State of the City

Geneva City Council Planning Retreat
Session 1
January 28, 2016
Retreat Agenda Overview

• Session 2: Friday
  – Achieving Unity of Vision
    • The Golden Circle
    • Evaluating Mission, Vision, and Strategic Imperatives
  – 2016 Work Planning
    • Organizational Framework and Staffing
    • 2016 Capital Program
Retreat Agenda Overview

• Session 3: Saturday
  – 2016 Work Planning
    • Economic Development Strategy
    • Housing Strategy
    • Events Center Operations
    • Ethics and Council Operations

- Uniquely Urban -
## Major Revenues

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Budget</th>
<th>YTD Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>$6,647,881</td>
<td>$6,635,907</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>$3,050,000</td>
<td>$2,833,590</td>
</tr>
<tr>
<td>Occupancy Tax</td>
<td>$200,000</td>
<td>$157,905</td>
</tr>
<tr>
<td>Penalties</td>
<td>$160,000</td>
<td>$143,743</td>
</tr>
<tr>
<td>State Aid</td>
<td>$2,050,613</td>
<td>$2,026,497</td>
</tr>
<tr>
<td>Chips</td>
<td>$275,473</td>
<td>$303,413</td>
</tr>
<tr>
<td>PILOTs</td>
<td>$660,563</td>
<td>$656,214</td>
</tr>
</tbody>
</table>

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# Significant Revenue Variances

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Budget</th>
<th>YTD Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insurance Recoveries</td>
<td>$150,000</td>
<td>$18,139</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$200,000</td>
<td>$74,597</td>
</tr>
<tr>
<td>Building Permits</td>
<td>$80,000</td>
<td>$60,929</td>
</tr>
</tbody>
</table>

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Anticipated Revenues

• Fourth quarter revenues for Sales Tax, Occupancy Tax, Gross Receipts and Franchise Fees have not yet been booked to 2015 accounts.

• Based on prior year projections, we are expecting $430,000 in additional revenue.
Expenses by Dept.

<table>
<thead>
<tr>
<th>Department</th>
<th>Budget</th>
<th>YTD Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Council</td>
<td>$51,000</td>
<td>$51,679</td>
</tr>
<tr>
<td>City Clerk</td>
<td>$117,738</td>
<td>$116,951</td>
</tr>
<tr>
<td>City Manager</td>
<td>$240,238</td>
<td>$239,373</td>
</tr>
<tr>
<td>City Attorney</td>
<td>$142,541</td>
<td>$124,646</td>
</tr>
<tr>
<td>Finance</td>
<td>$414,501</td>
<td>$449,217</td>
</tr>
<tr>
<td>Police</td>
<td>$3,342,144</td>
<td>$3,251,735</td>
</tr>
<tr>
<td>Fire</td>
<td>$2,098,220</td>
<td>$2,124,968</td>
</tr>
<tr>
<td>ONI</td>
<td>$267,922</td>
<td>$239,008</td>
</tr>
<tr>
<td>Recreation</td>
<td>$358,369</td>
<td>$348,173</td>
</tr>
<tr>
<td>Econ. Dev.</td>
<td>$129,500</td>
<td>$137,120</td>
</tr>
<tr>
<td>Public Works</td>
<td>$1,762,717</td>
<td>$1,708,203</td>
</tr>
<tr>
<td>IT</td>
<td>$303,667</td>
<td>$271,871</td>
</tr>
</tbody>
</table>

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## Other Expenses

<table>
<thead>
<tr>
<th>Department</th>
<th>Budget</th>
<th>YTD Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Miscellaneous</td>
<td>$694,305</td>
<td>$674,309</td>
</tr>
<tr>
<td>Human Rights</td>
<td>$4,250</td>
<td>$945</td>
</tr>
<tr>
<td>Debt</td>
<td>$1,887,859</td>
<td>$1,861,360</td>
</tr>
<tr>
<td>Retirement</td>
<td>$1,560,166</td>
<td>$1,463,698</td>
</tr>
<tr>
<td>Health Ins &amp; SS</td>
<td>$2,367,535</td>
<td>$2,352,439</td>
</tr>
</tbody>
</table>

- Uniquely Urban -
## Significant Expenditure Variances

<table>
<thead>
<tr>
<th>Line Item</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>($36,216)</td>
</tr>
<tr>
<td>Fire</td>
<td>($31,385)</td>
</tr>
</tbody>
</table>

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Anticipated Expenditures

• Minor accounts payable items will be addressed as part of year-end closeout. Staff is not anticipating any other significant year-end costs.
Fund Balance Analysis

Unrestricted (Close 2014): $1,211,959
Add/Deduct 2015*: $97,469
New Balance: $1,309,428
Target: $1,597,385

*Unaudited

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Water Fund Overview

Revenues to Date: $3,166,862
Expenses to Date: $3,417,544
Deficit: $250,682
## Major Revenues

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Budget</th>
<th>YTD Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratepayer Revenue</td>
<td>$3,061,759</td>
<td>$2,998,501</td>
</tr>
<tr>
<td>Water Bill Penalty</td>
<td>$100,000</td>
<td>$78,280</td>
</tr>
</tbody>
</table>

- Uniquely Urban -
### Expenses by Dept.

<table>
<thead>
<tr>
<th>Department</th>
<th>Budget</th>
<th>YTD Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Maintenance</td>
<td>$936,222</td>
<td>$932,642</td>
</tr>
<tr>
<td>Water Plant</td>
<td>$544,666</td>
<td>$569,182</td>
</tr>
<tr>
<td>Debt Service</td>
<td>$965,394</td>
<td>$967,245</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$514,806</td>
<td>$506,718</td>
</tr>
<tr>
<td>Retirement</td>
<td>$133,522</td>
<td>$129,996</td>
</tr>
<tr>
<td>Health Ins &amp; SS</td>
<td>$319,748</td>
<td>$311,760</td>
</tr>
</tbody>
</table>
## Significant Expenditure Variances

<table>
<thead>
<tr>
<th>Dept.</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Plant</td>
<td>($24,516)</td>
</tr>
</tbody>
</table>

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Fund Balance Analysis

Unrestricted (Close 2014): $1,848,892
Add/Deduct 2015*: ($250,682)
New Balance: $1,598,210
Target: $1,086,300

*Unaudited
Sewer Fund Overview

Revenues to Date: $4,102,983
Expenses to Date: $4,463,906
Deficit: $360,923
# Major Revenues

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Budget</th>
<th>YTD Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratepayer Revenue</td>
<td>$3,614,375</td>
<td>$3,437,913</td>
</tr>
<tr>
<td>Contractual Revenue</td>
<td>$650,000</td>
<td>$610,682</td>
</tr>
<tr>
<td>Other Income</td>
<td>$205,000</td>
<td>$54,388</td>
</tr>
</tbody>
</table>

- Uniquely Urban -
<table>
<thead>
<tr>
<th>Department</th>
<th>Budget</th>
<th>YTD Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wastewater Maint</td>
<td>$605,500</td>
<td>$603,042</td>
</tr>
<tr>
<td>WWTP</td>
<td>$1,389,231</td>
<td>$1,300,356</td>
</tr>
<tr>
<td>Debt Service</td>
<td>$1,707,477</td>
<td>$1,704,924</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$454,435</td>
<td>$398,256</td>
</tr>
<tr>
<td>Retirement</td>
<td>$188,823</td>
<td>$191,516</td>
</tr>
<tr>
<td>Health Ins &amp; SS</td>
<td>$346,897</td>
<td>$265,812</td>
</tr>
</tbody>
</table>

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Significant Expenditure Variances

Dept. ____________________________________________ Variance __________

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Fund Balance Analysis

Unrestricted (Close 2014): $2,013,265
Add/Deduct 2015*: ($360,923)
New Balance: $1,652,342
Target: $1,485,183

*Unaudited
Debt Load Analysis

5 Year Average—Full Valuation: $662,551,179
7% of 5 Year Average: $46,378,583
(Contracted Debt Limit)

Inclusions
Bond Anticipation Notes: $434,981
Bonds: $18,405,019
Total: $18,840,000

Exclusions
Sewer Debt $7,312,100
Water Debt $5,323,400
Total: $12,635,500

Net Indebtedness: $6,204,500
% of Debt Limit 13.38%
Summary

• 2016 marks the first year in recent memory which did not result in general fund deficit spending
• Accuracy in revenue projections and an intense focus on cost management resulted in a slight surplus
• The multi-year fund balance replenishment strategy is underway, and will result in target realized within 5 years
• Utility funds are maintaining healthy fund balances and expenses/revenues are on target, generally

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State of the City

2015 Accomplishments
Administrative Services

• The 2015 Administrative Services Program was marked by the following accomplishments:
  – Performance Measurement Program
  – Deficit Reduction/Fund Balance Restoration
  – National and Regional Awards
  – Shared Services Successes—Canandaigua
  – City Attorney Partnership
  – Next Generation Leadership Program
  – HWS Occupancy Tax Collection
  – Cost Management Program

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Performance Measurement

• Staff took direction from City Council on measures to be observed, analyzed, and reported
• Measures were reported, but moreover utilized to support budgetary decisions, including staffing and operational structure
• Staff will continue to seek feedback from City Council on the performance measurement program, including relevance of current measures and recommendations for changes
Revenue/Expenditure by Month

$0
$500,000
$1,000,000
$1,500,000
$2,000,000
$2,500,000
$3,000,000
$3,500,000
$4,000,000

Single Family Sales


[Graph showing single family sales from Jan-15 to Dec-15 with peaks in July and August, and a decline in the following months]
DPW Overtime Hours

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Data Point Highlights

• Residential property sale volume up 20%, value up 2%
• Police overtime down 15%, Public Works overtime down 21%
• Volume of neighborhood events up 19%, attendance up 33%
• Development permit volume up 24%, private sector development value up 133%
• Fire calls up 11%, confirmed fires down 2%
Deficit Reduction/Fund Balance Restoration

• In 2013, external auditors identified an $800,000 annual operating shortfall
• The cumulative effect of repeated shortfalls resulted in a fund balance representing less than 1% of General Fund operations
• Beginning in 2014, and continuing through 2015, staff engaged in conservative revenue forecasting, shifts in service delivery platforms, and regular reporting to Council
• 2015 represents the 2nd year that we will make a contribution to fund balance
National/Regional Awards

• In early 2014, staff developed a 40-page nomination to the National Civic League for All America City designation; one of nearly 200 such nominations, nationwide

• Geneva was identified as one of 16 finalists for the award, and ultimately one of ten such designees

• The City also received the NYCOM award for Innovation in Local Government for our shared administrative services approach with the City of Canandaigua for real property assessment and information technology
Shared Services—Canandaigua

- As part of the 2015 budget development process, staff evaluated many options for service delivery
- In two circumstances, IT services and real property assessment, staff identified opportunities for shared service delivery
- City Council authorized agreements for the provision of shared services with Canandaigua for both areas
- In the case of IT, we have doubled our staff at no new cost, and in assessment, we have reduced our cost by 50%
In 2015, City Council authorized a public-private partnership with Midey, Mirras, and Ricci to provision of legal services. This resulted in a savings of approximately $60,000 over the use of a full-time employee. The general consensus of City staff is that the services provided are cost and mission-effective. The use of a private firm also enabled staff to track legal services delivered by issue category.
Legal Services Allocation

- Property--Code
- Property--Real Estate
- City Court--Non-Code
- Tax/Assessment Issues
- General Support
Next Generation Leaders

- In response to an impending leadership deficit, staff leadership developed a development program designed to identify and cultivate future leaders
- Twenty applications were received for the program. Seven participants were selected
- Participants received general leadership training, as well as information on operations of all City departments
- The program culminated in a presentation to Council on budget gap closing opportunities
Senior Programming

• In 2014, staff conducted a communitywide survey of seniors to determine their interests relative to senior programming.

• Based upon the data received from the survey, staff recommended a reorientation of services, including a partnership with the YMCA for service provision.

• Early data from the YMCA suggested a 200% increase in program participation in 2015 over 2014 levels.
Cost Management

- In order to ensure that Council’s financial objectives were realized for 2015, staff commenced with an intensive focus on cost management in the 4th quarter of 2015.
- Staff was required to make written requests for all expenses prior to commitment. Requests were reviewed each week.
- This resulted in a 7% ($350,000) decrease in 4th quarter expenses over 2014 allocations.
Community Services

- The 2015 Community Services Program was marked by the following accomplishments:
  - Regional Economic Development Council Success
  - Brownfield Designation
  - Neighborhood Lifecycle Success
  - Business Recruitment, Retention, and Expansion
  - McDonough Park Improvements
  - Transportation Network Improvements
  - Environmental Advocacy and Leadership
  - Resident Recruitment
  - Tactical Urbanism

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URI/FLREDC Wins!

- The Finger Lakes Region competed for $500 million over the next five years
- City staff worked with local stakeholders to develop a strategy based in craft food and beverage
- The Region was a winner and multiple local projects were funded in Year 1
- The City was awarded $290,000 to support Phase IV design for the Lakefront, a fourth round of Microenterprise funds and support for a parking garage feasibility study
A SNEAK PEAK
AT THE IMPROVEMENTS UNDER CONSTRUCTION AT GENEVA’S LAKEFRONT PARK

PHASE II & III IMPROVEMENTS INCLUDE:
- Shoreline improvements from Castle Creek to Long Pier.
- New pedestrian bridge over Castle Creek (based on historic whipple truss bridge design).
- New plaza areas near Long Pier and at end of E. Castle (including boardwalk) and near Long Pier.
- Paths for walking and running, seat wall and new planting areas.
- New ADA accessible picnic area with pavilion.
- Removal of invasive phragmites and creation of marsh area.

This project funded by the City of Geneva and the New York State Department of State with funds provided under Title 11 of the Environmental Protection Fund.

IMAGE-B: The Promenade
Brownfield Designation

- In 2011, the City was awarded funds to evaluate the north end neighborhoods for potential brownfield redevelopment opportunities
- A study was conducted that evaluated several sites and made redevelopment recommendations
- In 2015, staff submitted the study to the State of New York as a nomination for the entire area for the establishment of a Brownfield Opportunity Area
- This makes sites in the area eligible for redevelopment incentives, including tax credits
Geneva Gateway Commercial and Service Center
Proposed Site Plan

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Current Site Control

IDA/LDC Joint Ownership—Conveyed

City Owned

IDA/LDC Optioned

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Neighborhood Successes

• Strategic Plan for Neighborhoods adopted in 2009. Called for the addition of 1 to 2 neighborhood associations per year
• 2015 marked the addition of the final 2 neighborhood associations. All 11 called for in the plan are active
• In 2015, 5,070 volunteer hours were logged by neighborhood associations for neighborhood amenity and park improvements
• Marketing efforts, including strategic plans, logo and tagline development, and signage installation were completed
Business Recruitment/Expansion

• Utilizing grant and loan funds, staff supported recruitment/expansion of 11 new downtown businesses, representing nearly 50 employees

• Additionally, the Lyons National Bank Operations Center project landed 45 employees and occupied an anchor building on a key corner

• Projects on Hamilton Street are in various stages of development, including the Fairfield Inn, new commercial strip development, and redevelopment of the former McDonald’s site
Business Recruitment/Expansion

- Industrial supplier Fastenal relocated from the Town to a site in the City
- Projects in the Technology Farm and Geneva Enterprise Development Center also took shape, including:
  - Leyline Distillery
  - Empire Cider Center
  - Cheribundi Expansion
  - Vintrinsic Digital Marketing
  - Castle Creek Kombucha
McDonough Park Improvements

• In 2015, staff facilitated a new ownership structure for the Geneva Red Wings and their operating relationship at McDonough Park

• Lyons native, Bob Ohmann acquired an equity share of the team, and will be responsible for marketing and facilities

• The team affiliated with the Perfect Game Baseball League

• Ohmann immediately began investing in improvements to the McDonough Park facility, and is marketing the space for major tournaments this summer
Neighborhood Life Cycle

• In alignment with the Department’s Strategic Plan, 2 neighborhoods (Historic South and South Lake) completed start-up activities in 2014
• Other neighborhoods moved from start-up to strategic planning, or further up to sustainability status
• In the first ten months of 2014, there were 200 neighborhood association meetings, 1,200 resident volunteers and 2,850 program participants, totaling 2,500 volunteer hours
• Marketing also a major focus with digital, social media, and print focus
Street Improvements

• The City continued with its work on street reconstruction and resurfacing in 2015
• The North Genesee Street reconstruction project was completed in the spring with final asphalt installation. Phase I of the North Wadsworth Street project was completed, with final improvements to be completed in 2016
• Major resurfacing occurred on Castle Street, with general mill and pave work conducted on a number of neighborhood streets throughout the City
Environmental Advocacy and Leadership

- At the close of 2014, City Council established a position in opposition of the proposed expansion of LPG storage at the south end of Seneca Lake
- Staff and Council Members facilitated a coalition of nearly two dozen municipalities around the lake to weigh in with the DEC on the proposed expansion
- Council also established a position to discontinue treatment of leachate at the WWTP
- Staff has been in continued negotiations with Casella on increased rates and has preserved our position that the existing agreement is invalid
Resident Recruitment

• Staff has worked with the Geneva Local Development Corporation for the development of the Live Where You Work program
• We conducted visits to the HR offices of the City’s five largest employers to pitch the program and general positives about living in the City
• The program is closing out its third round, and has placed nearly twenty families who had not previously lived or owned a home in the City of Geneva
• Participating firms included Guardian Glass, LNB, the City of Geneva, and others
Tactical Urbanism

• Staff worked with economic development partners, including the Chamber of Commerce and Business Improvement District on two Tactical Urbanism Projects
• The Parklet Pilot Program facilitated a design competition for the installation of two parklets in downtown Geneva
• Staff also worked with business and property owners on Linden Street to develop an open air programming policy for weekend dates throughout the summer and early fall
• Council will receive proposals on both concepts for the 2016 programming year
Collaborative Marketing

• Staff continued to develop marketing materials in collaboration with the LDC and IDA.
• Approximately $50,000 in direct marketing efforts were put forward, including radio, print, and digital media.
• Web traffic increased by 20% in 2015, social media traffic was up by 112%.
• The Marketing Director also managed visitor center operations. In 2015, nearly 55,000 individual pieces of printed material were distributed by a largely volunteer staff.
Geneva, NY is the heart of the Finger Lakes Region. Surrounded by the natural beauty of Seneca Lake, Geneva is a welcoming place to visit, live, and do business. With a vast selection of unique shops, dining establishments, and accommodations to choose from in the historic downtown, Geneva is the perfect place to spend a night, a weekend, or a lifetime. With access to over 90 wineries, locally grown produce, an array of parks, unparalleled transportation access and a lively variety of cultural activities, the City of Geneva will inspire you to relax and become Uniquely Urban.

Geneva, New York

VisitGenevaNY.com
NYMS Implementation

• As part of the 2013 Regional Economic Development Awards, the City earned $200,000 to support renovations of buildings in the Castle/Exchange Street area
• The Local Development Corporation and Industrial Development Agency supported the project with additional funds
• The award funded seven projects in the downtown district, with a total project cost of over $360,000
• Projects are either closed out or near completion
Public Safety

• The 2015 Public Safety program represented another safe, successful year of crime and fire prevention, investigation, firefighting activity, and total community development integration support.

• The largest single project supported by the Public Safety Departments was the emergency services dispatch transition. This required collaborations among City departments and across municipal boundaries.

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Police Activity

• The Geneva Police Department addressed the following activity in 2015:
  – Calls for Service: 18,558
  – Arrests: 807 (13% decrease)
  – Uniform Traffic Tickets: 2,470 (10% decrease)
  – Part One Crimes Reported: 370 (1% decrease)
  – Violent Crimes Reported: (24) (14% decrease)
  – Part One Crimes Cleared: 81
  – Part Two Crimes Reported: 381 (12% decrease)
  – Part Two Crimes Cleared: 316

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Fire Department Activity

• The Geneva Fire Department addressed the following activity in 2015:
  – Calls for Service: 1,159
  – Geneva 911 Calls: 40
  – 789-2121 Calls: 534
  – Assisting Ambulance: 153
  – Box Alarm: 101
  – Odor/Smoke Investigation: 146
  – Wires Down: 58
  – Vehicle Accidents: 30
  – Confirmed Fires: 67

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Dispatch Conversion

• An intensive effort was managed on conversion of dispatch to the County 911 center. The following milestones were met:
  – County approved 5 new positions
  – All City dispatchers were cleared for transfers/2 accepted positions
  – FCC License for 700mHz was awarded
  – City equipment needs have been identified
  – Interim operations program in place

• Project is on target for a 7/1 cutover
Retreat Agenda Overview

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  – Achieving Unity of Vision
    • The Golden Circle
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    • Events Center Operations
    • Ethics and Council Operations

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Administrative Services

• For 2016, the Administrative Services Team will focus on the following initiatives:
  – Financial Sustainability
    • Realization of “the new normal”
    • Constant evaluation of revenue forecasts
    • Continued justification of budget allocations
    • Shifting positions when necessary
  – Strategic Partnerships
    • Forget the status quo
    • Find partners whose strategic vision aligns with ours and pool resources
    • Focus our investment in only the efforts we can be best at
Community Services

• For 2016, the Community Services Team will focus on the following initiatives:
  – Craft Food and Beverage Innovation
    • Capitalize on URI to attract investment in economic development efforts
    • Partner with Higher Ed institutions to capitalize on entrepreneurialism and research
    • Invest in capacity building
  – Strategic Housing Investment Strategy
    • Address conditions of affordable housing
    • Build the middle market
  – Amenity Improvements
    • Parks and recreation upgrades citywide
    • Transportation network improvements
• For 2016, the Public Safety Team will focus on emergency communications transition. This includes:
  – Dispatch Conversion
    • Acquire necessary equipment
    • Conduct exhaustive testing of new network
    • Develop new procedures to address differences between Ontario County and Geneva operations
    • Train personnel on new procedures and equipment
    • Safe and effective turnover of services
Questions?

Geneva City Council Planning Retreat
Session 1
January 28, 2016