

APPENDIX D

MATRIX OF GOALS FOR THE UTICA MASTER PLAN

**UTICA MASTER PLAN
MATRIX OF GOALS**

HOUSING AND NEIGHBORHOOD DEVELOPMENT

GOAL 1 With a low of 13.8% and high of 79.7%, as found in the Housing Occupancy and Tenure Chart, the goal is to incrementally increase the percentage of owner occupied structures in neighborhoods where there is the greatest potential and need such as: East Utica, West Utica, Cornhill

IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Promote first time home-buyer education.	1 - 5 yrs		
	Aggressively market tax incentives for newly constructed homes.	1 - 5 yrs		
	The City will require that the purchase of city-owned residential properties, located in residential districts of the city, will be by property owners who will live in the residence.	1 - 5 yrs		
	Provide owner occupied exemptions to perform housing rehabilitation work on their residential properties.	1 - 5 yrs		
	The City will offer incentive programs to promote homeownership city-wide and tailored to the neighborhood.	1 - 5 yrs		
	Expand the City's existing tax incentive program to include homes purchased from the city.	5 - 10 yrs		
	Use HOME grant funding to provide housing rehabilitation assistance for homes that are for sale to first time homebuyers.	1 - 5 yrs		
	Develop Purchase-Rehab Loans for owner-occupied home buyers.	5 - 10 yrs		
	Develop 60% grant – 40% Loan Program for current owner-occupied homeowners to help them remain in their current home.	1 - 5 yrs		
	Work with housing agencies that provide services to Utica residents to develop the incentive programs.	10 - 15 yrs		
	Institute a Community Incentive District (CID) grant or loan program.	5 - 10 yrs		

GOAL 2 The City will create and adopt a mixed income housing model, providing greater access to a diversity of housing options within each neighborhood for people of all ages and income levels.

IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Evaluate various mixed income housing models.	1 - 5 yrs		
	Create a citizen/expert panel, including participation of MHA, to research current mixed income housing models and present options to the City.	1 - 5 yrs		
	Enforce strict residential zoning that does not adversely affect the current fabric of the neighborhood.	5 - 10 yrs		
	Institute a subsidized housing plan.	10 - 15 yrs		

GOAL 3 Have all properties meet prevailing code through utilization of citizen based and community based improvement districts.

IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Study the regulation, enforcement and implementation of city codes and contractor licensing.	1 - 5 yrs		
	The City will offer incentive programs for housing/codes compliance that are city-wide and tailored to neighborhoods.	5 - 10 yrs		
	Develop programs (ex: Codes Enforcement Volunteer Program) which will train citizens in codes regulations, to assist residents with maintenance of properties.	5 - 10 yrs		
	Codes officials will attend all neighborhood meetings on a consistent basis.	1 - 5 yrs		
	Educate residents about how to improve their properties and their neighborhoods.	1 - 5 yrs		
	Build on the existing Association for Block Coalitions and community empowerment programs – expand into underrepresented neighborhoods.	1 - 5 yrs		

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HOUSING AND NEIGHBORHOOD DEVELOPMENT (CONTINUED)

GOAL 4 The City will promote Green Building & Home Rehabilitation in its neighborhoods by incorporating Leadership in Energy and Environmental Design (LEED) for Neighborhood Development principles				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Foster and promote dialogue about green building issues among public and private design and construction professionals and other experts.	5 - 10 yrs		
	Examine key barriers to sustainable design and construction and develop consensus recommendations on how to overcome these barriers.	1 - 5 yrs		
	Promote widespread incorporation of sustainable design practices and technologies into all city government.	5 - 10 yrs		
	Provide Education and Training.	5 - 10 yrs		
	Support education and training of key design and construction personnel and a broad outreach program through partnerships with academic tuitions, utilities, professional associations, and other sources of expertise.	10 - 15 yrs		
	Facilitate awareness of and access to grants, loans, and other green building financial and/or technical assistance that are or may become available.	5 - 10 yrs		
GOAL 5 Increase the number of downtown residents by 10%.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Increase the quality of life by offering downtown amenities that includes sufficient public transportation.	1 - 5 yrs		
	Utilize small open areas not suitable for building or parking as "Green Spaces" within the downtown area for small pocket parks.	1 - 5 yrs		
	Develop individual marketing plans to attract specific populations to (ex: college students) to downtown.	1 - 5 yrs		
GOAL 6 To enhance personal safety, improve mobility along neighborhood streets and foster opportunities for a healthy community.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Adopt "Crime Prevention Through Environmental Design" (CPTED) for the City, detailing action plans for each neighborhood.	1 - 5 yrs		
	Educate residents and provide workshops on CPTED concepts through the Neighborhood Block Associations.	1 - 5 yrs		
	Conduct a comprehensive lighting survey of residential streets and develop a plan to replace ineffective traditional lighting with new directional lighting.	1 - 5 yrs		
	Conduct a survey of streets and develop a plan to repair and/or replace pavement as necessary.	1 - 5 yrs		
	Association meetings, community town hall type meetings, and other venues (look at merging strategies).	5 - 10 yrs		
	The City will emphasize the importance of and promote healthy life styles in neighborhood development.	1 - 5 yrs		
	Ensure that sidewalks are pedestrian friendly.	5 - 10 yrs		
	Adopt policies and regulations that foster healthy living as outlined by the Centers for Disease Control's Healthy Communities Program.	5 - 10 yrs		
	Complete the signage installation of the Utica Bike Loop.	1 - 5 yrs		
	Establish a Utica Bicycle & Pedestrian Committee (UBPC) that will also work cooperatively with the Oneida-Herkimer Counties Bicycle & Pedestrian Advisory Committee.	5 - 10 yrs		
	The UBPC, in cooperation with the City, will develop, publish & distribute bicycle and pedestrian route maps to city residents and adjoining communities to encourage exercise.	1 - 5 yrs		

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HOUSING AND NEIGHBORHOOD DEVELOPMENT (CONTINUED)

The UBPC will coordinate with local transit companies to facilitate access (ex: bike rack installation on transit vehicles, bus route coordination) to bicycle/pedestrian trails.	5 - 10 yrs		
Develop the proposed "Urban Trail".	5 - 10 yrs		
Establish a new Community Park at the Kemble Street property.	1 - 5 yrs		

GOAL 7 To emphasize the attributes of neighborhoods that enhances their attractiveness and usefulness.			
IMPLEMENTATION STRATEGIES	TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
Promote neighborhood commercial/retail development that positively affects the current fabric of the Neighborhood.	1 - 5 yrs		
Review codes/zoning ordinance to ensure compliance.	1 - 5 yrs		
Work with neighborhood block associations and other neighborhood groups to identify unique uses of vacant buildings within certain districts of the city.	5 - 10 yrs		
Enforce strict residential zoning that does not adversely affect the current fabric of the neighborhood.	1 - 5 yrs		
Promote the development of community gardening and urban agriculture in neighborhoods.	5 - 10 yrs		
Work with neighborhood block associations and other neighborhood groups to identify vacant land that can be utilized for this purpose.	5 - 10 yrs		
Establish relationships with local restaurants to purchase fruit and vegetables from the community gardens.	5 - 10 yrs		
Consider establishing a Food Policy Council (FPC) to foster community-wide implementation and development of urban agriculture.	1 - 5 yrs		
Work with Utica City School District and local colleges to establish and maintain the community gardens.	1 - 5 yrs		
Work with neighborhood block associations and other neighborhood groups.	1 - 5 yrs		

GOAL 8 Promote community empowerment and diversity and strengthen the voice, engagement, and leadership of neighborhood residents and community stakeholders.			
IMPLEMENTATION STRATEGIES	TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
Provide support to build sustainable Neighborhood Associations, Block Coalitions, and community empowerment programs in all neighborhoods city-wide.	5 - 10 yrs		
Explore funding sources such as CDBG dollars, CID districts, etc.	1 - 5 yrs		
Work cooperatively among residents, municipal departments, and not-for-profits fundraising activities.	1 - 5 yrs		
Provide seminars/workshops for leadership training, community development, code enforcement, and public safety.	5 - 10 yrs		
Representatives from Codes, Public Safety, and the Utica Common Council will attend neighborhood meetings on a consistent basis in their respective districts to learn of community needs and opportunities.	1 - 5 yrs		
Neighborhood Associations will send notices to the City of Utica announcing schedules for upcoming meetings and specify recommended municipal representation.	1 - 5 yrs		
City of Utica will notify requested representatives to attend meetings in their respective districts.	1 - 5 yrs		
Neighborhood Associations will work with the City of Utica to maintain current scheduled meetings on the City's website page for Community Monthly Meeting Notices.	1 - 5 yrs		

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HOUSING AND NEIGHBORHOOD DEVELOPMENT (CONTINUED)

	Outreach and education will be in a culturally and linguistically appropriate manner in cooperation with appropriate organizations such as: the Mohawk Valley Resource Center For Refugees, local ethnic associations, BOCES NYSED Literacy Zones, MAMI (Multicultural Association of Medical Interpreter), and the regional Literacy Coalition.	1 - 5 yrs		
	Encourage and support the establishment of CID's (Community Improvement Districts) tailored to Neighborhoods city-wide.	1 - 5 yrs		

GOAL 9 Reduce/Eliminate deteriorated infrastructure and blight.

IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Establish vacant building registry program and utilize the associated fees and fines.	1 - 5 yrs		
	Create a land bank program to efficiently hold, manage and develop tax-foreclosed property.	5 - 10 yrs		
	Develop a Brownfield Opportunity Area and Brownfield Inventory with NYS Department of State Programming dollars.	1 - 5 yrs		

GOAL 10 Encourage and strengthen the relationship between the Utica School District and the City of Utica. By Creating opportunities for improved communication and coordination of public resources.

IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Coordinate semi-annual joint meetings involving the Common Council and the Board of Education to discuss common issues and opportunities for collaboration.	1 - 5 yrs		
	Designate a member of the Department of Urban and Economic Development as a representative to participate in and/or be a liaison between the City and the School District to enhance communication.	1 - 5 yrs		
	Host an annual meeting with all of the schools' PTA presidents and representative from the Student Council.	1 - 5 yrs		
	Develop a city wide public-safety plan focused on school-age children.	1 - 5 yrs		

GOAL 11 Provide the highest level of public safety services for the residents of Utica.

IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Perform a shared services consolidation study to understand how emergency serves, particularly fire and EMS, could be shared with neighboring communities.	5 - 10 yrs		
	Develop a long range plan for the construction of new, strategically located public safety buildings.	10 - 15 yrs		
	Continue to search for funding to construct a new emergency services facility to house modern equipment, a centralized mechanic shop and centralized purchasing for emergency services.	10 - 15 yrs		
	Coordinate the development and implementation a Crime Prevention Through Environmental Design (CPTED) program to create a safer environment.			
	Establish a city-wide public safety plan	1 - 5 yrs		

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DOWNTOWN DEVELOPMENT

GOAL 1 Provide safe, comfortable and efficient multi-modal connectivity				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Develop a self-sufficient public parking strategy to accommodate future public and private development/redevelopment.	5 - 10 yrs		
	Visually link downtown providing common streetscape amenities while still allowing for improvements to express the unique attributes of the various districts.	5 - 10 yrs		
	Create a bicycle and pedestrian plan for on-street and off-street routes that connect key destinations and link to adjoining neighborhoods and regional trails, including the waterfront.	1 - 5 yrs		
	Ensure that the pedestrian links within downtown are accessible and well maintained.	1 - 5 yrs		
	Rejuvenate the Genesee Street and Oriskany Street corridors as boulevards.	10 - 15 yrs		
	Provide bike storage space.	1 - 5 yrs		
	Develop a parking education and signage strategy for downtown.	1 - 5 yrs		
	Upgrade existing infrastructure to include environmentally sustainable technology and design into infrastructure reconstruction projects.	5 - 10 yrs		
	Implement Transportation Demand Management strategies to increase the efficiency of the transportation system.	5 - 10 yrs		

GOAL 2 Provide a framework, guidelines, and action plan for the arts that will contribute to creating a culturally dynamic downtown.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Market the downtown area as one suitable for arts and trades, as well as a great place to live.	1 - 5 yrs		
	Allow for and encourage live/work space in appropriate areas and districts of the downtown.	1 - 5 yrs		
	Institute form-based code in downtown area.	1 - 5 yrs		
	Incorporate public art in all new construction downtown.	1 - 5 yrs		
	Market and encourage the development of a "Restaurant Row" that celebrates the diversity of the City's ethnicity.	5 - 10 yrs		

GOAL 3 Identify ways to encourage creative partnerships and collaborations working to support a dynamic downtown with an entrepreneurial spirit.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Work with and support Utica College's efforts to create a museum and seminar space downtown.	1 - 5 yrs		
	Work with higher education institutions to create off-campus housing opportunities downtown.	5 - 10 yrs		
	Create a public safety and visitor assistance program for downtown to build an atmosphere of safety, friendliness and goodwill.	1 - 5 yrs		
	Develop a tourism marketing plan and a tourism-readiness training program for staff in tourism industries and downtown business owners.	1 - 5 yrs		
	Develop a program that integrates "green" building technologies in all buildings downtown, public and private alike.	5 - 10 yrs		
	Ensure a continuing dialogue between the City and the downtown businesses through DUDA.	1 - 5 yrs		

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DOWNTOWN DEVELOPMENT (CONTINUED)

GOAL 4 Ensure a safe downtown environment.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Create a public safety and visitor assistance program in Downtown to build an atmosphere of safety, friendliness and goodwill.	1 - 5 yrs		
	Implement "Safescape" principles to enhance sense of comfort and safety downtown.	1 - 5 yrs		

GOAL 5 Recognize downtown as a community gathering place.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Farmers' Market - Establish a high visibility permanent location that is easily accessible by the public.	5 - 10 yrs		
	Support an aggressive schedule for outdoor festivals and events.	1 - 5 yrs		
	New zoning should foster and encourage an environment for outdoor seating in front of restaurants at ground level.	1 - 5 yrs		

GOAL 6 Foster an environment for economic vitality downtown.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Develop a brand identity for downtown.	1 - 5 yrs		
	Give Downtown locations the highest priority when siting City and government facilities which have significant employment or destination potential.	5 - 10 yrs		
	Develop a marketing plan to sustain a long-range marketing and communication plan to attract investment and talent to Downtown.	1 - 5 yrs		
	Offer a resource, perhaps through a BID (Business Improvement District), to help shop owners succeed.	1 - 5 yrs		
	Fill vacant storefronts with art or other signs of life.	1 - 5 yrs		
	Create a technology plan for downtown that is integrated into regional economic development plans and undertake a "Wireless Utica" initiative that ensures high-speed wireless Internet access is available throughout Downtown Utica.	1 - 5 yrs		
	Make a strong, visible connection between the Utica Auditorium and the commercial core.	5 - 10 yrs		
	Create a comprehensive system of signs to help pedestrians and motorists alike navigate Utica.	1 - 5 yrs		
	Identify and develop Downtown sub-districts that encourage development to radiate from existing prominent business and activity centers.	1 - 5 yrs		

GOAL 7 Use downtown to express the pride of Utica residents				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Develop sign ordinance to create standards, which results in signs oriented to the pedestrian instead of the motor vehicle.	1 - 5 yrs		
	Use street banners to celebrate Utica.	1 - 5 yrs		
	Support ongoing efforts of existing organizations to promote civic and community events that foster community pride and promote Downtown Utica.	1 - 5 yrs		
	Foster and encourage opportunities to display public art downtown, potentially utilizing vacant storefronts.	1 - 5 yrs		
	Recognize the intersection of Genesee Street and Oriskany Street (Route 5) as a key gateway into downtown to welcome residents and visitors and redevelop the area to "Celebrate Utica".	10 - 15 yrs		

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DOWNTOWN DEVELOPMENT (CONTINUED)

GOAL 8		Promote residential and mixed-use development downtown that is consistent with Utica's heritage and architecture.		
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Utilize local, state, federal and private dollars for the rehabilitation of historic buildings and buildings that contribute to Utica's historic character.	1 - 5 yrs		
	Develop design standards for that complement and enhance predominant use and architecture in each of downtowns neighborhoods and sub-districts.	1 - 5 yrs		
	Provide a diversity of housing options, particularly condominiums and high quality rental units.	1 - 5 yrs		
	Encourage multifamily housing as part of mixed-use development within Downtown Utica in the appropriate areas and sub-districts.	1 - 5 yrs		
	Work with higher education institutions to provide downtown student housing opportunities.	1 - 5 yrs		

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PARKS, RECREATION, ARTS/CULTURE & HISTORIC PRESERVATION

GOAL 1 Introduce and reintroduce population to city parks, non-city parks, and recreational facilities.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Reopen and refurbish existing bathroom facilities in all park areas currently in use.	5 - 10 yrs		
	Create four-season brochures for all park activities, to include biking, golf, family recreation, festivals, celebrations, skiing, snowshoeing, etc.	1 - 5 yrs		
	Develop "Saturday in the Parks Mentality." Encourage community groups to create celebrations, fairs and festivals, sports competitions, etc.	1 - 5 yrs		
	Make the City more bike friendly by instituting trails throughout the City, canal trails, switch backs and extended park areas. Consider a yearly bike race of the caliber of the "Boilermaker," using existing clubs as the base group for the development of biking initiatives.	1 - 5 yrs		
	Consider a bike and pedestrian trail following the abandoned trolley line through the central portion of the City (generally following an East-West orientation).	10 - 15 yrs		

GOAL 2 Use our Park System and Natural Areas for stimulating economic development and a healthy community.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Complete a comprehensive, City-wide Parks Master Plan that inventories, assess and plans for all green, recreational, open and park space.	1 - 5 yrs		
	Create Public Arts Projects in the form of a "Sculpture Trail," similar to Griffiss Business and Technology Park. Define sites and commit to a 10-year development of the trail, with an installation each year.	5 - 10 yrs		
	Develop a committee of artists and arts organizations to work with site consultants (city, county, private.)	1 - 5 yrs		
	Elements of the "Sculpture Trail" should be included in the redesign of the North-South Arterial, which will include a bike and pedestrian trail.	1 - 5 yrs		
	Enhance the current farmers market to include more components of the "Slow Food Movement," using local farmers currently involved in the movement. Add educational components, i.e.: Cooperative Extension lectures. Also look to establish an urban agriculture program that brings fruits, vegetables and flowers grown within the City to city residents.	1 - 5 yrs		

GOAL 3 Develop use of the Erie Canal and the Mohawk River around Historic, Recreational, and Regional objectives to stimulate Economic Development.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Change the perception of safety and accessibility by making entrance points more inviting and clearly marked and signed, increasing use for family activity.	5 - 10 yrs		
	Include Utica police bike patrol (or volunteer patrols) on trails and launching areas on the river.	5 - 10 yrs		
	Celebrate the Utica Rome connection via the canal. The first shovel was dug in Rome and the first trip on the canal began in Utica. Mark these historic happenings at the sites.	1 - 5 yrs		
	Create an annual festival that celebrates the Sister Cities' connection with fun re-enactments, interactive children's plays, and races on the canal with four man "mule teams" pulling bateaus and similar events.	1 - 5 yrs		
	Work with National Grid to develop the establishment of a multi-use, multi-seasonal recreational facility at the southwest portion of the Harbor Point area.	5 - 10 yrs		

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Enhance the northeast area of the Harbor Point for passive recreational uses.	5 - 10 yrs		
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PARKS, RECREATION, ARTS/CULTURE & HISTORIC PRESERVATION (CONTINUED)

Explore the relocation of Murnane Field facilities as part of a multi-use, multi-seasonal facility located in the Harbor Point area	5 - 10 yrs		
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GOAL 4	Formalize protection, and enforcement of that protection, for Historic Buildings, Historic Districts and Historic Neighborhoods.
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IMPLEMENTATION STRATEGIES	TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
Develop a standardized survey and apply it to all of the defined districts/neighborhoods within the City and engage architecture graduate students to participate.	1 - 5 yrs		
Extend the Scenic and Historic Districts throughout the City and root them in law that will allow the specifications that make an historic district enforceable.	1 - 5 yrs		
Examine the potential for new historic districts such as turning Rutger Park into a National Trust site devoted to 19th Century Politics and Architecture.	1 - 5 yrs		

GOAL 5	Increase public awareness of Heritage Tourism.
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IMPLEMENTATION STRATEGIES	TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
Institute kiosk and signage programs that celebrate Transportation on the Erie Canal, Abolitionist History, Revolutionary War Trail, Architectural Tourism, etc.	5 - 10 yrs		
Coordinate local non-profit organizations and events programming, marketing and promotion initiatives to establish a synchronized, year-round program and to effectively pool resources.	1 - 5 yrs		
Commemorate the Saturday Globe, Telegraph and American Express origins in Utica, NY. Perhaps a public art competition that celebrates these origins would be a fun, educational way to express the City's heritage.	1 - 5 yrs		
Support and coordinate with the Oneida County Visitors Bureau in their efforts to promote Utica as a regional entertainment destination.	1 - 5 yrs		
Develop a tourism marketing plan and a tourism-readiness training program for staff in tourism industries and the community at large.	1 - 5 yrs		
Encourage local and regional employers to understand all that Utica and the region have to offer as a marketing tool to attract new, talented employees.	1 - 5 yrs		

GOAL 6	Develop the city's identity as a place for Artists and as a place for Art.
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IMPLEMENTATION STRATEGIES	TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
Zones in appropriate areas of the City for artists to live, work and sell from their domiciles, through Common Council legislation. (i.e.: Syracuse Armory Square legislation in the 80's)	1 - 5 yrs		
Create artists housing, with anti-gentrification guards, which will maintain the artist's communities once they have been established.	1 - 5 yrs		
Establish "Percentage for Arts" legislation on all new and major rehabilitation construction within the City.	1 - 5 yrs		
Create a Web Site that highlights all of Utica's recreational opportunities, cultural opportunities and historic districts.	1 - 5 yrs		
Created a community operated (i.e.: food co-op) Welcoming Center on the Canal. Such a facility could be a part of redeveloped Harbor Point. In the short-term, the facility could be located above Aqua Vino.	5 - 10 yrs		

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BUSINESS & TECHNOLOGY DEVELOPMENT

GOAL 1 Diversify the City's economy by attracting new business and industry to Utica through a multifaceted plan and incentives.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Develop a Brownfields Redevelopment Strategy taking into account Environmental Conservation Law standards and incentives.	1 - 5 yrs		
	Develop a varied list of positive impact business establishments desired in Utica (social cafes, family centers, etc.).	1 - 5 yrs		
	Develop ideas for the types of businesses to attract by anticipating future needs and coupling current realities.	1 - 5 yrs		
	Update the City's economic development marketing plan to sustain a long-range marketing and communication plan to attract investment and talent to the City and the region.	1 - 5 yrs		
	Recognize the retirement population as a key economic generator for the community. Work with higher education institutions to develop programs that attract the retirement population to Utica to live and attend college. This type of intergenerational experience can benefit the College and the City alike.	1 - 5 yrs		

GOAL 2 Facilitate the retention and expansion of local business and industry in the City of Utica.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Engage higher education institutions and other economic development entities in determining growth industries, and location of current job placement markets for current students.	1 - 5 yrs		
	Develop a program in which the City will sponsor an internship for local businesses to hire local students for the summer months.	1 - 5 yrs		
	Establish a Brownfield Redevelopment Ad Hoc Committee.	1 - 5 yrs		
	Establish an Urban Redevelopment Ad Hoc Committee.	1 - 5 yrs		
	Fully develop high-speed Internet connections for all business operations that will allow Utica to become recognized as the "Wired City of Central New York."	1 - 5 yrs		
	Promote programs that help existing businesses in Utica diversify their product base or expand their distribution area.	1 - 5 yrs		

GOAL 3 Create more sites for business development opportunities.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Develop site/zone/corridor specific plans and marketing strategies to maximize the use and/or redevelopment of the following: CNY Psych Center, West Utica Industrial Area, TRW, Broad Street, Oriskany Boulevard, Greenman Estates, Gateway District, Leland Ave/ Wurz Ave, Inner Harbor, Bagg's Square, Dominic Assaro Industrial Park, Murnane Field	5 - 10 yrs		
	Assemble properties to create larger development opportunities that meet the needs of targeted cluster industries.	5 - 10 yrs		
	Create an incubator program that works with emerging businesses within Utica.	5 - 10 yrs		

GOAL 4 Create an environment in the City of Utica that fosters entrepreneurship.				
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Develop programs that continuously recognize youth contributions - project leadership, young poets, Jr. Frontiers, etc.	1 - 5 yrs		
	Offer incentives for entrepreneurs to establish or rebuild business - free local advertising, low/no-cost loans, etc.	1 - 5 yrs		

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BUSINESS & TECHNOLOGY DEVELOPMENT (CONTINUED)

	Raise awareness of and financial support for existing businesses in the local and regional cluster of target industries.	5 - 10 yrs		
	Recognize the inner city economic potential and develop economic strategies for businesses to flourish.	5 - 10 yrs		
	Promote programs that support new business owners who live in and employ people within their own neighborhood.	5 - 10 yrs		

GOAL 5	Develop a skilled and educated workforce that will meet the needs of existing businesses and emerging industries in the City of Utica
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IMPLEMENTATION STRATEGIES	TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
Work with Utica City School District to restore a full Voc-Ed program.	1 - 5 yrs		
Amend laws to allow youth to participate in vocational activities at a younger age.	5 - 10 yrs		
Secure local business desire to pre-employ Utica students.	5 - 10 yrs		
Create a school and City partnership that improves lots as a bona-fide school program, with service learning opportunities.	5 - 10 yrs		
Ensure schools have the necessary support to develop 21st century learners.	5 - 10 yrs		
Ensure the school system meets the standards desired, and support school functions through direct interaction with local government and businesses.	1 - 5 yrs		
Rebuild/enhance areas within 4 square city blocks of each school to ensure blight is less visible to current students and potential dwellers.	5 - 10 yrs		
Support not-for-profit initiatives that enhance employment opportunities for all Utica residents.	1 - 5 yrs		
Work with higher education institutions to match local employer needs with job skills.	5 - 10 yrs		
Partner with business, labor and higher education institutions to make sure residents are trained in fields that align with regional cluster needs.	5 - 10 yrs		

GOAL 6	Maintain the high quality of life already present in Utica and improve those elements most likely to attract young professionals.
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IMPLEMENTATION STRATEGIES	TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
Ensure the school system meets the standards desired, and support school functions through direct interaction with local government and businesses.	5 - 10 yrs		
Re-rebuild/enhance areas within four square city blocks of each school to ensure blight is less visible to current students and potential dwellers.	5 - 10 yrs		
Re-engage the WAN WiFi to include a radius of two square miles of schools.	1 - 5 yrs		

GOAL 7	Expand and capitalize on Utica's diverse historic and cultural fabric
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IMPLEMENTATION STRATEGIES	TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
Develop a tourism marketing plan and a tourism-readiness training program for staff in tourism industries and the community at large.	5 - 10 yrs		
Encourage local and regional employers to understand all that Utica and the region have to offer as a marketing tool to attract new, talented employees.	5 - 10 yrs		
Provide free public transportation for school-aged children to local establishments.	1 - 5 yrs		
Work closely with the school system to ensure equitable access to resources yearly.	1 - 5 yrs		

**UTICA MASTER PLAN
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BUSINESS & TECHNOLOGY DEVELOPMENT (CONTINUED)

	Establish on-going community contests for youth that increase their awareness and foster a sense of pride in the community.	1 - 5 yrs		
	Work with higher education institutions to create a "College Town" downtown. Consider locating the "College Town" in and around Bagg's Square.	5 - 10 yrs		
GOAL 8	Redevelop brownfield sites.			
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Ensure that remediation required by DEC is consistent with community redevelopment goals	1 - 5 yrs		
	Produce a Land Use Plan for the redevelopment area north of the Utica Auditorium	5 - 10 yrs		
	Work with Cornell University, through the R2G Program, to guide municipal initiatives for the City to invest in appropriate sustainable development projects	1 - 5 yrs		
	Use the State's Brownfield Opportunity Program to foster redevelopment and return dormant and blighted land into productive and catalytic areas while restoring environmental quality	5 - 10 yrs		

UTICA MASTER PLAN MATRIX OF GOALS

INFRASTRUCTURE & WATERFRONT DEVELOPMENT

GOAL 1	Enhance the overall quality of Utica's physical infrastructure by supporting and adopting policies that are sustainable and consistent with smart growth principles.			
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	<p>Adopt municipal policies that promote a green Infrastructure program aimed at reducing the overall impact on the urban ecology, and may include the following aspects:</p> <ol style="list-style-type: none"> 1) Storm water management practices aimed at preserving, restoring or mimicking natural hydrology, which targets the reduction in impervious surfaces and encourages the beneficial re-use of urban runoff. 2) Maximization of "green space", including wetlands restoration, tree planting, rain gardens, green roofs, swales, and porous pavements. 3) Reduction in "heat islands" created by dark colored impervious surfaces. Encourage the utilization of high reflective index materials, such as light colored roofs or light concrete. 4) Maximize the use of recycled, or recyclable building materials. Also consider locally available building materials from renewable resources. 5) Develop a set of municipal construction standards that are based on the Leadership in Energy and Environmental Design (LEED) rating system – that promote sustainability, water and energy efficiency, indoor air quality, and on-site storm water management. 	5 - 10 yrs		
	Determine how to work with neighboring municipalities to expand and/or share services.	1 - 5 yrs		
GOAL 2	Develop a water infrastructure and a smart growth plan that eliminates waste, conserves water, preserves capacity for industrial development and ensures a sufficient water supply to support Utica's regrowth in a manner that is fiscally equitable to Utica residents.			
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Recommend system-wide projects proposed by Mohawk Valley Water Authority (MVWA) are considered carefully by Utica Water Board members to assess if proposed improvements are equitable to all rate payers.	1 - 5 yrs		
	Recommend Utica's representatives on the MVWA Board are in close communication, through direct participation or regular planned meetings and forums, with City of Utica Planning and Engineering Departments, Utica Common Council and the implementation committees to ensure current and future water needs are being addressed by the MVWA.	1 - 5 yrs		
	Formally request that the MVWA update the 1968 Comprehensive Water Supply Study, so as to provide a new regional planning policy for meeting water supply needs. The scope of the study should provide for public participation.	1 - 5 yrs		
	Encourage water conservation by: 1) Installing smart water meters, 2) Recapture and recycling programs	5 - 10 yrs		
GOAL 3	Bring sanitary and storm water sewer systems that serve Utica into compliance with permit requirements and employ best management practices in a manner that is fiscally equitable to Utica residents.			
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Recommend system-wide projects proposed by Oneida County Sewer District (OCSD) are considered carefully by Utica's OCSD representatives to assess if proposed improvements benefit all rate payers.	1 - 5 yrs		
	Recommend Utica's representatives on the OCSD steering committee remain in close communication with City of Utica Planning and Engineering Departments and Utica Common Council to ensure current and future sewer needs are being addressed by OCSD.	1 - 5 yrs		

**UTICA MASTER PLAN
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INFRASTRUCTURE & WATERFRONT DEVELOPMENT (CONTINUED)

	Incrementally introduce combined sewer overflow (CSO) control strategies such as separation and treatment and programs such green infrastructure and roof leader disconnection (redirect roof leaders to storm water lines) reduce storm water inflow into the sanitary system.	5 - 10 yrs		
	Implement with cooperation from the NYSDEC and County a "sewer credit" system for removal of storm water from flow to the Oneida County WPCP (Water Pollution Control Plant) similar to one already in place for the Sauquoit Creek Pump Station tributary area.	1 - 5 yrs		

GOAL 4 Explore technologies and delivery systems to generate power in a cost efficient and environmentally friendly manner. Reduce the cost of and improve the quality of power.

IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Explore options of smart grid and other technologies among clusters of buildings and in emerging new development areas to reduce costs associated with power generation. Give special attention to brownfield sites as locations for this benefit in the Old Erie Canal and Central Industrial Corridors.	5 - 10 yrs		
	Ensure that technologies, including but not limited to windpower and hydrofracking, related to the development of new sources of power and energy do not negatively impact the City's critical natural resources.	5 - 10 yrs		
	Explore the use of distributed power and greener energy production.	1 - 5 yrs		
	Explore options for LED street lights and traffic signals.	1 - 5 yrs		
	Explore the creation of a City of Utica Power Authority and/or other methods to buy and distribute power at lower costs.	1 - 5 yrs		

GOAL 5 Explore the value of cooperative arrangements with neighboring communities as a means to achieve fiscally responsible, mutually beneficial, higher quality service that is in the best interest of the City of Utica. Adopt shared services consolidation agreements for road and sewer maintenance with neighboring communities in a manner that is fiscally responsible, mutually beneficial, delivers a higher quality service and is in the best interest of the City of Utica.

IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Perform a shared services consolidation study including a cost benefit analysis to determine whether road and sewer maintenance services could be shared with neighboring communities in a manner that would be at lower cost and provide a higher quality service to the City of Utica.	1 - 5 yrs		
	Bring City of Utica and neighboring municipalities together to discuss collaboration and cooperation to determine strategies that will help ensure the delivery of services while achieving efficiencies.	1 - 5 yrs		
	Explore ways to equitably allocate the cost of maintenance considering urban sprawl effects (i.e. public infrastructure serving less-densely populated areas).	5 - 10 yrs		
	Promote policies and develop asset management systems to support a comprehensive preventive maintenance program.	1 - 5 yrs		
	Explore the development of a regional maintenance repair program based within the City of Utica.	1 - 5 yrs		

GOAL 6 Strive for stronger oversight by Oneida County departments and legislature in planning and development activities that have intermunicipal impacts.

IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Explore the development of a regional plan with Oneida County and neighboring towns and villages.	1 - 5 yrs		
	Coordinate semi-annual joint meetings involving the Utica Common Council and the Oneida County Legislature to discuss common issues and opportunities for collaboration.	1 - 5 yrs		

UTICA MASTER PLAN MATRIX OF GOALS

Recommend Utica's representatives on the Oneida County Legislature are in close communication with the City of Utica Planning and Engineering Departments and the Utica Common Council.	1 - 5 yrs		
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INFRASTRUCTURE & WATERFRONT DEVELOPMENT (CONTINUED)

GOAL 7	Create inviting friendly streetscapes, enhanced gateways, and develop corridor plans.			
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Define individual areas of Utica with streetscapes that emphasize an area's character, for example a public sculpture plan for a theatre and arts district. Create themes based on each neighborhood's historic ethnicities and express them with unique lighting, banners and similar streetscape amenities. Establish neighborhood-based design standards for development that will maintain and enhance the character and identity of existing neighborhoods.	5 - 10 yrs		
	Re-assess and adopt consistent strategies presented in the State Street Corridor Plan and North Genesee Street Corridor Management Plan. Assess Oriskany and Broad Street Corridors as part of Brownfield Opportunity Area (BOA) studies.	1 - 5 yrs		
	Recognize that value of key gateways into Utica. Image is fundamentally important to economic success. People form their first impressions of Utica at its gateways. The degree to which a community takes care of this 'first impression' can say a lot to visitors and potential investors about the values of residents, businesses and government leadership. Examples of some key gateways include: <ul style="list-style-type: none"> o Intersections where the Thruway enters the City at North Genesee Street o North Genesee Street o Route 5S coming in from the Town of Schuyler o Intersections of Broad Street and Route 5S o Burrstone Road to Utica College and along Culver to Rutger Street o Genesee Street from the Town of New Hartford o Court Street to Yorkville and Whitestown o Oriskany Street from the Town of Whitestown – From Oriskany Boulevard to Whitestown 	5 - 10 yrs		
	Develop a new lighting ordinance consistent with Dark Sky principles.	5 - 10 yrs		
	Reduce the visual blight in the City by undergrounding utility lines.	10 - 15 yrs		

GOAL 8	Create an effective transportation system, including public transit, automobiles, and a pedestrian and bicycle path system in the City of Utica			
IMPLEMENTATION STRATEGIES		TIME FRAME	POTENTIAL PARTNERS	COMPLIMENTARY GOALS
	Implement Complete Streets practices in conjunction with a sidewalk replacement program to create a safe and quality multi-modal transportation system.	1 - 5 yrs		
	Snow on Sidewalks: Reevaluate current policy on snow removal from sidewalk.	1 - 5 yrs		
	Consider Olmsted Report (1908) design principles when major street work is anticipated including improvements and enhancements to Parkways and bikeways. Potential projects to be evaluated include extension of Parkway (look and feel) along Burrstone Road to Utica College and along Culver to Rutger Street with corresponding bikeway improvements.	1 - 5 yrs		
	Adopt a Complete Streets Policy that provides streets that have facilities for all users, including pedestrians, bicyclists, transit users and motorists, to the extent appropriate for the land use or the context of the street. This strategy would include evaluating the replacement arterial highways and major streets, as they approach the end of their useful lives, with conventional streets or Multi-way Boulevards.	5 - 10 yrs		
	Work with the New York State Department of Transportation to incorporate context sensitive solutions along the North-South Arterial. Potential elements to be included in the project are dedicated pedestrian/bike trail adjacent to the corridor, historic lighting, street trees and landscaping and opportunities to display public art.	1 - 5 yrs		

UTICA MASTER PLAN MATRIX OF GOALS

Work with the NYS DOT on the implementation of a boulevard treatment to the Oriskany Street/ NYS Route 5s corridor that utilizes "Complete Streets" principles.	5 - 10 yrs		
Develop improved access to the Rayhill Trail.	1 - 5 yrs		