



Agenda for Regular City Council Meeting

City Council Chambers, City Hall
Wednesday, August 26, 2015
6:30 P.M.

- 1) Call to Order by the Mayor
- 2) 15-212. Review and Approve Agenda
- 3) 15-213. General Business and Appearances
- 4) 15-214. Consideration of the Consent Agenda:
 - a) Consideration of the Minutes from August 20th Special City Council Meeting (rescheduled August 12th meeting due to lack of quorum). 
 - b) Approve a "Petition and Order for Pole & Wire Locations" submitted by Telephone Operating Company of Vermont, LLC (FairPoint Communications) to obtain a license to install a utility pole with associated aerial and underground wiring within the public highway right-of-way on Mountainview Street. The additional utility pole is required to enable the installation of a new underground power feed for National Life which will be installed by Green Mountain Power Corporation. The petition process is a means established by State Statutes to secure approval from a municipality to occupy a public right-of-way and will serve as a type of revocable license. The Public Works Department has reviewed the petition and is prepared to issue a "Construction & Access" Permit for the project and will impose and enforce applicable road and utility standards of construction and property restoration conditions and will require payment of the permit fee upon approval of the utility petition. Staff recommends approval as submitted. A majority of the City Council will need to sign the petition in the space provided; the City Clerk will then record the document in the City's Land Records.
 - c) Accept the proposal submitted by Blow & Cote, Inc. in the amount of \$69,870 for repair of identified issues (delaminated abutments and a deck issue) to the Rialto Bridge on State Street; appoint the City Manager to act as the City's duly authorized agent to execute the agreement and change orders that may become necessary. (See further details in the attached memorandum from Public Works Director Tom McArdle.) 

- d) Accept the recommendation from the Public Works Director Tom McArdle to approve an agreement with Innovative Surface Solutions (ISS) for the lease of storage tanks and related equipment to enable DPW to obtain and utilize liquid deicing products. Other vendors were contacted to request a similar equipment lease proposal but either failed to respond or indicated that this part of Vermont is outside of their service area. (See further details in the attached memorandum from Public Works Director Tom McArdle.) 
- e) Approve the construction cost proposal as submitted by Alpine Restoration for the repair of the East State Street retaining wall; designate the City Manager as the duly authorized agent to execute the contract documents and any contract change orders if applicable. This sole source proposal was solicited from Alpine Restoration to undertake this project. They proposed a lump sum amount of \$33,750 to: relay the frost jacked stones; provide a drainage system; and repair broken steel anchors, etc. Funding for this project will be provided by the CIP Budget under the retaining wall category, using a combination of surplus bond funds from previous savings and the rescheduling of less urgent retaining wall/slope stability projects. (See further details in the attached memorandum from Public Works Director Tom McArdle.) 
- f) Review and approve the Economic Development Strategic Plan (EDSP) Steering Committee's recommendation to retain Fairweather Consulting to complete the City of Montpelier's Economic Development Strategic Plan; authorize the City Manager to negotiate and execute the contract with Fairweather Consulting of New Paltz, New York to complete an Economic Development Strategic Plan and approve up to \$42,760.00 from the Fund Balance to fund this contract. 
- g) Approve a request from Jesse Moorman (15 Terrace Street) for the closure of Terrace Street Extension between Bailey Avenue and Chapman Road on Saturday, September 26th from 3:00 to 9:00 P.M. for a "Neighborhood Potluck". Such closure would directly impact driveway access to the five residences at 13-16 Terrace Street and 13 Bailey Avenue (accessed via Terrace Street). The applicant is not seeking to restrict travel along Bailey Avenue nor access to residences further along Terrace Street Extension including Chapman Road, Richardson Street, and Mather Terrace; these streets would remain accessible at all times via Hopkins Street. As always, the Fire Chief requires emergency vehicle access; anything in the street should be able to be moved quickly. (See attached map for clarification.) 

- h) Receive the FY15 – Q4 Performance Management Report for the period ending June 30, 2015. 
- i) Approve request from the Montpelier Senior Activity Center (MSAC) Director to authorize the City Manager to enter into a contract with EF Wall to complete capital improvements to the Senior Center at 58 Barre Street and appropriate \$50,000 from the exiting endowment fund and up to \$32,102 from the Jackman Estate proceeds to complete this work. This includes the installation of acoustic operable partitions, a new kitchenette and storage closet, and a sound-proof door. These improvements will enable the MSAC to more efficiently program the space. 
- j) Award a construction contract for the Wastewater Treatment Plant Stormwater and Electrical Repairs: The Public Works Department issued an Invitation for Bids to local contractors. Bids were opened on August 21st, at 10:00 AM.
- 1) The contract is for the replacement of approximately 150 LF of 12” storm drain pipe and the replacement of three catch basins within the facility parking lot. The existing piping is metal and has failed resulting in sink holes in two locations. The project also includes replacement of electrical conduit which collapsed over the winter with temporary above-ground wiring currently in place.
 - 2) The engineer’s estimate of probable construction cost was \$36,000. Funding for the construction contract will come from the operating budget for the plant, along with additional revenues from septage and leachate receiving. The bids received are summarized below; a unit price bid tabulation is attached. 

A) DuBois Construction Inc.	=	\$24,800.00
B) Hebert Excavation Corp.	=	\$37,930.00
C) Griffin & Griffin Excavation Inc.	=	\$49,100.00
 - 3) Staff recommends award of the construction contract for the Wastewater Treatment Plant Stormwater and Electrical Repairs Project to the low bidder, DuBois Construction in the amount of \$24,800 and designation of the City Manager as the duly authorized agent to execute the contract documents and change orders if applicable.
- k) Payroll and Bills

- 5) 15-215. Appointment to the City's ADA Committee 
- a) Besides City staff, this committee has shrunk to three public members; Kim Brittenham is moving out-of-state, which will bring the number down to two.
 - b) Frank Shiner recently stopped by City Hall and indicated that he would like to be appointed; see his attached e-mail.
 - c) Recommendation: Opportunity to talk with Mr. Shiner; appointment. There are no set terms for this committee.
- 6) 15-216. Appointments to the governing board of the East Central Vermont Telecommunications District 
- a) At the Council's July 8, 2015 meeting, Montpelier approved its participation in the newly-formed District; the Resolution requires the appointment of a Representative and an Alternate to the board.
 - b) Staff advertised and received a joint letter from the current representatives Rob Chapman and John Bloch. They both would like to be reappointed to serve in this capacity: John as the Rep and Rob as the Alternate.
 - c) Recommendation: Opportunity to talk with Mr. Chapman and Mr. Bloch; appointments; sign Resolution now that it can be completed.
- 7) 15-217. Appointments to the Montpelier Community Fund Board 
- a) The 3-years terms of Eliza Dodd and Julie Hendrickson expire this month; both have chosen to step down.
 - b) Staff advertised and received letters of interest/resumes from Nancy Sherman, College Street; Judith Sterner, Main Street; and Christine Zachai, Foster Street.
 - c) Recommendation: Following an opportunity to meet and talk with the applicants, it is anticipated that Council will go into Executive Session in accordance with Title I, §313, Executive Sessions, (3) *The appointment or employment or evaluation of a public officer or employee*; return from Executive Session and announce appointments.

- 8) 15-218. Conduct the first Public Hearing to consider amendments to the City's Code of Ordinances, Chapter 10, Motor Vehicles & Traffic, Article VII, Parking & Parking Meter Zones, to prohibit parking on National Life Drive in order to establish on street bicycle and pedestrian amenities. 
- a) The location of the proposed parking ordinance amendments are identified as:
 - 1) South side of National Life Drive from Montpelier State Highway to Mountainview Street
 - 2) North side of National Life Drive from Montpelier State Highway to the Hopkins House
 - 3) North side of National Life Drive from Mountainview Street to the entrance to the National Life complex
 - b) DPW staff has provided a cover memorandum containing an explanation of the new striping configuration and the recommendations from the City's Bicycle and Pedestrian Plan. Diagrams showing the proposed parking amendments and striping plan have also been provided.
 - c) Members of the Bike Advisory Committee, Energy Advisory Committee, Parking Advisory Committee, Pedestrian Advisory Committee, and representatives from the National Life complex have been presented the proposed striping plan.
 - d) DPW staff will be in attendance at the City Council meeting to present the ordinance recommendations for consideration.
 - e) Recommendation: Receive presentation; open public hearing for discussion; conduct first reading of traffic and parking ordinances; set date for second reading.
- 9) 15-219. Overview of Public Budget Forum
- a) One of the Council's goals is to "initiate public discussion regarding long term budget choices:
 - b) A working committee has arranged public forums for Thursday, September 24th at the Capitol Plaza and Tuesday, October 13th at Montpelier High School.
 - c) The forums will be facilitated by Montpelier resident Paul Costello.

- d) The City Manager will present an outline of the planned agenda and information to be shared.
 - e) Recommendation: Receive information; provide suggestions to Mayor and Manager.
- 10) 15-220. Amendment to a motion approved in 2013 regarding alternate transportation funding clarification
- a) At the City Council's December 4, 2013, "Councilor Edgerly Walsh amended her motion: moved 5% of gross parking revenue is allocated to alternative transportation to sunset after 5 years with the Bike Committee tasked to come to the Council with a 5-year plan for spending that money. The motion carried unanimously at 7:58."
 - b) Staff would like this motion amended to read "... after 5 years with the **Transportation Committee, in consultation with the Department of Public Works**, tasked to come to the Council ..."
 - c) Recommendation: Approve amendment.
- 11) 15-221. Other Business
- 12) 15-222. Council Reports
- 13) 15-223. Mayor's Report
- 14) 15-224. City Clerk's Report
- 15) 15-225. City Manager's Report
- 16) Adjournment

Sandy Pitonyak

From: Franklin Shiner [franklins@vcil.org]
Sent: Wednesday, August 12, 2015 12:02 PM
To: Sandy Pitonyak
Subject: RE: Testing!

Thank you for the address;

I have been active in disability related activities in Montpelier for my entire life. The ADA committee is an opportunity for me to remain involved with disability related activity through city government as well as through my work. Therefore I would appreciate an appropriate appointment to the ADA committee according to the will of the council.

Franklin Shiner

From: Sandy Pitonyak [mailto:SPitonyak@montpelier-vt.org]
Sent: Wednesday, August 12, 2015 11:38 AM
To: Franklin Shiner
Subject: Testing!

Here is my e-mail address for you, Frank.

Sandy Pitonyak

Administrative Assistant to the City Manager
City Hall - 39 Main Street
Montpelier, VT 05602
Telephone: (802) 223-9502
FAX: (802) 223-9519
spitonyak@montpelier-vt.org



America's Small Town Capital

Mayor John Hollar

William Fraser
City Manager

City Council Members:

Dona Bate
Jessica Edgerly Walsh
Tom Colonka
Jean Olson
Justin Turcotte
Anne Watson

Jessie Baker
Assistant City Manager

July 16, 2015

The Times-Argus

Att: Mandy/Danielle

Please insert the following with City of Montpelier notices on Thursday, July 30th, and Monday, August 10th. Thank you!

CITY OF MONTPELIER

Montpelier Community Fund Board Vacancies

The Montpelier City Council is seeking individuals interested in filling two expired 3-year terms on the Montpelier Community Fund Board; said terms will expire in August, 2018. Letters of interest and brief resumes should be submitted to the Office of the City Manager, City Hall - 39 Main Street, Montpelier (or sent by e-mail to spitonyak@montpelier-vt.org) on or by Wednesday, August 19th. The City Council will make these appointments at their August 26th meeting. Applicants are encouraged to attend; all municipal meetings are accessible to people with disabilities and are held in accordance with the public meeting and public records laws. Further information may also be obtained by contacting the City Manager's Office at 223-9502.

William J. Fraser
City Manager

20 College Street
Montpelier VT 05602
August 7, 2015

Bill Fraser, City Manager
Montpelier City Hall
39 Main Street
Montpelier VT

Dear Bill and Montpelier City Council;

I am interested in being considered for appointment to the City's Community Fund Board. I have relevant and long term experience serving the city in several capacities. I represented District 2 on the Council for six terms; I chaired committees that presented recommended action on the Taylor Street Bridge restoration and proposed revisions to the City Charter. I also represented the city on the Kellogg Hubbard Library Board, Central Vermont Solid Waste District Board, Green Mountain Transit Board, and the Central Vermont Regional Planning Commission's Transportation Advisory Committee.

I am currently retired and engaged as a volunteer with several organizations in and around Montpelier. In my prior professional role as director of an AmeriCorps program, I had extensive experience preparing grant proposals, evaluating requests for services and funding, and assessing outcomes at the completion of a grant cycle.

I would be pleased to join the Community Fund Board and work with them on the distribution of the city's budgeted funds for community service organizations and in support of culture and the arts in the city.

Respectfully submitted,


Nancy Sherman

Nancy Sherman
20 College Street, Montpelier VT 05602
(802) 223-2632 nsherman44@gmail.com cell 802 461 7437

Vermont Campaign for Health Care Security Education Fund

February 2014 – June 2015

2 Spring Street, Montpelier VT 05602

I do outreach for Vt. Health Connect, Vermont's health care exchange, setting up information tables at a variety of locations in Washington County and offering information to assist eligible individuals enroll in health care plans, as provided under the Affordable Care Act.

Neighbor to Neighbor AmeriCorps Program Director

July 2002 – August 2012

Central Vermont Council on Aging

58 N. Main St., Barre VT 05641

I administered this National Service Program that enrolled 18 members for a year of service with seniors and adults with disabilities, promoting independent living and healthy aging. I supervised 4 regional coordinators who were the site supervisors for teams of N2N members hosted at 4 of the Vermont Agencies on Aging. I did member training and performance evaluations for the key activities: performing direct services in senior's homes; engaging seniors in exercise programs at senior centers, volunteer recruitment, and capacity building with community organizations that support older Vermonters. Administrative duties included grant writing; meeting federal and state requirements; directing the member training program and team building; preparing financial and progress reports. Every year, this community service learning program had a significant impact on the quality of life of thousands of seniors as well as the 18 AmeriCorps members enrolled in the program.

Lead Teacher Coordinator/Director of Volunteers

January 1999 – June 2002

Central Vermont Adult Basic Education

46 Washington Street, Barre VT 05641

I worked with adult students in the Barre area who were building basic reading and math skills, pursuing a GED, or improving their ability to speak and understand English. I coordinated communications, recruitment, and management for approximately 400 volunteer tutors who also worked one-on-one with adult students in Washington, Orange, and Lamoille counties. Additional responsibilities included creating outreach publications and a quarterly newsletter; planning volunteer trainings; administering grants from Vt. Council on the Humanities and the Barre Danforth Committee to promote literacy and lifelong learning. I also supervised two AmeriCorps*VISTA members serving at CVABE.

Policy and Program Analyst

October 1991 – December 1998

Vt. Department of Public Service

112 State Street, Montpelier VT 05620

My chief responsibility was coordinating the preparation of long range plans, required by state statute, for meeting the state's projected energy and telecommunications needs. Planning documents I worked on are: *Fueling Vermont's Future: Comprehensive Energy Plan and Greenhouse Gas Action Plan* (1998), *Vermont Telecommunications Plan* (1996), and the *Vermont Electric Plan* (1994). I was staff assistant to a Governor-appointed commission on electric restructuring. I prepared and regularly updated the DPS's Act 200 Plan, working with Regional and Municipal Planning Commissions on energy issues.

Contract Writer for the Court Administrator

May – August 1991

Court Administrator's Office

111 State Street, Montpelier VT 05609-0701

I was under contract to write pamphlets for the Probate Court, explaining procedures established in newly passed legislation in language that was clear and readily comprehensible.

Technician, Robert Spring & Associates**September 1990 – April 1991**

Barre VT 05641

I conducted lighting and energy surveys, gathering data on buildings, equipment, and energy use for technical analysis. The IBM complex at Essex was one of my assignments.

Committee Assistant, Legislative Council**1991 Legislative Session**

State House, Montpelier VT

I served as a Committee Assistant for the House Judiciary Committee and the House Health and Welfare Committee, handling a variety of responsibilities to support the committee chair and gather information needed in the preparation of new legislation.

7th Grade Interdisciplinary Program Aide and Substitute Teacher**1989 - 90 school year**

U-32 Junior - Senior High School, Montpelier VT

I worked with the 7th grade teaching team in a program that integrated science, social studies, reading and writing. I also completed over 20 graduate credits and became certifiable in high school science and math.

Business Analyst, Corporate Project Management Division**November 1986 – February 1989**

National Life Insurance Co., Montpelier VT 05602

I was a systems analyst, working with the premium billing and accounting area and other client services on the development of a new customer information system as well as maintenance of current systems.

Lead Management Analyst, Madison Gas and Electric Co.**April 1981 – April 1986**

PO Box 1231, Madison WI 53701

I supervised a team of three analysts, working with managers in the Customer Services Division on projects to improve service and information, particularly in Energy Conservation and Customer Assistance areas.

Community Service**Montpelier Senior Activity Center****August 2013 – December 2013**

Assisted with the start up of the senior meals program.

Montpelier Charter Revision Committee**October 2012 – August 2013**

I applied and was appointed to serve on this 6 member committee, and I was elected chair. I led weekly meetings as we reviewed each subchapter in the Montpelier City Charter, inviting input from individuals with charter expertise as we carried out the committee's charge "to analyze the contents of the City's Charter regarding anachronisms and items to be deleted, amended or added." I managed the development of the working draft which had the unanimous support of committee members when it was presented to the Montpelier City Council on schedule at an August 2013 meeting and again in November.

Montpelier City Council**March 2000 – February 2012**

I was elected and served 6 terms. During these 12 years, I also served as the Montpelier representative on the Transportation Advisory Committee, Green Mountain Transit Board, and Central Vermont Solid Waste District. I led the Taylor Street Bridge Study Committee, and our recommendation to rehabilitate the historic truss bridge has been implemented. I served on study groups focused on bringing housing to Sabin's Pasture while preserving open space, and I participated in the Barriers to Housing study group.

Education

Vermont Leadership Institute, Snelling Center for Government, UVM

1997 - 98

University of Vermont, Continuing Ed., Teacher Certification credits

1988 - 90

University of Chicago, Graduate School of Business, MBA

1973 - 75

Roosevelt University, Chicago, MA in Education

1968 - 71

University of Chicago, the College, BA in Social Sciences

1964 - 67

Wellesley College

1962 -64

Judith Stermer
182 Main Street
Montpelier, VT 05602

August 14, 2015

William J. Fraser
Office of the City Manager, City Hall
39 Main Street
Montpelier, VT 05602

Dear Mr. Fraser,

I am very interested in the work of the Montpelier Community Fund Board to provide non-profit organizations with the resources needed to provide valuable services to our community. As a non-profit professional, I appreciate the process that funders must go through when selecting worthy projects and grantees to fund. And I am interested in learning more about this process and would like to officially submit my letter of interest and resume for consideration for the board.

I have extensive non-profit experience, having worked with the Vermont Foodbank for nearly 10 years. Because of my work with a number of corporate, foundation and individual donors, I bring an understanding the effort a non-profit must make to attract resources and the challenges of meeting funders' expectations. Having been effective at both, I also understand the keys to a successful proposal and presentation and hope to help non-profits in my community through my experience.

I have included my resume and would love to talk with you regarding how I could make a significant contribution to the Community Fund Board of Montpelier.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in cursive script that reads "Judith Stermer". The signature is written in dark ink and is positioned above the printed name.

Judith Stermer

Judith Stermer

182 Main Street, Montpelier, VT, 05602
(802)505-0699; judysterner@gmail.com

EDUCATION

Master Gift Officer Training, Dedham, MA

Philanthropy Leadership Advancement Nexus, April 2014

Snelling Center for Government, Burlington, VT

Vermont Leadership Institute, June 2013

Marlboro College, Marlboro, VT

Certificate in Nonprofit Management, Spring, 2011

University of Dayton, Dayton, OH

Bachelor of Arts, June 2004

Double-Major: Sociology and Religious Studies

Honors: Dr. Martin Luther King Memorial Award in Human Relations for Excellence in Scholarship

Member of Alpha Kappa Delta

EXPERIENCE

Vermont Foodbank, Inc., Barre, VT

Director of Communications and Public Affairs

April 2007-present

Develop and lead comprehensive and strategic internal and external communications that position the Vermont Foodbank as the leading hunger-relief organization in Vermont, working closely with every department to optimize visibility of Foodbank. Coordinate statewide advocacy and public policy efforts. Develop and execute Foodbank public education/awareness plan throughout Vermont. Develop and manage publications and collateral production including quarterly newsletter, annual report, brochures, donor correspondence, etc. Manage all digital communications, including social media, website, blog and email marketing. Oversee all marketing and promotions, including annual Hunger Action Conference and Hunger Action Month Campaign. Maintain 200K+ annual budget, setting goals related to strategic plan outcomes. Member of seven person Executive Team and supervisor of Digital Media Specialist and Marketing/Promotions Manager.

Special Events/PR Coordinator

September 2005-April 2007

Planned, organized, promoted, and executed events for the Foodbank as part of the development department. Managed relationships with statewide media outlets.

Congressional Hunger Center, Washington, D.C.

Bill Emerson National Hunger Fellow

August 2004-August 2005

Participated in year-long leadership development program that trains emerging leaders in the fight against hunger in the U.S.

University of Dayton, Dayton, OH.

Neighborhood Fellow

December 2002-May 2004

Oversaw 236 residents in the university's student neighborhood. Encouraged community building through organized programs and events.

SKILLS AND INTERESTS

Proficiency in the following: Adobe Photoshop, Illustrator, and InDesign; Microsoft Word and PowerPoint, The Raiser's Edge, Internet research, and emerging web-based social networking tools, including Facebook, YouTube, WordPress, Pinterest and Twitter.

Avid runner, cook, outdoor enthusiast, and traveler.



SUPPORTING FAMILIES & FOUNDATIONS IN
STRATEGIC AND SATISFYING PHILANTHROPY

August 19, 2015

Mr. John Hollar, Mayor

City of Montpelier

39 Main Street

Montpelier, VT 05602

Mr. Hollar & City Councilors:

Please accept my attached resume as application for the board of the Montpelier Community Fund. As a resident of Montpelier, I would be proud to again serve the City in a volunteer capacity. As the founder of a philanthropic advising firm, I am happy to lend whatever sector expertise may be desired to support the board in strategic and effective grantmaking that meets the needs of our community.

Warmly,

Christine A. Zachai

Principal

Certified



Corporation
bcorporation.net

www.forwardphilanthropy.com

christine@forwardphilanthropy.com

PO Box 921, Montpelier, VT 05601

802.279.5633

CHRISTINE A. ZACHAI

FORWARD PHILANTHROPY

WWW.FORWARDPHILANTHROPY.COM

- Supporting families, foundations, and corporations in strategic and satisfying philanthropy.
- Pioneering private philanthropic advising firm, founded 2011.
- Exclusively serving funders, including families, foundations, and corporations.
- Helping funders develop philanthropic missions, and the internal systems necessary to achieve them.
- Management of any/all aspects of grantmaking, from trustee meetings to databases.
- Providing external representation of funders to non-profits.
- Supporting multi-generational family foundations engage Millennial and GenX members.
- Interface with other advisors, including wealth advisors, attorneys, and accountants.

THE PERMANENT FUND FOR THE WELL-BEING OF VERMONT CHILDREN

EXECUTIVE DIRECTOR, 2006 - 2011

- 10-year old, proactive foundation that leads the state in philanthropy for children and families
- Developed a proactive model of engaged, results-based philanthropy in collaboration with board members
- Led boards through deliberative research and decision-making to develop foundation focus
- Spurred increase in annual grantmaking from 21 grants worth \$300,000 to 60+ grants totaling \$1.4M
- Developed and managed 5-year public/private partnership with state government to effectively grant \$1.18M in state funds
- Managed external relationships with co-funders, grantees, policymakers, congressional staff, public school leaders, and media
- Initiated and managed multiple research projects and publications
- Led annual funders' convenings to support partnership among funders

Strategic Initiatives Managed

Vermont Community Preschool Collaborative

A funders collaborative pooling private funds for technical assistance and grantmaking to support communities in developing universal access to publicly-funded preschool.

- \$1.8M raised during 4 years, 12 funders
- Technical assistance provided through 2 contractors
- 35% increase in Vermont children attending publicly funded preschool in 4 years

Vermont Mentoring Collaborative

A funders collaborative that leverages public and private funds to develop access to mentoring for all Vermont children by pairing grantmaking with technical assistance.

- \$718,000, 4 funders, 1 contractor
- 30% increase in mentored children in 3 years

THE VERMONT WOMEN'S FUND OF THE VERMONT COMMUNITY FOUNDATION

EXECUTIVE DIRECTOR, 2003 - 2006

- Doubled capacity to raise funds and effectively invest in strategies for change for women and girls
- Led Board to transform grantmaking with a social change lens
- Increased awareness of VWF through strategic events and media strategies

CHRISTINE A. ZACHAI

Client Satisfaction

I was in denial and procrastinating with one of those important tasks no longer possible to deny: THE WILL. Just attempting to convey my wishes to the lawyer drawing up the necessary papers quickly showed me this would not work.

Luckily, I happened to find Christine Zachai. I am astounded with the difference it makes to research, examine the possibilities, and carefully reflect on the impact and growth possibilities to the prospective benefactors that Christine has made known to me with her skills and experience. Plus the benefit to me who has ceased to view this document with dread.

Her intuitive sense has been a gift as she has shown me that working in depth on the document is a celebration of my life's values.

~ Anonymous client, 2012

Entrepreneurial Management

- Developed and implemented organizational vision, multi-year strategic plans, and annual goals
- 14-year history of building and meeting annual expense and revenue targets
- Proven track record of organizational growth, including 130% increase in Permanent Fund revenue
- Experience in diverse grantmaking processes: board-driven, staff-driven, constituent-driven
- Efficient use of funds per impact as compared to national and state measures

Communications

- Researched & developed 2010 report on early childhood care and education for funders that resulted in significant multi-sector media coverage & guided private funder investments
- Handled over 300 public speaking engagements since 1997
- Developed and delivered workshops in multiple subject areas
- Coordinated development of effective websites, newsletters & other marketing pieces

Education

B.S., Environmental Resource Management
The Pennsylvania State University

Leadership Development

Vermont Leadership Institute, Snelling Center for Government, 2007

Leadership Champlain, Champlain Chamber of Commerce, 2002

Additional Experience

- Vermont Youth Conservation Corps (VYCC)
Development Director, 7/01 - 12/02
Development Coordinator, 4/00 - 7/01
- Clackamas Women's Services (CWS)
Milwaukie, Oregon
Outreach & Development Coordinator, 10/97 - 4/00
- KOIN-TV/CBS
Portland, Oregon
Human Resources, 8/96 - 10/97
- USDA Natural Resources Conservation Service/
USDI Bureau of Land Management
Redding, California
Rural Development Team, 6/95 - 5/96

Community Engagement

- Co-Chair, Capital Campaign Cmte, North Branch Nature Center, 2013-Present.
- Board of Trustees, Vermont Community Loan Fund, 2011 - 2013
- Advisory Committee, Benchmarks for a Better Vermont, 2011 - Present
- Founders Committee, Girls Move Mountains, 2008 - Present
- Co-Chair, Montpelier Conservation Commission, 2001 - 2007
- Montpelier Open Space Advisory Committee, 2003 - 2007
- Council Member, Vermont Women's Fund, 2001 - 2003

City of Montpelier
Department of Public Works
Memorandum

To: William Fraser, City Manager

From: Thomas McArdle, Director of Public Works

Date: August 18, 2015

**Subject: East State Street Retaining Wall Repair
Approval of Construction Cost Proposal**

This memorandum serves as a recommendation to approve a cost proposal and enter into a contract for repair of the East State Street retaining wall. We ask that review of this recommendation and approval of the proposal (attached) be considered at the August 26th, 2015 regular City Council meeting.

- The East State Street retaining wall was constructed in 1898 and is a stacked granite block gravity wall located adjacent to 54 East State Street. An inspection conducted in April of this year revealed that several of the granite blocks along the upper sections of the wall are misaligned and are slowly slipping out of position due to pressures exerted as a result of poorly drained moisture (freeze / thaw cycles), and excessive tree root growth.
- This is an unanticipated retaining wall repair project that must be addressed to correct the lack of stability and as a preventive measure to avoid further deterioration. The adjacent heavily used sidewalk compels us to consider a greater margin of safety for this 14' tall structure containing large unsecured granite blocks that could endanger pedestrians.
- Public Works staff last performed preventative maintenance on the wall in 1987. The shifting or misalignment of the blocks is believed to have taken place over the last 12-24 months. Once the misalignment process begins, it tends to accelerate due to climatic & gravitational forces.
- This wall is very similar in design and age as the Wilder Street wall located on the opposite side of this hillside. The Wilder Street wall was successfully repaired two years ago by Alpine Restoration. Alpine specializes in the restoration of historic masonry structures and has a great deal of experience with this type of work.
- In consideration of the above, a sole source cost proposal was solicited from Alpine Restoration to undertake this project. They have proposed a lump sum amount of \$33,750.00 to; relay the frost jacked stones, provide a drainage system and repair broken steel anchors, etc. Staff believes this to be a fair price and is less than we had anticipated based on the Wilder Street project.
- A few moderately large trees located on private property will need to be removed to eliminate the root pressures contributing to the granite block misalignment. The property owner accepts the necessity for the removals provided that the city participates with the cost of a restoration landscaping plan. The landscaping work and tree removals will be addressed separately.
- Funding for this project will be provided by the CIP budget under the retaining wall category using a combination of surplus bond funds from previous savings and re-scheduling of less urgent retaining wall / slope stability projects.

I recommend approval of the construction cost proposal as submitted by Alpine Restoration for the repair of the East State Street retaining wall. I also suggest that the agenda wording state that the City Manager be designated as the duly authorized agent to execute the contract documents and any contract change orders if applicable.

Attachment

C: Jessie Baker, Assistant City Manager
Kurt Motyka, P.E., City Engineer
Corey Line, Project Management Director





America's Small Town Capital

Mayor John Hollar

City Council Members:

Dona Bate
Jessica Edgerly Walsh
Tom Golouka
Thierry Guerlain
Justin Turcotte
Anne Watson

William Fraser
City Manager

Jessie Baker
Assistant City Manager

July 16, 2015

The Times-Argus
Att: Mandy

Please insert the following with City of Montpelier notices on: Monday, July 20th.
Thank you!

CITY OF MONTPELIER

East Central Vermont Telecommunications District Vacancies

The Montpelier City Council is seeking two Montpelier residents for appointment to one-year terms on the Governing Board of the East Central Vermont Telecommunications District. Letters of interest with a brief resume should be submitted to the Office of the City Manager, City Hall - 39 Main Street, Montpelier, on or by noon on Wednesday, August 19, 2015. They can also be sent electronically to spitonyak@montpelier-vt.org. The City Council will make these appointments at their Wednesday, August 26th, City Council Meeting; applicants are encouraged to attend. All municipal meetings are accessible to people with disabilities and are held in accordance with the public meeting and public records laws. Questions: 223-9502

William J. Fraser
City Manager

John Bloch
7 Liberty Street
Montpelier, VT 05602

Rob Chapman
24 Sibley Ave
Montpelier, VT 05602

August 7, 2015

Office of City Manager
City Hall
39 Main Street
Montpelier, VT 05602

To Whom It May Concern:

This letter is to express our interest in representing Montpelier on the governing board of the East Central Vermont Telecommunications District. We are currently the representatives for the current ECFiber governing board. ECFiber is taking advantage of recent Vermont legislation that allows for the creation of Telecommunications Districts and has already begun the process of creating the district. At the City Council's meeting on July 8, 2015, Montpelier approved its participation in the newly formed District and appointed us temporary representatives.

We both have extensive history and interest in telecommunications and the potential for advancement of community interests. John currently serves as the Chair of ORCA Media and Rob as its executive director. As the telecommunications district continues its growth we feel it is important for Montpelier to continue to work to understand how the district might best support and enhance Montpelier's citizens and organizations. We ask that you allow us to continue in the role as Montpelier's representatives.

Please let us know if you need any further information.

Thank you for your consideration.

Sincerely,


John Bloch
Rob Chapman

**RESOLUTION
REQUESTING MEMBERSHIP IN THE
EAST CENTRAL VERMONT TELECOMMUNICATIONS DISTRICT
AND APPOINTING A
REPRESENTATIVE TO THE GOVERNING BOARD THEREOF**

WHEREAS, the Town of Vershire is currently a signatory of the East Central Vermont Community Fiber Network Interlocal Agreement; and

WHEREAS, the City Council of the City of Montpelier desires that the City of Montpelier continue its participation in this endeavor by becoming a member of the East Central Vermont Telecommunications District.

NOW, THEREFORE, BE IT RESOLVED THAT:

- (1) The City Council of the City of Montpelier requests membership of the Town of Vershire in the East Central Vermont Telecommunications District, qualified as a Communications Union District under Chapter 82 of Title 30, Vermont Statutes Annotated.
- (2) The following residents of the City of Montpelier are hereby appointed to the Governing Board of the East Central Vermont Telecommunications District for terms of one year each:

(Representative)

(Alternate)

Resolution adopted at a regular meeting of the City Council of the City of Montpelier, duly held on the 8th day of July, 2015; Representative and Alternate appointed on the 26th day of August, 2015.

ATTEST:

City Clerk



*Proposal to Prepare
A Strategic Economic Development Plan
on behalf of
The City of Montpelier, VT*

submitted by

**FAIRWEATHER
CONSULTING**
SPECIALISTS IN STRATEGIC CHANGE

NEW PALTZ, NY

with



KINGSTON, NY

August 2015

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A. Cover Letter

August 1, 2015

Mike Miller, ACIP CFM
Director of Planning & Community Development
City of Montpelier
39 Main Street, City Hall
Montpelier, VT 05602

Dear Mr. Miller:

We are grateful for the opportunity to submit a proposal to create an economic development strategic plan for the City of Montpelier. Economic development strategic planning is at the core of our practice and we are very interested in assisting the City with what promises to be a ground-breaking process to enhance Montpelier's ability to generate jobs and wealth. As someone who lived in the Meadow in Montpelier when Charley-O's had the only pizza and the Horn of the Moon had the only distinctive menu in town, I appreciate the progress made over the years.

Our economic development practice has a special emphasis on small cities (e.g., population 5,000 to 15,000) and rural areas. From our extensive experience in economic development strategic planning, we've identified several key principles that would inform the work plan we have proposed for Montpelier:

Build on existing businesses and assets: Newspaper headlines about economic development are often devoted to large attraction projects. But long-term economic development success comes from the ability to identify and cultivate the businesses and assets that already exist there. Research shows that 80 percent of new job growth in a local economy comes from existing firms. Our experience indicates that the best way to do that is to carefully cultivate the firms you already have. Their success will lead to new jobs and attract the attention of firms looking for new locations in Vermont or New England.

The importance of a strategic partnership: It may take a village to raise a child, but it takes an even broader partnership to build an economic base. Indeed, that is why we are recommending that Montpelier's economic development strategy be constituted as a strategic partnership. The City has substantial and significant economic development assets in place. One of the most important things this strategy can do is to build upon your existing success and forge close working relationships

among key stakeholders who can come to share a common vision for Montpelier's economic development.

Effective engagement is essential: We have been engaging communities in constructive conversations on their development future for almost two decades. It involves a clear understanding of who the key constituencies are, how they are to be reached and—most important—what their role will be in the process. Too many economic development strategies have foundered on poorly conceived community engagement that either doesn't reach important stakeholders or else engages them in a process that is so poorly defined and cumbersome that, soon after the consultant departs, the process collapses of its own weight. We discuss our approach at length in our proposal.

This proposal commits Fairweather Consulting to provide the services outlined herein for the specified budget of \$42,760. We've outlined an 8-month process to complete this study for the City of Montpelier with an extensive community engagement process. Once the scope and budget have been confirmed, we are prepared to begin work immediately

If you have any questions about this correspondence or require additional information, please contact me at 845-255-0611, extension 1 or via e-mail at pfairweather@fairweatherconsulting.com.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Peter Fairweather', with a stylized flourish at the end.

Peter Fairweather

B. The Project Team & Key Personnel

Fairweather Consulting focuses on strategic change processes related to economic development, community quality of life, and market positioning. Its clients include municipalities, government agencies, educational institutions, and not-for-profit organizations. We specialize in serving small cities (i.e., population between 5,000 and 15,000) and rural communities.

Peter Fairweather, the firm's founder and principal has a practice specializing in strategic change processes for communities and organizations. His work draws upon more than twenty years of experience in strategic planning, community planning, education and economic analysis. His work on economic development has ranged from a nationally recognized technology-led economic development strategy for Ontario County, NY to feasibility studies for wine and culinary centers in the Hudson Valley, the Texas Hill Country and the Finger Lakes, participation in a multi-consultant team that designed the economic development strategy and structure for the \$60 million Catskills Fund for the Future, and development of a state-wide innovation strategy for the New York State Economic Development Council.

He recently created a "Main Street Strategic Toolbox" for Ulster County, NY, to enable village and hamlets to set their own directions for building successful main streets and creating a Cultural Heritage Tourism Strategy for the City of Peekskill, NY. He has worked on economic development issues for a number of small cities (i.e., population 5,000 to 15,000) including Beacon, NY, Brattleboro, VT, Canandaigua, NY, Corning, NY, Fredericksburg, TX, Geneva, NY, Hudson, NY, Oil City, PA and Weirton, WV among others. He began his professional career as a research economist for the State Planning Office of the late Governor Richard Snelling.

Tim Weidemann of Rondout Consulting brings expertise in economic analysis and public engagement to our team. He has worked closely with large and small public sector clients, leading them through a rigorous strategic planning and change management approach aimed at maximizing their return on economic development. Tim and Peter Fairweather led the community engagement process for Syracuse's "Creative Communities" initiative, a Ford Foundation-sponsored initiative to urban neighborhoods in a discussion of how they may benefit from Syracuse's creative economy.

Tim facilitated the creation of the Hartford Literacy Education and Referral Network (LEARN), a coalition of literacy organizations in that City. He recently completed an analysis of the service-delivery systems of key not-for-profit sectors in Allegheny County, PA. He also led the multi-county benchmarking effort that defined the economic development role for the Chamber of Commerce of Ulster County, NY and has developed economic impact analyses and other models for a wide range of clients.

Prior to founding Rondout Consulting, Tim was a senior associate with Fairweather Consulting, Mr. Weidemann was also a Senior Consultant with Deloitte Consulting LLP. As a public sector practitioner in Deloitte's Change, Leadership and Learning practice, he managed change efforts for several multi-million dollar state and local government projects. He has led teams of up to ten consultants in re-engineering clients' core business processes, assessing organizational change readiness, developing customized training curriculum, and managing program and system implementation logistics.

We will be assisted in this effort by Research Assistant Julia Fiore. Resumes for all of these individuals are included in the attachments to this proposal.

Roles of the Project Team

Peter Fairweather will be director of this project and responsible for maintaining the relationship with the City and those it directs to represent the City in this effort. He will also be responsible for the delivery and presentation of all work. He will shape and participate in the stakeholder outreach, the economic analysis and the preparation of draft materials and final reports.

Tim Weidemann of Rondout Consulting will be the other principal involved in this project. He will lead the economic analysis and modeling and play a key role in shaping the stakeholder outreach. Peter and Tim will serve as the team's presence to the City as client and to the larger community throughout the entire project. They have worked together successfully on scores of economic development and strategic planning projects.

Julia Fiore will support the project by conducting research under Peter and Tim's direction and by providing logistical support for the creation and implementation of the stakeholder outreach.

C. Project Experience

Fairweather Consulting and Rondout Consulting both singularly and together have a long history of success in working with small cities and rural communities on economic development projects. Some of the projects they have completed for small cities and rural areas include:

City of Beacon, NY (population 15,500): We created a site master plan for the University Settlement Camp property in Beacon. The work was based upon a market analysis to identify potential feasible uses, coupled with extensive community outreach to understand and respond to stakeholder preferences.

City of Oil City, PA (population 10,300): Our team Consulting worked with the city that gave birth to the American oil industry on an arts-led revitalization strategy. The strategy included the creation of an artists' relocation program to promote the revitalization of the downtown area.

City of Canandaigua, NY (population 10,500): We drafted an economic development strategy for the City that assessed the city's strengths and weaknesses compared to "benchmark" communities and made recommendations for improving the City's retail, tourism and industrial sectors.

City of Fredericksburg, TX (population 10,500): We prepared a planning and feasibility study for a wine and culinary center proposed for Fredericksburg, TX. This included both a feasibility analysis and an economic impact study. The work positioned the Center as a key industry training facility as well as a gateway destination for culinary

Borough of Tionesta, PA (population 400): We participated in creating an economic development strategy to enable this rural community to better use its tourism assets to generate jobs and income.

City of Corning, NY (population 11,000): We created a residential housing strategy for the City of Corning. The strategy will identify ways in which the housing stock in the City can be repositioned to capture more regional housing demand.

Town of Hebron, CT (population 9,500): We authored a market study and economic development strategy for Hebron Center in Tolland County, CT. The study identified potential commercial uses that could be attracted to (or expanded in) Hebron. This involved an analysis of the existing market potential in Hebron and the surrounding area, and an exercise to "benchmark" Hebron against other downtown centers to better understand the strengths and weaknesses of Hebron Center.

A more extensive listing of each firm's qualifications is found in the attachments to this proposal.

Sample Project: The final report of the City of Canandaigua Economic Development Strategy is included in the attachments to this proposal. Canandaigua is a city of approximately 10,500 located in the Finger Lakes Region of New York State.

Project Understanding: Strategy as a Search for Truth

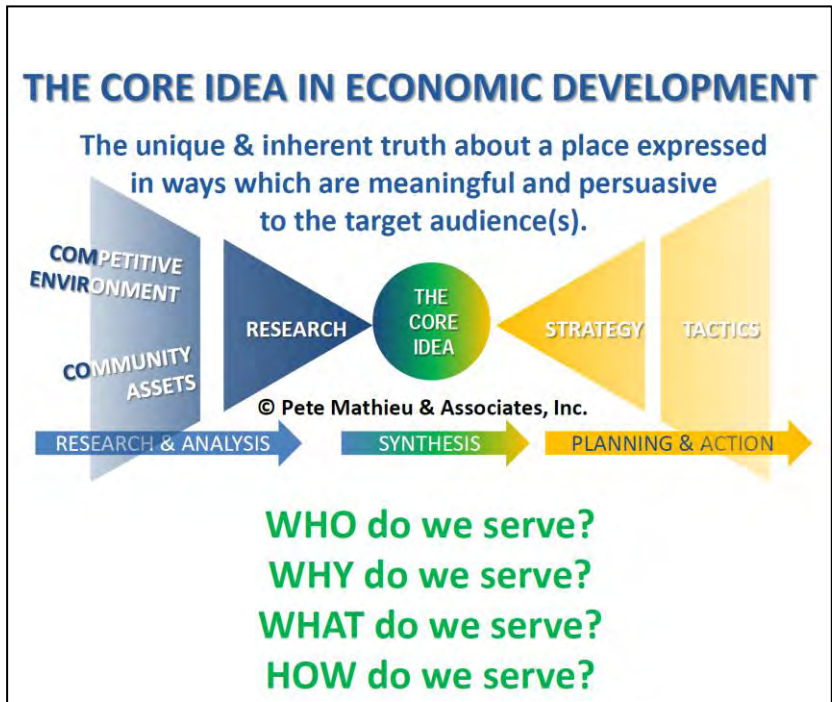
This economic development strategy plan for Montpelier must clearly define what economic development means for Montpelier as a community, what the goals are for the City's economic development and how the community moves forward to achieve those goals.

We approach strategic planning using a model developed by marketing expert A. H. Pete Mathieu. According to his approach, strategy must emerge from a core idea that informs the strategy and everything that emanates from it.

In terms of an economic development strategy, the Core Idea should express “the unique and inherent truth about the economy of a place expressed in ways that are meaningful and persuasive to its stakeholders and target audiences.”

From our perspective, this strategy making process is intended to be a shared exploration of the unique and inherent truth about Montpelier’s economic competitiveness.

Through this process, the community of Montpelier will explore the following questions about economic activity that takes place in the City:



Who do we serve? Who are the target audiences for economic development in Montpelier? Businesses? Taxpayers? Citizens? Others?

Why do we serve? The answer to this question should capture the critical need for economic development in Montpelier: the distinct benefits that stakeholders/target audiences expect to derive from economic development activities in Montpelier.

What do we serve? What are the key services that economic development in Montpelier will provide to its constituents?

How do we serve? How do economic development activities provide the benefits sought by stakeholders/target audiences? What are the specific actions that will deliver the services?

Answering these questions starts to build a shared vision about economic activity and economic development in Montpelier. This shared understanding about Montpelier’s unique and inherent truth as an economic entity lays the basis for an economic development strategy as a community partnership.

D. Project Scope of Work

The Approach: Building a Shared Vision & Strategic Partnership

Our approach will involve creating more than just a strategy. It will build a strategic partnership for economic development with a coordinated set of assignments for key partners throughout Montpelier and beyond. Thus, our approach will involve intensive dialogue with stakeholders in the City's economy about the issues and opportunities facing Montpelier. In addition, there will be a series of outreach meetings conducted during this project and a web-based and social media presence tailored to the needs of Montpelier's stakeholders. The end result will not just be a document or marketing materials. Rather it will be the creation of a comprehensive strategic partnership focused on a single program for the creation of jobs, wealth and community well-being in Montpelier.

Peter Fairweather leading a stakeholder meeting in Greenburgh, NY



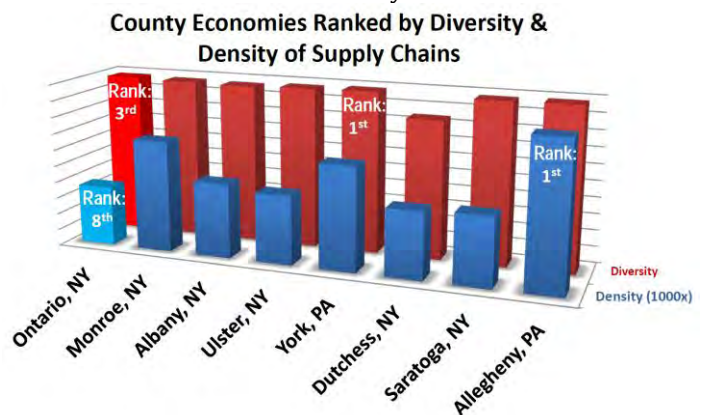
Our proposed work involves four phases: analysis, engagement, creation and action. NOTE: Our phases are given in a slightly different order than in the Request for Proposals. We propose to prepare the assessment of Montpelier's economic performance *prior to* the community outreach. We find it much more effective to engage people if you provide them with some initial draft findings they can respond to. Indeed, this initial work can provide an opening for people to voice their concerns that they might otherwise hesitate to express.

Phase 1: Analysis of Montpelier's Economic Performance

In this phase, Fairweather Consulting will inventory and analyze the economic performance and economic development potential of the City of Montpelier. The inventory and analysis will include:

Existing Businesses: Using the datasets described above, Fairweather Consulting will identify

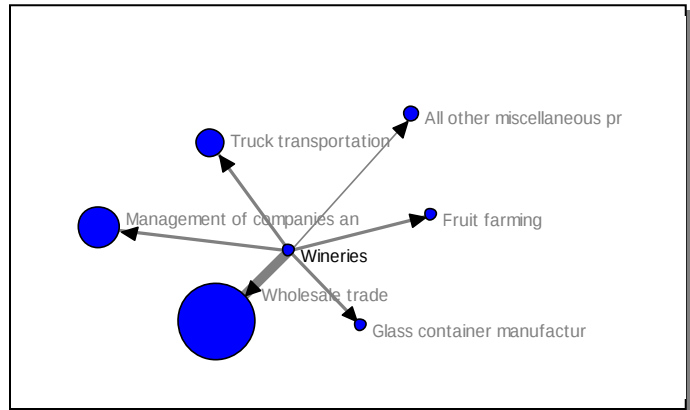
Benchmarking the Diversity & Density of Ontario County's Economy



the current composition of businesses in the City. This inventory will analyze businesses by such variables as NAICS code, number of employees, sales. The inventory will provide an overview of the current structure of the City's economy.

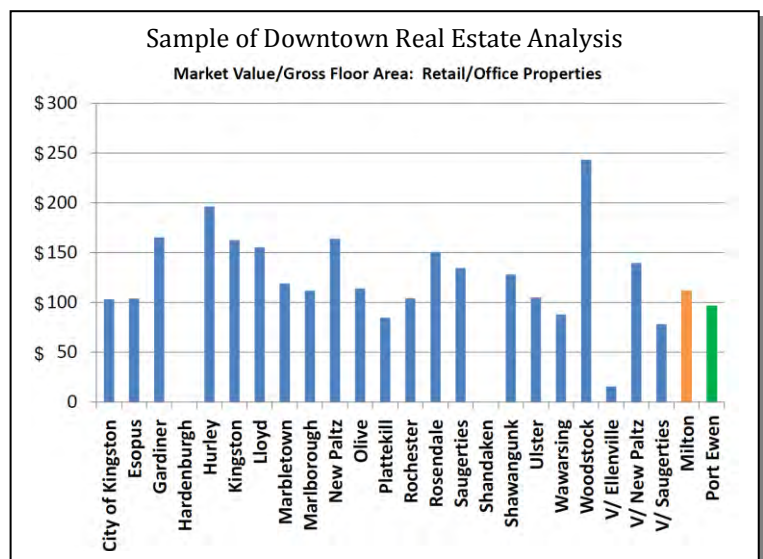
Key National, Regional and Local Economic & Demographic Trends: In addition to compiling an overview of the structure of the City's economy, Fairweather Consulting will analyze short and long-term national, regional and local trends in the economy and population.

Industry performance and cluster analysis: This analysis will provide information on how Montpelier's economy is performing compared to the Central Vermont region, Vermont, New England and the US as a whole. Our analysis will examine patterns of growth and decline in the City's economy as well as identifying the extent to which the City's economic sectors are (or are not) connected to key sectors in the County and regional economy. This analysis will also examine current patterns of buyer/supplier relationships to identify the extent to which Montpelier hosts and/or participates in local or regional industry clusters.



Workforce analysis: This analysis will also look at trends in terms of population and workforce, benchmarking Montpelier's workforce in terms of growth of the working age population, education level and occupational mix. We will also compile data on the workforce development resources available to individuals and businesses in the City through such organizations as CCV, Barre Technical Center, the Small Business Development Center and other agencies.

Downtown retail analysis: In addition to traditional industry analysis, Fairweather Consulting will examine trends in retail trade for Montpelier compared to the surrounding area. The analysis will



identify the current size and composition of the City's retail sector.

It will also examine the balance between local demand for retail goods (as measured by estimates of local spending) versus the supply of retail businesses (as measured by estimates of local sales) to determine sectors for which Montpelier acts as a regional center and those sectors that may be underserved in the City.

Tourism analysis: Fairweather Consulting will work with the Montpelier Chamber of Commerce the Central Vermont Regional Planning Commission and the Agency of Commerce and Community Development to best estimate the size of the local tourism economy for the City of Montpelier. This analysis will identify key visitation trends, major local tourism destinations, and—to the extent possible—will estimate the role tourism plays in the City's economy based upon trends in such data as employment, sales tax, occupancy tax, etc.

This analysis will provide a sense of the current performance of Montpelier's economy, setting the stage for community engagement and ultimately for a tight focus on the key target sectors for this strategic plan.

Economic Development Assets: In addition to its economic base, Montpelier has many economic development assets that contribute and/or can contribute to its economic competitiveness. Fairweather Consulting will inventory these assets and describe the role they play or could potentially play in the City's economy. Such assets will include (but are not limited to):

- Sewer and water infrastructure including available capacity
- Vacant and Underutilized Sites that could accommodate further development
- Internet access available throughout the City
- Workforce development organizations such as CCV, Montpelier High School, Barre Technical Center, the Small Business Development Center
- Higher educational institutions such as the New England Culinary Institute, Community College of Vermont, Vermont College of Fine Arts
- Current or potential economic bellwethers such as the National Life Group, the Central Vermont Medical Center, etc.
- Cultural resources such as Lost Nation Theater, the Artisans Hand, the Chamber Orchestra Society and others
- Other assets as identified during our research

In cooperation with the project steering committee, each of the assets will be identified and its current and/or potential economic development role summarized.

Local Organizational capacity: Fairweather Consulting will also inventory the current organizational resources devoted to economic development in the City. In cooperation with the project steering committee, this inventory will identify each of the organizations in the City involved in economic development. The inventory will, if

possible, identify the annual economic development budget, staffing levels and particular economic development-related initiatives carried out by each. Among the organizations to be included in this inventory are the City of Montpelier, the Montpelier Chamber of Commerce, the Montpelier Business Improvement District and others identified during this task.

Identifying Potential Targets: The analysis will also identify potential targets for the economic development strategy, both in terms of economic sectors that may hold opportunities for the City as well as geographic locations.

- Potential target sectors: the analysis will identify by sector the types of businesses that could be the focus of business retention, expansion and attraction efforts, along with a justification for including those particular targets.
- Potential Catalytic Sites: the analysis will also identify vacant or underused properties in the City that have the potential to host new or expanded economic activity resulting from this strategy. The analysis will identify and describe the parcels in terms of location, size, current and/or past uses and any known site constraints. In addition, the analysis will suggest the type or types of uses for which the sites are potentially suited.

Summarizing the Results through SWOT Analysis:

The results of all of these analyses will be summarized in a SWOT framework, identifying the strengths and weaknesses of Montpelier's economy as well as outlining potential opportunities and threats it faces. The information summarized in the SWOT analysis will serve as the basis for the discussions with stakeholders in Phase 2. In addition, the results of this Phase 1 analysis will be made available for broader public discussion through a special project website created using the Ning.com social networking platform.

Site Analysis for Simsbury, CT Economic Development Strategy

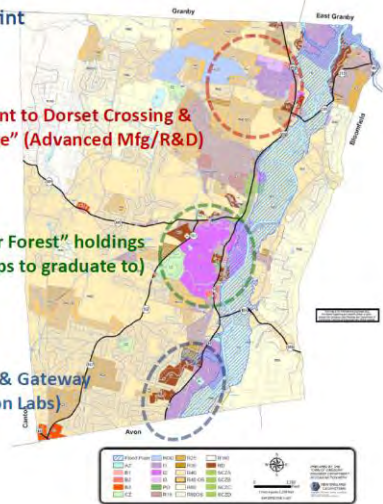
Summary of Findings: Site Analysis

Key Sites for bigger-footprint industrial/office uses:

Lands adjacent to Dorset Crossing & "North Village" (Advanced Mfg/R&D)

"Powder Forest" holdings (Place for start ups to graduate to)

The Hartford's Campus & Gateway ("spillover" from Jackson Labs)



Phase 2: Engagement—Identification Barriers, Opportunities & Partners

Once the analysis has been completed and summarized in the SWOT analysis, Fairweather Consulting will begin to identify barriers and opportunities regarding economic development in Montpelier.

Community/Stakeholder Engagement: As described below in the section on “Creating a Community Engagement Process,” we will conduct a series of customized outreach efforts to engage the community and other stakeholders with these findings to elicit their opinions regarding the economic future of Montpelier.

During the process, the stakeholders will be asked to provide their perceptions regarding specific barriers and opportunities to economic development, particularly with regard to their areas of expertise and/or special interest. They will also be asked to identify ways in which they believe they could contribute to Montpelier’s economic development as part of the strategic plan. This engagement will take place as outlined below in the section on “Creating a Community Engagement Process.”

Summary of Findings: Fairweather Consulting will compile the results into a summary report describing the engagement process results and providing an overview of the stakeholders’ perceptions regarding barriers and opportunities to economic development as well as their respective potential roles in the economic development strategy. We will structure the process to identify three types of long-term commitments from stakeholders:

Core leadership team: This is a group of typically three to five people to keep the overall strategy and its strategic partnerships moving forward during the planning process and afterward. These will typically be professionals who can include the tasks associated with implementation as part of their “day job.” Often, one professional will be designated the lead of this group with the others serving as advisers and catalysts for the strategic plan implementation.

Strategic partners: This larger group (10 to 15 members) consists of representatives of key organizations that have responsibility for a particular initiative in the plan. (For example, if small business development is a key focus of the plan, the Small Business Development Center might be tasked with providing programming or services to target small businesses.)

Concerned community members: These are participants in the engagement process who wish to follow the progress of the strategic plan and may volunteer their time on some projects occasionally. Their primary form of participation is likely to monitor plan activity through social media or by attending regularly

scheduled meetings of local government and/or community organizations.

Phase 3: Creation—Identifying Key Industries & Setting a Strategic Direction for Montpelier

Following the analysis and engagement phases, Fairweather Consulting will undertake the “creation” phase of the strategy. This will involve bringing together the information and insights gathered in the two earlier phases into a draft strategic plan for economic development in Montpelier. The deliverables for this phase will include a Draft Economic Development Strategic Plan for Montpelier. This will include a report on key target industries for Montpelier, draft municipal policies and an overall partnership structure and action plan for economic development in the City.

Report on Key Industries for Montpelier: The analysis of economic performance and the community engagement will set the context for a “deep dive” into three sectors of the City’s economy that have the greatest promise for long-term creation of jobs, wealth and community well-being. As the context for economic development is better understood through the community engagement process, the strategy’s key industries will be identified through the quantitative analysis and modeling in and after Phase 1 (e.g., shift-share analysis, location quotients, supply chain analysis, etc.). The report for each of the key industries will contain the following:

- **Competitive Situation Profile:** A competitive situation profile will be compiled for each key industry identifying past performance at the national level, in New England, in Vermont and Central Vermont. The analysis will identify key opportunities for and barriers to growth at each of these levels. The analysis will conclude by identifying the key competitive advantages Montpelier offers for such industries and by identifying sites/areas in the City that represent growth opportunities for these industries.
- **Policy Recommendations:** It will also include a set of any policy recommendations (state, regional and local) that would be important in fostering such industries in Montpelier, including identification of any new economic development tools that may be required to assist such industries (e.g., tax increment financing, workforce development programs, etc.).
- **Tax Impacts:** Using IMPLAN, RIMS, EMSI or other appropriate economic modeling systems, we will provide an overall economic and fiscal impact analysis

Our Estimate of the Economic Impact of a Texas Center for Wine & Culinary Arts in the City of Fredericksburg

IMPLAN Impact Model Results - 34,000 Deliberate Culinary Visitors

Region	Output				Employment		
	Total Spending	Captured Locally	Indirect/Induced Output	Total Value Impact	Direct Emp Impact	Indirect/Induced Emp Impact	Total Emp Impact
Gillespie County	\$11,730,000	\$ 8,975,698	\$ 2,306,020	\$ 11,281,718	98.4	21.6	120.0
Hill Country Tourism Region	\$11,730,000	\$11,456,323	\$ 2,257,000	\$ 13,713,323	87.6	16.5	104.1
Texas Total	\$11,730,000	\$11,456,323	\$ 4,692,134	\$ 16,148,457	90.3	33.8	124.1

Source: compiled by Fairweather Consulting using IMPLAN multipliers for Gillespie County, the Hill Country Region and Texas.

for each key industry sector in terms of the local, regional and state multipliers associated with job creation in the industry and the State and local tax impacts generated by growth in each of the key industries.

- **Goal statements & metrics:** This section will define the desired outcomes for the strategic plan with a time frame by which each of these outcomes should be reached to improve Montpelier's performance in each of the key industry sectors, with recommendations for metrics to use to track goal attainment. It is anticipated that the metrics will be taken from data that is readily available and does not require additional research or data collection to produce the metrics.

Draft Municipal Policies: The policy finding for this economic development strategic plan will be compiled into draft policies in a form that can be readily incorporated into the Economic Development Element of the Montpelier Municipal Plan.

Responsible Partners & Partnerships: Based upon the recommendations in the Report in Key Industries, the strategy will identify the organizations responsible for carrying out these actions and the resources required to do so. As appropriate, any new partnership relationships required to carry out key actions will be specified at this point. Note that the recommendations included in this section will be an outgrowth of the consultations made with stakeholders during Phase 2 of the strategy. We have found this is an effective way to secure buy-in while the recommendations are being developed, rather than having to persuade the organizations once the strategy is drafted.

The specification of partnerships is key to Montpelier's success. For example, it is very difficult for a small municipality operating alone to sustain a successful industry attraction effort. It is very likely that any such effort should be conducted in partnership with the Central Vermont Economic Development Corporation and the Agency of Commerce and Community Development. Building upon regional "brands" that these agencies offer often increases the visibility of a smaller city such as Montpelier.

Sequenced Action Plan: Given the targets, actions and partners identified, the strategy will define a sequenced action plan to implement the strategy. The action plan will define the sequence of actions, specify the role of each of the partners and define the resources required to undertake these actions. It is anticipated that the action plan will be sequenced over a three- to five-year time frame.

Phase 4: Action—Adoption of the Montpelier Strategic Partnership

The final phase of the strategy will be the presentation of the draft strategy to the public and stakeholders and ultimately, the official adoption and implementation of the strategy by the City government and the key stakeholders.

Montpelier Economic Development Summit: Fairweather Consulting will present the draft strategy at a public meeting to which all stakeholders and the general public are invited. The findings and recommendations of the strategy will be presented along with recommendations for the composition of and action agenda for the Montpelier Strategic Partnership. Following input from the public and stakeholders, the draft Strategic Partnership will be finalized and presented to the Montpelier City Council and other key partners for formal adoption and implementation.

Training for Key City Staff and Key Partners: Following the adoption of the Strategic Plan, we will provide training to City staff and key partners they identify on the process of gathering and assessing progress using the metrics identified in the strategy. Following the training, we will be available on an ongoing basis to provide assistance with strategic monitoring.

Managing the Community Engagement Process

When we see expert and administrative official, legislator and judge, and the people, all integral parts of the social process, all learning how to make facts, how to view facts, how to develop criteria by which to judge facts, then only have we have a vision of a genuine democracy.

Mary Parker Follett. *Creative Experience*, 1924.

Ninety-one years ago, Mary Parker Follett pointed out that democracy isn't simply the static process of voting. It is built on an ongoing interaction to uncover a shared understanding of the truth of a situation. Collaborative actions arising from such a shared understanding should be more equitable. At the same time, they can also be more *effective* by being derived from a much wider array of experiences and understanding. But a community can only get to that point through a carefully structured process.

We take pride in our ability to create meaningful community engagement that is inclusive and produces recognizable results for community members. We've led successful community engagement processes in urban neighborhoods in Pittsburgh and Syracuse. Public engagement was key in our efforts to shape the "First Wilderness"

heritage corridor in the Adirondacks, the “Green Assets” program of the Shawangunk Ridge Biodiversity Partnership and a host of community-based economic development efforts. The key concept for the housing strategy we recently prepared for Corning, NY came from comments we received during our community engagement sessions.

Note: in order to be effective, a community engagement process must embrace conflict and well as consensus. We build processes that deliberately include a creative space for controversy and dissent. Indeed, some of the best meetings we’ve held were in the midst of public controversy and even hostility to the projects underway.

Our approach to community engagement rests on the following principles:

- **Engage people through their own areas of interest:** Not every volunteer will share a global interest in the overall well-being of Montpelier’s economy. For most participants in a strategic planning process, it is best to invite their participation as it relates to their individual area of interest.
- **Give them something they can respond to:** Most people don’t spend their time considering what should be included in an economic development strategy. Therefore, asking them to provide input in the City’s strategy can be daunting and mystifying to volunteers and stakeholders. We find it is much easier to engage them and learn from them all they have to offer if people are given information to respond to.
- **Make their input count:** If you are going to ask people for their ideas and opinions, the process should be structured so that those ideas and opinions can shape the outcome in a meaningful way.
- **Provide different means for them to participate:** Not everyone likes to speak at public meetings or focus groups. Not everyone likes to share their ideas in writing. We anticipate a process that uses focus groups, public meetings, social media, one-on-one interviews and on-line surveys to secure ideas and opinions from stakeholders throughout Montpelier. See below for a longer discussion on that topic.
- **Keep them aware of the process and where it is headed:** This is key. At every interaction—whether it is a steering committee meeting, stakeholder focus group, or public outreach session, we begin by describing the overall process, where we are in it right now, what the expectations are for the current activity, what the next steps are, and what the final product is expected to accomplish.
- **Make it compelling and—if possible—enjoyable:** economic development strategies can become the rote compilation of unrelated wish lists. In addition to the mounds of data and hours of interviews and meetings, there needs to be a compelling vision that communicates to people why this all matters. In some cases, the “core idea” of the strategy can serve that purpose. However it is

expressed, that theme should be paramount in all communications surrounding the economic development strategy. It expresses the truth about the situation facing the City while setting a context—opportunities for innovation—that is positive and may even be seen as exciting.

Creating an Inclusive Community Engagement Process encompassing the needs of Millennials, Generation X, and Baby Boomers

We use the principles above to custom-build a community engagement process for each assignment. A brief analysis of households in Montpelier reveals at least five major “psychographic” segments in the City as defined in ESRI’s “Tapestry” system of psychographics as shown in the accompanying table. (These segments are defined by a cluster analysis of demographic, social and economic characteristics of households.)

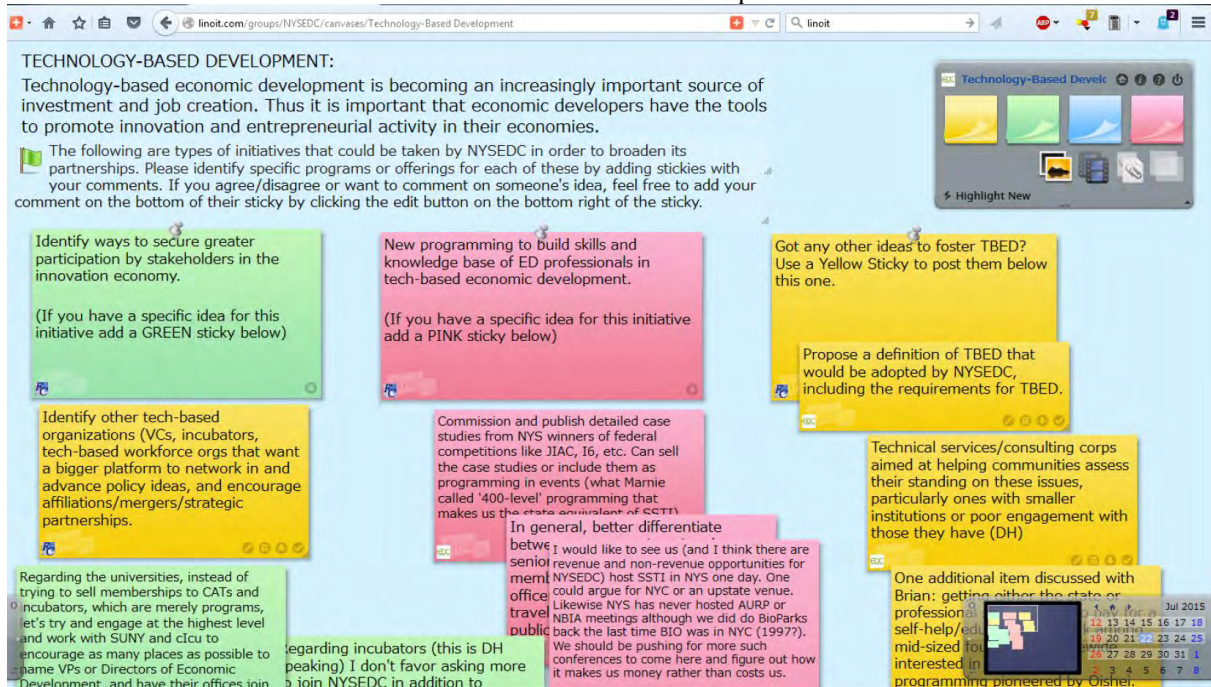
A summary description of each segment can be found by clicking on its name in the table in the electronic version of this proposal. They are also included in the attachments of the “analog” version of this proposal. As you can see, these start to get at the ways in which households in Montpelier differ from one another in terms of the use of media, leisure time, etc. Now, it *is* possible to use such information as the basis for building our community engagement process. But that would miss one of the real advantages of working in small cities: face-to-face problem solving. We propose the following process to create an inclusive engagement process for Montpelier’s economic development strategy:

Households by Tapestry Segment in Montpelier Compared to the United States, 2015		
	Montpelier	United States
Tapestry Segment	Percent	Percent
In Style (5B)	34.2%	2.3%
Old and Newcomers (8F)	26.5%	2.3%
Set to Impress (11D)	14.8%	1.4%
Emerald City (8B)	13.2%	1.4%
Retirement Communities (9E)	11.3%	1.2%
Subtotal	100.0%	8.6%
Source: ESRI Tapestry Lifestyle Segments.		

- 1. Define Key Stakeholder Groups:** The Fairweather Consulting team will meet with the project steering committee to identify key stakeholder groups/constituencies that should be included in the engagement process. Note: the Tapestry segments and other data can be used as a starting point for thinking about the segments of citizenry in Montpelier that should be included in this process. We should also discuss such stakeholder groups as elected and appointed officials, merchants/business people, environmental groups, civic groups, local, regional and state planning and economic development officials and other such groups

2. **Interviews/focus groups with stakeholder representatives:** This process will identify the most effective means for outreach for that particular group/segment. We can refer to research on the communications preferences of various populations segments to help frame our outreach effort. But the beauty of working in a small community is that we can vastly improve on that by consulting directly with local stakeholders to understand what their preferences are as community members in Montpelier. Note: the outreach approach will certainly involve social media, but we may also learn that particular segments can be best reached via existing community organizations (e.g., Montpelier Alive, the Downtown Improvement District, the Montpelier Business Association, the Lost Nation Theater, etc.)
3. **Define and Implement outreach:** Based upon the information gleaned in the interviews/focus groups, we will create a series of specialized forms of outreach for each of the stakeholder groups. As mentioned above this can be through digital media, existing organizations, special meetings set up for certain stakeholder segments, etc. In the past, we have used a wide variety of media from SurveyMonkey to Google Groups to BuddyPress sites. We have even used a service (www.lino.it) that lets users comment/participate using virtual “post-it” notes. Our engagement plan will be a mix of approaches designed to best serve each segment.

A Lino.it site recording board member comments during a virtual session for the strategic plan of the New York State Economic Development Council.



Livability Factors in the Economic Development Strategy

There was a time when including questions of quality of life and livability in economic development efforts was seen as a laudable “extra.” It is now central to how Fairweather Consulting approaches economic development. This is all due to one factor: the importance of workforce and/or talent in the 21st Century economy.

To give you a sense of it, the residential housing improvement strategy we recently completed for the small city of Corning, NY was all about maintaining and improving the quality of Corning’s residential neighborhoods. One of the major drivers behind this effort was the need to ensure that engineers and other professionals recruited by the major employers in the City would find it an appealing place in which to live.

An unattractive, unlivable city would damage the economic competitiveness of those employers. The same is certainly true for major Montpelier employers like the National Life Insurance Group, the New England Culinary Institute, and others. Montpelier’s livability as a city will play a central role in the an economic development strategy created by Fairweather Consulting.

Incorporating Qualitative Data

In our economic development strategic plans, we do not separate community input from quantitative data. They are two different ways of understanding how a local economy operates and both need to be included simultaneously in the strategy development process.

While quantitative analysis makes an important contribution to defining competitive advantage, it is built upon *qualitative* understanding of the competitive environment and the community’s own capabilities to move forward. We typically use two models to incorporate qualitative data. We compile and present an analysis of the community’s “strengths, weaknesses, opportunities and threats” (a SWOT analysis) to summarize our understanding of the community’s competitive situation and to show how the quantitative and qualitative data have contributed to the analysis. In our work, the SWOT analysis is not presented as a definitive diagnosis, but is intended as a springboard to a discussion of data and other aspects of the economy to produce a shared *qualitative understanding* of the community and its current economic situation.

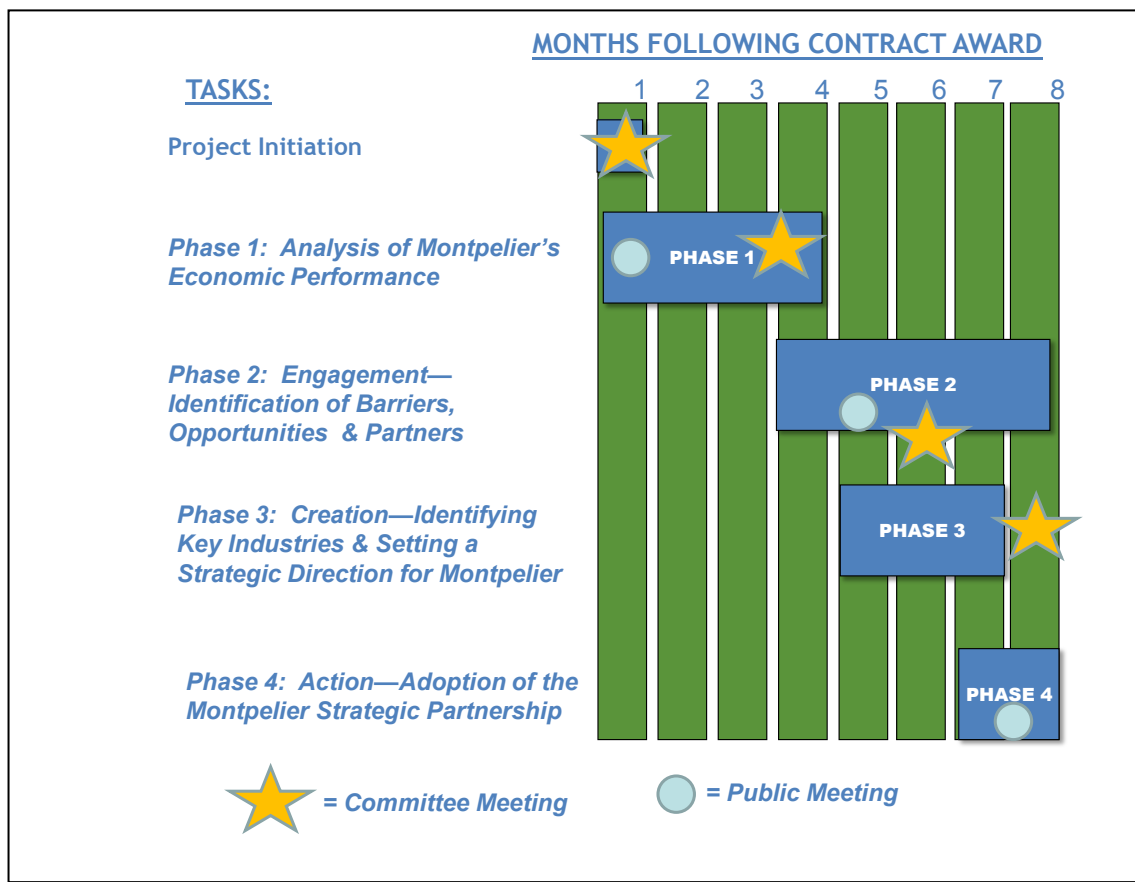
We also use the “core idea” model (described above on page 6) as a way of incorporating qualitative data. Such data must be included in the analysis in order to answer the key questions in the core idea model. Again, we typically use the model in an iterative process with the project committee and other stakeholders, asking them to review and comment on the results as a means to developing a deeper understanding of the qualitative issues that are driving the core idea and how they in turn will affect the strategy that emerges from it.

Data Sets

The analysis for this project will be conducted using data from such sources as the Census Bureau, the US Bureau of Economic Analysis, the Federal Reserve Bank of Boston, the Vermont Department of Labor, commercial databases such as ESRI, IMPLAN and InfoUSA and others as appropriate.

E. Project Schedule

Fairweather Consulting proposes to complete the Montpelier Economic Development Strategy in eight months as shown below.



F. Work Sample

A copy of the Strategic Economic Development Plan we did for the City of Canandaigua, NY is included in the attachments to this proposal.

G. Cost

Fairweather Consulting proposes to complete the Montpelier Economic Development Strategy for a budget not exceed \$42,760 as detailed below.

Proposed Project Budget	Rate:	Hours:	Budget:
Project Initiation			
Total Task Budget:			\$ 590
Peter Fairweather	\$ 140	2	280
Research Assistance	\$ 60	1	60
Expenses (travel, proprietary data, etc.)			250
Phase 1: Analysis of Montpelier's Economic Performance			
Total Task Budget:			\$ 9,040
Peter Fairweather	\$ 140	24	3,360
Tim Weidemann	\$ 135	24	3,240
Research Assistance	\$ 60	24	1,440
Expenses (travel, proprietary data, etc.)			1,000
Phase 2: Engagement—Identification of Barriers, Opportunities & Partners			
Total Task Budget:			\$ 15,350
Peter Fairweather	\$ 140	48	6,720
Tim Weidemann	\$ 135	42	5,670
Research Assistance	\$ 60	36	2,160
Expenses (travel, proprietary data, etc.)			800
Phase 3: Creation—Identifying Key Industries & Setting a Strategic Direction for Montpelier			
Total Task Budget:			\$ 11,820
Peter Fairweather	\$ 140	36	5,040
Tim Weidemann	\$ 135	24	3,240
Research Assistance	\$ 60	9	540
Expenses (travel, proprietary data, etc.)			3,000
Phase 4: Action—Adoption of the Montpelier Strategic Partnership			
Total Task Budget:			\$ 5,960
Peter Fairweather	\$ 140	24	3,360
Tim Weidemann	\$ 135	12	1,620
Research Assistance	\$ 60	8	480
Expenses (travel, proprietary data, etc.)			500
TOTAL PROJECT BUDGET			\$ 42,760

Note: Totals may not "foot" due to spreadsheet rounding.

H. Professional References

Project Contact	Project Description
Economic Development Strategy: City of Canandaigua, NY	
Alison Grems, President/CEO Canandaigua Chamber of Commerce 113 South Main Street Canandaigua, New York 14424 Telephone: 585-396-4400 x206 Email: agrems@canandaiguachamber.com	Fairweather Consulting prepared an economic development strategy for the City that assessed the city's strengths and weaknesses compared to "benchmark" communities and made recommendations for improving the City's retail, tourism and industrial sectors.
Main Street Strategic Toolbox & Shovel Ready Strategic Plan: Ulster County, NY	
Dennis Doyle Director Ulster County Department of Planning 244 Fair Street P.O. Box 1800 Kingston, NY 12402 Telephone: 845-340-3339 Email: ddoy@co.ulster.ny.us	Fairweather Consulting worked with the Ulster County, NY Planning Department to create a "tool box" of information to enable Ulster County main street areas to prepare strategic plans for growth and revitalization. A copy of the final report for this project can be downloaded from the planning department's website at http://www.co.ulster.ny.us/planning/ucpb/mainst/cwc_mainstreet.pdf We also worked with the planning department to create a strategy to promote "shovel ready" development sites in the County.
Rural Technology-led Economic Development Strategy: Ontario County, NY	
Michael Manikowski, Director Ontario County Office of Economic Development 20 Ontario Street Canandaigua, NY 14424 Telephone: 585-396-4460 Email: Michael.Manikowski@co.ontario.ny.us	Fairweather Consulting created the strategic plan that enabled the Ontario County Office of Economic Development to pursue a technology-led economic development strategy in a rural county on the outskirts of the Rochester Metropolitan area. We developed and trained the staff on a strategic plan "dashboard" to track progress. The County has consistently led the region in job growth both overall and in manufacturing in particular. We are currently preparing our fourth update for the strategy.

Community Outreach, "Creative Communities" Initiative: City of Syracuse, NY

Ben Walsh, Deputy Commissioner
Division of Business Development
Washington Station
333 W. Washington St., Ste 130
Syracuse, NY 13202
Telephone: 315-473-3275
Email: BWalsh@SyrGov.net

Fairweather Consulting led the community engagement for the Ford Foundation-funded "Creative Communities" initiative of the Metropolitan Development Association of Syracuse. We conducted interactive sessions in four inner city neighborhoods to define how those neighborhoods might take advantage of the "creative economy" in Syracuse.

Residential Housing Improvement Strategy, City of Corning, NY.

Steve Dennis, Director
Planning & Economic Development
City of Corning
One Civic Center Plaza
Corning, NY 14830
Phone: 607-962-0340
Email: corningplanning@gmail.com

The plan identified a series of programs and service delivery structure through which the City can leverage market forces to systematically and consistently improve the residential housing stock in the City.

Cultural Heritage Tourism Strategy, City of Peekskill, NY

Christopher Marra, Executive Director
Secaucus Housing Authority
700 County Avenue
Secaucus, NJ 07094
Telephone: 201-867-2957
Email: christopher@secaucusha.org

Fairweather Consulting created a cultural heritage tourism strategy to enable the City of Peekskill to use its cultural heritage assets to improve its tourism economy. The strategy defined the City's potential target market, assessed the assets the City could use in this effort, and provided an economic impact assessment of cultural heritage tourism visitation to the City. Mr. Marra was with the Peekskill planning office and oversaw our work in Peekskill.
(<http://www.cityofpeekskill.com/planning-and-development/pages/cultural-heritage-tourism-strategic-plan>)

Attachment 1: Professional Qualifications for Fairweather Consulting and Rondout Consulting

We work closely with our clients to identify strategic choices that reflect their values while responding to the realities of budgets, markets and internal capabilities.



We analyze market conditions and trends, assess the structure and capabilities for delivering services, and work with local leaders to set a shared vision for success.

Typical projects involve:



Strategic Planning

We provide our clients with leading-edge intelligence on industry trends and help them set new directions or define targets for growth and development.



Economic Analysis



We work with our clients to understand their products and services. Our feasibility studies go beyond simple market analysis and identify the configuration of goods and services most likely to win market support.



Small City/Hamlet Development

FAIRWEATHER CONSULTING promotes innovative solutions for economic development in small cities and rural areas. Our work involves analyzing a variety of market segments including retail, housing, cultural heritage tourism, culinary tourism combined with assessing the competitive strengths and weaknesses of the district under study. Recommendations address market opportunities, zoning, recruitment strategies, etc.

REPRESENTATIVE PROJECTS



Ulster County Main Streets
Strategic Toolbox
A program of the Ulster County Planning Board

ULSTER COUNTY, NY MAIN STREET STRATEGIC TOOLBOX

FAIRWEATHER CONSULTING created a market-based main street planning process for various hamlets in the County. This involved compiling data and preparing analyses on land-use, retail markets, tourism trends and other factors that communities can use to improve their strategic position as business centers and community crossroads.



CITY OF CANANDAIGUA, NY ECONOMIC DEVELOPMENT STRATEGY

FAIRWEATHER CONSULTING prepared an economic development strategy for the City that assessed the city's strengths and weaknesses compared to "benchmark" communities and made recommendations for improving the City's retail, tourism and industrial sectors.



CITY OF PEEKSKILL, NY CULTURAL HERITAGE TOURISM STRATEGY

FAIRWEATHER CONSULTING created a cultural heritage tourism strategy to enable the City of Peekskill to use its cultural heritage assets to improve its tourism economy. The strategy defined the City's potential target market, assessed the assets the City could use in this effort and provided an economic impact assessment of cultural heritage tourism visitation to the



GREENBURGH, NY: CENTRAL AVENUE CORRIDOR POSITIONING STUDY

FAIRWEATHER CONSULTING prepared a market analysis of the Central Avenue Corridor as part of the Comprehensive Plan for the Town of Greenburgh in Westchester County. The analysis examined market trends, identified a competitive niche for the corridor and made land use and policy recommendations to enable the corridor to improve its competitiveness as a retail location.



OIL CITY, PA ARTS-LED ECONOMIC DEVELOPMENT STRATEGY

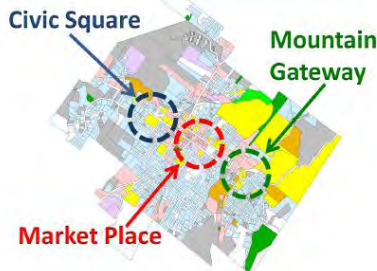
In collaboration with the Shepstone Management Company, FAIRWEATHER CONSULTING worked with the city that gave birth to the American oil industry on an arts-led revitalization strategy. The strategy included the creation of an artists' relocation program to promote the revitalization of the downtown area.



TOWN & VILLAGE OF SAUGERTIES, NY ECONOMIC DEVELOPMENT STRATEGY

FAIRWEATHER CONSULTING completed a market-based economic development strategy for the town and village, addressing the competitive position of the downtown area and the community's industrial corridors.

Village of Ellenville



VILLAGE OF ELLENVILLE, NY COMPREHENSIVE PLAN

FAIRWEATHER CONSULTING created a comprehensive plan for Ellenville, defining catalytic areas in the Village: the Civic Square, the Market Place and the Mountain Gateway. The plan also proposed as Planned Unit Development District for the Village and recommended the use of Tax Increment Financing for future development projects.



TOWN OF MARBLETOWN, NY HAMLET STRATEGY

Working with a committee of volunteers, FAIRWEATHER CONSULTING helped establish a market-based approach to strengthening and sustaining the hamlets of Stone Ridge and High Falls. The plan was adopted by the Town Board.



SYRACUSE CREATIVE COMMUNITIES

FAIRWEATHER CONSULTING led the public participation for the “Creative Communities” initiative of the Metropolitan Development Association of Syracuse. We conducted interactive sessions in four inner city neighborhoods to define how those neighborhoods might take advantage of the “creative economy” in Syracuse.



TEXAS CENTER FOR WINE & CULINARY ARTS

FAIRWEATHER CONSULTING prepared a planning study and business plan for a visitors center for wine and culinary arts for the city of Fredericksburg, TX. The work is focused on establishing the long-term financial feasibility of the project as well as evaluating the viability of a site in associated with the Hill Country University Center.



TOWN OF ROSENDALE, NY COMPREHENSIVE PLAN & DESIGN GUIDELINES

FAIRWEATHER CONSULTING created a comprehensive plan for the Town of Rosendale providing recommendations addressing resource protection focused economic development and enhancing community quality of life. Following the adoption of the plan, we were retained to develop design guidelines for the Route 32 corridor in the Town.



CITY OF CORNING, NY HOUSING STRATEGY

FAIRWEATHER CONSULTING provided a strategic assessment of the housing market in Corning, NY and identified potential programs to improve the competitiveness of the City as a location for neighborhood-based housing. The study was adopted by City Council and its findings are now being pursued through a public-private partnership.

PETER FAIRWEATHER, PRINCIPAL

Peter Fairweather has a practice specializing in strategic change processes for communities and organizations. His work draws upon more than twenty years of experience in strategic planning, economic development, education and community planning.

Prior to entering the private sector in his own practice in 1998, Mr. Fairweather held faculty and administrative positions at the State University of New York at New Paltz from 1986 to 1998, and prior to that also held posts with the Office of the Governor of Vermont, Harvard's Kennedy School of Government, and the New York State Legislature.

He has over fifteen years of experience leading consulting teams on projects related to strategic planning, economic development and community revitalization. In addition, he has designed and delivered training programs for clients in New York State, Germany, Greece, and Sweden. He is co-author of an instructional software package on strategic planning, and has written various articles on community and rural economic development.

Mr. Fairweather received his master's degree in public policy from the University of Michigan, where he was an Arthur Bromage Fellow. His bachelor's degree in political science was earned summa cum laude at SUNY New Paltz.

He is a member of the Society for College & University Planning, the Northeast Economic Development Association and the New York State Economic Development Council. He recently completed the Planning Institute for the Society of College & University Planning, fostering integrated planning for institutions of higher education and co-authored an article on the role of liberal arts college in economic development for Planning for Higher Education.

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SPECIALISTS IN STRATEGIC CHANGE

JULIA FIORE, RESEARCH ASSISTANT

Julia Fiore joined Fairweather Consulting in 2015, drawing on her experience in research, education, and advocacy work. She has assisted with data gathering and economic analysis for a number of projects including:

- *Business Zoning Analysis for the Town of Willington, CT*
- *Industry Targeting Analysis for Ulster County, NY*
- *The 4th Update of Ontario County NY's technology-based economic development strategy*
- *Agri-business targeting analysis for New York's Niagara Frontier*

Prior to joining Fairweather Consulting, Julia worked as the Education Coordinator at Sprout Creek Farm and as a Field Organizer for Green Corps.

Julia received her bachelor's degree, with honors, in biology and society, with a minor in natural resource management from Cornell University. While at Cornell, she served as research assistant to the Department of Natural Resources, exploring factors that influence local governments' capacity for natural resource management in rural communities in upstate NY.

While studying in Sweden, Julia earned a certificate in Sustainable Development from the University of Uppsala Center for Environment and Development Studies.

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SPECIALISTS IN STRATEGIC CHANGE



Key Staff Bios

Tim Weidemann

*Principal & Founder
Rondout Consulting*

Tim Weidemann brings expertise in fiscal and economic impact analysis, as well as management of community input to the Fairweather/Rondout team. For over ten years, Mr. Weidemann has worked closely with large and small public sector and nonprofit clients, leading them through a rigorous strategic planning and change management approach aimed at maximizing their return on economic development, program development and systems development projects. Many of these projects required input from a wide variety of stakeholders be gathered and incorporated into the decision-making process as well as into final project deliverables.

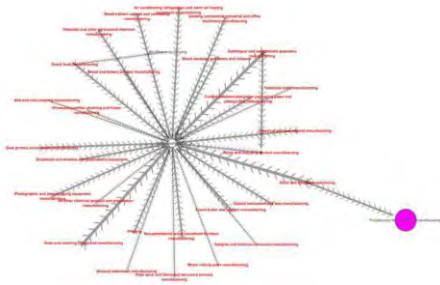
Prior to establishing Rondout Consulting, Mr. Weidemann was a Senior Associate at Fairweather Consulting and a Senior Consultant with Deloitte Consulting LLP. As a public sector practitioner in Deloitte's Organization and Change practice, he managed change efforts for several multi-million dollar state and local government projects. In 2005, one of Mr. Weidemann's projects was a finalist in the ComputerWorld Honors program, which recognizes outstanding efforts by government organizations that use information technology to benefit society. While with Fairweather Consulting, Mr. Weidemann led the establishment and expansion of the firm's municipal shared services practice.

Mr. Weidemann holds a Master of Public Policy and Management from Carnegie Mellon University's Heinz College and a Bachelor of Arts from the State University of New York at New Paltz.

Relevant Project Experience

Rondout Consulting, based in Kingston, NY and founded in 2011 by Tim Weidemann, works closely with clients across a full spectrum of services. Much of our work involves financial, fiscal and economic analysis. We also work closely with our clients to ensure that they effectively engage with key stakeholders, clients and potential supporters. As a firm, we help our clients articulate the guiding vision that shapes their community or organization. We craft innovative and effective strategies that help our clients achieve that vision. We design and implement programs and organizational structures that align with the vision and strategy. And we build capacity so our clients can embark on a continuous process of program and organizational improvement. We are passionate advocates of effective mission-driven organizations and communities.

vision • strategy • design • implementation • evaluation



City of Canandaigua, NY: Industry Cluster Analysis – Tim Weidemann conducted a supply chain analysis for key industries in the Finger Lakes Region and the City of Canandaigua for the City's economic development strategy prepared by Fairweather Consulting. The results helped define the industry targets for that economic development strategic plan.



Hartford, CT Foundation: Coordination of a Regional Action Plan for Collaboration - As part of the Hartford Foundation's Adult Literacy Project begun by Fairweather Consulting, Mr. Weidemann worked with a variety of adult literacy agencies to identify opportunities for collaboration, and to develop program models and action plans to implement those models. One of the projects to emerge from this planning process is the Hartford LEARN project, which is co-led by the Hartford Public Library. Rondout Consulting remains involved by providing project management support as the Hartford LEARN project completes its Pilot implementation



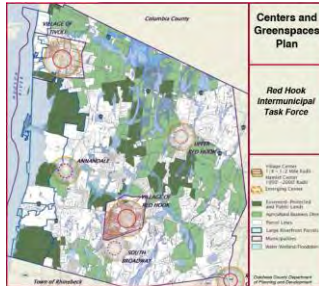
Kingston Land Trust: Community Input Management, - Working with the Kingston Land Trust to realize its vision for a network of complete streets and linear parks in the City of Kingston, New York, Mr. Weidemann has led a series of projects that have required management of community input. In creating a Concept Plan for the Kingston Greenline, Mr. Weidemann has led a series of community walks, during which input from a variety of community members was solicited and later incorporated into the Plan. Also, in June of 2015 Mr. Weidemann coordinated efforts to hold the Ulster County Active Transportation Conference, providing an opportunity for regional stakeholders to learn about active transportation in the county while also provide input about their hopes and concerns. As construction of some portions of the Greenline begins, Mr. Weidemann is continuing his work for the Kingston Land Trust by helping to coordinate volunteers and canvassing throughout the city to inform residents of developments, while also gathering input to be used in further construction efforts as well as management of the trail.



Victor, NY: Community Impact Study - In keeping with its long-term economic development strategy, Ontario County, NY aimed to expand and strengthen its 'destination retail' attraction: the Eastview Mall. Anticipating the competitive economic development environment for such attractions, the Agency sought to understand the potential fiscal impact of complex incentive tools, such as Payments-in-lieu-of-Taxes (PILOTs) and PILOT Increment Financing. Mr. Weidemann developed a Community Impact Methodology that includes a fiscal impact analysis of potential PILOT payments and PIF distributions and an economic impact assessment that identifies indirect and induced benefits and costs of retail expansion.



Pittsburgh Ballet Theater - Mr. Weidemann is providing assistance in the development of operational plans to support board-directed strategic initiatives. Mr. Weidemann is working with the organization's senior management and the Strategic Planning Committee of the Board of Trustees to execute a balanced scorecard approach to action planning and performance measurement. The project effort incorporates PBT's three business units: School, Production Company, and Community Outreach.



Town of Red Hook, NY Fiscal Impact Analysis - Mr. Weidemann conducted a detailed fiscal analysis of several potential build-out scenarios being considered in the development of the Town of Red Hook (population 11,300) Comprehensive Plan. The analysis involved defining land-use characteristics of build-out and modeling potential impacts on municipal services and revenues.



Hudson Falls, NY: Police Services Study - Working with the Villages of Hudson Falls and Fort Edward, as well as Washington County, Mr. Weidemann performed a study of police services in the region aimed at improving services while also reducing costs. Mr. Weidemann preformed an analysis of existing conditions in the region, completed a study evaluating the costs, benefits and feasibility of options available for meeting the study goals and provided a plan to assist the municipalities during implementation of their preferred options. The study findings were reported to the Study Steering Committee and area residents, and have led the police departments in the region to work toward implementing several of the options studied.

THE HEINZ ENDOWMENTS
HOWARD HEINZ ENDOWMENT • VIRA I. HEINZ ENDOWMENT

Data Collection & Program Evaluation Framework for Afterschool Providers - Mr. Weidemann assisted several afterschool providers on Pittsburgh's north side in building increased capacity for data collection and evaluation of student-related program outcomes. Mr. Weidemann's work has resulted in a re-usable framework that is being used by other afterschool programs that seek to move from low-levels of capability to data-driven program models. The framework defines a common set of outcomes and indicators for youth development, a toolkit of data collection methods, and customized tools to assist organizations with tracking and analyzing outcome-related data.

Attachment 2: “Tapestry” Segments for Montpelier Households as Defined by ESRI, Inc.



LifeMode Group: GenXurban

In Style

5B

Households: 2,675,000

Average Household Size: 2.33

Median Age: 41.1

Median Household Income: \$66,000

WHO ARE WE?

In Style denizens embrace an urbane lifestyle that includes support of the arts, travel, and extensive reading. They are connected and make full use of the advantages of mobile devices. Professional couples or single households without children, they have the time to focus on their homes and their interests. The population is slightly older and already planning for their retirement.

OUR NEIGHBORHOOD

- City dwellers of large metropolitan areas.
- Married couples, primarily with no children (Index 112) or single households (Index 109); average household size at 2.33.
- Home ownership average at 69% (Index 108); more than half, 51%, mortgaged (Index 112).
- Primarily single-family homes, in older neighborhoods (built before 1980), with a mix of town homes (Index 133) and smaller (5–19 units) apartment buildings (Index 110).
- Median home value at \$213,500.
- Vacant housing units at 8.8%.

SOCIOECONOMIC TRAITS

- College educated: 46% are graduates (Index 162); 75% with some college education.
- Low unemployment is at 5.6% (Index 65); higher labor force participation rate is at 68% (Index 108) with proportionately more 2-worker households (Index 112).
- Median household income of \$65,600 reveals an affluent market with income supplemented by investments (Index 143) and a substantial net worth (Index 179).
- Connected and knowledgeable, they carry smartphones and use many of the features.
- Attentive to price, they use coupons, especially mobile coupons.



LifeMode Group: Middle Ground

Old and Newcomers

8F

Households: 2,774,000

Average Household Size: 2.11

Median Age: 38.5

Median Household Income: \$39,000

WHO ARE WE?

This market features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. *Old and Newcomers* is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support environmental causes and Starbucks. Age is not always obvious from their choices.

OUR NEIGHBORHOOD

- Metropolitan city dwellers.
- Predominantly single households (Index 148), with a mix of married couples (no children); average household size lower at 2.11.
- 54% renter occupied; average rent, \$800 (Index 88).
- 45% of housing units are single-family dwellings; 44% are multiunit buildings in older neighborhoods, built before 1980.
- Average vacancy rate at 11%.

SOCIOECONOMIC TRAITS

- Unemployment is lower at 7.8% (Index 91), with an average labor force participation rate of 62.6%, despite the increasing number of retired workers.
- 30% of households are currently receiving Social Security.
- 28% have a college degree (Index 99), 33% have some college education, 10% are still enrolled in college (Index 126).
- Consumers are price aware and coupon clippers, but open to impulse buys.
- They are attentive to environmental concerns.
- They are more comfortable with the latest technology than buying a car.



LifeMode Group: Midtown Singles

Set to Impress

11D

Households: 1,657,000

Average Household Size: 2.10

Median Age: 33.1

Median Household Income: \$29,000

WHO ARE WE?

Set to Impress is depicted by medium to large multiunit apartments with lower than average rents. These apartments are often nestled into neighborhoods with other businesses or single-family housing. Nearly one in three residents is 20 to 34 years old, and over half of the homes are nonfamily households. Although many residents live alone, they preserve close connections with their family. Income levels are low; many work in food service while they are attending college. This group is always looking for a deal. They are very conscious of their image and seek to bolster their status with the latest fashion. *Set to Impress* residents are tapped into popular music and the local music scene.

OUR NEIGHBORHOOD

- Apartment complexes represented by multiple multiunit structures are often nestled in neighborhoods with either single-family homes or other businesses.
- Renters make up nearly three quarters of all households.
- They're found mostly in urban areas, but also in suburbs.
- Single-person households make up over 40% of all households.
- It is easy enough to walk or bike to work for many residents.

SOCIOECONOMIC TRAITS

- Residents are better educated and mobile.
- Unemployment is higher, although many are still enrolled in college (Index 146).
- They always have an eye out for a sale and will stock up when the price is right.
- They prefer name brands, but will buy generic when it is a better deal.
- Quick meals on the run are a reality of life.
- They're image-conscious consumers that dress to impress and often make impulse buys.
- They maintain close relationships with family.



LifeMode Group: Middle Ground

Emerald City

8B

Households: 1,677,000

Average Household Size: 2.05

Median Age: 36.6

Median Household Income: \$52,000

WHO ARE WE?

Emerald City's denizens live in lower-density neighborhoods of urban areas throughout the country. Young and mobile, they are more likely to rent. Well educated and well employed, half have a college degree and a professional occupation. Incomes close to the US median come primarily from wages and self-employment. This group is highly connected, using the Internet for entertainment and making environmentally friendly purchases. Long hours on the Internet are balanced with time at the gym. Many embrace the "foodie" culture and enjoy cooking adventurous meals using local and organic foods. Music and art are major sources of enjoyment. They travel frequently, both personally and for business.

OUR NEIGHBORHOOD

- There are mostly older, established neighborhoods with homes built before 1960; around 30% built before 1940.
- Just over half of all homes are renter occupied.
- Single-person and nonfamily types make up over half of all households.
- Median home value and average rent are slightly above the US levels; around half of owned homes are worth \$150,000–\$300,000.

SOCIOECONOMIC TRAITS

- Well educated, these consumers research products carefully before making purchases.
- They buy natural, green, and environmentally friendly products.
- Very conscious of nutrition, they regularly buy and eat organic foods.
- Cell phones and text messaging are a huge part of everyday life.
- They place importance on learning new things to keep life fresh and variable.
- They are interested in the fine arts and especially enjoy listening to music.



LifeMode Group: Senior Styles

Retirement Communities

9E

Households: 1,451,000

Average Household Size: 1.86

Median Age: 52.0

Median Household Income: \$35,000

WHO ARE WE?

Retirement Communities neighborhoods are evenly distributed across the country. They combine single-family homes and independent living with apartments, assisted living, and continuous care nursing facilities. Over half of the housing units are in multiunit structures, and the majority of residents have a lease. This group enjoys watching cable TV and stays up-to-date with newspapers and magazines. Residents take pride in fiscal responsibility and keep a close eye on their finances. Although income and net worth are well below national averages, residents enjoy going to the theater, golfing, and taking vacations. While some residents enjoy cooking, many have paid their dues in the kitchen and would rather dine out.

OUR NEIGHBORHOOD

- Much of the housing was built in the 1970s and 1980s—a mix of single-family homes and large multiunit structures that function at various levels of senior care.
- Small household size; many residents have outlived their partners and live alone.
- Over half of the homes are renter occupied.
- Average rent is slightly below the US average.
- One in five households has no vehicle.

SOCIOECONOMIC TRAITS

- Brand loyal, this segment will spend a little more for their favorite brands, but most likely they will have a coupon.
- Frugal, they pay close attention to finances.
- They prefer reading magazines over interacting with computers.
- They are health conscious and prefer name brand drugs.

Attachment 3: Work Sample: Strategic Economic Development Plan for Canandaigua, NY



*The Canandaigua Economic
Development Partnership:
An Integrated Approach to Prosperity
The Strategic Economic Development Plan
for the City of Canandaigua, NY*

March 2012

Executive Summary

Maximizing the Return on Canandaigua's Economic Assets

The purpose of the strategic plan is to define ways by which the City of Canandaigua can improve its economic performance so that it maximizes the return on the high-quality economic assets it has at its disposal.

As indicated in the full Strategic Economic Development Plan, overall, the City has a relatively strong competitive position in terms of assets, but is not performing to full capacity. That produces acceptable results when the overall economy is growing. But during the coming period of slower growth, the City must maximize all competitive advantages. Note: this is not a case of the City trying to create economic opportunity by itself. Rather, the situation is that the City recognizes that its own policies, regulations and programs set the context for growth. In hard economic times, it is important that the City ensure that its own actions and investments run consistent with what is required to support drivers of growth in the local economy. And over the long term, Canandaigua cannot do this alone. Its partnerships must extend beyond local boundaries to build region-wide partnerships to keep the region strong so Canandaigua itself remains strong. Creating these partnerships is essential for the strategy's success.

The Need for a Proactive Role: Using Economic Development Tools to Benefit the City

There will be hunters and hunted, winners and losers. What counts in global competition is the right strategy and success.

- Heinrich von Pierer, CEO, Siemens, 1992-2005

In the era following World War II, New York State was filled with small towns with thriving economies. As global competition gradually intensified over the decades, *businesses* became much more vigilant and strategic in their approach. Most *communities* did not. Many of them saw their competitive advantages diminish in the face of stiffer competition as once prosperous communities became economic backwaters. In the global competition of the 21st Century, communities must compete for prosperity just as intensely and actively as businesses do.

This requires communities to take an active role as a steward of its economic assets. In order for Canandaigua to prosper in the years ahead, it must have the capacity to actively compete for jobs and economic activity. The City can do this by clearly identifying the outcomes it wants: what industries it seeks to cultivate and what sites it wishes to see improved. The Strategic Economic Development Plan enables the City to actively use economic development incentives such as low-cost financing and tax breaks so that—within limits—the market can produce the kinds of results desired by the City. This is a central premise of this strategic plan.

Recommendations: An Integrated Approach to Prosperity

As discussed throughout this document, Canandaigua has opportunities in three broad sectors:

- Retail/ Tourism
- Manufacturing & business services
- Health care

In essence, in order to maximize its long-term prospects for economic growth, Canandaigua must manage a portfolio of opportunities, continually rebalancing its programs, policies and regulations to ensure that each of the City's major sectors can make the necessary contributions to job formation and wealth creation. Success will come through an approach that integrates all of these opportunities and the stakeholders they involve into a single program focused on building prosperity in Canandaigua.

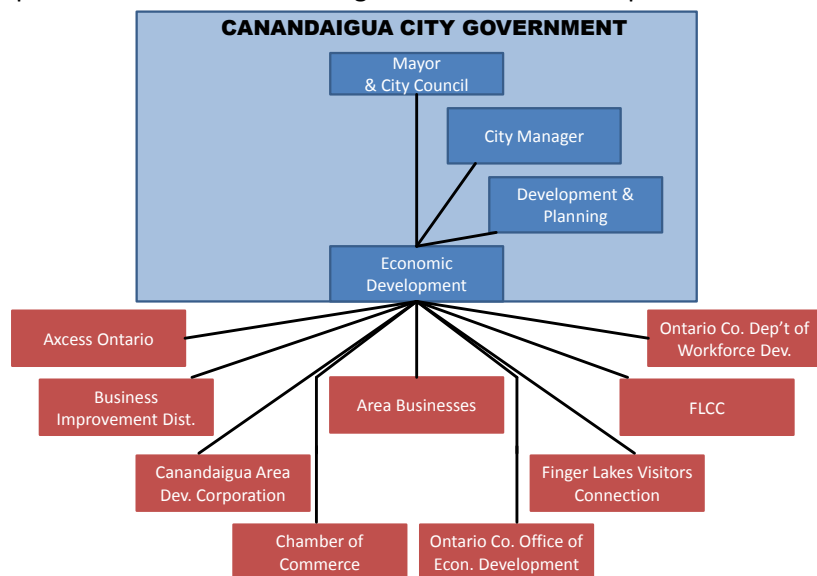
This section outlines steps to be taken to build the partnership necessary to enable the City of Canandaigua and its stakeholders to improve the return on the City's economic development assets. The recommendations are grouped into four categories: general recommendations that pertain to overall economic development in the City and sector-specific recommendations for the target industries of retail and tourism, manufacturing and business services and health care.

A. Overall Recommendations

A-1. Establish a position of economic development director

If, as recommended in this strategy, the City of Canandaigua is to assume a proactive role in economic development, it must address a variety of issues (ranging from land-use to workforce development) involving a wide range of stakeholders. This will require a central point of coordination. It is therefore recommended that the City of Canandaigua create a position of economic

Proposed Structure of Canandaigua's Economic Development Partnership



development director for the City. While the precise configuration of this position will depend upon the financial resources available to City government, we recommend that the position be established as a full-time position either in the Department of Planning and Development or reporting directly to the City Manager. There also may be opportunities to establish the position through a consulting arrangement or contract with an outside agency. As described the full report, the Economic Development Director position would have a lead role in initiating, coordinating and monitoring the individual elements of the economic development strategic plan.

Building an Economic Development Partnership: The foundation of the economic development strategic plan is to build a series of partnerships throughout the City and beyond. This will involve the following organizations as depicted in the diagram above.

A-2. Provide Business Retention & Expansion Services for firms located in the City:

Studies have shown that 80 percent of all jobs created come from existing businesses. Therefore, one of the most important economic development functions for the City is to establish regular contact with its business community to identify opportunities and obstacles that they face with regard to retaining or adding jobs. The County Office of Economic Development currently operates its own Business Retention and Expansion program involving regular visits to firms throughout the County with referrals generated for assistance with financing, training, etc. The referrals are entered into a database to track the results. The City should consider asking the OED if the City's Economic Development Director could be trained in that system and conduct BR&E interviews for firms in the City, and make appropriate referrals for assistance.

A-3. Use economic development tools to prepare and position sites for development/redevelopment

Almost all of Canandaigua's sites for potential development involve reuse of the site. Consequently, the economic development director's position must be able to deploy tools that help make sites in the City competitive with "greenfield" sites both in terms of costs and the process for redevelopment. In New York State, there are several economic development tools including:

- *PILOT agreements through the Ontario County Industrial Development Agency*
- *Tax Increment Financing*
- *485-b Business Investment Tax Exemptions*
- *Site assembly and administration:* The land potentially suitable for redevelopment in the City is dispersed among smaller parcels, making it difficult to attract a larger-scale expansion or relocation project. It is important for the City's economic development function to be able to, as necessary, work with property owners to assemble individual parcels into one larger site.
- *Securing Grants and other financial support for projects/infrastructure*

A-4. Work with the Chamber of Commerce and the Business Improvement District to promote business to business (B2B) opportunities.

The analysis in the appendices indicates that several industries either have strong buyer/supplier linkages in the area or have the potential to do so. Part of the strategic economic development plan should involve initiatives that seek to identify and strengthen

these connections as a way of capturing more economic activity within the City. As indicated in the analysis, those sectors that have the greatest potential in this regard are Health services, Agriculture & Food Products, Polystyrene Foam Production and Advanced Manufacturing.

A-5. Focus on Quality of Life Issues to Build Competitive Advantage. In the 21st Century economy, access to a talented workforce is a major (if not the major) factor in creating a competitive advantage for a location. Businesses find it much easier to attract and retain talent in locations that offer high quality of life.

A-6. Continually Strengthen the Business Climate in the City. The Economic Development Director should work closely with businesses to identify particular issues they have with regulatory standards or processes used by the City. The Director should continually identify any ways in which the regulatory standards or processes can be streamlined to achieve their intended outcomes while being less burdensome on businesses.

A-7. Maintain strong connections between tourism promotion and general economic development. Business people who first come to know the area as tourists or second home owners may eventually consider the area as a place to expand or even move their business. Thus, efforts to attract visitors to both downtown and the lakefront should incorporate opportunities for visitors to learn more about the possibilities of bringing their businesses to Canandaigua. In a way, every tourism promotion and event should also be seen as a potential opportunity to attract new investment in the City.

B. Sector-Specific Recommendations

B-1. Recommendations for the Retail/Tourism Sectors:

- Strengthen physical/programmatic links between City's downtown merchants and Lakefront as well as the wineries and culinary tourism opportunities
- Maintain liaison with major destinations: CMAC, NYWCC, FLCC, Historic Sites, etc. as well as the Finger Lakes Visitors Connection
- Work with Chamber and other organizations to coordinate major events and festivals in the City
- Oversee/encourage catalytic projects such as:
 - Re-use of the former Labelon Building
 - Coordination of Lakefront Development with Downtown development
 - Eventual re-use of the former Wegman's parcel at the intersection of 5 & 20 and South Main Street
 - Creation of pedestrian district near old Railroad Station on Ontario Street

B-2. Recommendations for Manufacturing and Business Services Sectors:

- Create "early warning" system to meet needs of large employers (e.g., SSTCC, Constellation & GateHouse Media). The City's business retention and expansion efforts should be focused on this issue.
- Focus efforts on easing the process of expanding existing businesses and/or attracting new ones to improve likelihood of economic diversification by:

- Assembling sites and “shepherding” major projects, particularly those involving re-use of industrial properties in the Southeast of the City
- Interacting with SSTCC to ensure they remain healthy and to maximize the potential spin-offs spin off into the City
- Creating a conduit for FLCC services/programs to flow into the City
- Creating a liaison with Ontario County Office of Economic Development and the Greater Rochester Enterprise for external marketing of City sites
- Foster expansion of telecommuting/knowledge worker opportunities by fostering 3rd places in the City and maximizing connections to Axxess Ontario

B-3. Recommendations for the Health Services Sector:

- Improving communication especially with regards to making sure that Canandaigua’s residents are aware of the health services available in the area.
- Making sure that the health sector continues to grow in order to stay competitive and meet the needs of the region by:
 - Working with health care providers to advocate with State and Federal agencies for expanded services
 - As needed by health care organizations, Identifying sites for expanded health care services
 - As indicated by market opportunities, developing Senior Home Care services to offset costs of traditional nursing homes and providing new opportunities in the health care sector.
- Seeking ways to integrate health, wellness, and economic vitality in order to create the highest possible quality of life. This will benefit the community as a whole, while also highlighting the importance of the health care sector in Canandaigua.

Implementation Plan

The Strategic Economic Development Plan is ambitious both in its intent and its scope. It will therefore require a phased approach to implementing its recommendations. The implementation plan outlines a series of discrete actions to be taken over a two year timeframe. The parentheses that follow the description of each action refer to the particular recommendation or recommendations being addressed by that action. The Implementation Plan is described in detail in the full report and summarized below:

Implementation Plan for Strategic Economic Development Plan												
ACTIONS:	YEAR 1				YEAR 2				YEAR 3			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Year 1 Actions:												
1-1. Economic development director position created & filled. (A-1)												
1-2. Implement Business Retention & Expansion Program(A-2;B-2)												
1-3. Create inventory of appropriate sites (A-3, B-3)												
1-4. Establish the Economic Development Advisory Council. (A-1)												
1-5. Initiate or Participate in four “Catalytic Projects.”(B-1)												
Year 2 Actions:												
2-1. Explore creation/expansion of a “3 rd place” (B-2)												
2-2. Begin implementation of the recommendations from the Code Task Force (A-6)												
2-3. Begin the process of securing grants for preparation of key sites (A-3, B-2, B-3)												
2-4. Convene at least one “cluster meeting” (A-4)												
2-5. Work with OCIDA & GRE on Attraction Efforts (A-3, B-2)												

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Introduction

Over the past decade, the City of Canandaigua has created and/or enhanced a wide range of economic development assets.

- An increasingly successful downtown.
- A strong service industry anchored in successful health services including Thompson Health and the nearby Veterans Administration Center.
- Attraction and retention of world-class manufacturers such as Constellation Brands and the nearby Smart System Technology & Commercialization Center (SSTCC).
- A traditionally strong and ever-strengthening educational sector, anchored by the Finger Lakes Community College's Canandaigua Campus
- Increasingly stronger offerings in arts, entertainment and tourism led by such attractions as the Constellation Marvin Sand Performing Arts Center, the New York Wine and Culinary Center and other wine-related and hospitality attractions, along with Canandaigua's role as a gateway to the Finger Lakes wine region.
- A vibrant lakefront.
- An existing City infrastructure (including sewer, water, electric service, and broadband) that is strong and able to support increased growth.

The sum total of economic development assets available to Canandaigua is remarkable. However, they remain diffuse. The City has yet to fully realize the economic benefits that can come from marshalling these resources to build synergy among them and thereby maximizing their overall impact on Canandaigua's economic well-being.

The national, state and regional economies are just beginning to recover from the Great Recession, but growth should remain slow for the foreseeable future. While the potential for a "lost decade" presents its own challenges, it is an opportune time to bring together Canandaigua's substantial economic development assets into a single force to promote prosperity throughout the City. Indeed, this becomes imperative if the City wishes to prosper during a time of slow national economic growth.

What follows is a description of the City of Canandaigua's Strategic Economic Development Plan (SEDP). This report has been formatted so that it focuses almost entirely on stating the City's strategic position in the form of an analysis of its strengths, weaknesses opportunities and threats (SWOT analysis). It then delineates the recommendations to maximize the City's competitiveness in response to that SWOT analysis and includes an implementation plan and evaluation metrics. In order to make the SEDP readable and concise, the analyses that underlie the strategy are included in the appendices to this document. The sections below outline the strategic planning process, describe its results and outline a comprehensive approach to economic development in Canandaigua.

The Planning Process

The planning process began with an initial meeting with the City Council's planning committee to review the scope of work and identify important issues to be addressed and stakeholders to be interviewed. A series of stakeholder meetings and interviews were held, including the following:

Downtown Merchants' Session: July 19, 2011: 8:15 AM - 9:45 AM, Canandaigua Chamber of Commerce

Tourism Stakeholder's Session: July 19, 2011: 12:00PM – 1:30PM, Canandaigua Chamber of Commerce

Health Services Stakeholders' Session: July 19, 2011: 3:00 PM – 4:15 PM, Thompson Health Board Room

Planners and Economic Developers' Session: August 2, 2011: 3:00 to 4:30PM, Canandaigua Chamber of Commerce

In addition to these stakeholder meetings, other meetings and phone conversations were held with representatives of such institutions as Finger Lake Community College, Constellation Brands, the Finger Lakes Visitors Connection, etc. The results of all of these meetings are summarized in the appendices to this report.

Following the Downtown Merchants Stakeholder Session, Fairweather Consulting created a survey as was suggested to identify the needs, concerns, and opinions of Canandaigua's downtown merchants. The survey generated 74 respondents, the majority of whom own businesses in the city of Canandaigua. Most of these businesses are in professional services (45.8%) and retail (41.7%). The full survey results are included in the appendices.

While the stakeholder meetings were being held, Fairweather Consulting also produced a "benchmarking" report, showing how the City of Canandaigua compared to similar sized communities in the Finger Lakes region. In addition, an extensive analysis was made of the City's economy and land-use. These are included in the appendices to this report.

The preliminary results of the analysis were presented at a public meeting held at the Hurley Public Works Building on September 8th, 2011. Attendees were asked to share their concerns and hopes for the economic development strategy and to identify their highest priorities. The results of this meeting are detailed in the appendices.

The findings and implications from this work were reported to the City Council's Planning Committee on a regular basis. The presentations to the Committee can be found on the project website: <http://canandaigua.ning.com>.

The results of all of this analysis and outreach have been summarized into a SWOT Analysis: a statement of the City's strengths, weaknesses, opportunities and threats with regard to economic development. This became the basis for shaping the overall strategic approach.

SWOT Analysis

A SWOT analysis for the City of Canandaigua was conducted using the data gathered from the foregoing analysis of regional and local economic trends as well as the information provided by Canandaigua's key stakeholders and the community at large. A SWOT analysis is a procedure for evaluating and assessing an organization or municipality in terms of its:

- **Strengths:** What does Canandaigua have that is an advantage for the city's economy and its key stakeholders?
- **Weaknesses:** What are the aspects of Canandaigua that may hurt its economy and make it less able to serve its stakeholders?
- **Opportunities:** What general economic, social, and demographic trends can Canandaigua take advantage of?
- **Threats:** What trends are present that might diminish the chances for economic success in Canandaigua?

Strengths

As made clear from the analysis and stakeholder assessments found in the appendices, the City of Canandaigua has many strengths including:

- **Strong local employers**, including Constellation Brands, Smart System Technology and Commercialization Center, Thompson Health, the Veterans Administration and Gatehouse Media.
- **Strong regional clusters**, which manifest locally in Canandaigua, including:
 - The **Education and Knowledge Creation** cluster as represented by Finger Lakes Community College.
 - The **Local Hospitality Establishments** cluster tied into Canandaigua's tourism industry such as Steamboat Landing, the New York Wine and Culinary Center and the Inn on the Lake.
 - The **Local Health Services** cluster which is a large employer in Canandaigua, provides wages higher than the health services sectors in benchmark communities, and has a high level of sales per establishment.
 - The **Agricultural Products** cluster represented by Constellation Brands.
- The city's **tourism sector**, driven by the lake and wineries.
- An **active promotion of the City** through festivals and special events.
- A **culture of cooperation** embodying a spirit of volunteerism, leadership, and entrepreneurialism, cohesiveness among business owners, and a strong philanthropic capacity.

- An adequate **fiscal capacity** to afford services due to the city's high assessed value per square mile and a low proportion of tax exempt properties.
- **High quality government services** including the police department.
- A **high quality of life** deriving from the city's cultural and historical heritage, its proximity to the lake, its walking trails, and the general appearance, cleanliness, and sense of safety downtown.

Weaknesses

Considering Canandaigua's weaknesses are equally important in the process of creating an effective economic development strategy. The analyses identified the following weaknesses in the City's competitiveness for economic development:

- A **lack of clear vision** for the City of Canandaigua is at the root of many of the city's problems including the apparent lack of cohesiveness between the lakefront and the downtown, the lack of aesthetic appeal downtown, and the disconnect between the current local regulations, restrictions, and code enforcement policies and the goal of creating a nurturing, business-friendly environment.
- A **lack of commercial investment**, evident by the lack of hotels and the presence of empty storefronts downtown, could hinder Canandaigua's tourism potential.
- A **lack of residential investment**, evident by the older housing stock and limited high-quality apartments in the downtown, could diminish Canandaigua's high quality of life and deter young professionals from moving into the city.
- A **lack of pro-active capacity** which is necessary if the City seeks to take full advantage of its diverse economic assets. While City government cannot produce economic development by itself, it can work to create the conditions that make it easier for businesses and residents to succeed.
- The perception that the City's **code enforcement practices are not business-friendly**. Business people in a wide variety of sectors indicate that, while the City's regulations themselves are by in large reasonable, too often enforcement focuses on punishment, rather than problem-solving.

Opportunities

The opportunities facing Canandaigua are almost all related to assets that already exist in the City. These include:

- **Industry Targets** defined in the economic analysis section of the appendices include:
 - Manufacturing & Business Services
 - Health Care
 - Tourism & Retail, including opportunities to continue to draw second homeowners on the lakefront into the city.
- **Physical targets** to be developed and utilized including:
 - 2nd and 3rd floors of buildings in the downtown area
 - Vacant and underutilized properties in the South East of the City

- **Cultivation of large employers/institutions** including:
 - Constellation Brands, Smart System Technology and Commercialization Center (SSTCC), Thompson Health, the Veterans Administration and Gatehouse Media
 - Finger Lakes Community College and SUNY College of Nanoscale Science and Engineering overseeing the SSTCC.
 - Local institutions such as the Constellation/Marvin Sands Performing Arts Center and the New York Wine and Culinary Center which draw important market segments into the City for tourism and retail purposes.
 - Finger Lakes Community College which has the potential to enhance the City's capacity for workforce development and cultural offerings
- **Coordination with Ontario County's technology-led economic development strategy**, including taking advantage of the broadband available in the County and creating "third places" to encourage solo workers and telecommuters into the city.

Threats

There are several threats to the City of Canandaigua's economic success that must be taken into consideration. These include:

- **Failing to maintain and strengthen the shopper and tourist experience in the downtown**, which could result in increased competition from other tourism destinations and the loss of retail business to large franchises and malls. This could lead to the loss of Canandaigua's small-town feeling, persistent empty storefronts, and discord between the lakefront and the downtown.
- **The aging of the population**, which is a result of both a growing older population and a tendency for the younger population to leave the city due to lack of jobs.
- An **increased tax burden/loss of fiscal capacity** resulting from the inability to take full advantage of development potential in the city.
- **Regional Weaknesses in Industrial Clusters** that could negatively affect otherwise strong businesses in the city. Clusters that appear to have weaknesses regionally include:
 - Communication Equipment
 - Publishing and Printing
 - Analytical Instruments
 - Production Technology
 - Plastics
 - Metal Manufacturing
 - Motor Driven Products

Note that both Publishing and Printing and Plastics are major employing sectors in the City.

- A **lack of diversification in key sectors of the City's economic base**, which is the "flip side" of the City's traditional economic strengths. Health care dominates the City's employment sector. Manufacturing employment in Canandaigua is concentrated in a handful of large firms. These are important assets for the City and need to be retained and grown. But, it is equally important that Canandaigua develop other sources of employment and wealth to ensure its economic health does not rest with only a few types of businesses.

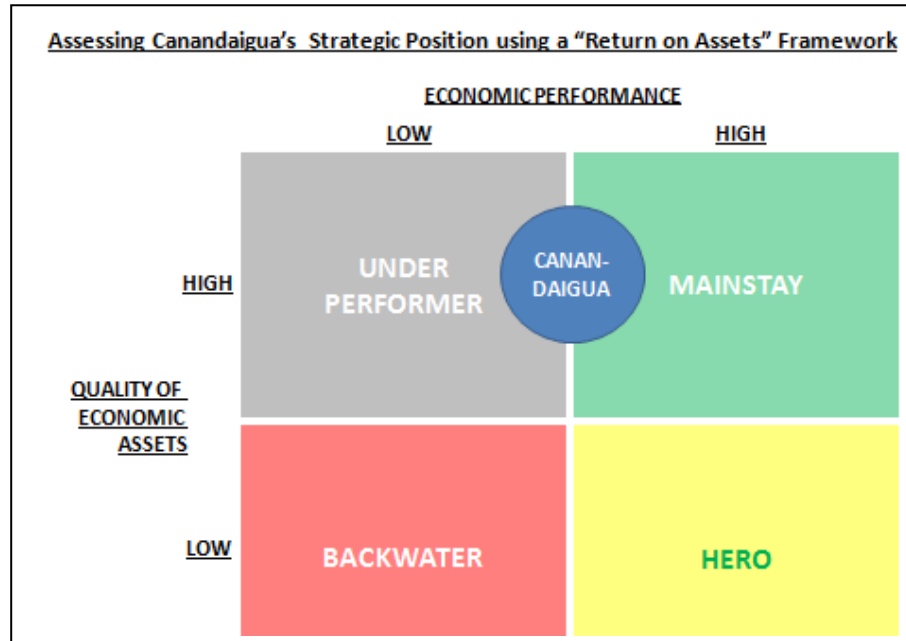
Canandaigua's Overall Strategic Position

One way of assessing the competitiveness of a location is to examine it from a “return on assets” perspective. As shown in the diagram, this approach compares the quality of a location’s economic development assets with that location’s economic performance (e.g., job growth, ability to attract private investment, etc.). A community that has low-quality economic assets and low economic performance can be considered an economic “backwater.” In the 1970s, the borough of the Bronx had low-quality economic assets and a low level of economic performance. A community with low-quality economic assets that manages a high level of economic performance is termed a “hero.” In rural areas, occasionally communities can be found that, have little to offer in terms of sites, workforce, access to markets, etc., but somehow they acquire a core of high-performing businesses.

“Mainstay” communities have high-quality assets and perform at a high level economically. Boston, New York, San Jose, CA are all examples of economic mainstays. An “underperformer” is a community with high-quality economic development assets, but a low level of economic performance.

The benchmarking exercise for Canandaigua that is summarized in the

appendix to this report shows that the City’s economic performance is average-to-good compared to similar-sized communities in the Finger Lakes region. While many other communities would be very happy to have the results Canandaigua enjoys, the City is clearly underperforming given the high quality of its economic development assets.



The Strategic Approach: Maximizing the Return on Canandaigua's Economic Assets

The purpose of the strategic plan is to define ways by which the City of Canandaigua can improve its economic performance so that it maximizes the return on the high-quality economic assets it has at its disposal.

As indicated above, overall, the City has a relatively strong competitive position in terms of assets, but is underperforming. That produces acceptable results when the overall economy is growing. But during the coming “lost decade” of slow growth, the City must maximize all competitive advantages. Note: this is not a case of the City trying to create economic opportunity by itself. Rather, the situation is that the City recognizes that its own policies, regulations and programs set the context for growth. And in hard economic times, it is important that the City ensure that its own actions and investments run consistent with what is required to support drivers of growth in the local economy.

The Need for a Proactive Role: Using Economic Development Tools to Benefit the City

There will be hunters and hunted, winners and losers. What counts in global competition is the right strategy and success.

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In the era following World War II, New York State was filled with small towns with thriving economies. As global competition gradually intensified over the decades, *businesses* became much more vigilant and strategic in their approach. Most *communities* did not. Many of them saw their competitive advantages diminish in the face of stiffer competition as once prosperous “mainstay” communities became economic backwaters. In the global competition of the 21st Century, communities must compete for prosperity just as intensely and actively as businesses do.

This requires communities to take an active role as a steward of its economic assets. Are local employers getting the maximum return from the area's workforce? Is the community extracting the maximum return from its assets that have attracted businesses, shoppers, tourists? (In addition to workforce, these assets can include transportation infrastructure, municipal services, important natural and scenic resources, etc.) Is it taking steps to protect and/or strengthen those assets over the long-term? As will be discussed below, in order for Canandaigua to prosper in the years ahead, it must have the capacity to actively compete for jobs and economic activity. The City can do this by clearly identifying the outcomes it wants: what industries it seeks to cultivate and what sites it wishes to see improved. The Strategic Economic Development Plan enables the City to actively use economic development incentives such as low-cost financing and tax breaks so that—within limits—the market can produce the kinds of results desired by the City. This is a central premise of this strategic plan.

The Importance of Partnership:

City government has a vital role to play in fostering economic growth in Canandaigua. But it is a supporting role. Jobs and wealth will be produced in the City by the private sector. The City's role is to help create the conditions that make that possible. It is a role that requires the careful cultivation of and coordination among the diverse strengths and opportunities identified in the SWOT analysis above. In order to accomplish this, the City has to be an active, supportive partner with a wide variety of stakeholders in business, the not-for-profit sector and government.

Thus, this strategy is referred to as the Canandaigua Economic Development Partnership. As described below, it is intended to establish a set of working relationships between the City government and the many stakeholders involved in the process of creating jobs and wealth in the City. And over the long term, Canandaigua cannot do this alone. Its partnerships must extend beyond local boundaries to build region-wide partnerships to keep the region strong so Canandaigua itself remains strong. Creating these partnerships is essential for the strategy's success.

Recommendations: An Integrated Approach to Prosperity

As discussed throughout this document, Canandaigua has opportunities in three broad sectors:

- Retail/ Tourism
- Manufacturing & business services
- Health care

With the possible exception of health care, there is no one dominant sector in Canandaigua's economy. So problems in one sector can create serious problems for the City, but can't devastate it the way the decline in the auto industry damaged cities like Flint, MI. At the same time, this means that the City cannot look to one source to provide it with "boom" times. In essence, in order to maximize its long-term prospects for economic growth, Canandaigua must manage a portfolio of opportunities, continually rebalancing its programs, policies and regulations to ensure that each of the City's major sectors can make the necessary contributions to job formation and wealth creation. Success will come through an approach that integrates all of these opportunities and the stakeholders they involve into a single program focused on building prosperity in Canandaigua.

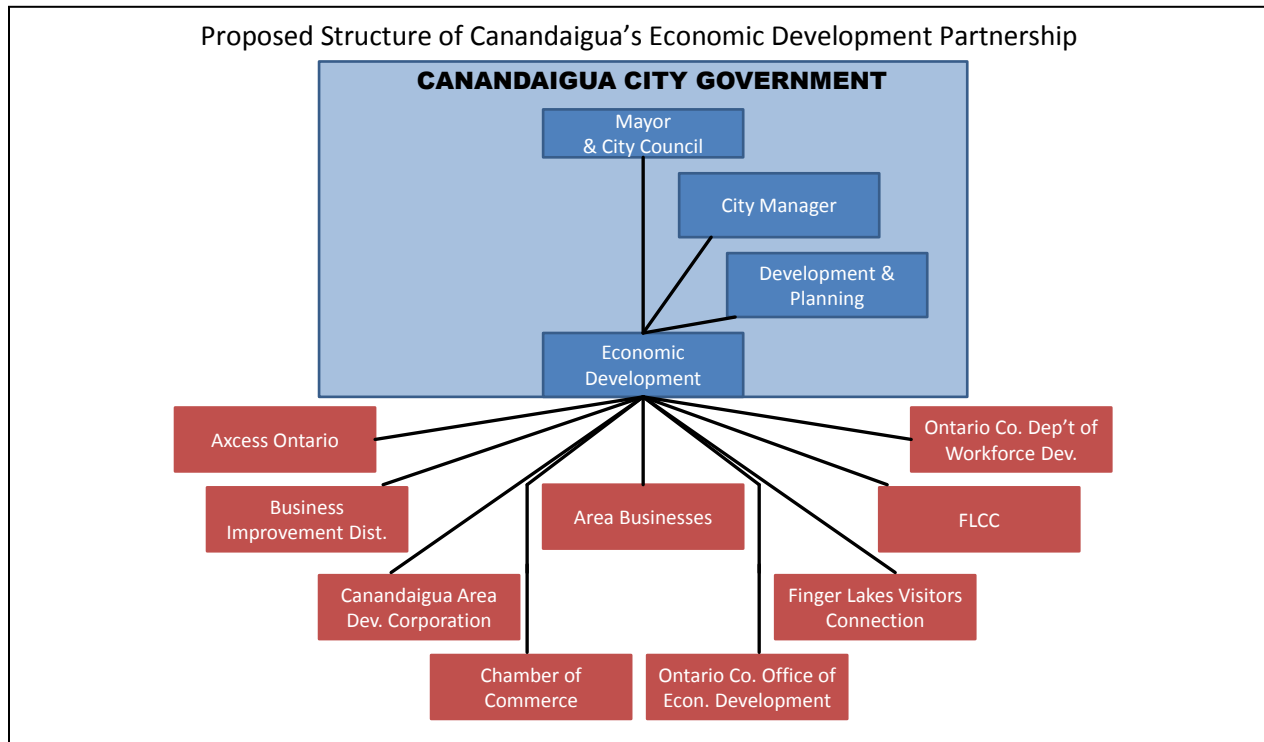
This section outlines steps to be taken to build the partnership necessary to enable the City of Canandaigua and its stakeholders to improve the return on the City's economic development assets. The recommendations are grouped into four categories: general recommendations that pertain to overall economic development in the City and sector-specific recommendations for the target industries of retail and tourism, manufacturing and business services and health care.

C. Overall Recommendations

A-1. Establish a position of economic development director

If, as recommended in this strategy, the City of Canandaigua is to assume a proactive role in economic development, it must address a variety of issues (ranging from land-use to workforce development) involving a wide range of stakeholders. This will require a central point of coordination. It is therefore recommended that the City of Canandaigua create a position of economic development director for the City. While the precise configuration of this position will depend upon the financial resources available to City government, we recommend that the position be established as a full-time position either in the Department of Planning and Development or reporting directly to the City Manager. As described in the sections below, the Economic Development Director position would have a lead role in initiating, coordinating and monitoring the individual elements of the economic development strategic plan.

Building an Economic Development Partnership: The foundation of the economic development strategic plan is to build a series of partnerships throughout the City and beyond. This will involve the following organizations as depicted in the diagram below:



City Government: Through the Economic Development Director, City government will have a major coordinating role supporting business investment and job growth. In order for that role to be fully effective, the Economic Development Director must work closely with others within City government, including the following positions/offices:

City Manager: The City Manager has administrative oversight over all City functions (prospectively including economic development). It is important that the Manager be continuously updated on the activities and plans of the economic development function. At the same time, the Economic Development Director should look to the City Manager's office for

assistance and guidance in efforts to bring City government's activities in alignment with the requirements of effective economic development in Canandaigua.

Department of Development & Planning: As the department with lead responsibility in land-use planning and regulation, it is important that this department work very closely with the economic development office to ensure that City land-use and planning policies and practices are consistent with the City's economic development needs. At the same time, it is important that the City's economic development initiatives are consistent with and support the City's long-term plans to promote sustainable land-use and quality of life.

Mayor & City Council: Economic development is a major priority for the Mayor and City Council. In order to provide oversight and guidance to the economic development function, the Economic Development Director should provide regular reports to the Mayor and Council on its activities and how they correlate to the City's Economic Development Strategic Plan. The most effective way to accomplish this may be to have the Economic Development Director provide regular briefings to the Council's Planning Committee.

Canandaigua Area Chamber of Commerce: The Chamber can provide the Economic Development Director with direct input on business concerns regarding the City's overall climate for economic growth and any concerns the business community might have regarding City policies or practices that affect job growth and/or private investment in the City. In addition, as described in the recommendations section, the Economic Development Director should work with the Chamber to develop enhanced opportunities for local "B2B opportunities" (i.e., opportunities for business-to-business relationships that promote stronger buyer/supplier relationships in the Canandaigua area).

Canandaigua Business Improvement District: The Business Improvement District (BID) is a non-profit organization with a mission to promote, beautify and improve downtown Canandaigua for its residents, merchants and property owners. Supported by a special assessment on downtown properties, the BID has undertaken or participated in a wide array of projects to promote retail development and economic activity in the downtown area, with special focus on capital improvements, beautification, safety, promotions and recruitment of businesses into the downtown area. It is important that the City's economic development efforts be closely coordinated with the BID, particularly those initiatives involving tourism and retail development. Indeed, given the need for close coordination and scarcity of resources to support these efforts, there may be opportunities to consolidate some of the services provided by the BID with the City's Economic Development Director, potentially lowering the costs and improving the effectiveness of both operations.

Canandaigua Area Development Corporation: The CADC is a not-for-profit organization that is overseeing a proposed \$140 million mixed-use development that would include both housing and commercial space along Lakeshore Drive, north of Kershaw Park. This project has the potential to provide a major boost to the City's economy. It is therefore critical that the City's Economic Development Director closely monitor this effort and work closely with the CADC to ensure that this project moves forward in a timely manner and in a configuration that maximizes its long-term benefit to the City.

Axxess Ontario: A Local Development Corporation established in 2005, Axxess Ontario has built the open-access dark fiber infrastructure that dramatically increased broadband connectivity in the County. Among other outcomes, the availability of the bandwidth is intended to attract more telecommunication providers to bring more flexibility and competition to market, making local telecommunication services both more powerful and more affordable. Axxess Ontario's infrastructure extends through the City, creating the potential for broadband applications throughout much of the downtown area. The City's Economic Development Director should maintain close contact with Axxess Ontario so that it can facilitate the initiation of broadband services on the part of interested firms and other organizations within the City.

Ontario County Office of Economic Development: Ontario County's economic development office is a portal to a wide variety of economic development assistance that can potentially benefit firms and organizations within the City of Canandaigua. The OED provides administrative support and staffing for the County Industrial Development Agency (a source for industrial revenue bonds and such associated incentives for new investment as real property tax, sales tax and mortgage recording tax abatements), the Ontario County Economic Development Corporation (which administers the County's revolving loan fund) and the Ontario County Local Development Corporation (which provides tax-exempt financing for civic facilities constructed by not-for-profit organizations). In addition, the Office for Economic Development is the lead organization for external attraction efforts for the County, working closely in this capacity with the Greater Rochester Enterprise.

It is important that the City's Economic Development Director to work closely with the OED to ensure that existing and new businesses in the City have access to the full range of assistance and support that is available. It is equally important that the OED be continually provided with a current inventory of available industrial sites in the City and that the City's Economic Development Director is continually aware of the characteristics of sites and facilities that are required by the industries that are the focus of external attraction efforts by either the Office of Economic Development or the Greater Rochester Enterprise (the region's external marketing organization).

Finger Lakes Visitors Connection: The Finger Lakes Visitors Connection is the tourism promotion agency representing Ontario County in the Finger Lakes. They are responsible for the external promotion of Ontario County to tourists, tour group operators, and others in the tourism industry. Given the major investment in external marketing by the FLVC, it is important that the City closely coordinate its tourism promotion efforts with the Visitors Connection. The City's economic development office should continually be aware of the promotions and marketing campaigns being run by the Visitors Connection. At the same time, the economic development effort in the City should make sure that tourism promotions in the City are coordinated with the larger regional efforts of the Finger Lakes Visitors Connection.

Ontario County Department of Workforce Development/Finger Lakes Workforce Investment Board: The Ontario County Department of Workforce Development collaborates with the Finger Lakes Works Workforce Development System in the four-county Finger Lakes region to provide job seekers with training and job placement opportunities. It also provides employers with prospective employees. The City Economic Development Director should serve as a liaison between the Department of Workforce Development and the City's major employment sectors, working with the Department to ensure that firms in the City are able to access training resources for new and incumbent workers.

Finger Lakes Community College: Although not physically located within city limits, Finger Lakes Community College is a major economic development asset for the City. Its Office of Professional and Continuing Education is an important resource for workforce development. The Small Business Development Center provides services for small businesses and start ups. Its Office of Community Affairs can be an important connection to enable the City to take advantage of opportunities the College provides in terms of student demand for goods and services and College activities that could provide important economic opportunities for the City (e.g., the Woodsmen competitions, etc.)

In order to fully realize the potential of these partnerships, it is recommended that the City establish an economic development advisory council consisting of the organizations listed above. The advisory council would meet either quarterly or semiannually to provide advice regarding the City's economic development efforts. In addition to ex officio representation from the partners listed above, the City may also want to include representation from important local organizations such as Thompson Health and the SSTC.

A draft job description for the economic development director position is included in the appendices.

NOTE: the City has several options for creating this position these include:

1. Creating the position as a regular staff position in City government. The advantage of this approach is that it leaves the position under full control of the city government. The disadvantage is that the cost of the position may increase due to its eligibility for participation in the New York State Employees Retirement System and other benefits. In addition, once the position is created, it may prove difficult to eliminate in the future if it is determined that it has not produced sufficient returns upon the investment.
2. Filling the position through a consulting assignment given to an individual. The advantage of this approach is that it avoids some of the costs associated with adding a regular city position. In addition, it is simpler to change the work program for the position and/or terminate the position. On the other hand, a consultant position is not likely to dedicate full-time to the economic development needs of the City, and still maintain consultant status under the guidelines of the New York State Department of Labor.
3. Contracting with an outside agency to take on the economic development function. Under this approach, the City would contract with another organization such as a local development corporation, chamber of commerce or other agency to provide the staffing required to implement the strategy. As with the individual consultant position, this would provide the City with greater flexibility (and potentially—but not necessarily—lower costs) for staffing the strategy. This would require ensuring that the contracting agency has the capacity to support this effort and a mission that is complementary to the economic development interest of the City.

Each of these approaches has its advantages and disadvantages. The City may wish to explore them all before deciding on which approach works best for implementing this strategy.

A-2. Provide Business Retention & Expansion Services for firms located in the City:

Studies have shown that 80 percent of all jobs created come from existing businesses. Therefore, one of the most important economic development functions for the City is to establish regular contact with its business community to identify opportunities and obstacles that they face with regard to retaining or adding jobs. The County Office of Economic Development currently operates its own Business Retention and Expansion program involving regular visits to firms throughout the County with referrals generated for assistance with financing, training, etc. The referrals are entered into a database to track the results. The City should consider asking the OED if the City's Economic Development Director could be trained in that system and conduct BR&E interviews for firms in the City, and make appropriate referrals for assistance.

In addition, the business retention and expansion function in Canandaigua has a unique role to play. In virtually every interview and stakeholder session, participants indicated that it was often difficult for businesses to readily secure needed approvals from City government. In order to overcome the perception that the City is difficult to deal with, a major aspect of promoting local economic development in Canandaigua is to troubleshoot enforcement issues for businesses, especially those in the industry targets. Indeed, the frustration expressed over these issues strongly suggest that local businesses need an ombudsman with City government, and that City government needs an ombudsman with the business community.

Currently this role falls to the office of planning. Given its responsibility for code enforcement, such a role puts that office in an awkward position. While a code enforcement officer may sympathize with the trials of a business, the officer's ultimate obligation is to enforce the code as enacted by City government. Separating these roles will make it easier to both to enforce the code and provide businesses with a single source of information and support. It will also provide the City with continual feedback on ways in which to make its regulations and policies both more effective and easier to comply with.

A-3. Use economic development tools to prepare and position sites for development/redevelopment as part of enabling existing firms to expand, or to enable the City to attract new firms into the City. In an increasingly competitive environment, businesses are often able to consider several locations when they are seeking to relocate or expand. In many cases, the some of the options being entertained by companies are sites on raw land that is relatively easy to develop. Almost all of Canandaigua's sites for potential development involve reuse of the site. Consequently, the economic development director's position must be able to deploy tools that help make sites in the City competitive with "greenfield" sites both in terms of costs and the process for redevelopment. In New York State, there are several economic development tools that

- *PILOT agreements through the Ontario County Industrial Development Agency:* According to its website, "the Ontario County Industrial Development Agency (OCIDA) provides a variety of tax incentives designed to help businesses looking to build or improve their manufacturing or production facilities. OCIDA's standard 10-year payment-in-lieu-of-tax agreement provides five years of abated real property taxes on construction-related assessment increases with a 20% step up for the remaining five years. Sales tax on all construction related costs and mortgage recording tax abatements are also important benefits to these transactions. Sales-tax only

products for one-time, large equipment purchases and for information technology purchases spanning a 10-year period are available on a stand-alone basis.” (<http://www.ontariocountydev.org/ontario-county-development/how-we-help/our-products>)

- *Tax Increment Financing:* Tax Increment Financing (TIF) is a technique to secure public financing for physical improvements necessary for economic development. Typically the projects are intended to assist existing businesses and to attract new ones into the community. The statutes governing tax increment financing are located in New York State’s General Municipal Law, Article 18-C. Municipal Redevelopment Law. A TIF requires the agreement of all taxing jurisdiction; typically the local government, school district and county government.

Tax increment financing is based upon dedicating future real property taxes generated by new development within a specified geographic area to repay debt taken on to finance improvements. The taxes generated as a result of the enhanced property values related to those improvements are used to fund those public improvements within the area and other incidental costs. When the bonds have been retired, the tax base that was “captured” to finance the improvements is returned to the general tax rolls.

- *485-b Business Investment Tax Exemptions:* Section 485-b of the Real Property Tax Law authorized a partial tax exemption from assessment increases due to commercial, business and industrial real property construction, alteration or improvements. A municipality can grant a tax exemption to nonresidential real property capital construction projects worth over \$10,000. The amount of exemption is limited, in the first year, to 50% of increase in assessed value attributable to the construction or improvement; in each succeeding year, the amount of exemption is decreased by 5% until the entire value of the project is returned to the tax rolls.
- *Site assembly and administration:* The land potentially suitable for redevelopment in the City is dispersed among smaller parcels, making it difficult to attract a larger-scale expansion or relocation project. It is important for the City’s economic development function to be able to, as necessary, work with property owners to assemble individual parcels into one larger site. This could range from simply coordinating the efforts of the individual owners to arranging for the securing of options on properties through working with partners such as the County IDA and others.
- *Securing Grants and other financial support for projects/infrastructure:* Often projects can be expedited or their costs reduced by securing federal and state grants through such programs as the New York Main Street Program, Rebuild New York, and other grant programs. In addition, financing can be secured for projects through applications for the County Revolving Loan Fund, the US Government’s New Market Tax Credits program and other sources.

A-4. Work with the Chamber of Commerce and the Business Improvement District to promote business to business (B2B) opportunities. The analysis in the appendices indicates that several industries either have strong buyer/supplier linkages in the area or have the potential to do so. Part of the strategic economic development plan should involve initiatives that seek to identify and strengthen these connections as a way of capturing more economic activity within the City. As indicated in the

analysis, those sectors that have the greatest potential in this regard are Health services, Agriculture & Food Products, Polystyrene Foam Production and Advanced Manufacturing.

The Business Retention & Expansion visits to firms in these industries should focus on ways in which they may take advantage of local sources of suppliers and customers. In addition, the Economic Development Director should collaborate with the Chamber of Commerce and the Business Improvement District to hold informal “cluster meetings” for these sectors in which representatives of firms in those sectors are invited along with representatives of firms interested in purchasing from or supplying to those businesses. These occasions would provide informal opportunities for the invited firms to explore opportunities to conduct business with each other

A-5. Focus on Quality of Life Issues to Build Competitive Advantage. In the 21st Century economy, access to a talented workforce is a major (if not *the* major) factor in creating a competitive advantage for a location. Businesses find it much easier to attract and retain talent in locations that offer high quality of life. In addition, both retail and tourism depend upon the quality of the experience offered by a place in order to successfully compete. Consequently, it is important that the SEDP focus on quality of life as part of creating a long-term competitive advantage for the City. The Economic Development Director should work closely with the City and its full range of partners to ensure that the quality of life in the City remains high and even increases. This would involve ensuring that new projects have high standards for physical design that complement or strengthen the existing built environment, advocating with the City on behalf of streetscape improvements in the downtown and lakefront areas, advocating for continual improvements in the offerings of the local school district and Finger Lakes Community College.

A-6. Continually Strengthen the Business Climate in the City. There is a widespread perception among the business community that the regulatory process in Canandaigua is not business-friendly. The Economic Development Director should work closely with businesses to identify particular issues they have with regulatory standards or processes used by the City. The Director should continually identify any ways in which the regulatory standards or processes can be streamlined to achieve their intended outcomes while being less burdensome on businesses.

A-7. Maintain strong connections between tourism promotion and general economic development. The Canandaigua area’s strength as a tourism destination and site for vacation homes creates additional opportunities for economic development. Business people who first come to know the area as tourists or second home owners may eventually consider the area as a place to expand or even move their business. Successful business executives from the Rochester area already own many lakefront homes near Canandaigua. Canadians are already a major segment of the Finger Lakes tourism market. In both cases, these visitors represent a pool of talent and investment capital that can be cultivated through tourism. Thus, efforts to attract visitors to both downtown and the lakefront should incorporate opportunities for visitors to learn more about the possibilities of bringing their businesses to Canandaigua. In a way, every tourism promotion and event should also be seen as a potential opportunity to attract new investment in the City.

D. Sector-Specific Recommendations

B-1. Recommendations for the Retail/Tourism Sectors: As indicated in the analyses contained in the appendices, the retail and tourism sectors in Canandaigua are dependent upon the creation and maintenance of compelling visitors experiences in the Downtown area and along the waterfront. As indicated in the analysis, the experience has many contributing elements: an attractive streetscape, an interesting mix of stores and shops, along with a diverse roster of promotions, festivals and other activities to draw visitors and shoppers into the area. In this context, the major role for the Economic Development Director is to coordinate the “experience” with the BID and other local agencies. This will include the following actions:

- Strengthen physical/programmatic links between City’s downtown merchants and Lakefront as well as the wineries and culinary tourism opportunities
- Maintain liaison with major destinations: CMAC, NYWCC, FLCC, Historic Sites, etc. as well as the Finger Lakes Visitors Connection
- Work with Chamber and other organizations to coordinate major events and festivals in the City
- Oversee/encourage catalytic projects such as:
 - Re-use of the former Labelon Building
 - Coordination of Lakefront Development with Downtown development
 - Eventual re-use of the former Wegman’s parcel at the intersection of 5 & 20 and South Main Street
 - Creation of pedestrian district near old Railroad Station on Ontario Street

B-2. Recommendations for Manufacturing and Business Services Sectors: The major emphasis in strengthening the manufacturing and business services sectors in the City is twofold: provide careful stewardship of existing businesses in those sectors (particularly the current large employers), while providing opportunities for start-ups, the expansion of existing firms and the attraction of new firms into the City. This will involve the following actions:

- Create “early warning” system to meet needs of large employers (e.g., Constellation & GateHouse Media). The City’s business retention and expansion efforts should be focused on this issue.
- Focus efforts on easing the process of expanding existing businesses and/or attracting new ones to improve likelihood of economic diversification. Creating such a “churn” of new activity can be supported by:
 - Assembling sites and “shepherding” major projects, particularly those involving re-use of industrial properties in the Southeast of the City
 - Interacting with SSTCC to ensure they remain healthy and to maximize the potential for spin-offs into the City
 - Creating a conduit for FLCC services/programs to flow into the City. Workforce development programming is one of the major benefits that the College can offer, along with assistance from the Small Business Development Center and technical expertise available through faculty.
 - Creating a liaison with Ontario County Office of Economic Development and the Greater Rochester Enterprise for external marketing of City sites understanding the types of sites currently sought by these organizations and making them aware of the sites available in the City.
 - Foster expansion of telecommuting/knowledge worker opportunities by fostering 3rd places in the City and maximizing connections to Axxess Ontario. Third places are shared gathering spaces where home-based workers and telecommuters can gather to both carry out their

work and build peer relationships. Experience in Michigan and elsewhere indicates these facilities can help grow start-up businesses and provide opportunities for one-person information-based businesses. Canandaigua CoWorking is a commercial “third place” currently operating in the City. A more detailed description of third places is included in the appendices.

B-3. Recommendations for the Health Services Sector: There is a three-fold focus for the recommendations regarding the health care sector:

1. Support the existing health services currently provided in the City
2. Encourage the development of new services to diversify the employment base in the sector
3. Continue to improve the quality of life in the City to enable firms and organizations in that sector to attract young professionals into the area.

The recommended actions include the following:

- Improving communication especially with regards to making sure that Canandaigua’s residents are aware of the health services available in the area.
- Making sure that the health sector continues to grow in order to stay competitive and meet the needs of the region.
 - Working with health care providers to advocate with State and Federal agencies for expanded services
 - As needed by health care organizations, identifying sites for expanded health care services
 - As indicated by market opportunities, developing Senior Home Care services to offset costs of traditional nursing homes and providing new opportunities in the health care sector.
- Seeking ways to integrate health, wellness, and economic vitality in order to create the highest possible quality of life. This will benefit the community as a whole, while also highlighting the importance of the health care sector in Canandaigua.

Implementation Plan

The Strategic Economic Development Plan is ambitious both in its intent and its scope. It will therefore require a phased approach to implementing its recommendations. The implementation plan outlines a series of discrete actions to be taken over a two year timeframe. The parentheses that follow the description of each action refer to the particular recommendation or recommendations being addressed by that action.

Year 1 Actions:

- 1-1. The Economic Development Director position is created & filled. (A-1)
- 1-2. Implement Business Retention & Expansion Program with first priority given to visits to large firms in manufacturing, health services and retail/tourism. (A-2;B-2)
- 1-3. Create inventory of appropriate sites with willing sellers for use by the County Office of Economic Development and the Greater Rochester Enterprise for Expansion/Attraction efforts. (A-3)

1-4. Establish the Economic Development Advisory Council. (A-1)

1-5. Initiate or Participate in four “Catalytic Projects.” The following are recommended as appropriate projects. Should conditions or opportunities change, the Economic Development Director may wish to pursue others. (B-1)

- Support Lakefront Revitalization that is consistent with the City’s goals for this area by working with the Canandaigua Area Development Corporation to secure necessary approvals, financing, etc.
- Reuse of the Labelon Building involving the following steps:
 - Work with the property owner to identify and/or confirm site constraints
 - Review the current asking prices versus market conditions with the listing realtor to assess the competitiveness of current pricing
 - develop plan to address site constraints, identifying any potential funding sources that could be used in this effort
- Create a coordinated events calendar with Downtown/BID, Chamber of Commerce, Lakefront properties/organizations, New York Wine and Culinary Center, Finger Lakes Community College, CMAC and the Finger Lakes Visitors Connection
- Create a Task Force to identify aspects of City’s zoning and building codes that may be constraints to development, redevelopment and expansion (A-6)

Year 2 Actions:

2-1. Explore creation/expansion of the “3rd place” concept for home-based businesses and telecommuters, possibly incorporating on-site SBDC services and broadband access via Axxess Ontario (B-2)

2-2. Begin implementation of the recommendations from the Code Task Force (A-6)

2-3. Begin the process of seeking and securing grants for site preparation of key active sites from such

<u>Implementation Plan for Strategic Economic Development Plan</u>												
<u>ACTIONS:</u>	<u>YEAR 1</u>				<u>YEAR 2</u>				<u>YEAR 3</u>			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
<u>Year 1 Actions:</u>												
1-1. Economic development director position created & filled. (A-1)												
1-2. Implement Business Retention & Expansion Program (A-2; B-2)												
1-3. Create inventory of appropriate sites (A-3, B-3)												
1-4. Establish the Economic Development Advisory Council. (A-1)												
1-5. Initiate or Participate in four “Catalytic Projects.” (B-1)												
<u>Year 2 Actions:</u>												
2-1. Explore creation/expansion of a “3 rd place” (B-2)												
2-2. Begin implementation of the recommendations from the Code Task Force (A-6)												
2-3. Begin the process of securing grants for preparation of key sites (A-3, B-2, B-3)												
2-4. Convene at least one “cluster meeting” (A-4)												
2-5. Work with OCIDA & GRE on Attraction Efforts (A-3, B-2)												

sources as Rebuild New York, the New York Main Street program, etc. (A-3, B-2)

2-4. Convene at least one “cluster meeting” to foster local business-to-business relationships among firms in that industry and/or potential local suppliers/customers (A-4)

2-5. Work with Ontario County Office for Economic Development and Greater Rochester Enterprise on Industry Attraction Efforts (A-3, B2)

The Implementation Plan is summarized in the diagram above.

Metrics

Measuring the progress in implementing a strategy is one of the most important (and sometimes, most difficult) aspects of strategic planning. This section identifies metrics by which progress on the Strategic Economic Development Plan can be gauged. Two types of metrics are included: activity metrics and outcome metrics. Activity metrics measure the extent to which intended activities are completed. Outcome metrics indicate whether the activities produce the desired outcomes. NOTE: to the greatest extent possible, the metrics recommended in this section rely upon data that are already collected in one form or another. Thus evaluations can be conducted without additional data collection efforts.

Overall Metrics for the SEDP

Three outcome metrics provide the best means to assess the overall effectiveness of the SEDP. They are listed in the table below. Each metric is described and then the table provides the sources from which the metric can be compiled and the comparative benchmark to be used in assessing the metric. Note: as seen in the Table, sources such as the Bureau of Labor Statistics and the Census Bureau only report localized data every several years. For example, the only reasonably current data available on local employment is at the ZIP code level and it tends to lag by a year or two. Nonetheless, tracking this data overtime will provide a reasonable proxy of economic performance of the City of Canandaigua.

Metric	Source	Comparative Benchmark
Employment and Number of Establishments by North American Industrial Classification	US Census Bureau ZIP Business Patterns (NOTE: data is only available for the 14424 ZIP code) http://censtats.census.gov/cgi-bin/zbpnaic/zbpsect.pl	Comparable data for Ontario County and for the ZIP Codes of Benchmark Communities of Geneva, Ithaca, Victor, Corning, Skaneateles and Watkins Glen
Median Household Income in Constant Dollars (i.e., controlling for inflation)	US Census Bureau, American Community Survey, 5-year sample. (NOTE: the ACS is a sample, not a complete count. The data presented is a five year	Comparable data for Ontario County and for the Benchmark Communities of Geneva, Ithaca, Victor, Corning, Skaneateles and Watkins Glen

	rolling average from the sample.) http://factfinder2.census.gov	
Planned Investment in Commercial and Industrial Construction	City of Canandaigua Building Permits from the City Building Inspection Department	Comparable data is not readily available from the Benchmark communities.

Metrics should also be used to monitor progress on each of the recommendations in the SEDP. In this case, it is useful to compile both activity metrics and outcome metrics. The table below provides activity and outcome metrics for each of the recommendations listed above.

<u>Recommendation</u>	<u>Activity Metrics</u>	<u>Outcome Metrics</u>
A-1. Create Position of Economic Development Director	Position approved & funded by City Council	Economic Development Advisory Council Formed
A-2. Provide Business Retention & Expansion Services for firms located in the City	Develop BR&E program in concert with OCOED program	Number of enterprises & employees in target industries as reported annually by NYSDOL compared to similar measures for communities included "benchmark" analysis in Appendices
A-3. Use economic development tools to prepare and position sites for development/redevelopment	Incentives/financing arranged for sites	Value of new commercial and industrial construction as reported on City building permits Compared to previous year and to growth in Total Assessed Value in County
A-4. Work with the Chamber of Commerce and the Business Improvement District to promote business to business (B2B) opportunities.	Number of B2B events held/coordinated by Economic Development Director	Economic Development Director documents new buyer/supplier arrangements arising from the events.
A-5. Focus on Quality of Life Issues to Build Competitive Advantage.	Economic Development Director advocates for Qof L measures described in SEDP	
A-6. Continually Strengthen the Business Climate in the City.	Zoning & Codes Task Force Formed	Task Force Recommendations Adopted by City
Sector-Specific Recommendations		
B-1. Recommendations for the Retail/Tourism Sectors:		

<u>Recommendation</u>	<u>Activity Metrics</u>	<u>Outcome Metrics</u>
Strengthen physical/programmatic links between City's downtown merchants and Lakefront as well as the wineries and culinary tourism opportunities	Comprehensive Events Calendar Created	Number of Events and Number of Attendees reported on Events Permits compared to previous year
Maintain liaison with major destinations: CMAC, NYWCC, FLCC, Historic Sites, etc. as well as the Finger Lakes Visitors Connection	Economic Development Director meets with these organizations as part of BR&E effort	Reported attendance at destinations.
Work with Chamber and other organizations to coordinate major events and festivals in the City	Comprehensive Events Calendar Created	Number of Events and Number of Attendees reported on Events Permits compared to previous year
Oversee/encourage catalytic projects such as:		
Re-use of the former Labelon Building	Re-use plan created in cooperation with the property owner	Building is put into use
Coordination of Lakefront Development with Downtown development	Working with CADC and BID, Economic Development Director defines expected role each will play in tourism & retail experiences in Canandaigua	Economic Development Director can document how developments and activities in these two areas have been designed to be complementary
Eventual re-use of the former Wegman's parcel at the intersection of 5 & 20 and South Main Street	Economic Development Director works with property owner on reuse	Physical design and eventual uses on property serve as link between Downtown & Lakefront
Creation of pedestrian district near old Railroad Station on Ontario Street	Economic Development Director works with property owners on reuse	Pedestrian district created that links to Downtown & enhances downtown experience
B-2. Recommendations for Manufacturing and Business Services Sectors:		
Create "early warning" system to meet needs of large employers (e.g., SSTCC, Constellation & GateHouse Media). The City's business retention and expansion efforts should be focused on this issue.	Business Retention & Expansion effort focuses on major employers in first year	Economic Development Director provides report on issues facing employers and steps taken to address them.
Focus efforts on easing the process of expanding existing businesses and/or attracting new ones to improve likelihood of economic diversification.		
Assembling sites and "shepherding" major projects, particularly those involving re-use of industrial properties in the Southeast of the City	Economic Development Director assembles re-use project in Southeast corner as defined in SEDP appendices.	Site is converted to commercial/industrial reuse.
Interacting with SSTCC to ensure they remain healthy and to maximize the potential spin-offs spin off into the City	Economic Development Director establishes regular communication with SSTCC management.	At least one SSTCC spin-off is created in City within 3 years.

<u>Recommendation</u>	<u>Activity Metrics</u>	<u>Outcome Metrics</u>
Creating a conduit for FLCC services/programs to flow into the City	Economic Development Director establishes regular communication with FLCC leadership	FLCC expands training/SBDC offerings in City. City & FLCC coordinate activities around Woodsman Competition to bring some activity downtown. New business opportunities are identified for City businesses to serve FLCC students & faculty.
Creating a liaison with Ontario County Office of Economic Development and the Greater Rochester Enterprise for external marketing of City sites	Economic Development Director works with OED and/or GRE on external marketing	At least one new business is attracted to City every 2 years beginning in Year 3.
Foster expansion of telecommuting/knowledge worker opportunities by fostering 3 rd places in the City and maximizing connections to Axxess Ontario	Economic Development Director works with City, Axxess Ontario and Property owners to develop a "3rd place."	"3rd Place" is created in Downtown area.
B-3. Recommendations for the Health Services Sector:		
Improving communication especially with regards to making sure that Canandaigua's residents are aware of the health services available in the area.	Work with Chamber, BID, City and Health Care providers to create activities that foster greater community awareness of the role health care plays in the City.	During BR&E visits, Health Care providers report greater usage of local services by City residents
Making sure that the health sector continues to grow in order to stay competitive and meet the needs of the region.	Working with health care providers to advocate with State and Federal agencies for expanded services	At least one significant expansion or attraction of a health-services enterprise in 3 years involving at least \$500,000 in investment.
	As needed by health care organizations, Identifying sites for expanded health care services	Completion of expansion/attraction for health services organization in the City.
	As indicated by market opportunities, developing Senior Home Care services to offset costs of traditional nursing homes and providing new opportunities in the health care sector.	Successful development of new senior home care services and housing options in the City.
Seek ways to integrate health, wellness, and economic vitality in order to create the highest possible quality of life. This will benefit the community as a whole, while also highlighting the importance of the health care sector in Canandaigua.	Work with Chamber, BID, City and Health Care providers to promote Canandaigua as a "healthy city" as a way to market the City to attract business & talent.	

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Appendix A. Background Analysis

This appendix contains the background analyses of regional economic trends, a benchmark analysis comparing Canandaigua to similar localities, and information gathered through stakeholder interviews, focus groups, a survey, and a public meeting used to develop Canandaigua's Economic Development Strategic Plan.

The analysis begins with an assessment of Canandaigua's overall competitiveness through a comparison to several benchmark communities on subject areas including population trends, housing, economy, and government. Next it provides a broad view at the regional economic landscape, looking at the viability of industrial clusters in the Rochester Metropolitan Statistical Area and how they relate to the Canandaigua economy. This is followed by an analysis of the City's retail sector, an assessment of buyer/supplier links in the City's economy and a discussion of potential industry targets for the City.

Following the economic analysis there is a summary of the results of interviews and stakeholder focus groups held to date (with full summaries of the stakeholder meetings and public meetings contained in the report appendices). This is followed by an analysis of real estate and land use patterns in the City.

The document concludes with a summary of the City of Canandaigua's economic development strengths, weaknesses, opportunities and threats (SWOT analysis). The SWOT analysis concludes this report as a comprehensive synthesis of all the analysis included herein. It is intended to provide a concise overview of the City's strategic position for economic development.

Detailed descriptions of many of the analyses are included in the appendices following page 51.

1. Regional Benchmarking: Assessing Canandaigua's Overall Competitiveness

One of the first steps in assessing the economic potential of a location is to evaluate it against comparable locations in the same area. This section compares the City of Canandaigua with communities from the greater Finger Lakes region that are in some ways comparable to the City in terms of size, frontage on one of the Finger Lakes or other indications of a substantial tourism sector. Local demographic and economic trends were assessed by benchmarking, or comparing the City of Canandaigua to these other comparable localities. Table 1.1 lists the City of Canandaigua along with the other communities that were used for comparison. The following communities were chosen for their location in the Finger Lakes Region and for possessing a similar tourism potential to that of the City of Canandaigua. The Town of Victor has less of a tourism economy but was included as another benchmark community within Ontario County.

Table 1.1	
Place	Population, 2010
Canandaigua City	10,545
Canandaigua Town	10,020
Corning City	11,183
Geneva City	13,261
Ithaca City	30,014
Seneca Falls Village	6,681
Watkins Glen Village	1,859
Victor Town	14,275

Benchmarking centered around four general metrics: population, housing, economics and government.

Population

The overall population in the City of Canandaigua saw a slight decrease between 2000 and 2010 as illustrated in Figures 1.1 and 1.2. This trend is unlike the population growth in the comparable cities of Corning and Ithaca, however it follows the population decline seen in the City of Geneva. This decline in the population might be due in part to the City of Canandaigua's older housing stock and therefore its inability to support an increasing amount of people.

Figure 1.1

Source: U.S. Census Bureau 2000, 2010

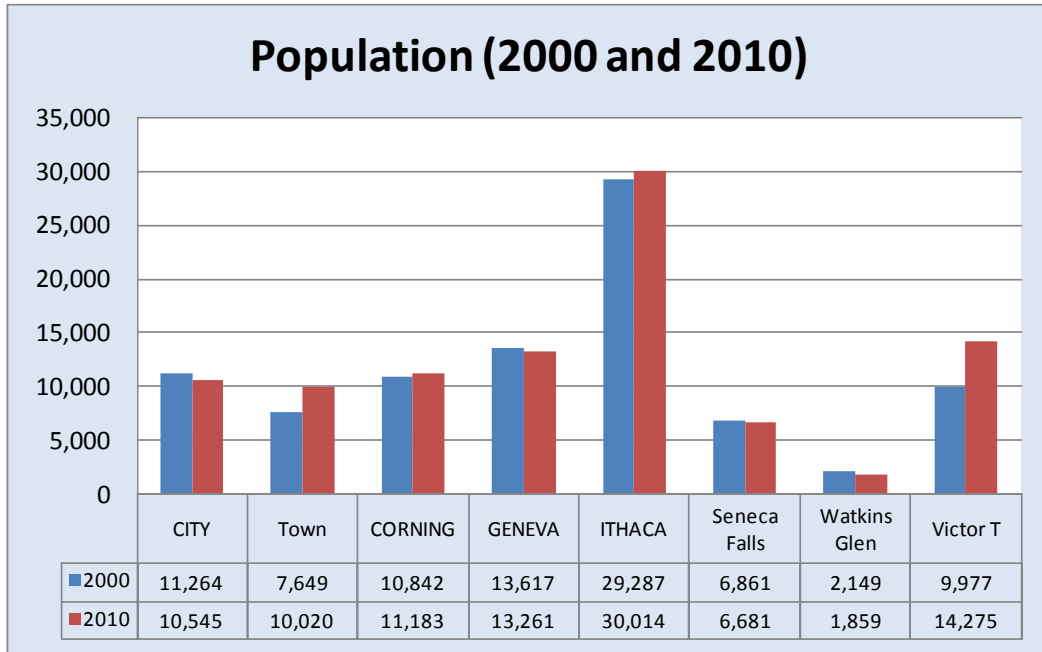
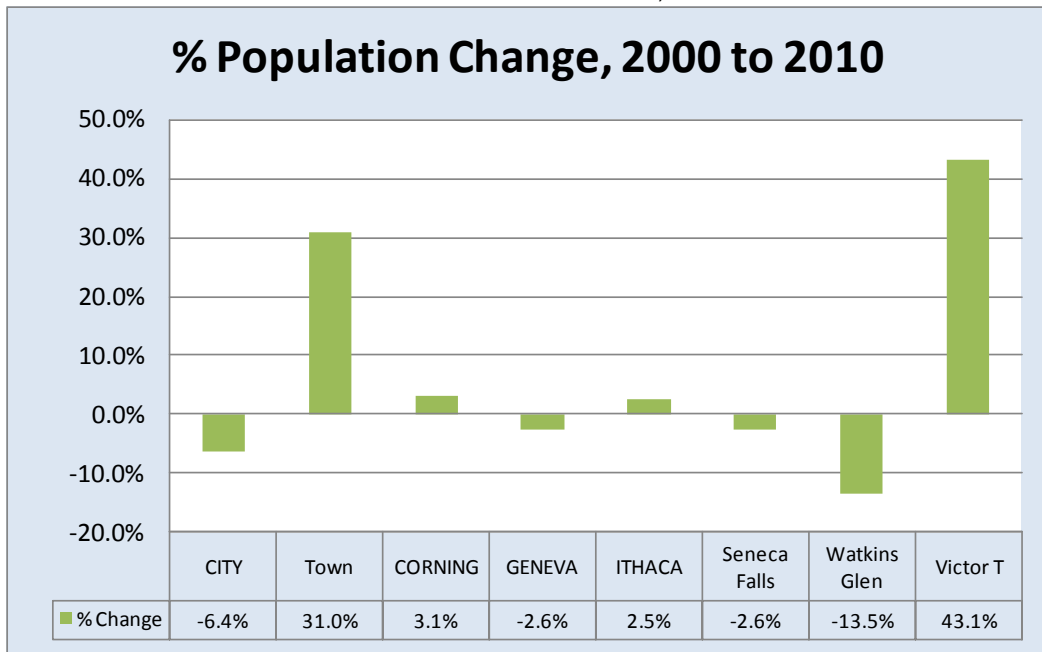


Figure 1.2

Source: U.S. Census Bureau 2000, 2010



Educational attainment levels in the City of Canandaigua are not unlike those of the benchmark localities. The City of Canandaigua has a slightly higher high school dropout rate relative to the Town of Canandaigua and the Town of Victor, however the rate is similar to that of the benchmark cities of Corning, Geneva, and Ithaca. Higher education attainment levels are comparable to levels in benchmark communities (see Figure 1.3).

Figure 1.3

Source: U.S. Census Bureau, 2005-2009 American Community Survey

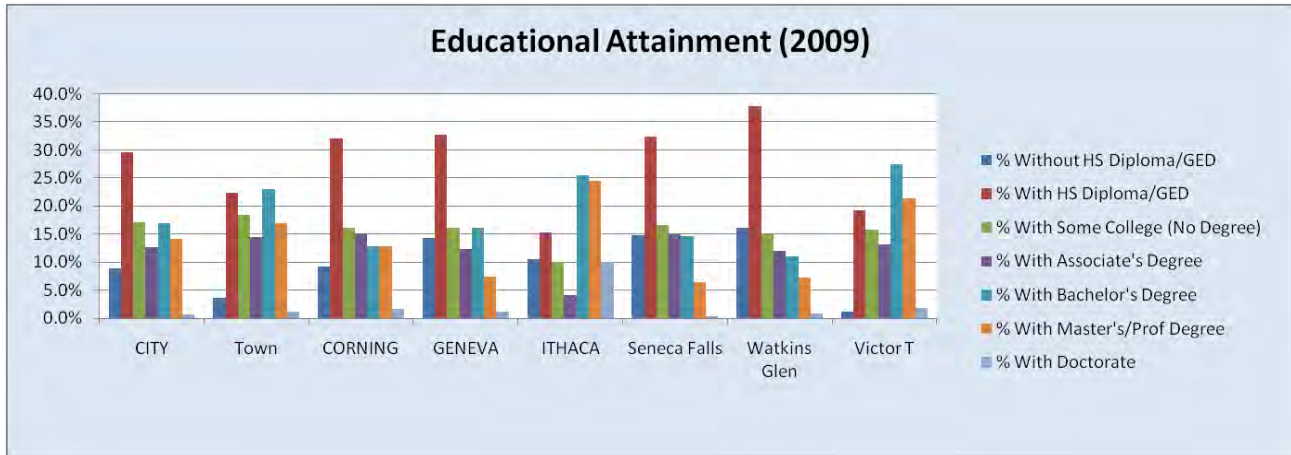
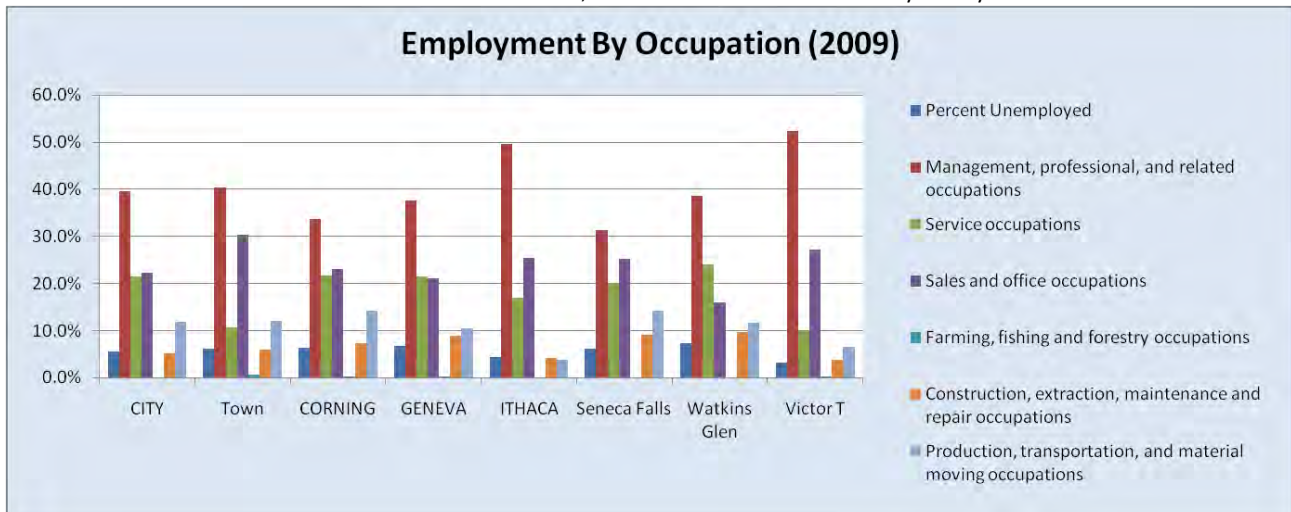


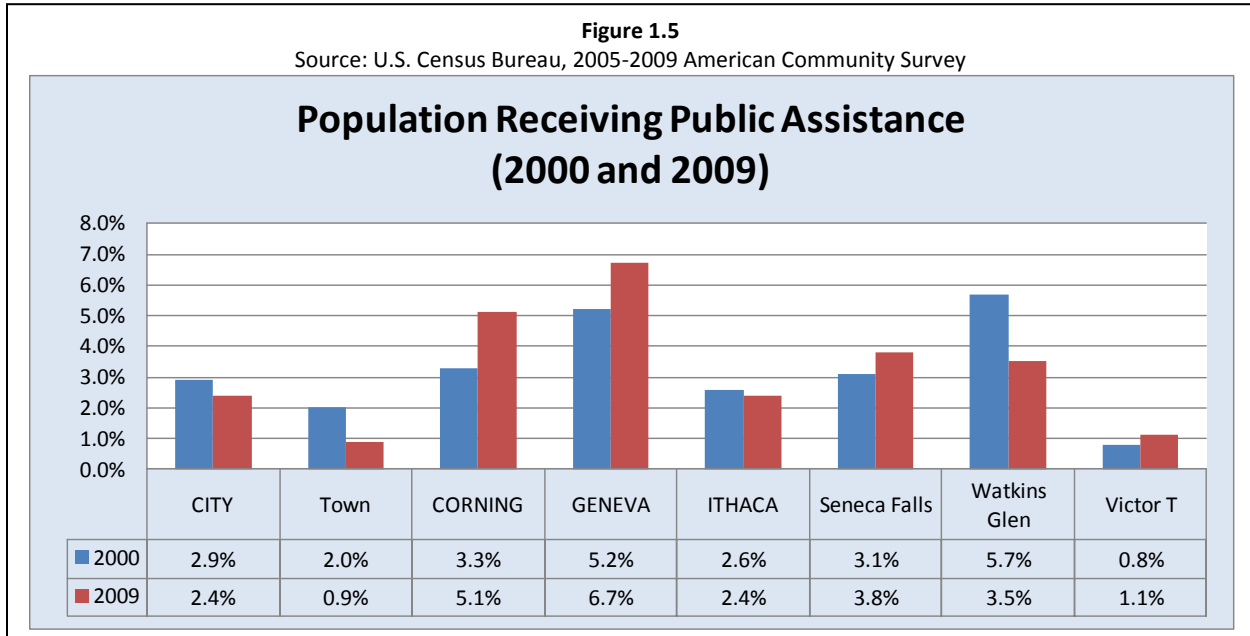
Figure 1.4 presents the percent of employment by occupation in each of the benchmark communities. The City of Canandaigua, like all other comparable localities, has the highest percentage of its population employed in management and professional occupations and a sizeable percentage of the population employed in service occupations and sales and office occupations. Unemployment levels in Canandaigua are average with respect to the benchmark localities.

Figure 1.4

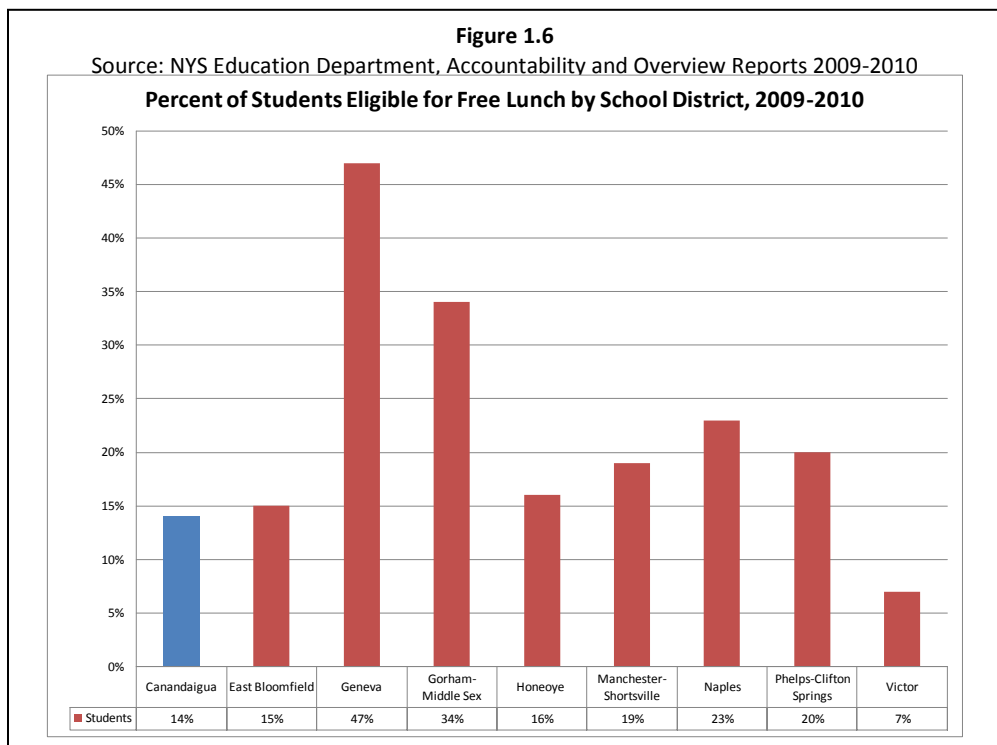
Source: U.S. Census Bureau, 2005-2009 American Community Survey

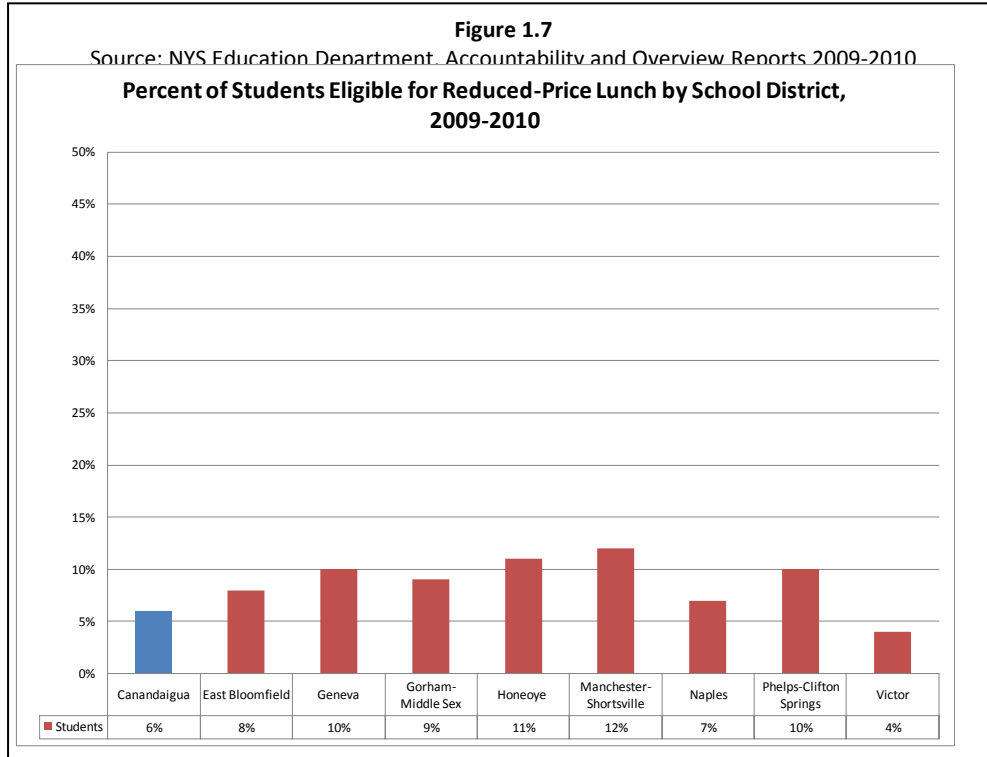


The percentage of the population receiving public assistance in the City of Canandaigua is relatively low in comparison to the benchmark cities of Corning and Geneva but similar with respect to Ithaca where a decrease in the percentage of the population on public assistance between the years of 2000 and 2009 is also apparent (see Figure 1.5).



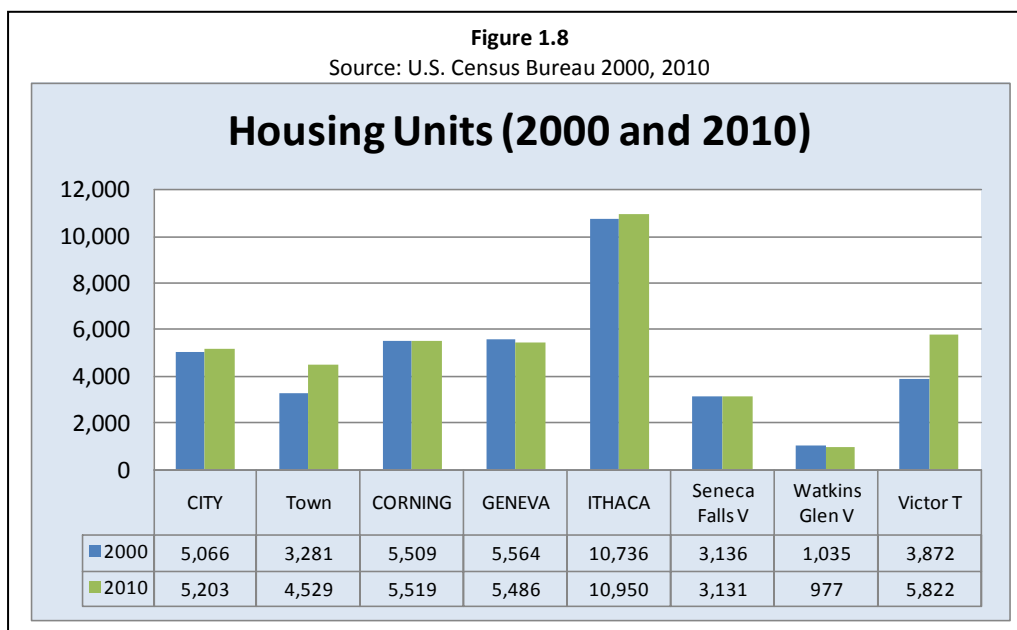
Looking further into public assistance programs in Canandaigua, we see that Canandaigua has a low percentage of students eligible for free lunch and reduced-price lunch relative to other school districts in Ontario County (see Figures 1.6 and 1.7).

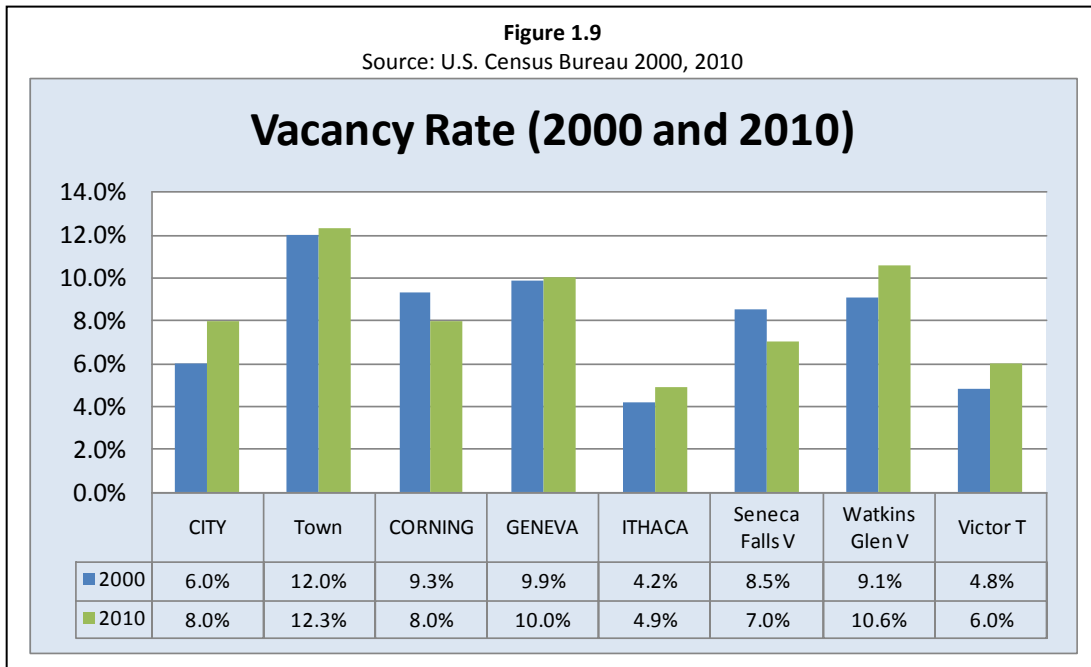




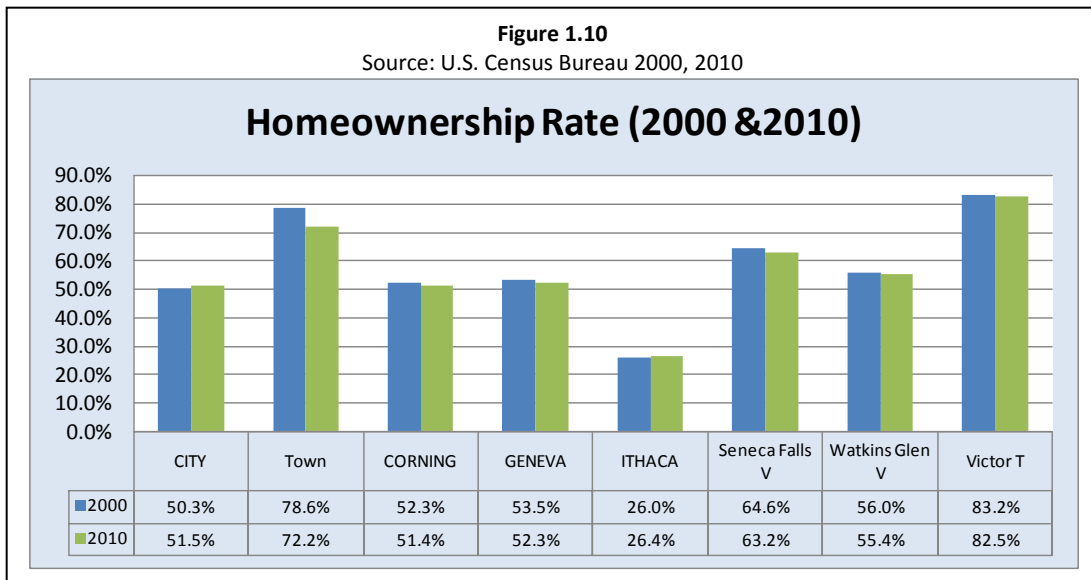
Housing

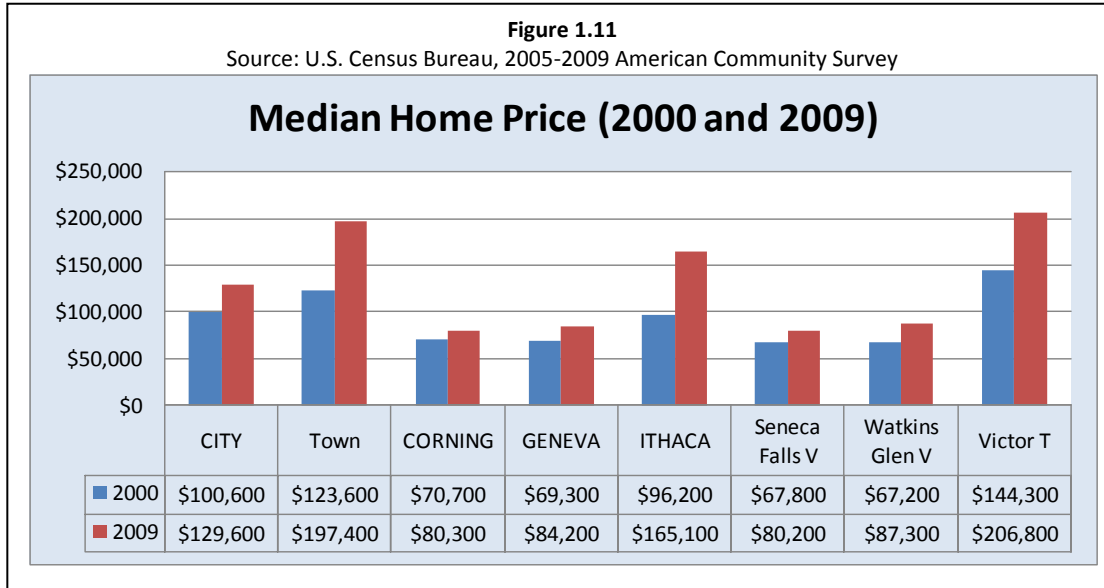
The number of housing units in the City of Canandaigua has remained relatively stable between 2000 and 2010 with only a slight increase. The number of housing units is comparable to the benchmark cities of Corning and Geneva (Figure 1.8). The housing unit vacancy rates increased in the City of Canandaigua by 2 percentage points, the highest increase relative to all other benchmark localities (Figure 1.9). The increase in vacancies may potentially be caused by the aging of the population and an eventually move by senior residents into senior housing facilities.





The homeownership rate in the City of Canandaigua increased between 2000 and 2010 while all other benchmark communities saw a decrease in homeownership rates, except for a slight increase in Ithaca (Figure 1.10). Median home prices also showed a healthy increase in the City of Canandaigua between 2000 and 2009 (Figure 1.11).





Economy

Local economic trends were assessed by benchmarking Canandaigua to other regional localities with respect to employment, wages, and sales in the retail trade, health care and social assistance, accommodation and food services, and manufacturing sectors.

Figure 1.12
Source: U.S. Census Bureau, Economic Census 2007
* Data suppressed to avoid disclosure

COMPARATIVE EMPLOYMENT vs. BENCHMARK LOCALITIES, 2007

		RETAIL TRADE		HEALTH CARE AND SOCIAL ASSISTANCE		ACCOMMODATION AND FOOD SERVICES		MANUFACTURING	
	Total Population	Total Employment	% of Population Employed	Total Employment	% of Population Employed	Total Employment	% of Population Employed	Total Employment	% of Population Employed
Canandaigua City	11,202	1,813	16.2%	2,691	24.0%	1,046	9.3%	935	8.3%
Canandaigua Town	8,622	564	6.5%	447	5.2%	124	1.4%	*	*
Corning	10,263	665	6.5%	1,876	18.3%	743	7.2%	602	5.9%
Geneva	13,271	1,016	7.7%	1,571	11.8%	767	5.8%	783	5.9%
Ithaca	29,821	2,879	9.7%	1,677	5.6%	2,448	8.2%	1,462	4.9%
Seneca Falls V	6,494	200	3.1%	355	5.5%	94	1.4%	*	*
Skaneateles T	7,331	384	5.2%	165	2.3%	469	6.4%	1,529	20.9%
Victor T	12,076	3,813	31.6%	406	3.4%	1,459	12.1%	1,960	16.2%

Figure 1.13

Source: U.S. Census Bureau, Economic Census 2007

* Data suppressed to avoid disclosure

COMPARATIVE WAGES vs. BENCHMARK LOCALITIES, 2007

	RETAIL TRADE			HEALTH CARE AND SOCIAL ASSISTANCE			ACCOMMODATION AND FOOD SERVICES			MANUFACTURING		
	Annual Payroll	Total Employment	Average Annual Wage	Annual Payroll	Total Employment	Average Annual Wage	Annual Payroll	Total Employment	Average Annual Wage	Annual Payroll	Total Employment	Average Annual Wage
Canandaigua City	\$38,433,000	1,813	\$21,199	\$119,414,000	2,691	\$44,375	\$13,901,000	1,046	\$13,290	\$35,864,000	935	\$38,357
Canandaigua Town	\$16,437,000	564	\$29,144	\$11,168,000	447	\$24,984	\$1,823,000	124	\$14,702	*	*	*
Corning	\$14,148,000	665	\$21,275	\$63,544,000	1,876	\$33,872	\$9,551,000	743	\$12,855	*	602	*
Geneva	\$22,538,000	1,016	\$22,183	\$56,780,000	1,571	\$36,143	\$10,642,000	767	\$13,875	\$30,124,000	783	\$38,473
Ithaca	\$63,267,000	2,879	\$21,975	\$42,178,000	1,677	\$25,151	\$35,650,000	2,448	\$14,563	\$62,149,000	1,462	\$42,510
Seneca Falls V	\$5,112,000	200	\$25,560	\$7,467,000	355	\$21,034	\$1,441,000	94	\$15,330	*	*	*
Skaneateles T	\$7,965,000	384	\$20,742	\$6,843,000	165	\$41,473	\$8,564,000	469	\$18,260	\$116,924,000	1,529	\$76,471
Victor T	\$72,117,000	3,813	\$18,913	\$10,913,000	406	\$26,879	\$19,274,000	1,459	\$13,210	\$93,926,000	1,960	\$47,921

Figure 1.14

Source: U.S. Census Bureau, Economic Census 2007

* Data suppressed to avoid disclosure

COMPARATIVE SALES vs. BENCHMARK LOCALITIES, 2007

	RETAIL TRADE			HEALTH CARE AND SOCIAL ASSISTANCE			ACCOMMODATION AND FOOD SERVICES			MANUFACTURING		
	Number Establishments	Sales	Sales per Establishment	Number of Establishments	Sales	Sales per Establishment	Number of Establishments	Sales	Sales per Establishment	Number of Establishments	Sales	Sales per Establishment
Canandaigua City	90	\$383,912,000	\$4,265,689	59	\$212,253,000	\$3,597,508	64	\$44,890,000	\$701,406	14	*	*
Canandaigua Town	44	\$195,161,000	\$4,435,477	16	\$25,407,000	\$1,587,938	12	\$6,208,000	\$517,333	*	*	*
Corning	57	\$124,467,000	\$2,183,632	67	\$170,872,000	\$2,550,328	62	\$36,248,000	\$584,645	9	*	*
Geneva	66	\$184,459,000	\$2,794,833	44	\$124,919,000	\$2,839,068	45	\$34,873,000	\$774,956	15	*	*
Ithaca	187	\$610,400,000	\$3,264,171	102	\$102,317,000	\$1,003,108	194	\$118,838,000	\$612,567	38	*	*
Seneca Falls V	25	\$60,018,000	\$2,400,720	24	\$17,178,000	\$715,750	17	\$4,799,000	\$282,294	5	*	*
Skaneateles T	42	\$82,142,000	\$1,955,762	23	\$15,838,000	\$688,609	34	\$24,445,000	\$718,971	10	*	*
Victor T	202	\$765,736,000	\$3,790,772	37	\$25,789,000	\$697,000	52	\$60,684,000	\$1,167,000	55	\$451,590,000	\$ 8,210,727

With respect to employment (Figure 1.12), the City of Canandaigua has the highest percent of people employed in the health care and social assistance sector (24%) relative to all other benchmark communities and the second highest percent of people employed in the retail trade sector (16.2%) after only the Town of Victor (31.6%).

Figure 1.13 compares average annual wages in each sector between the benchmark communities. Wages in retail trade, and accommodation and food services seem to be relatively consistent between Canandaigua and the other localities. In the health care and social assistance sector, however, the City of Canandaigua has the highest average annual wage at \$44,375, with the Town of Skaneateles coming close at \$41,473. The City of Canandaigua is on the lower range of wages in the manufacturing sector according to the available data.

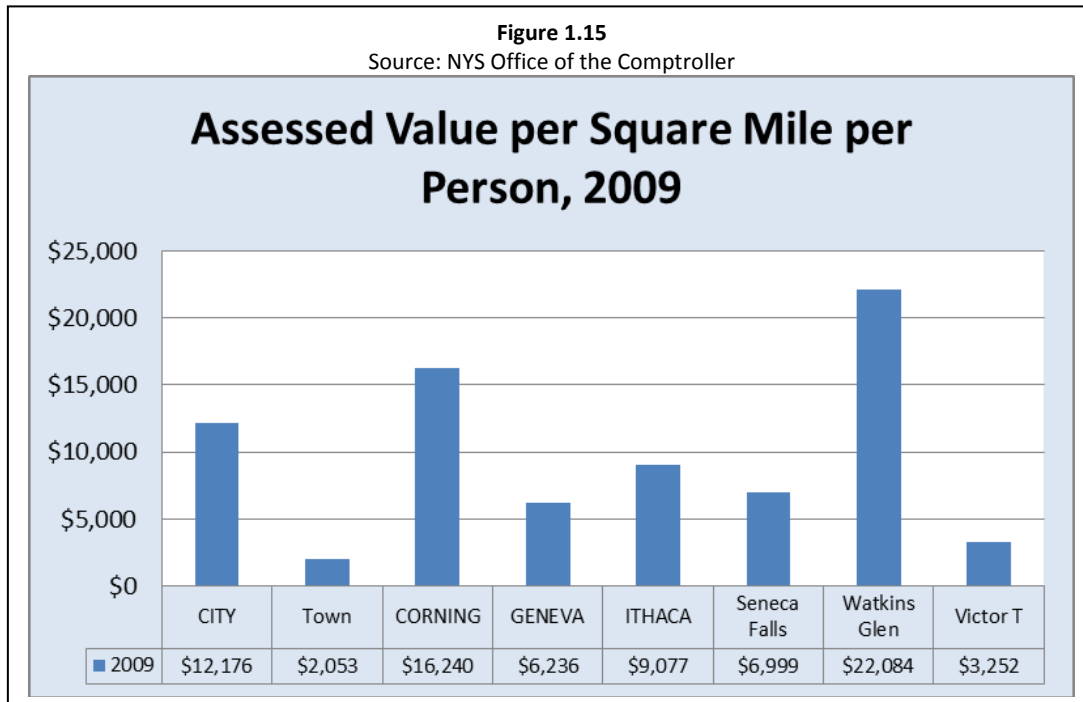
The highest annual sales per establishment (see Figure 1.14), as with the highest percent of employment, occurs in the retail trade and health and social assistance sectors for the City of Canandaigua. Relative to the benchmark localities, annual sales per establishment in the health and social assistance sector are highest in Canandaigua at \$3,597,508. Sales per establishment in retail trade are second highest in the City of Canandaigua at \$4,265,689 following only the Town of Canandaigua at \$4,435,477. Sales in the accommodation and food services sector in the City of Canandaigua are also

notable at \$701,406 though sales in this sector do not outperform those of the majority of other benchmark communities.

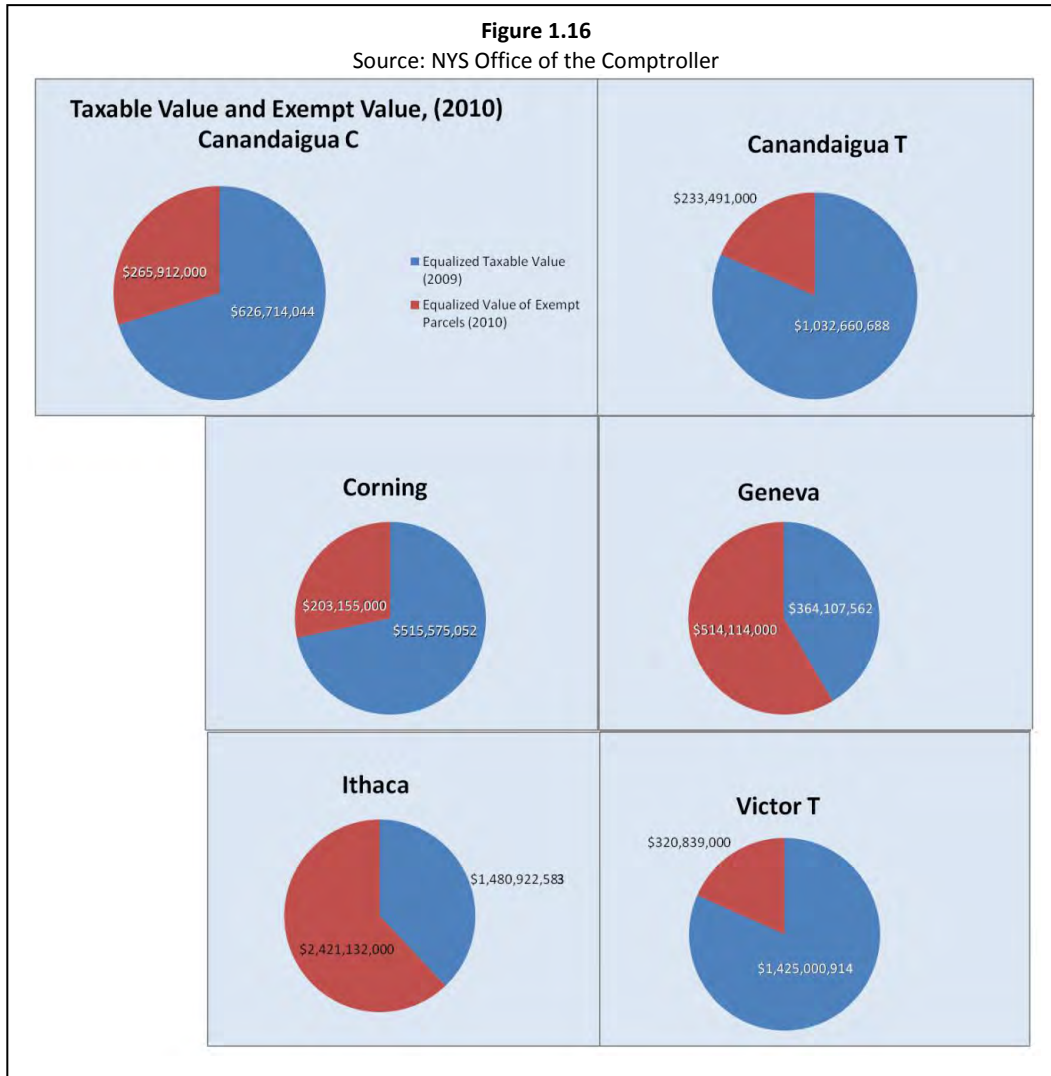
The local health care and social assistance sector in the City of Canandaigua, by comparison to benchmark localities, is very strong. This sector has the highest employment, highest average annual wages, and the highest sales per establishment relative to all benchmarks. This finding is not surprising, as the previous cluster analysis also identifies local health services as a strong local cluster.

Government

Assessed value per square mile per person is useful as a measure to assess a government's ability to raise tax revenues. As seen in Figure 1.15, the City of Canandaigua has the third highest assessed value per square mile per person at \$12,176 and a higher assessed value per square mile per person than the comparable cities of Geneva and Ithaca.



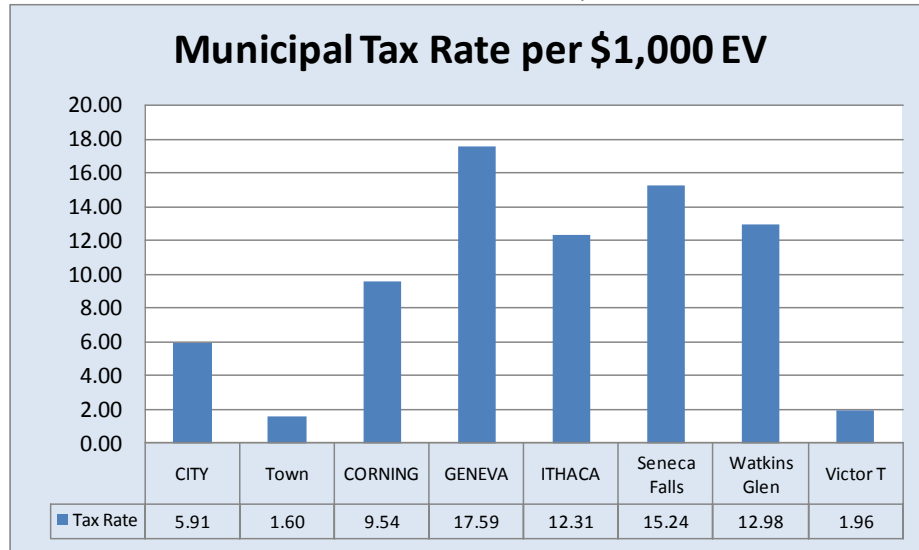
The government's ability to raise taxes is further indicated by the ratio of taxable to tax exempt properties within a community. Figure 1.16 presents the equalized taxable value against the equalized value of exempt parcels for each benchmark locality. The City of Canandaigua has a smaller ratio of tax



exempt parcels than the comparable cities of Geneva and Ithaca and has a similar proportion of tax exempt parcels to the City of Corning. The City of Canandaigua appears to have a strong ability to raise tax revenues given that for a small city it has a relatively high assessed value per square mile per person and a small proportion of tax exempt properties. The municipal tax rate (see Figure 1.17) for the City of Canandaigua, however, is low compared to the benchmark cities of Corning, Geneva, and Ithaca, and is only high with respect to the towns of Canandaigua and Victor.

Figure 1.17

Source: NYS Office of the Comptroller



2. An Overview of Canandaigua's Economy: the Importance of Health Care, Hospitality/Tourism and Manufacturing

The benchmarking analysis provides a general assessment of how Canandaigua compares to communities of similar size and economics in the Finger Lakes region. The next step in understanding the City's economic potential is to analyze the composition of economic activity in the City itself. The results of this analysis are summarized in the figures that follow. Each chart contains location quotients that compare the concentration of employment in particular industries in the City with the concentration of those same industries for Ontario County as a whole. Thus, for those industries in which the City has a higher concentration of jobs than the County as a whole, the location quotient will be greater than one. If the concentration of jobs in a particular industry is lower in the City than in the County, the location quotient will be less than one.

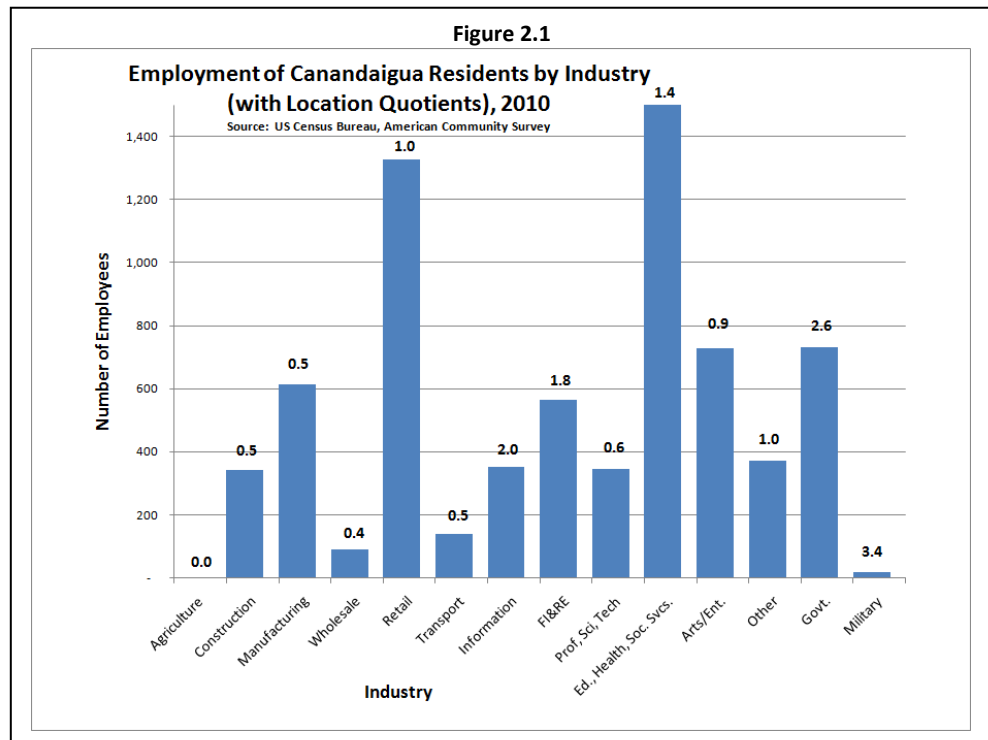
Employment Trends Among City Residents

As discussed below, city residents are largely employed in health care and retail, with government, arts and entertainment, finance, insurance and real estate and manufacturing also serving as major sources of employment for the residents of the City.

Figure 2.1 looks at employment trends for residents of Canandaigua versus residents of Ontario County. Clearly "Education, Health and Social Services" is a major employer of City residents, providing them with over 1,400 jobs. In addition, the location quotient of 1.4 indicates that the City residents have a forty percent higher concentration in jobs in that sector than residents of Ontario County as a whole.

Over 1,200 residents of the City are employed in retail. The 1.0 location quotient indicates that retail employment among City residents is at a concentration exactly equal to the County as a whole.

Government employs approximately 700 residents at a rate of concentration 2.6 times higher than the County as a



whole. This is not surprising since Canandaigua serves as the county seat. A similar number of City residents are employed in the arts/entertainment sector, at a rate roughly comparable to the County as a whole (location quotient= 0.90). Approximately 600 residents work in manufacturing, at concentration about one-half as high as the County as a whole. Slightly fewer than 600 residents are employed in Finance, Insurance and Real Estate, at a concentration almost twice that for the County as a whole (location quotient = 1.8).

In addition to examining the industries in which residents work, this analysis also reviews the types of occupations City residents hold. Professional and management occupations are the largest category of occupations for City residents, employing approximately 3,000 residents at a concentration 10 percent higher than the County as a whole. Approximately 2,500 residents hold jobs in sales and office occupations. Almost 2,000 City residents work as service workers, at a concentration 30 percent higher than for the County as a whole (related no doubt to the high concentration of residents' jobs in the healthcare and education sectors). Approximately 600 residents are in production and transportation occupations at a concentration that is only 60 percent that for the County. The construction occupations employ City residents as a level similar to manufacturing, also at a level of concentration well below that for residents of the County as a whole.

Employment Trends for Workers in the City

The analysis above focused on the jobs held by City residents. We now turn to the jobs provided by employers located in the City. As with the case of the residential analysis, the analysis of employment opportunities in the City looks at the total number of jobs located in the City, while using location quotients to compare the concentration of jobs in the City with those in the County as a whole.

Figure 2.3 shows employment by industry within the City of Canandaigua ranked by number of employees. Clearly (and not surprisingly) firms in health care and social assistance are a dominant presence, accounting for 900 jobs and having a concentration 2.4 times higher than for the County as a whole. Food services employs close to 800 people, with the City having a concentration of jobs in that industry 30 percent higher than the County as a whole. Note that, while education is a large employer in the City, the concentration of jobs in that sector is identical to that for the County as a whole (location quotient = 1.0). It is worth noting that several of the industries with relatively lower levels of employment in the City have high location quotients.

This includes information—which includes newspaper publishing(450 jobs and a 2.0 location quotient), banking (almost 300 jobs and a 2.2 location quotient), real estate (200+ jobs and a 1.3 location quotient) and management of companies—typically firms that provide services ranging from warehousing to research and development and data processing, (150 jobs and a 5.0 location quotient). NOTE: the chart shows that health and personal care stores employ about 550 jobs with a 2.9 location quotient. However, as will be discussed below, indications are that this is the result of an estimation error by ESRI, the company that compiles the data. The actual level of employment in that sector is probably in the 100 to 150 person range.

Details of Major Employing Sectors

As seen in the previous section, the most recent data for local economies maintains a fairly high level of aggregation. But strategic planning is strengthened to the extent it can be specific about the particular industries found in the City. The only reliable source available to create such a portrait in the Economic Census conducted by the US Census Bureau every five years. The last such Census was conducted in 2007. Using data from the 2007, we can better define the specific industries that constitute the major employers within the City of Canandaigua. These data are limited in that, in order to avoid inadvertently making private, proprietary information public, the Census Bureau suppresses employment numbers for industry sectors in which there is one large establishment that dominates the sector. However, in such cases, the Census Bureau publishes a range of employment for these sectors. Thus, the mid-point of that range can be used as a rough proxy for the total number of jobs in sectors dominated by large employers.

The table below (Table 2.1) has industries in the City of Canandaigua ranked by number of employees. Hospitals is the dominant employer in the City, employing between 1,000 and 2,499 persons (shown in the table as 1,749.5, the mid-point of that range. Other major employing sectors include food services and drinking places (61 establishments employing between 500 and 999 workers), supermarkets (3 establishments employing a similar range of workers) and polystyrene foam product manufacturing (1 establishment—Pactiv—with employment also within that range). Note that the impact of health care is even great if employment in doctor's offices, nursing and residential care centers and dentists are added to the total.

NOTE: there is one discrepancy between the 2007 Economic Census data and the 2010 estimates assembled by ESRI from US Labor Department Data. The ESRI data shows 10 establishments employing over 500 people in 2010. The Census data for 2007 shows that same sector with eight establishments employing 120 people. Since the Census data is an actual count as opposed to an estimate, we believe the 100-150 employee range is more realistic than the ESRI estimate.

Taken in total, the above analysis suggests that three broader sectors dominate the City's economy: health care, hospitality and tourism and manufacturing (particularly if the newspaper publishing operations within the City are considered a manufacturing facility). It is noteworthy that two of these three sectors (health care and manufacturing) are dominated by a few large firms: Thompson Health in the health care industry and Pactiv, Constellation Brands and GateHouse Media in manufacturing. While the City is fortunate to have such vibrant and progressive firms within their borders, the heavy reliance it places on the fortunes of a handful of organizations can present some risks to the City.

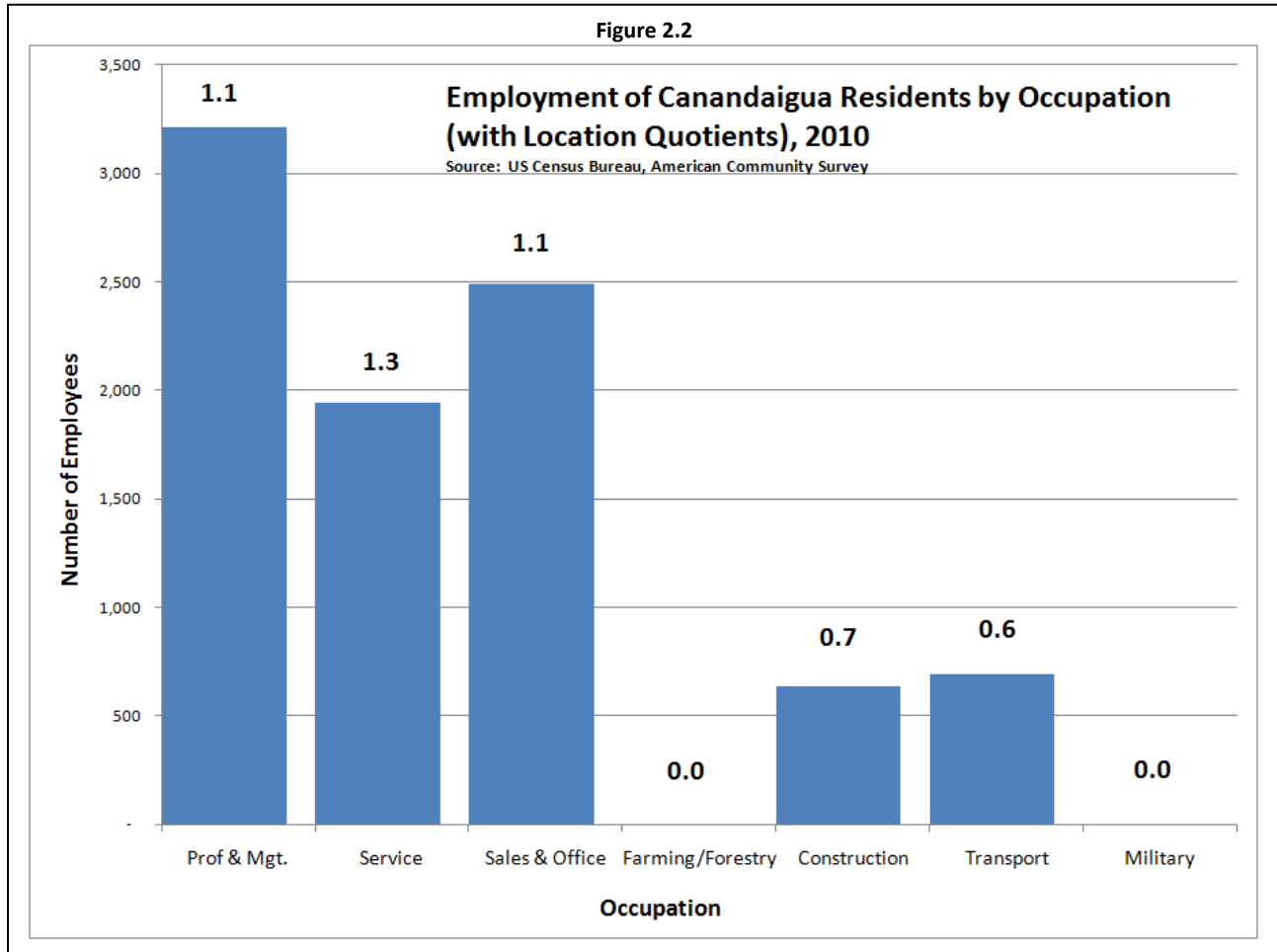
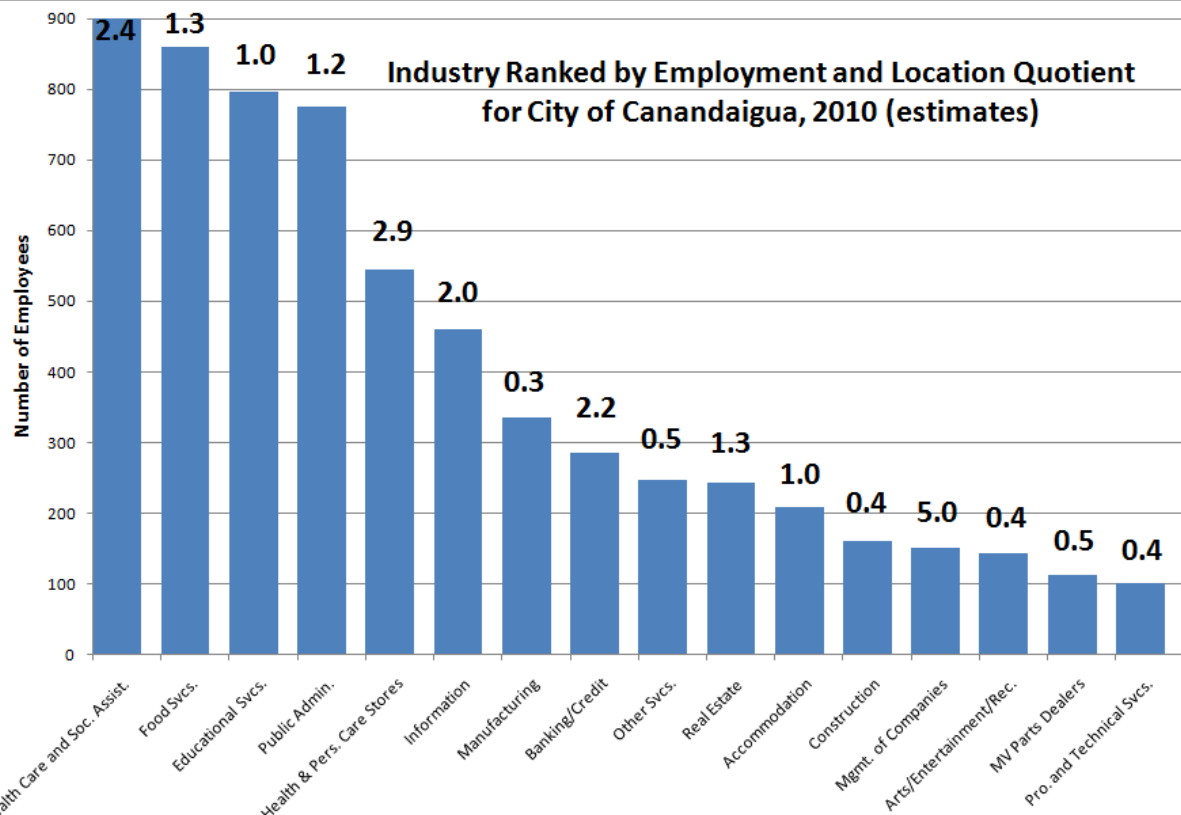


Figure 2.3



Source: ESRI Business Analyst

Table 2.1

Industry by Number of Employees, City of Canandaigua, 2007			
NAICS	Industry	Establishments	Paid Employees, Mid-March Payroll
622	Hospitals	2	1,749.5*
722	Food services and drinking places	61	749.5*
445110	Supermarkets and other grocery (except convenience) stores	3	749.5*
326140	Polystyrene foam product manufacturing	1	749.5*
5613	Employment services	3	374.5*
452910	Warehouse clubs and supercenters	1	374.5*
813	Religious, Grantmaking, Civic, Professional, and Similar Orgs	11	187
621111	Offices of physicians (except mental health specialists)	14	179
5617	Services to buildings and dwellings	12	174.5*
623	Nursing and residential care facilities	7	174.5*
721110	Hotels (except casino hotels) and motels	3	174.5*
444110	Home centers	1	174.5*
5111	Newspaper, periodical, book, and directory publishers	1	174.5*
4461	Health and personal care stores	8	120
621210	Offices of dentists	12	81
541110	Offices of lawyers	26	75
54121	Accounting, tax preparation, bookkeeping, and payroll services	6	62
453	Miscellaneous store retailers	10	59.5*
4413	Automotive parts, accessories, and tire stores	7	59.5*
4481	Clothing stores	7	59.5*
442110	Furniture stores	5	59.5*
447110	Gasoline stations with convenience stores	5	59.5*
441222	Boat dealers	3	59.5*
624410	Child day care services	2	59.5*
61151	Technical and trade schools	1	59.5*
812112	Beauty salons	8	50
6213	Offices of other health practitioners	12	44
7139	Other amusement and recreation industries	7	43
531	Real estate	15	41
532	Rental and leasing services	8	38
4431	Electronics and appliance stores	7	23
8111	Automotive repair and maintenance	4	9.5*
443120	Computer and software stores	2	9.5*
451130	Sewing, needlework, and piece goods stores	2	9.5*
45399	All other miscellaneous store retailers	1	9.5*
Source: U.S. Bureau of the Census, 2007 Economic Census			
* Actual employment not reported by Census Bureau. Estimated using midpoint of range of employment provided by the US Census Bureau			

3. Regional Economic Trends

In addition to understanding what is happening in the City's economy, it is equally important to place the City in a regional context, to understand the forces for new opportunity and potential problems that are at work in the larger region in which Canandaigua is located. This section reviews the structure and trends in the state and regional economies to identify potential target industries for the city of Canandaigua, and to identify issues the City needs to be aware of in its efforts to strengthen its own economy.

Analysis of Regional Clusters

This analysis was conducted using data from the Cluster Mapping Project of the Harvard Business School. Initiated by Harvard Business School faculty member Michael Porter, the project's website has been set up to allow in-depth investigation into regional clusters. According to the website:

The raw data for the project are County Business Pattern data (excluding agriculture and government) on employment, establishments, and wages by four-digit Standard Industrial Classification (SIC) Code by U.S. County. In addition, U.S. patent by location of inventor are allocated to industries and clusters using a concordance of technology classifications with SIC codes. There are also confidentiality limitations, which mean that the actual data are not disclosed for every county and economic area in every industry. Various techniques are used to compensate for missing data.

Economies are analyzed at various geographic levels, including states, economic areas, metropolitan areas, and counties.

All the industries in the economy are separated into "traded" and "local" based on the degree of industry dispersion across geographic areas. Local industries are those present in most if not all geographic areas, are evenly distributed, and hence primarily sell locally. Traded industries are those that are concentrated in a subset of geographic areas and sell to other regions and nations.

Among traded industries, clusters are identified using the correlation of industry employment across geographic areas. The principle is that industries normally located together are those that are linked by some external economies. These industries, then, constitute a cluster.

Source: Harvard Business School Institute for Strategy and Competitiveness, Cluster Mapping Project (http://data.isc.hbs.edu/isc/cmp_overview.jsp)

Using employment data for clusters in the Rochester Metropolitan Statistical Area with employment of 1,000 and above for the years 1998 to 2009, a matrix was created identifying employment growth in these industries both locally and nationally and categorizing each cluster into various levels of future

potential or opportunity. This analysis was applied to both traded clusters (i.e., clusters which primarily sell their goods and services outside the region, exporting goods and importing income), and local regional clusters which primarily a local customer base. A list of subclusters within each traded and local cluster is provided at the end of the report to help clarify cluster definitions by specifying the particular industries involved in each cluster.

Traded Clusters

Traded clusters are important in that they sell goods outside the region and import dollars into the region. To identify emerging and declining traded clusters within the Rochester region, employment trends in traded clusters with 2009 employment levels of 1000 and above were compared to national employment trends for these same clusters. Figure 3.1 below presents this analysis graphically with percent change in local cluster employment plotted on the vertical axis against percent change in national cluster employment on the horizontal axis. The size of each bubble represents the 2009 employment in each cluster within the Rochester Metropolitan Statistical Area. The matrix categorizes these clusters into four quadrants:

National Mainstays: These are clusters which have had positive job growth both locally and nationally. These clusters are successfully participating in strong national trends.

Regional Heroes: These clusters show positive job growth within the region, but at the national level, these same clusters are losing jobs. This suggests that the regional members of this cluster are strong competitors. They have been able to increase employment at a time when such clusters are declining at the national level.

Underperformers: These clusters feature negative job growth within the region, but positive job growth nationally. This suggests that either the Rochester region is no longer a good location for such clusters, or that the firms that make up the local cluster need to change business plans or practices to become more effective competitors.

The “Watch” List: These clusters have the potential to be successful in the region, however, both local and national trends show jobs in these clusters is declining. Careful monitoring of these clusters is essential to promote their growth.

Figure 3.1

Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School; Richard Bryden, Project Director

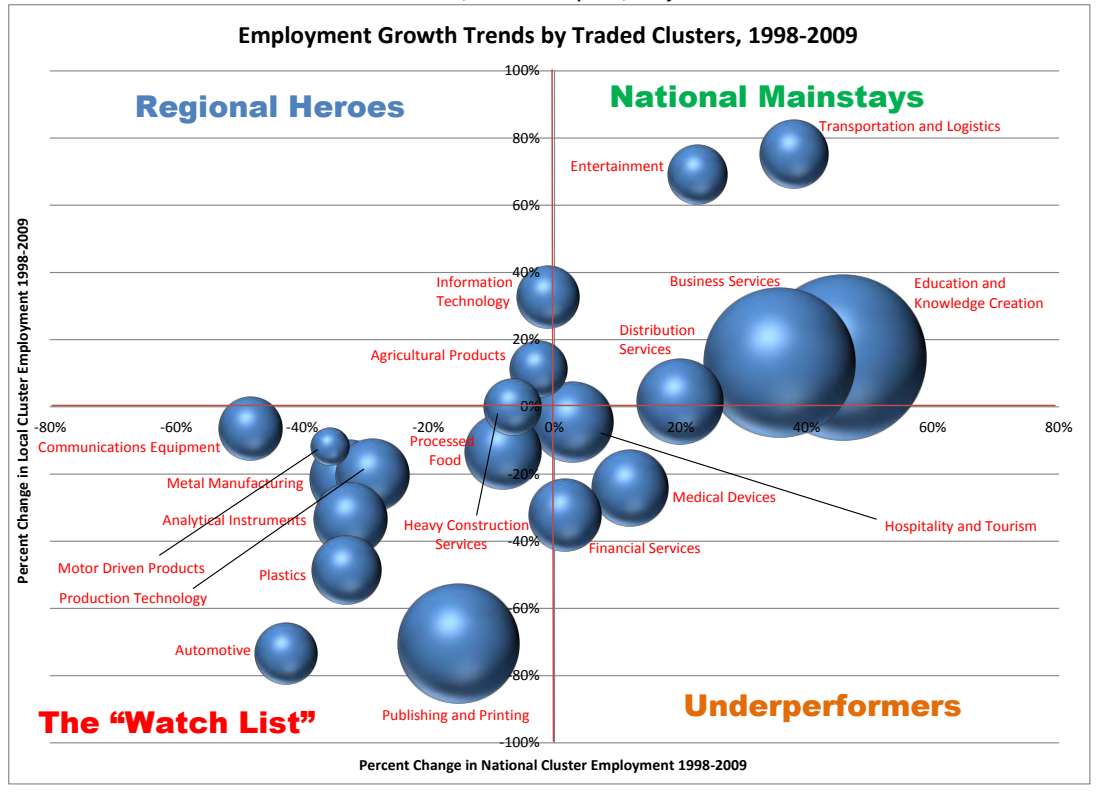


Table 3.1
Traded Clusters Employment Matrix

		National Employment	
		Losing Jobs	Gaining Jobs
Local Employment	Gaining Jobs	<u>Regional Heroes</u> Agriculture Products (2.36) Information Technology (0.82)	<u>National Mainstays</u> Education & Knowledge Creation (1.84) Business Services (0.84) Distribution Services (0.73) Entertainment (0.65) Transport & Logistics (0.51)
	Losing Jobs	<u>"Watch" List</u> Communication Equipment (3.66) Publishing & Printing (3.37) Analytical Instruments (2.09) Production Technology (2.06) Plastics (1.63) Metal Manufacturing (1.27) Motor Driven Products (1.09) Automotive (0.91) Processed Food (0.90) Heavy Construction Services (0.48)	<u>Underperformers</u> Medical Devices (2.83) Hospitality & Tourism (0.61) Financial Services (0.47)

Table 3.1 categorizes each cluster within the given subcategories, listing clusters with location quotients above one above the red line in each group.

National Mainstays: The strongest of these in the Rochester Metropolitan Statistical Area, based on location quotient measurements, is the education and knowledge creation cluster with a location quotient of 1.84. This cluster has strong job growth locally and nationally and a high current concentration of jobs locally relative to national employment. The education and knowledge cluster also has the highest employment within the Rochester region. Business services, distribution services, entertainment, and transportation and logistics are also strong clusters, however employment in these clusters is underrepresented in the Rochester region. While no one of them is a dominant presence, Canandaigua's economy features employers from each of these sectors.

Regional Heroes: Clusters that fit this category in the Rochester Region are agricultural products and information technology. The agricultural products cluster is highly concentrated in the region, with a location quotient of 2.36, while the information technology cluster is underrepresented locally though growing against national trends. Constellation Brands in agricultural products and the SSTCC in information technology are local examples of firms in this category.

Underperformers: Medical devices, hospitality and tourism, and financial services fall under this group. The medical devices group has a strong current concentration of jobs in comparison to national concentration levels, though jobs in this cluster have declined locally. Hospitality and tourism and financial services have low concentrations of jobs in the region.

The "Watch" List

While these clusters have the potential to be successful in the region, both local and national trends show jobs in these clusters have declined from 1998 to 2009. Careful monitoring of these clusters is essential to ensure that the City isn't damaged by sudden job losses in any of the associated firms. These clusters include: communications equipment, publishing and printing, analytical instruments, production technology, plastics, metal manufacturing, motor driven products, automotive, processed food, and heavy construction services. Note that at least two major employers fall into this category: Pactiv in the plastics industry and GateHouse Media in publishing and printing.

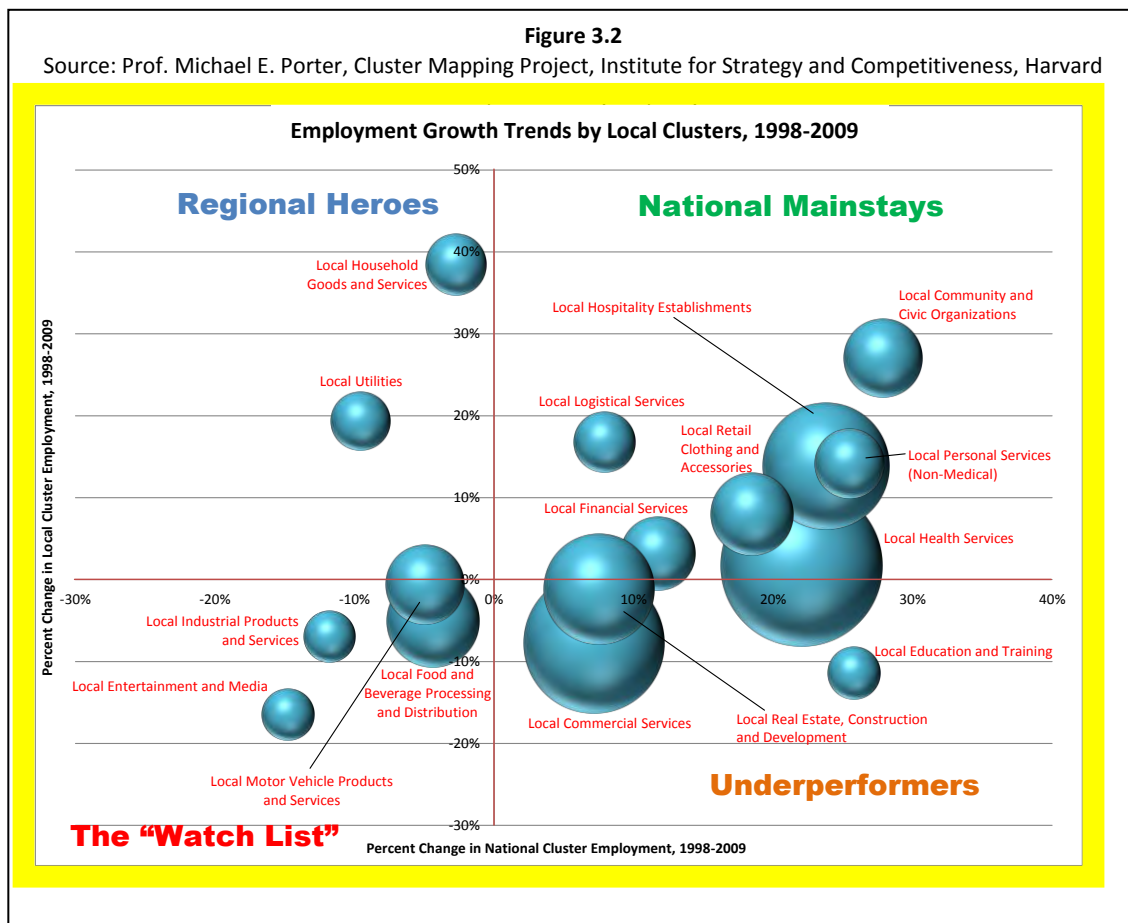
Local Clusters

Local clusters indicate various groups of industries which sell products or services largely within the local region. Like the analysis featuring traded clusters above, local and national employment trends were analyzed for local clusters in order to identify emerging and declining industries within the Rochester region and determine the best methods for maintaining or developing these clusters.

In the case of local clusters, local employment trends are more significant and indicative of the future vitality of a cluster than national employment trends due to their primary dependence on local customers.

Figure 3.2 plots local clusters according to percentage change in employment locally and nationally. The size of each bubble represents the size of employment in Rochester for each cluster in 2009.

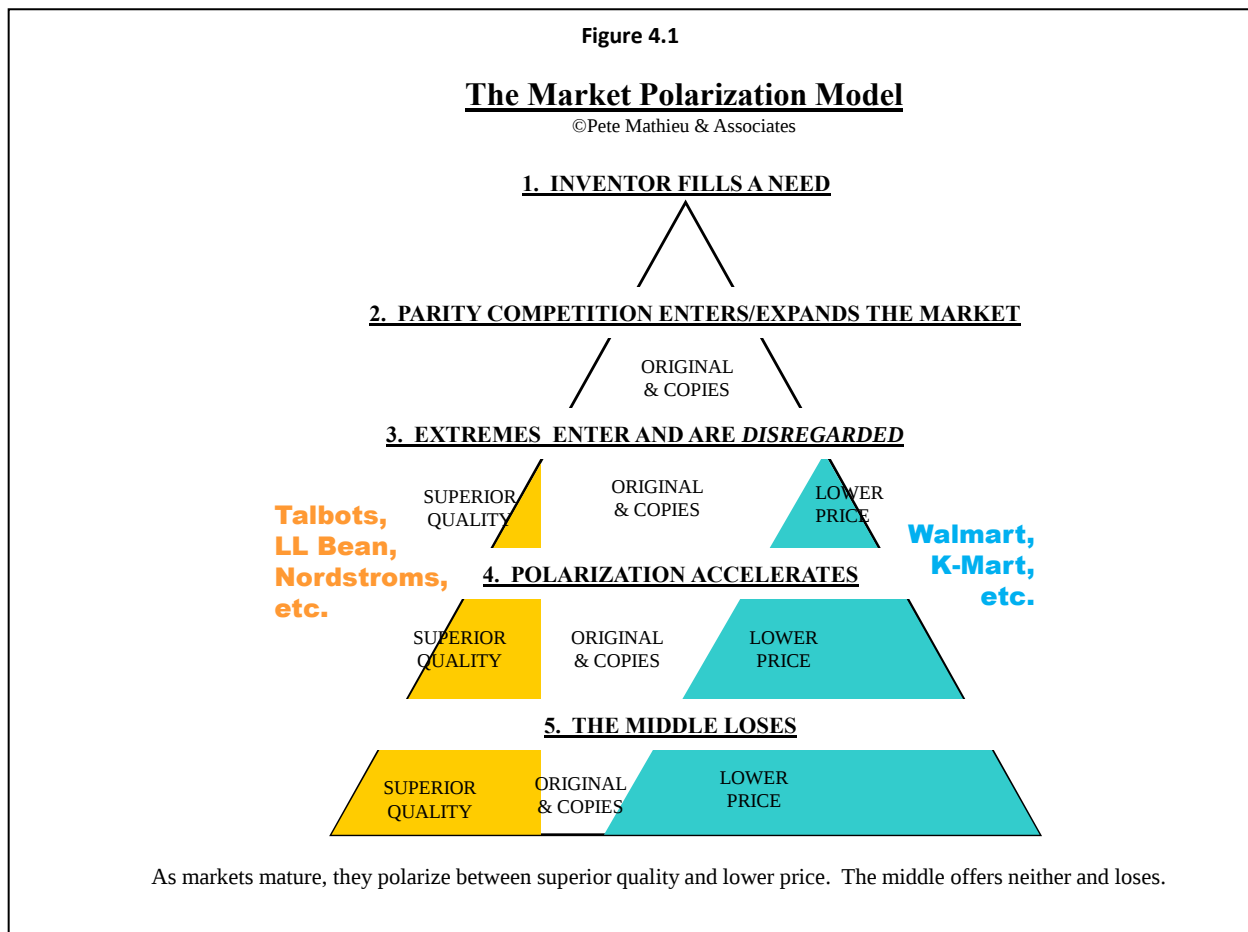
In the analysis of local clusters, the major finding is the importance of local health care. In addition to experiencing positive job growth both nationally and within the Rochester region, the local health service cluster also holds the highest employment *levels* for local clusters in the Rochester region.



4. Retail Analysis

Market Polarization

One way to understand how retail has changed in the past three decades is to view it through the lens of the market polarization model. This model was developed by A.H. Pete Mathieu, an advertising and marketing consultant, as a means for helping clients understand what they need to do to compete in any market. The essential tenet of the model, as captured in Figure 4.1, is that, as markets mature, they polarize among competitors offering either superior quality or lower price. Those competitors in middle of the market have difficulty offering either, and consequently end up losing substantial market share.



Retail Polarization

Retail itself has undergone market polarization over the last 30 years. For example, approximately 100 years ago, Sears, JC Penney and Montgomery Ward were major national competitors in the general merchandise market. They remained industry leaders throughout the 20th Century. However, during the 1970s, the retail market began to polarize. Premium firms like Talbots and L.L. Bean entered the national market (followed shortly thereafter by Nordstrom's and others). At the same time, K-mart and

Wal-Mart began serious expansion as “big box” operations offering low-cost products and discounted merchandise. In short, as Mathieu’s model predicts, the market polarized between superior quality and lower price. The industry leaders found themselves “stuck in the middle” and lost to the extremes.

The Move Toward “Experience-Based” Retail

The “low cost” end of the pyramid features the big box discounters like K-mart, Wal-mart and various dollar/discount stores. The superior quality offerings are changing the shape and size of retail location.

For example, research conducted by the International Council of Shopping Centers found that baby boomers (i.e., those born between 1945 and 1965) are the least likely to visit a generic mall and that, when they do, they spend less time there during each visit than teens or the elderly¹. This suggests that retailing and retail development opportunities in the future will be based upon niches and the replacement of obsolete formats and concepts².

Table 4.2 provides an overview of the trend toward “experience-based retail” as the model for premium retail locations.

Table 4.2	
The Transition to “Experience-based” Retail	
<i>Italicize Future of Retail Property—Online Retailing: The Impact of Click on Brick</i>	
The Retail Transition	
From	To
Location	Access/popularity
Generalists	Specialists
Times when we do	Moments when we might
Store as a warehouse	Store as showroom/theater
Store as transaction point	Store as an information point
Retailer power	Consumer/broker/distributor power
Convenience	Relationship and trust
Value for money	Value for time coupled with value for money
Source: Excerpted and adapted from Yvonne Court, <i>Future of Retail Property—Online Retailing: The Impact of Click on Brick</i> . (London: British Council of Shopping Centres, 2006).	

These trends don’t simply apply to the baby boomers either. New generations of Gen Xs and Ys are shifting their views of shopping centers as well. As a result, retail locations will have to adapt and change

¹ Field, Katherine, “Beckoning Boomers,” *Chain Store Age*, November, 2005, pp. 39-40.

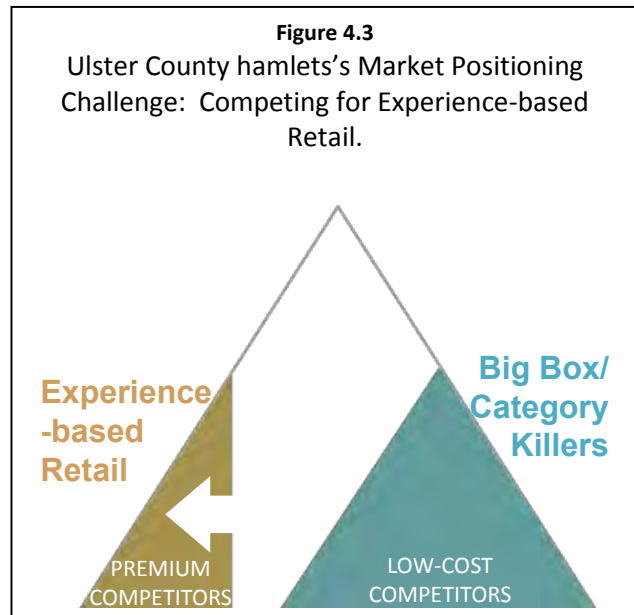
² Gruen, Aaron N, “Demographics and Retail,” *Urban Land*, January, 2008, pp. 116-118.

to meet the needs of younger shoppers who, “...aren’t interested in just shopping, they want to be entertained.”³.

Thus, the United States approaches a momentous demographic event as the two biggest consumer cohorts, the Baby Boom generation and their children are both moving into a new life phase: Boomers into retirement, Gen Ys into full adulthood. The affect on the retail experience has been and will be profound. As summarized by Anita Kramer in *Retail Development*, the 2008 publication by the Urban Land Institute: “Centers will become the ‘third place’ in people’s lives, and customers will shop when they go out rather than go out to shop.”⁴

Consumers now expect a social or cultural experience when they go out. In order to address these changes, those seeking to create a high-end retail location must change the retail experience. During the 1980s and 1990s, Boomers valued the traditional mall for the “time back” experience. The regional mall provided a mix of department and specialty stores and convenience food that gave harried two-career families an opportunity to accomplish a great deal in a single visit. Now, Boomers recognize that if they want a “time back” benefit, they can shop online. The retail environment must change to offer Boomers a new, and more appealing, experience. Thus the keys to success lie in remaking existing centers to create a stimulating and entertaining environment that people want to be a part of, and in building highly focused new centers targeted to niche and emerging market segments that fit consumer’s lifestyles or the lifestyles that they aspire to⁵.

The shift toward a desire for experienced-based retail hasn’t escaped the notice of retail developers. So-called “lifestyle” centers like the Grove in Los Angeles have become popular, while many malls like GCP’s Cumberland Mall in Atlanta have been redeveloped with a lifestyle component.⁶ The retail centers that are succeeding are those that are responding to consumers’ increased use of the Internet to select or even buy products by capitalizing on this aspect of shopping and



³ Johnson, Ben, “Baby Boom Nation,” *National Real Estate Investor*, May 2008, p. 53.

⁴ Kramer, Anita et al., *Retail Development*, Urban Land Institute, 2009, p. 427.

⁵ Kramer, Anita et al., *Retail Development*, Urban Land Institute, 2008.

⁶ Johnson, Ben, “Baby Boom Nation,” *National Real Estate Investor*, May 2008, p. 53.

continually adapting to the public's taste in social settings, the need for community, and the search for entertainment.

Examples of such environments are outdoor public spaces and clusters of restaurants and movie theatres that have become successful, established anchors in the last ten years⁷.

Retail Sales Supply and Demand:

The key element in maintaining a vibrant downtown is understanding and taking advantage of the retail market in which that downtown is situated.

Figure 4.4. A map showing the area within a 5-minute drive of the intersection of Main & Gibson streets in the City of Canandaigua.

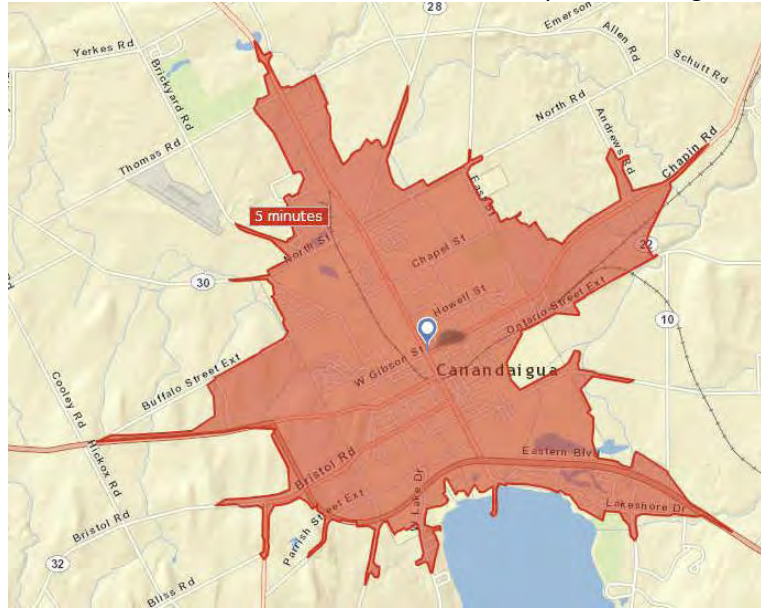


Figure 4.5 A map showing the area within a 40-minute drive of the intersection of Main & Gibson streets in the City of Canandaigua.



Source: ESRI Business Analyst Online.

The following analysis has been conducted to determine how much of the local and regional demand for goods and services that businesses in the hamlets are currently capturing and which potential opportunities exist for future business growth. For each of the categories of retail stores, the analysis shows current sales by existing stores. This is the “supply” of retail stores in that category for that geographic area.

Second, the analysis provides an estimate of current purchases in that type of store given the income levels and demographics of shoppers in that geographic area. This represents the “demand” by residents for goods in that retail category for that geographic area.

Finally, the analysis uses the difference between “supply” and “demand” to identify the extent to which “leakage” or “surplus” exists in that retail category for that geographic area. Leakage exists if the projected demand for purchases in that category *is greater than* the sales by existing stores. This means that the local demand is being met by stores outside the geographic area. That is, sales are “leaking” out of the local market and into other areas. Surplus exists if the projected demand for purchases *is less than* sales by existing stores. It means that the retail stores in that sector are serving demand from outside the area.

Those categories in which leakage exists may represent an opportunity for new business for the local area. Those categories in which surplus exist are bringing sales in from outside the area. ESRI Business Solutions provides data on supply, demand and an assessment of leakage or surplus for a variety of different retail categories.

Using data from ESRI’s Business Analyst On-line, the analysis compared retail within a 5 minute drive and a 40 minute drive from Canandaigua at the intersection of intersection of Gibson and Main Streets (highlighted in red and green, respectively in Figures 4.4 and 4.5). Figures 4.6 and 4.7 present the leakage/surplus results for the various driving times.

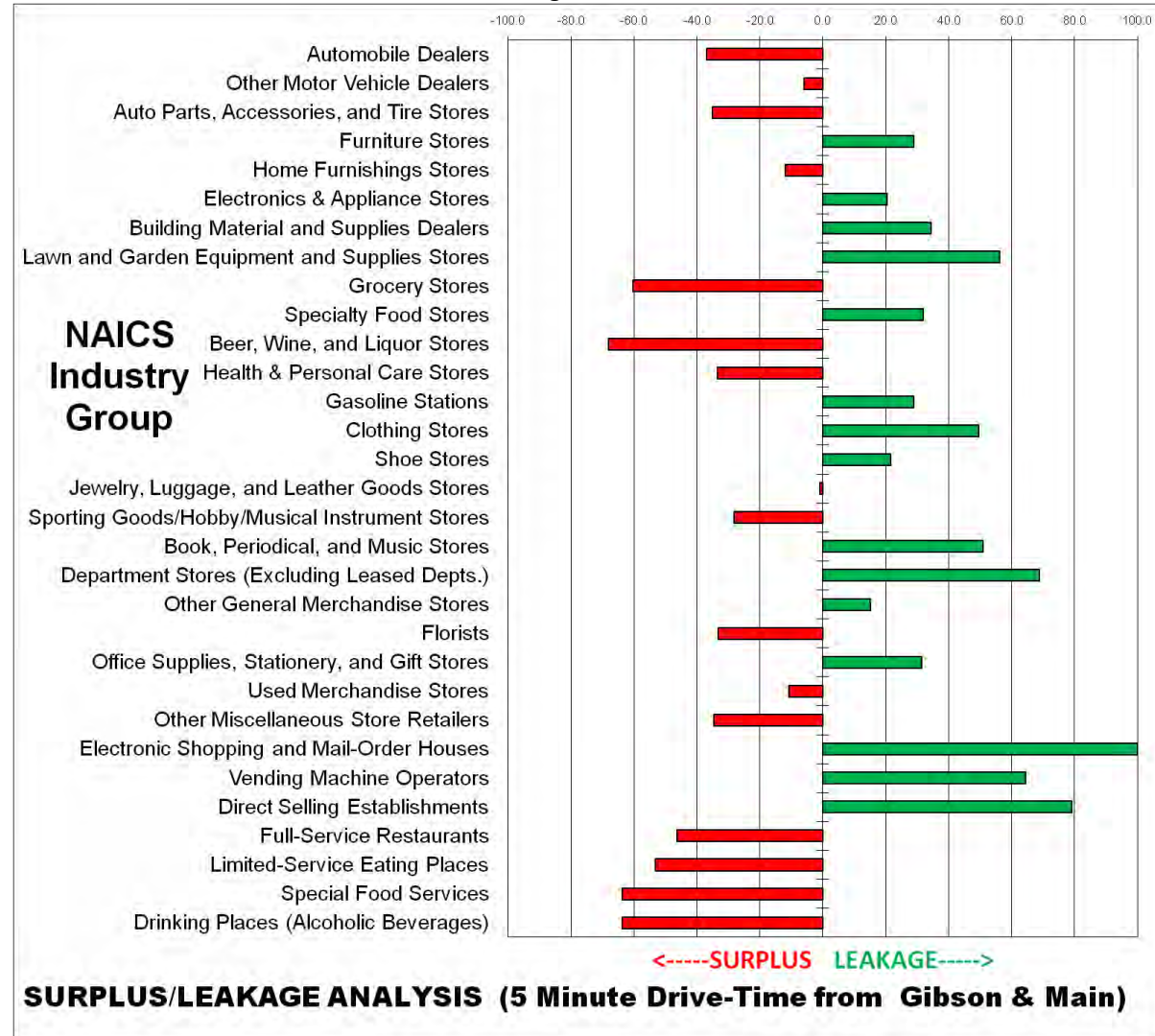
As shown in Figure 4.6, at the five-minute drive time, Canandaigua generates large surpluses in many categories. This is because the city is a destination for eating and drinking places and grocery stores. At the same time, there is substantial leakage within the 5-minute drive time, particularly in such categories as clothing stores, lawn and garden supplies, shoe stores and department stores. As the driving time increases to 40 minutes, the territory now includes such competitive locations as Eastview Mall and the Waterloo Premium Outlets. The surpluses for those categories still exist, but are much lower as a percentage of total sales in that area. This suggests that consumers are willing to drive 40 minutes outside of Canandaigua to shop for most retail commodities. Most small retail activities in Canandaigua, therefore, would have a hard time competing directly with big box retailers in Victor, Waterloo and other areas within that 40 minute drive time.

Thus, any viable and retail opportunities for Canandaigua appear to be for smaller-footprint specialty stores which can offer unique goods or services that can compete with cheaper and/or more extensive offerings of the big box stores. It may also be possible for the City to attract some larger retailer into the area along 5 & 20 in the City. Most importantly, though, the analysis suggests that the City’s success

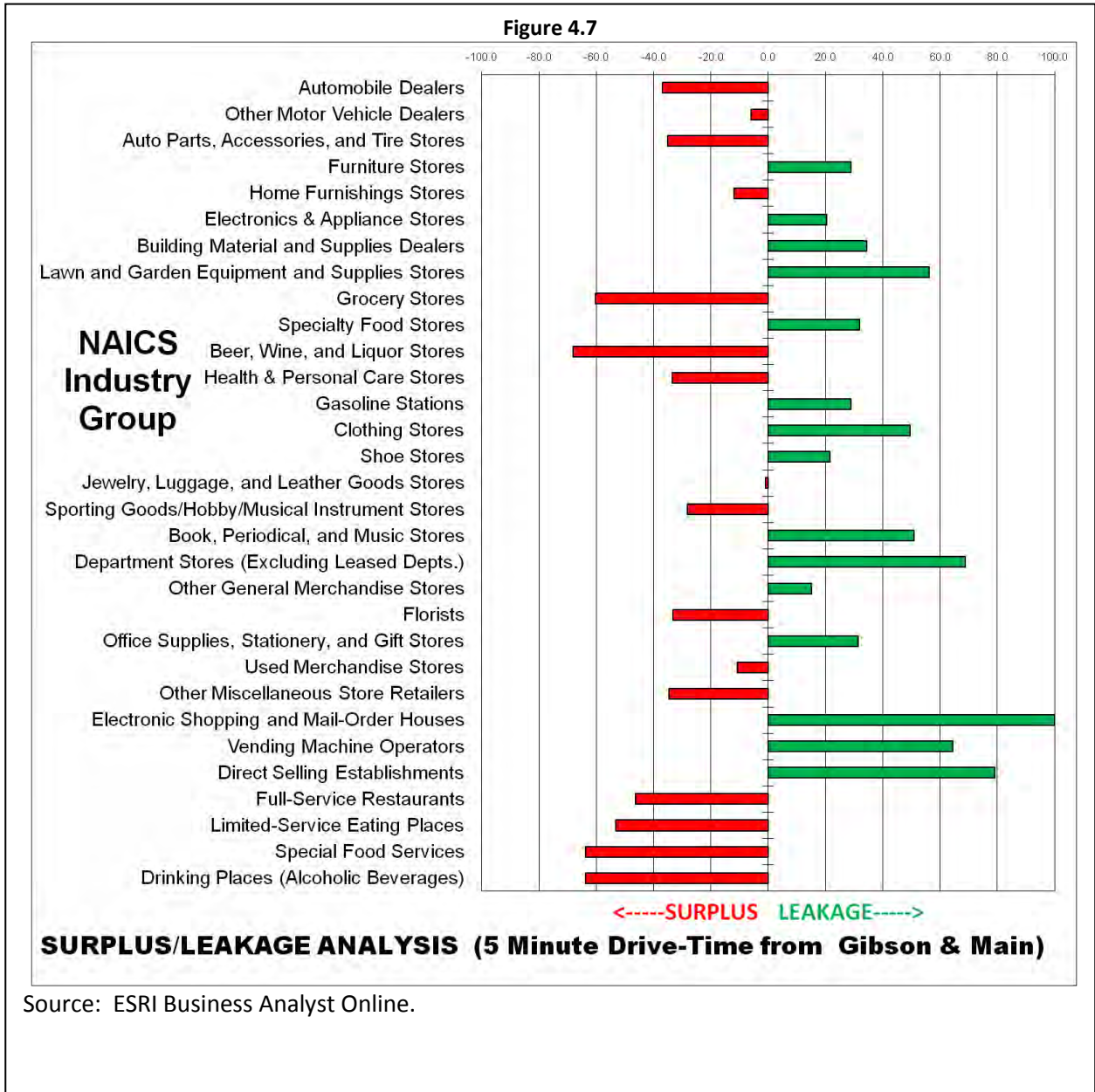
with retail will depend upon the extent to which the City can provide “experience-based” retail opportunities in the downtown and throughout the City.

The Close Connection between the Retail & Tourism sectors: The importance of “experience-based” retail to Canandaigua’s retail sector links it tightly with the City’s tourism sector. Both industries depend upon the creation of a compelling experience for their respective clienteles. Even more importantly, under an “experience-based” retail approach, the clientele for the City’s retail sector has a large tourism component. Indeed a central effort for retail development in the City must involve increased attraction and cultivation of tourists, particularly affluent owners of second homes along Canandaigua Lake.

Figure 4.6



Source: ESRI Business Analyst Online.



5. Buyer/Supplier Linkages

An economy is an interconnected network of industries. Firms within each industry purchase from or supply to a wide range of other industries. These purchaser-to-supplier relationships can be used to gain a better understanding of your key industries and how to strengthen your local economy.

Local Trade: A highly-connected economy pumps more money into the local economy through multiplier effects.

Value Creation: In economic terms, long-linked chains represent value-added production, with multiple industries passing their output up the value-chain.

Low Leakage: Every industry purchases from or sells to other industries, and making these connections reduces “leakage,” which represents economic activity lost to other regions.

Economic Resiliency: Strong inter-sector links means that no single industry dominates the economic landscape, and therefore the economy is more robust against any individual industry’s decline.

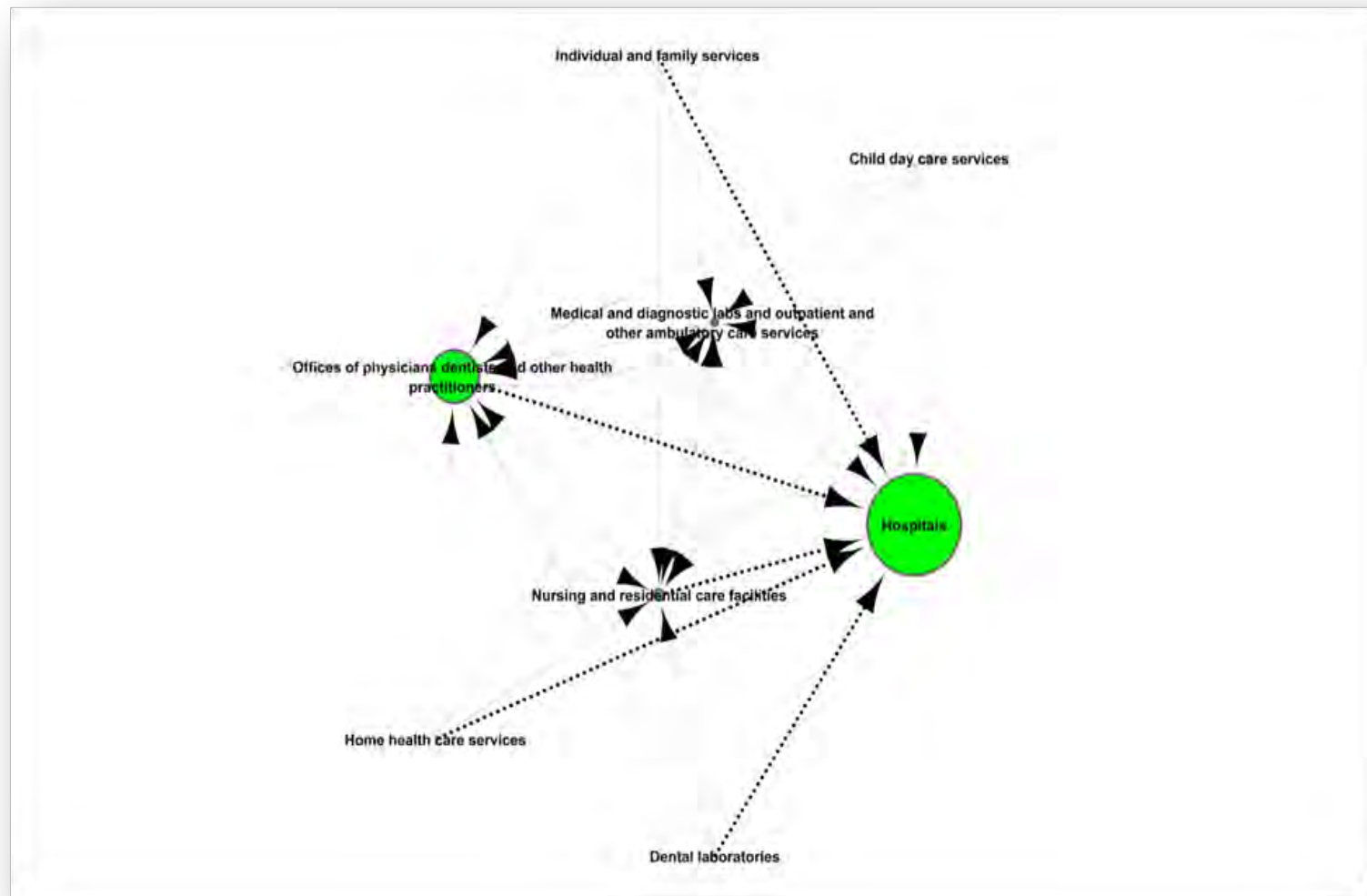
The following diagrams indicate the buyer/supplier relationships present in Canandaigua’s key industries: health care, manufacturing, and tourism & hospitality. Each node or bubble represents an industry and the buyer/supplier linkages between industries are illustrated with lines. The arrows point in the direction in which the money flows. The diagrams were created through IMPLAN, a popular tool for regional economic analysis using data from the BEA at the US Department of Commerce.

Health Care:

The Health Care sector in Ontario County shows a high level of density, with multiple strong connections between sector industries (see Figure 5.1). Hospitals are a major anchor for the County’s Health care sector as total output is high for hospitals and doctor’s offices alike. The same is true of the Health Care sector in Canandaigua specifically. As seen in Figure 5.2, the health care sector shows a moderately high density, with strong connections to the Hospitals industry and a high total output for Hospitals and Doctor’s offices. Hospitals are a key industry in the City’s Health Care sector.

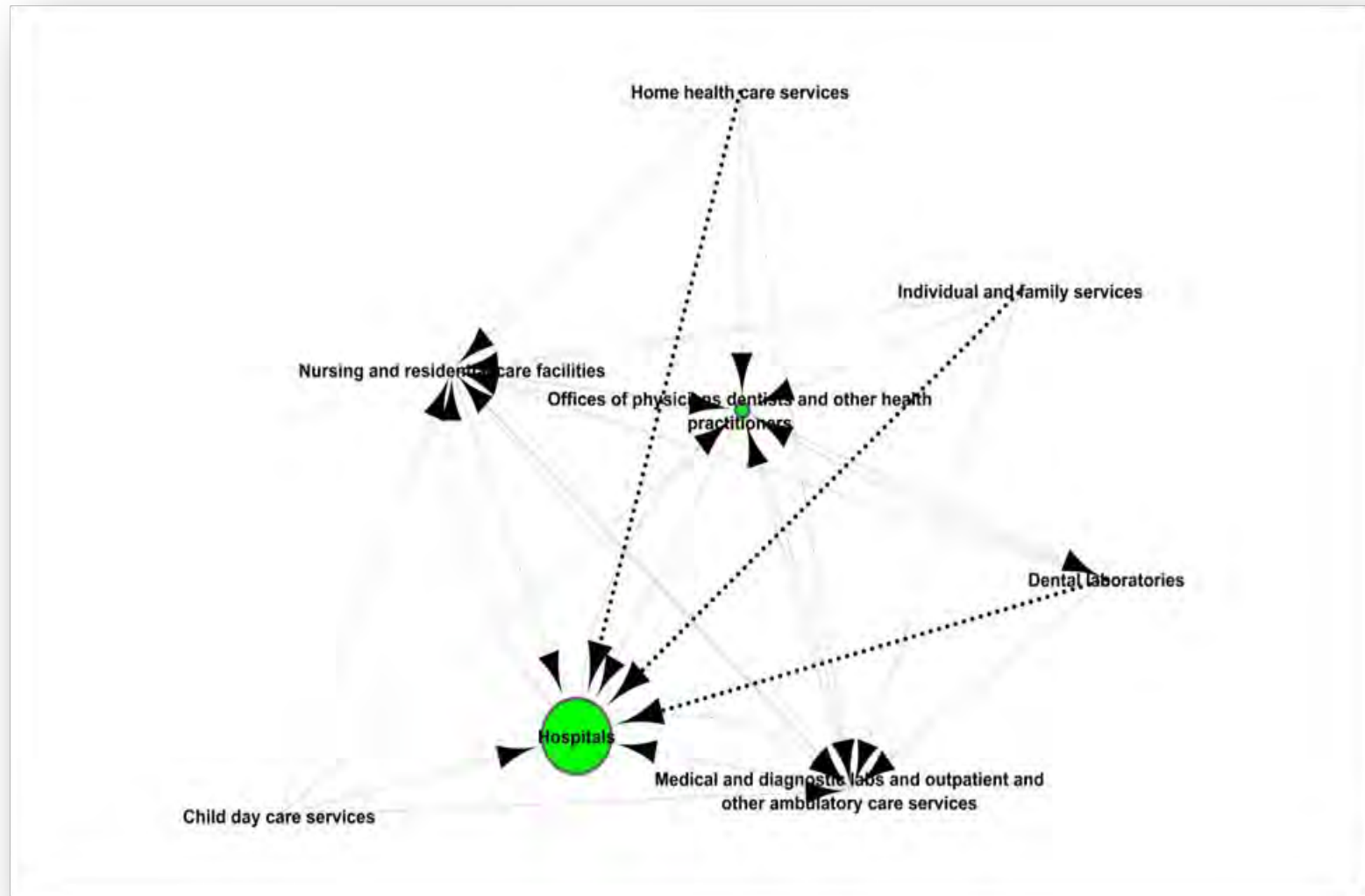
When looking at the supplier/buyer chains between the Health Care sector and other industries (see Figure 5.3), it appears that Hospitals play a critical role as a supplier to a wide variety of industries. Doctors’ Offices are also critical suppliers, often to the same industries.

Figure 5.1
Buyer/Supplier Linkages within the Health Care Industry, Ontario County



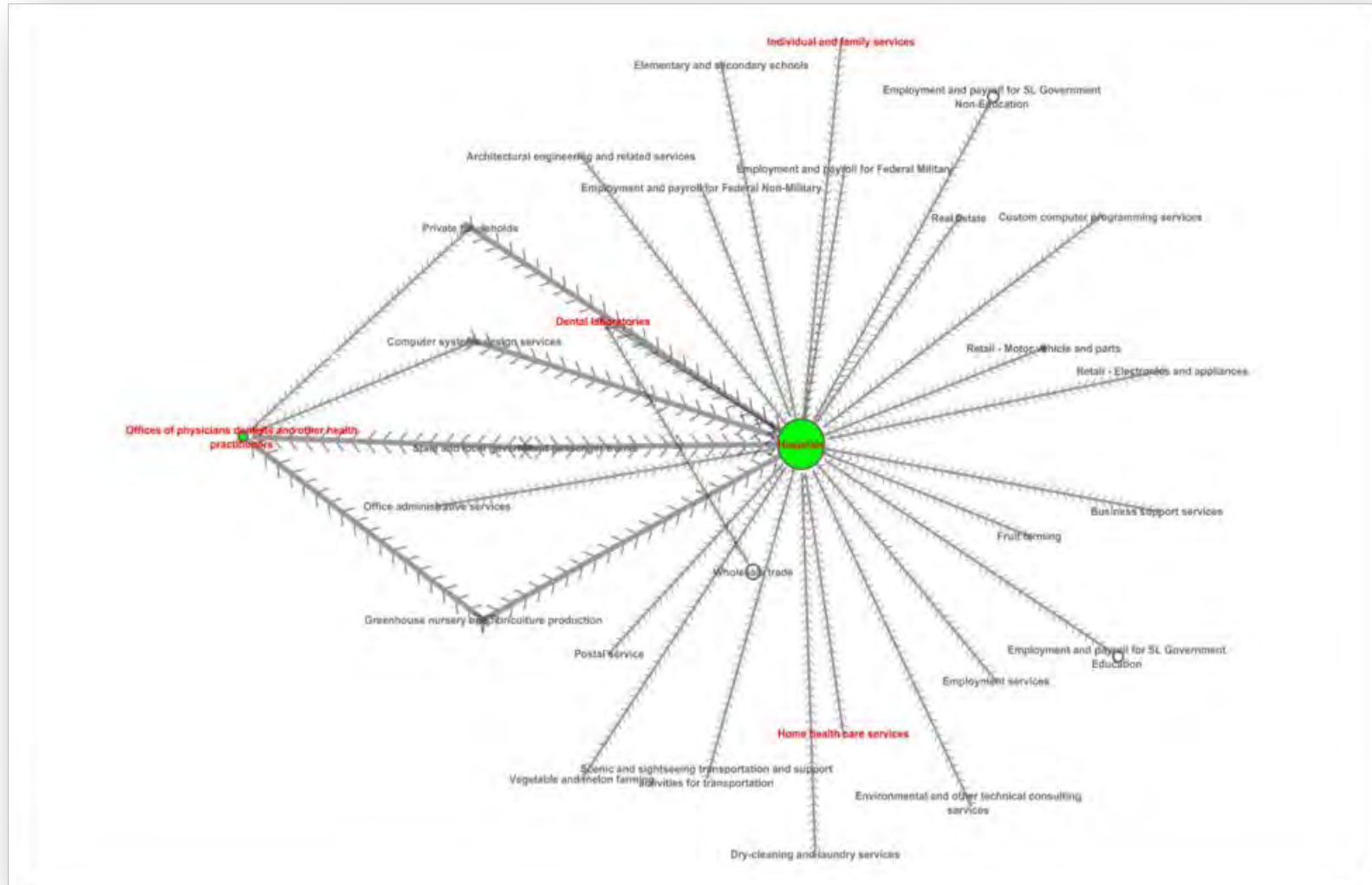
Source: Implan Multipliers, 2008.

Figure 5.2
Buyer/Supplier Linkages within the Health Care Industry, Canandaigua ZIP Code (14424)



Source: Implan Multipliers, 2008.

Figure 5.3
Buyer/Supplier Linkages between the Health Care Industry & Other Sectors, Canandaigua ZIP Code (14424)



Source: Implan Multipliers, 2008.

Manufacturing:

Figure 5.4 illustrated the buyer/supplier links in the manufacturing industry in Ontario County. A very loosely connected supplier/buyer structure exists within Ontario County's manufacturing industry, with many industries purchasing from Paperboard/Cardboard Manufacturers. A set of connections related to food-production (Snack Food, Seasoning & Dressing, Fruit & Veggie Canning, etc) indicates a food processing cluster in the county.

The linkages in Canandaigua's manufacturing sector are much different than that of the County. Key suppliers within Canandaigua are in Advanced Manufacturing, including Chemical Products, Circuit Board, and Relay/Industrial Control manufacturers, with a long value-chain connecting Switchgear, Relay/Control, Bare Circuit, and Chemical Product manufacturers.

As expected, at the City level, the broader manufacturing sector's relationship to other sectors revolves around Wholesale Trade, but there are two other important supplier/purchaser industries: Polystyrene Foam Products and All Other Crop Farming.

Figure 5.4
Manufacturing Linkages: Ontario County

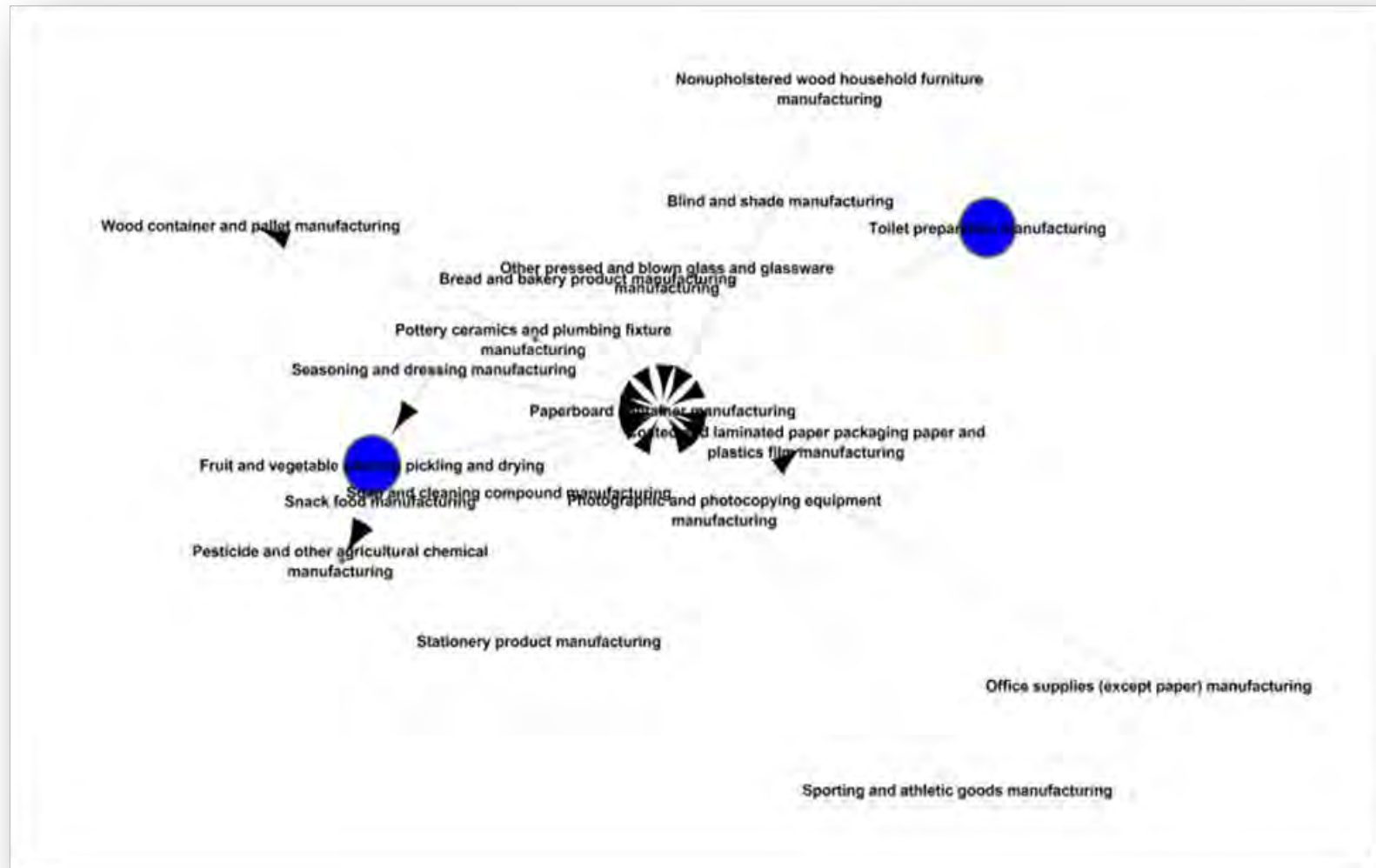


Figure 5.5
Manufacturing Linkages: Canandaigua ZIP Code

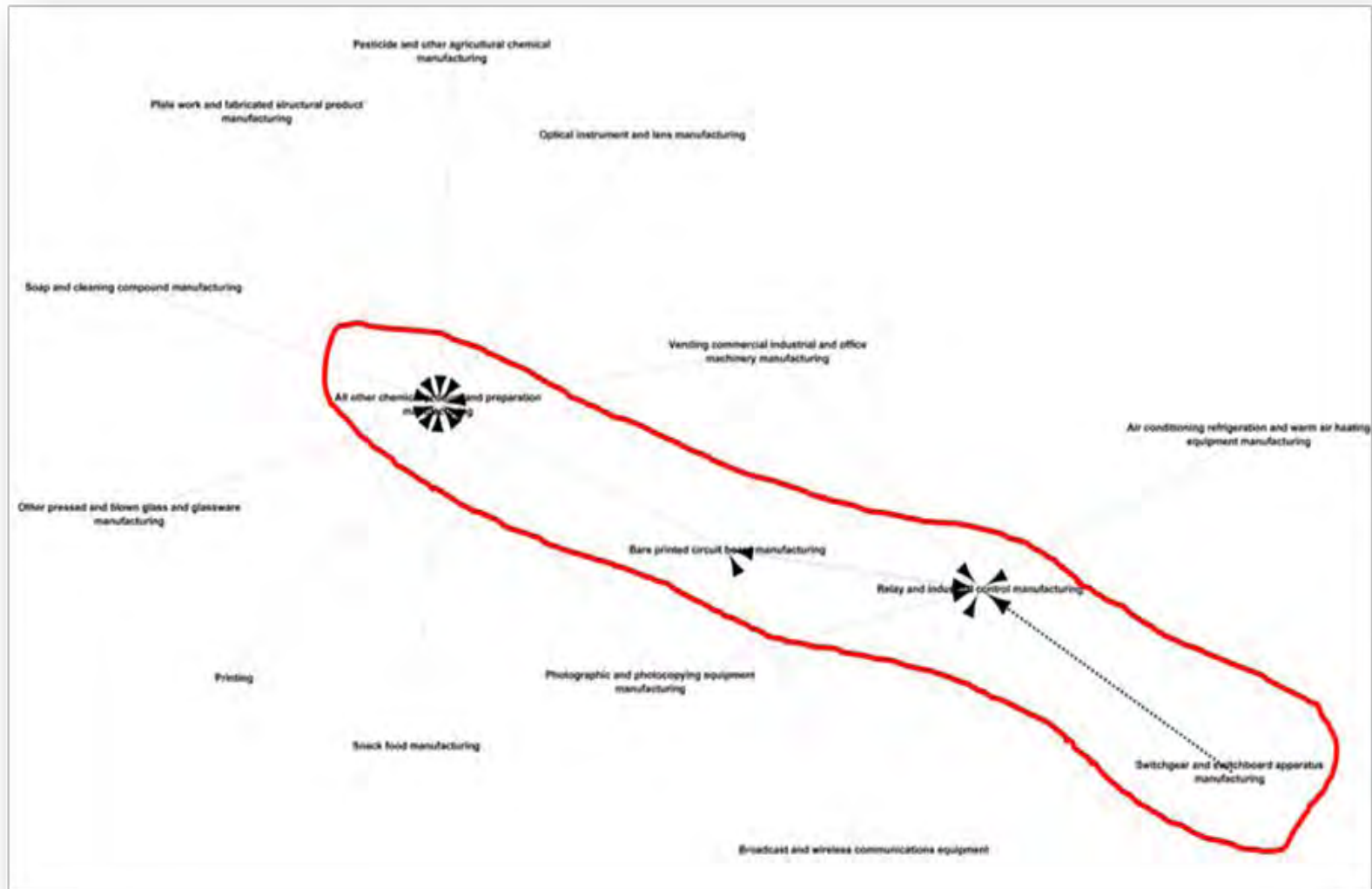
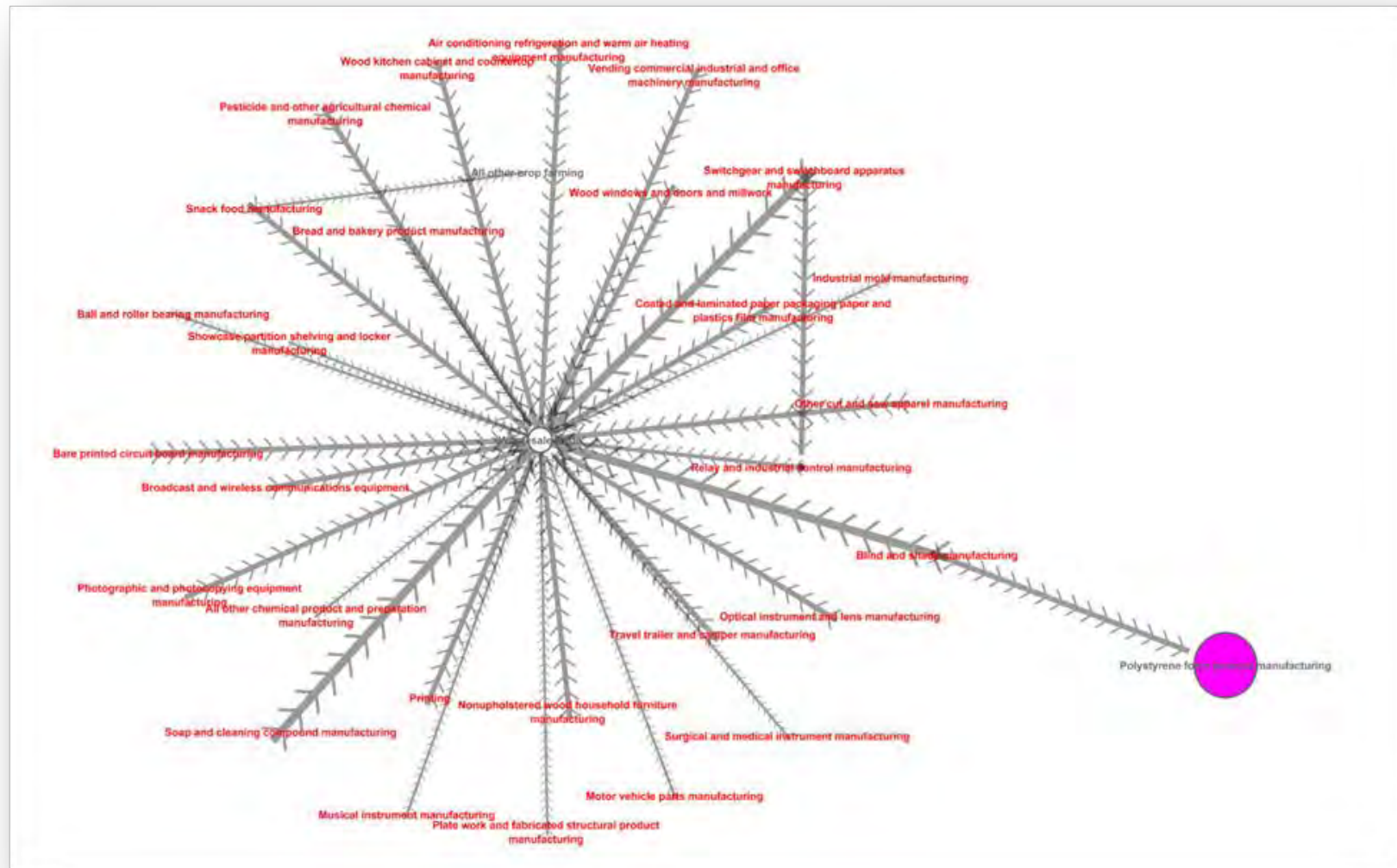


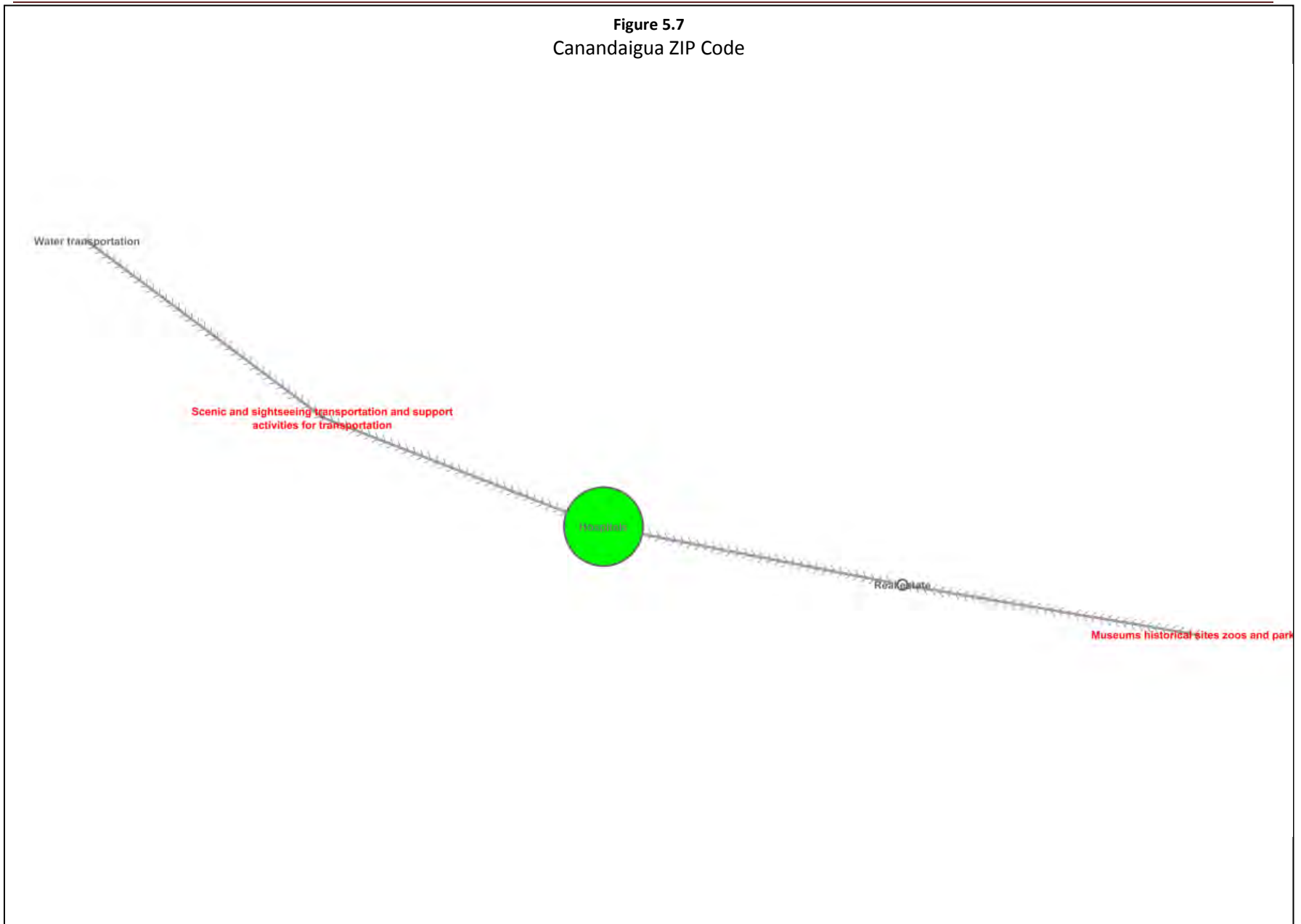
Figure 5.6
Canandaigua ZIP Code



Tourism & Hospitality:

The Tourism & Hospitality within Canandaigua has a long chain of linkages involving Scenic Sightseeing as well as Museums, Historical Sites, Zoos and Parks. As with most of the networks, Hospitals shows up playing a central role.

Figure 5.7
Canandaigua ZIP Code



6. Potential Targets for Canandaigua

This analysis indicates several potential targets for Canandaigua's economic development strategy. The cluster analysis focused on large clusters with employment sizes of 1,000 or above in the Rochester region with the expectation that these larger clusters would bear a farther range of influence in the area and could therefore potentially be targeted by Canandaigua as focus points for development. Continued support and investment in clusters that are performing well locally and nationally will provide economic stability for Canandaigua. These clusters include education and knowledge creation, and business services for traded clusters, and local personal services, local health services, and local hospitality establishments for local clusters.

Manufacturing:

Several clusters present themselves as competitive and successful in comparison to national trends and should be fostered as a means to generate jobs and economic activity in Canandaigua. Traded clusters in this category are especially strong as their growth is unmatched by national competitors. These clusters include agricultural products (i.e. Constellation Brands in Canandaigua), and information technology. Local clusters which are growing with respect to declining national trends are not by this standard necessarily as highly competitive as they engage only in local markets. However, the fact they are growing locally still suggests that these clusters are strong and should be continued to be encouraged. These clusters include local household goods and services and local utilities.

Finally, this analysis identified several clusters that are underperforming in the Rochester region. Though the potential exists for these clusters to be successful in Canandaigua, special care and attention to these clusters may be warranted to prevent them from following the negative trends of the surrounding region. For traded clusters, these included communications equipment, publishing and printing (which is currently a large employer in Canandaigua), analytical instruments, production technology, plastics, metal manufacturing, and motor driven products.

Health Care:

As a major economic driver in the City, it is important to promote and assist health care initiatives designed to expand and upgrade the quality of health care in the community. Health care-related projects that should be supported include the creation and expansion of specialized care facilities, particularly assisted living and similar types of facilities aimed at providing effective and efficient services to an aging population.

Retail & Tourism:

Unlike the other industry targets, efforts to support and strengthen retail have less to do with working with individual firms and more with establishing the general conditions that allow retail to thrive and prosper, particularly as it relates to strengthening the retail experience in downtown Canandaigua. As

indicated in the analysis of the City's retail sector, the emphasis on "experience-based" retail ties the retail sector closely to the City's tourism sector. In the case of both industries, the City's efforts should seek to improve the experience of residents and visitors in the down town area.

A more detailed discussion of potential industry targets (particularly in manufacturing) is included in Appendix G.

Stakeholder Meetings & Interviews

Focus group sessions were held with stakeholders within key sectors of Canandaigua's economy. The sessions included a downtown merchants' stakeholder group, a tourism stakeholder group, a health services stakeholder group, and a focus group for the city's economic developers and planners. Each meeting highlighted strengths, weaknesses, opportunities, and threats inherent in Canandaigua's economy and specific to each respective sector and then identified a set of initiatives to pursue as part of the economic development strategy.

A full summary of the stakeholder meetings and interviews is included in the appendices.

The most frequently discussed themes that emerged from the focus group meetings and interviews can be categorized as follows:

1. Need for a clear vision for economic development in Canandaigua
2. Need to align activities/programs in support of that vision
3. Create Enhance Main Street/Downtown Experience
4. Link/coordinate downtown and Lakefront
5. Move from enforcement mindset to problem solving mindset
6. Many called for City to create pro-active capacity

The need to develop a clear vision for economic development in Canandaigua was a central theme in the majority of the stakeholder meetings and interviews. Creating a unified vision for the City would facilitate in the implementation of a comprehensive strategy. Discord between various economic sectors and stakeholders in the city was attributed by many to the lack of vision. A common focus would unify the community and create roles within which each sector of the economy could operate to promote Canandaigua. Many of the subsequent themes discussed at the meetings and interviews, including aligning activities and programs and linking the downtown and the lakefront, are feasible as a consequence of establishing a cohesive and clear vision.

The need to align activities and programs was discussed in relation to the previous theme of developing a central vision. One example provided was the possibility of coordinating store hours in the downtown to establish cohesion amongst merchants and promote Canandaigua's downtown retail experience for visitors. Similarly, a central vision would provide a general guideline for what type of Main Street/Downtown experience is fitting for Canandaigua. Stakeholders suggested, for example, that the Main Street streetscape be developed and that empty storefronts be filled in an effort to enhance the aesthetic appeal of the downtown and attract tourists.

Creating a coordinated effort between the downtown and the lakefront was strongly emphasized among stakeholder as one of the focuses the strategy should incorporate. Linking the lakefront and the downtown physically and fostering a cooperative mentality between the two would support the economic development of both so as to avoid the encroachment of one development effort over another.

Another common theme related to the current code enforcement practices in the City and how the effort should be made to move from a mindset of strict enforcement to a problem solving-oriented mindset. This change, in practice, would help foster a business-friendly environment and a network of support to help cultivate existing businesses. This idea is tied indirectly to the theme of establishing a pro-active capacity for development in the City. It was mentioned that the City lacks a central head of economic development and therefore the City's capacity to actively engage with businesses and address their needs is limited. Filling the position of a head of economic development is crucial for the City as it begins to implement an economic development strategy.

7. Real Estate Analysis

A key to fostering economic development in the City is assessing the potential to hosts expanded or new uses given the City's land product. This section reviews the real estate situation in the City and identifies potential opportunities for redevelopment.

Land Use Patterns: The land use patterns in the City are summarized in Figure 7.1. The 2002 Comprehensive Plan Revision for the City has an over of land use patterns that still pertains:

Over half the land area in the City is devoted to residential use, the large majority of that being detached single-family homes.

The city's industrial land is primarily limited to two large districts. An industrial district in Ward IV, in the northwest quadrant, covers approximately 150 acres and includes Canandaigua Wine. In Ward II, in the southeast quadrant of the city, is an industrial district that covers approximately 250 acres. This area is made up of a number of older manufacturing businesses and structures largely underutilized.

The City has almost 300 acres of parks, recreation and open space. Most of this is found in Ward II, in the southeast quadrant of the city and is associated with Canandaigua Lake or Muar Lake.

There are three primary commercial districts in the City: the historic downtown central business district, the Eastern Boulevard commercial strip, and the lakefront commercial area along Lakeshore Drive.

The downtown core is surrounded by districts that allow a mix of uses. North of downtown is a "Residential-Institutional" district, the home of City Hall, the County Court House and Office Building, the YMCA, Wood Library, a number of churches, and several homes that have been converted into professional offices. South of downtown is a district that includes a mix of heavy commercial, office, and residential use. . .

City of Canandaigua, *Comprehensive Plan, 2002 Amendment*, Adopted December 12, 2002, page 15.

The importance of linking the waterfront and the downtown area has been emphasized by stakeholders throughout this process. This can be addressed through creative redevelopment in several ways:

1. Should the parcel at the corner of South Main Street and Routes 5 & 20 (currently occupied by a shopping center and a branch of the Canandaigua National Bank) become available for redevelopment, the site could be re-used in a manner that continued the "Main Street" style of development (buildings fronting along Main Street and 5 & 20 with minimal setbacks) in a manner that reflects the existing setbacks and building placements found

along most of Main Street, This would help create a continuous physical linkage between the downtown and the waterfront.

2. Careful coordination of uses between the Downtown and Lakefront. A mixed-used lakefront development could potential strengthen Canandaigua as a visitor destination. Ensuring those uses complement the Downtown is essential. For example, the lakefront development could include uses with building footprints or densities that are not easily accommodated downtown (e.g., conference facilities, waterfront dining, high-end residential units, etc.). This could serve to bring new market segments to the City who could in turn (through proper promotions and physical linkages) be enticed to patronize businesses in the Downtown area.

Another issue identified early in the strategic planning process was the fact that the City may lack large vacant or under-utilized parcels that could be available for redevelopment. In fact, as highlighted by the dashed circle in Figure 7.1, the southeast quadrant of the City has a number of parcels over 10 acres that are either vacant or in low-intensity industrial use (e.g., warehousing). As shown in Figure 7.2 this area of the City has a relatively high concentration of parcels with values of less than \$25,000 per acre. In addition, these parcels can be access Route 5&20 via Saltonstall and Ontario Streets via County Route 10, avoiding any intrusion into residential neighborhoods.

This area of the City is also served by two important pieces of infrastructure. The Finger Lakes Railway route parallels Ontario Street and can serve the parcels nearby. In addition, the Axxess Ontario open access broadband network is routed along Saltonstall Street, potentially providing direct access to many of these parcels.

In addition, this area includes Muar Lake and several areas designated as parks. This suggests that development in this area should be done in an environmentally sensitive manner. Even more, Muar Lake and the nearby parks are very desirable amenities. Any development in this area should seek to capitalize on these amenities in their design, thereby dramatically enhancing the value of the finished development.

Finally, it should be noted that the general mix of residential and nonresidential uses in the City is quite healthy. Maintaining and strengthening this mix is an important component to preserving and enhancing the vitality of the Downtown area.

Figure 7.1

City of Canandaigua, Land by Type

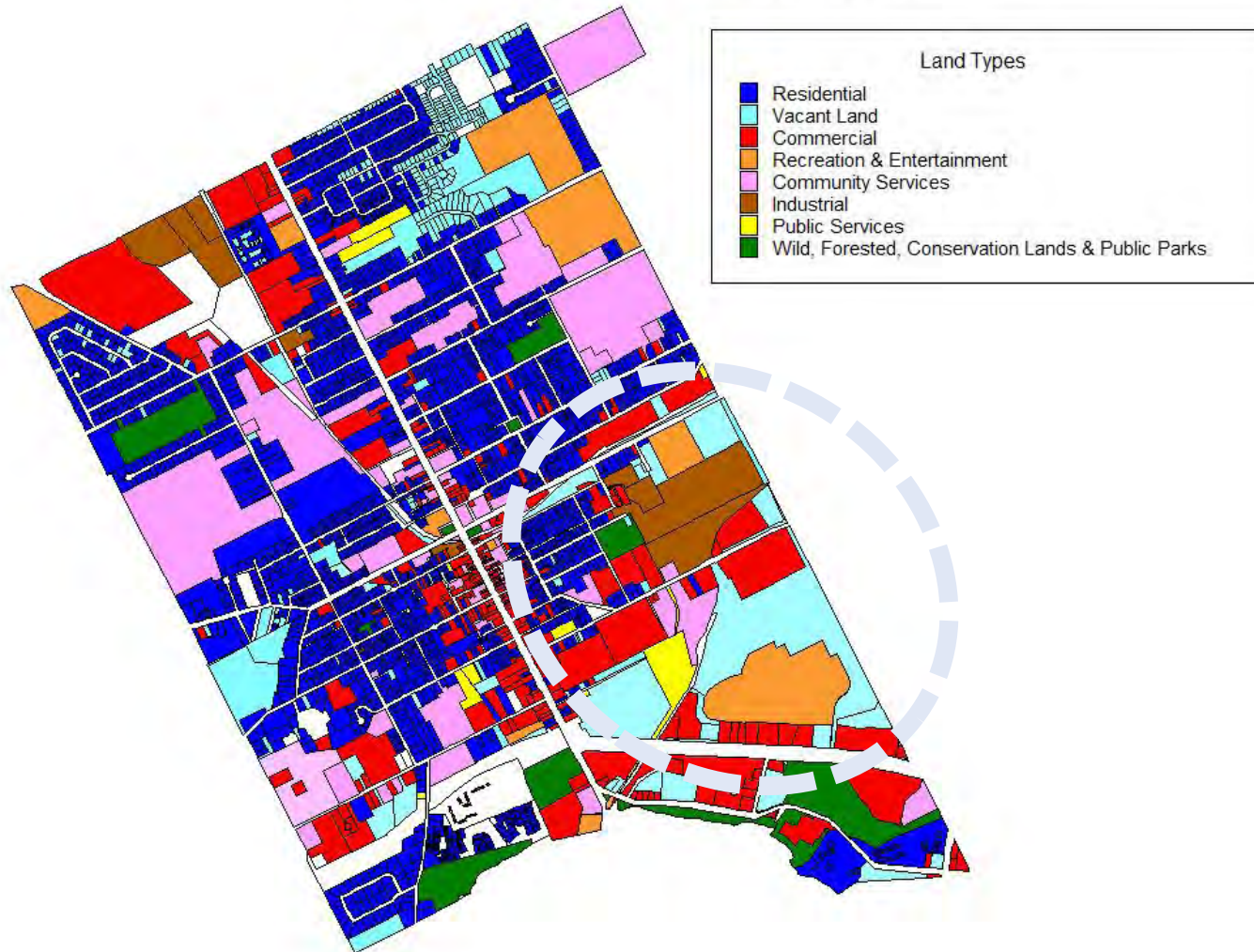
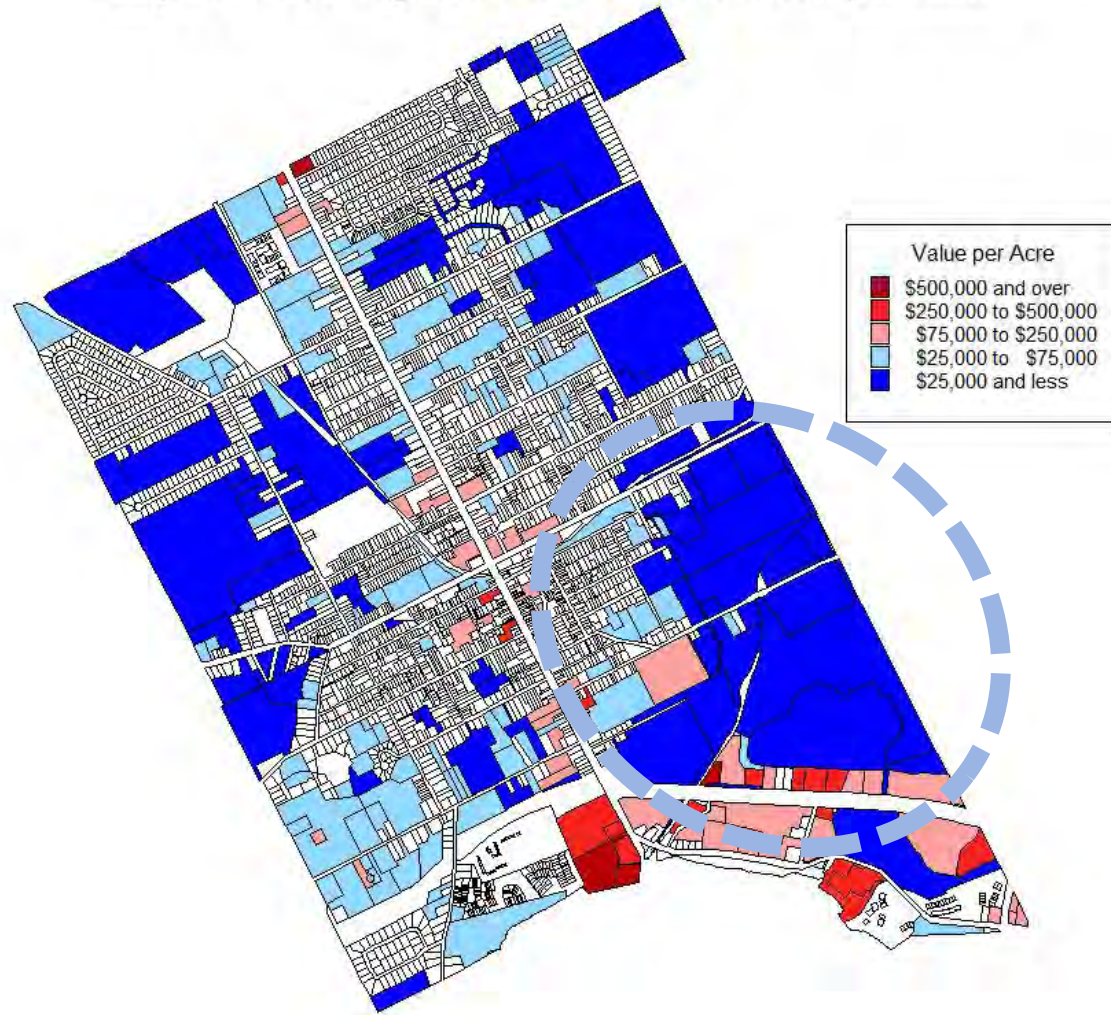


Figure 7.2

City of Canandaigua, Land Assessed Value per Acre



8. SWOT Analysis

A SWOT analysis for the City of Canandaigua was conducted using the data gathered from the foregoing analysis of regional and local economic trends as well as the information provided by Canandaigua's key stakeholders and the community at large. A SWOT analysis is a procedure for evaluating and assessing an organization or municipality in terms of its:

- **Strengths:** What does Canandaigua have that is an advantage for the city's economy and its key stakeholders?
- **Weaknesses:** What are the aspects of Canandaigua that may hurt its economy and make it less able to serve its stakeholders?
- **Opportunities:** What general economic, social, and demographic trends can Canandaigua take advantage of?
- **Threats:** What trends are present that might diminish the chances for economic success in Canandaigua?

Strengths

As made clear from the analysis and stakeholder assessments found in the appendices, the City of Canandaigua has many strengths including:

- **Strong local employers**, including Constellation Brands, Smart System Technology and Commercialization Center, Thompson Health, and GateHouse Media.
- **Strong regional clusters**, which manifest locally in Canandaigua, including:
 - The **Education and Knowledge Creation** cluster as represented by Finger Lakes Community College.
 - The **Local Hospitality Establishments** cluster tied into Canandaigua's tourism industry such as Steamboat Landing, the New York Wine and Culinary Center and the Inn on the Lake.
 - The **Local Health Services** cluster which is a large employer in Canandaigua, provides wages higher than the health services sectors in benchmark communities, and has a high level of sales per establishment.
 - The **Agricultural Products** cluster represented by Constellation Wines.
- The city's **tourism sector**, driven by the lake and wineries.
- An **active promotion of the City** through festivals and special events.
- A **culture of cooperation** embodying a spirit of volunteerism, leadership, and entrepreneurialism, cohesiveness among business owners, and a strong philanthropic capacity.
- An adequate **fiscal capacity** to afford services due to the city's high assessed value per square mile and a low proportion of tax exempt properties.
- **High quality government services** including the police department.
- A **high quality of life** deriving from the city's cultural and historical heritage, its proximity to the lake, its walking trails, and the general appearance, cleanliness, and sense of safety downtown.

Weaknesses

Considering Canandaigua's weaknesses are equally important in the process of creating an effective economic development strategy. The analyses identified the following weaknesses in the City's competitiveness for economic development:

- A **lack of clear vision** for the City of Canandaigua is at the root of many of the city's problems including the apparent lack of cohesiveness between the lakefront and the downtown, the lack of aesthetic appeal downtown, and the disconnect between the current local regulations, restrictions, and code enforcement policies and the goal of creating a nurturing, business-friendly environment.
- A **lack of commercial investment**, evident by the lack of hotels and the presence of empty storefronts downtown, could hinder Canandaigua's tourism potential.
- A **lack of residential investment**, evident by the older housing stock and limited high-quality apartments in the downtown, could diminish Canandaigua's high quality of life and deter young professionals from moving into the city.
- A **lack of pro-active capacity** necessary if the City seeks to take full advantage of its diverse economic assets. While City government cannot produce economic development by itself, it can work to create the conditions that make it easier for businesses and residents to succeed.
- The perception that the City's **code enforcement practices are not business-friendly**. Business people in a wide variety of sectors indicate that, while the City's regulations themselves are by in large reasonable, too often enforcement focuses on punishment, rather than problem-solving.

Opportunities

The opportunities facing Canandaigua are almost all related to assets that already exist in the City. These include:

- **Industry Targets** defined in the economic analysis section of the appendices include:
 - Manufacturing & Business Services
 - Health Care
 - Tourism & Retail, including opportunities to continue to draw second homeowners on the lakefront into the city.
- **Physical targets** to be developed and utilized including:
 - 2nd and 3rd floors of buildings in the downtown area
 - Vacant and underutilized properties in the South East of the City
- **Cultivation of large employers/institutions** including:
 - Constellation Brands, Smart System Technology and Commercialization Center (STCC), Thompson Health, and GateHouse Media
 - Finger Lakes Community College and SUNY College of Nanoscale Science and Engineering overseeing the STCC.

- Local institutions such as the Constellation/Marvin Sands Performing Arts Center and the New York Wine and Culinary Center which draw important market segments into the City for tourism and retail purposes.
 - Finger Lakes Community College which has the potential to enhance the City's capacity for workforce development and cultural offerings
- **Coordination with Ontario County's technology-led economic development strategy**, including taking advantage of the broadband available in the County and creating "third places" to encourage solo workers and telecommuters into the city.

Threats

There are several threats to the City of Canandaigua's economic success that must be taken into consideration. These include:

- **Failing to maintain and strengthen the shopper and tourist experience in the downtown**, which could result in increased competition from other tourism destinations and the loss of retail business to large franchises and malls. This could lead to the loss of Canandaigua's small-town feeling, persistent empty storefronts, and discord between the lakefront and the downtown.
- **The aging of the population**, which is a result of both a growing older population and a tendency for the younger population to leave the city due to lack of jobs.
- An **increased tax burden/loss of fiscal capacity** resulting from the inability to take full advantage of development potential in the city.
- **Regional Weaknesses in Industrial Clusters** that could negatively affect otherwise strong businesses in the city. Clusters that appear to have weaknesses regionally include:
 - Communication Equipment
 - Publishing and Printing
 - Analytical Instruments
 - Production Technology
 - Plastics
 - Metal Manufacturing
 - Motor Driven Products

Note that both Publishing and Printing and Plastics are major employing sectors in the City.

- A **lack of diversification in key sectors of the City's economic base**, which is the "flip side" of the City's traditional economic strengths. Health care dominates the City's employment sector. Manufacturing employment in Canandaigua is concentrated in a handful of large firms. These are important assets for the City and need to be retained and grown. But, it is equally important that Canandaigua develop other sources of employment and wealth to ensure its economic health does not rest with only a few types of businesses.

Appendix B: Traded Cluster and Local Cluster Descriptions

City of Canandaigua Economic Development Partnership

Table B.1

Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School;
Richard Bryden, Project Director

Traded Clusters by Subclusters

Agricultural Products	Farm Management and Related Services Irrigation Systems Packaging Fertilizers Agricultural Products Wine and Brandy Milling and Refining	Medical Devices	Surgical Instruments and Supplies Dental Instruments and Supplies Ophthalmic Goods Medical Equipment Diagnostic Substances Biological Products
Analytical Instruments	Laboratory Instruments Optical Instruments Process Instruments Search and Navigation Equipment Electronic Components	Metal Manufacturing	Fabricated Metal Products Metal Alloys Precision Metal Products Fasteners Wire and Springs Metal Processing Iron and Steel Mills and Foundries Nonferrous Mills and Foundries Metal Furniture Environmental Controls Pumps General Industrial Machinery Saw Blades and Handsaws Laundry and Cleaning Equipment
Automotive	Motor Vehicles Automotive Parts Automotive Components Forgings and Stampings Glass Production Equipment Small Vehicles and Trailers Marine, Tank and Stationary Engines	Motor Driven Products	Motors and Generators Batteries Motorized Equipment Refrigeration and Heating Equipment Appliances Specialized Pumps Specialized Machinery Tires
Business Services	Management Consulting Online Information Services Computer Services Computer Programming Printing Services Marketing Related Services Professional Organizations and Services Engineering Services Facilities Support Services	Plastics	Plastic Materials and Resins Plastic Products Paint & Coating Synthetic Rubber
Communications Equipment	Communications Equipment Electrical and Electronic Components Specialty Office Machines	Processed Food	Milk and Frozen Desserts Baked Packaged Foods Coffee & Tea Processed Dairy and Related Products Meat and Related Products and Services Flour Specialty Foods and Ingredients Milling Candy and Chocolate Malt Beverages Paper Containers and Boxes Metal and Glass Containers Food Products Machinery
Distribution Services	Merchandise Wholesaling Apparel and Accessories Wholesaling Catalog and Mail-order Food Products Wholesaling Farm Material and Supplies Wholesaling Transportation Vehicle and Equipment Distribution	Production Technology	Machine Tools and Accessories Process Equipment Sub-systems and Components Process Machinery Industrial Patterns Fabricated Plate Work Industrial Trucks and Tractors Ball and Roller Bearings
Education and Knowledge Creation	Educational Institutions Research Organizations Educational Facilities Lessors of Other Nonfinancial Intangible Assets Supplies	Publishing and Printing	Publishing News Syndicates Signs and Advertising Specialties Photographic Services Photographic Equipment and Supplies Media Representatives Printing Services Printing Inputs Paper Products Specialty Paper Products Inked Paper and Ribbons Office Equipment and Supplies
Entertainment	Video Production and Distribution Recorded Products Entertainment Equipment Entertainment Related Services Entertainment Venues	Transportation and Logistics	Air Transportation Bus Transportation Marine Transportation Transportation Arrangement and Warehousing Transportation Support and Operations Airports
Financial Services	Depository Institutions Securities Brokers, Dealers and Exchanges Insurance Products Real Estate Investment Trusts Passenger Car Leasing		
Heavy Construction Services	Final Construction Subcontractors Primary Construction Materials CeramicTile Equipment Distribution and Wholesaling Fabricated Metal Structures and Piping Explosives		
Hospitality and Tourism	Tourism Attractions Tourism Related Services Water Passenger Transportation Scenic & Sightseeing Transportation Accommodations and Related Services Boat Related Services Ground Transportation		
Information Technology	Computers Electronic Components and Assemblies Peripherals Software Communications Services Fiber Optic Cable		

Table B.2

Source: Prof. Michael E. Porter, Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School;
Richard Bryden, Project Director

Local Clusters by Subclusters			
Local Commercial Services	Advertising Services Local Professional Services Printing Services Laundry and Linen Services Building Support Services Miscellaneous Repair Services Security Services Testing Laboratories Stationery and Office Supply Wholesaling Stationery and Office Supply Retailing Commercial Equipment Distribution Corp, Subsidiary & Regional Managing Offices	Local Household Goods and Services	Landscape and Horticultural Services Radio and Television Repair Appliance Wholesaling Appliance Retailing Hardware Wholesaling Hardware Retailing Gardening Products and Supplies Wholesaling Gardening Products and Supplies Retailing Furniture and Homefurnishings Wholesaling Furniture and Homefurnishings Retailing
Local Community and Civic Organizations	Trusts Social Service Organizations Business Associations Labor Organizations Political Organizations Religious Organizations	Local Industrial Products and Services	Industrial Repair Services Industrial Products and Services Wholesaling Industrial Machinery and Distribution Miscellaneous Equipment Rental and Leasing
Local Education and Training	Elementary and Secondary Schools Job Training Services Recreational and Other Services	Local Logistical Services	Local Passenger Transportation Local Transportation Services Warehousing Services Truck Leasing
Local Entertainment and Media	Newspapers Electronic Media Movie Theatres Book and Periodical Wholesaling Book and Periodical Retailing Sporting and Recreational Goods Wholesaling Music Retailing Sporting and Hobby Retailing Video Rental Electronic and Photographic Retailing	Local Motor Vehicle Products and Services	Automotive Wholesaling Automobile Dealers Other Motor Vehicles Distribution Automotive Repair Shops Gasoline Stations Parking Services Other Automotive Services Automotive Parts Wholesaling Automotive Parts Retailing
Local Financial Services	Deposit-taking Institutions Pension, Health, and Welfare Funds Insurance Agents and Brokers Tax Return Preparation Services Credit and Collection Services	Local Personal Services (Non-Medical)	Cleaning Services Hair Care Services Photographic and Photofinishing Services Repair Services Child Care Services Other Personal Services Personal Products Retailing
Local Food and Beverage Processing and Distribution	Food Wholesaling Retail Food Stores Tobacco Wholesaling Tobacco Retailing Beer, Wine, and Liquor Wholesaling Vending and Direct Selling Bottled and Canned Soft Drinks Beer, Wine, and Liquor Retailing	Local Real Estate, Construction, and Development	Real Estate Services Architectural Services General Contractors Developers Specialty Contractors Highway and Street Construction Concrete Products Construction Materials Wholesaling Construction Materials Retailing Building Equipment Distribution
Local Health Services	Healthcare Provider Offices Hospitals Medical Laboratories Home and Residential Care Funeral Service and Crematories Medical Equipment Distribution and Rental Drug Stores Ophthalmic Goods Wholesaling Optical Goods Retailing	Local Retail Clothing and Accessories	Apparel Retailing Jewelry Retailing General Merchandise Retailing Sewing, Needlework, and Piece Goods Retailing Luggage Retailing
Local Hospitality Establishments	Hospitality Establishments Recreational Facilities Gifts and Souvenirs Retailing	Local Utilities	Communications Services Electric Power Gas Production and Distribution Petroleum Products Distribution Liquefied Petroleum Retailing Sanitary services

Appendix C: Stakeholder Focus Group Results

Focus group sessions were held with stakeholders within key sectors of Canandaigua's economy. The sessions included a downtown merchants' stakeholder group, a tourism stakeholder group, a health services stakeholder group, and a focus group for the city's economic developers and planners. Each meeting highlighted strengths, weaknesses, opportunities, and threats inherent in Canandaigua's economy and specific to each respective sector and then identified a set of initiatives to pursue as part of the economic development strategy.

Agenda:

Introductions
Goals & Background of the Strategic Economic Development Plan
The 2010 City-wide SWOT Analysis
An Overview of Key Sectors
Exercise: Business-Specific SWOT Analysis
Exercise: Business-to-Business Opportunities
Defining Key Initiatives
Wrap Up & Next Steps

Each meeting started with everyone briefly introducing themselves. Peter Fairweather then explained the goals of Canandaigua's strategic economic plan to strengthen economic vitality, increase fiscal capacity, and create a partnership with a sustainable commitment to action. The purpose of each meeting was to highlight the City of Canandaigua's strengths, weaknesses, opportunities, and threats in a SWOT analysis and then apply that same analysis to downtown businesses and commerce specifically. The goal of the meeting was to end with a list of key initiatives for the City to go forward with on the path towards economic development.

Attendees were provided with a 2010 City-wide SWAT Analysis developed by the Council highlighting the Strengths, Weaknesses, Opportunities, and Threats of the City of Canandaigua and were asked to comment on any of the items on the lists.

Downtown Merchants' Session

July 19, 2011: 8:15 AM - 9:45 AM, Canandaigua Chamber of Commerce

Attendees (5):

Name	Organization
Aimee Ward	Finger Lakes Gallery
Elizabeth Winter	Canandaigua BID
Jim Wolfe	Canandaigua BID
Alison Grems	Chamber of Commerce
Richard Brown	City Development and Planning

Strengths

Low Property Tax

It was agreed that, in reference to Strength #5, the property taxes in Canandaigua aren't very low when it comes to school taxes, although the City tax rate is low. There was consensus, however, that even a higher property tax would be an asset if the City had a reputation for the highest possible quality of life and high quality schools, because people would be willing to pay those higher property taxes for an exceptional quality of life.

Form of Government

The city government was acknowledged as a huge strength. One attendee stated that Canandaigua has the best functioning local government.

Culture of Volunteerism and Philanthropy

The group agreed that Canandaigua has a strong spirit of volunteerism. They stated that people are willing to invest in the community if they find something important to invest in, i.e. a library or hospital fundraising event. It was further noted that City residents tend to be proactive about issues they deem important and are not likely to stand by passively and comment and what should be done.

The group agreed that there was still the potential to get more members of the community, mainly the largest business owners, to engage in philanthropy. One idea for engaging these members of the City was to create a development corporation or consortium which would act as the middleman and present several projects which they might be interested in getting involved with.

Wide Range of Business Opportunities & Environments

Disagreement was expressed over the idea that there are a wide range of business opportunities in Canandaigua. One attendee communicated a wish that there were more locally-owned businesses and more opportunities for local investment.

Another attendee agreed that there are a wide range of business opportunities but that there is a lack of funding streams necessary for those looking to open up business. The consensus was that there is a need for more small business development using small business loans and grants.

Entrepreneurial Spirit

All attendees agreed that there is a huge entrepreneurial spirit in Canandaigua. The City is the base for huge companies such as Wegmans Foods and Constellation Brands.

Locally-owned businesses were considered a huge strength to Canandaigua as local, “home-grown” business owners are more likely to be engaged and concerned about the welfare of the community.

Educated Workforce

A question was raised as to whether Canandaigua has an educated workforce and whether the Infotonics industry was going to be successful.

Peter Fairweather indicated that the workforce was indeed high quality. The Finger Lakes Community College then became the topic of conversation. It was agreed that there is a very strong synergistic relationship between the college and the City whereby the college will build on the strengths of the community, as seen by their introduction of programs in horticulture and culinary arts. The college was acknowledged as another strength and an opportunity for Canandaigua.

Weaknesses

Infrastructure

Though it was acknowledge that Main Street has a good foundation (a wide street, sidewalks, good architecture, historic buildings, and parking lots) the group expressed a lot of concern over the number of vacant properties on Main Street and how they contribute to the impression that downtown is empty.

This problem was attributed to properties being bought by landlords who do not invest in the property to improve its condition. Sentiment was expressed over the possibility to create zoning legislation within the BID to make property owners accountable so that they cannot just buy up a property without the commitment to reinvest.

These empty properties were considered as both weaknesses and potential opportunities for development. The use of grants to package spaces between established anchor stores and renovate empty spaces was brought up as a possible way to upscale and restore these storefronts. This solution has had great success in Livingston County.

Apartments/Housing

A conversation arose surrounding the history of the conversion of empty spaces in 2nd and 3rd stories of buildings into office spaces which were then converted since the 70s into substandard apartments.

The group agreed that the quality of the available apartments downtown is inadequate in terms of infrastructure and lack of parking and suggested that landlords should upscale these apartments to attract higher quality tenants. The City's ability to provide high quality housing, was agreed, would dictate the City's ability to attract young professionals to the area.

Threats

Vacant Storefronts

The issue of vacant storefronts was brought up repeatedly and the problem was attributed to a mismatch between the rents prospective tenants are willing to pay and the landlords' expectations of what rent should be. In particular, some storefronts were mentioned as examples of properties where high rents inhibited businesses from staying there on a long-term basis.

Competition from Large Franchises/ Malls

It was suggested, the competition from large franchises and mall strips is a threat to small business downtown. A study done several years ago found that the population of the area was primarily "discount oriented" meaning they were more likely to buy discounted products at large franchise stores than buy more expensive specialty items at smaller downtown establishments. It was questioned whether this discount orientation still applied to the population of Canandaigua today. Another concern among the group was that the operating hours of most downtown businesses are not complimentary to the needs of most working people. 80% of downtown business close at 5pm, which is when most workers get off from work, so workers are left with no option but to shop at larger stores such as Wal-Mart. It was recommended that downtown businesses follow a unified management style similar to that of mall complexes.

One attendee suggested that a mix of locally-owned businesses with smaller franchises could potentially draw in more business.

Having a specialty or niche was suggested as the key to competing with some of the bigger franchises.

Traffic

Truck traffic was mentioned as an issue and interference in the creation of a pleasant shopping experience downtown. This has been an issue brought up in the past but the idea of creating a bypass was rejected. Most downtown industries want the traffic running down Main Street even if that includes trucks. It was mentioned that the DOT should be involved in this issue.

Opportunities

Several buildings were mentioned as opportunities for potential development.

- It was suggested that a building could be converted into a retail-based wine museum with the history of the wineries in the Finger Lakes Area

The opportunity to use the 2nd and 3rd floors of building was also a common idea within the group.

The opportunity to engage the community and college in philanthropy downtown to help make some of these restorations was also mentioned. The group agreed that establishing a greater presence of the Finger Lakes Community College downtown would be beneficial to the community.

Following the SWOT analysis was a conversation geared towards identifying the next steps the City must take towards developing its downtown economy. The following list is what was suggested by the group:

1. Creating a Shopping Experience (Experience-based retail) by improving Main Street infrastructure and streetscape
 - a. This discussion included the central idea of revamping Main Street in a way that will impress upon visitors and shoppers a certain charm as to retain the inflow of business.
 - b. It was suggested that creating an attractive streetscape with improved sidewalks, benches, green spaces, and more trees is essential to this effort. The group agreed that the landscaping must be well thought out and must not be a cheap temporary fix.
 - c. Suggestions for developing better restaurants and outside dining opportunities (i.e. sidewalk cafes)
2. Filling one of the vacant buildings and creating a large anchor for specialty retail in the area.
3. Maintaining a culture of small, locally-owned, unique businesses in order to maintain and cultivate Canandaigua's reputation as distinct from other towns and small cities.
4. Creating and cultivating a vision and reputation for Canandaigua to disseminate throughout the region.
5. Attracting high quality investors who will purchase a property and commit to redevelop it.
6. Using 2nd and 3rd floors of buildings for potential upscale apartments or offices.
7. Fostering a healthy business climate by improving communication and creating strong linkages businesses and the City.
8. Creating a better connection between lakefront and downtown both in terms of walkability and in terms of fostering a partnership between businesses on both ends.

The meeting concluded with the suggested that a survey be created as a way to reach out to merchants in the area and get their opinions on the topics discussed at this meeting.

Tourism Stakeholder's Session

July 19, 2011: 12:00PM – 1:30PM, Canandaigua Chamber of Commerce

Attendees (5):

Name	Organization
Jeanne Fagan	Professor of Tourism Management, Finger Lakes Community College
Paul Friend	Granger Homestead and Carriage Museum
Dan Fuller	Bristol Mountain/ Roseland Park
Alison Grems	Chamber of Commerce
David Hutchings	Sonnenberg Gardens

Strengths

The Lake

The lakefront was considered one of Canandaigua's greatest assets in terms of its ability to attract tourists.

Finger Lakes Community College

The community college was established as a strength of Canandaigua as it not only educates the workforce but provides conference and meeting space, which the group identified later as lacking within the city.

Historical Architecture

The group agreed that the Victorian-style architecture of Canandaigua was one of the assets which distinguishes Canandaigua from other small cities and towns and that it should be preserved to maintain Canandaigua's distinct personality.

Cultural Heritage

Canandaigua's cultural heritage and landmarks were seen as assets in the promotion of the City's image and the tourism industry.

Cohesiveness among Business Owners

One of the strengths of Canandaigua's business community was identified as the cohesiveness, strong communication, and networking among the City's business owners. Business owners were described as benevolent and caring with respect to their willingness to help other business owners. Their concern involvement in the community was attributed to a strong sense of being anchored and rooted within Canandaigua.

The opportunity to promote further partnerships between businesses was also noted.

Weaknesses

Local Regulations and Restrictions

Local regulations and restrictions were seen by some members of the group as a hindrance to local businesses and tourism. It was proposed that the purpose of these regulations should be to better promote an understanding of how to operate within the law rather than strict enforcement of those regulations. Such rigid enforcement tends to create a disincentive for both businesses and tourists.

Lack of Clear Vision

The idea that the city lacks a clear vision was brought up repeatedly within the group. It was perceived as a huge obstacle in the development of Canandaigua's tourism economy as it contributes to the City's lack of emphasis and promotion of tourism in the area. It was stated that a disconnect exists currently between the visions and needs of different sectors of the economy and the City.

A clear vision for the City would unify the community and create roles within which each sector of the economy could operate to promote this vision. A specified role for the tourism economy within Canandaigua would promote the industry's development and foster support for the industry within the community.

It was further suggested that having a clear vision for the City and cultivating a high quality reputation will help in the promotion of a higher quality of life.

Lack of Hotel Rooms and Conference Facilities

The lack of hotel rooms and conference facilities was agreed upon as a major impediment to tourism as it was noted that both business visitors and leisure visitors contribute to the tourism economy.

Canandaigua was seen by the group as having the potential to successfully hold substantial conference facilities. The opportunity for building such facilities was seen on as a worthwhile goal for the City.

Lack of Family Friendly Activities

The lack of family friendly and kid friendly activities was noted as a weakness of Canandaigua. It was mentioned that some of the tourist organizations were making efforts in this direction by building kid friendly trails.

Opportunities

Investment in Tourism

Investing in tourism within the city creates an image of a high quality of life in the area and, it was proposed, could be an opportunity to attract new residents and tourists to the area.

Attracting new tourists also creates a multiplier effect within the local economy as tourists spend money on shopping, food and accommodation and bring money into the area without taxing the City's resources.

Events

It was suggested by the group that the City hold more events as an opportunity to attract a higher inflow of tourists. However, the discussion centered on the City's mistaken perception that the costs for staffing such events outweigh the benefits of having tourists come and spend money within the City.

Membership

Increasing local membership within tourism organizations was noted as an opportunity to increase the number of visitors to a specific cultural landmark. Membership by Canandaigua's local residents in such organizations would promote their involvement within these tourism organizations and create an incentive for members to invite friends and family with discounts and other offers.

Work from Home

Embracing more opportunities for people to work from home was highlighted as a potential opportunity for increasing the number of young residents in the City. The threat of young people leaving Canandaigua due to lack of jobs could be somewhat rectified through increasing the opportunities for people to work from home. The ability to work from home was stated as one of the most important things young professionals look for in a job.

Canandaigua's connection to Axxess Ontario makes the city a logical location for such opportunities.

Wine Industry

It was suggested that the City make a greater effort to incorporate the wineries and the history of wine in the region into the City because the wine industry is a large attraction. One recommendation was to open up tasting rooms within the city.

Threats

Aging Population

The group raised concern over the increase in the aging population in the area and saw it as a threat to the vitality of the community.

Brain Drain

Along with the idea of an aging population came the discussion of a local "brain drain" phenomenon whereby the younger population of Canandaigua is forced to leave the area due to lack of jobs. One attendee commented that most of the tourism students at FLCC leave the area after graduation.

Though most members of the group agreed that there is lack of opportunities for young people seeking jobs in Canandaigua, it was also suggested that there exists a disconnect or lack of knowledge within young people about the opportunities that are available within the region.

Perception of Distance from Rochester

This threat was highlighted with respect to the lack of knowledge by residents of Rochester about the whereabouts or existence of Canandaigua. Most tourists were identified as coming from Niagara Falls, Buffalo, Ohio, and Pennsylvania although Rochester is less than an hour away. This was considered as an opportunity to focus efforts at marketing Canandaigua to tourists from Rochester.

Following the SWOT analysis was a conversation geared towards identifying the next steps the City must take towards promoting development in the tourism sector and Canandaigua as a whole. The following list is what was suggested by the group:

1. Creating a unified vision for the City and aligning the incentives of all sectors of the City in order to meet that unified goal.
2. Diversifying Canandaigua's tourism package by promoting of the City's unique restaurants, promoting the City's history and cultural heritage, and improvement of the City's streetscape all in an effort to create a memorable experience in Canandaigua.
3. Gearing code enforcement towards problem solving and not strictly enforcement.
4. Building a cohesive relationship between downtown and lakefront businesses in order to promote the growth and development of both.

Health Services Stakeholders' Session

July 19, 2011: 3:00 PM – 4:15 PM, Thompson Health Board Room

Attendees (7):

Name	Organization
Mary Beer	Ontario County Public Health
Jim Wright	Canandaigua Medical Group
Mark Prunoske	Thompson Health
Sharon M. Pepper	Thompson Health
Bonnie Ross	Thompson Health
Carlos Ortiz	Thompson Health
Linda Farchione	Thompson Health

Strengths

Leadership

The leadership, involvement, and philanthropy of key leaders in the community was noted as one of Canandaigua's biggest strengths and was suggested to contribute greatly to the development of the City. The Wine and Culinary Center was brought up as an example.

Attractive Main Street

According to one attendee, Canandaigua's Main Street is one of the most attractive downtown main streets in New York State. Canandaigua's Main Street is not deserted compared to others.

History of Canandaigua

The history of Canandaigua, especially with respect to its involvement in the women's rights movement, was noted as an asset of the City for its potential to attract visitors. One example that was brought up was the fact that Susan B. Anthony was tried in the Canandaigua courthouse. It was suggested that the City work with the Historical Society to bring some of the City's history into the forefront. A suggestion was that historical tours of the City be initiated.

Police Department

One attendee remarked that Canandaigua had a very efficient police department as noted by the low crime rates in the area. Low crime rates and the perception of safety have the potential to attract new residents.

The Presence of Continuing Care Facilities

Thompson Health provides some alternatives to traditional nursing homes including, an adult day care program and an assisted living facility.

However, another attendee suggested that what is really needed in terms of alternatives to health care is at home care for elders, a least costly alternative. The robustness of the existing services of this type and ability for the county or city to provide and sustain these types of services was questioned.

Focus on Wellness

Health services and other groups in Canandaigua have a strong emphasis on wellness programs which incorporate walking trails from Main Street to the lake.

The natural beauty of the area was noted as an asset to promote wellness as it lends itself to outdoor activities and contributes to a higher quality of life. A walkable downtown is good for business as well as the health of the community.

Weaknesses

Lack of Transportation

The lack of after-hours transportation services was noted as a key weakness in the community. Taxi cabs, for example, do not run past 9pm which makes it difficult for people discharged from the ED to get home or for someone to be transported into the Thompson Health facilities from another facility.

Lack of Communication

The lack of communication about services available within the area was also stated as a weakness. The local newspaper was stated as being limited in terms of the issues they cover and the local newsletter is relatively new and not fully developed or reliable.

Another attendee added that the local paper does not have a reputation comparable to that of the Rochester newspaper, and that there is no local TV station in Canandaigua, besides the college TV station which is underdeveloped.

Lack of Mental Health Services

The lack of mental health services in Canandaigua was brought up repeatedly throughout the meeting. A concern was stated specifically in relation to taking care of Canandaigua's youth and the ability to have the resources to help younger populations with autism, a growing epidemic in the United States, and youth with behavioral problems. A lot of the responsibility in this area is being handed to schools, but with cuts in education budgets, these in school services are in jeopardy as well.

The lack of mental health services was also noted as having potential effects on local prisons.

Vacant Storefronts Downtown

Though the attractiveness of Main Street was formerly added to the list of Canandaigua's strengths, one attendee brought up that the number of empty storefronts on Main Street is a definite weakness although it also renders an opportunity to bring in new businesses.

One suggestion was that more boutique-type stores should inhabit those empty store fronts because those are the types of stores that attract shoppers to Canandaigua.

Main Street's location so close to some of the cities less appealing neighborhoods was also noted as one of its weaknesses.

Along with the need to fill storefronts, a need to remodel and landscape the Main Street streetscape was expressed, especially with respect to maintaining a consistency of style

Lack of Housing

The lack of new housing/apartments within the City of Canandaigua was criticized and it was suggested that this weakness can deter younger populations from wanting to live in Canandaigua.

Lack of a Clear Vision

One attendee asked, “Does Canandaigua have a tagline?” and commented on the fact that the sign that welcomes you into the City of Canandaigua is missing this tagline, the statement that summarizes what the city of Canandaigua is.

The lack of a clear and unified vision within the city was seen as a hindrance especially when trying to attract tourists and new residents.

Threats

Malls and Plazas Downtown

The competition from mall strips and plazas was noted as a threat to the livelihood of small downtown stores. One attendee commented however, that small businesses would be able to compete as long as they stayed unique.

Workers Commuting to Rochester

The fact that a lot of Canandaigua’s residents work in Rochester was seen as a threat to commerce and health services in the city. It was explained that because workers spend so much time where they work they are more likely to do shopping where they work during their lunch breaks or to schedule certain types of medical appointments in the vicinity of their place of work.

It was suggested that the City work with the Historical Society to bring some of the City’s history into the forefront. A suggestion was that historical tours of the City be initiated.

Health Care Reform/ Cuts to Medicare and Medicaid

Impending reforms to health care and cuts to Medicare and Medicaid were the topics of large concern for the group. They questioned Canandaigua’s health sector and its ability to maintain the large percentage of jobs it currently holds within the community.

Increase in the Aging Population

Aging population is going to be a huge tax burden on the residents of Canandaigua as the population of elders increases and funds for Medicare and Medicaid are cut. Additionally, as young people leave the state and the area, Canandaigua will encounter problems in maintaining a provider workforce and providing needed services to seniors.

There was an expressed need to attract younger people into the areas so as to prevent the slow decline in development within Canandaigua on all social and economic fronts. One suggestion for attracting

young professionals was to develop packaged deals for new residents which would include housing, banking services, etc.

Opportunities

Regionalizing Health Care

The potential to create a regional system of health care was suggested as a way to better service the City and surrounding areas and combat the potentially hazardous effects of health care reform and budget cuts.

Creating Partnerships between local Health Care Providers

A previous partnership between Thomas Health and the Veterans Association was said to have diminished over the years and any opportunity to rekindle this relationship was suggested to be beneficial to the health sector of Canandaigua as it would promote the sharing of services between the two facilities.

Community Philanthropy

The opportunity to raise funds by drawing from the philanthropic spirit of the community and securing the involvement of the City's political officials was suggested as a potential strategy against decreases in working population and health service cuts.

Alternatives to Traditional Nursing Homes

Some members of the group suggested that the current facilities offering alternative care for elders weren't sufficient to meet the demand in the near future, and it was therefore posed both a concern and a potential opportunity for how best to serve a growing population of seniors with limited resources.

Greater Canandaigua Region

It was suggested that creating a partnership between Canandaigua and surrounding communities in order to create and promote idea of a "Greater Canandaigua Area" would help foster growth in Canandaigua and provide an image for the area.

Following the SWOT analysis was a conversation geared towards identifying the next steps the City must take towards promoting development in the health services sector and in Canandaigua as a whole. The following list is what was suggested by the group:

1. Maintaining and advancing quality of life in the City through the development of new business, developing and maintenance of health services in order to attract young professionals into the area.
2. Development of Senior Home Care services to offset costs of traditional nursing homes.
 - a. This would include helping seniors maintain their old homes.
3. Creating the image of a Greater Canandaigua Area by fostering a partnership between Canandaigua and neighboring areas.
4. Improving communication especially with regards to making sure that Canandaigua's residents are aware of the health services available in the area.
5. Creating a clear, structured vision for the City and holding various sectors accountable for upholding that vision.
6. Making sure that the health sector continues to grow in order to stay competitive and meet the needs of the region.
7. Integrating health, wellness, and economic vitality in order to create the highest possible quality of life.
8. Enhancing the knowledge of local history to promote local pride and a sense of community and foster both economic and social growth.

Planners and Economic Developers' Session

August 2, 2011: 3:00 to 4:30PM, Canandaigua Chamber of Commerce

Attendees (8):

Name	Affiliation
Richard Brown	City of Canandaigua
Kay James	City of Canandaigua
Kris Hughes	Ontario County
Tim Jensen	Town of Canandaigua
Rich Rising	Harris Beach
Robert Lowenthal	Canandaigua National Bank
Russ Kenyon	Canandaigua Chamber
Mike Manikowski	OCIDA

The following is an overview of key topics discussed during the meeting:

What is the niche for the City?

- It was pointed out that the County has been successful growing and attracting a variety of industries in the vicinity of Canandaigua. The question was raised whether we could put related industry in the city?

- As part of discussing the City's niche in economic development, the question was raised whether the City can handle the infrastructure of the City Waterfront properties.
- On a related note, the group discussed whether the City handle basic urban infrastructure without partnerships that extend outside the City boundaries to the County, etc.?

Strengths: Several key economic strengths/anchors for the City were identified:

- Canandaigua Wine headquarters, and manufacturing operations
- Canandaigua National Bank
- Health care sector particularly Thompson Health and the VA Hospital
- The role that FLCC programs could play in fostering economic activity in the City
- Potential for purchase of goods and services?
- Lisk properties and rail connection through Downtown suggest that there may be the potential to redevelop a Brownfield site focused on rail connections as an attractive option for some industries (although much of the Lisk site itself is used by Commodore Plastics)

It was suggested that, in order to take full advantage of these strengths there is a need to focus on business development and expansion within the City.

Weaknesses and Constraints: During the discussion the following weaknesses and/or constraints facing Canandaigua were identified:

- While discussing the SWOT analysis, the group touched upon the lack of vacant land in the City and the approach was raised to erase the boundaries because of vacant land just outside the city that could accommodate new development.
- The Lack of an Economic Development system in City Government. There is a need to build local capacity within City government as part of coordinated effort. It was noted that the sales tax formula change has helped with collaboration (since all municipalities now get "a piece of the change" from retail development projects.
- Inherent constraints: old infrastructure; constrained tax base, given the lack of large-footprint sites for "green field" development, and that the cost of adaptive reuse is often higher than the green field development. This raised the question of how the City could get on a level playing field with other locations in terms of redevelopment.

Opportunities: The discussion focused on cooperation and collaboration with surrounding communities as an important opportunity. This raised the following questions and issues:

- GateHouse Media and the SUNY College of Nanoscale Science and Engineering as potential economic assets for the City.

- City is still a gathering place of institutional presence/ not for profits and that function can help draw economic activity downtown.
- Would it be possible to create a common regional focus to promote economic development in the Canandaigua area?
- This effort must recognize and respect home rule while trying to move projects forward in the City by encouraging champions within the City for key projects within the City.
- A clear statement of Goals and Mission should come out of the strategy to help create the unified voice (e.g., bringing the 2 supervisors and the mayor on the same page) that the City needs for development in the City.

Threats: The major threat identified by the group was the false perception that similar businesses in retail, hospitality, etc. locate just outside the City limits, this is seen as taking business away from the City, rather than drawing business closer to the City and creating new opportunities for the City. It was mentioned that some opposition to mixed-use projects on the Lake Shore come from this impression of development as a “zero-sum” game.

The Relationship between the Lakefront and the Downtown: This was a major focus of discussion, with several issues raised:

- How do you overcome the fear that Lakefront development would preclude downtown development and replace it with a sense that the two can be complementary?
- It was stated that South Main Street is in limbo between North Main Street and Lakefront. The discussion suggested that South Main and Lakefront should be connected physically and “thematically by infrastructure improvements, the visual form of the development on South Main that strengthens the relationship to the Lakefront. The question was raised whether South Main could be increased in density and developed as a high amenity and high rent- mixed use area. It was agreed that there is a need to create functional definitions for each of these places.

Creation of a Development Cadre/Proactive Economic Development Capacity: The discussion highlighted the need for the City to create a cadre of organizations and individuals to serve as catalysts and champions for development in the City. This approach would involve the following elements:

- City takes over a Brownfield and becomes a developer through a Local Development Corporation or other appropriate entity.
- Create predictability
- Open, collaborative process
- The City could work with Chamber, BID, or other organizations to create the capacity to guide projects through the development approval process

South East City was identified as a potential area of focus for the strategy. It was suggested that, if you create a secondary transport corridor in that part of the City, it could strengthen residential character and retail nodes with trail linkage, thereby fostering redevelopment of that part of the City.

Components of the Strategy Itself: Several suggestions were made for topics/items to be included in the strategy for Canandaigua. These included:

- Interviews with people responsible for successful redevelopment in Geneva
- Using the plan to educate people in the City about the importance and role of economic development tools such as PILOT agreements
- The strategic plan should include the following elements:
 - Vision
 - Tools (including the public sector role of site assembly/preparation, financing, etc.)
 - Metrics
 - Projects

Critical Elements of the Strategy: The group identified the following 5 elements as critical to the success of an economic development strategy for Canandaigua:

1. Catalytic Approach: the City needs to actively promote economic development in the City, championing specific projects and opportunities
2. Build Economic Development Capacity: the City should secure personnel to support that active role and employ the tools needed to realize projects and opportunities
3. A long-term plan for Economic Development with Community Education
4. Metrics to manage the plan
5. A long-term commitment to the strategy by the City.

Appendix D: Downtown Stakeholder Survey

Following the Downtown Merchants Stakeholder Session, Fairweather Consulting created a survey as was suggested to identify the needs, concerns, and opinions of Canandaigua's downtown merchants. The survey generated 74 respondents, the majority of whom own businesses in the city of Canandaigua. Most of these businesses are in professional services (45.8%) and retail (41.7%).



Figure D.1
N=60

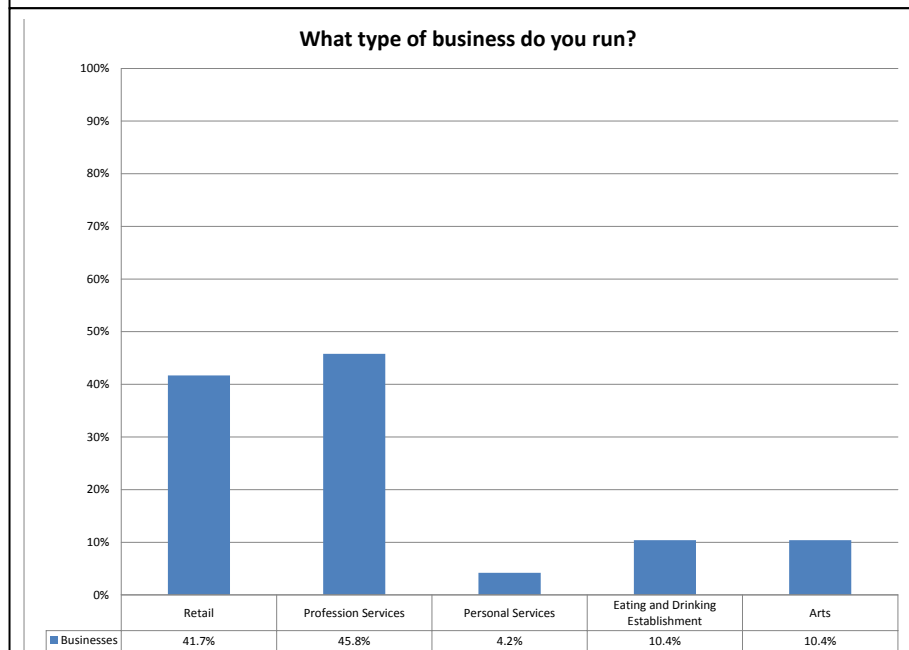


Figure D.2
N=48

The survey attempted to evaluate whether various aspects of the business environment in Canandaigua are helpful or hurtful to businesses according to local business owners. Aspects that respondents found most helpful for their businesses were festivals and special events in the downtown (63.4%), the quality of the local customer base (60.6%), the sense of safety in the downtown (59.2%), the general appearance/cleanliness of downtown (57.5%), and the quality of city government services (45.1%). Aspects that were found to be most harmful to downtown businesses were local code enforcement policies and practices (45.1%) and local property taxes (41.1%).

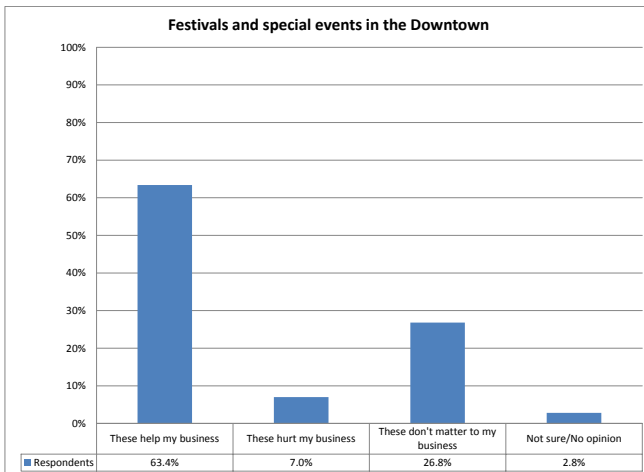


Figure D.3
N=71

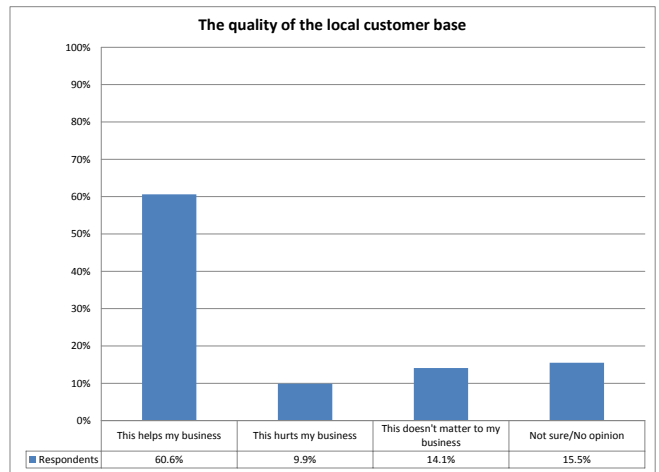


Figure D.4
N=71

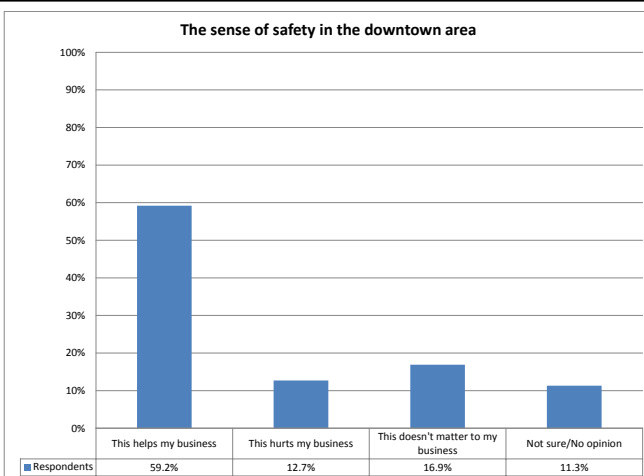


Figure D.5
N=71

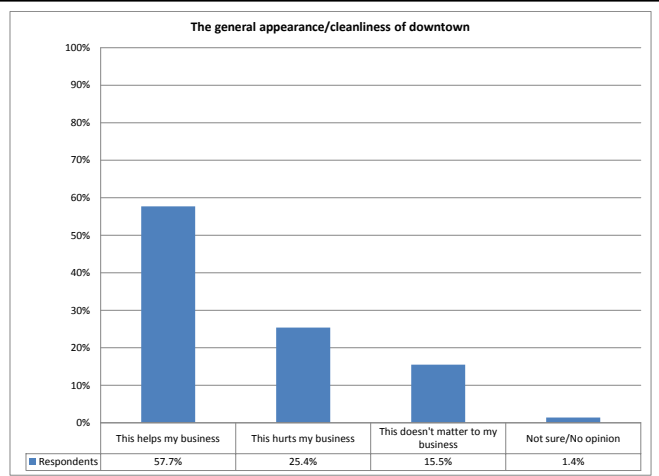
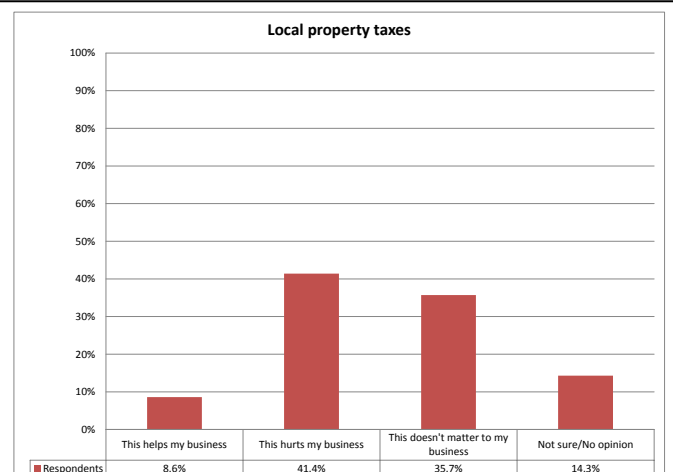
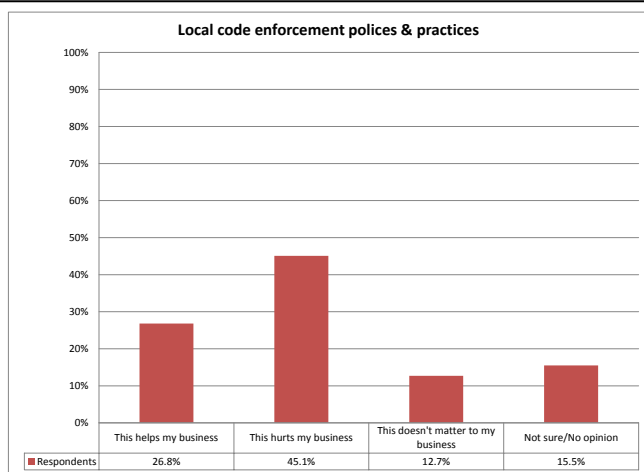
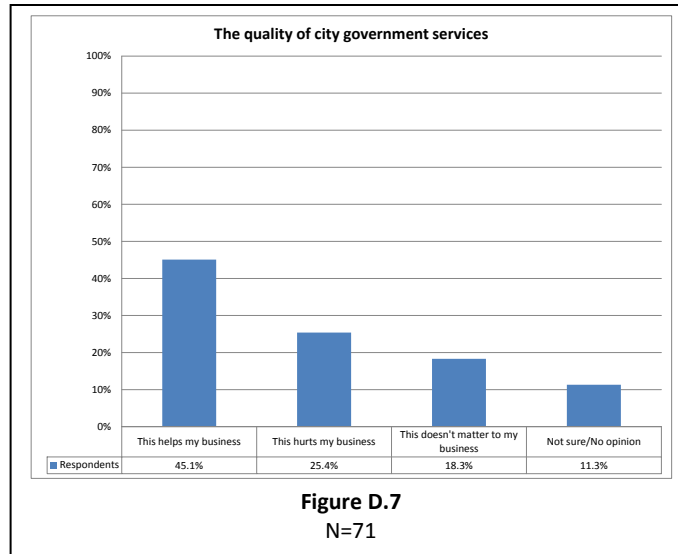


Figure D.6
N=71



Respondents were further asked to evaluate which steps should be taken to improve downtown Canandaigua by indicating whether the proposed initiatives would be helpful. The initiatives deemed most helpful, in order of highest percentage, were: improving the quality of the downtown streetscape (77.5%), promoting a consistent positive image for downtown (73.2%), packaging grants and low interest loans to investors (59.2%), creating a targeted effort to revitalize one major vacant building downtown (56.3%), developing consistent coordinated store hours (47.9%), and improving the quality of housing on 2nd and 3rd floors (40.8%).

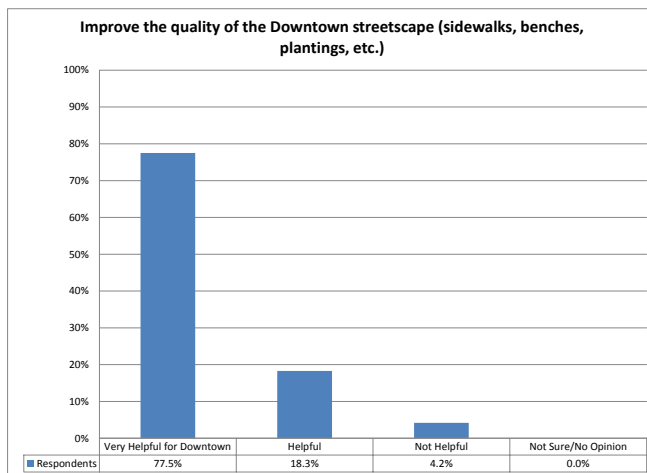


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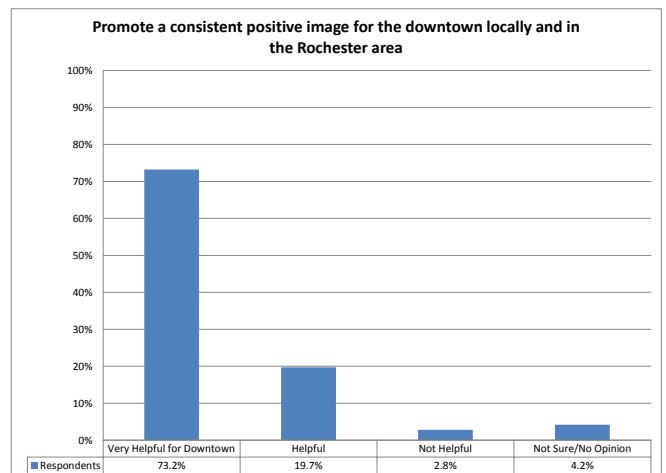


Figure D.11
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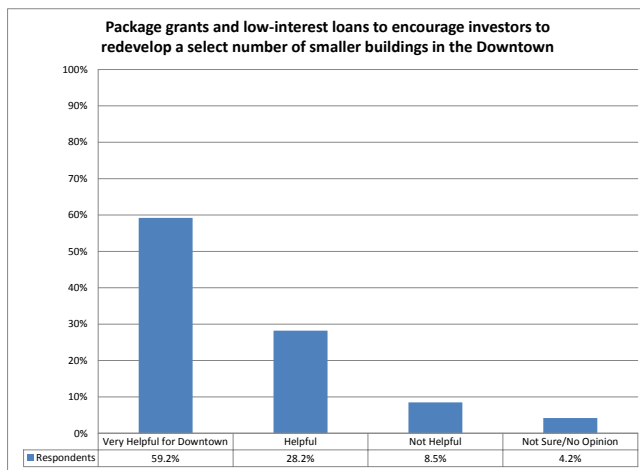


Figure D.12
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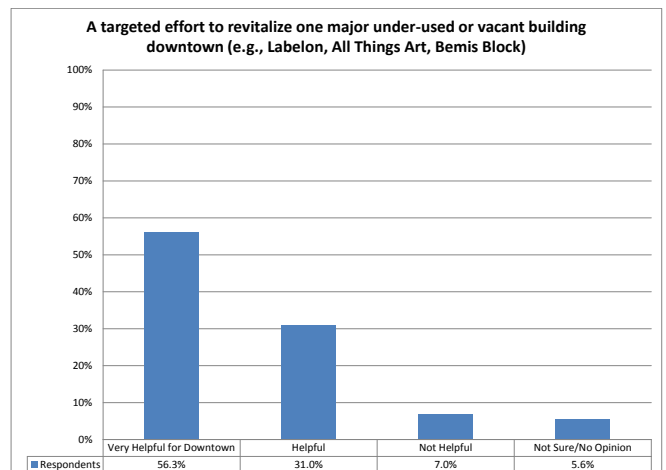


Figure D.13
N=71

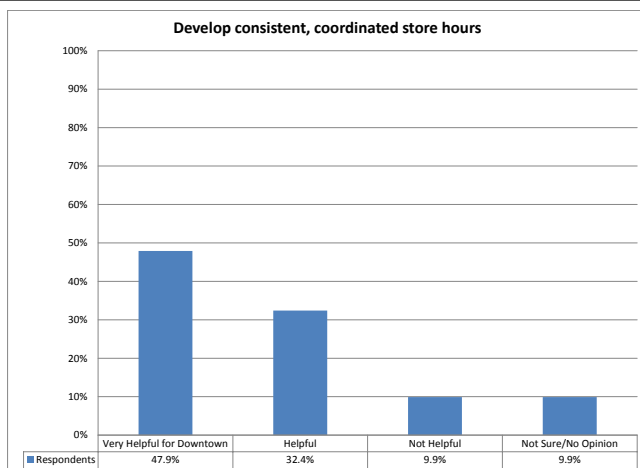


Figure D.14
N=71

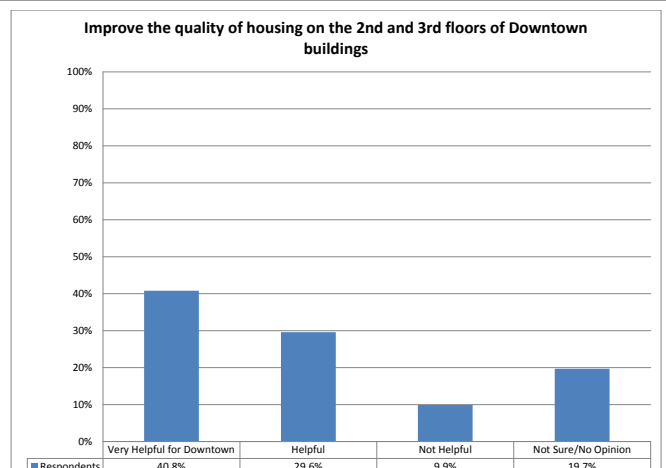


Figure D.15
N=71

Appendix E: Stakeholder Interviews

In order to further understand the ways in which the economic development strategy can best serve Canandaigua and its stakeholders, Fairweather Consulting conducted a series of interviews (see Figure E.1 below). The interviews included stakeholders representing important sectors in Canandaigua's economy, specifically the manufacturing and tourism sectors.

Table E.1
Stakeholder Interview List
Paul Tolley, Smart System Technology and Commercialization Center
Ernie Schmidt, Artizhans
Ginny Clark, Constellation Brands
Rich Rising, Harris Beach
Alexa Gifford, New York Wine and Culinary Center
Valerie Knoblauch, Finger Lakes Visitor Connection

Table E.2
Attempted Interviews
Bob D'Ottavio, Pactiv
Rick Jensen, Daily Messenger
Jay Wright, Constellation Brands

The interviews revolved primarily around three major themes regarding how the City should approach economic development: the City must focus on cultivating key catalysts for economic growth, the City must be able to take full advantage of talented workers and high-income clientele, and generally that the City must take an active role in economic development.

Three major organizations, the Constellation Brands Marvin Sands Performing Arts Center, the New York Wine and Culinary Center, and Smart System Technology and Commercialization Center were identified as key catalysts for growth in Canandaigua. As such, it was suggested that the City actively nurture and support these businesses. The Performing Arts Center and the Wine and Culinary Center in particular are major points of interest to tourists and high-income clientele which city should aim to attract by working in collaboration with those currently investing in the centers. Smart System Technology and Commercialization Center is similarly a significant economic growth generator for the City and should be actively cultivated and supported. It is expected that SSTCC will add roughly 300 jobs over the next several years, potentially including local IT positions for their on-site R&D facilities. SSTCC's operations are expected to have an economic impact extending a 30 mile radius, though the majority of that growth will likely be concentrated between Canandaigua and Rochester and centered around Rochester University and the Rochester Institute of Technology. The City of Canandaigua still has a high potential for capturing a portion of that growth. Furthermore, Moser Baer, a current tenant on the SSTCC site,

expects to have a full manufacturing facility within the next five years and create more manufacturing jobs in the area.

The second major theme was the idea that the City should cultivate talented professionals and high-income clientele to frequent the City's businesses and even invest in the City's economy. Canandaigua's ability to provide a high quality of life by improving the city physically and creating a culturally lively atmosphere will draw these groups into the city. Specifically, providing adequate and convenient parking and snow removal services were identified as necessities for creating the quality of life that these groups demand. As previously mentioned, attracting high-income clientele, including second homeowners on the lakefront, might further be achieved by investing in the Performing Arts Center and Wine and Culinary Center which effectively draw this target market.

The third major theme generally prescribed that the City take an active role in promoting economic development. There were several suggestions for how the City might best effectuate this task. First, it was suggested that the position of a head of economic development be created as a liaison between the City and businesses. The position would involve actively engaging with merchants by, for example initiating "listening tours" downtown to regularly address businesses' concerns. Creating a more business-friendly atmosphere was also discussed in terms the City's role in ensuring that code enforcement be proactively geared towards problem-solving and helping businesses rather than being exclusively a mechanism for punishment. Furthermore, it was suggested that the City should ensure that the lakefront development compliment development efforts downtown so as to avoid diminishing property values for businesses downtown.

The dominant idea that surfaced in each of the interviews was that the city must make a proactive effort towards economic development by focusing on and taking advantage of economic catalysts and maintaining and nurturing the economic strengths that the city already possesses.

Appendix F: Community Input Meeting

September 15th, 2011: 7:00PM-8:00PM, Hurley Public Works Building

Attendees (38):

Kay James	Denver Lannon
Liz Winter	Lynne C.?
David Winter	Maria B.?
Mike Yarger	Mey Reston
Richard Rank	Emily McFaul
Carolyn Rank	Mitch Donovan
Gary Dixon	Raul Minor
Alison Grems	Scott Mackey
Sue Schmidt	Roxann Muller
Scott Pukos	Don Rouller
Sal Pietropaolo	Bob Ward
Gary Ross	Bryan White
Ellen Polimeni	Robert O'Brien
Bonnie Ross	John Rauth
Floyd B. ?	Richard Brown
Cindy Wade	
Jim Terwilliger	
Larry Tillack	
Amy Panky	
Linc Swedrock	
Bill Taylor	
Matt Smythe	
Karen White	

Agenda:

Review of Scope of Work & Schedule (5 minutes)

Review of Initial Data Analysis (10 minutes)

Summary of Stakeholder Sessions (5 minutes)

Questions/ Discussion (5 minutes)

Group Exercise (30 minutes)

Questions/ Discussion & Next Steps (5 minutes)

The meeting started with a brief welcome and introduction by Mayor Ellen Polimeni. Peter Fairweather then proceeded by reviewing the agenda for the meeting and presenting the main themes of the strategic plan, “How can Canandaigua maximize the economic return on existing strengths?” and “How can Canandaigua leverage other assets to improve its competitiveness as an economic development location?” He then reviewed the phases in the process of reaching a strategic plan that will comprehensively answer and resolve these issues.

Following was an overview of the preliminary findings of the benchmarking analysis which compared the economy of Canandaigua to other towns and cities in the region. It was concluded that the health care and manufacturing industries are major drivers of the economy in terms of employment in Canandaigua relative to other benchmarked municipalities. When comparing major drivers of sales in the economy compared to benchmark localities, the retail, health care, and accommodation industries ranked high in Canandaigua.

Following was a presentation of the results of the stakeholder meetings with the downtown revitalization group, the tourism group, the health care group, and the economic developers group.

The floor was then opened for any questions or comments. The first question raised concerned whether the rent structure of the city had been investigated. A need was expressed to ensuring that rents were not too high after development. This same idea was later addressed by another resident who suggested the need to analyze housing costs compared to other benchmark localities and suggested the need for more affordable housing in Canandaigua.

One community member asked about the capacity of the sewer system in relation to attracting new residents into Canandaigua. He suggested that promoting Canandaigua’s fresh drinking water be used towards this end. Other suggestions for attracting people into the city included, the creation of more parking lots, having more kids activities downtown, building a better transportation system (an efficient taxi service, building hotels to accommodate tourist groups, improving the aesthetics of downtown Main Street, and creating a draw for downtown that will distinguish it from other towns and allow it to

compete with the lakefront. One attendee suggested that the Rochester Regional Community Design Center be contacted to help improve the aesthetics of downtown.

Comments concerning the improvement of the quality of life in Canandaigua included trying to resolve traffic congestion by making Main Street into an undivided highway, and developing non-motorized vehicle transportation systems through the creation of bike lanes and trails. The need for kid friendly activities downtown was also addressed along with the suggestion that a higher end night life with high quality restaurants and music venues be created to attract an older age group. The development of higher end lofts and apartments, it was suggested, could also attract more young professionals into the city.

Improving the vitality of downtown businesses was a concern of many of the attendees. The idea of creating a business friendly environment and learning from the experiences of business that were unsuccessful was proposed. Further suggestions included the creation of offices in the 2nd and 3rd stories of buildings downtown and maintaining residents in Canandaigua by facilitating the establishment of home-based businesses operating with the help of the Open Access Ring.

With respect to filling empty storefronts and attracting developers to take over empty buildings, it was proposed that it would be useful to do environmental reviews of catalytic buildings in the city and get them pre-approved to facilitate and expedite the re-use of the properties.

After the question and comment period, Peter Fairweather asked everyone to participate in an exercise to record the biggest concerns, biggest hopes, and the highest priority for the Canandaigua Strategic Economic Development plan. The results are summarized below.

CONCERNS

Regarding Main Street

- Lack of aesthetic appeal downtown
- Empty storefronts
- Lack of parking
- Lack of focus on maintaining existing infrastructure
- Wrong mix of stores downtown

Regarding Transportation

- Lack of active transportation plan which includes trails and on street signage
- Need to upgrade infrastructure to better accommodate bicyclists and pedestrians
- Traffic congestions

Regarding Quality of Life

- Keeping Canandaigua affordable
- Development needs to maintain relaxed, small-town feel
- Too much focus on downtown and lakefront at the expense of the rest of the community
- Too many high-end housing and retail opportunities at the expense of low and middle income people
- Big box stores on Route 5/20 creating endless blandness
- Lack of things for kids to do
- Protecting our watershed and farmlands

Regarding Business/Jobs

- Lacking a business friendly atmosphere
- Need to work together with businesses to develop downtown
- Planning and zoning codes deterring businesses
- Motivating property/business owners
- Having a development plan that compliments current business
- More jobs in manufacturing needed
- The success of the lakefront might come at the expense of downtown's vitality

Regarding Tourism

- Lack of winter activities/ visitors
- Lack of hotels
- Historic sites are currently underperforming
- The city being overrun by tourists, especially by the waterfront

Regarding Financing

- Development creating a tax burden
- Not enough local financial resources to put good plan into action
- Strengthening downtown infrastructure to an expensive breaking point
- Financial sustainability of economy development program

Regarding Vision/ Unity

- Lack of vision
- Division between lakefront and downtown
- Need to build relationships and a cohesive effort
- Lack of cooperative spirit among stakeholder groups

Miscellaneous Concerns

- Spent \$5.5 million on fiber optic ring that most people can't access
- Need to make sure that a diverse group of community members are involved in planning process
- There should be a focus group for commercial property owners
- Environmental hazards need to be addressed

Regarding Main Street

- A revitalized downtown with a great mix of new retail offices and housing options and creation of an attractive experience
- For downtown to be “alive” during the day and night
- Get traffic off of Main Street
- Improvement of downtown aesthetics
- Revitalize downtown using grants
- No dandelions in downtown medians
- No ugly signs on store fronts
-

Regarding Transportation

- Adoption of the active transportation plan submitted in 2009 and complete streets legislation
- Construction of non-vehicle transportation system connecting parks, schools, recreation, and businesses
- Having a bus route in downtown or trolley through lakefront and downtown
- Create a plan to physically connect lakefront and downtown

Regarding Quality of Life

- Lower taxes
- Keeping the population economically diverse
- Keeping our kids here
- More family friendly activities closer to the city center

Regarding Business/Jobs

- Creating a good mix of jobs for local people
- Help local businesses grow
- Having cooperation among businesses
- Have incubator locations for small businesses
- Creating offices in 2nd and 3rd floors of downtown buildings
- More manufacturing jobs

Regarding Vision/Unity

- Create the image of Canandaigua as “Beautiful Historic Downtown Canandaigua” and as a jewel in the Finger Lakes Region to actively draw people in
- Maintain and build on the involvement and dedication of community members
- Create linkage throughout region among stakeholders
- Capitalize on the beauty of the area by enhancing the attractiveness of downtown
- Link lakefront and downtown through cross promotion and marketing

Regarding Tourism

- Have the city assist with historic preservation
- Have “must” see locations to attract out-of-towners

Regarding the strategic plan in general

- Hope that the strategy can be incorporated into the city comprehensive plans
- A plan that provides milestones and benchmarks that are achievable
- A plan that is flexible to change with the times
- Creating a long term plan that is measurable

HIGHEST PRIORITIES (In order of frequency)

1) Attracting visitors

- Create a niche market or a “come-and-see” attraction (examples: Bass Pro Shop, hotel, first class resort)
- Create a visitor experience that is strong enough to draw people in from the whole region all year long
- Get people back downtown
- Create a large draw to downtown Canandaigua to bring more customers downtown
- Create a Main Street that invites people to stop (entertainment, visual appeal, activities for kids), and makes the stop easy (visible, easy parking)
- Improve downtown streetscape

2) Establish a unified vision

- Establish a unified vision for downtown and surrounding area and create a plan to accomplish it
- Community agreement on a direction and vision
- Create identity as the best city in Finger Lakes/Upstate Region
- Clear vision or “branding” of the area

3) Revitalize the downtown economy

- Revitalize manufacturing to create more jobs
- Lower taxes to stimulate growth
- Attract more employees, residents (taxpayers), and visitors

4) Harmonize lakefront and downtown development

- Successful coordination between downtown and new lakefront development
- Develop lakefront without taxpayer funds

Other

- Update City Comprehensive Plan including a 10 year economic development plan and active transportation plan
- Fix the traffic congestion on Main Street and Route 5/20
- Make Canandaigua a walkable city by having more local stores
- Improve technology infrastructure to have community wide fiber/WIFI access
- Revitalize manufacturing industry to create jobs
- Lower taxes to stimulate growth

Peter Fairweather ended the meeting by thanking everyone for coming and reviewing the next steps in the process of creating a strategic economic development plan for the city.

Appendix G: Industry Targets

Detailed Listing of Industry Targets:

MANUFACTURING & BUSINESS SERVICES:

Existing mature manufacturing industries: Industries targeted for this effort are listed below:

NAICS 311--Food Beverage and Tobacco (Food Processing Firms)

NAICS 326--Plastics

NAICS 332--Fabricated Metal

As part of this effort it is important that the City continually monitor the existing industrial base for “early warnings” that identify firms with potential issues related to ownership succession and/or acquisition by outside parties that could increase the likelihood of such firms relocating and/or reducing or ceasing operations.

Firms associated with the Smart Systems Technology & Commercialization Center

including, but not limited to such industries as mentioned in the County’s Office for Economic Development (OED) technology-led economic development strategy, such as:

SIC	Title
3669	Communications equipment, not elsewhere classified (i.e., specialty equipment)
3695	Magnetic and optical recording media
3699	Laser welding and soldering equipment, not elsewhere classified (i.e., specialty equipment)
3823	Industrial instruments for measurement, display and control of process variables
3826	Laboratory analytical instruments
3829	Measuring and controlling instruments, not elsewhere classified (i.e., specialty instruments)
3841	Surgical and medical instruments and apparatus
3845	Electromechanical and electrotherapeutic apparatus
3851	Ophthalmic goods

Technology-based Producer Services as mentioned in the OED technology-led economic development strategy, including but not limited to:

NAICS--518210 - Data Processing, Hosting, and Related Services

NAICS--541330 - Engineering Services

NAICS--541380 - Testing Laboratories

NAICS--541420 - Industrial Design Services

NAICS--541551 - Custom Computer Programming Services

NAICS--541690 - Other Scientific and Technical Consulting Services

NAICS--541710 - Research and Development in the Physical, Engineering, and Life Sciences

NAICS--334511 Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing

HEALTH CARE

The City should maintain a close working relationship with Thompson Health Care, The Veterans Administration and other health services in or near the City. This effort should seek to assist these organizations to continue to add employment opportunities and high-value added services for City residents. As appropriate, the City should be prepared to advocate to the State and Federal government on behalf of these organizations for initiatives that would retain or expand jobs and investment in the City. In addition, the City should promote and assist health care initiatives designed to expand and upgrade the quality of health care in the community. Health care-related projects that should be supported include:

- Construction and/or expansion of specialized labs and treatment centers that will improve care to area residents while adding jobs to the health care sector;
- Construction and/or expansion of senior care facilities, including assistive living, assisted living and skilled nursing facilities. These projects should demonstrate that they will enhance quality of life in the City while providing new high-wage jobs.

TOURISM

The promotion of tourism destinations and civic facilities that enhance quality of life in the City are an important component of this effort. This can include projects for convention centers, arenas and similar cultural/recreational facilities. It is important that this effort strengthen and support the City's role as a lakefront tourism destination. New development that brings additional visitation to the Lakefront and/or provides a stronger link between the lakefront and the downtown area should be given high priority by the City.

Attention should be focused on retaining and strengthening such important assets as the New York Wine and Culinary Center, the Constellation/Marvin Sands Performing Arts Center, along with historic sites such as Sonnenberg Gardens, the Granger Homestead, etc.

RETAIL

The retail analysis suggests that the ability of any single sector of retail to succeed in the City is dependent upon the creation and maintenance of an compelling retail experience. Thus, the retail businesses that should be the focus of this strategic plan are not limited to any particular set of sectors. Rather, target retail industries would be those that in their physical design and intended operations demonstrate an ability to coordinate and complement the existing retail and tourism-related enterprises in the City. Such enterprises should be able to demonstrate an interest and capacity for cross promotion and coordinated programming with existing retail and tourism-related businesses, as well as related organizations such as the Chamber of Commerce, Business Improvement District and the Canandaigua Area Development Corporation.

Appendix H: Job Description for Economic Development Director

Job Description-Economic Development Director

Nature of Work: Performs a variety of administrative, technical and professional work to implement and as necessary update the City of Canandaigua Economic Development Strategic Plan.

This full time position is responsible for working closely with the City Manager, Department of Development and Planning and other City staff in promoting the business and economic development interests within the community.

This position will include working with all noted departments and businesses and organizations the City of Canandaigua and beyond to assist individual entrepreneurs and established firms so that they may establish, relocate, or expand their businesses within the City of Canandaigua. The position will include assistance in the planning and coordination of economic development projects, assisting business applicants with local and State permitting processes, and providing research for City sponsored projects.

This position is a direct report to the City Manager.

Essential Duties and Responsibilities:

Directs economic development initiatives to achieve the goals and objectives outlined by the Strategic Economic Development Plan (SEDP), with guidance from the City Council's Planning Committee and the Economic Development Advisory Council that is described in the SEDP.

Provides assistance in the development of short and long term economic development plans, as well as the gathering of information and preparation of studies, reports, and recommendations to achieve such goals. This will involve the preparation and maintenance of information on utilities, taxes, zoning, transportation, community services, financing tools, and incentives, in order to respond to requests for information for economic development purposes, and the coordination with other departments and agencies as needed.

Provides professional economic development advice, assist in the application and permitting process, and serve as an advocate for economic development in line with the City's SEDP, Comprehensive Plan, zoning ordinances, and goals as established by the City.

Promotes the redevelopment of commercial and industrial sites in the City, as necessary, promoting the aggregation of lots, securing appropriate development incentives and/or financing, and otherwise encouraging the orderly development of projects on commercial and industrial sites within the City.

Works closely with the Economic Development Advisory Council to identify areas of concern in the promotion of business location and expansion within the Town.

Implements a Business Retention & Expansion program involving regular visits to employers in the City of Canandaigua and organizations important to economic growth in the City to understand the obstacles and opportunities facing those enterprises and develop responses to assist them.

Works with the City Council's Planning Committee and the Economic Development Advisory Committee to formulate and implement marketing and business attraction strategies, including familiarity with the goals and objectives of the County Office for Economic Development and the Greater Rochester Enterprise.

Prepares grant proposals and applications, contracts and other necessary documents as may be required to implement initiatives related to the SEDP.

Maintains a liaison with various County, State, and Federal agencies, coordinating projects with agencies as deemed necessary and appropriate, i.e., Empire State Development Corporation, the Finger Lakes Regional Economic Development Council, the Greater Rochester Enterprise, the County Office of Economic Development, etc.

Provides information and/or make presentations to City Council, boards, commissions, civic groups, businesses, individuals, and the general public on economic development issues, programs, services, and plans.

Maintains a familiarity with the existing inventory of available buildings and business and residential development sites within the community. This will include both public and private buildings and land areas.

Assists with negotiation and the management of professional service contracts, property sales or acquisition, and economic development oriented negotiations, as assigned.

Serves as a member of economic development groups or task force that promote economic and community development at the County, Regional, State or Federal level, as deemed necessary or appropriate.

Monitors legislation and regulations relating to economic development, and report findings to the appropriate parties, i.e. the City Manager, the City Council Planning Committee, the Economic Development Advisory Council, etc.

Maintains strong working relationships with the general public, area businesses, clients, the media, and others.

Serves as a member of various staff committees, as assigned.

Attends professional development workshops and conferences to keep abreast of trends and developments in the field of economic development, and to represent the interest of the City of Canandaigua on matters related to economic development.

Conducts other related work as assigned.

Training and Experience Required:

Previous experience in economic development, including administrative responsibility;

Graduation from a four-year college or university, preferably with specialization in economic and community development or a related field; or any equivalent combination of experience and training.

Considerable knowledge of business development, community, and economic development.

Working knowledge of municipal zoning and infrastructure, and planning programs and processes.

Ability to communicate effectively to groups and individuals, engineers, architects, contractors, developers, businesses, supervisors, employees, and the general public.

Ability to establish effective working relationships with City staff as well as other organizations and economic development practitioners.

Ability to prepare and analyze reports and data, and have skill in the operation of necessary tools and equipment, i.e. computer, word processing, spreadsheet software, and general office equipment (telephone, fax, copier, calculator, etc.).

Appendix I: Description of Remote Work Center (“Third Places”) in economic development

Friday, August 21, 2015

To: City Council
From: Economic Development Strategic Plan (EDSP) Steering Committee
Re: Consultant Recommendation
Date: Friday, August 21, 2015

On May 13, 2015 the Montpelier City Council authorized the City Manager and the Director of Planning and Community Development to form an Economic Development Strategic Plan (EDSP) Steering Committee was to identify a suitable consultant to undertake the City's Economic Development Strategy.

The City Manager formed a steering committee which included representatives from Montpelier Alive, Montpelier Business Association, and a business owner representing interests outside of the downtown, as well as staff from the City Managers Office and the Department of Planning and Community Development.

Committee Members:

Jessie Baker, Assistant City Manager
Andrew Brewer, Montpelier Business Association
Ashley Witzemberger, Executive Director Montpelier Alice
Tim Bevins, Community Representatives
Mike Miller, Director of Planning and Community
Kevin Casey, Community Development Specialist
Jessica Edgerly Walsh, City Council
Tom Golonka, City Council (Round 3 Interviews)

The Committee met on June 22, 2015 to review the draft Request for Proposals (RFP) prepared by staff. The Committee recommended a number of changes to the RFP with a focus on answering the fundamental questions such as:

Where are we as a community?

What are our goals?

What Sectors are strong?

Where do we want to be in the future?

What tools do we need to accomplish our goals?

What are the real or perceived barriers and, how do we overcome them?

Staff electronically released the RFP on July 10, 2015. The deadline for submission was August 3, 2015 at 4:00 p.m.

Round 1 Review: Staff Review

The Department of Planning and Community Development received nine (9) proposals by or before the August 3, 2015 deadline. Staff independently reviewed and scored all nine submissions.

Based on the following criteria:

1. Qualifications of the firm and the personnel to be assigned to this project
2. Experience with projects of a similar size and nature specifically EDSP's
3. Demonstration of overall project understanding
4. Proposal Demonstrates and understanding of the unique challenges of Montpelier and Vermont
5. Quality of the representative work sample
6. Proposal best meets the overall needs of the community
7. Proposal fits within the Council Expectations of \$25-\$45,000

Staff was able to preliminarily eliminate five (5) consultants from further consideration based on the following factors, low aggregated score, incomplete submission, or consultant inexperience. Staff forward the short list to the Committee for the August 10, 2015 Steering Committee meeting.

The Committee affirmed the short list of qualified consultants for further consideration.

Round 2: Committee Review:

The Committee met on Monday August 10, 2015 and reviewed the four remaining applications.

The Committee met with the intention of determining which of the four remaining consultants would be interviewed. After extensive discussion and review the Committee agreed that Fairweather Consulting of New Palz, New York should be contacted for an interview.

Mr. Fairweather has over 20 years of experience specializing in Economic Development Strategy with a focus on small communities (under 15,000). The Committee was impressed by the depth of analysis and quality of the report. At \$42,760, the cost of the proposal was competitive and within the range anticipated by City Council. The Committee recommended that Staff schedule an interview with Mr. Fairweather for August 17, 2015.

Round 3: Interview with Consultant

On August 17, 2015 the Committee met with Peter Fairweather of Fairweather Consulting to ask a series of additional questions. The Committee met following the interview and unanimously agreed that Mr. Fairweather should be recommended as the consultant to undertake the City of Montpelier Economic Development Strategic Plan (EDSP). The Committee asked that their recommendation was to be forwarded to Montpelier City Council for the August 26, 2015 for review.

Recommendation:

Authorize the City Manager to finalize a contract with Fairweather Consulting of New Palz, New York to undertake and Economic Development Strategic Plan not to exceed \$42,760.00



Right of Way
800 Hinesburg Road
South Burlington, VT 05403

Date: August 17, 2015

To: City of Montpelier

Re: Utility Work

In compliance with Vermont State Statutes, Title 30, Chapter 71, Paragraph 2501, 2502, and 2503, we are submitting a Petition and Order for approval by the proper authority of your Town.

After the orders have been signed and recorded, please return the *originals* to this office.

Due to service requirements please expedite these Petitions and Orders as soon as possible to FairPoint Communications – Right of Way Department, 800 Hinesburg Rd., South Burlington, VT 05403.

If you have any questions, please call me at (802) 863-0682.

Sincerely,

A handwritten signature in blue ink that reads "Bethany Williams".

Bethany Williams
Right of Way Assistant
Bethany.Williams@fairpoint.com



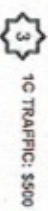
POLE ATTACHES & CONTACTS

BLDG: GREEN MTN POWER

CLEC: SOVERNET

CATV: COMCAST

FAIRPOINT: JEFF SMITH 802-318-8422



TELTE MOUNTAINVIEW MOUNTAINVIEW ST

POLE SET IS FOR NEW
UG POWER FEED FOR
NATIONAL LIFE



8KTS-50



20

P 10
E 11



P 10 1/2
E 11-50
1C PL 502 SPP 50% TEL BY TEL
2M ATTACH CABLE
CL - 20'8"

POLE STAKED 8/2/15

NOTE: 10' ADDED HEIGHT FOR GMP



P 11
E 12

SAFETY NOTES		TRAFFIC OVER HEAD POWER		NOTICE: Not for use/disclosure outside of FairPoint without written agreement	
SIGNATURE		DATE		TWO NO. 239423	
PUBL CT		YES ☐ NO ☐		PUBL CT	
PUB. CT. VOLTAGE TO GROUND		NO/YES		PUB. CT. VOLTAGE TO GROUND	
TYPE		ADDITIONAL		TYPE	
ADDITIONAL		NO/YES		ADDITIONAL	
C.O. EXCHANGE CODE		JNS		C.O. EXCHANGE CODE	
MANUFACTURER		NA		MANUFACTURER	
TRANSMISSION		SIGNALING		TRANSMISSION	
SIGNALING		YES ☐ NO ☐		SIGNALING	
ADDITIONAL TAP		YES ☐ NO ☐		ADDITIONAL TAP	
MANUFACTURER		NA		MANUFACTURER	

TELEPHONE OPERATING COMPANY OF VERMONT LLC
(FAIRPOINT COMMUNICATIONS)

PETITION AND ORDER FOR POLE AND WIRE LOCATIONS

City of Montpelier

On August 17, 2015

Telephone Operating Company of Vermont LLC hereby petitions for a location for its poles and wires thereon and the necessary supporting and strengthening fixtures and wires, in the following public ways of said municipality:

ORDER 289423- FILE 15-229, MOUNTAINVIEW STREET, MONTPELIER, VERMONT

TO PLACE, REPLACE, AND MAINTAIN POLES AND ASSOCIATED WIRES, CABLES, ANCHOR/GUYS AND TRIMMING/CUTTING RIGHTS. TELEPHONE OPERATING COMPANY OF VERMONT LLC RESPECTFULLY REQUESTS PERMISSION TO PLACE NEW POLE 10% ALONG MOUNTAINVIEW STREET, AS SHOWN ON PRINT PROVIDED. THIS WORK IS REQUIRED FOR A NEW UNDERGROUND POWER FEED FOR NATIONAL LIFE BY GREEN MOUNTAIN POWER. THE ENGINEER, JEFF SMITH, CAN BE REACHED AT 802-951-1562 IF YOU HAVE ANY QUESTIONS.

TELEPHONE OPERATING COMPANY OF VERMONT LLC

Bethany Williams

Bethany Williams – Right of Way Assistant

From the Select Board

Dated _____ 2015

By Select Person

ORDERED: That Telephone Operating Company of Vermont LLC be and is hereby authorized and permitted to erect and maintain poles and wires to be placed thereon, together with such supporting and strengthening fixtures and wires as said Company may deem requisite, in the public ways of said municipality as herein above designated.

All construction under this permit shall be in accordance with the following specifications:

The poles shall be located between the traveled driveway and the outermost limits of the highway, and at the usual distance apart, and shall be of wood or other suitable material, and the wires shall be run at the usual height along and across the highway. After the poles and wires have been located as specified in this permit, alterations shall be made in the location or erection of the poles and in the height of the wires, if so directed by the proper municipal authorities. Ordered further that GREEN MOUNTAIN POWER be and hereby is authorized and permitted to construct and use said line.

Signatures of the Select Board

This permit is recorded in the Records of the Town of
Book _____ Page _____

, Vermont. Dated:
Attest:

Town Clerk

“Values for the Future of Montpelier”

A Two-Part City Forum on Framing Budget Priorities

Two Public Forums for City Residents to Evaluate Challenges, Consider Goals, and Share their Ideas for Values and Priorities for Future City Budgets.

The first meeting will gather ideas from Montpelier residents; the second will review all ideas contributed to the process and set key priorities for City Council as they build future budgets based on the collective values of city residents.

All residents are encouraged to participate and all ideas are welcome!

Meeting One Agenda: Ideas for the Future

Capitol Plaza Hotel

6:30 PM, September 24th, 2015

- | | |
|---|-----------------|
| 1. Welcome and Introduction | 6:30 |
| Mayor John Hollar, <i>Welcome</i> | |
| Paul Costello, <i>Overview of the Agenda and Structure</i> | |
|
2. History, Structural Needs, and Budgetary Challenges |
6:40 |
| City Manager Bill Fraser | |
|
3. Breakout to Working Discussions |
7:10 |
| Each Breakout Group will work with a facilitator to gather ideas on three questions: | |
| a. What core community values are crucial to consider in building budgets for the future of the city? | 7:15 |
| b. Given the financial challenges and infrastructure needs facing the city, what are your ideas around property taxes and other revenue sources or ways to reduce costs in the city budget? | 7:35 |
| c. Are there key services, programs or functions of city | 7:55 |

government that should be seen as key priorities to protect or enhance in future?

4. Reconvening: What Have We Heard and What's Next?	8:15
Brief Summation of Issues from Each Facilitator	8:15
Preview of the Next Meeting, <i>Paul Costello</i>	8:25
Closing, Mayor John Hollar	8:30

Facilitators:

Steve Gold, Ben Doyle, Paul Costello, Jenna Whitson, Peter Gilbert, Tino O'Brien, Christopher Kaufmann-Ilstrup

Meeting Two Agenda: Priority Values for Montpelier

Montpelier High School

6:30 PM, October 13, 2015

- 1. Welcome and Introduction** 6:30
Mayor John Hollar, *Welcome*
Paul Costello, *Overview of the Agenda and Structure*
Bill Fraser, City Manager, Review of the Needs and Budgeting Challenge
- 2. Review of the Ideas and Values of Montpelier Residents** 6:50
Considering all the ideas gathered in the first meeting.
Is there anything significant that we missed or didn't capture?
- 3. Values**
 - A. Championing Values** 7:10
In a town meeting format, participants will champion the value statements, celebrate those that they believe are most important to the city, and propose those values they believe should be prioritized.
 - B. Prioritizing Values** 7:40
Weighed voting of value statements
- 4. Budget Ideas** 7:55
 - A. Championing Ideas**
Participants now champion ideas they believe should be prioritized.
 - B. Prioritizing Ideas** 8:15
Weighed voting of ideas
- 5. Summary of Priority Values and Key Ideas** 8:25
- 6. Conclusion and Next Steps** 8:30
Mayor John Hollar

Information to be presented by City Manager in advance of the meeting and at the meeting:

1. Sources of Revenue
2. Areas of Expense
3. Development Scenarios and Impact on Tax rate
4. Comparative Tax Rates and Tax Bills
5. Overview of Long Term Infrastructure Needs
6. Summary of Current Services Provided
7. Emerging Service Needs
8. Budget projections for five years into future
9. Potential funding gap

Mayor John Hollar

William Fraser
City Manager

City Council Members:

Dona Bate
Jessica Edgerly Walsh
Tom Golonka
Thierry Guerlain
Justin Turcotte
Anne Watson

Jessie Baker
Assistant City Manager

MEMORANDUM

To: Mayor Hollar & City Council Members
From: William Fraser, City Manager
Jessie Baker, Assistant City Manager
Re: Quarterly Performance Report – FY15 Q4
Date: August 21, 2015

The FY15 and FY16 budgets included annual and quarterly departmental performance measures. We use these measures to make programmatic and resource allocation decisions internally and to communicate to the Council and public our progress toward meeting key performance standards.

This report includes data from FY15 – Quarter 4 (April 1, 2015 to June 30, 2015) as well as the annual performance measures data included with the FY15 budget.

During FY15:

- 24 new housing units (homes and apartments) were developed.
- \$16,000 was brought in from contributing town to support Senior Center services. This is over the \$15,500 target established.
- 169 individual volunteers at the Senior Center with over 6,000 hours served.
- 2.2 miles of road were resurfaced.
- 600 fire calls for service and 1,400 ambulance calls for service were responded to.

During FY15 – Quarter 4:

- 2,492 police calls for service were responded to (both calls for service and proactive incidents.)
- 45 individuals were arrested by the Montpelier Police Department.

- 42 classes were offered each week at the Senior Center with is slightly below the target of 45 classes.
- 93% of participants in restorative justice programs completed the program satisfactorily.
- 90% of Construction and Access Permits were executed within the 3 day standard.
- 60 zoning permits and 73 building permits were processed. This is up from 17 and 38 respectively from last quarter.

2015-2016 City Council Goals			Performance Measures		FY15 - Q4
Reference Letter	Council Goal	Projects/Next Steps	Measures	Type	
A	Maintain current level of city services	Overall - Meet performance management standards as established in the budget.	See all departmental performance measures	Annual and quarterly	
		DPW - complete staffing; increase cross-training; plan for and fund additional summer interns. Fully integrate District Heat operations.	# of vacancies	Quarterly	3
		Public Safety - continue diligence in addressing substance abuse related criminal activity.	To be developed	TBD	
B	Balance and control municipal budgeting, taxes and services relative to current population and grand list tax base	Initiate public discussion regarding long term budget choices.	# of residents participating in the discussion; # of public meetings held	Quarterly (FY16- Q1 and Q2)	
		Identify & address budget implications regarding unfunded state & federal mandates.	To be developed	TBD	
C	Maintain the timeline for "steady state plan" infrastructure improvements	Fully fund year 4 of Steady State general fund plan.	\$ funded to Steady State general fund plan	Annual	
		Where possible incorporate elements from bike plan, storm water master plan, water, waste water, retaining walls, transportation and all infrastructure.	To be developed based on plans		
		Advance projects on current DPW work list.	# of DPW projects were progress has been made	Quarterly	in development
		Devote sufficient resources to accomplish goals.	To be developed	TBD	
		Complete and implement ADA transition plan.	Y/N Transition Plan completed	Annual	
D	Address long term utility and environmental infrastructure needs.	Develop a Stormwater Management Master Plan to meet minimum requirements for the MS4 (Needed BEFORE Water Park).	Y/N Stormwater Management Master Plan completed	Annual	
		Develop a Master Plan and funding plan to address our Water and Wastewater system needs.	Y/N Master plan to address Water and Wastewater system completed	Annual	
		Seek control of Berlin Pond via Charter change	Y/N Charter Change submitted to voters	Annual	
E	Maintain current timeline and budget for the 1 Taylor Street redevelopment project	Secure right of way.	% of right of ways acquired	Quarterly	38%
		Complete permitting and final design.	% of permitting completed; Y/N final design completed	Quarterly; annual	0%
		Put project out to bid.	Y/N Project put out to bid	Annual	
F	Support and promote a vibrant downtown	Continue DID appropriation;	Y/N DID appropriation continued	Annual	
		Pursue streetscape improvements at Taylor Street;	Y/N Plan for streetscape improves to Taylor Street complete	Annual	
		Seek opportunities to fund a downtown master plan and implementation strategy; (Greening America's capitals)	Y/N Funding secured for a downtown master plan	Annual	
		Universal recycling implementation;	Y/N Met universal recycling requirements	Annual	
G	Alleviate parking pressures in Montpelier to maintain a vibrant downtown	Maintain financial support for Montpelier Alive.	Y/N Maintained financial support for Montpelier Alive	Annual	
		Complete the Zoning Revisions;	Y/N Zoning revisions approved	Annual	
		Continue parking counts;	# of days parking counts were conducted	Quarterly	130
H	Explore and encourage intra-municipal and other regional efforts with the goal of maintaining service levels and reducing	Conduct a strategic planning process to address parking concerns	Y/N Strategic Planning process to address parking concerns completed	Annual	
		Maintain dispatch relationship with Capital West;	Y/N Dispatch relationship with Capital West maintained	Annual	
		Implement Recreation Department transition;	Y/N Recreation Department transitioned to City management	Annual	
		Begin work on internal consolidation (Rec, Sr Ctr, Parks, Cem)	Y/N Progress made on the internal consolidation (Rec, Sr Ctr, Parks, Cem)	Annual	

	costs	Consider recommendations of Public Safety Authority	To be developed	TBD	
I	Create a hospitable environment for economic development and grand list growth	Complete an Economic Development Strategic Plan.	Y/N EDSP completed	Annual	
		Improve tax stabilization policy and Business Loan Fund;	To be developed after EDSP	TBD	
J	Create a hospitable environment for housing development and grand list growth	Complete Zoning revisions;	Y/N Zoning revisions approved	Annual	
		Fund Housing Trust Fund; make recommendations to improve the Fund.	\$ appropriated to Housing Trust Fund; Y/N recommendations made to improve the Fund.	Annual	
		Complete 1 Taylor St.	In the future (see 1 Taylor goal)		
		Work with CVCLT on other potential projects;	To be developed	TBD	
K	Consistently collect and communicate information in a transparent manner.	Work with property owner to explore possibilities on Sabin's Pasture.	To be developed	TBD	
		Launch new website;	% of website project milestones achieved	Quarterly	100%
		Expanded use of surveying tools to collect information on services (for planning and multi-year budgeting);	To be developed with the plan	TBD	
		Improve Winter Parking Ban.	To be developed with pilot adjustments	TBD	
L	Maintain investments to become a bike and pedestrian friendly city	Continue current communication methods.	See other department communications goals		
		Complete permitting, final design and bidding of Bike Path Extension and Bike Path at 1 Taylor;	Y/N permitting, final design, and bidding completed for Bike Path Extension	Annual	
		Integrate Montpelier in Motion recommendations into CIP and funding plan.	# of Montpelier in Motion recommendations built into the FY17 CIP	Annual	
M	Establish a clear plan for short-term, medium-term, and long-term Net Zero	Receive plan from the Bike Committee to appropriate 5% of the parking meter revenue to the implementation of Montpelier in Motion	Y/N Plan received from the Bike Committee	Annual	
		Implement a 1 MW Solar project	# watts of solar project completed	Quarterly	0
		Receive a Net Zero implementation plan from MEAC	Y/N Implementation plan received from MEAC	Annual	

FY15 Q4: Performance Management Report

Assessor

Mission Statement: The mission of the Montpelier Assessor's Office is to provide fair and equitable values for real estate and taxable personal property in accordance with the laws of the State of Vermont, to maintain and improve the City's mapping system, and to serve our customers in a professional, courteous and efficient manner.

FY 2015 Priorities and Accomplishments

- *Cross training staff
- *Continue interior inspections of properties not done in 2010 reappraisal
- *Assist with implementation of new Water & Sewer rate structure
- *Hear and decide grievances and prepare for and defend the City's property valuations in appeals to the BCA, State Property Tax Hearing Officers and Superior Court.
- *Coordinate the production of the City's Annual Report.

FY 2016: Priorities

- *Cross training staff
- *Continue interior inspections of properties not done in 2010 reappraisal
- *Assist with implementation of new Water & Sewer rate structure if needed
- *Hear and decide grievances and prepare for and defend the City's property valuations in appeals to the BCA, State
- *Coordinate the production of the City's Annual Report.
- *Consider hiring a contractor to provide a reappraisal of Business Personal Property

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Target	FY15 Actual	FY16 Target
City's grand list is appropriately maintained and filed					
	# of new condominiums, homes, and housing units	10	n/a	24*	In development
	% of properties where updates or upgrades have been completed that have been inspected by the Assessor	pending data source	100%	90%	100%
Assessor's Office will provide excellent customer service					
	% of requests for information are answered within 5 business days	99%	95%	99%	95%
	% of residents indicate that the service they receive from the Assessor's Office is courteous	pending data source	95%	pending data source	95%

* 5 new dwellings and 19 new apartments. Not all were fully complete as of April 1st.

FY15 Q4: Performance Management Report

Building Inspector

Mission Statement: It shall be the mission of the Montpelier Building Inspection and Health Department to protect the City, its Residents, and Businesses through a combination of building inspections, fire safety code enforcement, and response to health threat complaints.

FY 2015 Priorities and Accomplishments

- *Continue timely inspection activities.
- *Review sprinkler ordinance.
- *Develop animal bite recording system.
- *Develop procedures for stray animals in City.

FY 2016: Priorities

- *Continue timely inspection activities.
- *Continue timely permitting activities.

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Target	FY15 Actual	FY16 Target
The City residents and businesses are protected through a combination of building inspections, fire safety code enforcement, and response to health threat complaints.					
	# of training opportunities staff participate in to enhance the departments professionalism	10	12	11	12

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
The City residents and businesses are protected through a combination of building inspections, fire safety code enforcement, and response to health threat complaints.							
	% of health complaints that are investigated within 24 hours of receipt.	100% investigated, 80% resolved	pending data source	90%	90%	100%	100%
	# of days to administratively process building permits	8 days for public and 4 days for SFD	3	16	13	less than 14	less than 14

FY15 - Q4: Performance Management Report Cemetery

Mission Statement: Provide a well kept, individualized and memorialized location for the burial of human remains.

FY 2015 Priorities and Accomplishments

- *Continue with Chapel renovation
- *Complete survey of monuments needing repair
- *Continue to repair monuments
- *Renovation of both traffic circle plantings
- *Create Green Burial Policy
- *Create Columbarium Design for Oak Hill
- *Develop Paper Trail Process for Work Requests
- *Update Rules and Regulations and put on line
- *Update Pricing

FY 2016: Priorities

- *Complete Old Vault renovation
- *Continue to repair monuments
- *Develop renovation plan for RTE 2 Roundabout
- *Create Detailed analysis for Future Perpetual Care needs
- *Continue to create survey on repairing monuments

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Target	FY15 Actual	FY16 Target
Maintain the City's cemeteries					
	% of capital projects finished and within budget	80%	100%	80%	100%

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Maintain the City's cemeteries							
	% of work requests performed within 2 weeks of initial request	50%	80%	80%	50%	75%	75%
	% of accounts receivable/payable are completed within 14 days of completion of work	50%	65%	85%	60%	75%	85%
	% of lawn areas mowed at least once within every two week period (including City green spaces)	80%	N/A	N/A	80%	80%	80%

FY15 - Q4: Performance Management Report
City Manager's Office

Mission Statement: The City Manager is the head of city government, and is responsible to the City Council for the administration of the affairs of the city, and carrying out the policies of the City Council.

FY 2015 Priorities and Accomplishments

- *Implement the goals of the City Council.
- *Complete the full startup of District Heat Montpelier including the connection to the State's Biomass Heat Plant.
- *In partnership with a development partner, make progress on the redevelopment of 1 Taylor Street and the associated path.
- *Complete final designs of the shared use path extension from Granite Street to Gallison Hill Road.
- *Integrate performance management and employee evaluations to ensure that we are using data to make decisions.

FY 2016: Priorities

- *Implement the goals of the City Council.
- *Start construction at the 1 Taylor Street site and associated path.
- *Start construction on the shared use path extension from Granite Street to Gallison Hill Road.
- *Implement an improved City website.
- *Continue the Council's priority of transitioning the Recreation Department to City management and working toward merging Recreation, Parks, Cemetery, and the Senior Activity Center into a comprehensive Community Services Department.

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Actual	FY15 Target	FY16 Target
Advance the City Council's adopted goals and priorities.					
	% of city council goals for which progress was made	100%	91%	100%	100%
City services are delivered effectively and efficiently.					
	% of Departmental quarterly performance management reports reviewed within 30 days of the end of the quarter	N/A	75%	100%	100%

Quarterly Measures

[illegible]

FY15 - Q4: Performance Management Report

Community Justice Center

Mission Statement: The work of the Montpelier Community Justice Center is to create and promote opportunities for learning about, developing skills in, and participating in restorative justice programs and other problem solving processes that encourage feelings of fairness, safety, and inclusion. The MCJC recruits and trains community volunteers to deliver restorative justice programs serving people affected by and responsible for criminal wrongdoing, from pre-charge to re-entry. It also provides readily available conflict management and dispute resolution assistance in response to actual or potential conflicts in the community.

FY 2015 Priorities and Accomplishments

- *Begin Victim Outreach Program in partnership with Montpelier Police Department
- *Establish a partnering relationship with Montpelier Public Schools
- *Explore with community the concept of Montpelier taking steps to become known as a “restorative community.”
- *Continue operating all existing programs

FY 2016: Priorities

- *Optimize MPD utilization of Conflict Assistance Program in response to neighbor disputes by establishing cross-training between MCJC and MPD
- *Enhance strengths-based approach by training all RJ Panel and COSA volunteers in solution-focused practices
- *Assess effectiveness and enhancement opportunities for Victim Outreach Program by collection and regular review of data

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14 Actual	FY15 Actual	FY15 Target	FY16 Target
Community members have a meaningful way to participate directly in the resolution of crime and restoration of right relations					
	% of Reparative Boards and COSAs are populated by a group of trained volunteers who represent the diversity of the community	100%	100%	100%	100%

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Deliver a consistently high level of service to clients (disputants, victims, offenders)							
	% of clients report being satisfied or very satisfied on relevant evaluation questions regarding staff services	100%	100%	100%	100%	95%	95%
Crime victims / survivors experience some benefit							
	% or more of victims served who complete an evaluation report that they received some benefit from the restorative justice process (<i>results tend to be skewed due to small number of respondents</i>)	67%	67%	100%	100%	95%	95%
People referred for a restorative justice response to their offending deepen understanding of harm, make amends, connect positively with community and identify ways to avoid reoffending							
	% or more of participants in restorative justice programs complete the program satisfactorily	86%	87%	80%	93%	90%	90%
Community members know that there is a readily available resource at the CJC for assistance with managing conflict							
	# communications efforts made by CJC through print or social media	0	0	1	0	2	2
	# referrals to Conflict Assistance Program	5	4	2	4	18	18

FY15 - Q4: Performance Management Report

Finance - IT

Mission Statement: The Division of Technology Services will provide the highest quality technology-based services, in the most cost - effective manner, to facilitate the City's mission as it applies to the provision of municipal services.

FY 2015 Priorities and Accomplishments

- *Upgrade the City's wireless capabilities for the water meter reading hardware.
- *Find a secure and affordable "Cloud Source" for Municipal and Public Safety Data.
- *Maintain the proper levels for equipment replacement.

FY 2016: Priorities

- *Design and implement a wireless network for pedestrian and tourist use in the Downtown Area.
- *Find a secure and affordable "Cloud Source" for Municipal and Public Safety Data.
- *Maintain the proper levels for equipment replacement.

Departmental Goals and Performance Measures

Quarterly Measures

Goal or Outcome	Performance Measure	FY15-Q1	FY15-Q2	FY15-Q3	FY15-Q4	FY15 Target	FY16 Target
Ensure the City's technology resources are functional							
	% of written reports of non-emergency user problems that are responded to within 1 business day	81.1%	90.0%	88.0%	78.0%	75.0%	80.0%
	% of lost connectivity and lost data problems that are responded to within 30 minutes	98%	98%	98%	98%	95%	95%
	% of collection, storage, security, integrity, access and recovery of electronic data.	100%	99%	97%	100%	95%	95%
	% of the Internet Service Provider's advertised connectivity speed maintained on the City's enterprise networks	96%	98%	92%	98%	90%	90%
	% of uptime of the City's website	99%	99%	97%	99.90%	90%	90%

FY15 - Q4: Performance Management Report

Fire

Mission Statement: The Mission of the Montpelier Fire and Emergency Services Department is the preservation of life, health, property, and the environment for its residents and businesses at a reasonable and acceptable cost. We value the faith and trust of the community and will continually work to deserve that confidence through our conduct and accomplishment.

FY 2015 Priorities and Accomplishments

- *Continue to evaluate ambulance revenue with new billing procedures
- *Work with Assistant City Manager to develop performance based employee evaluation system
- *Complete new state required EMT requirements. All firefighter completed training, MFD 100% compliant with new State regulations
- *Continue awareness training to reduce job related injuries, workers compensation claims
- *Maintain staffing levels, training requirements, and equipment maintenances within budget
- *Developed Fireworks ordinance
- *Participated in State wide Cadex training exercise
- *Work continues on developing city wide Continuity of Operations Plan

FY 2016: Priorities

- *Continue to evaluate ambulance revenue
- *Review and evaluate sprinkler ordinance
- *Continue awareness training to reduce job related injuries
- *Maintain staffing levels, training requirements, and equipment maintenances within budget expectations
- *Review plans and awareness of weather related events
- *Continue developing Continuity of Operations Plan
- *Participate as needed in Regional Public Safety Study Group
- *Continually review organizational structure to ensure we fulfil our mission with optimal efficiency

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Target	FY15 Actual	FY16 Target
Ensure a trained workforce					
	% of the fulltime firefighters that are certified at the level of Firefighter 1, and Emergency Medical Technician.	100%	100%	100%	100%
Provide for the public's safety					
	# of fire calls for service	668	600	600	600
	# of ambulance calls for service	1415	1400	1400	1400

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Provide for the public's safety							
	Average response time from dispatch to arriving on scene	3:30	3:44	3:30	3:28	3:21	3:30
	% of days standard flood monitoring is performed	100%	100%	100%	100%	100%	100%
	# of fire safety and community prevention programs offered	86	18	20	16	70	70
	# of call force members	4	4	4	4	4	6

FY15 Q4: Performance Management Report

Planning and Community Development

Mission Statement: To serve the community by facilitating the creation and preservation of a healthy, safe, sustainable, and high quality living environment through the management of an effective and on-going planning and implementation process.

FY 2015 Priorities and Accomplishments

- *Work with the Planning Commission to complete a rewrite of the zoning ordinance.
- *Finalize the Bike Mater Plan and its execution.
- *Provide support for the Carr Lot project as it is under construction.
- *Continue to work on exploring housing projects such as the development of the upper floors of the Dickey Block.
- *Consider convening an Economic Development group to develop and economic development strategic plan.
- *Improve the team's repetitive loss certifications to improve flood insurance rates.

FY 2016: Priorities

- *Adopt new zoning bylaws
- *Readoption of Master Plan by September 2015
- *Renew Designated Downtown for Montpelier Alive by September 2015
- *Advance parking garage project
- *Complete Economic Development Strategic Plan
- *Develop road standards in conjunction with DPW (SCBC grant)

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Target	FY15 Actual	FY16 Target
City efforts are maximized through the application for and receipt of other supporting funding sources.					
	\$ of new grant funds secured	\$ 624,500	\$ 410,000	\$ 114,500	\$100,000
	# of loans processed (Business Loan Fund)	2	2	0	2*
	# of loans processed (Housing TrustFund)	2	2	2	4*
	# of loans processed (HPG)	2	2	4	2*

*pending outcome of review of programs and EDSP. New recommended changes expected through that process.

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Planning and zoning processes are implemented in a timely manner.							
	# of days to process administrative permits (average)	1	1	0	0.9	less than 5	1
	# of days to process DRC permits (average)	24	37	37.6	36	less than 30	less than 30
	# of days to process DRB permits (average)	113	62.57	202	187.7	less than 30	less than 30
	# of zoning permits processed	37	16	17	60	148	148
	# of building permits processed	25	53	38	73	100	100
The Planning Department provides excellent customer service							
	% of residents who rate the service they receive from Planning and Community Development as courteous and helpful (pending data source)	Pending data source	Pending data source	Pending data source	Pending data source	100%	

FY15 - Q4: Performance Management Report

Police

Mission Statement: The ultimate responsibility for peace, good order, and law enforcement rests with the community of citizens in a democratic society. The complexity of modern society dictates that police efforts must be coordinated and directed by the services of law enforcement professionals.

Therefore, the Montpelier Police Department will be devoted to providing professional and quality police services, and will strive to remain effective, efficient, and responsive to the challenging needs of our community while providing a safe environment that enhances the quality of life in Montpelier.

FY 2015 Priorities and Accomplishments

*Control crime, maintain safe streets, deliver broad base public safety services that promote a healthy and safe environment for the City of Montpelier.

*Continue to identify training goals that develop MPD officers in order to meet the policing needs of the city in an effective and efficient manner.

*Maintain, and expand where possible, existing partnerships with other agencies and organizations--both public and private to increase the capacity and efficacy of the Montpelier Police Department.

*Continue to provide a regional emergency dispatch center: serving Montpelier and eighteen other communities in Central Vermont.

*Continue to work with the public to address both crime and quality of life issues.

FY 2016: Priorities

*Explore and develop public safety service models to support the goals of the regional public safety authority (specifically dispatch).

*Implement the enhanced dispatch center under the direction of the new Emergency Dispatch/Communications Supervisor.

*In addition to the mission goals outlined in FY 2015, the department seeks to explore further options in public safety regionalization and/or collaborations.

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Actual	FY15 Target	FY16 Target
The MPD police force is trained and prepared					
	% of officers that met the State required in-service training hours	100%	100%	100%	100%
	# of tactical trainings completed (3 firearms range sessions and 1 complex scenario based exercise)	n/a	0	4	4

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Crime is controlled in the City of Montpelier							
	# of reported offenses	220	154	148	156	900	900
	# of individuals arrested	77	42	43	45	n/a	n/a
	# of motor vehicle stops (traffic enforcement)	455	545	493	565	2,000	2,000
	# of incidents (both calls for service and proactive incidents)	2,399	2,237	2,168	2,492	8,800	9,000
The community is supported through problem solving							
	# of community or organization meetings attended to address areas of concern and to look at collaborative approaches for improving the delivery of law enforcement related services in an effective and cost efficient way	10	5	5	7	15	15
	# of posts to social media	3 to 5/week	3 to 5/week	3 to 5/week	3 to 5/week	3 to 5/week	3 to 5/week
Public Safety communications support is provided							
	# of calls/incidents handled by dispatch (MPD, Capital West, Capitol Police Department)	3,787	3,534	3,525	3,744	15,000	15,500

FY15 Q4: Performance Management Report

Public Works - Building Operations

Mission Statement: To provide custodial duties to City Hall and the Police Station and to maintain and supervise maintenance functions of contractors for each of the buildings to ensure cleanliness, functionality and the long term viability of each building.

FY 2015 Priorities and Accomplishments

*Continue to work towards improving upon the energy efficiency of the buildings as started with our Capital Needs Assessment.

*Continue to paint rooms/ areas of City Hall/ Public Works Garage to freshen up the offices.

*Continue to evaluate our facilities (mostly City Hall) for ADA accessibility improvements.

*Continue to maintain the City buildings to provide a clean and functional building and ensure for the long term preservation of the buildings.

*Install plywood in the salt storage to protect the structure.

*Ran new data lines, rewired complex and installed new fiber system

*Installed modines in unheated spaces in the garage

*Cleaned excess equipment from upper floor storage area and auctioned off unnecessary equipment.

*Installed standby generator, Fire Alarm and sprinkler system, replaced exterior doors, and replaced the roof of the equipment storage building.

FY 2016: Priorities

*Continue to work towards improving upon the energy efficiency of the buildings as started with our Capital Needs Assessment.

*Continue to paint rooms/ areas of City Hall/ Public Works Garage to freshen up the offices.

*Continue to evaluate our facilities (mostly City Hall) for ADA accessibility improvements.

*Continue to maintain the City buildings to provide a clean and functional building and ensure for the long term preservation of the buildings.

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Actual	FY15 Target	FY16 Target
City Buildings are well maintained					
	% of energy efficiency projects completed.	50%	100%	100%	100%
	# of rooms painted	4	1	4	4
	# of ADA accessibility projects	1	0	0	0

FY15 - Q4: Performance Management Report

Public Works - Fleet Maintenance

Mission Statement: To maintain the City fleet and other equipment to ensure that it is reliable, safe and functional for its life cycle. Also provides fleet maintenance scheduling for all City Departments. The Fleet Operations division also provides maintenance and repair services to the treatment plants which allows for efficiencies by eliminating redundancy of tools and equipment necessary for the maintenance of the plant processes.

FY 2015 Priorities and Accomplishments

*To continue the excellence of maintenance for all City Departments vehicles and equipment by performing preventative maintenance and repairs of the City fleet.

*To continue to work with other divisions within the Public Works Department and within other Departments of the City of Montpelier to provide maintenance and guidance in building, equipment and vehicle repairs, replacement, etc.

*Installing manager plus at Water plant

*Provided maintenance support and repairs to process equipment at the wastewater plant.

FY 2016: Priorities

*To continue the excellence of maintenance for all City Departments vehicles and equipment by performing preventative maintenance and repairs of the City fleet.

*To continue to work with other divisions within the Public Works Department and within other Departments of the City of Montpelier to provide maintenance and guidance in building, equipment and vehicle repairs, replacement, etc.

Departmental Goals and Performance Measures

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
The City's fleet is well maintained and fully functional							
	% of preventive maintenance activities that occur within a week of the scheduled requirement unless not delivered for service.	100%	100%	100%	100%	100%	100%
	# of days fleet vehicles are off-line due to maintenance issues	4	4	13	12	81	50
	Maximum time (days) to complete equipment repairs for non-routine work (break down).			1.5	5	2	2
The Wastewater plant receives excellent service from fleet operations							
	% of time that Manager Plus is in use at the Plant.	100%	100%	100%	100%	100%	100%
	# of repairs processed at the Wastewater plant	4	5	8	0**	8	8

** none
needed

FY15 Q4: Performance Management Report

Sewer Division

Mission Statement: The Sewer fund has two divisions that operate within the Public Works Department, Sewer Collection and Wastewater Treatment. The main missions of these divisions are to ensure that we meet the requirements of the wastewater discharge permit and to maintain and operate the collection system to maximize the flow to the treatment plant.

FY 2015 Priorities and Accomplishments

*To continue to optimize the performance of the plant and plan for possible future changes to the Total Maximum Daily Load (TMDL) for the wastewater facility discharge.

*Energy and Process Improvements:

- Efficiency Vermont study; numerous energy saving improvements
- Phosphorus Engineering study
- Safety improvements including bridge rail heating
- New primary pump
- Wastegas burner being installed
- Computer systems completions/upgrades
- Septage pump refurbished
- RAS pumps refurbished (3); RAS meters replaced; computer flow control
- Flow/pH control for caustic pumps

*Optimize the performance of the collection system and increase the amount of sanitary sewer and storm drains cleaned as required by the discharge permit.

*Perform the CSO assessment and evaluation and install monitoring devices to meet the requirements of notification and quantifying overflow events.

FY 2016: Priorities

- *Replace second primary pump
- *Repair Digester compressors 1,2,3
- *Clean/inspect Digester #3
- *Clean/inspect one clarifier
- *Install the CSO monitoring devices for the overflow structures

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Actual	FY15 Target	FY16 Target
Maintain the functionality of the City's sewer system					
	% of time met the discharge limit reportable parameters for Wastewater effluent	100%	100%	100%	100%
	% of lines on the City's sanitary sewer system that are cleaned annually.	5%	10%	25%	25%
	% of catch basins on the City's drainage system that are cleaned and inspected annually.	5%	25%	25%	25%
	% of CSO monitors installed	0%	50%	50%	50%

FY15 - Q4: Performance Management Report

Public Works - Streets

Mission Statement: The mission of the Street Division is to provide responsive and effective management and maintenance of the City streets, sidewalks and storm drainage systems.

FY 2015 Priorities and Accomplishments

- *Improve upon the sidewalk conditions following a winter storm event
- *Ensured the sidewalk plow operators understand and use the sidewalk priorities and that the sidewalks were scraped following the
- *Decrease the use of pounds of salt per lane mile by utilizing computer spread controllers and oversight while continuing to perform adequate road conditions
- *Installed computer spread controllers to reduce the amount of road salt used. Salt usage was under the budget amount contrary to other governmental agencies being significantly over their budget.

FY 2016: Priorities

- *Improve upon the sidewalk conditions following a winter storm event
- *Decrease the use of pounds of salt per lane mile by utilizing computer spread controllers and oversight while continuing to perform adequate road conditions
- *Increase the number of catch basins repaired
- *Develop and implement a street sweeping schedule
- *Reduce the number of sidewalk trip hazards, making the sidewalks safer for pedestrians
- *Continue to improve the visibility and condition of crosswalk markings

Departmental Goals and Performance Measures

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Actual	FY15 Target	FY16 Target
City roads and sidewalks are well maintained					
	# of miles of roads resurfaced	2.1	2.2	2	2
	% City streets are swept annually	90%	100%	100%	100%
	# of miles of sidewalks repaired or reconstructed		0.25	0.25	0.5

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
City roads and sidewalks are well maintained							
	# [average] of hours after the end of a normal storm that roads are substantially open	N/A	4 hours	4 hours	n/a	4 hours	4 hours
	# [average] of hours after the end of a normal storm that sidewalks are substantially open	N/A	4 hours	4 hours	n/a	5 hours	4 hours
	% of potholes filled within 3 working days of being reported in winter months	N/A	100%	100%	n/a	100%	100%
	% of potholes filled within 2 working days of being reported in non-winter months	100%	100%	100%	100%	100%	100%
	% of Construction & Access Permits executed within 3 days	100%	100%	50%	90%	100%	100%

FY15Q4: Performance Management Report

Public Works - Water

Mission Statement: To provide quality drinking water to the customers of the Montpelier water system by performing adequate source protection, water treatment and distribution system operations and maintenance, to meet the requirements of the Water System Permit to Operate.

FY 2015 Priorities and Accomplishments

- *To continue to supply high quality potable water to the system customers.
- *Repaired the final two system pumps;
- *Repaired one of the two CVMC pumps;
- *Successfully petitioned the Use of Public Waters ruling, restricting the use of gasoline engines from Berlin Pond.
- *Repaired and replaced air release valves on the raw water line to reduce the amount of dissolved oxygen in our drinking water. The DO inflated the turbidity at times when the DO was
- *To continue to meet the water quality requirements of the permit to operate and work towards eliminating the situation with untreated users on the permit.
- *Worked with the property owners and the Town of Berlin to come to an agreement to connect the untreated water users to the new Berlin Water System.
- *Perform a hydraulic analysis of the water system as a requirement of the permit to operate.
- *Staff updated the City water inventory and hired a consultant to perform a hydraulic analysis model to establish a theoretical system pressures to determine what replacements will provide the greatest improvements to the system.
- *Prioritize and provide a schedule to the Water supply division of future water system improvements as required by the permit to operate.
- *Staff provided a list of water distribution system replacements to improve the hydraulic capacities of the system.

FY 2016: Priorities

- *To continue to supply high quality potable water to the system customers.
- *Begin valve operating procedure to establish problem areas that need to be addressed by repairing or replacing valves.
- *To continue to meet the water quality requirements of the permit to operate.
- *Prioritize and provide a schedule to the Water supply division of future water system improvements as required by the permit to operate.

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Actual	FY15 Target	FY16 Target
Met the Maximum Contaminated Level for drinking water quality					
	% of regular inspections of the water source completed according to the schedule	100%	100%	100%	100%
	% of unidirection flushing performed to remove sediment according to the schedule	100%	75%	100%	100%
	% of valves operated and repair/ replacement schedule determined	0%	10%	25%	50%

FY15 - Q4: Performance Management Report

Montpelier Senior Activity Center

Mission Statement: The mission of the Montpelier Senior Activity Center is to enhance the quality of life for the older adults in Montpelier through opportunities that develop physical, mental, cultural, social, and economic well-being in a welcoming, flexible environment.

FY 2015 Priorities and Accomplishments

- *Maintain existing in-demand programming and develop new programming to address special needs such as those related to retirement-transition and living with dementia
- *Maintain (through operating budget) and enhance (through capital projects funded by MSAC endowment) our facility for optimal functionality, enjoyment of members, and the use by the public.
- *Maintain existing partnerships and facilitate new partnerships with community organizations in order to fulfill the mission of MSAC, including the possibility of adding new community sites for MSAC programming.
- *Improve outreach to supporting towns and seniors that have not yet been reached by MSAC services and opportunities.
- *Develop fundraising initiatives, to include long-term goals and exploration of options.

FY 2016: Priorities

- *Contribute to making Montpelier a more dementia-friendly community by serving people with dementia and their caregivers as well as increasing dementia awareness and sensitivity in and outside the walls of MSAC.
- *Continue to cultivate donors and develop fundraising initiatives, work with the city to implement an investment strategy, and establish a planned giving campaign.
- *Develop awareness and promote use of public and alternative transportation options including walking, biking, ride-sharing and riding the bus.
- *Work with City employees to develop a plan for integration of MSAC with other departments into Community Services Division in FY17.

Annual Measures

Goal or Outcome	Performance Measure	FY14	FY15 Actual	FY15 Target	FY16 Target
Supporting town funding contributions will increase and new towns will be added.					
	# Supporting towns	5	5	6	7
	\$ collected in supporting town funding contributions	\$7,800	\$16,000	\$15,500	\$17,600
	% increase in supporting town funding contributions	280% over FY13 (\$2050)	105% increase	105% over FY14	10% increase over FY15
Service provision through MSAC will be largely supported by volunteers.					
	# of volunteers for year	130	169	160	150
	# of volunteer hours served in year	4500	6000+	5000	5000

Quarterly Measures

Goal or Outcome	Performance Measure	FY15 - Q1	FY15 - Q2	FY15 - Q3	FY15 - Q4	FY15 Target	FY16 Target
Montpelier and surrounding community residents age 50 years and above will benefit from MSAC services and will have the opportunity to participate in classes in Movement, Arts & Crafts, Humanities, Technology, and Special Workshops, including some off-site.							
	# of MSAC members from Montpelier	470	523	584	590	650	650
	% of MSAC members from Montpelier	70%	70%	70%	70%	70%	70%
	# of MSAC members from surrounding communities	201	229	254	256	280	280
	# of classes offered each week	35	46	40	42	45-50	35-50
	# of Montpelier class registrations	401	537	460	486	500	500
	% of class registrations by members from Montpelier	71%	77%	74%	74%	70%	70%
MSAC members will have access to trip activities that are self-supporting.							
	% of trips offered that are self-supporting	100%	100%	100%	100%	100%	100%
Montpelier seniors aged 60 years and above will benefit from the FEAST partnership for nutrition services							
	# of meals served onsite or delivered	3227	3825	4456	4854	n/a	10,000
	% of meals served to residents of Montpelier	appr. 80%	80%	67%	66%	n/a	70%

City of Montpelier
Department of Public Works
Memorandum

To: William J. Fraser, City Manager

From: Thomas J. McArdle, Director 

Date: August 18, 2015

Subject: Liquid De-icing Program (magnesium chloride)
Equipment & Product Purchase Agreement

The Public Works Department is interested in using liquids as part of our winter operations snow and ice control plan. For years we have relied on rock salt (calcium chloride) for de-icing, and sand as a traction aid. However, rock salt is only effective at temperatures of 15° F and higher, becoming ineffective when temperatures are below this threshold, while liquids lower the effective temperature range.

Last winter we resorted to using far more sand as a traction aid than desirable, resulting in waste, adverse environmental impacts and leading to a costly and time-consuming clean-up effort in the spring. On a positive note, our salt usage was much less but complaints about icy roads and sidewalks were much more frequent as the winter wore on, with continuously below-average temperatures. Furthermore, ice accumulated on the street surfaces, requiring use of the road grader for ice scraping which led to equipment stresses, uncontrollable overtime usage, and road damage.

Given that salt must be in a liquid state to be effective in melting ice, beginning with a liquid product allows winter maintenance operations to be both proactive and more efficient. Many jurisdictions across the country have found that liquid products reduce waste through directed application, ensuring the salt remains on the applied surface rather than washing or bouncing off the road into the ditches and drainage systems.

The recommended contract agreement is for the acquisition of storage and delivery equipment as well as the purchase of a pre-established minimum amount of magnesium chloride. This salt-family product is used for low-temperature de-icing of highways, sidewalks, and parking lots. Once treacherous due to icy conditions, an application of magnesium chloride helps to prevent the ice bond, allowing plows to clear the roads more efficiently. With a blend of 6-8 gallons of $MgCl_2$ per ton of $NaCl$, the product can liquefy ice at as low as -10°F.

Brian and I learned about this and other products at the APWA conference in February. We're also interested in learning more about the use of organics in snow and ice control, such as brines with beet juice, whereby the sugars naturally help to bond de-icing products to the road surface. Liquids are proving to be highly effective, dramatically reducing overuse and waste, while giving snow fighters the means to be pro-active with reduced adverse environmental impacts. Magnesium chloride is used in three ways for pavement ice control: anti-icing by spraying it onto roads before a snow storm to prevent snow from sticking and ice from forming; pre-wetting, which involves spraying $MgCl_2$ directly onto salt as it is being spread onto roadway pavement, wetting the salt so that it sticks to the road; and pre-treating, when magnesium chloride and salt are mixed together before they are loaded onto trucks and spread onto paved roads. We expect to use the latter most frequently, but expect to be experimenting and speaking with others, including VTrans which also uses $MgCl_2$.

Attached please find the agreement with Innovative Surface Solutions (ISS) for the lease of storage tanks and related equipment to enable DPW to obtain and utilize liquid deicing products. Other vendors were contacted to request a similar equipment lease proposal but either failed to respond or

indicated that this part of Vermont is outside of their service area. Therefore, we believe there are no comparables to obtain competitive pricing.

The overall cost of the equipment lease and purchasing the product from ISS for the first of three seasons in the agreement is estimated to be \$24,400 per year (20,000 gallons @ \$1.22/gal). The equipment comes at no cost with a purchase option if we choose to exercise it. Funds for the expenditure are available in the FY16 salt budget (\$200,000). Essentially, the agreement is for the purchase of salt and therefore can be considered a budgeted expense. Although uncertain at this time, we expect to reduce our salt purchase by no less than an equivalent amount of the liquid product purchase. However, we hope to save well in excess of this amount while achieving better results. Furthermore, we intend to reduce or entirely eliminate the use of winter sand resulting in additional savings.

Although the 2014-15 winter salt usage was the lowest amount in seven years due to better spreader controls and very low temperatures, as mentioned previously, assuming we use a similar amount of about 2,100 tons at the new contract price of \$74.35/ton (3% increase and 26.6% more than 2013-14) gives us a total of \$156,135. The rock salt is purchased under the state contract on an as-needed basis so the cost is controllable. Combined, we should be well within the budget and have a contingency to hedge against unforeseen expenses.

Please accept this memorandum as my recommendation to approve the agreement with Innovative Surface Solutions and to seek authorization from the City Council at their next regularly scheduled meeting.

Attachment

C: Brian Tuttle, Superintendent
Jessie Baker, Assistant City Manager
Sandra Gallup, Finance Director



innovative
SURFACE SOLUTIONS

Innovative Municipal Products (US),
Inc dba Innovative Surface Solutions

Proposal

Brian Tuttle
Public Works Director
City Hall
Montpelier Vt. 05602

July 10, 2015

Dear Brian,

Please find enclosed a quote for the Magic Minus Zero liquid, MSDS sheet, and a sample contract. In addition to the liquid Innovative Surface Solutions would provide the following;

1. Training and ongoing training as needed for the entire road crew.
2. Storage tanks
3. Pump and pump house
4. Spray Wand
5. Magic Minus Zero liquid at state bid pricing (\$1.22 per gallon)

If you or your staff have any questions, please feel to give me a call.

Best Regards,

Frank Beliveau
Territory Manager Vermont.

Cc Dan Perry
Enclosures



innovative
SURFACE SOLUTIONS

Page 2 of 2

In consideration of the discounted price for the rental of Equipment, City covenants and agrees to purchase from ISS not less than 20,000 gallons of ISS Liquid Products per year for a period of three (3) years at fair market pricing.

City agrees to place their first order prior to the equipment being delivered and set up so that the equipment can go into immediate service upon installation.

Title to the Equipment shall remain in ISS until City has purchased 60,000 gallons of Liquid Products. At such time the title to Equipment, excepting bulk storage tanks, shall vest in the City. Three (3) years after the Effective Date of this Agreement, if the City is not in default, City shall have the option to continue to rent bulk storage tank(s) for an additional 3 years under the same terms of liquid usage. At the end of the 3 year extension, title to the storage tanks will vest in City and ISS will provide documentation to the City transferring title. While title to Equipment is in ISS, City shall use Equipment exclusively for ISS Liquid Product. Any decision by the City to terminate this agreement will result in ISS having the right to repossess the equipment that is currently under contract.

In the event that ISS, in its sole opinion, determines that the quantity of ISS Liquid Product being purchased by City is insufficient to warrant ISS' investment in the Equipment, then ISS may so notify City and ten (10) business days thereafter ISS shall have the right to repossess the Equipment and this Agreement shall terminate.

ISS shall be responsible for any manufacturer defects to the Equipment during the time title vests in ISS provided the Equipment is used in the normal course of business and as intended by the manufacturer. City shall keep Equipment insured and shall be responsible for any other loss, damage or liability related to Equipment.

Dated: August 13, 2015

INNOVATIVE MUNICIPAL PRODUCTS (U.S.) INC.

By: Syed Ali Syed Ali, Bid Manager

CITY OF MONTPELIER, VT

By: _____ Authorized Signature

_____ (print name)

454 RIVER ROAD • GLENMONT, NY • 12077
PHONE 518.729.4319 • FAX 518.729.5181

INNOVATIVECOMPANY.COM



STORAGE TANK RENTAL AGREEMENT

This Agreement is entered into by and between Innovative Municipal Products (U.S.) Inc., d/b/a Innovative Surface Solutions, a Delaware corporation, maintaining an office for the transaction of business at 454 River Road, Glenmont, NY (hereinafter "ISS") and the City of Montpelier, VT, a municipal corporation, maintaining an office for the transaction of business at 39 Main Street, Montpelier, VT 05606 (hereinafter "City") to be considered effective as of August 13, 2015 (the "Effective Date"):

WHEREAS ISS is engaged in the business of marketing liquid products for road de-icing and dust control ("Liquid Products"); and

WHEREAS City desires to acquire, without major capital outlay, the ability to effectively utilize ISS Liquid Products and, to do so, requires the acquisition of storage and related equipment; and

WHEREAS ISS, to further the marketing of its products, is willing to assist City in the acquisition of storage and related equipment;

The Parties hereby agree as follows:

In consideration of the City's agreement to purchase minimum quantities of Liquid Products as hereinafter set forth, ISS hereby leases to City, under the terms and conditions of this Agreement, the following storage and related equipment (hereinafter "Equipment") having the following value,

Two 3000 gallon storage tanks, having a value of \$2,642.86 each;

One pump and pump house, having a value of \$3,221.43;

One hose kit, having a value of \$325.97;

One spray wand, having a value of \$357.14;

Together with freight charges in the amount of \$886.00;

The total value of the Equipment and freight charges is \$10,076.26.

These are basic systems; any additional parts needed to customize or modify the Equipment are not included and their purchase is the responsibility of the City.

454 RIVER ROAD • GLENMONT, NY • 12077
PHONE 518.729.4319 • FAX 518.729.5181

INNOVATIVECOMPANY.COM



Montpelier Senior Activity Center

58 Barre Street, Montpelier, VT 05602

A Place for Healthy Aging, Lifelong Learning, and Delicious Meals

802-223-2518 • msac@montpelier-vt.org • www.montpelier-vt.org/msac



August 20, 2015

FROM: Janna Clar , MSAC Director

TO: Bill Fraser, City Manager; and Jessie Baker, Assistant City Manager

RE: Memo for 8/26/15 City Council meeting to Request Approval for City Manager to negotiate and sign a contract with EF Wall for up to \$82,102 to do a Capital Project

First Floor Acoustics Improvement Capital Project

1. **Project Summary:** The Project consists of the following improvements within the occupied Montpelier Senior Activity Center at 58 Barre Street in Montpelier:
 - a. Acoustic Operable Partitions installed to enclose and soundproof the Arts & Crafts room
 - b. A storage closet, a kitchenette with sink, cabinets, and countertop outside of the Arts & Crafts Room (in the Community Room where meals are served and large events happen)
 - c. A new sound-proofing door for a countertop pass-thru opening, miscellaneous hardware at Kitchen.
 - d. Interior glazing in an existing opening to enclose Arts & Crafts room.
 - e. Interior acoustic treatment on walls and ceiling of the Conference room is not included. This portion has been pulled from this project and could be easily done as separate work for similar cost or at a savings.
 - f. Miscellaneous associated mechanical, electrical, plumbing, selective demolition, and refinishing to match existing. This includes ventilation of Arts & Crafts room.
2. **Justification for Project:** Lack of sufficient soundproofed, smaller space on MSAC's first floor has been the source of major complaint by the public and has prevented staff from scheduling many activities and rentals in the "Arts and Crafts" space. The project will allow greater and more diverse use of the space as well as consolidate kitchenette functions and beverage service closer to the main kitchen and dining areas. Soundproofing will allow significant improvement for users' experience.
3. **Process:** After thorough consideration of project goals, GBA was selected as the design contractor due to their role in designing the building in 2011-2012 and their familiarity with the facility. An RFP went out via public media and City announcement in Spring 2015, and two contractors responded with complete bids. Negotiations ensued with the low bidder, EF Wall. \$30,000 in funding was requested through the VT Arts Council Facility grant program but on August 7th we learned that the grant request was not funded. Project has been

scheduled to commence mid-September in order to take advantage of time between class quarters and to secure contractor's current pricing.

4. **Project cost:** Estimated at between \$80,357 and \$82,102 depending on final negotiation of several pre-contract negotiations under discussion. GBA is assisting with negotiations.
5. **Funding proposal:**
 - a. We propose to use a combination of two funds to finance this project:
 - i. An existing "endowment fund" with Morgan Stanley with a balance of approximately \$50,000, which would be depleted after this project.
 - ii. New funds received as a bequest in December 2014 from the Christina Jackman Estate. Fund began at \$350,000 with first disbursement. \$8,171 budgeted as revenue in FY16 to support MSAC operations. Executor has indicated that up to \$100,000 in additional funds may be disbursed this Fall. Thus, the balance of the fund after completion of this project and end of FY16 would be estimated at approximately \$310,000-\$410,000 (depending on receipt of second anticipated disbursement). Note: City Investment Committee has not yet established new policy for such donated funds.
6. **Attachment:** Bid and Negotiation & Contract Summary as of 8-18-15
7. **Additional information:**
 - a. Architect Jessica Thyme of GBA and MSAC Director Janna Clar will both be present at City Council meeting on August 26th in case questions arise.
 - b. MSAC Advisory Council supports this project after very thorough consideration and discussion over multiple years since occupying the newly renovated building in 2012.

Montpelier Senior Activity Center- Acoustics
Montpelier, Vermont

Bid & Negotiation + Contract Summary
Item

Base Bid

- Alt 1 ALT #1 No Acoustic Wall Treatment 2nd floor conference
Alt 2 ALT #2 No Acoustic Ceiling Treatment 2nd floor conference
Alt 4 ALT #4 Single Pane of Glass
Alt 5 ALT #5 No Wing Partitions

Pre-Contract Negotiations

- 2.00 Provide access to all affected area at one time to allow for work to be performed within one phase. Work would not commence until long lead time items are on site.
3.00 Delete all disposal fees associated with demolition and construction debris. Owner to allow use of existing dumpsters for disposal.
4.00 Owner to provide final clean up service. General Contractor to leave areas broom clean and free of construction debris.
5.00 Owner to provide all parking for all construction employees and subcontractors.
6.00 The 8" dia. return air duct that runs from Mechanical room 115 to the return air grille at Arts and Crafts is acoustically lined spiral duct, exposed at Entry 115 with the balance concealed above existing ceilings.
c Exposed spiral duct in Game room & Storage +b
7.00 The 8" dia. duct at EF-1 that runs from exterior to the return air grille at Arts and Crafts is acoustically lined spiral duct, concealed above ceilings at Prep room 104 with the balance exposed below existing ceilings.
b Use non-spiral duct entire run at both exposed and concealed areas.

	Contract	Decision	Comments
	\$ 96,750		
	\$ (5,400)	Accepted, request hold	Potential Future Contract
	\$ (5,280)	Accepted, request hold	Potential Future Contract
	\$ (900)	Accepted	Lower priority Acoustics
	\$ (780)	Accepted	Better Flexibility
	\$ (1,445)	Explore	
		Explore after Contract	
	\$ (800)	Accepted	By MSAC cleaners
	\$ (300)	Explore	
	\$ (1,163)	Accepted	Acceptable visual downgrade
	\$ (345)	Accepted	Acceptable visual downgrade
	\$ (16,393)		
	\$ 80,367		

Contract

TOTAL \$ 80,367

City of Montpelier
Department of Public Works
Memorandum

To: William Fraser, City Manager
Tom McArdle, Director of Public Works

From: Corey Line, Project Management Director

Date: August 17, 2015

Subject: National Life Drive, Parking Restrictions

As part of the City's paving plan, National Life Drive, from Montpelier State Highway to Mountainview Street, was resurfaced this summer. Resurfacing the street gives the City an opportunity to implement a striping alignment that carries out recommendations found in the Montpelier in Motion study.

Montpelier in Motion recommends shared lanes, a parking lane, and a pedestrian space on National Life Drive from Mountainview Street to the Hopkins House and bike lanes with a pedestrian space from the Hopkins House to Montpelier State Highway.

On August 6th, 2015 DPW staff presented multiple plans to members of the Bike Advisory Committee, Energy Advisory Committee, Parking Advisory Committee, Pedestrian Advisory Committee, and representatives from the National Life complex. Overall support was expressed for the following plan:

- Establish dedicated bike lanes on the uphill side of the street from Montpelier State Highway to Mountainview Street and on the downhill side of the street from Mountainview Street to the executive entrance to the National Life complex.
- Establish a dedicated pedestrian space on the downhill side of the street from the executive entrance to the National Life complex, where the sidewalk terminates, to Montpelier State Highway. The pedestrian space will have a vertical separation of approximately 2" from the adjacent parking lane.
- Install shared lane markings for bicycles in the downhill travel lane from the executive entrance to the National Life complex to Montpelier State Highway.
- Establish 20 parking spaces on the downhill side of the street, west of the executive entrance to the National Life complex.

This plan will vary from the Montpelier in Motion recommendations in two ways; the bike lane on the uphill side will continue throughout the length of the street instead of stopping at the Hopkins House and there will be a shared lane application on the downhill side with a wider pedestrian space instead of a dedicated bike lane and pedestrian space.

In order to establish this lane configuration parking will need to be prohibited on both sides of the street from Montpelier State Highway to Mountainview Street with the exception of the 20 spaces on the downhill side of the street, west of the executive entrance to the National Life complex. This plan also includes prohibiting parking in front of the fire hydrant for a distance of 50' and for a distance of 80' west of the National Life complex executive entrance for sight distance purposes.

Wording for the ordinance change would be as follows:

Sec. 10-716. PARKING PROHIBITED.

(c) National Life Drive. ~~Parking is prohibited on the easterly side of National Life Drive beginning at the northerly edge of the main entrance to the National Life complex, thence extending northerly for a distance of one hundred ninety five (195) feet.~~

Parking is prohibited on the south side of National Life Drive from Mountainview Street to Montpelier State Highway and on the North side of the street from Mountainview Street for a distance of four hundred ninety (490) feet westerly. Parking is also prohibited on the north side of National Life drive from Montpelier State Highway for a distance of three thousand (3,000) feet easterly and parking is prohibited on the north side of National Life Drive from a point three hundred fifty (350) feet west of the westerly edge of the main entrance to the National Life complex and extending west for fifty (50) feet centered at the fire hydrant.

Sec. 10-717 LIMITED PARKING

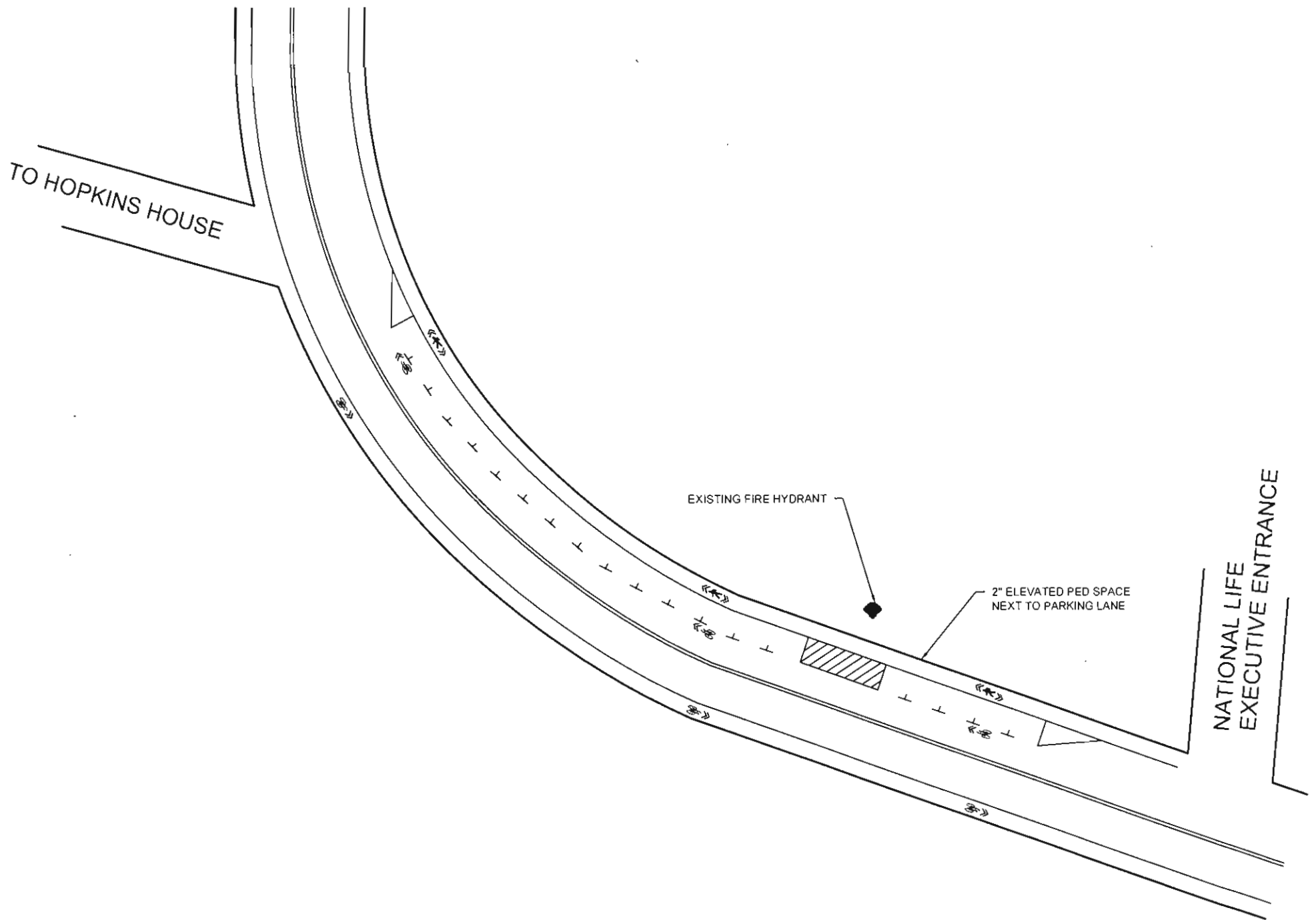
(k) National Life Drive. ~~Parking is prohibited on the northerly side from Mountainview Street Extension to the main driveway at National Life Insurance Company, from November 15th to April 1st~~

~~Strike Through~~ = Delete

Underline = Add



.....PROPOSED 'NO PARKING' AREAS



PROPOSED STRIPING FROM HOPKINS HOUSE TO NATIONAL LIFE EXECUTIVE ENTRANCE

City of Montpelier
Department of Public Works
Memorandum

To: William Fraser, City Manager

From: Thomas McArdle, Director

Date: August 20, 2015

Subject: State Street (Rialto) Bridge Repairs
Recommendation to Accept Construction Cost Proposal

Earlier this summer I had an opportunity to review the annual bridge inspection reports provided by VTrans and discovered that a repair recommendation dated 2011 had not been fully acted on. Furthermore, a letter sent to the City giving notice about this matter was referenced in the 2014 inspection report. I have obtained a copy of that letter and concluded the requested written notification to VTrans detailing our plans to address the deficiencies has not yet been returned.

Given the above, I contacted VTrans and conducted an inspection to verify the work has not yet been completed. Upon verification, I provided verbal notification to Vtrans that we will make plans to address the identified issues this season and as soon as possible. I conducted a follow-up inspection with a contractor we have relied upon for many years to maintain this bridge for us and we reviewed the inspection report. This contractor has vast experience maintaining and restoring old bridges. I asked that they develop a cost proposal to address the problems.

I need to emphasize that the bridge remains safe for public travel and the structural deficiencies are confined to a narrow compartment situated between the load carrying steel members within the parking lane on the upstream side. For many years we have made various repairs to the bridge as we await full replacement as part of the state's town highway bridge replacement program. The regional planning commission (CVRPC) has assigned the bridge a #1 ranking out of 13 town highway bridge project candidates in the region making it eligible for funding consideration by VTrans. As such, the bridge is recognized as having important regional significance with a corresponding priority status given the age of the bridge and its current poor condition. The project schedule is not yet known and interim repairs will continue until replacement.

As noted, I have consulted with the contractor who has done a significant amount of maintenance and repairs of this bridge and established a repair plan to address the delaminated abutments and the deck issue. While the bridge remains safe for unrestricted use, it is imperative that we act without delay. The lump sum cost proposal to undertake the repairs as submitted by Blow & Cote, Inc. is \$69,870.00. Funding for this project will come from a portion of the proceeds of the bridge & retaining wall bond.

Please note that the majority of construction work will take place below the deck and the bridge will not need to be closed. However, there will be some staging of equipment and materials on the deck surface as well as periodic ready mix concrete deliveries. During construction, the parking lane along the upstream side of the bridge will be closed.

I recommend acceptance of the proposal from Blow & Cote, Inc. in the amount of \$69,870.00 and ask that this matter be included on the August 26th City Council agenda for approval consideration. I also suggest that the City Council appoint you to act as the City's duly authorized agent to execute the agreement and change orders that may become necessary.

Attachments (B&C, Inc proposal)

C: Jessie Baker, Assistant City Manager
Sandra Gallup, Finance Director
Kurt Motyka, P.E., City Engineer
Corey Line, Project Management Director

PROPOSAL

BLOW & COTE, INC.
815 VT. ROUTE 15E
MORRISVILLE, VT 05661-8554
PH. 802-888-2067
FAX 802-888-7138

Page No. _____ of _____ Pages

PROPOSAL SUBMITTED TO	City of Montpelier, Public Works	PHONE	223-9508	DATE	8/17/15
STREET	39 Main Street	JOB NAME	Rialto Bridge		
CITY, STATE AND ZIP CODE	Montpelier, VT 05602	JOB LOCATION			
ARCHITECT		DATE OF PLANS		Fax: 223-9524	JOB PHONE

We hereby submit specifications and estimates for:

Repair two delaminated concrete areas on West abutment (toward Capitol) and one on East abutment.

Remove 6" pipe between girders and repair deck concrete above removed pipe. Holes may need to be made in deck surface to put concrete in place for deck repair.

LS: \$69,870.00

We Propose hereby to furnish material and labor - complete in accordance with above specifications, for the sum of:

Sixty-nine thousand eight hundred seventy and no cents dollars (\$ \$69,870.00)

Payment to be made as follows:

Due upon completion. No retainages. 1% interest per month on overdue invoices

All material is guaranteed to be as specified. All work to be completed in a substantial workmanlike manner according to specifications submitted per standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents, or delays beyond our control. Owner to carry fire, tornado and other necessary insurances. Our workers are fully covered by Workman's Compensation Insurance.

Authorized
Signature _____

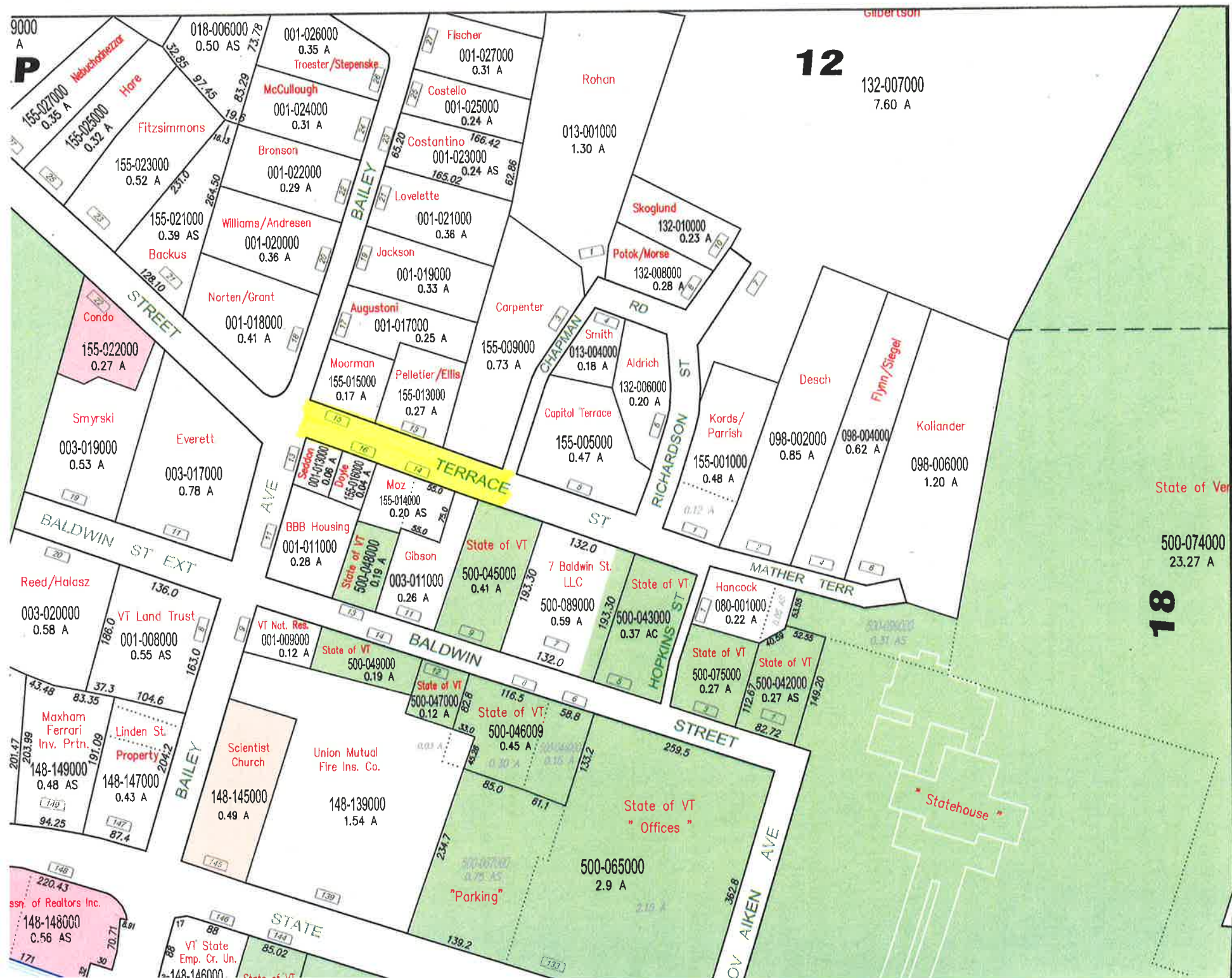
Note: This proposal may be withdrawn by us if not accepted within 30 days.

Acceptance of Proposal - The above prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payment will be made as outlined above.

Date of Acceptance: _____

Signature _____

Signature _____



I certify that this is a true tabulation of bids received

Kurt Motyka, P.E. - City Engineer

CITY OF MONTPELIER, VERMONT
Department of Public Works

**Water Resource Recovery Facility
Stormwater and Electrical Infrastructure Replacement Project**

Item	Description	Unit	Quantity	DuBois Construction		Hebert Excavation		Griffin & Griffin	
				Unit Price	Total Price	Unit Price	Total Price	Unit Price	Total Price
1	4' I.D. CB	EA	3	\$2,400.00	\$7,200.00	\$ 3,200.00	\$9,600.00	\$3,000.00	\$9,000.00
2	12" PVC Storm Pipe	LF	145	\$60.00	\$8,700.00	\$ 78.00	\$11,310.00	\$100.00	\$14,500.00
3	5" PCC Sidewalk	SY	6	\$100.00	\$600.00	\$ 325.00	\$1,950.00	\$100.00	\$600.00
4	Remove and Reset Granite Curb	LF	10	\$100.00	\$1,000.00	\$ 80.00	\$800.00	\$50.00	\$500.00
5	Electrical Conduit Trench Excavation and Backfill	LF	115	\$20.00	\$2,300.00	\$ 58.00	\$6,670.00	\$100.00	\$11,500.00
6	Catch Basin Conversion and Grading	LS	1	\$1,000.00	\$1,000.00	\$ 2,600.00	\$2,600.00	\$1,000.00	\$1,000.00
7	Miscellaneous Work and Clean-up	LS	1	\$4,000.00	\$4,000.00	\$ 5,000.00	\$5,000.00	\$12,000.00	\$12,000.00
Total Bid Price				\$24,800.00		\$37,930.00		\$49,100.00	