

# 3. Strategic Planning Framework

## ■ How Our Comprehensive Plan Empowers Our Decisions

Comprehensive plans help communities plan for the short and long-term. Short-term in the sense that the planning document creates a decision-making framework to guide policy and resource allocation on a day-to-day basis. Long-term in the sense that the planning document provides a long-term strategy and comprehensive set of action items that outline what a municipality values and the steps they intend to take to advance their community's vision.

The Village of Marcellus Comprehensive Plan is useful at all levels of governmental decision making, from small everyday tasks to monumental choices about which projects to fund. Village staff, elected officials, appointed bodies, and community members can utilize the comprehensive plan to make choices about Marcellus's future.

Recognizing that the outcomes of some decision can be anticipated while other cannot, the unpredictability of the future poses challenges to how the community priorities efforts amidst an ever-evolving world.

Our "planning foundation" of our vision statement, planning principles, and priorities policy areas creates a filter to evaluate how policies and actions align with the desired future for Marcellus. Vetted through community engagement, the vision statement creates a direction to aim for while the planning principles outline our shared community values, to enable the Village to take a dynamic approach to evaluating whether a project or policy fits with the agreed-upon path for Marcellus.

The priority policy areas identified in this plan build upon the vision statement and planning principles, illuminating the areas that pose the greatest challenges and opportunities for the community. With limited resources, the Village must strategically allocate funding and time to catalyze investment through targeted and consistent effort.

The following vision statement, planning principles, and priority policy areas create the framework for future decision-making in the Village of Marcellus.

## ■ Vision Statement

Our comprehensive plan vision is our shared aspiration for the future of Marcellus. The vision statement is our “why” for our intentions behind the comprehensive plan and illuminates what we love and cherish about our community. It is intentionally written in the present and explicitly states what we hope to preserve and what we hope to create over the next twenty years.

This vision statement serves as the foundation of our comprehensive plan, guiding our planning principles and priority policy areas and empowering our community to strive toward an agreed-upon future.

### Our Vision for the Village of Marcellus...

*The Village of Marcellus envisions a dynamic future where our community flourishes with a perfect blend of historic charm and modern innovation. As a family-friendly and welcoming village, we celebrate our identity and unique character. We cultivate a vibrant, bustling downtown and thriving residential neighborhoods that provide a variety of affordable housing options for residents of all life stages. We cherish our connected, walkable environment, fostering neighborly interactions and encouraging multi-modal transportation accessibility. Our school district thrives due to our unique three in one campus structure and engaged families, committed to supporting the next generation of students and community leaders. Our proactive local government and forward-thinking policies ensure we balance our small-town charm with an innovative mindset to create a safe, lively, and inclusive atmosphere where everyone can enjoy the best of both tradition and progress.*

## ■ Planning Principles

Our planning principles guide us in how we evaluate decisions both big and small. We use our planning principles as the litmus test to determine if a proposed policy, project, or action aligns with our vision and our collective community values. We will use our planning principles to guide how we allocation time, resources, and funding.

**Our decisions will be based on a collective understanding that we need to be:**

**CONNECTED**



Decision-making doesn't happen in a vacuum. We are committed to fostering connections between our residents, enhancing inter-municipal relationships with our neighbors, and making decisions that take a holistic approach to our community's well-being.

**To be CONNECTED, we will...**

- We will be transparent in Village decision-making to build public trust in our local government.
- We will foster a culture of communication to proactively engage residents in Village affairs and build relationships within the community.
- We will nurture the social networks and organizations that support Marcellus.
- We will strengthen our relationship with the Marcellus Central School District, the Town of Marcellus and neighboring communities, recognizing the need for collaboration for all to thrive.

**We ask the QUESTIONS...**

- Are we effectively and proactively communicating with the public about Village decisions?
- Are we providing opportunities for meaningful engagement from the community?
- Have we collaborated with all departments, committees, and the public affected by specific decisions?
- Are we creating regular opportunities to engage with our neighboring communities to align efforts and resources?

**INCLUSIVE**



We value all the voices and experiences of the residents and businesses that make up our community. Our actions will reflect our desire to be an inclusive and welcoming community, where all people are proud to be a part of Marcellus.

**To be INCLUSIVE, we will...**

- We will cultivate an inclusive environment where all feel welcome.
- We will create opportunities for our residents and community members to come together and build meaningful relationships.
- We will recognize and celebrate our community's diverse identities, traditions, customs, and histories.
- We will support inclusionary practices that foster our desire to be a friendly and inviting community.

**We ask the QUESTIONS...**

- Are we creating an inviting and inclusive environment for everyone who lives, visits, or does business in Marcellus?
- How are our actions fostering a neighborly community, where residents interact and support one another?
- Does our government lead by example, creating a culture of openness, trust, and collaboration?

## INNOVATIVE



Recognizing the need to be adaptive to change, we are committed to establishing a culture of innovation to ensure we learn from the past and are open to new ideas to plan for the future.

### To be INNOVATIVE, we will...

- We will foster a culture of local governance that is open to new ideas and opportunities.
- We will build a culture of experimentation, exploring, and learning from other communities to see what policies and actions best suit the needs of Marcellus.
- We will be proactive about advancing Village systems and processes to optimize efficiency and existing resources.
- We will be open to change, recognizing the need to be adaptive and forward-looking.

### We ask the QUESTIONS...

- Are our policies and actions aligning and advancing us toward our community vision?
- Are we being open to new ideas to support local governance and Village vibrancy?
- Are we encouraging best practices and decision-making that will advance the Village in the long term?
- Are we proactively engaging and learning from other communities?
- How does this action contribute to the Village's desirability as a community of choice?

## SUSTAINABLE



Before making decisions, we examine the short and long-term impacts on the environmental, economic, physical, and social aspects of our community. We make sure to not let short term gains create long-term obstacles.

### To be SUSTAINABLE, we will...

- We will make decisions that take a holistic approach to our community's well-being.
- We will think strategically to aim our fiscal resources toward catalytic investment.
- We will make informed choices using data to protect our natural resources, ensuring the viability of our agricultural lands, watersheds, flora, and fauna.
- We will prioritize implementation strategies to enhance resiliency, incorporating green infrastructure, renewable energy sources, and eco-friendly practices where appropriate, to protect the Village's natural resources and promote sustainability.

### We ask the QUESTIONS...

- Is this decision protecting our natural resources for the short and long term?
- Are our decisions enhancing resiliency in the Village?
- How does this choice impact the short and long-term financial health of Marcellus?
- Are we aligning our policies to support local, County, and regional sustainability initiatives and resources?
- Are we making decisions that build community connectivity, viability, and happiness?

## ■ Priority Policy Areas

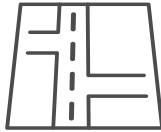
Our priority policy areas are the areas that comprehensive plan identifies as the most essential towards advancing the Village of Marcellus towards its vision for the future. With limited time, capacity, and resources, it's essential to have a targeted strategy that focuses on the issues and opportunities with the potential to have the greatest impact.

Our priority policy areas were determined through public engagement and steering committee feedback. In conjunction with our vision and planning principles, these priority policy areas round out how the Village will evaluate and advance policies and projects that action the strategic framework outlined in this plan.

**Our decisions will be based on the recognition that we need to prioritize:**

### Priority Policy Area #1

#### INFRASTRUCTURE, TRANSPORTATION & COMMUNITY SERVICES



#### Objectives:

1. Invest in infrastructure maintenance and upgrades to enhance local capacity, sustainability, and resilience.
2. Identify opportunities to improve community services within the Village.
3. Explore opportunities to address the Village's food desert.
4. Enhance Marcellus' connectivity and accessibility through improving infrastructure, including roads, sidewalks, trails, and multi-modal transportation options.
5. Invest in and grow local and regional networks and initiatives that support community well-being.

### Priority Policy Area #2

#### DOWNTOWN REVITALIZATION



#### Objectives:

1. Preserve the form and character of the downtown through code enforcement and design standards that guide existing uses, infill, and new development.
2. Attract and support a variety of small, locally owned businesses to cultivate a thriving downtown environment while maintaining the Village's small-town charm.
3. Develop opportunities to support existing businesses and industries through local programming in partnership with County and regional economic development resources.
4. Pursue placemaking strategies to create inviting public spaces.
5. Foster partnerships with local and regional partners to develop events and programming that support downtown vitality.

## Priority Policy Area #3

### HOUSING & COMMUNITY CHARACTER

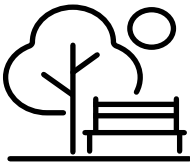


#### Objectives:

1. Ensure a diversity of housing types to provide a mix of affordable housing for residents of all ages and life stages.
2. Promote changes in zoning that allow for compact building design, additional density, and creative infill opportunities that maintain the village's character and increase housing opportunities.
3. Preserve and restore the historic character of the downtown and residential areas.
4. Promote compatible infill, adaptive reuse, and new development that maximizes existing infrastructure to prevent sprawling residential and commercial growth.
5. Balance the impacts of growth and development on social diversity, community character, economic vitality, and environmental quality.

## Priority Policy Area #4

### RECREATION & OPEN SPACE



#### Objectives:

1. Provide safe connections between the park and recreation spaces in the Village through the development of a network of trails, corridors, and paths.
2. Maintain and build upon existing parks, greenspaces, and recreational amenities to enhance quality of life and community health.
3. Work with local and regional partners to protect Marcellus' flora, fauna, wildlife, and watersheds.
4. Protect the Village's natural resources and promote sustainability efforts.
5. Increase the Village's resilience by promoting and implementing green infrastructure, renewable energy, and hazard mitigation strategies.

## Priority Policy Area #5

### COLLABORATIVE LOCAL GOVERNANCE



#### Objectives:

1. Develop and enhance communication with the community regarding Village affairs.
2. Identify opportunities to build community trust in local government and encourage authentic engagement.
3. Enhance cooperation and collaboration between the Village, Town, and School District on areas and projects of joint interest.
4. Build public-private partnerships to support community organizations.
5. Enhance communicate and collaborate with local, regional, and state agencies as well as surrounding municipalities and public service districts.