

October 20, 2011

Strategic Planning & Partnerships Commission

Proceedings by Authority

State of New York,  
City of Jamestown ss.:  
Mayor's Conference Room

The regular meeting of the Strategic Planning & Partnerships Commission of the City of Jamestown, New York was held on Thursday, October 20, 2011 at 3:30 P.M in the Mayor's Conference Room.

Members Present: Co-Chairwoman Jennifer Harkness, Len Faulk, Linda Swanson, Becky Robbins

Others Present: Lee Harkness, Jason Stronz, Amanda Chapel, Lillian V. Ney, M.D., Max Martin, Jerry Morales

Co-Chair Harkness called the meeting to order and welcomed Max Martin who has agreed to co-chair the Diversity Committee with Rev. Sweet. Mr. Martin introduced Jerry Morales, a local Pastor in the Latino community. He is one of the seven pastors in the community that will be coming together to help each other. Build the community as a unit. It's hard for Latino pastors to get together. They're very protected. We have at least four of them that are willing to come together.

Co-Chair Harkness stated that Rev. Tom Sweet had by-pass surgery unexpectedly. He'll be out of commission for a while but he's doing okay.

#### **APPROVAL OF MINUTES**

The minutes of the September 2011 meeting were approved.

#### **URBAN DESIGN PLAN**

- Most of our projects are wrapped up.
- Winter Garden Plaza has a few things left to do. We added a retaining wall in the back and a walkway up to the Luci-Desi back entrance.
- We are beginning our own strategic planning and visioning process for the next few years at the JRC.
- Planning is beginning for next year.
- It is exciting that JRC is at the point where it needs to bring a new strategic plan.

#### **NEIGHBORHOOD REVITALIZATION PLAN**

- The Renaissance Block challenge is finishing.
- Just under 30 properties in four different clusters will be finished this year.
- The Grow Jamestown Program was a success. Pete Lombardi is looking forward to working on growing both of those initiatives for 2012. He's been doing some research on different policy issues in collaboration with the City, County and JRC offices.
- Is the Neighborhood Program a part of the JRC strategic planning or does it do its own?

- It's a separate component. There are three different components. One is comprehensive of both tasks and then the urban design plan is broken out as something separate. The neighborhood revitalization plan is something separate. We are trying to find a way to meld some of those initiatives together. Gateways is an example which has come to various tables looking at all different forms thinking about how they best provide benefit to the neighborhoods and to the downtown.
- That is the same with the Grow Jamestown Program. There's room for Grow Jamestown to extend into the downtown. We're trying to meld those two initiatives together, but there are some separate strategic goals for each.
- There are some neighborhoods that totally surround the downtown. Some impinge on each other so it's a natural integration there too.
- It is time to step back from the Urban Design Plan and think about what the true gateways into the City are. It's not just the gateways into the downtown. The vision for the JRC is the renaissance of the entire city.
- The neighborhood task force used to belong to this group. Now it's out of the Renaissance Corporation. It recently met and had 25 people there. That group is broken down into people volunteering for about four small task forces. It focused on Grow Jamestown, developing more neighborhood organizations, developing policies. There are a lot of policy things going on. Landbanking is one issue. There are policies about vacant structures; how do you deal with them holistically? How do you deal with them in some kind of priority? How do you deal with them in terms of the amount of resources that are available? How do you add additional resources to that pot? The committees are going to be working on furthering those areas. There will be a lot more discussion. Pete is developing position papers on the policies in enough detail that could be ready for adoption city-wide.
- It was also discussed about having more community engagement, more focus groups and forums. With the revitalization and programming things that are going on in both the downtown and the neighborhoods it is really important that we engage the citizens. We have to make a concerted effort because it doesn't come naturally. You really have to try to make it interesting and show that you need their help.
- How do we include the Hispanic community because it's finally reaching a level of maturity? If you are planning your strategy for the next years and it includes the gateways, we want to grow these neighborhood clusters.
- One of the biggest concerns is the language barrier and the neighborhoods that are around Second Street. There'll be a lot of things - policy issues - about absentee landlords, and it affecting people.
- A couple of blocks need to be determined to be part of the Renaissance Challenge. We got four neighborhoods last year and hopefully add three or four more next year. That begins to get people talking on their blocks and talking about what it takes to turn things around. It extends the conversation to things like vacant properties. That's where we all have to come together because some of these things are beyond the neighborhood itself to deal with. Vacant properties continue to exist and get sold from one foreclosure sale to the other. The more of us that are talking about it and working on it, the better it's going to be to get something done.
- Peter is also an instructor at the University of Buffalo in addition to his duties here. He goes up there two days a week - instructing on neighborhood work up there.

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- There is nothing to report at this time. There's some discussion about pulling together some people again, listening and then being able to report back.

#### **COMMUNITY DIVERSITY ACTION TEAM**

- Max Martin was welcomed as the co-chair of the action team. My passion is to bring the Committee together with the Hispanic community.
- The only way to reach them is through the churches.
- Different pastors are going to help.
- There's a lot of needs in the community. A lot of people offer a lot of help. Not too many people ask what the community needs.
- We're going to get together and set up committees with the local people and ask them – what is the need? What is working and what is not working? Are you getting the services? Who's helping you? Why aren't they helping you? A report will be brought back showing you are providing money for this non-profit group, but not helping the Latinos.
- So we're going to get data. We want to see output. We want to see what works or if it doesn't work – try something new.
- Over the past 2 ½ years there's been an influx of money into the Hispanic Community but no output.
- Two weeks ago a multi-cultural meeting was started with black churches and black leaders to meet to determine how we can all work together.
- When conversations are held, throw in the Arts for us because that's another group that's out there floundering a little bit right now that needs input from the community.
- The Hispanic people love the arts –they love art. There's nothing specific for them. Sometimes they get into the project and they do it well, but it blows up.
- If you keep it active, the church definitely is a great help. If you have a very active church, you can see the art in those students – it spreads around the community.
- We need an education. There are different organizations in the community that are all trying to meet the needs of the Latino community and are not.
- The Learn to Speak English program doesn't work. There are things that are just not working. Educate us so we're not just throwing money at things. Nothing is changing. We need to go on an education circuit to these different organizations.
- We're duplicating a lot of the things.
- If you give something for free and this person does not get it - they want it to.
- They keep jumping from places to places to get freebies and we're not getting anything out of it.
- We need to focus more.
- We have about 7-8 Hispanic churches in this community that aren't talking to each other. The kids talk to each other so why not bring the pastors together.
- The East Side Y is going to be open as a neutral zone to talk about the community needs. Then go to their parish and say “here's what we need to do together.” A community garden will be started for the kids, for the pastors to bring the kids.
- Four pastors have been talked to.
- We had a really long conversation about what the vision is about the community. We need to walk. We need to talk. We need to act. We need to be part of it. The Hispanic community is very family oriented. They're very suspicious too and they don't do business

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with you without knowing who you are because they assume you're getting something out of it and they're not getting anything out of it.

- If you go with the family for fellowship, then they open up.
- Max will sit down with John Merino because he's got a lot of ideas on this Diversity Action Team.

#### **JAMESTOWN EDUCATION ACTION TEAM**

- John Garfoot was not able to attend today.
- We should tie the STEM into what he's doing. He has Carol Hay's information. She agreed to serve on that as well.
- A STEM group meets at Jamestown Community College once a month. That's been ongoing for about the same period of time. Carol is on that group as well.
- They are looking at Holy Family as a pilot project for a bigger program.
- The teachers are very eager to do the extra stuff. They're thrilled about it; they're very energized; they're very helpful.
- It's not just an after school program. The kids have pre-imposed questions; they have an evaluation to fill out. Dr. Ney has been at all the sessions collecting all the information in order to try to prove an accurate assessment for the people who are interested in looking at it. STEM stands for Science, Technology, Engineering and Math. Some people now are using the word STEAM for Science, Technology, Engineering, Arts and Math. Students are not now globally competitive.
- There is a tie-in with 21<sup>st</sup> century grants that are going on at the high school level because a lot of what they focus on, STEM type exercises. There's one more year after this of the 21<sup>st</sup> century grant money.
- The concern is that the in-roads of those activities that the school has done in the after school programs, (e.g., the teen program at the downtown and East Side Y), are science oriented, based on quantitative skills and creative ideas using cooking and estimating.
- These programs should not disappear from our community. Good work is being done.
- The teens enjoy it.
- Children enjoy experiential-based and project based learning.

#### **HEALTH CARE ECONOMIC IMPACT**

- We're meeting monthly. We have added Jamestown Community College to the list of the partners around the Health Care Action Team table. The group prior to JCC was the Chautauqua County Health Department. People come fairly regularly so it's been excellent.
- The person representing the college is the head of Nursing and the Professor of Nursing, Dr. Dawn Columbare who recently received her PhD. One of the things that she has brought to the table is a recognition of the health care shortage, physician extenders, such as nurse practitioners, certified nurse practitioners and physician's assistants. As it relates to JCC, certified nurse practitioners are very important. The hospital gives tuition reimbursement for nurses to continue their Master's program. There are so many opportunities at JCC to continue to receive an RN degree, get your Bachelor's and then your Master's. You can actually do it right at JCC. We're very blessed to be able to have those kinds of connections there through JCC. It is a real important area of growth. It's going to be an area of need and it's a potential area of growth if people are interested.

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- The rigors of medicine and nursing are such that there's not as much interest as there could be. The Power of Three grant that has been funded through Chautauqua Works is really important. They go into the schools and talk about healthcare professions. The fact that jobs are available, what jobs they are, they help with the career fairs to show high school students what's available.
- At JCC, they not only have nursing but an occupational therapy assistant program.
- The hospital has a radiology technician school and also a medical laboratory. These are really important areas that we have.
- St. Bonaventure has a program where you can be admitted as a Freshman, with certain qualifications, but then are guaranteed a place in medical school as a Freshman at St. Bonaventure to George Washington University and another Medical School, provided that you keep your grades up. You do not have to take the MCAT's. We have one student from Jamestown who's there now.
- Dr. Garone reminded us of this wonderful possibility. Sue McNamara from Chautauqua Works is trying to get that information back to the high schools so that the Guidance Counselors are aware of that and encourage it.
- There's a tendency if somebody says they want to go into medicine that students are discouraged because they're told it's so hard – you don't really want to do that.
- We have a scarcity of those jobs so it's kind of sad. We are trying hard to grow our own program. One of the committee members, Dr. Rappole, is now head of Student Education at WCA. He helps us place students who want to shadow a doctor during the school break or somebody who wants an internship, or a clinical clerkship. He also places medical students from the University of Buffalo, the MECO Program and other students who want to come back to the area who are at different places. Also students from LECOM, Lake Erie College of Osteopathy participate.
- These are medical school students.
- Shadowing can be done with high school students. It takes time to coordinate that. A few people are doing that – Dr. Ney, Dr. Rappole, Dr. Garone. If a student needs three weeks with a nurse practitioner, we're not just asking one person. They can be with several doctors or a clinic. The partners are all saying – we can help and that has made it possible for somebody to do that and not be with somebody every minute. It takes a great deal of time to teach and also take care of a large patient load.
- The medical corridor – there's one organization who is thinking of potentially relocating and adding on to services. It's been studied by Jason Stronz and Andrea Magnuson. Things are known and when somebody's interested, Jason shows them around.
- We have received two applications for the position incentive grant that we got. They will be processed at the meeting next week. One is a hospitalist at WCA Hospital. The other is an Internist at WCA Hospital and the JAMA group.
- We were funded for that by the Community Foundation and the Lenna Foundation.
- There will be an application coming in the next two or three weeks because there's a new physician being recruited who plans on coming from the New York City/New Jersey area.
- Jason Stronz is working on upper floor development and 2<sup>nd</sup> floor development in the downtown area. He shows doctors apartments who want to live in downtown Jamestown because they can walk to work. This is tied in with the revitalization of downtown because ten years ago doctors necessarily might not have wanted to live downtown. Now they do. One of them is already living downtown on Main Street across from the Pub. This is a physician who works for JAMA who likes to walk or bike to work. Another doctor who moved in town, but not in the downtown, has apparently expressed some interest in

moving into downtown. It's nice that we can all work together around this table and around the Health Care Action team.

- The Power of Three grant that the Sheldon Foundation paid for has reprogrammed \$10,000 that was not used during the school year to do five internships.
- The orthopedic one did not happen. They had a hospital administrator student.
- They had a variety of physician extender type of career explorations.
- They were given a multi-year grant from the Sheldon Foundation. The goal for year two is to expand their education program in the high school during the school year and have more internships for high school and college students in the summer.
- The Hospital runs the MECCA Program which is for the medical students. We're trying to get a continuum of experiences. If someone expresses an interest in health care, we will have appropriate level experiences for high school students and college students. It doesn't have to be medical school.
- Physician extenders is part of The Grow Your Own ancillary industry to keep it here.
- We really need bi-lingual students. There are no bi-lingual facilities at the Hospital. We need people that are interested in nursing, ancillary and medical school so there would be internship opportunities here.
- There is also a potential for high school students who would like to work at a medical center like JAMA. They do have a nurse there who speaks the language, but no one else. That student could learn health care and then help interpret.
- The other thing that's related to Grow Your Own is the STEM Program at Holy Family School. Dr. Ney has been working on a STEM Program at Holy Family School. It's a science enhanced program from Pre-K through 8. Science is taught all year long in all those grades. In the middle school, there is a partnership with Jamestown Community College and Roger Tory Peterson Institute where once a week there is an after school program for students. They go and have special programs. The program set up for November is physics. They are going to the Challenger in Olean. Dresser Rand and BWB are supporters of it.
- They came asking for very large grants from foundations to build the Challenger Center. It came out of the Challenger Disaster and the families of the astronauts decided they wanted a living legacy for the next generation to encourage children to go into science - particularly space science.
- They started in Florida. It's a full sized simulator of a shuttle cockpit. They can take a classroom of students and they break them into groups.
- One of the Education Committee members for Holy Family is a Physics Professor at JCC - Dr. Plumb. She teaches a class where she teaches students to teach younger people physics. Ten of her students are coming. These are sophomore college students taking physics and middle school - 6<sup>th</sup>, 7<sup>th</sup> and 8<sup>th</sup> grade students at Holy Family. They'll be able to help the younger students. It is a tremendous exposure for these children. This is a grant funded program at Holy Family.
- Depending on the success will depend on how it is scaled up.

#### **REGIONAL SERVICE SHARING OPPORTUNITIES**

- A grant was given to the City and the County for doing a study of the possible merger of the County and the City police departments.

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- The RFP was sent out and two consulting firms responded with their proposals. They are coming in October 27<sup>th</sup> to be interviewed. We are going to take a look at them and see if we can make some decisions.
- Some questions have been developed to ask both the groups about their backgrounds and some of the issues that we're dealing with. Progress is being made.
- New York State is funding it.
- The decision/selection should be made very soon after the interviews.
- This could be a pilot project for the State which would be real important.
- Nine months to a year is the timeline.
- Jim Olson and others have made the study pretty comprehensive in the sense that not only are they studying the organizations as they exist and all the various features of both systems, retirements and health systems, there's all kinds of details, actuarial tables, etc.
- There is a difference on different pay routes with the unions as well.
- The study also encompasses not just producing the study, but having the consultant work with the City and the County to go through the process of making a decision.
- Their task is to help facilitate the decision making process. There's no guarantee that both will actually pass through our organizations but that consultant committee will be there to provide guidance, resources, while that decision process is being made.
- It's a strength that's been added to the process itself. That's where studies tend to fall flat, they are complete but no one really takes you through the hard part which is what's going to be the reaction, what's going to be the ways in which you can find answers to the questions that are obviously going to be brought forward by both the County and the City.
- That's where some of the tough work needs to be done.
- I cannot be pie in the sky. The research has to be good based on what exists and what's feasible and the goal is to really end up with the most efficient system possible.
- Todd Trantum is serving on a committee of the Regional Economic Development Council. Work force is the major focus of that strategy. There are some topics related to health care and advanced manufacturing that they're looking to incorporate. This is due November 15<sup>th</sup>.

#### **DOWNTOWN JAMESTOWN DEVELOPMENT CORPORATION - UPDATE ON TRAIN STATION**

- Mark Schlemmer did a fabulous job on a tour of the train station with the Legacy Society. You could see what dedication he has had to that project over the years. We're lucky that the City's allowed him to do that.
- The City's been a great partner in the whole thing. We have been working with these guys on the money and it has been a very good partnership. Everybody is working together. We are 95% done.
- The doors are not done.
- If you would like to take a tour that can be arranged. A local history class from Jamestown Community College went through there last night.
- Pretty much all the marble is up now. There is just one little area where the marble's not fixed.
- Tomorrow morning at the Roger Tory Peterson Institute (this idea actually came from Dale Robbins) the naming of the bridges for major attractions that are over I-86 will take place. They're going to name the first bridge in the Town of Ellicott The Roger Tory Peterson Memorial Bridge. That's at 11:00 A.M. at RTPI.

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- They're going to name one bridge the Lucille Ball/Desi Arnez Bridge and then they're going to name another one The Robert H. Jackson Memorial Bridge.
- They have both been passed by the Senate and they need to be passed by the Assembly which is in the process. As soon as that's done then all three of those bridges will be named.
- We have millions of people that go by there so it's a perfect opportunity to get an extra bang for our buck out there.
- The theme for the parade this year is going to be "I'll Be Home for Christmas," and it's March of the Wooden Soldiers. The whole idea of this is to make it patriotic and reflect on the last ten years.
- We're actually working with some groups to reunite some soldiers that have not been reunited with their family.
- We're working off that operatta where they had the wooden soldiers.
- We don't have a parade marshal because they're waiting to see what we can do with the soldiers.
- The Healthier Eating for Kids is through the Farmer's Market. We're trying to educate them. We've had contests. We've got one that's going on right now and I'm not sure whether it will have winners, but it has questionnaires on how you can do things with food and teaches people how to do a better job of what they're eating.
- The parade is December 2<sup>nd</sup>?

#### **BOARD OF PUBLIC UTILITIES**

- What is the status of the Power Plant?
- Alternatives are being reviewed. The gas turbine is being used because the price of natural gas is down.
- A group of engineers is working on alternatives.
- A lot of time was spent one year ago on this but the money did not come through.
- There are commercials on Normal, Illinois. A plant that's building electric cars purchased 1,000 electric cars for the city of Normal, Illinois and they're putting up electric charge stations throughout the city since the electricity is cheap there. They have power stations and focus on ways of incentivizing local resident to buy electric cars.
- There are people here involved in studying that.
- When you have all the people plugging in their cars, you have to have electricity for that. There's not enough infrastructure to make that possible at this time.

#### **RIVER PARK BEHIND MR. SALVAGE SITE**

- The site is now complete and it's growing out of the river walk. Phase II of the river walk is now underway. They're working on it with hopes of having it done by the end of this year. It'll stretch from underneath the Washington Street Bridge all the way to Panzarella Park and then right off of Jim Sirianno's property - the Mr. Salvage site. There's a nice little amphitheater-like setting now right on the river front.
- If it's done - can you have some kind of a celebration down there?
- It's not a JRC project.
- The Gebbie Foundation did all the work for that but the JRC is the organization that signs a lease agreement with Jim Sirianno.

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- In the Urban Design Plan they told us you have to celebrate anything you do and everybody is so busy working that we forget.

#### **WINTER GARDEN PLAZA**

- We're hopeful to have a winter event at the Winter Garden Plaza.

#### **WELLMAN BUILDING**

- Progress is moving forward over there. There are a few people that have said they are ready to sign the lease as soon as leases are available. There are a few more that are just waiting for the show units to be completed. They are 75-80% done.
- Calls came in today because of the Post-Journal article. More people are interested in renting that so they're just waiting for things to get done. As Joe Jacobi had reported to Jason Rodriguez, the retail store fronts are going to be vanilla box structures. They're hanging the drywall on the ceilings right now. No comments have been made regarding the possible filling of the storefronts.
- The areas are a blank slate. Whatever you want to move in there, they're open to any options. The doors are out. Everything's been gutted.
- Has a place for parking for people that might live there been designated?
- No. The developers are trying to negotiate with different groups about parking options, whether it's the city-maintained lot that's right next door that really is used by The Connection employees, or the lot that's behind there that's used right now by Covenant Manor and LSS employees. There's a couple of parking lots that the developers are trying to maybe get a lease agreement written up for. You've got the parking garage on Fourth and Cherry and then you've got the ramp that's down on Second. They're all close.
- There is plenty of room at night in the ramp. The cost is \$38 per month.

There being no further business, the meeting was adjourned.

James N. Olson  
Director of Financial Services/City Clerk