

September 10, 2010

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 Friday, September 10, 2010 at 8:00 a.m.

Members Present: Co-Chairman Greg Rabb, Co-Chairman Jennifer Harkness, Len Faulk, Pierre Richard Fleurant, Linda Swanson, Becky Robbins, Betsy Wright

Others Present: Amanda Chapel, Bill Rice, John Merino, Lee Harkness, Steve Centi, Joelle Conti-Washer, Dr. Lillian Ney, Tami Downey

Co-Chairs Rabb and Harkness called the meeting to order.

APPROVAL OF MINUTES

The minutes of the August 2010 meeting were approved.

HEALTH CARE ECONOMIC IMPACT

- The August 19th summary is attached to the minutes.
- The meeting is always well attended.
- Progress is being made in terms of collaboration and working together more specifically and in a more focused way on some of the issues that the Strategic Planning Commission identified as issues.
- With the issue of a lack of physician coverage with retirements a lot of collaborative efforts are being made regarding physician recruitment.
- Dr. Garone gave a really good report about what their hospital is doing in particular with coverage, with hospitalists and orthopaedic specialists and discussion of future OB coverage because of a recent retirement.
- JAMA always gives a big report at that meeting, as well, for physician recruitment which is almost always done in conjunction with the hospital.
- Reports have been presented for students who have been shadowing. The MECO Program has been reinvigorated and there were two students here this past summer. It was a very positive experience. One student was so impressed with the experience that now is thinking very seriously about coming back to this area.
- Holly, the DO student, that our committee is familiar with had an outstanding experience.
- Two physicians stand out in willing to have and caring enough to have the medical students. It's a special skill to be able to teach as well as take care of patients.
- Dr. Rappole is going to be working in a role to help coordinate a lot of the medical education for physicians or soon to become physicians.
- Dr. Garone told us about a program now with LECOM in Erie. They do wish to have a clinical setting here in Jamestown for DO students. The medical staff is looking into

different backgrounds for physicians who are potential members of the medical staff who want to be credentialed, but who are DO's. The medical staff by-laws do allow that, but now they're looking at different programs that certification prior to applying to our medical staff. The credentials committee will see if they qualify. This is a very progressive and excellent and needed step so the committee was very pleased to hear that.

- New York State is holding all the physicians hostage who are qualified. We're a low income HPSA designation and we need doctors. Things are being held up for medical licenses in New York State and the J-1 VISA is another example. A poor doctor had to take a plane back home because things were bogged down. Brian Higgins is trying to expedite that.
- Sen. Young's office has been very helpful as well with the New York State license issue. Brian Higgins' office has been great with the Visa issues.
- A new healthcare career initiative for this part of the county now that Sue McNamara is working on. She's working with the Jamestown School System, Falconer and Frewsburg and Southwestern School is going to be included. This tool kit includes a web site. It's geared towards students and high school counselors.
- There's a medical explorer's program being worked on at WCA by Karen Bohall.
- John Merino has offered to contact Albany in regards to Brownfield Fund possibilities.
- That program is related to trying to create a medical corridor along Harrison where some of those old warehouses and garages are. The IDA has already done surveys of the property. There is some environmental information. The group wanted to see whether it would be possible to utilize Brownfield monies if a new medical facility was developed there.
- The Resource Center is still focusing on psychiatry. Two physicians also have been added to the Family Health Medical Services. There's a flurry of activity going on. It seems to be concerted, focused and trying to fill the gaps that we have. People have been very cooperative in that Healthcare Action Team.
- Jennifer Harkness is Chair. Randy Sweeney, Ann Abdella and John LaMancuso are going to be working on a plan for endowment because loan replacement's the biggest thing and we need a lot of money. Our next meeting is September 30th. It's at 2:00 in the JAMA Conference Room.

NEIGHBORHOOD REVITALIZATION PLAN PRESENTATION

- The forum at Jackson Center was very successful. There was a great turnout. The participants did a wonderful job. It was a great start to begin to look at how we're going to implement the Plan in the community. The task force met this week and we're going to follow up with a sub-committee to plan for three neighborhood middle school target area meetings, Jefferson, Persell and Washington.
- The schools may charge a fee for this.
- The meetings will try to be held by Thanksgiving. Two other aspects were also reviewed: One was the residential rental registration and licensing inspection program. A revision was presented of what Geneva has done. There's a fee schedule for operating permits. A meeting had been scheduled with REIA Tammy to go over this. It's been rescheduled. This was in response to what is a realistic way of carrying the inspection fee program. A model that we came up with essentially says when a property is inspected and the property's in good shape, there's no fee. If there are violations, the owner has a year to remedy them. At the end of the year, the inspector comes back, if they're fine - there's no fee. If they're not, that's when the fee would start at \$100.00 and a \$25.00 fee for failure to keep an appointment. The wording and how it fits into the current Code has to be looked at

carefully. The committee would like to recommend this as a template to the czb Report. Charles has always said "this is a basic document and one from which you make modifications to make it work." The committee is doing that. This is a discussion item and is to be forwarded to the Planning Commission. Tammy will reschedule our meeting to go over this as well. This group can act to recommend this change.

- The sub-committee had a long discussion, about the number of new multi-units that are being built. Not to criticize any organization because there's some great housing providers, CODE, CHRIC and COI, but with the percent of vacancies that the city has, the number of antiquated single family homes that really could or should be upgraded in order to help stabilize some neighborhoods it doesn't make a lot of sense to continue to build additional multi-units for a couple of reasons.
- It's going to add to the glut in the marketplace which isn't going to be effective in helping us turn around the economic status of our housing stock.
- Is the government in direct competition with private sector landlords and multi-unit property owners? It doesn't give any incentive to multi-unit property owners to do much. What happens is as the really quality units come on line subsidized by the government the best of the people who are economically challenged occupy those. The people left that you may not necessarily want as a tenant rent them. It's tough to be in competition with the government when the government's putting money up to create units and the private sector then has to compete with it.
- One of the things discussed was to be emphatic with the state and federal government about not allowing more multi-units to be built in Jamestown until we go through a period of a few years here and begin to not only correct neighborhood issues but right size the housing that we have to accommodate the population that we actually have.
- That may not have been a part of the recommendation but that's a real fundamental issue here in the community for both reasons - adding to the glut and then the government competing with private sector landlords.
- The funding sources are outmoded with the time or with the Plan. It's disassociated from the need and the best method to rectify the problem. Possibly a pilot program can be developed to have funding make sense to what the City is trying to do with the neighborhoods.
- Greg and Jennifer will be going to City Council this month to go over the goals for the year.
- The number one thing that we need to recommend is that the Plan be adopted. The City is using that as a guide for a lot of the work that's going on but it really needs to be formally adopted. The other things are pieces of implementing it which will also be recommendations that will go forward. We want to make sure everybody's on the same page. We are all in support of that Plan. A formal "yes" vote from the commission is needed to go to the council to recommend that they adopt the Plan.
- The Planning Commission meeting is on the 21st.
- The City Council voting session is on the 27th. A recommendation will be made to the Council. We will also be at the Planning Commission meeting to recommend that you move that forward and then Council will be the following Monday.
- A JRC Board meeting and strategic planning session was held yesterday and the Board did come to a consensus that they're willing to be the driver of the Neighborhood Revitalization Plan much as they are of the Urban Design Plan.
- The whole administrative piece and putting together how that's going to operate is the next step. That will be another recommendation when the recommendation is made to the

September 10, 2010

council to adopt the Neighborhood Plan. A recommendation to Council that JRC house that piece of it will also be made.

- This also has to go through the Housing Committee of City Council chaired by Paul Whitford. That meets on September 20th at 6:30.
- It should also be noted the excellent advice and cooperation and help from Len Faulk and the City and the Department of Development. It's been really excellent for the community to know that people are together in trying to improve the community.
- The Mayor and Steve both had great ideas yesterday. There's an awful lot of experience there with what the reality is of the government programs they have to contend with, what kind of wish list they have, what kinds of flexibility we'd like to see to make better things happen. Steve was really helpful in outlining some of his thinking which was really nice to hear. It kind of helped point us in the direction we started to move.
- Everyone is extremely grateful that Len Faulk has the passion for this.
- The residential occupancy cost comparison report has been developed. It is part of being competitive and in a competitive market where there are lots of choices and part of this is kind of myth-busting that the costs in Jamestown are just so much higher than the surrounding communities - why would you ever live here? We've never had the data in to show what the costs of operating a house would be in comparative between municipalities. When you include taxes and the cost of utilities, Jamestown compares very well. For a \$70,000 house, if you combine the taxes and operating costs, Jamestown of these four communities is number three cost, not number one. We do have neighborhoods of choice in the Jamestown region which includes Jamestown and it appears we have a competitive ability and added to the fact of our reinvestment plan we are going to make it more competitive. We're going to increase value and increase the appeal of Jamestown neighborhoods so that our competitive market region wide will even be greater. It's another affirmative action towards marketing Jamestown. Those who live here know it's a great place to live. This is a chance to say these are the real facts. We are on a path to make this even more appealing and more competitive. This is a partnership between the Jamestown Renaissance Corporation and the City and the Strategic Planning Commission and released to the community as our joint partnerships.
- The members asked that the report be released.
- The report will also be presented to the City Council.
- We have high costs generally, and they've been getting higher for all municipalities and some municipalities have indeed been increasing more than Jamestown has in the last 50 years or so. It's not just the city, but obviously county, and Medicaid - there's a lot of things that contribute to this high cost, but it's not just a city problem. It's a much larger problem than that.
- The members thanked Len Faulk for his work on the report.
- One of the things that stand out is that there are a lot of things that are being paid for by City of Jamestown taxpayers. They are utilized by people who live outside the City. WCA Hospital's right at the top of the list. You can go through the entire list and take a look at a lot of amenities and special attractions and government offices and churches and things like that that are all off the tax rolls of the City of Jamestown that are utilized by residents of the entire greater Jamestown market area but which are basically paid for by City of Jamestown taxpayers.
- When you look at new construction - it stands out in here with the tax abatement programs that are available to the City of Jamestown taxes and the school system taxes

that the chart that Len Faulk showed you on the \$70,000 price level is for existing properties.

- If you look at new construction, you'll see that the City of Jamestown is not only much more competitive, but the lowest cost provider collectively. It takes somewhere in the neighborhood of seven to eight years before the second least costly catches up to the City. The City is actually a lower cost place to live.
- There are some factors that we look at in here that are provided in the City that are provided elsewhere but in outlying areas they're provided in some cases by special districts, by volunteer departments. If you look at response times relative to police, fire, ambulance services, you would prefer to be as close to the providers as possible and you get that benefit by being here in the City.
- It is recommended that everyone take a look through the report and let the staff know what you think about it as a document. The report can be updated with tax rates and utility charges as they change.
- Natural gas costs were not figured in because regardless where you live, you pay the same rates. Insurance costs, even though Jamestown has the best insurance rating of any area around here were not included. Insurance companies rate and provide their charges based on proximity to a fire station and the availability of water. It also doesn't take into consideration if you live outside the area and you don't have water and sewer - you have the septic system and you have to drill for well water.
- The Village of Bemus was not included.
- The targeted areas reviewed were contiguous areas around the City.
- Professionals are looking at Bemus and Lakewood. They are the major competitor to the City of Jamestown.
- School Districts are a big part of it. People are going to choose to live where they want to live. They choose the school system that they feel comfortable sending their kids to.
- By looking at MLS Data over the course of the last three-four years, it was determined that if you look at each of the price books that the average square footage for a property that sells at \$70,000 in the City of Jamestown is over 1400 sq. ft. It's just over 1,000 feet in the Village of Lakewood and a little over 1,100 sq. ft. in the Town of Busti,. If you compare apples to apples, a 1400 sq. ft. in the City of Jamestown averages \$70,000, a 1400 sq. ft. home in the Village of Lakewood might average \$85,000. You are then looking at a different tax structure.
- In the analysis of that data, comments made at one point were people don't want to buy in the City of Jamestown. If there's a property for sale in the City of Jamestown realtors may have difficulty selling those houses because on a comparative basis they say people do not want to buy in Jamestown. The data shows Jamestown outsells the outlying areas combined by about 5-1. That was one of the interesting aspects of what came out of taking a look at the data.
- As a tool for marketing, it really is a great piece. One of the difficulties in urban areas is that because of the concentration of services, you're going to find that the most economically challenged people choose to live in an urban area because transportation becomes an issue, the need for medical care, etc. It's critical to get this word out on these numbers just for market value perspectives. It's critical to get this housing plan put through and that we really need to transition our neighborhoods. What is the percent of the population in the other communities that are at median income or below? Will the City of Jamestown outnumber every other community in terms of our economically challenged population?

September 10, 2010

- The new census is going to be an eye opener. Median income in Lakewood is \$25,000 – it is the same as Jamestown. When you look at demographics you're going to see a lot of people on fixed senior citizen income that are bearing the burden of a lot higher taxes. There is not that much difference between these outlying communities. We look more alike than we do different.
- We're looking at a regional market here. We can't just concentrate on the boundaries of the City of Jamestown because this market around here is not large enough to be considered an isolated market.
- The Department of Development is still in the process of completing the first quadrant sweep which is now over 2,000 structures since June. The department is tracking all the types of violations out there. Painting is more than ten times the most frequently cited violation. 500 of the 700 violations deal with exteriors of properties. We need to find a way to assist that or turn that around. Peeling paint's probably the primary thing.

JAMESTOWN'S NEXT GEN TASK FORCE

- The group has been receiving emails regarding businesses wanting us to come to their place. The Weeks Gallery wants to host us. We're trying to get into Merritt Winery. The BPU has contacted us looking for help for the Weatherization Project in October.

URBAN DESIGN PLAN UPDATE

- The Jamestown Renaissance Corporation is determining what direction its 2011 activities are going to be. Facades are going to wind down a little bit. A couple will be targeted but they're going to be targeted to buildings where there's investment being made by people– the old Jones Bakery, is a good example. That was one of the original 16 that was identified for a façade restoration. Of the original 16 historic facades that we identified downtown 11 were completed. 21 facades have been completed.
- Waterfront research and activity has been discussed. Bill Rice will be working on some of that.
- The JRC will work with the DPW to install brick or stamped concrete crosswalks all through downtown. The first one is going to be done over by the Ice Arena, Jefferson and Third and Second Street and then across Third Street to the north side of Third Street. The hope is to continue to move all the way down Third Street as the core and then move out to Second and Fourth Street so that every crosswalk downtown will be either stamped concrete that looks like brick or actual brick inlay, just to give it some attractiveness.
- Work on the upper floors of a lot of the buildings where the facades have been done has been discussed. Research is being done on the idea of condo conversion or co-ops where individual property owners where facades have been done don't want to invest in their own property will sell a floor. A tour was conducted last week. We got to see Jason's apartment in the Swanson Building that just was completed next to the Reg Lenna. We got to see Jack Harvey's apartment that he turned into loft housing some years ago. They were beautiful. The amount of square footage is actually amazing. Many of the young professionals that were on that tour all said they want one of these. The approach is now, if the individual property owners don't want to invest in their own property, they can still own the physical structure but would they sell the second floor or co-op the second and third floor and allow people to come in and make their investment and create their own dwelling unit downtown? Part of the success of the Urban Plan as it relates to downtown

is to get bodies down there, young people with income to be able to spend that will hopefully attract night clubs and restaurants and shops that young professionals are going to be interested in so we begin to transition downtown. It's all a work in progress. The first sample building has to get done, that first property owner needs to sell a couple of their floors if they don't want to do it themselves so an example can be shown to the community.

- The Wellman Building project should be getting off the ground. The closing took place – First Niagara Bank is doing the financing, all the tax credits are in place, the relationship with the City helped, the Gebbie Foundation helped, the IDA has helped. Construction is supposed to begin shortly with the asbestos removal and gutting of the interior to begin to lay out the apartments. Within a year, we'll have about a third of those on line. It will be phased in over a couple years. There will be a total of 40 units. They are going to be all rentals. The idea is to attract the younger professionals and younger individuals to downtown to live in an urban setting. It is being privately financed for the most part. They will be market-rate units so they're not going to be in competition for people who are economically challenged.
- Can a virtual tour be developed of Jack Harvey and Jason Stronz apartments? Possibly Digital can assist.
- There is a glut because of the senior housing programs that were created in the '70's. Units were needed in the community at that time. We've got 300-400 units down there of senior citizen housing. The population will need to transition over a few year period – it's not going to happen overnight.

OTHER BUSINESS

Chautauqua County Energy Conference Expo

- The Chautauqua County Energy Conference Expo will be held October 22nd and 23rd.
- It's one of the biggest conferences in the State now. In 2009, there were 29 panels and 70 speakers.
- Richard Kessell President and DEO of the New York Power Authority will be the keynote speaker.
- A scholarship has been announced for high school seniors who have an opportunity to write an essay on "What will power a light bulb in 2020." There will be \$500, \$350 and \$250.00 scholarships.
- The intent is to create education. There will be three components of education this year. One for teachers, one for schools and one for the individual student.
- All the things that we're talking about in terms of neighborhoods and housing will be covered at that conference. Everybody who's a homeowner, who runs a business, who's thinking about running a business, everything to tax incentives to green building design will be discussed.
- A number of top speakers in the State will be coming and it will be at Chautauqua Suites in Mayville.
- It's a great opportunity to expose yourself and your organization.
- It starts in the morning with a teacher seminar. Teachers who are in elementary school are going to be invited. NYSERDA is going to actually give back to the schools the opportunity to provide a substitute for every teacher who attends. They will pay for that.

September 10, 2010

- We're hoping each year that we will continue it from elementary to middle school to senior high school. The idea's to become energy-smart teachers making energy-smart students.
- There are a lot of actions that can happen with that across our board because one of the components in anybody that looks at a house is the energy cost associated with the house. How we can better manage that individually and what we can do...there's a tremendous amount of incentives out there, some locally, and some state and some federal. People from the IRS actually will be there talking about energy components.
- Any organization can be involved in the seminiar and also be a vendor. In 2009, 70 vendors were there. There is limited space. A vendor is someone who wants to provide information primarily about energy issues. Some booths go to not-for-profits. It's a promotion of the county which the City is part of so we're trying to inform everybody.
- There'll be discussions on the Comprehensive Plan for the county; there'll be people from Chautauqua Lake Watershed and the Audubon. The Audubon has gotten a grant. Go to their website Green Home Chautauqua. It would be nice to see more green homes in the City of Jamestown. That is one of the goals to try and promote that aspect of green home design, green home development, passive heating and cooling within the community.

Downtown Jamestown Development Corporation

- Tuesday morning the business group, our economic development group and our Celebrate Jamestown group will meet at 8:00 at the office. Plans are beginning for the holiday season. It will be spread out over the month of December because the Ice Arena is having the World Junior Hockey Players here. It's going to involve the people from Russia, Slovakia, and Finland. An Olympic Village is hoped to be planned that would be operated in the area of the BWB building. Support is going to be sought from the area.
- The train station is almost half-way completed.
- Cruise-In and Thunder in the Streets was held at the same time this year. Approximately 22,000 people attended. The stunt show was held over by BWB. Each of those shows had about 4,000 people watching. The downtown was full and that goes right along with the Urban Design Plan.
- Special promotions for downtown will be coming up.
- Andrea Magnuson has an idea for yellow sticky notes for businesses. If you want to go to a business and they're not open...to leave a sticky note on the door.
- The Christmas Parade will be held December 3rd. The 10,000 Maniacs will be back. It's their 30th anniversary next year and they're going to do 30 concerts during 2011.

There being no further business, the meeting was adjourned.

James N. Olson
Director of Financial Services/City Clerk