

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, December 11, 2009 at 8:00 a.m.

Members Present: Co-Chairman Greg Rabb, Co-Chairman Jennifer Harkness, Len Faulk, Jim Zadoorian, Jim Olson, John Garfoot, Becky Robbins, Mike Sullivan, Linda Swanson, Dave Painter

Others Present: Bill Rice, Jason Stronz, Chuck Cornell, Lee Harkness, Randy Sweeney, Joelle Conti, Amanda Chapel, Kerri Brown, Greg Lindquist

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

APPROVAL OF MINUTES

The minutes of the November 2009 meeting were approved.

MEETING SCHEDULE

- Co-Chair Rabb, if re-elected as President of the City Council will continue as ex-officio Co-Chair of the Strategic Planning Commission.
- The City Council Inaugural meeting will be held January 4, 2010 when a new President will be selected.
- The January meeting of the Commission will be held on the 13th.
- A determination will be made after that as to when the meetings will be held in 2010.

JAMESTOWN'S NEXT GEN TASK FORCE

- A November meeting at the Ironstone at Roberto's. About 10 people attended. A number of people emailed and said that they wouldn't be able to make because it was also CLN induction night.
- No meeting will be held in December.
- In January, The Southern Tier Brewery has offered their new location for a meeting and a tour.
- Other networking groups are starting to hear about us.
- A couple requests have come from the Friday Morning Networking Group, Toast Masters.
- The Chautauqua County Health Network recently contacted us to attend a lunch for a doctor they were recruiting. Unfortunately the doctor took another position. They

did contact someone from Jamestown Next Gen Leaders to be a part of that discussion.

- The group is slowly establishing ourselves in the area. There seems to be interest in modeling after Chautauqua Leadership Network such as asset days where we would visit the Audubon for example rather than doing a social event. This can be explored during the winter.

STRATEGIC GOAL SETTING SESSION

- The 2009 SPPC Strategic Policy Recommendations to the Mayor and Council were distributed in draft form.
- Consensus was reached about a number of items, major priorities with the addition of some other items Jamestown was the region's Main Street, a sense of progress having been made over the last year.
- Given the larger framework, our next job is to take the priorities that were re-affirmed, in a slightly different order, job creation remained first, supporting the redesign plan, neighborhood revitalization tied for second.
- The goal is to review this and make any additions, changes and then send it on to Greg for review.
- Normally, a presentation is made to the City Council with what our recommendations are at a Work Session.
- That was done with Neighborhood Revitalization Plan.
- Does the draft need to be reworked by a smaller group?
- The group can meet at the February 1, 2010 work session with the council members.
- What is the process when the group goes to the Council?
- It is discussed and referred to committee.
- They have approved/adopted everything that has been brought to them. They've been very supportive of the efforts of the Commission.
- They may decide to refer it to a committee; for example Housing, or for issues involving planning, they might want to refer to the Planning Commission to get their input.
- If there are items that would be referred to a committee can they be identified and then the group can go to the committees prior to the February meeting to give them an overview?
- The committee that might be the most interested, especially with neighborhoods, would be the Housing Committee.
- First: Support Healthcare/Medical Corridor, Job Creation/Retention: This is a new priority so there's some explanation below it.
- Is the recruitment piece identified? Is that what we're focusing on?
- Healthcare recruitment is also a part of that.
- One item is looking at the physical structures that would create the environment that's conducive to bring physicians in; it's also looking at ways that we can do better joint relations both with physicians and also look regionally to see what we can do from a medical perspective and then also from a neighborhood development revitalization help to reinforce the sector that can then be used to leverage new enterprise to come into the surrounding area.

- What more are we looking at doing to recruit the physicians, to recruit the healthcare, the people that would be trained?
- A sub-committee of the healthcare task force is focused on recruiting as a component of this. At the hospital there is an active approach to recruit. JAMA is actively recruiting. Work is also being completed with national groups that are expert in the area. The point is that there's a great deal of recruitments underway. The issue is when they come here, they need a place where they can thrive and be successful.
- A section can be added about job creation/retention.
- Is local training considered?
- Three strategies are being reviewed, one is how do you grow your own? That's kind of a long term systemic issue in terms of how do you reach out to the kids now in high school that show promise in those areas? Secondly, how do we partner with the UB's and others? Third, how do we work with national groups that bring talent in to the local area?
- The E-Net Program is in the high schools so just to keep in mind how can we work with you?
- The sub-committee is looking into a physician analysis to see where our needs are to help inform where we want to focus. There is also a connection to the schools.
- Fund and Develop an "Economic Development Revitalization Plan". A working study, a niche study for economic modeling using the urban design plan – neighborhood revitalization plan, economic development revitalization plan. The key areas are where are we going and why and how do we support it? Everything cannot be completed. The focus groups thought that a plan was necessary as to how to do this economic development. What are the niches for this area? Benchmarks for success which is the bottom line. Let's do some planning, "are we going to be able to reach these kinds of objectives?" Good planning is the only way to reach the objectives. Brookings has done something similar.
- Would an economic development revitalization plan look at things not looked at in existing plans? The City has a comprehensive plan; we have an urban design plan; work is being completed on a neighborhood revitalization plan. Would this do things that those don't do and really narrow it down? We can't ignore the existing plans.
- This would focus on what types of businesses should we be trying to attract to this area? What is our niche market? We can plan for whatever we want, but if it's not realistic to attract that type of industry here, we're wasting a whole lot of money and time.
- We need to build on what already exists.
- Does anyone sit on the County-wide Economic Development Council or the Steering Group? It sounds that they're working to build the comprehensive plan and are bringing in a consultant to assist them. They're struggling between how do we bring new enterprise into the area vs. how do we build on the sectors that are currently vibrant? They really are struck with respect to how they should be moving through that discussion. We should be working together so not to duplicate the efforts.
- We should not be too narrow on our focus. There have been many studies done. You will have to find someone to fund it. There are 13 different economic development

entities in the County all spinning around this and each of them taking a slightly different focus. There are 135,000 or less in this County. Is this what we need to do? We do not want too much on our plate. We've committed to the Urban Design Plan and The Gebbie Foundation is into it wholeheartedly. That is a huge agenda in itself. We just don't have the capacity to deliver. Adding a third initiative to divert our energies and other people's energies with another big list of action steps that we just don't have the capacity to deliver. Should it be done?

- The focus should be narrow.
- Would it be too narrow?
- The charge to this Commission is a long term horizon. We should be working with the other entities. There's a lot of money going into the County Master Plan process that's being led by IDA – that's their job.
- It is the job of the County Planning Board.
- The IDA does a lot of this. Should we be working closely with the entities to empower them to really get to the information we need without us having to hire yet another consultant and go through that whole process? We're on our third generation of people to do these studies if you look through the list. This is a broken methodology that we're using here. Another study is not going to do it for us. We've got to come up with another way of getting what we need to know.
- This is designed to do the things that the other things aren't doing. The implementation model is what we've done with the Urban Design Plan because that is a plan that is not sitting on the shelf.
- One entire foundation's total assets are going to it. We don't have the capacity to do that.
- Even if we think this is difficult to do and even if we think we can't find the money right now to do it that is not to say we shouldn't do it.
- What we want out of the study is to better understand what initiatives we should be chasing. Will a study answer that? Bringing in outside people with their biases, they regurgitate everything else that has been done before and then they pop it back on their lap.
- We control the scope.
- The 13 groups should sit down to find out where they are and what they're doing.
- There's an awful lot of existing research. We know where the drivers of the County economic activity are. We know what those sectors generally need. The issue is we haven't collectively worked cross-sector in a way to those principals sitting around the table and identifying the top three things that could advance everyone.
- This doesn't say that. We want to develop our own economic development plan. We don't have to have a consultant. This says "develop a shared funding strategy to fund and implement this "Economic Development Revitalization Plan." That can mean talking to each other and coordinating our efforts. It does not mean to hire a consultant. The recommendation is still good. We can discuss how we want to do it so that it is better to fill in the gaps that are out there.
- We just have to focus how we want to go about this. I think the information we need to make our decisions is probably already there. Getting the right people around the

table to make the decisions in terms of how we distill that information to get action on it so we can advance.

- A sub-committee will work on rewording this.
- Job creation has been a priority but nothing has been done. The concern is that it's just getting lost. It keeps getting lost because it's so big and people get overwhelmed without the focus. Nothing's happening.
- What were the measurables related to job creation? Were there any? If there weren't any, then that's the point because you really don't know how well you are tracking to the objective.
- They have never been identified. This could be one of the things this group could do in putting together this plan. How do we know that we're doing this and how do we know we're successful?
- This is the Jamestown area's Strategic Planning Commission. The people from Cummins live in the City so it's the area – it's not just the city.
- The Commission reports to the City Council who only has jurisdiction in the City.
- We're a commission of the City.
- The Board of Public Utilities has a service area broader than the City.
- They're an integral part of the City of Jamestown. The Commission can make a report to the Board of Public Utilities.
- The County is supposed to be at the table and they just don't come.
- You can get the principal captains of industry in the Jamestown Greater Area around the table with a very specific objective inventorying what are the job creation goals and their strategies, measurable, and look for interrelated ways in which we can support those.
- We should get more specific about what we want to see happen, relying more on ourselves.
- A small group will redefine this.
- This is another goal to collaborate with existing economic development agencies, utilize existing pieces of economic development plans, to develop a focused economic strategy through the targeted Jamestown area. You're not linking with the very people that have the greatest interest and the ability to do it. That's a strategy too.
- Item 1.3, the DJDC Board has to review this thoroughly because there's a lot of things in there that may be right or not right.
- These were suggestions that had been sent in.
- An organization committee meeting was held yesterday morning and some of those discussions will go to the regular Board very shortly.
- The City is missing in 1.3. With Job Creation and Retention there needs to be support for the Department of Development through our JLBC and City Planning. That is absolutely essential because those are the bodies that do the implementation for the City, regardless of what the DJDC Board decides to do.
- Mr. Rabb and the Planning Department will draft something.
- The DJDC Board recognizes the fact that they need to change things. They've been the same way forever and they need to work with all these groups that are here to try and pull all that together. The group wants to get to the end of the year and say complete.

- With respect to this Job Creation and Retention, Jamestown Community College has just relatively recently completed its Strategic Planning process and it's five year capital plan. JCC would like to sit down and see how it can fold some of the things that are in the strategic plan and capital plan into this in support of whatever the College can do with respect to Job Creation and Retention. The education proponent is one key element in this area.
- Mr. Rabb will receive information to re-write 1.3.
- 2.1 – Support the Urban Design Plan. These are addendums to the recommendation extending the Urban Design Plan to encompass the Medical Corridor.
- WCA has met with the Governor's staff to discuss the capital campaign and some of the big projects. Funding requests cannot be made anymore unless you have a coherent expression about how the community plans are tied together with all of the different initiatives through economic development. If everyone comes together as a collective voice on this concept, many different doors will open and bump it up to the front of the funding line.
- What does "prepare for implementation of the Design Plan" mean? Mr. Rabb will re-write that portion.
- For 1.3 will it be written for the DJDC?
- It will be rewritten for the City.
- Neighborhood revitalization: Charles Buki is coming back in January to meet with the Mayor. Others will also be involved.
- Regionalism and Shared Services - The consolidation of Police. A committee meeting of County and Jamestown representatives was to be held. A \$400,000 grant has been received. No consultant has been hired.
- The Department of State has been working with the parties to move this forward.
- A second round of funding has been announced.
- They are close to putting out an RFP. The Sheriff, Police Chief and the Mayor attended.
- Expand Regionalization of Healthcare Services – has to involve regional partners.
- The Shared Services Committee that's met for 13 years evolved out of this committee. Mike Lyons did a great job for 11 or 12 of those years. Dr. Ney and Len Faulk took over a year ago. It's a committee that doesn't have full representation and expanded to county-wide. Sometimes there are more people from the north county than the south county. The Mayor has not attended for many years. I don't think it has the kind of interest or point of existence. It might be a time to discontinue it. Some want it to continue. How can it become a more effective effort? There have been great accomplishments. It supported the regionalization of JCC; the merger of E911. No progress is being made. Recently Assessments was discussed but there just wasn't any consensus. The County did a study on assessments that was paid for by the State, recommendations were made and essentially the committee said "it's too politically difficult to move forward on any of them." Mr. Guiffreda did a bang up job working with the schools and he's very supportive. Ideas need to be presented to carry this on.
- The center brought a proposal to them highlighting the Lundine Commission saying we can use that momentum and do it right here for Chautauqua County. It did not go

anywhere. They consider themselves a discussion group as opposed to actually looking at how they can implement a plan.

- Does it report to anyone?
- Is it bigger than just having people around the table and talking about it? Do we need a grassroots effort - go to Albany? Should the State mandate this?
- The one consistent thing with the Shared Services Committee was Mike Lyons being the Chair. He was the Chair for all the years and there's different people that came and went. The police study that the Center did at SUNY Fredonia came out of Shared Services. It's had a lot of positive things come out of it, but it's just a question of whether that would continue to happen or not.
- One suggestion is to rework the Shared Services Committee so it can be in support of the Consolidation Study of police as a group. Maybe that could be the focus.
- Is Metro 6 still active?
- The focus should be on an initiative.
- The development of a focused Shared Services Group is a good starting point.
- Who will call the meetings? Mr. Rabb will call the meetings.
- Capacity and Process. Process – we talked about communications – the inclusiveness – we have to get more diverse in who's at the table, get a broader input.
- Before our next meeting this will be reworked.
- A meeting will be held on the 21st at 8:00 A.M.

BPU DISCUSSION GROUP

- A meeting will be held with the Department of Energy to determine what the future will bring.
- During the month of January upper management will make recommendations to the Board.
- Michigan did not get the money either which is why Praxair left us.
- Projects that were funded involved plants that were in existence. They turned their back on new technology. The reason the City didn't get funded is because our project was too innovative and the U.S. Government can't handle that. Michigan didn't get it because they weren't anywhere near as good as our project.
- They identified a great deal of strengths in our application. It's unfortunate it did not get funded but Jamestown should still be proud of what was produced as "the little city that could," as the Mayor likes to say. Hats off to everybody – the staff at the Board of Public Utilities – because they did an amazing job especially when Praxair pulled the rug out from us at the last second. They ran like crazy and still put together a superb application. Hats off to everybody over there.

There being no further business, the meeting was adjourned.

James N. Olson
Director of Financial Services/City Clerk