

Implementation Matrix

A series of recommendations have been proposed within this Bethlehem Forward Comprehensive Plan Update to address the needs, concerns, challenges, and opportunities of Bethlehem. These have been based on an analysis of existing conditions, progress made since the previous comprehensive plan, and discussions with the community and stakeholders within the Town.

The recommendations have been organized in the following Implementation Framework Matrix to help focus efforts towards achieving the vision of Bethlehem over the next fifteen years. The matrix is organized around a series of action items. The associated recommendations identify the Plan principles, the entities involved, a time frame within which the recommendation should be initiated, an indication of the qualitative cost, and possible funding or technical assistance sources. When necessary, guidance statements are provided to inform the implementation process. Since Bethlehem’s Comprehensive Plan is a living document, the matrix may evolve over time as new challenges or opportunities arise within the community. The charts below help to explain what the time frame and cost indicators mean within the Implementation Framework Matrix.

Time Frame Initiation Definitions

- Following Adoption (1-2 years)
- Short Term (3-5 years)
- Mid Term (5-10 years)
- Long Term (10+ years) or Market Driven
- Opportunity Driven
- On-going / Continual Operations / Procedures

Cost Definitions

Cost	Description
\$	Can accomplish substantially with current operating and/or capital budgets
\$\$	Some new or increased funding required for implementation with or without minor grant funding support
\$\$\$	Significant new Town funding or major grant support needed

Key

Abbreviation	Full Name
Rec.	Recommendation
LBE	Livable Built Environment
HWN	Harmony with Nature
RE	Resilient Economy
HC	Healthy Community
RGR	Responsible Governance and Regionalism

Implementation Framework Matrix

Action	Recommendation	Related Recommendations and Principles	Responsibility	Time Frame	Cost	Potential Funding Source / Technical Assistance
Phase 1 Revisions to Zoning Law and Subdivision Regulations	LBE 2b – Expand the Rural zoning district (based on the future land use map) to allow for a flexibility in land uses that are permitted by-right, including allowing multiple primary uses on one lot	Principle RE	Economic Development & Planning	Following Adoption	\$\$	Town
	LBE 2b – Expand the agriculture and agricultural use definitions to match those supported by the NYS Department of Agriculture and Markets	Rec. RE 3a; Principles HWN, RE				
	LBE 2b - Consider establishing a minimum lot size for residential uses based on design standards where on-site water supply and sewage disposal systems are required by ACDOH. Provide clear language in the Zoning Law so the minimum lot size and density for residential uses with on-site sanitary sewer and water and public sanitary sewer and water is easily understood.	Rec. RE 3a; Principles HWN, RE				
	LBE 4b – Code update to allow attached ADU’s by right, enhance design guidelines, and update approval procedure to incorporate abutter notice	Principles IE, HWN, HC				
	LBE 4b – Code update to allow detached ADU’s by right, enhance design guidelines, and update approval procedure to incorporate abutter notice	Principles IE, HWN, HC				
	LBE 4e – Align land use and zoning designation	Principles HWN, RE, HC				
	LBE 4f – Encourage developers to use the average density subdivision when appropriate	Rec. LBE 4j; Principles HWN, RE				
	LBE 4h – Conservation Subdivision base density calculation simplification and removal of conventional plan requirement	Rec. LBE 4k, LBE 4i; Principles RE, HC				
	LBE 4i – Clarify value of incentive and benefits (amenities) through guidelines for the Planning Board	Rec. LBE 4h; Principle RE, HC				
	LBE 4k – Apply a ratio of unconstrained lands set aside with conservation subdivision	Rec. LBE 4h; Principles HWN, HC				
	LBE 5a – Incentive zoning incentives based on AMI of Albany MSA	Rec. LBE 5b; Principles IE, RE, HC, RGR				
	LBE 10c - Maintain the street width standards for new residential developments to slow vehicle speeds within neighborhoods	Rec. LBE 7c; Principle HC				
	LBE 10c - Pursue a connected street network with existing streets and to adjacent parcels (developed or undeveloped) for all modes of travel to reduce vehicle concentration on neighborhood streets and disperse traffic at lower volumes over the entire street network	Recs. LBE 7a LBE 10d, HC 3b, HC 6a; Principles IE, HWN, RE, HC				
	HWN 1b (i) – Evaluate and consider local regulations to be applicable to include all wetland complexes smaller than 12.4 acres, wetland buffers for all NYSDEC and federal jurisdictional wetlands, and/or isolated wetlands (including vernal pools) are options to be considered.	Recs. HWN 1c, HWN 1d; Principles LBE, HC, RGR				
	HWN 1b (ii)- Modifications could apply to all NYSDEC classified streams and buffer regulations could be dependent on the stream classification (AA, A, B, C) and standard (T, TS).	Recs. HWN 1c, HWN 1d; Principles LBE, HC, RGR				
	HWN 1b (ii)- Land disturbances associated with agricultural activity should continue to be exempt, but further refinement of activities classified as agriculture and prohibited activities should be considered.	Recs. HWN 1c, HWN 1d; Principles LBE, HC, RGR				
HWN 1b (iii) - iii. Consider regulations associated with tree removal along streams, rivers and on steep slopes. These include, but are not limited to: a definition of tree removal, quantity, area of disturbance, and tree species and condition/health.	Recs. HWN 1c, HWN 1d, HWN 1g, HWN 3q, HWN 3r; Principles LBE, HC, RGR					
HWN 1d – Require development applicants to engage in discussion of existing natural resources prior to a detailed site plan layout	Recs. LBE 4f, HWN 1b; Principles LBE, HC					
HC 1d – Evaluate “context sensitive” modifications to the permitted residential uses (location and density) in zoning districts abutting the Selkirk yards, Port of Albany, and Industrial Districts.	Rec. HC 1a; Principles RE, HC					
HWN 1e – Apply the State sea-level rise predictions developed through the NYS Community Risk and Resiliency Act for proposed development via Site Plan requirements and Subdivision Regulations utilizing appropriate guidance and model local laws.	Principles LBE, RE, HC					
HWN 2c – Amend code to expand permitted agricultural uses and support uses	Recs. LBE 2b, RE 3a; Principle RE					
HWN 3f – Prohibit new or expanded fossil fuel (e.g., gasoline and diesel) dispensing and plan for conversion to electric.	Recs. HWN 1f, HWN 5d; Principle HC					

	HWN 3j – Streamline the application review process for rooftop PV solar installations.	Recs. HWN 3b, HWN 3c, HWN 3g, HWN 3k; Principles LBE, HC			
	RE 3a – Update the definition of agricultural uses in the Town Zoning Code.	Rec. LBE 2b; Principle HC			
	RE 3a - Evaluate and increase the number of by-right agricultural uses and complementary business that would support farms and help diversify farm income. By-right non-agricultural rural uses should also be evaluated.	Rec. LBE 2b; Principle HC			
	RE 3d – Limit the extension of utility (sanitary sewer and water) infrastructure in undeveloped areas of the town.	Rec. RE 8a; Principles HWN, RGR			
	RE 8a – Focus development where infrastructure currently exists to meet economic development goals.	Recs. LBE 8a, RE 3d; Principles IE, LBE, HWN, HC, RGR			
	HC 6b – Asses the zoning law to facilitate access to child care by evaluating zoning districts where child care could be permitted and considering specific design guidelines to limit potential impacts	Principles IE; RE, HC			

Guidance

Zoning Law and Subdivision Regulation (code) changes have been organized into two phases. Some zoning and subdivision regulation changes can be accomplished by Town staff with other professional assistance and these would be accomplished during Phase 1 (above). Phase 2 Zoning Law and Subdivision Regulation changes are dependent on the recommendations of future reports and studies that may involve the assistance of new committees. During code updates, Staff should ensure there is consistency between all areas of the code that relate to the specific topics to be revised, as it is common for multiple parts of the code to work together to produce an intended outcome. This will strengthen the code and help avoid the need to unnecessarily divert an applicant to the ZBA or make further code revisions to correct issues.

Conduct Historic and Cultural Resource Survey and Implement Recommendations	LBE 1b- Establish a historic preservation committee	LBE 1a, LBE 1c, LBE 1d, LBE 2c; Principle RE	Town Board, Town Historian	Following Adoption	\$	Town / Advisory Council on Historic Preservation; NYS Office of Parks, Recreation, and Historic Preservation; Preservation League of New York State; Advisory Council on Historic Preservation
	LBE 1b - The historic preservation committee should assist with defining the scope and deliverables of the reconnaissance level survey and prioritizing implementation recommendations.	LBE 1a, LBE 1c, LBE 1d, LBE 2c; Principle RE	Historic Preservation Committee, Town Historian	Following Adoption	\$	
	LBE 1a - Prepare historic reconnaissance survey including structures (buildings, bridges, barns, silos, markers, etc.), sites, cultural/archeological, neighborhoods, and districts.	Recs. LBE 1a, LBE 2a, LBE 3a, LBE 4c; Principle RE	Town Historian / Economic Development and Planning	Following Adoption	\$\$	
	LBE 1a – Outline strategies for the further identification and management of these town-wide assets, the range of governance strategies, and benefits of tax credits and funding alternatives.	Rec. LBE 1a, LBE 2a; Principle RE	Town Historian / Economic Development and Planning	Short	\$	
	LBE 1a – Prepare design guidelines to inform planning, design, and engineering for projects within or adjacent to historic structures, sites, and districts.	Recs. LBE 1a, LBE 2a, LBE 4c; Principle 4.4; Principle RE	Economic Development and Planning	Short	\$\$	
	LBE 2a - Agricultural landscapes are ‘cultural’ and should be included in the reconnaissance level survey.	Recs. LBE 1a, LBE 1b	Historic Preservation Committee, Town Historian	Following Adoption	\$	
	LBE 2c – Prepare viewshed analysis / scenic quality study	Rec. LBE 1a, LBE 1b; Principle RE	Town Historian, Economic Development and Planning	Short	\$\$	
	LBE 3a - Recognize, identify and map the Town’s cultural institutions	Rec. LBE 1a, LBE 1b; Principle RE	Town Historian / Economic Development and Planning	Short	\$	
	LBE 1a – Connect residents and property owners to the vast resources available on preservation, regulations, tax incentive programs and funding sources	Rec. RGR 3b	Town Historian	Ongoing	\$	
	RGR 3a (i) - Collaborate with local organizations and state agencies to advance historic and cultural resource preservation and management strategies	Rec. LBE 1a; Principle 4.2	Town Historian	Ongoing	\$	
	RGR 3b – Leverage local capacity to educate and inform property owners, organizations, and adjacent municipalities to understand the various tools available for conservation and management of historic and cultural resources, natural systems, and farming and agriculture.	Rec. LBE 1a, RE 3e; Principles 4.2, 4.3, 4.4	Open Space Coordinator, Town Historian, Historic Preservation Committee, Sustainability Committee	Ongoing	\$	

Guidance
 A historic preservation committee would serve as a valuable body to guide the historic preservation efforts. Should a consultant be utilized, the consultant should specialize in historic and cultural resource surveys as this may avail the Town to additional funding opportunities.

Develop and Implement an Active Transportation Plan	LBE 7a – Prepare Active Transportation Plan	Recs. LBE 7a, LBE 7b, LBE 7c, LBE 8a, LBE 9a, LBE 10c, HC 3c; Principle IE, HWN, RE, HC	Economic Development and Planning, Bicycle and Pedestrian Committee, Highway Department	Following Adoption	\$	Town / Capital District Transportation Committee, NYSDOT
	LBE 7b - Map connections from Bethlehem to regional active transportation networks (streets and trails) in an effort to encourage commuting (inbound & outbound) and recreation travel	Rec. LBE 7a; Principle RE, HC	Economic Development and Planning	Short	\$	
	LBE 7c – Explore traffic calming measures with pilot projects	Rec. LBE 7a; Principle HC	Traffic Pedestrian Management Committee, Highway Department	Short	\$	
	LBE 7c – Deploy traffic calming measures to address safety issues	Rec. LBE 7a; Principle HC	Traffic Pedestrian Management Committee, Highway Department	Mid-Term, Ongoing	\$	
	LBE 7c - Consider education and outreach strategies (social media, public service announcements, etc.) to address driver behaviors	Rec. LBE 7a, RGR 4a; Principle HC	Bicycle and Pedestrian Committee, Police Department, Town Communications	Ongoing	\$	
	LBE 8b - Evaluate the potential for an intra-town transit between all hamlets, serving the transportation needs of underserved residents and businesses.	Recs. LBE 4d, LBE 10f, LBE 9a; Principle IE	Economic Development and Planning	Mid-term	\$	
	LBE 9a - Assess the opportunity for a park and ride lot in Selkirk or South Bethlehem in cooperation with CDTA	Principle IE, HWN, RE	Economic Development and Planning	Mid-term		
	LBE 9c – The Bicycle and Pedestrian Committee should be involved in the Plan’s recommendations for advancing mobility and accessibility for users of all abilities.	Recs. LBE 7a, LBE 7b, LBE 7c, LBE 8a, LBE 9a, LBE 10c, HC 3b, HC 3c; Principle IE, HWN, HC	Economic Development and Planning, Bicycle and Pedestrian Committee	Following Adoption	\$	
	LBE 10f - Present, explain, promote benefits of Transportation Demand Management (TDM)	Rec. LBE 10f; Principle RE	Economic Development and Planning	Mid-term	\$	
	HC 3b – Support connections to and expansion of the Albany County Rail Trail, as both a recreational and economic asset.	Recs. LBE 7a, LBE 7b; Principles HWN, RE, HC	Economic Development and Planning, Highway Department	Ongoing	\$	
	HC 6a – Ensure that town services and facilities are disability inclusive and reachable by all persons regardless of social or economic background.	Principle IE	Town Board, Department of Public Works, Parks and Recreation Department	Ongoing	\$	

Guidance
 The development of an active transportation plan will require a scoping process that should involve the Town’s Bicycle and Pedestrian Committee and the Traffic Pedestrian Management Committee. These entities should also be involved throughout the process to guide a consultant and staff.

Support Aging in Place	LBE 5c - Ensure senior housing is integrated with market rate units through incentives	Recs. LBE 4b, LBE 4d, LBE 5b, LBE 8a; Principles IE, HC	Economic Development and Planning	Short	\$	Town
	LBE 7a - Include universal design standards to promote accessibility for users of all abilities	Principles IE, HC	Parks and Recreation Department	Short	\$	Town
	LBE 8b - Explore the feasibility of expanding the Town’s senior transportation service to provide intra-town mobility	Principles IE, HC	Economic Development and Planning, Senior Services	Mid-term	\$	Town
	HWN 5c – Continue to support the Senior Services Department and Volunteers with warnings to at risk populations	Principle IE	Town Board,	Ongoing	\$	Town

	HC 4b – Consider development of a Community and Recreation Center to accommodate senior programs and activities.	Principles IE, HC	Parks & Recreation Department, Economic Development and Planning Department	Mid-term	\$\$	Town
	HC 4c - Continue the collaboration with the Senior Services Department and Bethlehem Senior Project, Inc. to provide activities and services to Town seniors	Rec. HC 4b; Principle IE	Senior Services Department	Ongoing	\$	Town

Other Pre- Code Update Research and Analysis	LBE 5b – Undertake housing needs study to inform an inclusionary housing program	Recs. LBE 7b, LBE 5c, LBE 8b; Principles IE, HC	Economic Development and Planning	Short	\$\$	Town /
	HWN 1b –Use NYSDEC Habitat Summary, Conservation Criteria, LWRP, and community profile to develop strategic approach to further conservation of natural resources: conduct research	Recs. HWN 1c, 1d; Principles LBE, HWN	Economic Development and Planning, Open Space Coordinator	Following Adoption / Short / Ongoing	\$	Town / NY Department of Environmental Conservation
	RE 1a – Analyze the market potential for Bethlehem to serve as a clean tech hub by analyzing viable uses and potential tenants for properties in the MED and RLI zoning districts	Rec. LBE 10a, LBE 10b; Principle HWN	Economic Development	Short	\$	Town / Bethlehem Chamber of Commerce
	RE 3b –Develop a framework for a purchase of development rights (PDR) program or a quasi-Transfer of Development Rights (TDR)/PDR program.	Rec. HWN 2a, HWN 3p; Principle HWN	Economic Development and Planning	Short	\$	Town / NYS Agriculture and Markets
	RGR 2a – Prepare a local housing needs analysis to better position the Town in any future regional or state housing initiatives.	Principle IE	Planning	Opportunity-Driven	\$\$	Town / Capital District Regional Planning Commission

Guidance

The housing study and the establishment of a Purchase of Development Rights program will likely require the assistance of a consultant. If a housing committee is established, they should be involved in the scoping and assist the Town and any consultant hired. Analysis and research can be conducted by Town Staff with the assistance of existing committees and organizational stakeholders.

	LBE 1c – Consider enacting a demolition delay requirement to review proposals for the full or partial removal of historic structures	Recs. LBE 1a, LBE 1b; Principle RE				
	LBE 1d – Code update to address properties adjacent to historic structures / sites / districts	Rec. LBE 1a; Principle RE				
	LBE 1e – Code update for uses permitted in historic / cultural structures	Rec. LBE 1a; Principle RE				
	LBE 4a – Code update to allow 2-3 family units in CR, RA, RB districts.	Rec. LBE 4c; Principle IE				
	LBE 4a – Consider ownership and rental requirements for 2/3 family units in CR, RA, RB districts.	Principle IE				
	LBE 4c – Consider form-based code / infill design guidelines	Recs. LBE 1a, LBE 8a; Principle RE				
Zoning Law and Subdivision Regulations Revisions Phase 2	LBE 4d – Evaluate context-sensitive density transitions between SF and MF housing	Recs. LBE 4c, LBE 4g	Economic Development & Planning	Short	\$\$	Town
	LBE 4f – Density metric units / acre vs. lot size requirements: make follow-up adjustments if necessary	Principles IE, HWN				
	LBE 4g – Evaluate and as appropriate permit/implement, new models of housing not identified in the current code.	Principles IE, HWN				
	LBE 4j – Consider whether all major subdivisions be submitted as Conservation subdivisions (as long as site accommodates a conservation layout).	Rec. LBE 4k; Principles HWN, HC				
	LBE 4j – Consider modifications to RA district base density and conservation subdivision density bonuses permitted under incentive zoning	Rec. LBE 4h, LBE 4i; Principle IE, HWN				
	LBE 5c – Ensure that affordable housing units are integrated with market rate units through incentives	Recs. RE 6c, LBE 8a; Principle IE				
	LBE 5c – Update PUD regulations to address affordable housing	Rec. RE 6c; Principle IE				
	LBE 6b – Consider modifications to the Incentive Zoning section to recognize complete streets improvements as a public benefit and define value of different types of improvements.	Rec. LBE 6a, LBE 7a, HC 2a; Principles 4.3, 4.5				
	LBE 6b - Evaluate and consider incentives for constructing complete streets improvements or financial contributions towards complete streets improvements	Rec. LBE 6a				
	LBE 7a – Implement recommendations or strategies that are identified in the Active Transportation Plan	Rec. LBE 8a, LBE 10c, LBE 10f; Principles IE, HWN, RE, HC				
LBE 10e - Evaluate parking regulations in an effort to right size parking requirements in the code for all zoning districts	Principle RE					

	LBE 8a – increase land use diversity & density in areas served by ex. Infrastructure	Recs. LBE 4c, LBE 7a, RE 6a, RE 8a; Principle IE; HWN, RE, HC, RGR				
	HWN 1b (i) –Evaluate and consider expanding local regulations to be applicable to include all wetland complexes smaller than 12.4 acres, wetland buffers for all NYSDEC and federal jurisdictional wetlands, and/or isolated wetlands (including vernal pools) are options to be considered.	Rec. HWN 1c, HWN 1d; Principles LBE, HC				
	HWN 1b (ii)- Modifications could apply to all NYSDEC classified streams and buffer regulations could be dependent on the stream classification (AA, A, B, C) and standard (T, TS).	Rec. HWN 1c, HWN 1d; Principles LBE, HC				
	HWN 1b (iii) - iii. Consider regulations associated with tree removal along streams, rivers and on steep slopes. These include, but are not limited to: a definition of tree removal, quantity, area of disturbance, and tree species and condition/health.	Rec. HWN 1c, HWN 1d; Principles LBE, HC				
	HWN 1b (iv) - Consider implementing habitat protective measures and restoration activities identified in the LWRP, including the BinnenKill shallow water habitat. Also consider taking actions to protect the two State-designated “Significant Coastal Fish and Wildlife Habitats”	Rec. HWN 1c, HWN 1d; Principles LBE, HC				
	HWN 1d – Apply greater focus on natural resource conservation by using the Open Space Plan’s conservation criteria during the review of development applications	Rec. HWN 1c, HWN 1d; Principles LBE, HC				
	HWN 1d – Consider formal adoption of Natural Resource Inventory and integration of the inventory into decision making procedures	Recs. HWN 1b, HWN 1c; Principles LBE, HC				
	HWN 1c – Assess the use of Environmental Protection Overlay Districts, Critical Environmental Areas, and resource specific regulations. Site design associated with land disturbance should be sensitive to the existing site characteristics. Retention of trees during site design is important.	Rec. HWN 1b; Principles, LBE, HC				
	HWN 2b – Consider requiring Conservation Subdivision or Average Density Subdivision provisions when prime farmland soil and soils	Rec. LBE 4j; Principle RE				
	HWN 3c – Provide electric vehicle charging capability at residential properties and encourage adoption of electric vehicles.	Recs. HWN 3b, HWN 3i, HWN 3k				
Zoning Law and Subdivision Regulations Revisions Phase 2	HWN 3g – Advance solar energy with photovoltaics, passive solar energy, and building orientation.	Rec. HWN 3l	Economic Development & Planning	Short	\$\$	Town
	HWN 3h – Zone suitable locations for grid-scale renewables (PV solar) and electricity storage	Rec. HWN 3b				
	HWN 3k – Consider incentives for renewable energy use in the Town Code, such as density bonuses through the Zoning Law and Subdivision Regulations, or reduction of building permit fees through the Building Code.	Rec. HWN 3c				
	HWN 3q – Offset GHG emissions from the development of new buildings.	Principles RE, HC				
	HWN 4c – Consider and encourage reclamation, material recycling, and source reduction of demolition materials and building construction materials.	Rec. 1e; Principle 4.2; Principle HC				
	RE 1c – Consider modifications to Mixed Economic Development (MED) district regulations: streamline the approval process	Rec. RE 1a, RE 1b, RE 1d				
	RE 1c - Consider modifications to Mixed Economic Development (MED) district regulations: expand the permitted uses and add flexibility to when primary and secondary uses may be approved or constructed	Rec. RE 1a, RE 1b, RE 1d; Principle LBE				
	RE 2a – Examine land use regulations to attract businesses in the commercial hamlet and hamlet districts of town: enhance, expand, and beautify public spaces to activate main street environments	Rec. LBE 4c; Principle LBE, HWN, HC				
	RE 2a – Examine land use regulations to attract businesses in the commercial hamlet and hamlet districts of town: update permitted uses, density, setback requirements, area and height requirements, and access and parking requirements	Rec. LBE 8a; Principle LBE				
	RE 2a – Examine land use regulations to attract businesses in the commercial hamlet and hamlet districts of town: Support code updates with design guidelines and/or form-based code	Rec. LBE 4c, LBE 8a, RE 6a; Principles LBE, HWN, HC				
	RE 3b – Establish a formal framework for determining development units and application to incentive zoning within a Purchase of Development Rights local law.	Rec. HWN 2a, HWN 3p; Principle HWN				
	RE 6a – Review the permitted uses in the hamlet districts and adjust to achieve a diversity of uses that generate activity throughout the day and week	Rec. LBE 4c, LBE 8a, RE 2a; Principles LBE, HWN, HC				
HC 2a – Design, construct, and maintain public realm improvements to reduce and avoid personal injury: include best practice design standards for safe streets and public spaces in Zoning Law and Subdivision Regulations	Recs. LBE 6a, LBE 6b, RE 2a; Principle IE, LBE, RE, HC					

Guidance

The Town should hire a consultant with significant experience with zoning code updates related to the following topics:

- Form-based code / in-fill development design guidelines
- Purchase of development rights and transfer of development rights programs
- Environmental conservation
- Affordable housing

Conduct Infrastructure and Asset Inventories and Studies	LBE 7d – Use Evaluation Process for New Pathway Investment	Rec. HC 2a; Principles HWN, HC, RGR	Bicycle and Pedestrian Committee / Economic Development and Planning	Ongoing	\$	Town
	LBE 10a - Investigate and document public utility capacity and reliability issues in support of land use planning, economic development, resiliency, and emergency preparedness	Recs. LBE 10b, RE 1a; Principles HWN, HC, RE	Department of Public Works	Short	\$	Town
	LBE 10b - Endeavor to secure documentation (location, capacity, condition and reliability assessment) of private utility infrastructure systems	Recs. LBE 10a, RE 1a; Principles IE, HWN, RE, HC	Department of Public Works	Short	\$	Town
	LBE 10d - Continue assessing the advisability of the collector road extensions, which were noted in the 2005 Comprehensive Plan, when and when development occurs, including conducting traffic analyses of the impact to neighborhood roads prior to their approval.	Recs. LBE 7a, HC 6a; HWN, RE, HC	Economic Development and Planning, Department of Public Works	Ongoing	\$	Town / Capital District Transportation Committee, NYSDOT
	LBE 10d - The design of collector roads should follow a complete streets approach, including traffic calming elements along these collector roadways and on neighborhood roadways in the vicinity when appropriate.	Recs. LBE 7a, HC 6a; Principles HWN, RE, HC	Economic Development and Planning, Department of Public Works	Ongoing	\$	Town / Capital District Transportation Committee, NYSDOT
	HC 3d – Assess the feasibility of a community and recreation center in the Town.	Rec. HC 4b; Principle RE	Parks & Rec.	Short	\$\$	Town

Guidance

For assessing the feasibility of a Town community and recreation center, the Town should evaluate the existing capacity of facilities, demographic changes anticipated, and community recreation needs when determining the feasibility of a community and recreation center.

Establish and Maintain Key Town Positions, Roles, or Committees	LBE 5b – Consider establishing a committee or staff working group to guide the housing needs study	Recs. LBE 4d, LBE 4f, LBE 4g, LBE 4i, LBE 5c, LBE 8a; Principles IE, RE, HC	Town Board	Following Adoption	\$	NA
	LBE 9b – Continue to support and formally institutionalize the Town’s internal working group that focuses on transportation planning, implementation, operations and maintenance	Principle HWN		Ongoing		
	LBE 9c – Continue to support the efforts of the Bicycle and Pedestrian Committee	Principle HWN		Ongoing		
	HWN 1a – Continue to support the position of Open Space Coordinator	Rec. HWN 3s; Principles LBE, HC		Ongoing		
	HWN 1g – Continue to support the position and responsibilities of the Storm Water Management Coordinator to help ensure water quality protection of Town’s watershed areas. Encourage use of green infrastructure practices in both municipal construction and private development projects.	Recs. HC 1b, HWN 1h; Principles LBE, HC		Ongoing		
	HWN 2e – Consider establishing an Agricultural Advisory Committee	Principles RE		Short		
	HWN 3a – Establish a Sustainability Committee and Sustainability Coordinator to focus on climate change mitigation and sustainability.	Principle HC		Short		
	HWN 3r - Consider an Urban Forestry Committee, which could be an extension of the Street Tree Advisory Committee, to guide implementation of the street tree management program and advocate for and educate on urban forests.	Principles LBE, HWN, RE, HC		Short		
	RE 1e – Consider reestablishing the Economic Development sub-committee.			Short		
RGR 4a – Inventory and coordinate a consistent communication format and messaging and humanize the provision of services: Consider whether Town Communications should be a dedicated department of town government	Rec. RGR 4c		Short	\$\$	Town	

	RGR 5b - The Town Board should consider creating an assessment or implementation committee to continue the public engagement efforts			Short	\$	Town
Guidance						
The establishment of new Committees should be informed with an understanding of their ability to work independently or for current Town staff to provide support while recognizing staff resources may be limited.						
Resolve Transportation Conflicts of Industrial Centers and Residential or Hamlet Areas	RE 4b – Endeavor to resolve transportation conflicts of industrial centers and residential / hamlet areas: assess options for transportation connections to Thruway	Rec. HC 1c; Principles LBE, HC	Economic Development and Planning, Engineering	Mid-Term	\$\$	Town / Capital District Transportation Committee, NYSDOT
	RE 4b - Endeavor to resolve transportation conflicts of industrial centers and residential / hamlet areas: explore roadway improvements to Route 396 such as realignment, traffic calming, etc. to better manage the speed of traffic and improve quality of life	Rec. HC 1c; Principles LBE, HC	Economic Development and Planning, Engineering	Long-term	\$\$	Town / Capital District Transportation Committee, NYSDOT
	RE 4b - Endeavor to resolve transportation conflicts of industrial centers and residential / hamlet areas: explore collaboration with Town of Coeymans on a truck route that addresses both communities’ issues	Rec. HC 1c; Principles LBE, HC	Economic Development and Planning	Mid-term	\$\$	Town / Capital District Transportation Committee, NYSDOT
	HC 1c – Recognize the transportation system’s significant role in the local and regional economy, while also having the potential to impact public health and equity.	Rec. RE 4b; Principle IE	Economic Development and Planning /	Ongoing	\$	Town
Guidance						
To advance the Selkirk Bypass, the Town should reengage industrial businesses and residents in the southern part of town, update the previous related studies, and engage NYSDOT and the Thruway Authority, and neighboring communities.						
Enhance and Maintain the Active Transportation Network	LBE 9a – Commit financial resources and formalize capital planning for transportation infrastructure improvements and maintenance programs including those for alternative modes of transportation / travel	Recs. LBE 6a, LBE 7a, HC 2a, HC 3a; Principles HWN, HC; RE	Highway Department	Short, Ongoing	\$\$	Town / Capital District Transportation Committee, NYSDOT
	LBE 9a - Align maintenance practices including sidewalk plowing and clearing snow from bus stops to keep the route to transit stops accessible	Recs. LBE 6a, LBE 7a, HC 2a, HC 3a; Principles HWN, HC; RE	Highway Department	Short	\$	Town / Capital District Transportation Committee, NYSDOT
	HC 2a – Design, construct, and maintain public realm improvements to reduce and avoid personal injury: continue enforcement for speeding and lower speed limits where appropriate	Recs. LBE 6a, LBE 6b; Principles IE, HWN, HC	Police Department, , Economic Development and Planning	Ongoing	\$	Town / Capital District Transportation Committee, NYSDOT
	HC 2a – Design, construct, and maintain public realm improvements to reduce and avoid personal injury: perform regular sidewalk maintenance	Recs. LBE 6a, LBE 6; Principles IE, HWN, HC	Highway Department	Ongoing	\$\$	Town / Capital District Transportation Committee, NYSDOT
	HC 2a - Design, construct, and maintain public realm improvements to reduce and avoid personal injury: investigate and stay apprised of additional effective methods of reducing speeding and other dangerous driving practices on neighborhood roads and work to implement these methods where appropriate.	Recs. LBE 6a, LBE 6; Principle IE, HC	Economic Development and Planning, Highway Department	Ongoing	\$	Town / Capital District Transportation Committee, NYSDOT
	HC 3a – Advance the recommendations of the Town’s Bicycle and Pedestrian Committee (and Priority Network improvements) and the Town’s Street Tree Management Plan.	Recs. LBE 7a, LBE 7b	Town Board, Town Departments	Ongoing	\$	Town
	HC 3b – Support connections to and expansion of the Albany County Rail Trail, as both a recreational and economic asset.	Principles LBE, HWN, RE	Economic Development and Planning / Highway Department	Ongoing	\$	Town / Capital District Transportation Committee, NYSDOT
	HC 3b – Explore use of Albany Water Line right of way and abandoned rail corridor for recreational use		Economic Development and Planning, Albany Water Board	Opportunity Driven	\$\$	Town / Capital District Transportation Committee
	RGR 1c – Enhance connections between Town activity centers and regional destinations.	Rec. LBE 7a; Principle RE	Planning & Engineering	On-going	\$\$	Town / Capital District Transportation Committee, NYSDOT

	LBE 6a – Update Complete Streets Resolution	Recs. LBE 7a, LBE 9a, HC 2a; Principles HWN, HC, RE	Bicycle and Pedestrian Committee, Economic Development and Planning	Short	\$	Town
Guidance						
The Active Transportation Plan should help inform these recommendations.						
Tell the Town's Story and Explore Additional Public Engagement Opportunities	HC 2c – Support the Police Reform and Reinvention Collaborative.	Principles IE, HC	Police Reform Advisory Committee, Economic Development and Planning, Engineering	Ongoing	\$	Town
	RGR 4a – Inventory and coordinate a consistent communication format and messaging and humanize the provision of services: Inventory communications platforms used by Town Departments and typical messaging	Rec. RGR 4c	Town Communications / Town Departments	Short	\$	Town
	RGR 4a – Inventory and coordinate a consistent communication format and messaging and humanize the provision of services: streamline information dissemination and collection of feedback	Recs. RGR 4c, LBE 10b, RE 8b	Town Communications / Town Departments	Mid-term		
	RGR 4b - Explore smart governance best practices to better inform residents about Town services and broaden engagement	Recs. RGR 4a, RGR 4c	Town Communications / Town Departments	Mid-term		
	RGR 4c – Prepare communication strategies to ensure that people with disabilities (physical, sight, hearing and cognitive) and limited English language skills receive the same level of services.	Rec. RGR 4a; Principles IE, HC	Town Communications / Town Departments	Short		
	RGR 4d - Review Town communications materials to identify words and terms that are technical and complex.		Town Communications / Town Departments	Short		
	RGR 5b - Continue to encourage residents to actively engage in the Town governance process	Principles IE, LBE, HWN, RE, HC	All	Ongoing		
Ensure Funding in Operating and Capital Improvement Budgets Align with Plan Goals and Recommendations						
	HWN 3d – At public facilities, provide EV charging stations and upgrade them to fast-charging stations as demand increases	Recs. HWN 3e, HWN 3o	Department of Public Works, Highway Department	Opportunity Driven	\$\$	Town / NYS Energy Research and Development Authority
	HWN 3e – Commit to transition the Town's light-duty vehicle fleet to electric vehicles (EV's) by 2030. Also consider conversion of the heavy duty fleet, where possible.	Recs. HWN 3d, HWN 3o	Department Heads, Highway Department	Ongoing, Opportunity Driven	\$\$\$	Town / NYS Energy Research and Development Authority
	HWN 3r – Reforest and maintain forests by implementing the Street Tree Inventory Analysis and Management Plan	Rec. HC 3a; Principles LBE, HC	Economic Development and Planning, Highway Department	Ongoing, Opportunity Driven	\$-\$\$	Town / NYS Department of Environmental Conservation
	HWN 4a – Continue to support the composting efforts of the Town		Town Board, Highway Superintendent	Ongoing	\$	Town
	HWN 4b – Continue to support the Town Recycling Program.		Town Board, Highway Superintendent	Ongoing	\$	Town
	RE 3b – Support the retention and expansion of agricultural businesses through the use of the Farms and Forests Conservation Programs and a possible purchase of development rights program.	Rec. HWN 3p	Town Board / Highway Superintendent / Department Heads	Ongoing	\$\$	Town, Purchase of Development Rights Program
	HC 3c – Ensure funding and staffing resources for the Highway Department to provide adequate, year-round and ADA compliant maintenance and improvements to the town sidewalks, trails, curb ramps, crosswalks, signs, and signals.	Recs. LBE 6a, LBE 9a, HC 2a, HC 3a, RE 2a; Principle LBE, HWN, RE	Town Board	Ongoing	\$\$	Town, Capital District Transportation Committee, NYS Department of Transportation
	HC 4a – Continue to support resources for the Senior Services Department that provide and expanded range of services as this demographic grows.	Principle IE	Town Board	Ongoing	\$\$	Town
HC 5a – continue to support the Parks and Recreation Department with resources and funding for the services, programs, and facilities provided to Town residents, including pocket parks.	Principle IE	Town Board	Ongoing	\$	Town	
RGR 5a – Pursue opportunities for consolidation of services and sharing of resources: continue interdepartmental, intergovernmental, and interagency sharing of resources	Principle RE	Department Heads	Ongoing	\$	NA	

	RGR 5a - Pursue opportunities for consolidation of services and sharing of resources: work with the three school districts on ways to share resources of programs and facilities	Principle RE	Department Heads	Short-term	\$	NA
Guidance						
During the annual budgeting and capital planning processes, review recommendations of the Comprehensive Plan to help identify strategic investment in the Town organization, infrastructure, and facilities. Pursue outside funding for capital projects, while continuing to ensure local funding for ongoing maintenance, critical maintenance, and new projects. Prioritize capital investment for safety, code compliance, quality of life and economic development.						
Collaborate with Organizations to Maintain High Quality of Services	HWN 1h – Continue to participate as member of Albany County Stormwater Coalition to locally collaborate on stormwater management best practices.	Rec. HWN 1g	DPW			Town
	HC 6c – Collaborate and network with library services available to Town residents, on outreach and engagement of desired programs and services.	Recs. RGR 4a, RGR 4c; Principle IE	Town Communications, Library, Senior Services, School Districts	Ongoing	\$	Town
	RGR 1b – Town staff to continue participation in coordination meetings with regional agencies to stay abreast of plans and initiatives that affect the Town and to share town planning efforts.	Principles LBE, HWN, RE, HC	Economic Development and Planning	Mid-term	\$	Town
	RGR 5c - Support the Rail Trail Ambassador Program and use it as a model that could be applied to other Town parks, properties, and public facilities.	Principle HC	Economic Development and Planning, Highway Department, Police Department			
	RGR 5d - Develop partnerships with not-for-profit and community organizations to help implement seasonal beautification and routine seasonal maintenance (watering, weeding, fertilizing).	Principle LBE, RE	Highway Department	Mid-term	\$	Town
Conserve Open Space	HWN 3p – Utilize the Farms and Forests Program to purchase land for open space preservation to support carbon sequestration.	Rec. HWN 2a; Principles LBE, RE, HC	Open Space Coordinator, Town Board	Mid-term, Ongoing	\$\$\$	Town, Purchase of Development Rights Program, NYS Parks, Recreation and Historic Preservation, Albany County Land Conservancy, American Farmland Trust
	HWN 3r –Maintain existing forests and reforest open space, and implement the Street Tree Inventory Analysis and Management Plan	Rec. HWN 1b; Principles LBE, RE, HC	Highway Department, Economic Development and Planning	Ongoing	\$\$	Town, NYS Department of Environmental Conservation
	HWN 3r – Consider preparing a community forest master plan to reforest and maintain forests	Rec. HWN 1b; Principles LBE, RE, HC	Economic Development and Planning	Mid-term	\$\$	
	HWN 3r - Educate the community on local tree inventories, tree benefits, and tree planting	Rec. HWN 1b; Principles LBE, RE, HC	Sustainability Committee	Short	\$	
	HWN 3r - Continue to identify tree planting locations on Town lands and the planting of trees on Town lands	Rec. HWN 1b; Principles LBE, RE, HC	Economic Development and Planning, Highway Department	Ongoing	\$\$	
	HC 1b – Educate residents, property owners, homeowners associations, and business operators on the best practices for reduction or elimination of pesticide and herbicide use.	Rec. RGR 4a; Principle HWN	Sustainability Committee	Mid-term	\$	
	RGR 3a – Collaborate with conservation organizations and agencies to advance the conservation of open space acquisition opportunities.	Principle LBE	Open Space Coordinator	Short	\$	Town
	RGR 3b - coordinate/consult with the appropriate non-profit organizations to provide advice on management strategies and education during the site plan/subdivision approval process and to homeowner’s associations (HOA) and other management organizations.	Principle HWN, HC	Open Space Coordinator	Short	\$	Town
	HWN 3b – Transition from fossil fuels to electrification in the building sector	Recs. HWN 3l, HWN 3m, HWN 5d		Mid-term	\$	
	HWN 3b – Require electric for new building construction initially, with subsequent phasing to require electric for renovations and then later existing buildings	Recs. HWN 3l, HWN 3m, HWN 5d		Short	\$	
	HWN 3l – Updating Building Code to reflect a more stringent energy code.	Recs. HWN 3b		Mid-term	\$	

Building Code Revisions Related to the Transition to Clean Energy	HWN 3l – Town staff to attend or receive training and provided with the resources needed to implement a supplemental code	Recs. HWN 3b	Building Division	Mid-term	\$\$	Town, NYS Department of Environmental Conservation, NYS Energy Research and Development Authority, US Green Building Council
	HWN 3l – Consider adoption of additional stringent energy codes, such as NYSERDA Stretch to Zero pilot code, HERS, or Zero Net Energy code.	Rec. HWN 3m		Opportunity Driven	\$\$	
	HWN 3m – Improve energy efficiency in existing buildings through education and outreach	Rec. HWN 3l		Short	\$	
	HWN 3m – Improve energy efficiency in existing buildings through requirements that are phased-in over time	Rec. HWN 3b		Mid-term	\$	
	HWN 3m – Strongly consider an energy score for buildings					
	HWN 3n - Outdoor lighting levels should be evaluated to balance performance (including safety) with energy conservation	Rec. HWN 3l; Principles LBE, HC		Opportunity Driven	\$	

Mitigate and Adapt to Climate Change	HWN 1b (v) - Consider incentives associated with maintaining trees on private property, which would help to prevent habitat loss and erosion, stabilization of soils, stormwater management, temperature moderation, CO2 sequestration, and air quality benefits.	Principles LBE, HC	Town Board	Mid-term	\$	Town, NYSDEC
	HWN 1f – Assess the various sustainability programs offered by New York State for funding opportunities to reduce greenhouse gas emission and adapt to climate change.	Rec. HWN 5d	Sustainability Committee, Economic Development and Planning	Ongoing, Opportunity Driven	\$	NA
	HWN 3i – Source renewable electricity for residents.		Town Board	Mid-term	\$\$	Town, NYS Energy Research and Development Authority
	HWN 3n - Convert outdoor lighting to energy efficient LED technology		Town Board	Mid-term	\$\$	Town
	HWN 3o – Utilize the Sustainable Bethlehem Plan to inform replacement, investment, and improvements in municipal assets and facilities.	Recs. HWN 3e, HWN 3d	Department Heads, Town Board	Ongoing	\$	NA
	HWN 3s – Support Albany County Soil and Water Conservation, Cornell Cooperative Extension, the NYS Farm Bureau and related agencies’ efforts to communicate current best practices for agricultural lands (i.e., grazing, crop rotation, no till planting, etc.).	Recs. HWN 1a, HWN 3p, RE 3e; Principle RE	Open Space Coordinator	Ongoing	\$	NA
	HWN 5b – Educate and engage residents and businesses in addressing climate change by reducing greenhouse gas emissions.	Rec. RGR 4a; Principles LBE, RE, HC	Sustainability Committee, Building Division, Town Communications	On-going	\$	Town
	HWN 5d – Continue to follow the progress and potential regulatory guidelines in the forthcoming NYS Climate Action Council Scoping Plan	Rec. HWN 1f; Principles LBE, RE, HC	Sustainability Committee, Economic Development and Planning, Building Division, Engineering Division	Ongoing	\$	NA

Continue Emergency Management Efforts	HWN 5a – Continue to maintain and update the Bethlehem Comprehensive Emergency Management (BCEM) Plan to address emergency situations caused by climate change.	Principles RE, HC	Emergency Management	Ongoing	\$\$	Town, NYS Division of Homeland Security and Emergency Services
	RE 7a – Collaborate with emergency management organizations to plan for post disaster economic recovery	Principles RE, HC	Emergency Management		\$	
	HC 1a – Continue to advance emergency preparedness, risk awareness, and communications to residents, business operators and visitors to Bethlehem.	Rec. RGR 4a; Principle RE	Emergency Management, Town Communications		\$	
	HC 2b – Educate the public about potential landslide areas in the Town to avoid injury and/or property damage caused by these events	Rec. RGR 4a; Principle RE	Emergency Management Office, Town Communications, Engineering Division		\$	
	RE 8b – Continue to collaborate with electric energy providers (supply and distribution) in order to ensure adequate supply and reliability to electric and broadband service.	Rec. HWN 3b, HWN 3c, HWN 3d, HC 1a; Principles HWN, HC	Emergency Management		\$	

Guidance
 As the BCEM is updated over time, it should incorporate considerations of post-disaster recovery as well as hazard mitigation planning.

Support Working Farms and Agricultural Businesses	HWN 2a – Encourage the conservation of agricultural soils by promoting participation in the Farms and Forests Conservation Program.	Rec. HWN 3p, RE 3b; Principle RE, HC	Open Space Coordinator	Ongoing	\$	Town, NYS Agriculture and Markets, Albany County Land Conservancy
	HWN 2a – Engage the Ravena Coeymans Selkirk (RCS) school district to participate in the Conservation Easement Exemption (CEE) program so property tax reduction would be realized by landowners in the RCS school district.	Principle RE, HC	Open Space Coordinator	Short	\$	Town
	HWN 2d – Support agricultural businesses and owners of vacant open parcels via advocacy for property tax credits and exemptions.	Rec. RE 3c; Principle RE	Assessor’s Office, Open Space Coordinator, Economic Development	Short	\$	Town
	HWN 2f – Continue to support the weekly farmers markets in the Town.			Ongoing	\$	Town
	RE 3b – Support the retention and expansion of agricultural businesses through the use of the Farms and Forests Conservation Program.	Rec. HWN 2a, HWN 3p; Principle RE, HC	Open Space Coordinator	Ongoing	\$\$	Town, NYS Agriculture and Markets
	RE 3c – Support agricultural businesses via advocacy for property tax credits and exemptions.	Rec. HWN 2d	Town Board, Open Space Coordinator, Assessor’s Office	Ongoing	\$	Town, NYS Agriculture and Markets
	RE 3e – Strengthen and Promote the Right-to-Farm policy in the Town Code.	Rec. RGR 3b; Principles 4.4, 4.5	Economic Development and Planning	Short	\$	Town, Albany County Land Conservancy
RE 3f – Limit road maintenance impacts on agricultural businesses	Rec. RGR 3b; Principles 4.4, 4.5	Highway Department, Police Department	Ongoing	\$	Town	
Attract and Retain Businesses and Support Workforce Development	RE 1a – Utilize the CEG offshore wind industry analysis to position Bethlehem for attracting wind energy supply businesses	Principle HWN	Economic Development and Planning, Bethlehem Industrial Development Agency	Mid-term	\$	Town, Bethlehem Chamber of Commerce, Bethlehem Industrial Development Agency (IDA)
	RE 1b – Attract Healthcare organization to located in Mixed-Economic Development districts.	Rec. RE 1c	Economic Development and Planning, Bethlehem Industrial Development Agency	Short	\$	
	RE 1d – Collaborate and partner with Advance Albany Alliance (Albany County Local Development Corporation) to market and promote sites within the Town of Bethlehem.		Economic Development	Ongoing	\$	Town
	RE 4a – Collaborate with the Port of Albany and Selkirk Rail Yard properties to retain and expand existing businesses and attract new business ventures that can benefit from water and rail transportation access.		Economic Development and Planning	Ongoing	\$	Town
	RE 4c – Enhance interaction with regional economic development partners to attract new businesses and increase local jobs.	Rec. RE 5a	Economic Development /	Ongoing	\$	Town
	RE 6b – Support small business retention and attraction with facilitation of grant funding opportunities.		Economic Development	Ongoing	\$	Town, NYS Homes and Community Renewal
	RE 6c – Encourage and stimulate workforce (affordable) housing goals.	Recs. LBE 4g, LBE 5c; Principle LBE	Economic Development and Planning	Short	\$	Town
	RE 5a – Recognize the value of workforce training opportunities in achieving economic development goals by attracting jobs in multiple sectors.	Rec. RE 4c	Economic Development	Short	\$	Bethlehem Chamber of Commerce, Bethlehem Industrial Development Agency (IDA)
	RGR 1a – The Town should engage and align with regional economic development agencies to advance the interests of the town within the regional context.		Economic Development	Ongoing	\$	Town

Funding Sources

The Town frequently applies for grant funding to support Town initiatives and infrastructure projects. New York States Consolidated Funding Application (CFA) process allows a project application to be considered for multiple source of funding. The grant applications are typically noticed in the Spring (May), submitted in Summer (July), and awarded in the Winter (December). Similarly, CDTC solicits for transportation planning projects or technical assistance through their Linkage Program and Community Planning Technical Assistance Program. An understanding of the funding schedules is valuable in setting forth a path for completion of the recommendations above that may need funding assistance.

