

CITY OF CORTLAND, NEW YORK

MISSION STATEMENT

CORTLAND: The Heart of Central New York is Dedicated to Providing Efficient Services that Ensure a Safe Community, Promote Pride in Neighborhoods, and Foster Sustainable Growth.

CITY OF CORTLAND'S COMMON COUNCIL

CORE VALUES

Accountability - We are responsible for our own behavior and actions. The responsibility for providing service starts with each employee. We value decisions and actions which are based on factual information and logical and realistic thinking.

Resident Satisfaction - We believe that residents deserve service that is provided in a timely and thorough manner. We place a high value on following up and following through to completion with plans, projects, programs, and to inquiries and service requests from City residents, visitors, and fellow employees.

Communication - We value and expect the open and honest sharing of ideas, concerns, and problems at all levels of City government. Quality resident service requires a free-flowing exchange of information and the clear and effective written and oral expression and presentation of ideas and factual information throughout City government and with City residents.

Compassion - We believe that the concerns of City residents and employees are important. We believe it is important to listen carefully to others to fully understand their views before making decisions or conclusions, to appreciate and be sensitive to the feelings and needs of others, and to measure City own impacts on others. We will have respect and consideration for one another even if we disagree

Consistency - We strongly value fair and equal implementation of City services and policies to City residents of all ages, genders, cultural, and socioeconomic groups. We believe City policies and procedures should be enforced in a fair and equitable manner throughout City organization and community.

Creativity - We value and reward new and improved ways to provide quality resident service. We applaud critical thinking and suggestions for improvement in programs and services from all people who are involved with providing and supporting City services - elected and appointed officials, employees, residents, and suppliers. We believe that the best ideas surface when City employees, boards and commissions, and residents are encouraged to generate new ideas and create new opportunities in a risk-free environment, and those ideas are acknowledged.

Empowerment - We believe employees should be provided sufficient freedom to creatively and effectively make decisions necessary to resolve issues and improve resident services. We value motivation, initiative, and taking action to provide the highest quality of resident service, in a risk-free environment.

Honesty - We value people who are honorable in principles, intentions, and actions, and who are ethical and fair. We value truthfulness and credibility.

Professionalism - We value education, training, and personal attitudes that support the development, maintenance, and advancement of a competent resident-friendly oriented work force.

Self-Initiative - We value employees who take action to resolve issues and resident service problems in a proactive manner. We believe that all City employees, with their individual work styles and perspectives, are important resources for identifying and providing solutions, and performing and improving resident services.

Teamwork - We are all part of the same team with the same goals and objectives. We shall accept and work towards those goals as part of the team even though we may not personally agree with every aspect. We shall accept and collaborate with other members of a team regardless of our personal feelings toward them.

Vision - We have a responsibility to positively affect the future for City residents by what we do today. We value planning for our tomorrows to make a better community for those who follow us.

CITY OF CORTLAND'S 2012-2013 GOALS AND OBJECTIVES

GOAL: Promote Livable Neighborhoods—Ensure a balanced mix of housing options that meet the diverse requirements of the City that promotes stable neighborhoods and ownership investment while accommodating College related needs and housing needs of special populations.

OBJECTIVES:

- Strong, Effective Home Owner and Neighborhood Associations Maintaining and Investing in Common Areas, Streetscapes and Public Spaces: Older Commercial Areas Redeveloped and Reused
- Emphasis on Home-Ownership and Home Maintenance
- Renovated, Modernized and Well-Maintained Older Housing Stock
- Develop policies for specific incentives for residential in-fill in blighted areas
- Well-Maintained, Replaced and Up-to-Date Neighborhood Infrastructure
- Protecting the Identity and Integrity of Neighborhoods
- Infill Consistent with Neighborhood Character
- Ensure that code enforcement efforts focus on efforts to help maintain neighborhoods and improve visual standards
- Residents Involved in and Taking Responsibility for Making the Neighborhood a Great Place to Live and Call Home
- Top Quality Community and Neighborhood Parks with Active and Passive Areas

GOAL: Promote Economic Development—Provide economic development to satisfy the needs of the community, including retail development and diverse job opportunities, and to assist in the fiscal stability of the City.

OBJECTIVES:

- Increase the retail shopping mix to meet community demand
- Pursue economic development that balances the pursuit of new net revenue with maintaining and enhancing the community's unique character and protects its natural resources and environment
- Develop a business attraction program to attract higher paid employment opportunities that will provide stable economic growth for the community
- Encourage business retention and expansion through programs which collaborate with local organizations, the State, schools, and colleges to provide technical assistance, employee training resources, and financial assistance
- Reduce need for increases in taxes through increased economic activity
- Pursue opportunities to promote Cortland as a destination for visitors
- Support the downtown as a vital commercial center and reduce potential for blight in the downtown core
- Provide residential uses in the downtown core, with emphasis on owner-occupied condominiums
- Promote the downtown as the vibrant social center for the community
- Address downtown parking needs by developing a comprehensive plan in cooperation with public and private downtown interests which addresses joint use and other creative methods to integrate parking downtown

GOAL: Promote the Image of Cortland—Improve and maintain the visual appearance and livability of the City

OBJECTIVES:

- Institute a campaign against littering and encourage public participation in volunteer efforts
- Create landscaped gateways and arterial roads. Improve entries points to Interstate 81 landscape standards. Promote, encourage and support neighborhood landscaping and garden creation
- Continue efforts to enhance the City’s urban forest by promoting the planting, proper care and maintenance of trees throughout the City
- Direct the City resources in such manners that promotes the image of the City as a well maintained and cared for place where residents are proud to live and work
- Facilitate development and encourage capital investments towards cultural and recreational facilities, including the use of grants, contributions, in-kind services and other unique or appropriate one-time funding sources which may become available.

GOAL: Efficient Government—Ensure fiscal stability to meet short and long-term needs of the community, without reliance on increases in property tax rates

OBJECTIVES:

- To incorporate best practices from the public and private sectors as an element of conducting business
- To prudently govern all areas of discretionary spending, including personnel, benefit and pension costs, so that funds to provide services can be balanced with the need to attract and retain quality personnel
- To conservatively govern the financial operations of the City, so that long-term liabilities are controlled as best as practicable for the benefit of the taxpayer
- To preserve General Fund resources for the core services of the City
- To adopt and adhere to comprehensive operating and budgetary fiscal policies

- To respect the residents and businesses of the City by keeping tax rates, fees and assessments as low as possible while still providing quality services that meet the needs of all that live and work within the City

GOAL: Communication and coordination—Promote enhance opportunities for dialogue and communication with Cortland residents and stakeholders through enhanced partnerships with residents, businesses, and with other public entities in the community and through support of expanded volunteer opportunities and efforts

OBJECTIVES:

- Collaborate with local and regional economic development organizations to cooperatively promote employment opportunities and retention
- Enhance communication and partnerships with citizens, local public agencies, and businesses
- Support community, civic and volunteer organizations in their efforts to expand their capacity
- Enhance participation opportunities for the Cortland in developing the City's budget and long-term financial strategies
- Support work in the community to engage with cultural and ethnic minority communities
- Establish a "leadership academy" to build citizen awareness of Cortland's history, government, neighborhoods and community partners
- Adopt amendments to the City's development regulations to make the permit process more timely, clear and predictable, e.g., administrative design review, planned actions, subarea plans, and other appropriate planning tools.
- Provide a business-friendly environment that attracts and retains both large and small businesses

GOAL: Demographics-- Adapt to changes in the demographics of the City population so that all residents of the City are fully included in their community and the cost to provide City services are shared equitably.

OBJECTIVES:

- Implement a system that tracks changes in the demographics of the City's populations and predicts future trends.
- Engage in discussions with Community health organizations, civic organizations, School and County government to develop programs that meet the needs of all residents.
- Structure the delivery of City services in such a manner that are responsive to the changing needs of the City's population
- Develop a long-range financial model that reflects anticipated changes in demographics