

January 10, 2007

Strategic Planning & Partnerships Commission

Proceedings by Authority

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

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The regular meeting of the Strategic Planning & Partnerships Commission of the City of Jamestown, New York was held on Wednesday, January 10, 2007 at 8:00 a.m.

Members Present: Co-Chair Jennifer Harkness, Dr. Lillian Vitanza-Ney, Michael Sullivan, Carla Howie

Others Present: Director of Financial Services/City Clerk James N. Olson, Bill Rice, Jon Scalise, Bill Daly, Amanda Bleck and Becky Robbins

Dr. Ney called the meeting to order.

Dr. Ney: I have some organizational items to go over briefly. Jim reminded us that our Charter dictates that we have an organizational meeting the first meeting of every year to select a Co-Chair and a Secretary. Jennifer was selected by the group about the middle of the year when Mike Lyons no longer was able to continue with us, but at this time we need to re-select her as Co-Chair and the Council I'm happy to say – I'm very pleased about it – has selected me to continue as Co-Chair. If there's a recommendation in regard...

Mr. Sullivan: So moved.

Mr. Scalise: Motion seconded.

Motion carried.

Mr. Olson was named Secretary.

Motion carried.

Dr. Ney: I also wanted to get your feedback on changing the language in the Charter that writes about the Commission. The Charter right now designates the Chairman of the Public Safety Committee as a Co-Chair of the Commission and a member of the Commission, and then it also states that there should be a minority member of the City Council. Well, in our case here currently, I'm the Chairman of the Public Safety Committee and Jim Ventura is a member of the majority party whose on the Commission because he's been on it before. In other words, it's totally turned around and the recommendation that I talked to Council about and they were 100% in favor, and the Mayor also echoed the approval, was to...the intention, I am sure, of the founders of the group was to have a member of each major political party, I believe. I think we agreed with that, otherwise I wouldn't say Chairman of the Public Safety Committee, and then a member of the minority. I recommend that we just changed it to two Council members – one from the political majority and one from the minority. This has always been a bi-partisan and non-partisan commission that should remain that way, and that's the best recommendation that I can come up with. Does that seem sensible?

Ms. Harkness: I think so.

Dr. Ney: Okay. Well, then I will bring that before the Council, then we'll review that. Also, the minutes are all caught up for 2006. I want to thank Jim for that – that's been an on-going concern. Jennifer and I are sharing the task of doing summaries because Jim prefers to do the

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minutes verbatim. So I did a summary for November and December, and I think it's just a little easier for us to follow our items – our follow up things – we haven't been able to really do that so much easily. Anyway, this is there for everybody. I think I put December on the top, November is on the bottom. Those are our last two meetings and so Jennifer and I will do that and Jim will continue to do the formal minutes. I asked Jim if that's okay to be inserted as an attachment (summary) to the minutes so we have a permanent record of that and I'll sign a copy for you and then you can just add those. The May minutes (the tape, or something...) has not been found; Jennifer tells me there was a May meeting. I missed that meeting, I believe. If you have notes on that Jennifer, if you could prepare a summary for that in particular, so we have a record of that meeting. I don't think that meeting was cancelled; I just know that I was unable to attend it.

Ms. Harkness: I don't have May's either.

Dr. Ney: Also, since the minutes are being taped and since there's minutes taken from that, we've got to remind everybody to talk loud enough for the speaker to pick up and then we can always move it down for people who can't talk loudly. In a follow up, the BPU Newsletter at our request from Housing, and we talked about it I think at Strategic Planning, brought up the residential dwellings for tax abatements for the City and the School. I just wanted to pass that around so that you know we mentioned that we need to have that advertised because it's a great program, that 10 year sliding scale tax abatement for new housing.

Ms. Harkness: Lillian and I decided that we would just do a quick recap of what's taken place this past year. We changed directions a little bit for 2006. There was some concern that we were doing more than we were strategically thinking - we were being more action-oriented. So we had Russ Linden in in January – our first meeting of last year to kind of re-focus and start thinking more strategically. We went through that process and we had Len Faulk and we did some brainstorming sessions which many of you were part of. We had five little breakout groups and he led us through discussion on what are the main concerns and issues for Jamestown – they haven't changed. Every time we do that the same issues and concerns keep coming to the forefront. I just jotted down some bullet points of the main topic that came out of that and it was Metro 6 being re-established; formalized regional organization like a Metro 6; creative vision and strategy for growth; internal/external marketing of housing and neighborhoods; eliminate levels of government; and I think it more of a cost-containment type of process. We talked about a who does what commission to see if there's overlap in services; regionalization/economic health of the region; job creation; communication of the Urban Design Plan; preserving and creating jobs; CC IDA. Getting the report out for the Commission which Bill does; update of what's going on; Champion Community/Chadwick Bay and we wanted to look at what model they're doing up in Dunkirk; interdepartmental service; regional planning commissions; strategic planning commissions on a larger level, we talked about shared services and JCC and 911 with two success of shared services. So, those are kind of the topics that we went over and from that discussion we then went into developing our strategic initiatives which are on the agenda. So, that's how these were established through all this discussion for the first half of the year and we boiled them down to this. It came out of our Mission envisioned for the Commission and what we were to attain or accomplish as a City. These strategic initiatives tie back into achieving that Mission and vision. From that point, we then talked to Dale Robbins about Metro 6 – re-establishing that – and that's an on-going process. We talked a lot about the Urban Design Plan – that took up a couple of meetings. We brought MacLain Nichols and John Walker down from Chadwick Bay to share their model and what they've done in Dunkirk as a champion community and they've brought in millions of dollars to help. That kind of ties back in with Dale Robbins and the Metro 6 type organization. We had kind of a strategic discussion on neighborhoods in November and the fact that we need to do...it's not just hit and miss...development that we need to do. We need to have more of a planned approach to how we're going to revitalize our neighborhoods. In December we came back with the fact that we're talking about...we had all these meetings, talked about all this stuff, but really – what have we accomplished at the end of the year? We've talked about it and we've set some strategic initiatives, but in order to get anything done, we had to break that into action teams, so those action teams could come back to the Commission with recommendations that once approved by this Commission would go to the City

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Council or to whatever organization would be appropriate. So the action teams...were the Enhanced Regionalism and Shared Services and Lillian and I are working on that, Champion Job Preservation and Sustainable Job Creation – Bill Daly took that as the Chair of that group; promote Jamestown Urban Design Plan – Mike, we just brought that up to you because you're really doing the communications plan for the JRC...

Mr. Sullivan: I didn't think we had voted on anything like that...

Ms. Harkness: Housing and Neighborhood Revitalization – that's Len Faulk. We're not trying to recreate – there's other neighborhood organizations out there – we already have a neighborhood revitalization organization but it's a different approach – talking about looking at all the data that we already have – the assessment – putting all that together to come up with maybe a neighborhood plan similar to what we have with the Urban Design Plan. But we have a lot of data already in-house so instead of paying somebody else to do it, that group's going to look at all that data. That's a real quick summary of 2006 and how we got to where we are right now.

Mr. Scalise: For 2007, is this the focus or not necessarily the focus – these four items, or is there something that that we're going to try to sink our teeth into, or how does that work as we go forward here?

Ms. Harkness: Well, what we've done in the past every year, the Mayor and the Department Heads and Council have gotten together and they've set their goals and we try to make sure that we're synergistic in that process. I did email Sam and I emailed John Calamunci to see what goals they had established so we could kind of tie them into what we're doing – make sure we're not going against one another. The Mayor said that he's preparing his State of the City Address so we'll pull them out of the State of the City Address when it comes out later this month. I didn't hear back from John. Lillian, if you could touch base – I know in the past, we had kind of a retreat type of a...

Dr. Ney: Well, we did have a retreat and the retreats that we had were the Mayor, the City Council, and the Department Heads. I had organized those and I thought it was a nice collaborative way to set goals and then we fine tuned them over time after the retreat and then we were always able to focus on them. That model was not followed last year by the Council President and the Council did get together and had a discussion on the goals and the decision at that time was really to focus on the budget and reducing the taxes, or at least controlling the increase in property tax. This year I have not heard of any...I would love to go back to that model, but I think that everyone has their own way of leading the charge as it were. Jim knows I feel very strongly about having everybody together to establish common goals because the Council is in a position of policy making, but everybody has their ways of doing it. The other thing was regarding goals, we sort of have moved a modest way on a goal tree kind of a methodology that we had worked out with Carla's former HR Director, John Brockhouse, was very helpful to the Council sub-committee who worked with the Mayor and some of the Department Heads that were involved in some of the main goals that were created by Council – I love this model so I could go on forever---I don't want to---Council, Department Head and Mayor, the goals came down to the Departments and then we worked...we had three Council representatives from the workers here and the Mayor, and we established the goal tree, I know it wasn't perfect but we were working on it, and the Mayor was going to be getting monthly reports regarding that, and I worked with Matt Hanley in order to get the paperwork out. Last year in early '06, Council President said that we were going to have a different method to do that and have each department, for example, do their own goals and have a Council Committee, was something that he had mentioned. So that has been his priority, and I don't in any way mean to say one method is better than the other. Carla was really in charge of that action team – she did a great job on it and encouraged the Finance Advisory Committee to meet.

Ms. Howie: What we can do is to take the two goals of Council, understanding the budget, of getting the budget done, workable, well that's going to carry forward, I'm sure, and reduce property taxes, so that's two. ...budget and the taxes, right, so... those are the City Council goals.

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We'll take a look at the State of the City Address and pull what we can from that and see where, in fact, our initiatives line up. And, if in fact, there isn't any symmetry, then we need to bring that up as an issue because then we would be out of step with the City Council.

Mr. Sullivan: As part of what we do is one thing, we certainly want to be synergistic, but also in terms of strategic planning....are there goals that we would recommend...

Ms. Harkness: Well, that's what we are charged with is to make recommendations.

Mr. Sullivan: ...and looking at how we do that may be the way that we go forward, but I think...I'm more and more desirous to see, not only goals, we have a goal to reduce taxes but that really doesn't say anything in terms of...how do you measure that...is the goal to reduce taxes 8% by such and such – then at the end of the year you can say well you did reach your goal or you did not reach your goal. I think that's where everybody needs to get, not just government but my organization, your organization, everybody...

Dr. Ney: One thing I would recommend, maybe, I just thought of it, is to send a letter to the Council as a whole, I mean all members and ask for input on goals for 2007. I think that's perfectly compatible to what we do and what the Council does, don't you Jim, do you think that would be alright to do that? Just say that we're starting to work on 2007 goals, we would like input from them – a formal written letter to go to the President with copies to each Council member – that way they know that we're thinking in those terms. I think we need to...like Mike says, it's our obligation to make recommendations and then if they think they're valid, they will then carry on. That's what we've done in the past.

Ms. Howie: Well, I'm just, for the record, would like to state that it comes as a real surprise to me that something that had so much vim and vigor on the front end, only had less than a two year shelf life. There was a lot of energy, emotion, time, commitment from a lot of different parties to get a model in place that would sustain this City over a long term, and something that we could always improve upon, but it does take a solid commitment from everybody. And, when you're not all on the same page, when we all have different ideas as to how it should be cascaded down, it's bound to fail. So, just for the record, and I want to state that, that it does come as a big disappointment to me to hear that it only had a two year shelf life. Just to back up one second, I can tell you that the Jamestown Renaissance Corporation has committed to using a functioning goal tree and it would seem that whatever we can do to influence or recommend to Council to resume that particular model – I think it would behoove us.

Dr. Ney: Carla, I wonder if you would be willing to meet with myself and the Mayor to talk about this project and see one way that we might reinstitute it and just to tag along with what you said – no one's more disappointed than me, or we are equally disappointed, because I had a lot of passion and enthusiasm and actually spent, as you did, many hours on the project and I think it's very important and I would agree with that. There may be a way we can ask the Council President to sit in too. Why don't I set that meeting up – would you join me on that since you were Chair, and I think your co-chair was Len Faulk maybe...I can't remember now.

Ms. Howie: There was Len and Larry Senn and myself and Jim on the Committee.

Mr. Daly: I just wanted to do a very quick update. We're working very hard and have been to try to get a rationale quality service at this airport. That's a huge part of planning for this southern part of the County and certainly the City of Jamestown. We are taking some efforts to move ahead. Carla, I'll be giving you a call. We're going to do a video of local businesses that talk about not using the Jamestown Airport and why. I know you have corporate jets and things that... you have vendors, you have customers that come in and out from Erie and Buffalo almost exclusively as Truck-Lite and Valeo and SKF and Bush, and we need to document that for a meeting in Washington coming up. So, I'll give you a call. Mike, I don't know how that would affect you guys if you want to have your face on a video to say we need better air service. It's going to be January

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22nd. Anybody else – I'm making that offer right now. We've got to do something to stimulate Cogan to become a better provider of air service here. We simply do, and the only way...I think we've come to the realization that we are not their customer, as a region the citizens are not their customer, the customer's the FAA cutting the big subsidy check. So we are now going to go to their customer and put demands on them. It took awhile to figure that out but that's where we are so that's what this little session will be about. Thanks for the time.

Mr. Scalise: Do you have any numbers for the usage for five, seven years?

Mr. Daly: Oh yes. Ten years. There was 72-80,000 in 1992 and there was 7,000 last year. We just lost \$1,000,000 of aid because we went under the 10,000 mark and that cost us \$1,000,000 a year to run that airport of federal subsidy. So, I mean this isn't just a quality of life issue, this is an economic issue beyond belief. The truth is, as most of the businesses will say to you get us flights out of there at a reasonable price because it's \$18 a day in Buffalo, it's \$10.50 a day in Erie, plus it's an hour and a half to Buffalo, an hour and a half back, it's an hour to Erie, an hour back. All these inconveniences and money and if they could get to a decent hub, and we're just tired of hearing these stories from these air carriers...they're not true; then, they're made public and "we're going to go to Dulles, we're going to go here, or Regions Air's coming in...we just have to scrape through this constantly, but now we're getting down so we understand the process and we're taking a business approach to it, so we're open for ideas and suggestions. I'll call at least Mike, and Carla – and whomever you wish to be on the tape. We need things like...hey, we have 600 people visit us a year and we know they're not coming through here...because businesses are going to give us those numbers for this tape... when you go from 80,000 to 7,000 in 15 years, that's unbelievable.

Dr. Ney: It just happens that this particular second Wednesday of the month...there is an Empire Zone meeting or something and Steve can't come...maybe think about going back to the first Wednesday of the month because we changed it for Larry and he has not been able to come...

Ms. Harkness: To get back to Jon's point of what our goals are going to be for 2007, everything we went through last year when we identified these strategic initiatives and we set up the action teams to come out with concrete recommendations and ways we can effect job preservation, job creation, the housing neighborhood revitalization – really that team is going to help keep us from spending another \$250,000 – maybe we can get away with \$150,000 for a housing type plan if we decide to even go to that level. The regionalism and shared services, the same kind of thing and the Urban Design Plan is happening and it's just how we communicate that effectively, but these are our strategic initiatives from what we've worked on for the whole past year, unless there's something else that you want to add, or this group feels that we should add to this.

Dr. Ney: We have identified people too for each of the action teams, I think, and I presented at Council just so everybody knows that the work session Monday night about the action team and we have two council members that said that they're willing to work on an action team and I think, hopefully more. So, we'll have council input on those too which I think will be really nice, like we used to have on our action teams.

Ms. Harkness: What we've done with the action teams we have our commission members and Council representative and if it was appropriate from their interest and their committees or whatever that they serve on for the Council that they're on a committee here, but also community members that can lend some expertise to that specific area. We'll email out those committees – do you want to do that Lillian? I guess what we'd be charged with for the next meeting is for all of these groups to meet and set their own goals...

Ms. Howie: Could I take a minute to share, I guess, my own personal frustration? We have to somehow, and this is just me speaking, we have to somehow organize ourselves that we can capitalize in the one hour that we have. I read through all of the minutes and I'm surprised – it's almost like you've taken one month and you've taken the minutes of one month and you've put them in the next month, put them in the next month, and put them in the next month. Somehow we've got

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one hour and so much work goes into establishing the agenda, getting everything set up and we get here and somehow we have our own agenda, or either we just feel so passionate about each topic, that we have to bring all this extra stuff in and sometimes it's hard to...when does it really add value and when doesn't it? I wish there were a couple more people here because there are a lot of people who do that and I'm certainly one of them, but somehow we have to find a way to make this meeting really effective and capitalize on the one hour that we have, and too often we digress and bring in our own stuff, and the hour's gone. If we have these initiatives which are very aggressive and then we have another layer of complexity meaning we don't have the structure of a goal tree to tie back into, that adds another complexity to what we're trying to do. So, I would like to think that we could come in, the first 15 minutes is an update – no more than 15 minutes, let's get an update, let's get out there, what are the problems that you're bumping into? It seems like we spend 80% of our time focusing on the problem and 20% on the solution, when it should be reversed. We need to focus 80% on the solution – we already know what the problems are. So, I don't know what the solution to that is and how we restructure this – maybe if we put times on the agenda item – if it's an update – its 15 minutes, each action team only has this amount of time – cut it off and just use this one hour to the maximum.

Mr. Scalise: Well, you know, to piggyback on some of these comments, I mean, for instance, and Jennifer's correct in what she's saying about "Jon's on this committee, etc.", but you know, we all have busy schedules so if Bill is heading up the Job Preservation Committee which is great, because he is certainly the ideal candidate, then I think maybe we need to sit down and commit to a schedule. We've got a 12 month schedule for this particular meeting so we have to sit down with Bill and he has to commit to a 12 month schedule so that we have a meeting before this meeting so that we have some meat that we can put on the table and have a discussion about in this 15 minutes that you're referring to which I think is a great notion, but if we don't forecast this for a 12 month event, with Bill's meetings, your meetings, Lillian's and Jennifer's meetings, I mean this just doesn't make any sense. If we commit to it on a 12 month calendar, than I think it's at least a starting point.

Ms. Howie: And then we need to have a portion of the agenda for the think tank activity. If one action team is having a problem and they bring that out in their update, well than maybe as a group we need to think tank that and try to come up with an avenue to help and assist so they're not spinning their wheels. But, I would think that if we took that hour and broke it down into chunks and we chunk the agenda and we all are comfortable with each other enough now after sitting around the table for several years – we need to feel comfortable in saying, "well, we've kind of heard that before," or "you're digressing," or "let's stay back on the agenda."

Dr. Ney: Well, I think I couldn't agree with you more. One of the problems is that an hour is not enough for strategic planning. I think the model that we had before when quarterly we sat down in a facilitated session with Russ Linden, for example, it got us in a state of preparation for the next four months or so, so that we had specific things to do and then not having the minutes and not understanding that we needed to do summaries so that people could have it in front of us, I think that's been a stumbling block too. I couldn't agree with you more – I think we need to pull up the strings or bootstraps and figure out a way to make it as productive as possible. As long as we're just updating people...I do want to let you know that – two things I have been working on – one, is a trip to Cleveland to see the townhouses and the condo development that Dale Robbins talked to us about and that hasn't been clarified yet, but I'm working with Jennifer on it and I think she was going to talk to Dana about perhaps some follow through in that vein – I don't know if that would be a possibility or whether we should get a van...

Ms. Howie: Not to go to Columbus – that's an 8 hour drive...

Dr. Ney: ...Cleveland...

Ms. Harkness: Just to explain, at our last JRC meeting – Mike Sullivan did an update on our communications plan for the Urban Design Plan and he talked about Lincoln Land Institute and the

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conversation taking a trip to Cleveland came up where Dana offered the Cummins plane for the JRC so there's overlap there with what we can get done in one trip so that was my conversation with Dana, whether that's something that would work or not. There's several people that are on this group that are also JRC Board members.

Dr. Ney: And the other thing is the Shared Services Group – the action team – is going to meet with Metro 6 and convene a group of them just for follow up on that action team's work.

Ms. Harkness: Alright. So, for our next meeting, what we've done in the past and when we had our action teams, we had 12 up and running, they would report out every month, but if we get the reports prior to this meeting so they can go out to all the commission members, which I tried and I banged my head against the wall trying to get the reports out of the Chairs of those action teams prior to the meeting, but if I could get those – get them out to all the commission members, then we could review them, so then discussion would be limited to whatever the issues are, even during that 15 minutes, but 15 minutes is not enough time to listen to Bill and to Len on all these issues – I mean in reality – that's a short amount of time to get an update if you haven't already previewed the information or reviewed the information. So, I guess I'm looking for that commitment from the Chairs of these groups to be ready and to have the information to me.

Mr. Scalise: Well, will you be sending out an email to the chairs requesting that maybe they have a meeting before the next meeting so that we could have something as a kick start for that?

Ms. Harkness: Absolutely. That will help control the time on the agenda and I have no problem putting in the time...

Ms. Howie: It wouldn't hurt, before these minutes come out – these official meeting minutes – to email in your own words – state: we need to focus on the agenda and being prepared and not digressing and maybe having a parking lot where if we do have divergent issues you put them up there, keep them on file somewhere, we talk about them when it's appropriate, but we can't solve the problems of the world in an hour – we need to really hone in and stay focused.

Ms. Harkness: Okay. Did we want to make a recommendation – kind of going back to what Carla said – make a recommendation to Council that we go back to the goal tree process or wait until after you speak to Sam...

Ms. Howie: I'd like to hear their feelings. I'd like to understand if it was a formal decision to retire that process, or if it just needs to be refreshed – I don't know. I'd like to listen to what they say.

Ms. Harkness: Okay.

Dr. Ney: The Finance Group – I do want to add – has been really devoted and very faithful in this process and they have been...I don't know if they've met real recently, but they have been through the time period and I think it's been very, very helpful and there's been a lot of efficiencies in Jim's area down there – he's really done a great job and I think it sort of can be a model really for other places, too, that's not in written form right now Jim, but it's very noticeable.

Ms. Howie: We knew it was not going to be easy, I mean, when you have to shift the way that you're thinking, when you have to develop a whole new paradigm on how you're going to view the world, it is difficult and you can't expect sweeping success on the front end – you take it one base hit at a time and through that you build momentum.

Mr. Sullivan: This is just speculation – but I think part of the problem with it Carla is the fact that your company made a decision to really go into this and devote a ton of resources to it. And

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when you're trying to do that and say "ok, we're going to place it over here in the City," which will devote no resources to it in terms of dollars and trainers and all that kind of stuff, I mean I've been through these processes before too, and they work wonderfully well when the resources are devoted to making it happen. But to say that you're not going to spend any money on training, it makes a real commitment to say that you're going to have employees take an hour a month, or two hours a month, or whatever it requires to go to training or to do something else...

Ms. Howie: The training is not something that...you understand the concept and then it becomes a way of life. I mean, it's not something that you have to go through training every month or once a quarter or twice a year...it's a concept – you have to embrace the concept and then it has to become a part of you. It has to start from the top and everybody has to talk the same speak and when you have a glitch or a chink or whatever, it shows.

Mr. Sullivan: It requires a lot of effort.

Ms. Howie: Yes it does.

Dr. Ney: The training that we had last year on the first floor with Jamestown Community College – I thought was very effective – and that was an excellent commitment, I think.

Ms. Harkness: I do want to touch on this quickly – your communications plan for Urban Design...

Mr. Sullivan: Yes. It hasn't moved very far forward. We are working finalizing it – I've got the plans kind of ready – I've still got to work on a date and time for this Cleveland film to be shown at Reg which is part of it...it's now growing a little bit because it would like to be a bigger project than just a small group of people, everybody will be invited in the City but the Lincoln Land Institute would like to expand the region a little bit to include some other regional people and things like that so... We'll move forward as soon as we get this retreat with Jamestown Renaissance Corporation together to clip the whole structure together.

???: How long of a video is it?

Mr. Sullivan: I think it's 50 minutes or something like that. It is designed to be a PBS National Show.

Ms. Howie: I have the video from our Columbus trip that talked about how Columbus was established and how when you look at their model, they have the City of Columbus in the center and then they have all the not-for-profit and the city government and how they all integrate. I should probably bring that in at least rotate it around if you want to look at it at your leisure.

Dr. Ney: Yes. That would be very good. Is the retreat for Strategic Planning for the Urban Design Plan or for the functionality of the Renaissance Corporation?

Mr. Sullivan: It's really for the whole organization of the Jamestown Renaissance Corporation and part of that, of course, is how we roll out – this Urban Design Plan Communication Plan was for that organization basically, but...

Dr. Ney: So you wouldn't see that as necessarily being an opportunity for the Strategic Planning Commission to be part of that in any way.

Mr. Sullivan: No. That retreat is really kind of a corporation retreat that organizes itself and decides how it's going to function...

Dr. Ney: Okay.

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Ms. Harkness: ...and set up the Goal Tree for us...

Dr. Ney: Well, it's good that they're developing that and maybe that'll give more – how would you say it – a rebirth to ours, but I would like to say I think Mike's point of having...our budget is very tight and I think with the inability to put funds and staff people to a level that would be wonderful to do...but it's just a fiscal inability to do that, I think impacts a lot. There's no doubt about it and we need to do the best with what we can and maybe other opportunities for funding that we have not explored even at this point so we'll try to get a better handle on that and I will call that meeting here shortly.

Ms. Howie: A lot of what we went through was free. I don't want us to get locked up on the thought that we can't do it because of money.

Mr. Sullivan: Money is not the only resource – it's getting the commitment to say to the City or whatever that if you're going to spend the time doing the plan, doing those kinds of things, I think that there's a...the chicken and the egg kind of a thing that the fact of the matter is we're asking...I think we are asking and we should be asking the City to do more with less, however, to do that, we have to say "do it different." There's a lot of things where process and structure...and of course, it's harder because the City is different in terms of its union structures and all the other kinds of things...but they're all different so you can't just cookie cutter something in and say "here – do this." But to my mind Carla, to get to what your company certainly does in a lot of ways – it's just a simple thing like the fact of the matter is is that the City has a million forms that get filled out by people every single year. What happens if somebody actually sat down and figured out how many of those were necessary – well you know, you don't have to eliminate a position but you've got a secretary or somebody – a clerk – who's doing something there who would be able to spend a whole lot of time doing something else if they weren't doing this repetitive practice, that didn't matter...

Ms. Harkness: Is there anything else that we need...in going forward, I will send out an email to the commission and go over how we're going to lay out the agenda and Lillian and I will send out an email to each one of the action teams with who's on it so that they can set up their first meeting and I guess we'll let those chair people know what we're expecting as a commission from each one of those.

Mr. Sullivan: Just a final thing – I wouldn't be too discouraged by the fact that we get bogged down a little bit every...given this is my seventh year or whatever time it's been on this commission. There's been those ebbs and flows where we get really organized and focused and then it backs off a little bit because of the circumstances swirling around...whatever happens in changing people, changing Council, you know, there's new members on Council that have no background in terms of that planning process that we went through so we'll be optimistic in saying that you know, moving forward, we've accomplished a lot as we've gone through here and can accomplish more as we re-energize and refocus and get back to some of the things we've been doing.

Dr. Ney: When we had our initial strategic planning session here one morning, two or three hours, we had three or four Council members as well as the Commission – do you remember Bill – and we figured out a mission and a vision just as Mike is referring to probably...The Commission might want to think about doing a similar thing again and invite all of Council and get to the same idea of what's important and what isn't as far as goal setting that way. That's something that one could consider. We could invite them at a time that would make sense for them and as many who could come, could come. We could have an ability to have an interaction. I think that might be a two hour thing in place of one of our meetings. We could have one person on the Commission be in charge of putting it together and we could invite them and have it facilitated and have a set of goals that we want to accomplish and get an interaction on some of these items that we've identified. Just a thought.

Ms. Howie: I'm for it. Let's do something.

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Mr. Scalise: I agree with you and I'm certainly not discouraged at all, but listening to Bill's comments about the airport is kind of alarming to me from the standpoint that now it's a reaction that you have to deal with as opposed to if you know that that number keeps decreasing, decreasing, decreasing, and then you lose \$1,000,000 in subsidy, rather than dealing with some of these issues prior, than all of a sudden...I think that's the approach that we're all talking about – it's just a more proactive scenario...

Ms. Harkness: ...which is how this Commission has been until 2006...

Ms. Howie: The thing about it is this – if we are a think tank – then that's all we need to do, but we keep moving in and out of that and if we're going to be a think tank, then I would think that we should have direction from Council and the Mayor to say "here are your goals – think about them. Come up with a positive solution to these items that we've identified as goals for the City."

Ms. Robbins: What if we do it a different way? Do we become the vehicle for identifying some problems for them?

Ms. Harkness: That's the Charter.

Mr. Sullivan: Where we get bogged down then is that I think what's happened in the past is we start talking about Matt presenting these ideas and then somehow they're not getting done, and so now we start to do them and I said five years ago, we run the risk here of becoming a shadow government and I don't like that idea very much at all,...

Dr. Ney: We can't have it both ways folks. The Charter does say it is the duty and responsibility of the Commission to consider, develop and make recommendations for strategic initiatives for the City Council and other organizations within the greater Jamestown area...meaning anybody - Metro 6, Chamber, with respect to issues involving economics, the quality of life, equity and opportunity and to develop and establish community-wide goals and objectives for the future and to make recommendations to the Council and other organizations within the greater Jamestown area to accomplish such goals and objectives. We can utilize as resources, the departments of the City, the IDA, public/private housing, development organizations, private enterprise, Metro 6, etc.. So, that's really our charge and as Mike says, but if we make recommendations –and they don't get it done within the week, we feel compelled to do it, that's not inappropriate, but maybe...

Mr. Sullivan: I prefer it if it was just "here's the recommendations and get it done," that'd be a wonderful thing...

Dr. Ney: Would you like to...even given that Charter, is there still an interest in meeting with Council?

Ms. Howie: I think we all need to review the Charter.

Ms. Harkness: I'll email that out again.

Ms. Howie: I'm speaking for myself, but I don't think it would hurt. And then, maybe we can make some revisions.

Dr. Ney: Well, that would be fine since we have to change it already to get the council representation the way we want it, yes, this would be the time for it. We wouldn't have to go back a second time. Do you have that already in your computer?

Ms. Harkness: Yes. We sent it out last year.

Dr. Ney: Okay. Great.

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Ms. Harkness: Thank you.

There being no further business, the meeting was adjourned.

James N. Olson
Director of Financial Services/City Clerk