

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

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

Key Results Area	Individual Objectives	Tactics	Comments	4.5.2016 Status	6.7.16 Comments/Action	2.14.17 comments	9.5.17 comments	Committee
1 Branding/Streetscape	2. Support branding strategy for Phoenix street project. Adopt a new approach/focus for Phoenix Street between Main Street and Pleasant Street.	Branding will not begin until plan is developed. Through public participation, refine vision and develop and adopt a plan with cost estimates. Identify funding sources.	Pedestrian Plaza does not have business support from street. Remove from priority	<b>No Action at this time</b>	low priority for branding, still need to address street infrastructure issues	DPW looking for plans. Removeable bollards to allow traffic in morning. Should be phases? Add to 2019 capitol street project to rebuild infrastructure. Action items, look for plans, get buy in. Look for ideas	Part of DRI application. Potential 2019 capital street project.	Planning
2 Branding	3. Support branding strategy for Niagara ST Railroad Depot	Branding will not begin until plan is developed	Need plan to review from businesses/ property owners on street.	<b>Have not heard anything from business owners; no action at this time</b>	<b>low priority</b>	dave will speak with Eric about naming the Niagara st area		Planning
3 Streetscape	Purchasing streetlight poles, fixtures, and lamps to be used in city and for retrofitting existing fixtures.	retrofit all streetlights to led for energy savings and upgrade downtown lights.	Staff to review options and bring recommendation to Council	<b>No Action at this time</b>		RFP for new lighting in city and retrofit to L.E.D.s. Use Same lights that are on lakeshore dr for downtown.	Signed Performance Contract with SmartWatt. Progressing with design and investment grade audit.	Ordinance
4 Parks Maintenance	Enhance the maintenance of City parks through the efforts of volunteers.	Facilitate the formation of a "Friends of the Parks" group.	No action has been taken.	<b>Parks Master Plan developed. Volunteer group working in community cleaning up, no formal arrangement</b>		we do not have official named group but have public volunteers often to help in park clean up. Use I love my parks day officially to promote clean up in parks		Environmental

Relinquish all responsibilities for Northeast Park to CSD.	Parks and Recreation	To relieve City staff and financing of obligation to this park.	Notify CSD.	Current partnership with CSD seems inequitable for expenses vs. use.	Karen added 3.14.17
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**Goal #2 - Canandaigua is a SAFE community.**

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

Key Results Area	Individual Objectives	Tactics	Comments	4.5.2016	6.7.16 Comments/Action	9.5.2017	Committee
1 Alternate Route	Work with County and surrounding towns to identify and design an alternate route to reduce through traffic on Main St.	meet with 2 city supervisors and present. A Study was Completed in 2005	Needs to be County action. Viewed as City problem by Towns. Continue to discuss with Supervisors. Remove Priority	Needs to discuss with City Supervisors.			Planning
2 Safe Pedestrian Routes	Improve the existing City trail network	Enlist volunteers and organize a work day, with City providing materials and guidance.	Summer 2014	Trail from West Ave to Buffalo St was put on hold due to School District concerns.	move to complete or add Pending tab or move to bottom of list	There are several trails on the transportation plan. Funding and design of trails needed.	Environmental
3 Active Transportation	Undertake measures to ensure the safe integration of pedestrians, cyclists and other active users among motorized vehicle traffic.	Seek grants and other funding opportunities for implementation of Active Transportation projects.	Limited by existing right-of-ways	?	?		
4 Transportation Alternatives Program	establish trail on south side of 5&20 to Main st west of Main		private property, NYS Parks and NYSDOT approval/coordination necessary. Could connect to switchback trail	?	?	private property, NYS Parks and NYSDOT approval/coordination necessary. Could connect to switchback trail. Funding and design	
5 Active Transportation	1. Integrate Complete Streets Principles in 2015 street project			?	?		
6 Active Transportation	3. Implement Main Street Safety Plan – 2014			?	?		
7 Active Transportation	4. Review and act upon recommendations in Walkability and Traffic Studies - 2014						
8 Active Transportation	Look for consistencies for speed limits and other traffic controlling devices on city streets	Identify what roads have speed limits other than 30mph, why are they different? Should North ST be consistent with North Rd. Both streets are one side in town, one side in city for example.					

**Goal #3 - Canandaigua is a FULL SERVICE community.**

Proactively reinvest in infrastructure, including streets & sidewalks, sanitary sewer & storm

Key Results Area	Individual Objectives	Tactics	Comments	4.5.2016	6.7.16 Comments/Action	2.14.17	9.5.2017	Committee	
1 Services	Cost Effective Services that Community Desires	Review current services for efficiencies, alternative methods of delivery or elimination			<b>Items have been added to the Finance/Budget Committee agenda for discussion</b>	water & sewer rate structure study. Waste management Fire department. Encourage leaf mulching to reduce leaf pick up friends of the leaves group	Water rate study underway.	Finance/Planning	
2 Transfer Station	Long-term solution for the transfer facility	Solar panels to be installed generating revenue or electricity for city?	Solar at City Transfer Station to be proposed. Review of contract with Town for Town Transfer Station is necessary for possible long term agreement		<b>Solar Panels project was delayed due to environmental concerns that have since been addressed. Should be complete by Fall 2016. Partnership with the Town has been renewed and discussions have</b>	<b>almost complete</b>	<b>complete, up and running</b>	Environmental	
3 Transfer Station	Long-term solution for the transfer facility	City has partnered with the town using their "dump" and recycle facility 2 times per month	Solar at City Transfer Station to be proposed. Review of contract with Town for Town Transfer Station is necessary for possible long term agreement		<b>city and town extended their agreement for city to use town facilities. Seems to be working well complete</b>	<b>town looking to update their transfer facility. Agreement up in April so we plan to continue this partnership. Complete</b>	<b>Looking to partner with the town for a joint facility.</b>	Environmental	
4 Infrastructure	Review proposals for unused water tower		Item to be discussed with current lease holders. Alternative Tower must be constructed.		<b>Council expressed desire to increase the priority of the tower. Research has been conducted as to cost estimates</b>	<b>Discussed</b>	<b>still used as cell tower. Received proposals to take it down but cost prohibitive is rusting so it will need something done in the future. Intel or other providers is, may be interested in putting up tower</b>	<b>Has been a back burner item. Fairport did a similar project that can serve as a guide.</b>	Environmental
5 Utilities	Complete Inflow and Infiltration (I & I) study and begin implementation.	Implement recommendations of Phase II of Inflow and Infiltration (I & I) study.	Need report on Study and necessary work		<b>Study to be complete by 1st week of May 2016</b>	<b>Draft report reviewed by DPW and returned to engineer to finalize study and provide other deliverables. Should be provided by end of June.</b>	<b>complete in general we have good sanitary system</b>		
6 Parks & Recreation	Identify funding and take action to complete Northeast Park	Seek funding to complete Northeast Park facilities (pavilion, playground, curbing)	Should this park go back to the school?		<b>Part of Parks Master Plan discussion included a decision to not add further amenities</b>	<b>Agreement states that any improvements would be at the expense of School District.</b>	<b>transfer property back to school district. Field 2 will be closed in 2017. There is a trail from covington place through woods, needs to be completed. This is a good volunteer or eagle scout project.</b>		
7 Parks & Recreation	Review Dog Committee's recommendations for possible dog park location – 2014				<b>On Environmental/Parks Committee upcoming agenda</b>	<b>Update on purchase of land on buffalo Street, council has ok'd project so CCC can begin fundraising</b>	<b>Property purchased on Buffalo ST and CCC is working on funding to build. City will do inkind work and on going maintenance council will need to make decision on whether it would have fee</b>	<b>CCC has a committee working to recommend rules and regulations for City Council consideration. A grant was submitted as part of the CFA. SEQRA is on the agenda for 9/7/2017</b>	Planning
8 Parks & Recreation	Build enclosed Pavilion at Kershaw or city park by Roseland	Engage community groupsto fundraise and donate to building like Outhouse Park					<b>3 groups that would help fund building. Action item for matt, draw up plan and get estimate</b>		
9 Streetscape	Adopt a new approach/focus for Phoenix Street between Main Street and Pleasant Street.				<b>this falls under "Full Service" and Complete Streets 10 year plan which is complete</b>	<b>Where is this road reconstruction in 10 year plan?</b>	<b>delete</b>	<b>Part of DRI. Potential 2019 Road reconstruction project street.</b>	
10 Parks & Recreation	Atwater Park - goal to make Lagoon park 2, not develop it						<b>should it be forever wild? Need parking area, put in picnic tables, small craft launch</b>	<b>Capital budget includes funding for a parking area. An Eagle Scout project will take place to enhance the trail. There is old grant funding to help with parking area as well.</b>	
		raise bridge on lakeshore dr so small boats can get into lagoon and to wegmans							
		Sidewalk on west side of s Pearl by ARC house					<b>discussed at 3.7.17 meeting, 7 residents against disruption of their property and really not enough room. Would cause problem with grading, water and loss of large trees</b>		

**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.

Key Results Area	Individual Objectives	Tactics	Comments	4.5.2016	3.7.17 Comments/Action	9.5.2017	Committee	
1	Downtown Redevelopment	Facilitate investment in a signature/catalyst-type building reuse project with a significant impact on downtown.		Developer to perform further study and discuss with IDA for grants/incentives for development	Environmental study of Labelon is continuing. NYSDEC require additional study.	Property transferred to DHD Ventures, plans to install 42 residential units adding top story. Ground floor tbd. Asbestos abatement in bottom floor to do environmental study. They can work on outside of building now. 11M project and most of financing in place. Staff to schedule call with developer.	Labelon has Planning and Zoning approvals. Work is anticipated to begin this fall. City is working on ReStore NY grant to assist. Included in DRI.	Planning
2	Downtown Redevelopment	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.	Further discuss Revolving Loan Funding for façade/building rehabilitation	City Staff is developing program and has asked Chamber to write grant for the NYS \$10 million downtown revitalization program.	Cdga did not get grant unfortunately. We do have CDBG funds a lot of paperwork and strings. We will apply for NYS downtown revitalization grant program again. Economic committee establishing loan fund	Small Business Loan Program is on agenda. Still waiting to hear on DRI.	Finance
3	City Redevelopment –	Review and consider expanding housing rehab. Partnerships with Habitat and Pathstone.		Renewing partnerships. Ongoing Project. Report needed on worked completed and plans for 2015	Program has expanded. Habitat to demo 2 condemned properties and build 3 new homes. Pathstone to continue work with NYSERDA energy program	still continuing partnership with habitat and pathstone. Both successful and have expanded partnership we have		Finance
4	Lakefront Redevelopment	Work with developers to implement a plan for a signature lakefront hotel/conference center project.		Project under construction of Phase 1	Project under construction of Phase 1 and Developer has started approval process for Phase 2	Phase 1 tenants moving in April 1. 30% rented and a few commercial tenants signed on. Phase 2 city council approved site change is consistent. Phase 2 going to Planning Com March		
6	Pedestrian Plaza at Phoenix Street	close the one way piece of Phoenix Street to create a pedestrian plaza		Pedestrian Plaza does not have business support from street.	No action		Part of DRI.	
7	Tom's Mobil	cleanup			Staff is discussing options for property. RFP process last year and grant application proved unsuccessful. Bryne Dairy and Pizza Hut have express no interest in the property	pursuing working with dec for code violations. DEC will test around the 4 gas tanks, if they find contamination DEC will take them out. Paid for by NYS Spill fund then scahefer will be sued for costs	NYSDEC to restart testing work. City applied for a grant again this year.	
8	Former Steamboat hotel/conference center project		Oversee construction of parking improvements and landscaping on City-owned adjacent land.	Anything city can do to assist project going forward?		Genecco and Murphy came to council looking for \$4M relief to move forward with project. Agreed to discuss proposal in finance		
9	Meridian building					demolished and owned by Norry Dev, awaiting on DEC for testing and cleanup		
10	Tris bulding (Old Acme Building)					just a shell, working on it a little at a time, still condemend building. Tristan Guppy family owns it.		
11	Lisk Building					purchased by Capstone, project for mostly residential. Plan to be presented to council at PUD	City Council rezoned. Application is being prepared for Planning Commission	
12	Outhouse Feed					demolished and privately owned		

**Goal #5 - Canandaigua leads in GOVERNANCE.**

*Continuously improve our governmental operations.*

Key Results Area	Individual Objectives	Tactics	Comments	4.5.2016	6.7.16 Comments/Action	3.7.17	9.5.2017	Committee
1	Technology	Review and implement technology study now in progress	Develop tactics	Shared IT Department with Geneva.	On-going		shared IT person with Geneva, study done, we are behind, working on catching up. Installing fiber to Hurley. Petr is doing great job.	Finance
2	Infrastructure	Investigate Micro Cell technology	Put out RFP; check on Johnson city and Endicott to check their progress	RFP- CMA only responder.	Council asked for follow-up with Southern Tier municipalities.		still too preliminary, seemed unnecessary for third party, tele company will come to us	Planning
3	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.	Geneva Assessor, IT Department	Continually seek out opportunities. Most low hang fruit has been picked.		Shared IT director and assessor currently	Working with town to explore opportunities. Finance
4	Intergovernmental Cooperation / Shared Services	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.				Governor budget has tied new budget to county wide shared services eliminating service in municipalities	Finance
5	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. Merge with Tech plan to make use we have the technology we need to be in touch with residents	Appoint a communications group, residents that specialize in communications to find best way to reach our residents	Increased City use of Facebook and improving website. Looking into adding listserv feature. Traditional media and direct mailings are used, but not always effective.		Still need to add Listserv, increasing communication on facebook. Still doing some direct mailing, using website more, trying to improve website and include pay online. Looking at new software for more synergies, in government. Potentially use postcards?	Planning/ Staff/Tech
6	Council Committees	Are our committees set up to best represent issues we are dealing with today?	Try new committee ideas to represent items on our strategic plan. For ex: Technology could be a committee for this year as we work through tech studies and revamp of communication tools. Or restoration /refurb committee as we address refurbishment downtown and the Hurley building to name a few	Current Committee structure to remain. Advisory Committees to be established when necessary to complete clearly defined objectives.	Complete?		discussed in 2016, Mayor has added updated descriptions to committee names	Planning
7	Communication with Citizens	Implement Citizens City Departments Academy – Mayor organizing						
8	Communication with Citizens	Review staff/citizen committee reviewing City admin. customer service			Update?			
9	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.		Update?		see #6	Staff
10	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.			Recommend the National Citizen Survey (National Research Center)	what residents like and do not like; \$10k for them to come in to do survey	Would like to include as part of 2018 budget
			2. Develop 10 questions that were asked at comprehensive Plan surveys and pool results of stakeholders. Launch survey on website for residents. Consolidate responses					
11	Planning	Review and enact Planning Commission Guidelines – PC working on			On May agenda for final approval	complete		

**Goal #6 - Canandaigua leads in ENVIRONMENTAL STEWARDSHIP.**

Promote practices that conserve our natural resources.

Key Results Area	Individual Objectives	Tactics	Comments	4.5.2016	6.7.16 Comments/Action	3.7.17	9.5.2017	Committee	
1	Review Flood Plain	Revise 100yr Flood Plain and look for opportunities to help residents with flood insurance	Work with FEMA to understand how we can revise Flood Plain map to reflect changes and improvements made in recent years	FEMA to visit in Feb.	City will be entering into the CRS with a score of 8 which will result in savings to flood insurance premiums.	Any further action to be taken? After Kevin O's remediation North of City is there any action we can take to upgrade our score for relief to homeowners?	Kevin's project did help our score to 8. Once implemented hope to improve CRS score. Check with Kevin, more contact with FEMA. Some people able to lower flood insurance	Projects with Watershed and town will help	Environmental
2	Sustainable Practices	Take a leadership role with respect to the utilization of alternative energy sources.	Look for 3 alternative energy sources that the city could potentially use and create a plan for implementation	Solar Panels at Transfer Site	Solar project at old Transfer Station should be complete by Fall 2016.		Complete; both phase 1 and phase 2. solar panels cover 82% of city usage	Installed electric vehicle charging station. Working to be a certified clean community.	Environmental
3	Sustainable Practices	Increase the recycle to waste ratio in the municipal solid waste collection program.	Help our citizens understand means by which they can reduce their environmental impact.	Recycling Toters Program. Report on program plan necessary.	Toter program was implemented in Aug 2015. Will evaluate recycling data in Aug 2016. Results thus far have been promising.	recycle increased 8%, landfill take increased but not as much as it had in years past	review in Aug of 2017		Finance
4	Sustainable Practices	Project Related as applicable.	Analyze environmental impacts, develop short-term objectives and long-term goals.	Should tactics be: Environmental committee to review Operation Practices using SWOT analysis for environmental "friendliness". Identify top 3 opportunities for improvement. Develop objectives to accomplish goals of sustainable practice. Develop policy for operations to continuously improve on "green" practices		not really sure what this is.			
5	Sustainable Practices	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.					Solar panels, EVCS, LED Streetlights	
7	Green Initiatives	Help our citizens understand means by which they can reduce their environmental impact.	Public education - in partnership with FLCC and community.	Environmental Committee spearhead series of short seminars with guest speakers to educate residents in various green initiatives		Update? Combine with 4?	look at toter program	Need to brag more about our efforts. Working to be a certified clean community.	Environmental
8	Green Initiatives	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.		Brief discussion on freecycle program for bulk waste. ReStore and Salvation Army will pick up items.	Update? Combine with 4?	duplicate		
9	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.			solar panels; power plant for municipalities using natural gas to make electricity 85% efficient.	solar panels; power plant for municipalities using natural gas to make electricity 85% efficient.		
10	Legislation	Develop Sustainable practices long term priority blueprint							
11	Improve flood Plain	Kevin Olvany reviewed "wetlands" and potential flooding areas that casue problems to city and Lake in rainy weather	secured grant to improve several sites (?). One is Off North Road Northside that drains directly into sucker brook			see #1, s/b complete			
12	5 yr Moratorium on pesticide and fertilizer use					passed in council 6.2.16	field 2 at NE park will be closed all 2017 due to poor turf conditions and that we are allowing pesticides on Buckthorn and Hogweed in Lagoon park.		

This page has much redundancy, let's clarify several goals and add multiple tactics

Expand Environmental awareness, protection and education.	Services	Promote all aspects of: REUSE*REDUCE*RECYCLE*REPAIR. For the City of Canandaigua, to be a leader among individuals, families, schools, service organizations, restaurants, businesses etc. in our region to better manage everything currently disposable.	Make a City commitment to partner with Town, County, State, etc. to reduce waste and make management sustainable.	This goal will be on going and achievable through individual, commercial and legislative efforts.	Environmental, Ordinance, Planning, Finance	Karen added 3.14.17
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