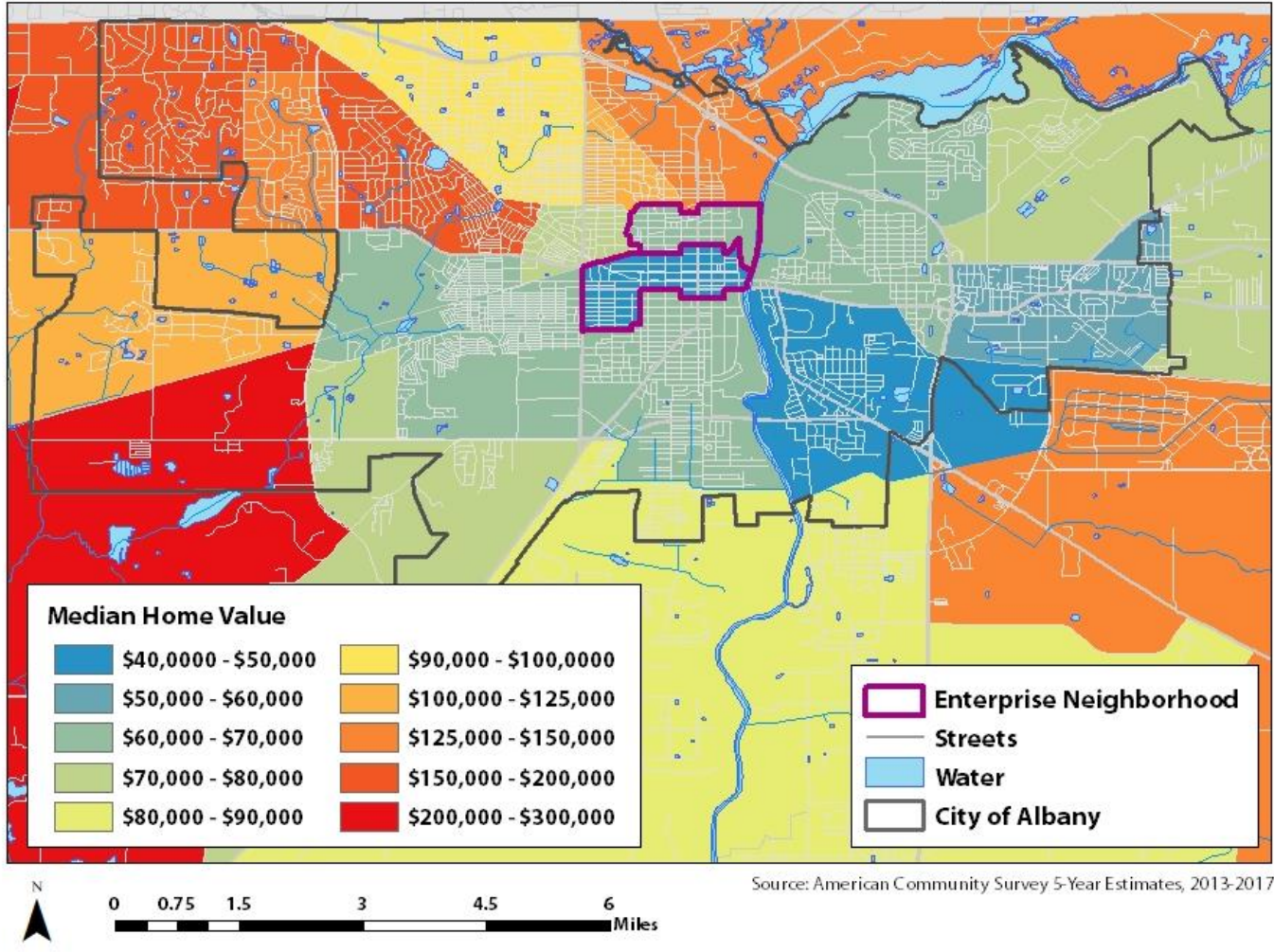


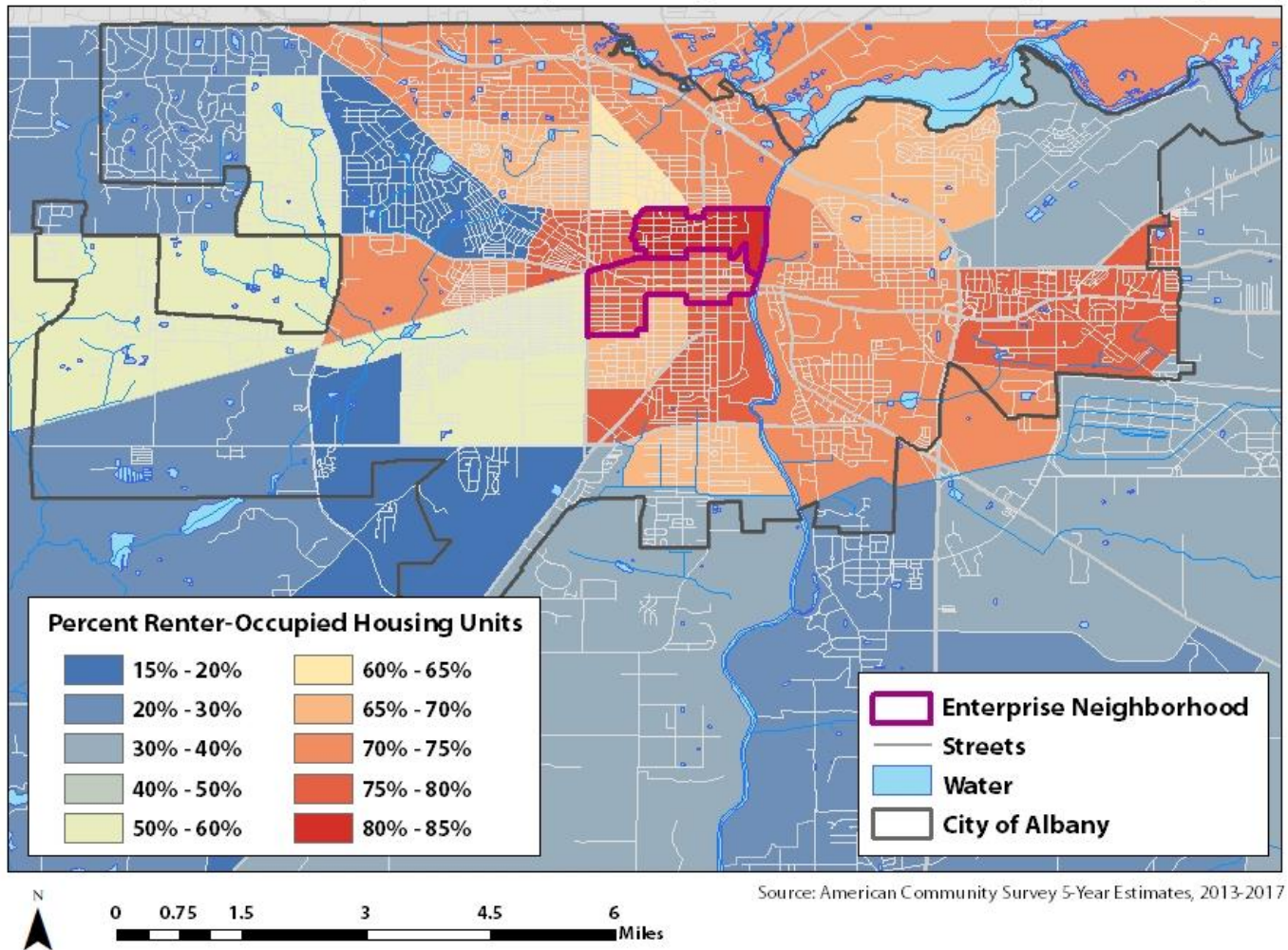
Figure 22: Median Home Value, Enterprise Neighborhood and City of Albany

**Tenure** – The ratio of owner to renter households in the Enterprise area is severely imbalanced with owners representing just 18.1% of all households and renters comprising a significant majority of households (81.9%). The proportions of owner and renter households throughout the city also skew in favor of renters, however, the discrepancy in share size is less extreme. Tract 8 in the Enterprise neighborhood has the highest proportion of renters of all tracts in the city. Renter-

occupied units are most prevalent in central and east Albany, while homeownership is more common in west Albany.

TENURE	Enterprise Area	City of Albany
% Owner occupied	18.1%	39.4%
% Renter occupied	81.9%	60.6%

## Percent Renter-Occupied, Enterprise Neighborhood and City of Albany

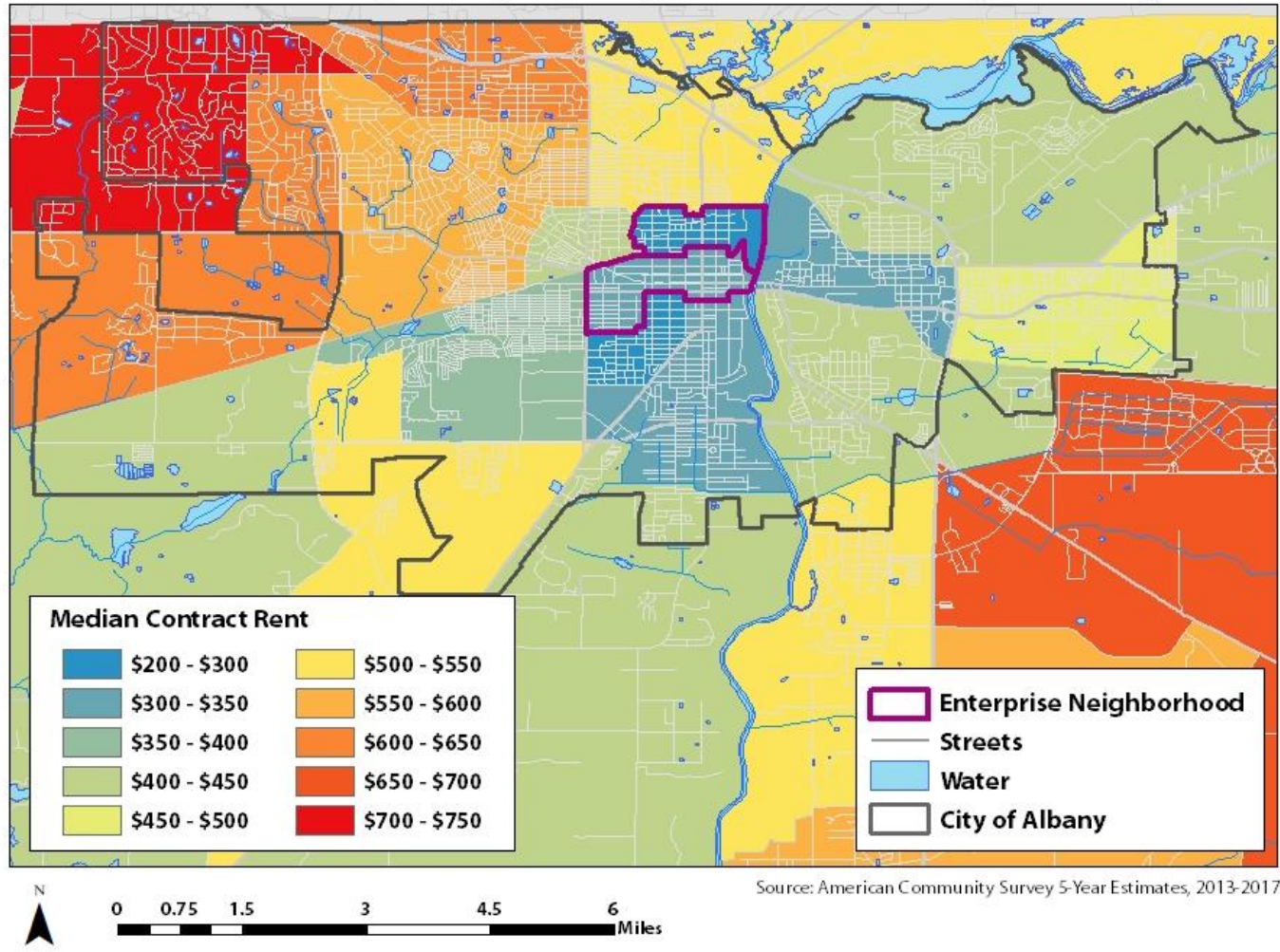


**Figure 23: Percent Renter-Occupied, Enterprise Neighborhood and City of Albany**

**Rent and Affordability** – Median contract rents in the city of Albany tend to be low, and those in the Enterprise neighborhood are among the lowest in the city. In census tract 8 in the northern portion of the Enterprise neighborhood, the median contract rent is \$208, and in

census tract 114 in the southern portion of the neighborhood it is \$319. Rents in the city tend to be lowest in central Albany, including in the Enterprise neighborhood, and highest in west Albany.

## Median Contract Rent, Enterprise Neighborhood and City of Albany



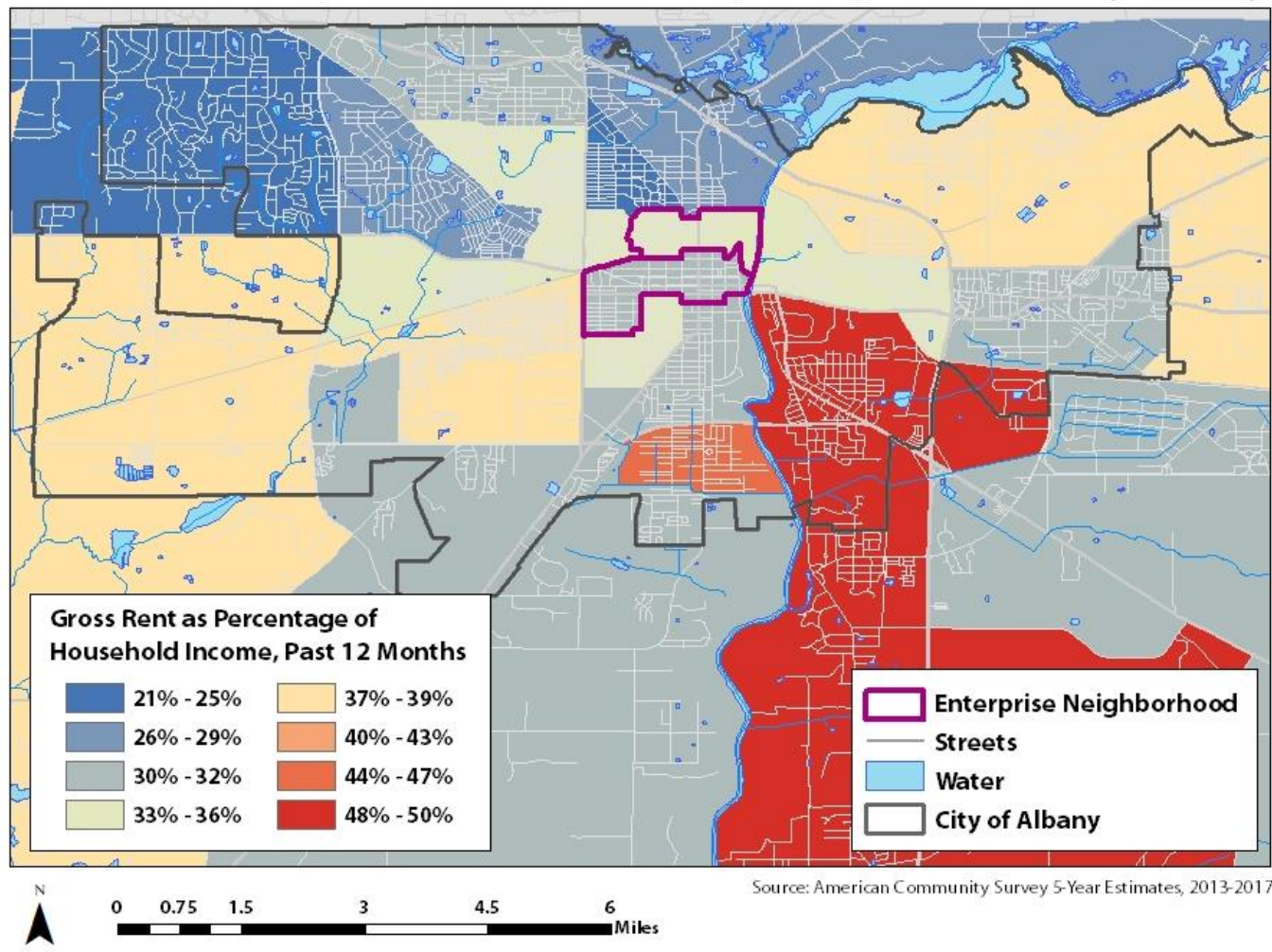
**Figure 24: Median Contract Rent, Enterprise Neighborhood and City of Albany**

While rents in the city tend to be relatively low, residents may still spend a high proportion of their incomes on housing costs. Households spending 30% or more of income on housing costs are considered housing cost burdened, and those spending 50% or more of income on housing costs are considered severely housing cost burdened. In census tract 8, renter households spend an estimated 35% of median household income on gross

rent. In census tract 114, they spend an estimated 29% of median income on gross rent. Renter households in southeast Albany tend to have much higher housing cost burdens, spending up to 50% of median household income on gross rent, while households in northwest Albany tend to spend much lower percentages of income on housing costs.



## Gross Rent as Percentage of Household Income, Enterprise Neighborhood and City of Albany



**Figure 25: Gross Rent as Percentage of Household Income, Enterprise Neighborhood and City of Albany**

**Additional Housing Needs and Opportunities** – Meeting attendees and stakeholders interviewed in the course of this planning process noted the following housing needs and opportunities for improving housing in the Enterprise neighborhood:

- There are vacant lots in the neighborhood; some homes are also vacant.
- Many housing units that could be rehabilitated are being torn down.
- While there is a reasonable supply of affordable housing, there is also some interest in more moderately priced homes.
- The lack of developers is a threat to the neighborhood. There is a need for developers to work in the area.
- There is a need for additional information and education on the homebuying process.
- Some stakeholders feel frustration that some older homes are being subdivided into multiple units.
- Despite the attractiveness of older homes, some homeowners need assistance with maintenance. Some older homes may even require rehabilitation.
- Blight is an issue that may be addressed through additional accountability measures and upkeep efforts by owners/landlords of rental properties.
- Homes would benefit from increased energy efficiency. Utility bills are high.
- Participants express an interest in mixed use projects at key locations, such as the intersection of MLK Drive and Oakridge Drive.
- Residents desire change in the neighborhood.
- There is a need to address historical redlining.
- Landlords are not fixing up their properties. There is a need for code enforcement to inspect the habitability of multifamily units.
- There is a need for renters to maintain renter insurance.

- Landlords should provide their tenants with accurate estimates of monthly utilities.
- City-sanctioned neighborhood organizations are needed.
- Some stakeholders describe the neighborhood as deteriorating, neglected, drug infested, dangerous and hopeless, or boring.

## PUBLIC FACILITIES AND INFRASTRUCTURE

A variety of public facilities provide services and resources in the Enterprise neighborhood, including parks and recreation facilities, education institutions, health facilities, and community service facilities, among others. Key public facilities located within and adjacent to the Enterprise neighborhood include:

- **Parks and recreation facilities**, including Riverfront Park, Engram Park, Hilsman Park (see Figure 13), Tift Park, Madison Park, the Highland Sports Complex, the Riverfront Greenway Trail, the Flint River Trails (see Figure 14), and connections to the Albany-Sasser Rail Trail;
- **Community facilities**, including the Albany Municipal Auditorium, Haley Memorial Youth Center, and the MicoEnterprise Business Center;
- **Health facilities**, including Phoebe Putney Memorial Hospital;

- **Educational facilities**, including Albany High School, Lincoln Elementary Magnet School, and Albany State University;
- **Public safety offices**, including the Albany Police Department;
- **Transportation facilities**, including the Albany Transportation Center; and
- **Cultural facilities**, including the Thronateeska Heritage Center, the Ritz Theater, the Civic Center, the Civil Rights Institute, and the Flint Riverquarium. The area is the location of family attractions and festivals.



Figure 26: Hilsman Park in the northwest corner of the neighborhood provides greenspace surrounded by a walking trail.

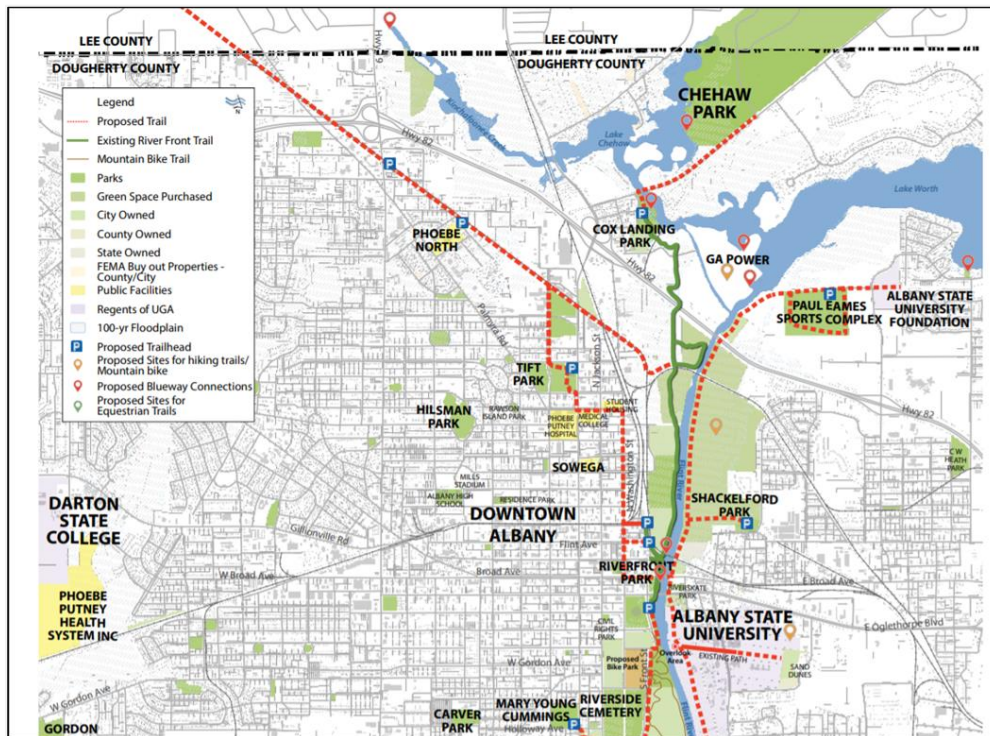
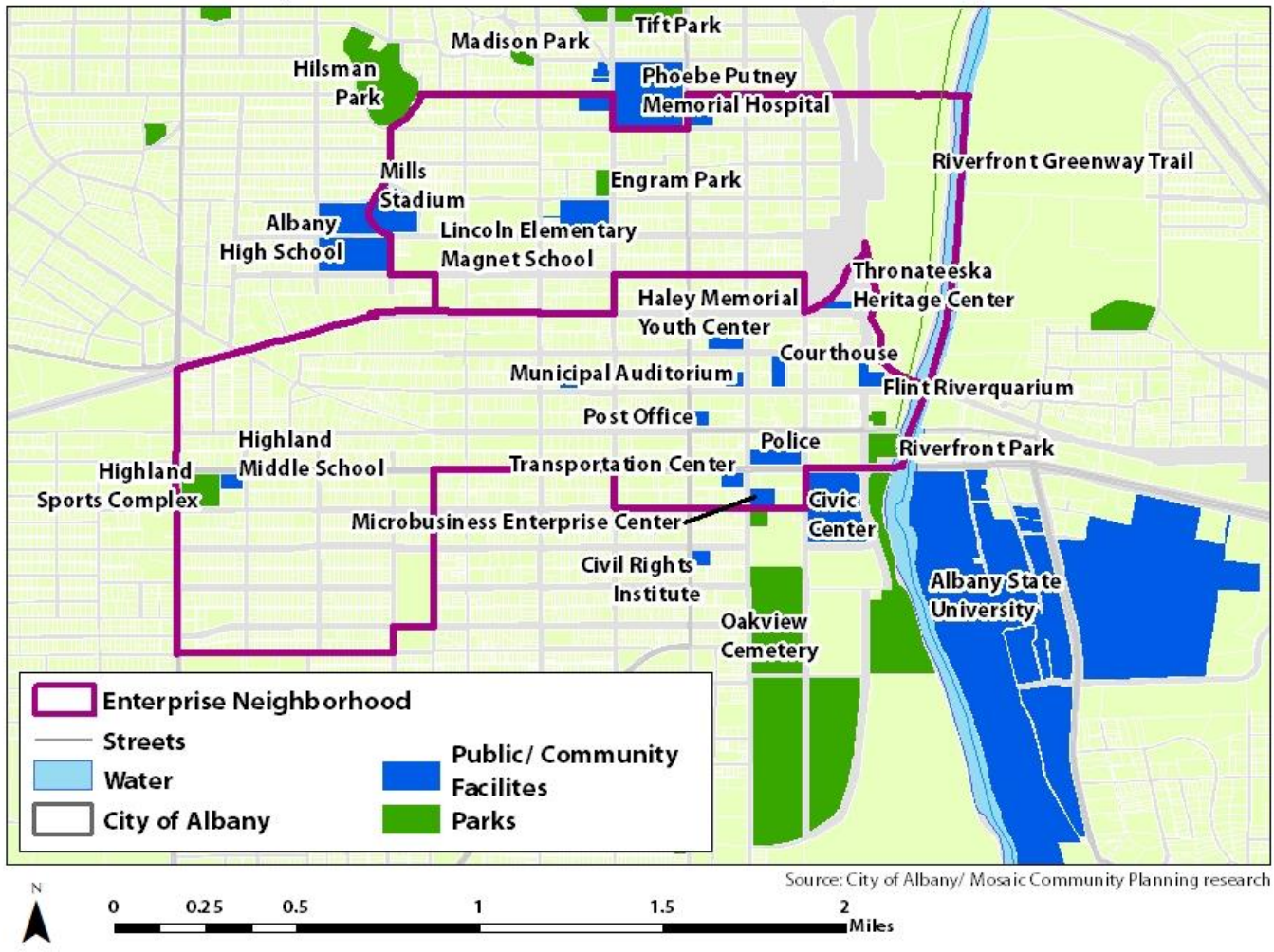


Figure 27: The Flint River Trails Master Plan proposes a system of trails that runs through the Enterprise neighborhood.

## Public/ Community Facilities and Infrastructure, Enterprise Neighborhood

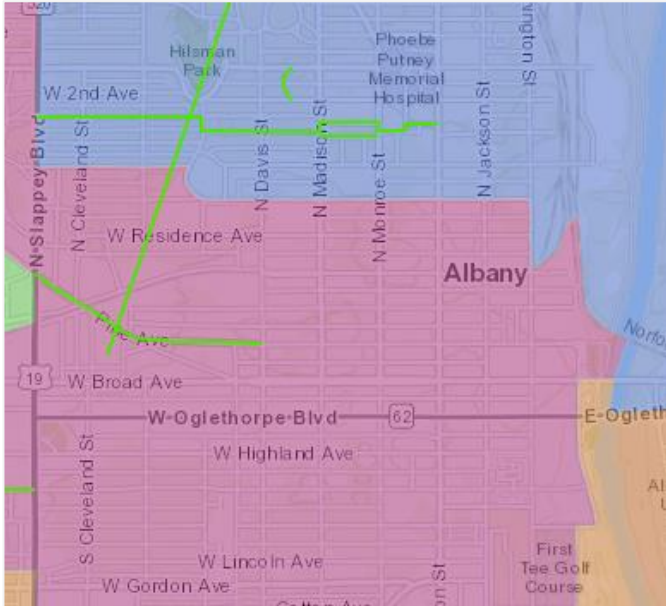


**Figure 28: Public/ Community Facilities and Infrastructure, Enterprise Neighborhood**

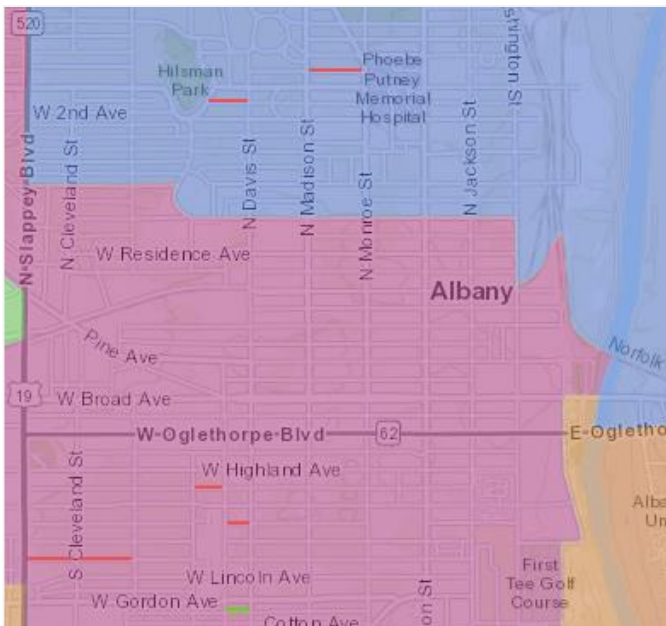
The City of Albany and Dougherty County have also targeted investments in public infrastructure such as sidewalks, lighting, stormwater management infrastructure, and water and sewer system improvements to the Enterprise neighborhood. Existing public infrastructure in the Enterprise area have similar issues of aging and disrepair that are present citywide. Infrastructure initiatives developed by the City of Albany and Dougherty County have resulted in various maintenance and repair projects. Infrastructure needs in the Enterprise area and throughout the city are outlined in the Albany and Dougherty County Comprehensive Plan 2026, SPLOST and T-SPLOST project lists, and neighborhood revitalization plans of East and South Albany. Maintenance and repair of roads, sidewalks, streetlights, water mains, and sewer lines are the most pressing needs as identified by community members and city staff. Key infrastructure projects and planning efforts include:

- The water and sewer infrastructure in the Enterprise area and throughout the city experience frequent problems due to aging and deterioration. The City contracted with Constantine Engineering on a comprehensive study to determine necessary repairs and upgrades to the water and sewer infrastructure to address combined sewer overflow. The study's findings show that \$234 million in upgrades to the city's sewer system are needed. In addition to water and sewer infrastructure projects, improvements to the stormwater infrastructure are in process according to the Albany Dougherty Flood Hazard Mitigation Plan. Recent projects include installation of a storm pipe at the 3rd Avenue Outfall located in the Enterprise area.
- The Albany Transit System (ATS) is developing a new Transportation Center at 300 West Oglethorpe Boulevard, the current site of the intercity bus terminal and the interim ATS bus station. The center will be a multipurpose facility with transportation options for public transit, Greyhound, and local taxi services and will include improved ADA accessible access points.

- The City of Albany and Dougherty County invested SPLOST and T-SPLOST funds into road resurfacing projects after studies indicated road conditions to be very poor. In addition to road resurfacing, unpaved alleys that were identified as possible problems for stormwater runoff and flooding are in the process of being improved with crushed asphalt or paving.



**Figure 29: Locations of street resurfacing projects in the Enterprise neighborhood (green lines)**



**Figure 30: Locations of crushed asphalt alley projects in the Enterprise neighborhood (red lines)**

The LED streetlight project was introduced in January 2019 to replace missing lights and the overall inefficient lighting infrastructure of the city. Some of the expected benefits of installing LED streetlights are an increase in nighttime visibility, reduction in crime, and an energy efficient lighting infrastructure.

- In addition to the infrastructure needs identified in city plans and documents, the City also received a grant from the Economic Development Administration (EDA) after Hurricane Michael to upgrade and locate electric and cable infrastructure underground to better service Downtown Albany located in the Enterprise area.

Residents and stakeholders who participated in this planning process noted the following public facilities and infrastructure needs and opportunities in the Enterprise neighborhood:

- While the community has parks, gyms and community centers are often not open. These facilities need to be open for public use and provide useful activities for youth. There needs to be a framework to have the gyms and community centers open and to run consistent programming. For example, Carver Gym has started putting on more activities such as a basketball league, but they are closed after those activities end.
- Programming could be through contracting out to other entities or through an MOU with community organizations. For example, the Albany Housing Authority runs a Youth Leadership Academy that could utilize City facilities for its programming, and the Boys and Girls Club operates Thornton Community Center.
- Recreation facilities need refurbishing and rehab.
- There is a need for increased maintenance of city parks.
- The area has drainage issues and poor commercial sewer, with some residents considering this to be due to poor infrastructure maintenance.
- Additional police presence is desired.
- All property owners need to be better informed about their property upkeep responsibilities.
- City parks need logo for identification.
- There is a need for a recreation center in southwest Albany.
- There is a need to improve roads in the neighborhood.

# NEIGHBORHOOD REVITALIZATION GOALS

## OVERVIEW

The analysis of community assets, needs, and opportunities in the previous section supports a variety of goals for economic development, housing, public facilities and infrastructure, and land use. This section combines data from the needs assessment with analysis of goals in these key areas from other City and County plans in order to develop goals specific to the Enterprise neighborhood. The plan’s implementation section further details strategies, timelines, responsible parties and partners, and funding sources for the goals identified in this section.

## ECONOMIC DEVELOPMENT GOALS

Economic development goals for the City of Albany and the Enterprise neighborhood are detailed in the City’s 2016-2021 Consolidated Plan, the AlbanyWorks! Comprehensive Workforce Development Strategy (2020), and the Albany & Dougherty County Comprehensive Plan (2026). Actions for each goal provide additional detail regarding specific actions for achieving economic development goals in the Enterprise neighborhood, with a specific focus on increasing opportunities for small businesses and unemployed, underemployed, and low-wage workers.

**Table 1: Economic development goals from previous plans**

Plan	Economic Development Goals
City of Albany Consolidated Plan (2016-2020)	<ul style="list-style-type: none"> <li>• Fund non-housing community development proposals that eliminate blight, to include demolition and redevelopment, sidewalk construction and repair, street maintenance and improvements, streetscaping, street lighting, bus stop improvements, and other improvements not listed here.</li> <li>• Continue partnership in the Fight Albany Blight (FAB) Initiative.</li> <li>• Coordinate and provide support for local neighborhood beautification and litter clean-up efforts.</li> <li>• Provide economic development and small business support services to entrepreneurs to revitalize blighted commercial districts.</li> <li>• Support entrepreneurs and business development to create new employment opportunities.</li> <li>• Fund community services, including employment training.</li> </ul>
AlbanyWorks! Comprehensive Workforce Development Strategy (2020)	<ul style="list-style-type: none"> <li>• Development of a virtual and physical one-stop community resource center to allow for streamlined services and support efficient connections between people and resources.</li> <li>• Form a community collaborative focused on workforce development to continue workforce development planning efforts.</li> <li>• Convene youth and adults to gather data to inform youth pipeline development strategies.</li> <li>• Increase parent engagement around and awareness of student skills development and employment opportunities.</li> <li>• Develop additional opportunities for youth jobs and first jobs to support students in developing employability skills.</li> <li>• Increase opportunities for co-ops, internships, and apprenticeships to support student awareness of employment opportunities available in the community and increase the number of students who stay in the city.</li> <li>• Integrate the K-12 system and higher education institutions through exposure activities.</li> <li>• Align educational programs through increased communication between institutions.</li> <li>• Study the needs of the existing adult workforce in the community to inform additional resource and programs.</li> <li>• Develop materials to support additional employer training and workplace supports for employees who may face barriers to work or difficulties maintaining employment.</li> <li>• Create career roadmaps with realistic goals for adults.</li> </ul>

Plan	Economic Development Goals
Albany Dougherty County Comprehensive Plan (2026)	<ul style="list-style-type: none"> <li>• Develop plans for business retention and expansion.</li> <li>• Continue to implement a strong marketing plan to highlight the Dougherty County community and what it has to offer; rebrand Dougherty County.</li> <li>• Develop and assist local entrepreneurs with training and financing resources.</li> <li>• Promote awareness and use of various Incentive Zones.</li> <li>• Identify and market industrial properties.</li> <li>• Redevelop blighted areas.</li> <li>• Engage state economic development leaders.</li> <li>• Continue with the partners networks, job training workshops.</li> <li>• Support existing industries, enhance relationships with and recruit industry suitable for the location.</li> <li>• Share successes in the community.</li> <li>• Recruit retirees to the community.</li> <li>• Identify key economic development partners and leverage opportunities.</li> <li>• Identify a collective strategic visioning for the community.</li> <li>• Continue with the collaboration among public and private entities.</li> <li>• Improve service delivery and the economic development /prosperity of the citizens.</li> <li>• An expansion of recreation facilities needs to be met in area. Increasing use and maintenance at city and county parks and recreation facilities will encourage continued use and additional visitors to these sites.</li> <li>• Combining visitors for work, conferences and capitalizing on the schools, colleges and universities and event facilities for out of town visitors will be vital in changing the average business or meeting visitor to the region into a touring and shopping visitor.</li> </ul>

Based on economic development assets, needs, and opportunities identified in the needs assessment and goals identified in these plans for Albany and Dougherty County, economic development goals for the Enterprise neighborhood include:

1. **Support neighborhood revitalization; reduce blight and vacancy.**
2. **Ensure residents have the skills and connections needed to obtain employment in high-demand positions that pay living wages.**
3. **Attract new businesses into the Enterprise neighborhood that create living wage jobs and meet key community needs.**

Additional economic development activities may be developed to support residents whose businesses or employment have been negatively impacted by the COVID-19 pandemic.

Key actions for implementation of these goals are detailed in the implementation section.

### HOUSING GOALS

Housing goals for the City of Albany are detailed in the City’s Consolidated Plan and the Albany & Dougherty County Comprehensive Plan. These goals align with opportunities for the Enterprise neighborhood identified by residents and stakeholders through the assessment of community assets, needs, and opportunities.

**Table 2: Housing goals from previous plans**

Plan	Housing Goals
City of Albany Consolidated Plan (2016-2020)	<ul style="list-style-type: none"> <li>• Increase homeownership of low and moderate income households through first time homebuyer assistance, new construction, and housing rehabilitation, along with homeownership counseling</li> <li>• Improve the condition of existing affordable housing in residential neighborhoods, expand the stock of afford housing in residential neighborhoods where possible; and</li> <li>• Rehabilitate and preserve safe, affordable rental housing.</li> </ul>

Plan	Housing Goals
Albany Dougherty County Comprehensive Plan (2026)	<ul style="list-style-type: none"> <li>• Support efforts and programs to rehabilitate housing, particularly for vacant properties and home, foreclosures and low-income homes, through establishing standards, providing incentives, resources and education</li> <li>• Use Community Development Block Grant (CDBG) funding to assist with housing development, rehabilitation for low to moderate income families and infrastructure improvements</li> <li>• Utilize the Georgia State Income Tax Credit Program for Rehabilitation of Historic Properties, which allows eligible participants to apply for a state tax credit equaling 25% of qualifying expenses for personal, residential properties and income producing properties.</li> <li>• Utilize the City’s Tax Allocation District (TAD) to spur housing and economic development and make necessary infrastructure improvements in targeted areas. The City and County when feasible should encourage new developments to make affordable housing a part of the development.</li> <li>• Low Income Housing Tax Credits (LIHTC) are also available to offer a reduction in tax liability to owners/developers of eligible low-income rental housing properties for ten years</li> <li>• Develop additional housing for seniors and students</li> <li>• Develop more mixed-use housing around downtown</li> <li>• Build infill housing</li> <li>• Develop a rental rehabilitation revolving loan fund</li> <li>• Conduct a neighborhood health survey periodically to analyze changes and measure effectiveness of efforts</li> <li>• Provide educational housing workshops for landlords and tenants</li> </ul>

Based on housing assets, needs, and opportunities identified in the needs assessment and goals identified in these plans for Albany and Dougherty County, housing goals for the Enterprise neighborhood include:

1. **Support the development of new high-quality affordable housing for both rental and homeownership**
2. **Increase opportunities for homeownership.**
3. **Provide access to home repair assistance.**
4. **Ensure code enforcement efforts support property owners in making needed improvements.**

Additional programs or activities, such as emergency rent and utility assistance, may be developed or funded to provide housing support to residents whose housing stability has been negatively impacted by the COVID-19 pandemic.

Key actions for implementation of these goals are detailed in the implementation section.

## INFRASTRUCTURE GOALS

Most infrastructure projects in the city of Albany are not limited to specifically the Enterprise area; however, many of the ongoing and future projects will directly affect the Enterprise area. Infrastructure needs in the Enterprise area and throughout the city are outlined in

the Albany and Dougherty County Comprehensive Plan 2026, SPLOST and T-SPLOST project lists, and neighborhood revitalization plans of East and South Albany. The primary goals of infrastructure projects planned for the Enterprise area are to improve and repair of roads, pedestrian mobility networks, streetlights, water mains, and sewer lines. Some of the ongoing and future projects that are working towards these goals are listed below:

- Roadway resurfacing and improvement project funded by SPLOST and T-SPLOST
- LED streetlight replacement project
- Upgrades to intersections, traffic signals, and pedestrian facilities.
- Eastside-Westside Sewer Interceptor project
- Comprehensive study and assessment of storm drainage and sewer infrastructure
- Downtown sidewalk improvements
- Alley paving program
- Sanitary sewer extensions
- Installation of storm pumping stations and Minor Holding Ponds
- Gas infrastructure expansions
- Citywide WiFi additional ring
- Underground cable replacement
- Water infrastructure upgrades

Based on public facilities and infrastructure assets, needs, and opportunities identified in the needs assessment and goals identified in these plans for Albany and Dougherty County, public facilities and infrastructure goals for the Enterprise neighborhood include:

1. **Improve public facilities.**
2. **Enhance programming at public facilities.**
3. **Enhance pedestrian mobility and safety.**
4. **Improve public infrastructure**
5. **Expand access to high-speed internet.**

## **LAND USE GOALS**

The City of Albany and Dougherty County jointly developed and adopted the Albany and Dougherty County Comprehensive Plan 2026 in June 2016; this Enterprise Revitalization Plan is consistent with that Comprehensive Plan. Portions of the Comprehensive Plan regarding land use are reviewed in this section to identify existing land use objectives for the Enterprise area.

The Comprehensive Plan incorporates land use objectives relevant to the Enterprise area in three sections: needs and opportunities, land use element recommendations, and the community work program. Needs and opportunities listed in the Comprehensive Plan Update include:

- Downtown Albany needs a “re-imagining” or adaptive reuse of buildings.
- Identification of transitional areas and master plans to meet needs.
- Increased opportunity for infill.
- Better utilization of Riverfront.
- The transportation corridors extending from our downtown need redevelopment.
- Identify and prioritize areas of concern and develop strategic plans to address needs.
- Protect stable, established neighborhoods from commercial encroachment while providing for properly designed and maintained commercial development along appropriate commercial corridors.

The Land Use Element of the Comprehensive Plan characterizes the Enterprise area and neighborhoods around Downtown Albany as having the greatest residential densities in the city and where the housing stock is more dilapidated compared to other neighborhoods. Over the years, land uses in the

Enterprise have transitioned from residential to commercial, therefore, one of the primary land use objectives is to protect established neighborhoods from commercial encroachment. The Land Use Element also provides recommendations developed through the public involvement process to guide land use decisions. Recommendations pertaining to land uses in the Enterprise area include:

- Encourage future development only within and directly adjacent to the existing urbanized area as defined by the Urban Area Boundary.
- Provide opportunities for the development of “greenfield” housing developments that will be served by water and sewer infrastructure adjacent to existing urbanized areas as defined by the Urban Area Boundary.
- Encourage infill development in areas that are served by water and sewer infrastructure.
- Provide room for expansion of the colleges, the hospitals, and the MCLB.
- Protect stable, established neighborhoods from commercial encroachment while providing for properly designed and maintained commercial development along appropriate commercial corridors.

The Downtown Master Plan is mentioned in two sections of the Comprehensive Plan. The Special Area Studies section refers to a Downtown Master Plan currently in development and the Community Work Programs lists the Central Mixed-Use District Master Plan (Downtown Plan) as a project to be explored in FY 2016. Other projects like the Downtown Parking Study and Housing Studies included in the Comprehensive Plan’s Community Work Program also indicate land use objectives for neighborhoods in the Enterprise area.

In addition to the Comprehensive Plan, the City Commission created a strategic plan that highlight land use objectives for Downtown Albany. Objectives that pertain to the Enterprise area include updating and refreshing downtown master plans and adding new housing units to downtown.

### **Exceptions that could potentially be needed to existing development regulations**

Parcels in the Enterprise area are currently zoned C-R, C-2, C-3, C-5, or R-3. Development regulations and design requirements of these zoning classifications could present obstacles to achieving land use objectives set out in the Comprehensive Plan and the City Commissions strategic plan for the Enterprise area. Stringent development regulations and design guidelines that are intended to guide new development projects could discourage adaptive reuse of buildings



and infill development in the Enterprise area because of difficulty with compliance or financial feasibility. For the same reasons, compliance with open space and façade requirements could prevent adaptive reuse projects and infill development in the Enterprise area.

The objectives of providing room for expansion of institutions and protecting established neighborhoods could be conflicting ideals in the Enterprise area. As

noted in the Comprehensive Plan, previously residential uses in the Enterprise area have been converted into commercial uses around Phoebe Putney Memorial Hospital. Currently, all commercial zoning districts permit most residential uses; therefore, boundaries and protections for residential sections in the Enterprise area are unclear and could be problematic in working towards these two land use objectives.

# TOOLS AND STRATEGIES

This section discusses redevelopment tools and strategies that may be employed in implementation of the plan. Required under Georgia's Urban Redevelopment Act, these include a description of land parcels to be acquired, structures to be demolished or rehabilitated, and the strategy for relocating any residents that may be displaced as a result of the plan's implementation.

## PARCELS TO BE ACQUIRED

The City of Albany has no plans to acquire specific properties within the Enterprise area as part of its redevelopment efforts. However, the City does provide funding to local nonprofit developers who may, from time to time, acquire parcels for the development of new or rehabilitation of existing affordable housing. Although such acquisitions may include City-provided funding, the acquisition decisions are made by independent entities and are not directed by the City. The City and its authorities retain the right to exercise powers of eminent domain to clear the title of property in order to facilitate its sale or transfer of private interests for redevelopment purposes, but the City has identified no properties requiring such action.

## STRUCTURES TO BE DEMOLISHED OR REHABILITATED

The City and its partners, such as Fight Albany Blight (FAB!) proactively and systematically work with property owners to demolish severely deteriorated homes for neighborhood stabilization and to prevent further decline or disinvestment spill-over into other more stable areas. The FAB initiative has been most

active in areas of the City outside the Enterprise area, but may consider demolitions in Enterprise in the future, however, there are no specific structures currently designated for demolition.

Additionally, the City operates a homeowner repair and rehabilitation program that funds rehabilitation costs for income-eligible homeowners. The City considers rehab applications as they are submitted by the homeowners and does not itself target or otherwise identify structures for rehabilitation.

## RELOCATION STRATEGY

The City of Albany has no current plans to relocate residents because this plan will focus on the redevelopment empty, uninhabitable structures or vacant land. Should the relocation of residents be deemed necessary in the future, the City of Albany will follow the relocation standards of the Federal Uniform Relocation Assistance and Real Properties Acquisition Policies Act of 1970 and other applicable state and federal regulations.

## COVENANTS AND RESTRICTIONS

Covenants and restrictions placed on specific properties might include use restrictions (commercial, residential, etc.), specific development standards, minimum landscape standards, and others. Design guidelines for structures must follow those set forth by the Historic Preservation Commission in 2000 and must be consistent with the Albany Downtown Riverfront Master Plan. Changes will be administered under existing municipal planning and zoning procedures.

# IMPLEMENTING THE PLAN

## IMPLEMENTATION STRATEGY

This section outline strategies to address economic development, housing, public facilities and infrastructure, and land use goals for the Enterprise

neighborhood. Each goal contains a list of recommended activities and timeframes, responsible parties and partners, and funding opportunities.

**Table 3: Implementation strategy**

Goal	Recommended Activities and Timeframes	Responsible Parties and Partners	Funding
<b>Economic Development</b>			
<b>Support neighborhood revitalization; reduce blight and vacancy.</b>	<ul style="list-style-type: none"> <li>Continue to fund and expand the City’s Commercial Façade Improvement Program, including allocating a portion of the City’s annual CDBG funds for commercial property façade improvements. Seek additional funding from foundations and other sources (Ongoing, Q3 2020).</li> <li>Continue to fund and expand the Downtown Façade Grant program (Downtown Development Authority (DDA)). Consider possibilities for providing façade grants in the Enterprise neighborhood outside of the downtown area as well (Ongoing, 2021).</li> <li>Continue to fund and expand property acquisition efforts to support small business development, including the Front Street Market, as appropriate (Albany-Dougherty Inner City Authority (ADICA)) (Ongoing, 2021).</li> <li>Fund non-housing community development proposals that eliminate blight, to include demolition and redevelopment, sidewalk construction and repair, street maintenance and improvements, streetscaping, street lighting, bus stop improvements, and other improvements not listed here (Ongoing, 2021).</li> <li>Continue partnership in the Fight Albany Blight (FAB) Initiative (Ongoing, Q4 2020).</li> <li>Coordinate and provide support for local neighborhood beautification and litter clean-up efforts (Ongoing, 2021).</li> <li>Include neighborhood residents, business and property owners, and representatives from neighborhood groups in planning processes for developing all neighborhood revitalization efforts (Ongoing, Q4 2020).</li> </ul>	<ul style="list-style-type: none"> <li>City of Albany</li> <li>ADICA</li> <li>Downtown Development Authority</li> <li>Fight Albany Blight</li> <li>Business owners</li> <li>Property owners</li> <li>Neighborhood organizations and residents</li> </ul>	<ul style="list-style-type: none"> <li>City of Albany</li> <li>Georgia DCA</li> <li>CDBG funds</li> <li>Downtown Development Authority</li> <li>Fight Albany Blight</li> <li>Foundations</li> <li>Nonprofit organizations</li> <li>Corporate philanthropy</li> <li>Private funds</li> </ul>
<b>Ensure residents have the skills and connections needed to obtain employment in high-demand positions that pay living wages.</b>	<ul style="list-style-type: none"> <li>Continue to bring together and partner with key stakeholders with the goal of implementing strategies contained in the AlbanyWorks! Comprehensive Workforce Development Strategy (Ongoing, Q4 2020).</li> <li>Support resident and employer participation in available job training programs, including Albany Technical College, Albany State University, and WorkSource Georgia (Ongoing, Q4 2020).</li> <li>Develop or expand paid job training programs (Ongoing, 2021).</li> </ul>	<ul style="list-style-type: none"> <li>City of Albany</li> <li>Albany-Dougherty Economic Development Commission</li> <li>Albany Technical College</li> <li>Albany State University</li> <li>WorkSource Georgia</li> <li>Dougherty County School System</li> </ul>	<ul style="list-style-type: none"> <li>City of Albany</li> <li>Albany-Dougherty Economic Development Commission</li> <li>Georgia DCA</li> <li>CDBG funds</li> <li>Downtown Development Authority</li> <li>Foundations</li> </ul>

Goal	Recommended Activities and Timeframes	Responsible Parties and Partners	Funding
	<ul style="list-style-type: none"> <li>• Collaborate with residents to understand barriers to accessing existing job training programs, and develop strategies to address these barriers (2021).</li> <li>• Continue to engage in local hiring for City contracts (Ongoing, Q4 2020).</li> <li>• Expand opportunities for youth employment through co-ops, internships, and apprenticeships (Ongoing, Q4 2020).</li> <li>• Continue efforts to integrate K-12 systems, higher education institutions, and major employers to ensure educational programs meet employer needs for high-demand jobs that pay living wages and identify gaps in current programming (Ongoing, Q4 2020).</li> <li>• Include neighborhood residents, business owners, industry representatives, and representatives from neighborhood groups in planning processes for workforce development programs (Ongoing, Q4 2020).</li> </ul>	<ul style="list-style-type: none"> <li>• Local business owners and industry representatives</li> <li>• Economic and workforce development nonprofit organizations</li> <li>• Neighborhood organizations and residents</li> </ul>	<ul style="list-style-type: none"> <li>• Nonprofit organizations</li> <li>• Corporate philanthropy</li> <li>• Private funds</li> </ul>
<p><b>Attract new businesses into the Enterprise neighborhood that create living wage jobs and meet key community needs.</b></p>	<ul style="list-style-type: none"> <li>• Continue and expand the City’s revolving loan program to attract new small businesses to the Enterprise neighborhood. Focus efforts on businesses that agree to engage in local hiring and pay living wages (Ongoing, Q4 2020).</li> <li>• Continue and expand purchases of buildings to accelerate occupancy and development, such as Front Street Market (Downtown Development Authority). Prioritize tenants that engage in local hiring and pay living wages (Ongoing, 2021).</li> <li>• Continue and expand small business resources such as the City’s façade improvement program in the Enterprise neighborhood (Ongoing, Q4 2020).</li> <li>• Continue City partnerships with the Albany Chamber of Commerce and Albany-Dougherty Economic Development Commission to evaluate how City programs can best attract and support new businesses, with a focus on the Enterprise neighborhood (Ongoing, Q4 2020).</li> <li>• Market available incentives, including Federal and State Opportunity Zones, to attract needed services to the Enterprise neighborhood (Ongoing, Q4 2020).</li> <li>• Bring together residents and key stakeholders to collaborate on the issue of food access, including an assessment of needs and opportunities in the Enterprise neighborhood (Ongoing, Q4 2020).</li> <li>• Increase marketing of businesses and activities in the neighborhood that add value for target population segments, such as young adults, families, and seniors (2021).</li> <li>• Continue investments in public infrastructure, including lighting, sidewalks, and trails, in the Enterprise neighborhood to attract new businesses and support existing businesses (Ongoing, Q4 2020).</li> <li>• Include neighborhood residents and representatives from neighborhood groups in planning processes for economic development programs (Ongoing, Q4 2020).</li> </ul>	<ul style="list-style-type: none"> <li>• City of Albany</li> <li>• Downtown Development Authority</li> <li>• Albany Chamber of Commerce</li> <li>• Albany-Dougherty Economic Development Commission</li> <li>• Albany Chamber of Commerce</li> <li>• Albany-Dougherty Economic Development Commission</li> <li>• Business owners</li> <li>• Economic development nonprofit organizations</li> <li>• Food access organizations and businesses</li> <li>• Neighborhood organizations and residents</li> </ul>	<ul style="list-style-type: none"> <li>• City of Albany</li> <li>• Albany Community Together! (ACT!)</li> <li>• Georgia DCA</li> <li>• CDBG funds</li> <li>• Downtown Development Authority</li> <li>• Foundations</li> <li>• Nonprofit organizations</li> <li>• Corporate philanthropy</li> <li>• Private funds</li> </ul>

Goal	Recommended Activities and Timeframes	Responsible Parties and Partners	Funding
<b>Housing</b>			
<p><b>Support the development of new high-quality affordable housing for both rental and homeownership.</b></p>	<ul style="list-style-type: none"> <li>Partner with nonprofit affordable housing developers to understand needs and provide funding and incentives to develop housing in the Enterprise neighborhood, with a focus on infill development and rehabilitation of vacant, obsolete, or abandoned properties (Ongoing, Q4, 2020).</li> <li>Work with developers to support utilization available incentives, such as Low Income Housing Tax Credits and the Georgia State Income Tax Credit Program for Rehabilitation of Historic Properties, to support the development of new affordable housing for both rental and homeownership (Ongoing, Q4, 2020).</li> <li>Partner with City agencies to consider equitable ways to develop permanent funding sources to support the development of affordable and mixed-income housing (Ongoing, Q4, 2020).</li> <li>Partner with the Albany/Dougherty County Land Bank in returning tax delinquent, underutilized or abandoned properties to productive use through the development of high-quality affordable housing (Ongoing, Q4, 2020).</li> <li>Examine the City’s zoning code and other policies for opportunities to further incentivize and support the development of ‘missing middle’ housing and accessory dwelling units (Ongoing, Q4, 2020).</li> </ul>	<ul style="list-style-type: none"> <li>City of Albany</li> <li>Nonprofit organizations</li> <li>Affordable housing developers</li> <li>Neighborhood organizations and residents</li> <li>Foundations and corporate funders</li> </ul>	<ul style="list-style-type: none"> <li>City of Albany</li> <li>CDBG funding</li> <li>HOME funding</li> <li>Foundations</li> <li>Nonprofit organizations</li> <li>Corporate philanthropy</li> <li>Private funds</li> </ul>
<p><b>Increase opportunities for homeownership.</b></p>	<ul style="list-style-type: none"> <li>Provide housing counseling services and financial literacy education to homebuyers and homeowners to improve the success of homeownership opportunities (Ongoing, Q4 2020).</li> <li>Support homeownership opportunities for households through downpayment or closing cost assistance (Ongoing, Q4 2020).</li> </ul>	<ul style="list-style-type: none"> <li>City of Albany</li> </ul>	<ul style="list-style-type: none"> <li>City of Albany</li> <li>CDBG funding</li> <li>HOME funding</li> </ul>
<p><b>Increase access to home repair assistance.</b></p>	<ul style="list-style-type: none"> <li>Continue to fund and expand the City’s Minor Repairs Program and Community HOME Investment Program (CHIP), including allocating a portion of the City’s annual CDBG funds for home repair. Seek additional funding from foundations and other sources (Ongoing, Q4 2020).</li> <li>Develop a revolving low-interest loan fund to provide capital for home repair for low-income homeowners and small landlords. A pilot program for this initiative could target the Enterprise neighborhood (Ongoing, Q4 2020).</li> <li>Partner with organizations focused on home construction and repair, such as Habitat for Humanity, to provide additional assistance to homeowners funded by grants and no- or low-interest loans with repayment options based on income (2021).</li> <li>Include neighborhood residents and representatives from neighborhood groups in planning processes for developing all home repair programs (Ongoing, Q4 2020).</li> </ul>	<ul style="list-style-type: none"> <li>City of Albany</li> <li>Nonprofit organizations</li> <li>Neighborhood organizations and residents</li> </ul>	<ul style="list-style-type: none"> <li>City of Albany</li> <li>CDBG funding</li> <li>HOME funding</li> <li>Foundations</li> <li>Nonprofit organizations</li> <li>Corporate philanthropy</li> <li>Private funds</li> </ul>

Goal	Recommended Activities and Timeframes	Responsible Parties and Partners	Funding
<p><b>Ensure code enforcement efforts support property owners in making needed improvements.</b></p>	<ul style="list-style-type: none"> <li>• Review current code to ensure that it meets community needs and goals for addressing blight. Ensure that processes for enforcing fines as liens against properties and collecting fines upon sale or transfer are sufficiently detailed. The International Property Maintenance Code may be used as a model code (2021).</li> <li>• Implement citywide inspections for code compliance. Inspections should be done on a regular basis in all areas, in addition to as a response to complaints. Code enforcement officers may be assigned to specific zones of the city in order to become more familiar with blight issues in those zones and develop relationships with neighborhood residents (2021).</li> <li>• Identify owner occupants of non-compliant properties who are unable to afford to remediate properties. Refer these individuals to City departments or organizations that can provide assistance for completing needed repairs. Consider using fines from the inspection program to provide assistance with remediation for low-income owner occupants (2021).</li> <li>• Continue to partner with the Albany/Dougherty County Land Bank to hold any properties acquired through liens as part of the code enforcement process and return them to productive use, including meeting goals outlined in this plan (Ongoing, 2021).</li> <li>• Work with neighborhood and faith-based groups to educate residents regarding code enforcement and to implement clean-up days (2021).</li> <li>• Include neighborhood residents and representatives from neighborhood groups in planning processes for code enforcement (Ongoing, Q4 2020).</li> </ul>	<ul style="list-style-type: none"> <li>• City of Albany</li> <li>• Albany/Dougherty County Land Bank</li> <li>• Neighborhood organizations and residents</li> </ul>	<ul style="list-style-type: none"> <li>• City of Albany</li> </ul>
<p><b>Public Facilities, Infrastructure, and Land Use</b></p>			
<p><b>Improve public facilities.</b></p>	<ul style="list-style-type: none"> <li>• Conduct a needs assessment focused on public facilities needs and improvements (2021).</li> <li>• Consider using CDBG and other funds to make needed improvements to existing recreational facilities or to fund development of new facilities (Ongoing, Q4 2020).</li> </ul>	<p>City of Albany</p>	<ul style="list-style-type: none"> <li>• City of Albany</li> <li>• CDBG funding</li> </ul>
<p><b>Enhance programming at public facilities.</b></p>	<ul style="list-style-type: none"> <li>• Ensure that operating hours of existing facilities meet community needs. Consider extending operating hours for facilities with limited hours (2021).</li> <li>• Collaborate with neighborhood residents and stakeholders to understand programming needs for public facilities. Expand programming based on this needs assessment (2021).</li> <li>• Consider contracting with community organizations to expand programming at public facilities (2021).</li> <li>• Consider adding health and other programming focused on meeting residents' needs during and following the COV-19 pandemic (Q3 2020).</li> </ul>	<p>City of Albany</p>	<ul style="list-style-type: none"> <li>• City of Albany</li> <li>• CDBG funding</li> </ul>

Goal	Recommended Activities and Timeframes	Responsible Parties and Partners	Funding
<b>Enhance pedestrian mobility and safety</b>	<ul style="list-style-type: none"> <li>Fund pedestrian amenities, including sidewalks, lighting, crosswalks, traffic calming signals and devices, bicycle lanes, street furniture, and street trees in the Enterprise neighborhood (Ongoing, Q4 2020).</li> </ul>	City of Albany	<ul style="list-style-type: none"> <li>City of Albany</li> <li>CDBG funding</li> </ul>
<b>Improve public infrastructure</b>	<ul style="list-style-type: none"> <li>Use CDBG and other funds to fund public infrastructure improvements in the Enterprise neighborhood, including water and sewer infrastructure, resurfacing of streets and alleys, pedestrian amenities, and other improvements (Ongoing, Q4 2020).</li> </ul>	City of Albany	<ul style="list-style-type: none"> <li>City of Albany</li> <li>CDBG funding</li> </ul>
<b>Expand access to high-speed internet.</b>	<ul style="list-style-type: none"> <li>Use CDBG and other funding to expand access to high-speed internet (Ongoing, Q4 2020).</li> </ul>	City of Albany	<ul style="list-style-type: none"> <li>City of Albany</li> <li>CDBG funding</li> </ul>

## FUNDING

As detailed in the table of implementation strategies, a variety of funding sources may be used to support the development and maintenance of the strategies and programs contained in this plan. These sources are detailed further below.

### Revolving Loan Programs

- Revolving loan programs can be funded through a combination of public sources, such as the local, state, and federal governments, and private sources, such as financial institutions, foundations, and partnerships with corporate funders. These programs are often funded by an initial grant and sustained by utilizing interest and principal payments on old loans to issue new ones. The City of Albany Department of Community and Economic Development’s revolving loan program is funded through the Community Development Block Grant program.

### Workforce Development Programs

- Workforce development programs may also be funded through a combination of public sources, such as Community Development Block Grants, and private sources, such as foundations and partnerships with corporate funders. Key partnerships with local workforce development boards, universities, and school systems may also provide connections to funding for workforce development programs.

### Façade Improvement Programs

- Façade improvement programs are generally funded through public sources, such as federal and state grants and municipal revenue. These programs often also require matching funds from applicants or other private sources. Examples of improvements include painting, lighting, signage, and historic window and door restoration and upgrades.

### Residential and Commercial Repair Programs

- Residential and commercial repair and restoration projects can be funded through the Department of Housing and Urban Development Community Development Block Grant (CDBG) and HOME funds, as well as through tax abatements for low-income property owners who make and document certain improvements to their properties.
- Community development corporations and nonprofits such as Habitat for Humanity and Rebuilding Together may also be able to fund or finance repairs for low-income homeowners. For example, Habitat for Humanity of Lincoln, Oregon, offers to conduct repairs on a sliding fee scale and provides 0% financing on loans, with loan payments based on homeowner income and expenses.

### Blight Elimination

- Bonds are one strategy that has successfully funded blight elimination efforts. For example, the Macon-Bibb County Urban Development Authority issued a \$14 million bond to the Macon-Bibb County Commission to support blight remediation efforts. Each of the city’s nine commissioners received \$1 million to address blight, and \$5 million supported other neighborhood improvement projects.
- Local option sales tax revenue is another potential funding source. Bibb County has allocated approximately \$11 million in special purpose local option sales tax revenue.
- Dollars from City and County general funds may also be used to address blight. Bibb County has used about \$300,000 from County general fund for blight remediation.
- Another option for funding blight reduction efforts is adding an option on utility or other bills in which residents can opt into having their bill rounded up to

the next dollar amount and donating the funds to blight reduction efforts.

### Code Enforcement

- Code enforcement can be funded through City and County budgets. Fees collected from non-compliant properties and property sales can be used to fund code enforcement efforts and sustain enforcement efforts into the future.

### Public Facilities and Infrastructure

- Federal, state and local funding, including such diverse sources as Community Development Block Grant funds, funds from the City’s general fund, and Tax Allocation District funds, can support the city in implementing public facilities and infrastructure strategies.
- The implementation of the separate storm system is being funded through the Special Purpose Local Option Sales Tax (SPLOST). However, the SPLOST funds are limited. Albany has established a Stormwater Utility to fund stormwater management and drainage needs.
- Environmental Impact Bonds are an approach being tested in cities across the country to fund green stormwater infrastructure. They are form of pay-for-success debt financing in which investors purchase a bond, the repayment of which is linked to the achievement of an environmental outcome, such as reducing flooding and combined sewer overflows. These bonds allow cities to make investments in cost-saving strategies that will save money in the long term. For example, Atlanta’s publicly offered EIB will fund approximately \$12.9 million worth of green infrastructure projects in the city’s flood-prone Westside neighborhoods, reducing the costs associated with chronic flooding.

### Neighborhood Cleanups

- Neighborhood cleanups may be funded by neighborhood organizations, nonprofit organizations, or other local groups, with support from foundations, corporate funders, or other philanthropic groups. Federal, state, or local funding may also be used to support these programs.

## POTENTIAL CHALLENGES

As this redevelopment strategy was developed in collaboration with neighborhood residents and stakeholders and therefore reflects the assets, needs, and opportunities noted by residents and stakeholders.

Challenges associated with implementation of the plan may include:

- There will be a need to consider the shifting needs of local business owners, property owners, and residents resulting from the COVID-19 pandemic.

- Existing funding will likely not meet increased demand for programs and resources resulting from the COV-19 pandemic.
- Corporate, nonprofit, philanthropic, and other funders will likely have reduced capacity to make investments in programs as a result of the COVID-19 pandemic. However, increased funding may be available to the City through the CARES Act and other federal sources.
- Banks and other lenders may also have reduced capacity to invest in the area, thus reducing private development.
- Community engagement around plan implementation during and following the COVID-19 pandemic will be shifted online, and capacity of residents and stakeholders to participate may be limited.

These challenges are important for the City to consider as the plan is implemented. The plan goals and actions are broad in order to support funding for a variety of needed programs and services.

## HOUSING BENCHMARKS

Based on the assessment of community assets, needs, and opportunities and the formation of neighborhood revitalization goals through this planning process, the City of Albany has set the following 10-year benchmarks for implementation of the Enterprise Redevelopment Plan. The City will annually assess its progress toward meeting these goals. The accomplishments anticipated by the goals outlined here will depend upon sustained investment of not just the City’s CDBG and HOME entitlement funds, but the active participation and investment of other partners as well.

Description of Proposed Activity	Quantity
New Housing Units Constructed (with Affordability for Low- and Moderate-Income Households)	10
Direct Financial Assistance to Low-Income Homebuyers	12
Participants Completing Housing Counseling/ Financial Literacy Programs	150
Rental Units Rehabilitated	50
Homeowner Housing Rehabilitated	50
Code Enforcement Cases Directed to Home Rehabilitation Programs (e.g., Compliance Loan Program)	10



## ECONOMIC DEVELOPMENT BENCHMARKS

Description of Proposed Activity	Quantity
Businesses Assisted through Façade Improvement Programs	5
Businesses Assisted through Revolving Loan Programs	25
Participants in Paid Job Training Programs	5
Local Hires on City Contracts	10

## COMMUNITY DEVELOPMENT BENCHMARKS (I.E. LAND USE & INFRASTRUCTURE)

Description of Proposed Activity	Quantity
Vacant and/or abandoned properties cleared through demolition	10
Public Facilities Constructed/Improved	2

## CONCLUSION

The needs assessment and planning process for the Enterprise Redevelopment Plan Update demonstrated a variety of assets, needs, and opportunities in the Enterprise neighborhood. The goals, actions, and funding strategies included in this plan provide a strategic approach to addressing key community needs by building upon existing community assets through key opportunities. Targeting of City and other resources to the Enterprise Redevelopment Plan target area will support improvements to public facilities and infrastructure; rehabilitation of housing and commercial facades; new commercial and residential development, including affordable housing; job creation through development and support of small businesses; and workforce development programs, among other strategies. Leadership from and collaboration with residents, community organizations, stakeholders, and local government will be key to successful implementation of best practices for economic development, housing, public facilities and infrastructure, and land use to support neighborhood revitalization in the Enterprise neighborhood.

# APPENDIX

## APPENDIX A. ADDITIONAL GOALS AND ACTIVITIES RELATED TO COVID-19 IMPACTS

Following the community engagement process for this plan, which concluded in early March 2020, the COVID-19 pandemic has significantly impacted residents of the city of Albany. The region has suffered from one of the highest per-capita COVID-19 infection and death rates in the United States: as of April 28, 2020, Dougherty County had confirmed 1,491 cases, a rate of 1,634.1 per 100,000 population, and 118 deaths resulting from the virus.

In addition to health-related impacts, the pandemic has resulted in increased unemployment, loss of income for businesses, and other impacts. Unemployment insurance initial claims in Dougherty County increased from 266 in February 2020 to 2,663 in March 2020, a 901.1% increase.<sup>4</sup> Due to the reductions in consumer spending and loss of income for small businesses, unemployment, poverty, and related impacts such as homelessness and food insecurity will likely continue to increase in the coming months.

The needs faced by Albany residents related to COVID-19 have been extensive and varied. Residents with the virus face healthcare challenges, and those with weakened immune systems--such as people living with HIV/AIDS--are particularly susceptible to infection. Small business owners and employees of businesses closed by state and county stay at home orders and reduced patronage have faced economic hardship, leaving many unable to provide groceries and food for their families and unable to make rent or mortgage payments. While the Supreme Court of Georgia issued an order limiting courts to addressing essential functions through May 13,<sup>5</sup> many counties have continued to accept eviction filings.<sup>6</sup> Once the order is lifted, residents who have had difficulty paying rents or mortgages will increasingly face housing instability, including the threat of eviction. Essential workers who continue to work during the shutdown face childcare challenges due to schools being closed. Anxiety, stress, and mental health needs have also been recognized as factors related to the COVID-19 pandemic.

For these reasons, the City of Albany will need to take additional actions to support struggling small businesses, assist cost-burdened renters, and provide public services to address the impacts of the COVID-19 pandemic. Goals, actions, timeframes, responsible parties, and funding sources to respond to COVID-19-related needs are detailed below:

**Table 4: Additional goals and activities related to COVID-19 impacts**

Goal	Recommended Activities and Timeframes	Responsible Parties and Partners	Funding
<b>COVID-19 Needs</b>			
Assist small businesses in remaining open and retaining employees.	<ul style="list-style-type: none"> <li>Provide grants up to \$10,000 for small businesses with up to 15 employees</li> </ul>	<ul style="list-style-type: none"> <li>City of Albany</li> </ul>	<ul style="list-style-type: none"> <li>CARES Act (\$350,000)</li> <li>General fund (\$350,000)</li> </ul>
Assist renters in affording rental payments, utilities, and security deposits.	<ul style="list-style-type: none"> <li>Provide rental assistance to include rental payments and assistance with utility and security deposits up to 3 months</li> </ul>	<ul style="list-style-type: none"> <li>City of Albany</li> </ul>	<ul style="list-style-type: none"> <li>CARES Act (\$150,000)</li> </ul>
Provide public services to address COVID-19 impacts.	<ul style="list-style-type: none"> <li>Fund local nonprofit organizations to provide public services to address needs related to COVID-19 impacts</li> </ul>	<ul style="list-style-type: none"> <li>City of Albany</li> <li>Nonprofit partners</li> </ul>	<ul style="list-style-type: none"> <li>CARES Act (\$23,987)</li> </ul>

<sup>4</sup> Georgia Department of Labor. (2020). Current Labor Force Data and Graphs. Unemployment Insurance Initial Claims. Retrieved from: <https://dol.georgia.gov/current-labor-force-data-and-graphs>

<sup>5</sup> Supreme Court of Georgia. (2020). Order declaring statewide judicial emergency. Retrieved from: <https://www.gasupreme.us/wp-content/uploads/2020/03/CJ-Melton-amended-Statewide-Jud-Emergency-order.pdf> (Order later extended to May 13).

<sup>6</sup> Sudeall, Pasciuti, and Ingle. (2020). Courts in Crisis: Exploring the Impact of COVID-19 on Eviction Court in Georgia. Georgia State University College of Law. Retrieved from: <https://law.gsu.edu/document/courts-in-crisis-exploring-the-impact-of-covid-19-on-eviction-court-in-georgia/?wpdmdl=199029>