



BRIEFING MEMORANDUM

TO: Members, CLDC Board of Directors

FROM: Matt Horn, MRB Group

RE: Strategic Priorities, Canandaigua Local Development Corporation

Date: March 23, 2023

The Canandaigua Local Development Corporation was chartered by the City and Town of Canandaigua and the Canandaigua Area Chamber of Commerce to support tax base diversification, economic growth for the community and its residents, and placemaking to ensure a high quality of life for the Canandaigua community.

In furtherance of this charge, the CLDC Board of Directors established a mission statement, vision statement, and regularly sets a series of strategic imperatives to serve as guideposts toward effective delivery of our charge.

Vision Statement

The organizational vision statement is an indicator of the ideal state of the economic conditions in Canandaigua 15 to 20 years into the future. It is designed to be both authentic and aspirational. The inaugural Board of Directors unanimously adopted the vision statement for the CLDC as follows:

“A community that offers quality living, meaningful work, and a vibrant culture to all.”

Mission Statement

The organizational mission statement describes our purpose and communicates our operational intentions to internal and external stakeholders. The Board of Directors adopted the following mission statement for the CLDC:

“To unlock economic opportunities in Canandaigua and steward investment in order to foster an inclusive, vibrant, and sustainable community.”

Strategic Imperatives and Progress – FY2022

Strategic imperatives are those operational milestones that must be achieved to realize our vision. For FY2022, the Board developed the following imperatives, and achieved associated progress as follows:

- Engage in and support activities that promote a seasonal balance in tourism by building upon events occurring outside of the summer months.
 - Progress: The Board established a sub-committee on winter tourism, and met regularly to identify opportunities to support expanded visitation.
 - Progress: The Board developed a collaboration with the Winter in Canandaigua Committee to support a marketing initiative to draw tourists to the community in winter months.
 - Progress: The Board allocated \$10,000 to Winter in Canandaigua to assist the marketing initiative.
 - Progress: Winter in Canandaigua launched a website, social media campaign, and a series of winter events to draw tourists to the community.

- Identify and work to remedy infrastructure impediments to economic development, inclusive of water, wastewater, power, natural gas, and broadband for the corridor from Akoustis to the Lakefront.
 - Progress: The Board established a sub-committee on infrastructure to identify impediments.
 - Progress: The sub-committee reviewed data on water and wastewater, and interviewed providers of electric and natural gas to understand capacity constraints.
 - Progress: The Board established a collaboration with the Ontario County Industrial Development Agency to convene regional stakeholders, assess development data, and identify gaps and future needs in the areas of water and wastewater.

- Progress: The County is prepared to launch a formal study to determine alternatives in support of expanded water and wastewater capacity in eastern Ontario County.
- Identify and support securing of funding opportunities necessary to execute projects identified in the Lakefront and Uptown Active Transportation Plans.
 - Progress: The Board established a sub-committee on Capital Improvement Planning.
 - Progress: The sub-committee met regularly to review existing area plans and prioritize capital projects for funding support.
 - Progress: The Board facilitated the development of a Downtown Revitalization Initiative application, which advanced elements of the Lakefront Active Transportation Plan.
 - Progress: The Board facilitated the development of a Wayfinding and Parking Study to determine opportunities to improve signage and parking along the corridor. The study will be used in pursuit of future grant funding.
- Review and update bylaws, and propose changes to organizational members.
 - Progress: The Board convened a sub-committee to develop bylaw amendment proposals.
 - Progress: The sub-committee completed its work and advanced bylaw amendments to the full Board for endorsement.
 - Progress: The full Board reviewed amendments and endorsed for consideration by organizational members.
 - Progress: All organizational members completed a review. Amendments did not receive the required support.

Strategy Forward – FY2023

Building upon the strategy development work built in 2022 in partnership with the City Council and Town Board, the LDC Board has identified the following priorities for 2023:

- Engage in and support activities that promote a seasonal balance in tourism by building upon events occurring outside of the summer months.
- Identify and work to remedy infrastructure impediments to economic development, inclusive of water, wastewater, power, natural gas, and broadband for the corridor from Akoustis to the Lakefront.

- Identify and support securing of funding opportunities necessary to execute quality of life improvements identified in the Lakefront and Uptown Active Transportation Plans, as well as other improvements that will enhance quality of life in Canandaigua.
- Build and reinforce organizational infrastructure necessary to improve engagement and communications with key stakeholders, including, but not limited to the City Council, Town Board, the Chamber of Commerce Board of Directors, and County economic development agencies.

For 2023, the LDC Board is seeking action from the City Council and Town Board to affirm or modify the mission, vision, and strategic priorities.