

RESOLUTION #2012-018

**A RESOLUTION OF THE CANANDAIGUA CITY COUNCIL
REAFFIRMING OUR VISION AND MISSION STATEMENTS
AND OUR CORE VALUES,
AND ADOPTING A NEW STRATEGIC PLAN**

WHEREAS, the existence of clearly communicated Vision, Mission, and Core Values Statements can serve as the foundation for decision-making and organizational culture and behavior, providing constant direction in the face of changing circumstances and forming the basis for goals, objectives and implementation plans; and

WHEREAS, the Vision Statement describes the desired future state of the community, the Mission Statement describes the City's role in achieving the Vision, and the Core Values Statement describes the basic beliefs of our community that will guide the decisions and actions of residents, employees, public officials, and other stakeholders in the community; and

WHEREAS, a Strategic Plan is a logical process through which to identify and prioritize the specific goals, objectives and implementation plans that will, cumulatively and over time, achieve our community vision.

NOW, THEREFORE BE IT RESOLVED by the Canandaigua City Council that our Vision Statement and Mission Statements and our Community Core Values are reaffirmed, and a 2012-2013 Strategic Plan is hereby adopted as follows:

VISION

Canandaigua is a beautiful, historic, full service, economically vibrant, safe, lakeside community leading in culture, commerce, governance, education, and healthcare.

MISSION

The City of Canandaigua, a collaborative partnership between elected leaders and professional staff, shall achieve our vision by promoting the well-being of the community through:

- Open responsive government;
- The fiscally responsible delivery of excellent municipal services; and
- Cooperative relationships with the citizenry, the private sector, community institutions and other governments.

Community Core Values

As residents, city staff and appointed & elected officials of the City of Canandaigua, our decisions and actions will be guided by these core values. Accordingly, we:

Responsive, Participatory Governance

- pledge to preserve the open, representative governance we have inherited.
- value everyone's contributions and the need to remain approachable, to listen and to collaborate with each other.

Caring & Respect

- demonstrate concern for others and their property and treat both with respect, sensitivity and caring.
- exhibit neighborliness and hospitality toward all and work together to make our community a desirable place in which to live, work and play.

Integrity

- ensure trust by making our actions consistent with our common vision.
- strive to be honest, reliable, respectful, ethical, fair and authentic as we follow through with our commitment to uphold community values.

Heritage

- affirm our history, our heritage and our community pride.
- work together to grow our community while preserving our small-town values.

Stewardship

- recognize our responsibility to act with care toward and be mindful of our heritage, environment, human and financial resources and community atmosphere.
- assume responsibility and act with vision knowing our actions today will affect the future.

Continuous Improvement

- strive to continually improve ourselves and our community through thoughtful planning, innovation, a bias for action, personal leadership and accountability.
- recognize and celebrate the achievements of others in our common quest for improvement.

2012-2013 STRATEGIC PLAN

1. **Goal: Canandaigua is a BEAUTIFUL, HISTORIC lakeside community.**
Enhance the character of residential neighborhoods and business districts; commemorate our history.
2. **Goal: Canandaigua is a SAFE community.**
Respond to public safety needs, including police and fire services and physical improvements for pedestrian safety.
3. **Goal: Canandaigua is a FULL SERVICE community.**
Proactively reinvest in infrastructure, including streets & sidewalks, sanitary sewer & storm water needs, and the water supply system.
4. **Goal: Canandaigua leads in COMMERCE.**
Promote, encourage and facilitate development of our community's lakefront, preservation of our downtown business district as our community center, and Canandaigua as a destination.
5. **Goal: Canandaigua leads in GOVERNANCE.**
Continuously improve our governmental operations.
6. **Goal: Canandaigua leads in ENVIRONMENTAL STEWARDSHIP.**
Promote practices that conserve our natural resources.

BE IT FURTHER RESOLVED, that the City Manager and city staff are directed to develop strategies to achieve these objectives including the necessary budget to be considered in future years.

ADOPTED this 5th day of April, 2012.

ATTEST:

Nancy C. Abdallah
City Clerk

Goal #1 - Canandaigua is a BEAUTIFUL, HISTORIC lakeside community.

Enhance the character of residential neighborhoods and business districts, commemorate our history.

	<i>Key Results Area</i>	<i>Individual Objectives</i>	<i>Tactics</i>
1	Streetscapes	Finalize design and construct downtown streetscape improvements/landscaping.	Finalize design and construct downtown streetscape improvements/landscaping.
2		Agree upon standard streetlight poles, fixtures, and lamps to be used in new subdivisions and for retrofitting existing fixtures.	A standard fixture will be adopted and in use for all new installations and replacements.
3		Adopt a new approach/focus for Phoenix Street between Main Street and Pleasant Street.	Through public participation, refine vision and develop and adopt a plan with cost estimates. Identify funding sources.
4	Parks Maintenance	Enhance the maintenance of City parks through the efforts of volunteers.	Facilitate the formation of a "Friends of the Parks" group.
5	History & Heritage	Plan and carry out City Centennial celebration in 2013.	Appoint a Centennial committee, organize volunteers.
6	Urban Forestry	Align street construction standards and practices with goal of protecting and preserving the urban forest and historic landscapes.	Review report from Tree Advisory Committee and work with staff and Planning Commission on proposed revisions to subdivision design standards and street specifications.

Goal #2 - Canandaigua is a SAFE community.

Respond to public safety needs, including police and fire services and physical improvements for pedestrian safety.

<i>Key Results Area</i>	<i>Individual Objectives</i>	<i>Tactics</i>
1	<p>Safe Pedestrian Routes</p> <p>Implement the grant program for Rail with Trail construction from downtown to Buffalo St.</p> <p>Improve the existing City trail network from Main St. to Ontario St.</p>	<p>Work with DOT, FLRR and School District to finalize design; construct with City crews.</p> <p>Enlist volunteers and organize a work day, with City providing materials and guidance.</p>
2	<p>Alternate Route</p> <p>Work with County and surrounding towns to identify and design an alternate route to reduce through traffic on Main St.</p>	<p>Obtain funding for a study of alternative routes.</p>
3	<p>Active Transportation</p> <p>Utilize Active Transportation principles and concepts in the design of capital improvement projects when feasible.</p>	<p>Consider the adoption of a "Complete Streets" policy for new and reconstructed streets.</p>
4	<p>Undertake measures to ensure the safe integration of pedestrians, cyclists and other active users among motorized vehicle traffic.</p>	<p>Seek grants and other funding opportunities for implementation of Active Transportation projects.</p>

Goal #3 - Canandaigua is a FULL SERVICE community.

Proactively reinvest in infrastructure, including streets & sidewalks, sanitary sewer & storm water needs, and the water supply system.

	<i>Key Results Area</i>	<i>Individual Objectives</i>	<i>Tactics</i>
1	Infrastructure	Update Ten-Year Capital Needs Assessment (CIP). Continue to implement a major street construction project every 4 years.	Develop and adopt 2012-2021 CIP. Select street(s) for 2015 reconstruction.
2		Complete Antis St. parking lot reconstruction and Niagara St. parking lot improvements.	Contract for reconstruction of Antis St. lot; resurface Niagara St. lot using City crews.
3	Utilities	Complete Inflow and Infiltration (I & I) study and begin implementation.	Implement recommendations of Phase II of Inflow and Infiltration (I & I) study.
4	Parks & Recreation	Identify funding and take action to complete Northeast Park and Sonnenberg tennis/basketball courts.	Seek funding to complete Northeast Park facilities (pavilion, playground, curbing) and to reconstruct Sonnenberg play courts.

Goal #4 - Canandaigua leads in COMMERCE.

Promote, encourage and facilitate development of our community's lakefront, preservation of our downtown business district as our community center, and Canandaigua as a destination.

	<i>Key Results Area</i>	<i>Individual Objectives</i>	<i>Tactics</i>
1	Lakefront Redevelopment	Work with developers to implement a plan for lakefront redevelopment that is consistent with the City's vision for that area.	City Council will evaluate the Lakefront PUD proposal. Identify and obtain funding sources for public infrastructure.
2		Work with developers to implement a plan for a signature lakefront hotel/conference center project.	Oversee construction of parking improvements and landscaping on City-owned adjacent land.
3	Downtown Redevelopment	Facilitate investment in a signature/catalyst-type building reuse project with a significant impact on downtown.	City will serve as a liaison between developer and State agencies, and serve as conduit for State funding.
4		Work with property owners to encourage and facilitate the rehabilitation of downtown storefronts and upper stories.	Identify and apply for grants that can be used to fund an ongoing rehabilitation grant/loan program for downtown building owners.
5	Economic Development Strategy	Adopt and begin implementation of a strategic plan for economic development.	Make a decision about the Plan's recommendation to hire an Economic Development Director.
6	Tourism	Increase the positive impact of tourism activities on the local economy.	Develop and implement policies that bring tourism dollars into the community.

Goal #5 - Canandaigua leads in GOVERNANCE.

Continuously improve our governmental operations.

<i>Key Results Area</i>	<i>Individual Objectives</i>	<i>Tactics</i>
1	Planning	Update the 2002 Comprehensive Plan.
		Appoint a Citizen's committee to review the plan.
2	Communication with Citizens	Determine and implement the best practices for communication sharing with residents.
		Review available technologies, determine what practices can be implemented with available funding.
3	Technology	Re-evaluate E-gov.
		Evaluate homepage design and services provided. Review models and consider new services (e.g., bill payment). Implement improved site, if desired.
4	Ordinance/Policy Review	Review all City policies to ensure continued compliance and reaffirm importance of each policy. Make any changes as necessary.
		Adopt recommended policies.
5		Review/adopt Financial Policies.
		Financial polices will be developed and adopted.
6	Intergovernmental Cooperation / Shared Services	Identify opportunities for reducing costs and increasing efficiencies through cooperative efforts with other units of local government.
		Continue existing practices of intermunicipal sharing of equipment and expertise, and pursue additional opportunities for mutual aid, cooperation agreements and shared services.
7		Encourage the coordination at the county level of intermunicipal cooperation and shared services.
		Obtain Shared Services grant(s) to study intermunicipal efficiencies in Police and/or Fire Services.
8	Citizen Survey	Survey of City residents regarding a variety of quality of life issues.
		Develop a survey instrument, survey a statistically valid sample of residents.

Goal #6 - Canandaigua leads in ENVIRONMENTAL STEWARDSHIP.

Promote practices that conserve our natural resources.

	<i>Key Results Area</i>	<i>Individual Objectives</i>	<i>Tactics</i>
1	Sustainable Practices	Develop a policy for environmental sustainability of City operations.	Analyze environmental impacts, develop short-term objectives and long-term goals.
2		Encourage the use of business practices that make the City more livable without harming the environment or creating a financial burden for future residents.	Through ordinances and policies, promote practices that improve the quality of life, balancing the values of environmental conservation and economic development.
3	Green Initiatives	Help our citizens understand means by which they can reduce their environmental impact.	Public education - in partnership with FLCC and community.
4		Increase the recycle to waste ratio in the municipal solid waste collection program.	Public education and consistent enforcement of the existing ordinance; implement "freecycle" program.
5	Alternative Energy	Take a leadership role with respect to the utilization of alternative energy sources.	Identify opportunities to implement the use of alternative energy on municipal properties and to encourage its use by residents.

