

Town of Corning, NY

Strategic Plan, Progress Report

Prepared by Councilmembers

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Strategic Plan Overview

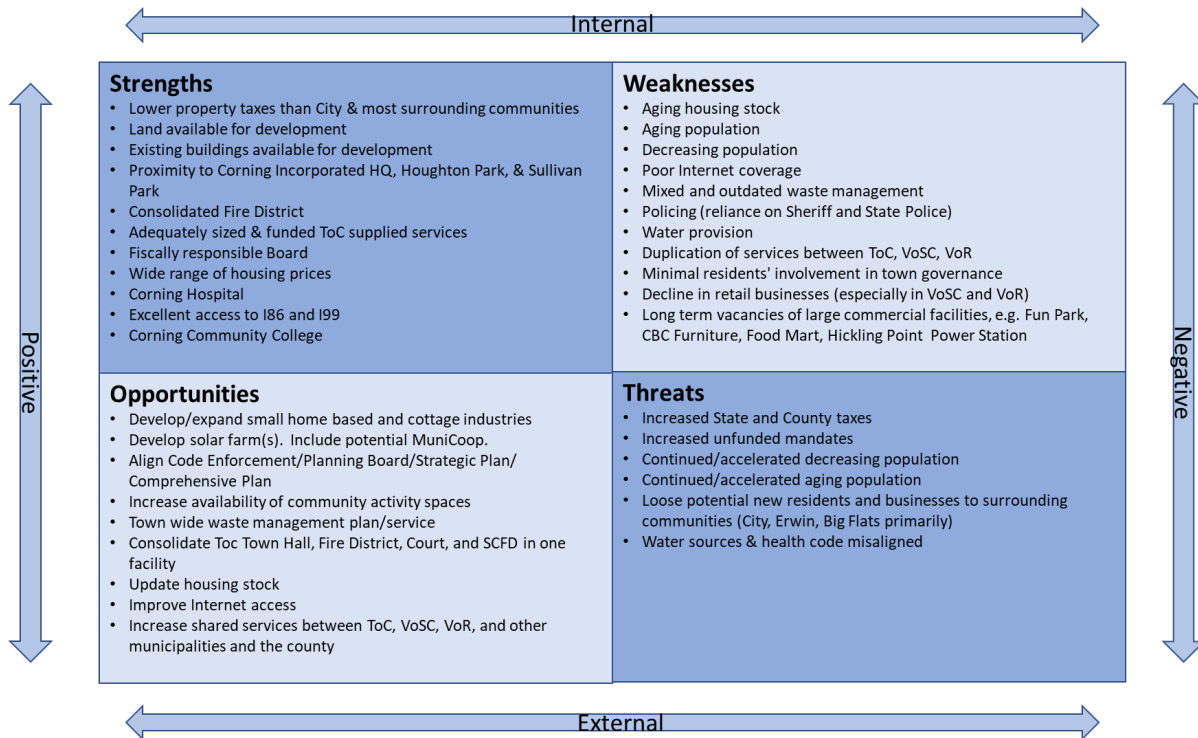
SCOPE: The strategic plan covers the Town of Corning including its two villages, five hamlets, and two fire districts. Where it has primacy over the village governments and the fire districts, the Town will exercise such primacy. In areas where the villages or fire districts have primacy or there is joint/overlapping authority, the Town will coordinate efforts with them. An example is the potential construction of a new facility that would house the Town of Corning offices, the Corning Fire District offices, the Town Court, and the South Corning Fire House, that is controlled by the Corning Fire District.

Purpose Statement: To enable the growth of the Town of Corning, the Town Board is creating a strategic plan for guiding its short-, mid-, and long-term planning and management to enable it to meet the residents' needs.

Vision Statement: Make the Town of Corning the most desirable community in the Southern Tier to live, play and conduct business by creating opportunity for growth, sustainability, and viability.

Mission Statement: The Town of Corning delivers services and programs essential to a desirable community in which to live, play and conduct business. We strive to enhance the quality of life for our citizens while preserving the town's unique heritage along with a balanced and progressive vision for future development and growth. We achieve this balance through prudent administration, conservative fiscal management, thoroughly evaluate levels of risk tolerance, and entrepreneurship.

SWOT Analysis



Short-term (6 – 24 months)

- Increase Internet availability
- Creation of a revised building code
- Increase adoption of Shared Services
- Employee Retention
- Accomplish the Strategic Plan while keeping taxes low

Mid-term (25 – 48 months)

- Additional revenue streams
- Solar Farm
- Parks/recreation availability
- Execution relies in part on the revision of the code

Long-term (49 – 60 months)

- Waste Management Services
- Consolidate governments
- Water Management

Critical Success Factors

- Cost control – control the cost of government operations. Government operations are the only reason for taxes - control operational costs - control taxes. If you control taxes (keep low), you attract/retain residents and businesses.
- Provide essential services – determine what are the essential services that residents and businesses want and provide them. Important cross over with Cost control.
- Relationship building – to successfully execute the strategic plan relationships must be built between the municipalities, residents, businesses, county government, etc.
- Risk assessment/management – identify potential risks, assess their threat, mitigate threats
- Voice of the Customer – obtain from residents and business owners, what is critical to them

Next Steps

- Finish Stakeholders' Analysis
- Develop Risk Assessment
- Gather VoC of residents, business owners, and local government officials
- Analyze data to identify KRI and critical path
- Create project implementation plan