

AMENDED AGENDA
SPECIAL COUNCIL MEETING
CITY OF GENEVA, NEW YORK

March 17, 2026

**City Hall
47 Castle Street
2nd Floor Conference Room
Geneva, NY 14456**

COUNCIL MEETING STARTS AT 6:00 PM

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[YouTube.com/@CityofGenevaNY](https://www.youtube.com/@CityofGenevaNY)

- I. CALL TO ORDER – Mayor Jim Cecere
- II. PLEDGE OF ALLEGIANCE
- III. ROLL CALL
- IV. RESOLUTION – Setting a Public Hearing for the City of Geneva's 2026 Strategic Plan – *Mayor Cecere (p2)*
- V. PRESENTATIONS
 - a. City Manager's Office Briefing – *City Manager Hendrix and Assistant City Manager Youngs (p19)*
 - i. City Manager
 - ii. Recreation
 - iii. Economic Development
 - iv. Facilities
 - v. Code
- VI. DISCUSSION
 - a. City Council Meeting Structure – *Mayor Cecere*
 - b. Comprehensive Plan Overview – *City Manager Hendrix (p23)*
- VII. ADJOURNMENT



GENEVA CITY COUNCIL AGENDA ITEM BRIEFING

To: City Council
From: Mayor Cecere
Meeting Date: March 17, 2026
Item Title: Setting a Public Hearing for the 2026 Strategic Plan

Background

The proposed **City of Geneva City Council Strategic Plan for 2026–2027** establishes a structured framework to guide the Council's legislative priorities, policy direction, and oversight responsibilities over the next two years. The intent of the plan is to move City Council toward a more **disciplined, transparent, and results-oriented governance approach**, with clearly defined priorities and sequencing of major policy initiatives.

The plan was developed through a structured process that included:

- Individual input discussions with City Council members
- Identification of shared policy challenges across wards and constituencies
- A prioritization exercise to evaluate initiatives based on importance and impact
- Organization of initiatives into a **tiered priority structure**
- Development of a **2026 month-by-month strategic action framework**

All members of City Council participated in providing input and perspectives that shaped the final structure of the proposed Strategic Plan.

Following additional review and discussion with City administration and department leadership, the plan has been updated to elevate Infrastructure planning and investment as a Tier 1 priority, alongside housing, budget and finance processes, and downtown economic development. This adjustment reflects the importance of long-term water, sewer, stormwater, and capital infrastructure planning in supporting housing growth, economic development, and environmental stewardship.

At the March 17 City Council meeting, Council will review the proposed Strategic Plan and provide any initial feedback or requested revisions.

The next procedural steps proposed are:

- **March 17 Council Meeting:** Council discussion and review of the proposed Strategic Plan
- **March 28 Town Hall Meeting:** Public hearing on the Strategic Plan
- **April 1 Council Meeting:** Public hearing on the Strategic Plan
- **April 1 Council Meeting:** Consideration of a resolution to adopt the Strategic Plan, pending any substantive issues raised during public comment

Adoption of the Strategic Plan will provide a structured framework for Council work during 2026–2027 and will guide the sequencing of major policy discussions, committee work, and oversight activities.

Alternatives

City Council may consider the following options:

Option 1 – Proceed as Proposed

Review the Strategic Plan at the March 17 meeting and schedule a public hearing for March 28 and April 1, followed by consideration of a resolution to adopt the Strategic Plan.

Option 2 – Request Modifications Prior to Public Hearing

Council may identify areas where additional revisions, clarifications, or adjustments are desired before scheduling the public hearing.

Option 3 – Delay Consideration

Council may elect to defer scheduling a public hearing in order to conduct additional review or discussion of the Strategic Plan prior to moving toward adoption.

The recommended approach is **Option 1**, which allows Council to publicly review the Strategic Plan while still providing an opportunity for community input prior to formal adoption.

Financial Impact

Adoption of the Strategic Plan does not in itself authorize new expenditures or appropriations.

RESOLUTION # 16-2026

SETTING A PUBLIC HEARING FOR THE CITY OF GENEVA'S 2026 STRATEGIC PLAN

WHEREAS, The City of Geneva intends to adopt the 2026 Strategic Plan, and;

WEREAS, for maximum public participation and input on this matter, Council desires to schedule a public hearing that will take place on two separate dates; now, therefore be it

RESOLVED, by the City Council of the City of Geneva, New York that a Public Hearing shall be held by the Geneva City Council on the following dates and times:

- Hearing Date 1: March 28, 2026 at 10:00am
- Hearing Date 2: April 1, 2026 at 7:00pm

and further

RESOLVED, that the March 28, 2026 Public Hearing will be held at the Geneva YMCA, 399 W. William St., Geneva, New York and the April 1, 2026 Public Hearing will be held at City Hall, 47 Castle Street, Geneva, New York, to hear all interested parties regarding the proposed 2026 Strategic Plan; and

RESOLVED, that the public hearing may be adjourned from time to time as necessary to ensure all interested parties have an opportunity to be heard; and further

RESOLVED, that notice of said public hearing shall be posted in accordance with the law.

City of Geneva City Council Strategic Plan (2026–2027)

February 13, 2026 **DRAFT**

I. Executive Summary

Purpose of the Strategic Plan

The City of Geneva City Council Strategic Plan for 2026–2027 establishes a clear, disciplined framework to guide the Council’s legislative, oversight, and policy-setting work over the next two years. The plan is intended to move the Council from reactive decision-making toward a focused, transparent, and results-driven governing approach.

This Strategic Plan is not aspirational in nature. It is a working document designed to:

- Clarify City Council priorities
- Improve coordination between City Council, City staff, and partner agencies
- Strengthen fiscal responsibility and long-term sustainability
- Build public trust through accountability and measurable progress

How We Got Here

This Strategic Plan was developed through a deliberate, inclusive, and Council-driven process.

- **Individual Input Sessions:** Mayor Jim Cecere conducted one-on-one discussions with members of City Council and other key parties to understand the issues each Councilor & other key individuals believe are most critical to Geneva’s future.
- **Identification of Shared Challenges:** While Councilors brought different perspectives and ward-specific concerns, a strong consensus emerged around a core set of shared challenges facing the City, including housing, fiscal sustainability, infrastructure, downtown vitality, governance, and public trust.
- **Prioritization Process:** These shared challenges were evaluated during a structured prioritization session, where initiatives were discussed, scored, and ranked based on importance, urgency, and potential impact.
- **Tiered Framework Development:** The results of this exercise were organized into a **tiered priority structure**, distinguishing between critically important initiatives, very important initiatives, and ongoing or integrated efforts.
- **Action-Oriented Design:** Finally, priorities were sequenced into a **month-by-month Strategic Action Plan for 2026**, ensuring focus, preparation, and disciplined decision-making throughout the year.

This approach ensured that the Strategic Plan reflects **collective ownership by the full governing body**, rather than the agenda of any single individual or committee.

Implementation & Capacity Statement

The City Council recognizes that the City operates with limited administrative and operational staffing, and that departments are concurrently managing capital projects, grant compliance, system modernization, and core service delivery.

The Strategic Plan establishes policy direction and priority sequencing. Implementation timing will be informed by staffing capacity, regulatory obligations, grant deadlines, and fiscal constraints. Not all initiatives are expected to be fully implemented within a single fiscal year; however, Tier 1 priorities will receive primary focus and structured advancement during 2026.

The Council will review implementation progress quarterly to ensure that new initiatives do not compromise core service delivery, capital execution, or fiscal discipline.

Strategic Focus

The Strategic Plan is organized around several overarching themes that reflect City Council's shared priorities:

- Stabilizing and growing Geneva's housing base
- Strengthening fiscal transparency and long-term financial sustainability
- Revitalizing downtown and supporting economic development
- Investing in infrastructure and quality-of-life assets
- Maintaining strong public safety and core city services
- Improving governance, oversight, and accountability
- Advancing inclusion, equity, and community engagement

Each theme is supported by clearly defined priorities, assigned timeframes, and expected deliverables.

Sequencing & Operational Alignment

The Council affirms that strategic priorities must be aligned with existing departmental work programs and externally driven deadlines. Where conflicts emerge between strategic sequencing and operational requirements, Council will evaluate adjustments through transparent discussion.

Priority initiatives may be phased to preserve implementation quality. Tier 1 initiatives remain the primary focus of 2026, and lower-tier initiatives may be deferred if necessary to maintain service stability.

What This Plan Does Differently

This Strategic Plan introduces several important shifts in how City Council conducts its work:

- **Create a calendar prioritizing issues to be addressed**, reducing fragmentation and distraction
- **Clear expectations for preparation** by staff and committees
- **Defined outcomes and deliverables**, not just discussion
- **Built-in accountability**, through measurable progress and structured reporting
- **Flexibility with documentation**, allowing for adjustments while preserving transparency
- **Alignment with current work programs and externally driven deadlines** allows for potential adjustments
- **Phased development of dashboards & reporting tools**, prioritizing core finance and operational metrics first

Clarification on Reporting & Metrics

The Council acknowledges that expanded reporting requirements require staff time for data validation, system configuration, and analysis. The first year of new metrics implementation may serve as a baseline data collection period. Performance targets will be refined once reliable baseline data is established to ensure that benchmarks are realistic and meaningful.

City Council Participation

This Strategic Plan was developed through the direct participation of the Geneva City Council, as well as input from key members of City Hall. All members contributed input, perspective, and prioritization that shaped the strategic themes, tiered initiatives, and 2026 action framework outlined in this document.

The following elected officials participated in the development of the 2026–2027 City Council Strategic Plan:

- **Jim Cecere**, Mayor
- **Ahmad Whitfield**, Councilor at Large
- **John Brennan**, Councilor at Large
- **Chris Lavin**, Councilor, 1st Ward
- **Ben Gummoe**, Councilor, 2nd Ward
- **Pat Grimaldi**, Councilor, 3rd Ward
- **Peter Gillotte**, Councilor, 4th Ward
- **James Petropolous**, Councilor, 5th Ward
- **Jamie Kaim**, Councilor, 6th Ward

Each member provided substantive input and participated in the prioritization process that produced this Strategic Plan.

Moving Forward

The success of this Strategic Plan depends on consistent follow-through and shared commitment. It requires:

- Adherence by City Council to the adopted priorities and monthly focus
- Timely and thorough preparation by City staff and advisory committees
- Honest evaluation of progress, trade-offs, and outcomes
- Clear and ongoing communication with residents about goals and results

If implemented as intended, this Strategic Plan will position the City of Geneva to make measurable progress on housing stability, fiscal discipline, downtown revitalization, infrastructure investment, and public trust. This will lay a strong foundation for 2026 and beyond.

II. 2026 Strategic Priorities *(From the Prioritization Session)*

Council priorities were ranked and grouped into three tiers based on combined scores.

TIER 1: Critically Important (Primary 2026 Focus)

These items will receive the greatest time, staffing, and policy attention in 2026.

1. Housing & Development (Highest Priority)

Why it matters: Housing stability underpins population growth, neighborhood health, affordability, and tax base sustainability.

2026 focus areas

- Homeownership incentives and pathways
- Zoning clarity and predictability
- Rental property accountability and licensing
- Vacant and blighted property enforcement

Target 2026 outcomes

- A clear and publicly adopted housing strategy guiding City policy and investment.
- Increase in primary home ownership rates
- Increase in market-rate housing stock
- Expanded pathways to homeownership, particularly for first-time and moderate-income buyers.
- Consistent accountability and standards for rental properties.
- Systematic reduction of vacant and blighted properties.
- Zoning rules that are clear, predictable, and aligned with housing goals.
- Visible improvement in neighborhood conditions citywide.

Implementation Phasing

Comprehensive housing reform—including rental licensing frameworks, zoning adjustments, enforcement expansion, and incentive program development—may require phased implementation beyond 2026.

Adoption of a housing strategy in 2026 establishes direction and framework. Program rollout and regulatory implementation may extend into 2027 based on legal review, staffing capacity, and fiscal considerations.

Tier 1 housing priorities remain a primary focus of 2026.

Primary launch period: April 2026

2. Budget & Finance Process

Why it matters: Council identified the need for greater transparency, predictability, and discipline in financial decision-making.

2026 focus areas

- Full understanding of cash position and debt obligations
- A clearer annual budget development process
- Creation or enhancement of a Capital Improvement Plan (CIP)
- Waste reduction and prioritization discipline
- Review of current healthcare & benefit costs

Key 2026 outcomes

- A shared Council understanding of the City's cash position, debt profile, and long-term obligations.
- Creation of a debt strategy
- A defined, repeatable, and transparent annual budget development process.
- Adoption and active use of a Capital Improvement Plan (CIP).
- Budget decisions explicitly aligned with Council's strategic priorities.
- Grant strategy
- Tax reduction plan
- Improved public understanding and confidence in the City's budget.

Primary work periods

- January-April (financial baseline)
- April (budget presentation & process review)
- September–November (budget development and adoption)

Financial Planning Approach & Implementation

Financial figures discussed during early framework sessions are planning-level estimates and may change based on updated pricing, procurement outcomes, and fiscal modeling.

Development of a Five-Year Financial Plan, Capital Improvement Plan, debt strategy, grant strategy, and tax policy framework may require sequencing across 2026–2027. The Council will prioritize foundational financial transparency and CIP framework development during 2026.

3. Downtown & Economic Development

Why it matters: Vacancy, underutilized buildings, and fragmented economic development structures undermine confidence and growth.

2026 focus areas

- Zero-based review of economic development entities (BID, LDC, IDA, City office)
- Downtown vacancy and activation strategies
- Events, partnerships, and corridor vitality
- Stronger coordination with HWS and nonprofits
- Maximize the impact of the visitor economy

Key 2026 outcomes

- Clear roles, goals, and accountability for economic development agencies.
- Reduction in vacant storefronts and underutilized downtown properties.
- Increased downtown activity through events, partnerships, and placemaking.
- Adoption of a visitor economy strategy.
- Strong collaboration between the City, BID, LDC, IDA, nonprofits, and HWS.
- Improved perception of downtown among residents and visitors.
- Should it be determined and adopted by Council and any corresponding agencies, an implementation plan will be outlined which may extend through 2027

Primary work periods

- February and August 2026

4. Infrastructure

- Long-term water, sewer, and stormwater planning
- Integrate watershed protection and stormwater resilience into capital planning
- Continue to support Shade Tree and Public Works efforts in maintaining and expanding the urban forest
- Encourage collaboration with environmental partners on lake protection and water quality initiatives
- Evaluate opportunities within the Castle Creek corridor for improved environmental design, including potential daylighting feasibility and pedestrian connectivity enhancements
- Grant readiness and capital sequencing
Primary months: April–June 2026

Key 2026 Target Outcomes:

- Adoption of a long-term strategy for water, sewer, and stormwater systems.
 - Stormwater and watershed considerations are integrated into infrastructure design decisions
- Clearly sequenced and financially realistic infrastructure priorities.
- Coordinated pursuit of state and federal infrastructure grants.
- Prioritized sidewalk, street, and drainage improvements.
- Infrastructure investments aligned with housing and economic development goals.
- Urban forest maintenance and planting programs remain stable or strengthened
- Formal coordination with environmental stakeholders, including local environmental leadership, on lake and creek-related initiatives
- Preliminary feasibility review of environmental design enhancements along the Castle Creek corridor

Capital Delivery Safeguard

Infrastructure strategy development will be coordinated with existing capital delivery schedules and grant compliance requirements.

The Council recognizes that mid-year expansion of capital scope may affect contractor timelines and funding benchmarks. Strategic infrastructure priorities will be sequenced to preserve execution quality.

TIER 2: Very Important (Major Policy Work in 2026)

These areas receive structured attention once Tier 1 foundations are established.

5. Recreation & Youth Opportunities

- Ice rink future and cost containment
 - Youth programming and workforce pathways
 - Park utilization and partnerships
- Primary month:** April 2026

Key 2026 Target Outcomes

- A clear decision or long-term plan for the future of the ice rink.
- Expanded or better-coordinated youth programming.
- Increased utilization of City parks and recreational facilities.
- Partnerships that leverage City assets without increasing long-term costs.
- Recreation investments aligned with community needs and fiscal capacity.

6. Public Safety

- Police and fire needs assessment
 - Role of DPW and code enforcement
 - Traffic calming and infrastructure safety
- Primary month:** May 2026

Key 2026 Target Outcomes

- A shared understanding of the roles and needs of police, fire, DPW, and code enforcement.
- Clearly documented staffing, equipment, and facility needs.
- Systematic approach to traffic calming and street safety.
- Code enforcement aligned with neighborhood stability and housing goals.
- Sustained or improved resident confidence in public safety services.

Operational Impact Analysis Requirement

Any proposed structural changes to public safety services, including shared service restructuring or reassignment of specialized functions, will require a formal operational and fiscal impact analysis prior to implementation.

Such analysis will address:

- Staffing implications
- Recruitment and retention considerations

- Service continuity risks
- Regulatory compliance
- Fiscal sustainability

Needs assessments are evaluative and advisory unless otherwise directed by formal Council action.

7. Governance & Oversight

- Council–staff roles and accountability
- KPIs, dashboards, and metrics
- Boards and commissions review
- Ethics code, charter review, and comprehensive plan alignment
Primary focus: Q1–Q2 2026

Key 2026 Target Outcomes

- Clear definition of roles and responsibilities between Council and City staff.
- Review and alignment of boards and commissions with City priorities.
- Adoption and use of dashboards or performance tracking tools.
- Updated and consistently applied ethics standards.
- Efficient, focused, and policy-oriented Council meetings.

Governance Sequencing

Administrative improvements, dashboard development, and board reviews will be prioritized in 2026.

Structural charter changes and broader governance reforms may extend into 2027 to ensure proper legal review, public engagement, and orderly transition.

8. Shared Services & Efficiency

- Inter-municipal collaboration
- Cost reduction without service loss
- Institutional partnerships
Primary month: May 2026

Key 2026 Target Outcomes

- Identification and evaluation of opportunities for shared services.
- Expansion of inter-municipal and institutional partnerships where cost-effective.
- Maintenance or improvement of service quality while containing costs.
- Reduction of duplicative services and processes.

TIER 3: Important, Integrated Work

These priorities are woven into 2026 work rather than standing alone.

9. Comprehensive Plan Update

- Launch Q1 2026

Key 2026 Target Outcomes

- Launch and continued advancement of the Comprehensive Plan update.
- Broad and inclusive community engagement throughout the process.
- Alignment of Comprehensive Plan recommendations with Council priorities.
- Use of the Comprehensive Plan as a living policy reference.

Multi-Phase Approach

The Comprehensive Plan update is a multi-phase process that may span multiple fiscal years. 2026 milestones may include launch, community engagement, data gathering, and draft framework development rather than final adoption.

10. Charter Review

- Committee formation and scope definition
- Primary work beginning May 2026

Key 2026 Target Outcomes

- Establishment of a Charter Review Committee with clear scope and timeline.
- Identification and evaluation of priority governance issues.
- Delivery of actionable modernization recommendations to Council.
- Transparent and accessible public review process.

11. Inclusion & Equity Initiatives

- Reestablish Human Rights Commission
- Ward-level communication and town halls
- Integrated throughout 2026

Key 2026 Target Outcomes

- Reestablishment and activation of the Human Rights Commission.
- Improved communication and engagement across all wards.
- Accessible and inclusive public participation opportunities.

- Consideration of equity impacts in City policies and decisions.

Workforce Alignment

Performance accountability systems will be paired with employee development, succession planning, and retention strategies to strengthen institutional continuity and workforce stability.

III. 2026 Month-by-Month Council Work Plan (Condensed)

The month-by-month schedule represents intended focus sequencing, not a rigid execution guarantee. Adjustments may occur due to grant deadlines, procurement timelines, emergency operational demands, or staffing constraints.

Tier 1 initiatives will retain primacy in sequencing decisions.



City Manager's Office Overview

City Manager: Amie Hendrix ahendrix@cityofgenevany.gov

Department Overview:

The City Manager's Office provides executive leadership and coordination across the organization to ensure that City services, programs, and initiatives align with the policy direction established by the Geneva City Council. In Geneva's Council-Manager form of government, the City Council sets community priorities and adopts policies, and the City Manager is responsible for implementing those decisions through the day-to-day administration of City operations.

The City Manager oversees the preparation and administration of the City's annual budget, supports the City Council in legislative and policy matters, and works with department leaders to deliver services that meet the needs of residents, businesses, and visitors.

The City Manager provides direct oversight of all City departments, with the exception of the City Clerk, who reports directly to the City Council. The Assistant City Manager supports this work and provides operational leadership for several key service areas, including Recreation, Economic Development, Community Development, Planning and Zoning, Code Enforcement, and Facilities.

Together, the City Manager and Assistant City Manager help coordinate projects, manage resources, and ensure that departments are working collaboratively to advance the City's strategic priorities.

Number of Staff: The City Manager's Office operates with a lean administrative structure consisting of two full-time leadership positions and shared administrative support.

The office includes:

- City Manager
- Assistant City Manager
- Administrative support (2 – 3 hours per week)

While the central administrative team is small, the office provides leadership and oversight for all operational divisions across the organization. The Assistant City Manager directly supervises functions related to Recreation, Economic Development, Planning and Zoning, Code Enforcement, and Facilities, working closely with staff responsible for delivering these services.

Within the Recreation and Economic Development division, the team includes:

- Community Vitality Coordinator
- Grant Coordinator
- Recreation Maintenance Worker

- Recreation Supervisor
- Special Events Coordinator

These staff members support programs, events, economic initiatives, and grant-funded projects that contribute to Geneva's quality of life and economic vitality.

In 2026, the City Manager's Office was reorganized to bring together economic and community development functions alongside recreation, facilities, planning, zoning, and code enforcement into one space. Rather than increasing staff levels, the City reconfigured leadership roles to improve coordination and efficiency.

This organizational alignment allows related functions community development, economic vitality, recreation programming, and planning to work more closely together. The goal is to streamline decision-making, operate efficiently, and better position the City to respond to community needs while maintaining a lean organizational structure. The key leadership positions in this reorganization were filled in February 2026.

One thing most people don't know about the City Manager's Office: One thing many people may not realize is that the City Manager's Office serves as the bridge between policy decisions and the services residents experience every day.

While the City Council establishes priorities and policies, the City Manager works with City staff to translate those decisions into action creating and overseeing the adopted budget, coordinating projects across departments, supporting staff, and ensuring services run smoothly.

Much of this work happens behind the scenes. It involves bringing departments together, solving operational challenges, managing resources responsibly, and making sure the organization is working effectively to deliver reliable services to the community.

2026 Work Program Goals: By December 31, 2026, deliver a transparent and community-informed 2027 budget, maintain compliance and oversight for 100% of active grants, advance at least one shared service or regional collaboration initiatives, and implement organizational improvements that support sustainability, economic vitality, and infrastructure planning.

- **2027 Budget and Financial Planning**

Lead a transparent, community-informed budget development process that begins with clear council priority setting in April 2026 and ends with an adopted budget by November 1, 2026. The City Manager's Budget will be delivered no later than September 15, 2026.

- **Shared Services and Regional Planning**

Expand shared service agreements to improve efficiency and regional coordination. Following a Q1 shared services meeting of the Fire Departments coordinate with the leadership entities to discuss further initiatives.

- **Organizational Excellence and Communications**

Strengthening internal operations through employee engagement and improving external communications and outreach. Expand community engagement activities beginning in Q2 including a partnership with the library.

- **Sustainability Initiatives**

Review the Resource Recovery Park model and advance Climate Smart Communities efforts in partnership with stakeholders.

- **Economic Vitality Initiatives**
Support business recruitment, retention, and expansion to strengthen the local economy.
- **Infrastructure and Capital Planning**
Advance long-term infrastructure and capital improvement planning.
- **Staff Development and Organizational Alignment**
Invest in employee growth and align organizational structures to support service excellence.
- **Grant Administration and Management**
Administer and account for existing grants and onboard newly awarded grants in 2026. Bring in annual grant awards of at least \$3M.

Performance Indicator	Measure	2026 Target	Monitoring Date
Budget Process	2027 budget delivered	On time	Annual
Grants Managed	Active grants in compliance	100%	Quarterly
Shared Services	New/expanded agreements	≥ 1	Annual
Communications	Public updates issued	Quarterly cadence	Quarterly

Annual Metrics	2023	2024	2025
Cumulative Amount of Grant Revenue Awarded Annually	\$438,600	\$3,550,933.00	\$3,070,202.24
% of Performance Evaluations Completed for Department Heads	-	100%	100%
% of Open Contracts Ratified	0%	50%	83%

2026 Recreation, Community and Economic Development Work Program Goals: By December 31, 2026, advance at least three priority initiatives supporting recreation access, economic development, and long-term planning, including completion of Comprehensive Plan update milestones, increased Farmers Market participation, and establishment of a recreation fund for recreation facilities.

- **Farmer’s Market Services Enhancement**
Strengthen the Farmers Market as a regional destination, small business incubator, access point for local food, and community-building amenity.
- **Comprehensive Plan and DRI 2027 Preparation**
Advance long-term planning and economic development by initiating updates to the Comprehensive Plan and preparing engagement strategies, project concepts, and competitive materials for a Downtown Revitalization Initiative (DRI) 2027 application.
- **Economic Development Administration**
Support City grant activities and provide contracted services to the IDA and LDC to ensure coordinated and effective economic development efforts.
- **Recreation Advisory Board Reestablishment**
Re-establish a fully seated and engaged Recreation Advisory Board to identify community needs, advise on long-range planning, and support budget advocacy for recreation programs and facilities.

- Recreation Complex Financial Sustainability**
 Develop a sustainable funding framework to support the long-term financial health, maintenance, and community value of the Recreation Complex.
- Equitable Access to Recreation Services**
 Improve scheduling, access, and facility availability to ensure equitable recreation opportunities for all community members.
- Strengthen Recreation Programming**
 Expand events, diversify programming, and increase park utilization to enhance community engagement and quality of life.
- Recreation Fund Development** *(Joint with Finance)*
 Design and implement a Recreation Fund with the long-term objective of transitioning toward an enterprise fund model to support operations and capital investments.

Performance Indicator	Measure	2026 Target	Monitoring Date
Recreation Funding	Recreation Fund framework	Adopted	Q4
Program Reach	Recreation events/programs	+15% offerings	Annual
Comprehensive Plan	Update milestones completed	≥ 3 milestones	Quarterly

Annual Metrics	2023	2024	2025
Number of businesses opened Downtown	No Data	11	8
Value of city property sold to return to taxable use	\$0	\$281,000	\$105,000
Number of vendors at farmer's market (Note we are capped at under 40 per week due to space)	72 total, 26 average week	95 total, 37 average week	97 total, 36 average a week
Number of Rink Passes Sold	312	394	404
Number of Youth in Summer Camp	39 avg/per week over 6 weeks	50 avg/per week over 6 weeks	30 avg/per week over 6 weeks
Number of Days per year Rink complex is in use annually*	266	301	306

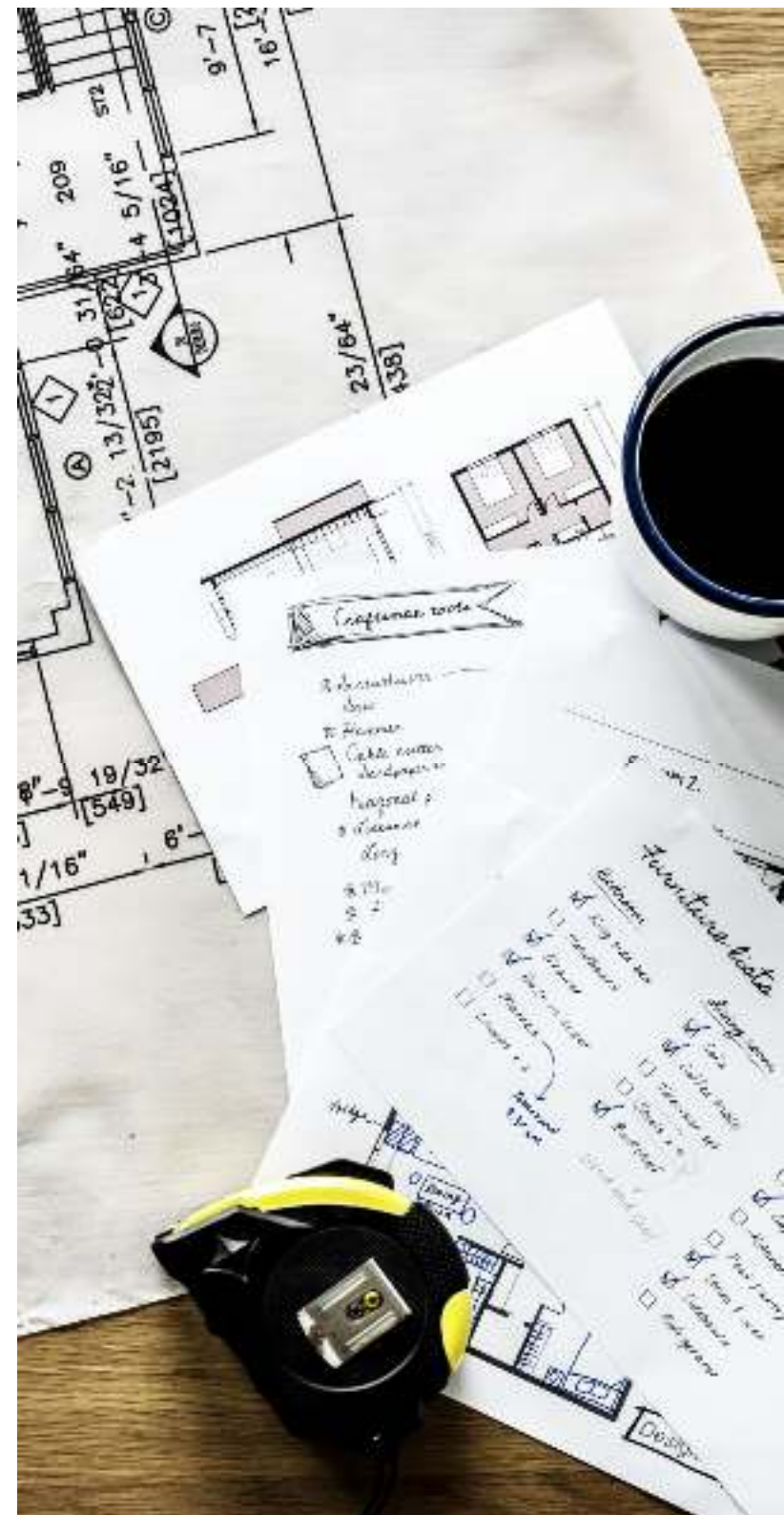
*Rink operations occur April – May



UNDERSTANDING THE COMPREHENSIVE PLAN

WHAT A COMPREHENSIVE PLAN IS NOT

- Not a zoning law
- Not a building code
- Not a strategic plan
- Not a capital project list
- Not a guarantee that projects will happen
- Not a short-term action plan



PURPOSE OF A COMPREHENSIVE PLAN

- Coordinate development
- Protect natural and historic resources
- Plan infrastructure and services
- Encourage economic development
- Improve quality of life

GENEVA'S 2016 COMPREHENSIVE PLAN

[HTTPS://WWW.CITYOFGENEVANY.GOV/227/CITY-OF-GENEVAS-COMPREHENSIVE-PLAN](https://www.cityofgenevany.gov/227/city-of-genevas-comprehensive-plan)



Developed to guide long-term growth and investment



Defines community values and vision



Establishes planning principles



Identifies priorities and implementation steps

STRUCTURE OF THE 2016 PLAN



PART 1 – VISION
AND PRIORITIES



COMMUNITY
VALUES AND
VISION



PLANNING
PRINCIPLES



STRATEGIC
PRIORITIES



PART 2 –
ANALYSIS AND
ENGAGEMENT



COMMUNITY
ASSESSMENT



MARKET AND
LAND USE
ANALYSIS

STEERING COMMITTEE GUIDED THE PROCESS



DATA AND MARKET ANALYSIS



PUBLIC ENGAGEMENT AND MEETINGS



COMMUNITY VISION AND PRINCIPLES
DEVELOPED

HOW THE 2016 PLAN WAS CREATED

TYPICAL COMPREHENSIVE PLAN PROCESS



REVIEW &
IDENTIFY ISSUES



SET GOALS
AND VISION



COLLECT AND
ANALYZE DATA



DEVELOP
STRATEGIES



PUBLIC REVIEW



ADOPT THE
PLAN



IMPLEMENT
AND MONITOR

DEVELOPING THE NEW PLAN



REVIEW
PROGRESS SINCE
2016



COMMUNITY
ENGAGEMENT
AND FEEDBACK



UPDATED DATA
AND ANALYSIS



REVISED VISION
AND PRIORITIES



DRAFT REVIEW
AND ADOPTION



A comprehensive plan guides long-term city development



It provides a vision and policy framework for all



It does not regulate development directly



Geneva's new plan builds on the 2016 planning process and is supported financially with grant funding from NYS (See Handout)

KEY TAKEAWAYS AND NEXT STEPS