

WIB so that all the employers could let them know what their needs were. You kind of do that – don't you Carla – at Cummins?

Ms. Howie: They do our testing when we hire from the outside.

Ms. Harkness: ...so kind of a clearing house so you can go to them if you have jobs that you need filled. They're willing to go into the schools and talk about what they know is available. She felt more work needs to be done with the teachers and guidance counselors on what's available - letting the guidance counselors know what opportunities we have. We talked about making sure when they google Jamestown what comes up – you know somebody's looking for careers, whatever, what's the first thing that comes up when you google Jamestown. What website comes up first – I imagine it's the City, and making sure that that site has everything we need on it. She was going to put together a list – they're doing some kind of survey on skill sets that are needed and she's going to be providing that information to us. We're looking to do more modified assessments – more in-depth survey than the information that they have now. She's going to provide us with a list of what skill sets are lacking when they test. Am I getting that right for those of you that were there? I know, Becky, you were there. The whole conversation focused really on the workforce development and the lack of connect and the lack of a right now available workforce. She's preparing information for us for our next meeting. We did hand out, Lee and Bill Daly put together a job description for our marketing person that was passed out at the meeting and we're going to discuss that at our next meeting to make any changes to that before we actually make a formal recommendation on hiring that person.

Mr. Fashano: I handed out strategies at previous meetings – I don't have copies at this meeting. Let me just ask for some help and support on a couple of areas. I've met with Northside Pride, had the pleasure of spending time in Bob Doverspike's garden talking over neighborhood strategy, a delightful thing to do. He has one of the greatest backyard gardens in town. Their kind of vision, sort of brainstorming, was that, and based on really a grassroots approach, is that some of the next steps that they would take – they would go back to the membership in the neighborhood and kind of develop their own priorities and strategic plan. So they're in the process of doing that and I think shortly they'll kind of come back with what kinds of things they would like to see - being supportive of the neighborhood beyond all the support that's being given now. So that moves forward. A second recommendation of the Committee was to create a City Office of the Neighborhoods. I think everyone is in agreement with this, Steve Centi and Amanda and folks were there. The said that the Department of Development would host that. I think we now need to say, "are we going to do it and how are we going to do it?" This is a recommending body policy. I guess my sense is that this body recommends this to City Council and the Mayor and that they take action. I can't create an Office of City Neighborhoods. We need a kind of a process and since the support is there, I guess I would call for a resolution by this body to recommend that the City set up a City Office of Neighborhoods with the understanding that this is a partnership with the community. In other words, we're not throwing big resources at this group – we're going to help the City and work with the City and they're under leadership to develop a website on neighborhoods, to develop a marketing plan on neighborhoods, marketing a website that will be available through the Board of Realtors and

some kind of a marketing campaign, a brochure that can be handed out on neighborhoods and promoting neighborhoods in Jamestown to all income levels. That's our vision and the City's going to need support in doing the brochure, help with developing the website. I hope, as this group, we can talk about and come up with some resources to help the City to do that.

Mr. Fashano: The practical side is "where does the City get the money to fund a new office" when they've got people screaming about taxes all the time? Be realistic.

Mr. Harkness: This is...what we're creating here is a symbolic office – the same people – Steve Centi – the City Staff is willing to take this on, not as a new staffing, but as a focal point that yes, we can have a virtual office with a website, etc., but the City will maintain using the staff they do to maintain that office.

Mr. Sullivan: Is it creating an expectation that's not realistic? That's the other part of the problem. The City website right now is not really what it needs to be, I don't think. I'm not saying it shouldn't be done, but if we start saying that there's an Office of Neighborhood Housing and there is no Office of Neighborhood Housing, the people that are expecting results from it – you create more negativity by saying there's another example...

Ms. Howie: It is something that could be managed by volunteers?

Dr. Faulk: That would help. I think the point is that it doesn't solve neighborhood problems – in other words, come in and help you solve a problem, but it would give the resources. Let's develop a brochure on how to create a neighborhood organization and Randy Sweeney has said his organization would help create that brochure – that's what I'm trying to say Mike. I mean, I think you're right – we need to somehow phrase it in a way that doesn't build expectations of – we're going to do this, when we're really doing this. So you're right. I think that is important.

Ms. Swanson: Is that like an ombudsman type thing? I'm trying to think of what another way of casting that, because really you're just trying to nurture neighborhood grassroots organizations and there's a plethora of programs, you know, that are available. I mean they can get help at various city offices that are already established. It's just funneling them to the right place so it's kind of "reframing" it. I could see a link on a website.

Ms. Harkness: Who would be the person in the City that would help start a new organization? I know they've done a good job at revamping the telephone system. Like in the Department of Development, when you call, you have a better idea of who you need to talk to because of the way that they've changed the titles and everything – I think it's much more user friendly than it was, but I don't know who that person is. And I work with you guys all the time.

Mr. Rice: Well, actually we have two different functions – one is Code Enforcement part of it, then we also have the financial programs too.

Ms. Harkness: Right. But who would be the person – like the facilitator – to help start a neighborhood organization?

Dr. Faulk: Again, I don't think that the City per se is going to be able to do that.

Ms. Harkness: It'd be like neighborhood projects.

Dr. Faulk: In other words, if someone says...I mean Northside Pride is willing to be a mentor, but I think people have to know about it so this is sort of a point of contact. We'd like to start a neighborhood organization, well we'd suggest, we have a brochure on how to start an organization, we suggest you talk to Bob, or somebody from a neighborhood organization. I think there has to be some planning in this in the office that, let's say the Department of Development takes this over, I think needs to develop a plan as well. We as recommenders can only go so far and I think then it's kind of the next step – well how are you going to do it, what are you going to provide, and let's develop some guidelines.

Mr. Fashano: Isn't that the purpose of what CODE does?

Dr. Faulk: No, CODE is not a neighborhood development organization. It supports projects in certain neighborhoods and certainly does a lot of, I think, neighborhood outreach, but it's not set up to do that. It is set up to basically provide it's own rental housing. We're talking now about neighborhoods, homeowners, increasing home ownership and that's not CODE's function.

Mr. Fashano: You're saying a neighborhood revitalization – to me that means revitalizing an old property that was worn down and is now inhabitable. That's what I think...

Dr. Faulk: No. It's much more than that. It's market rate housing, it's bringing increasing demand for market rate housing, whether it be new or old, it's taking neighborhoods and increasing the overall diverse nicks. What's happening in our neighborhoods is becoming lower and lower income. You almost solidify that by just developing subsidized rental housing. You have to take a broader approach and neighborhoods have to kind of develop and be seen as enterprise areas that people want to live in so it's a much bigger thing.

Mr. Sullivan: ...changing the ratio of rental ownership...

Dr. Faulk: It is. That's the Northside Pride's major goal – is there's 39% home ownership – they want in five years to bring it to 50%, so that's kind of a different approach which we need. I think if we succeed, it's in changing in that ratio in Jamestown.

Ms. Swanson: The other thing – is just newer housing and so instead of having old things – maybe tearing down and building new ones...because our housing stock is so old and we haven't really looked at minding our own neighborhoods that way. You know,

everything that we've done has been a rehab pretty much for rental, subsidized housing – if you look...so we've done very little in new constructions.

Dr. Faulk: In-fill housing which has been very successful in places. It's tough – it's tough in our market, you all know that. But if you support it...the Northside Pride area has some very nice houses and some areas that you could really turn it around with a couple of new homes. It would be very advantageous.

Mr. Senn: The neighborhood organization – you get one going. Then you've got neighbors that are being together and kind of setting some goals. They need somebody to come to at City Hall or what's their step then?

Dr. Faulk: Well, I think what happens is...they don't know where to turn next – if they knew Bob Doverspike at Northside Pride – but they don't market themselves. They're not on the web as an organization. Many progressive cities do have focal points in the City that focus on the neighborhood revitalization. Many of them target – you can't do every neighbor at every time – so you use the...

Ms. Swanson: ...the virtual office would be a phone number that they can call and that person, that phone number, is going to work with them and get back to them and be their liaison with the City?

Dr. Faulk: That's right.

Ms. Swanson: To get funding?

Mr. Fashano: Liaison to what? That's the question.

Ms. Harkness: ...to existing programs, really and to the individuals doing neighborhood revitalization, right?

Mr. Sullivan: The best example of one that I've ever seen was when they did Park Avenue in Rochester. Then they started getting some homeowners and they got together. Well, they got things by a tool lending program, they got seminars on how to fix up places, how to work together and all that kind of stuff so that they get...there's someplace for the neighborhood to go on in an inexpensive way to improve the appearance of their property and improve the marketability of the property, those kinds of things. But it's really the neighborhood organization that's doing it and how to get started – that's kind of the issue. It's like everything else – it's all about leadership. If you get a neighborhood organization that's got strong leadership – they can go out and beat the hell out of everybody to join up and start working on their property. That's what it's about.

Ms. Howie: At the meeting, was it Monday – at the Economic Development meeting at DJDC, there was a woman who's a part of that committee who lives in the Northside - they just moved into the Northside. Someone was there with welcome baskets. So, I mean, it's the little things like that that can make the difference.

Dr. Faulk: I mean leadership is key. I mean maybe the City contracts out with Northside Pride...

Mr. Sullivan: ...or some sort of weekends, Saturday morning seminar in the neighborhood.

Ms. Harkness: I'm sure we can get funding to bring in a speaker. I'm sure we could go to the foundations and get whatever it is – a few hundred dollars to get somebody to come in. I know United Way was participating when they had Mel. She was the community outreach/neighborhood outreach person and she would serve on these groups.

Dr. Faulk: That would be the idea. Just go back to the United Way and say our person's going to have half-time devoted to the neighborhood...I guess the question is we don't have the answer, but I think in the City, you have to look at their resources and say well, how can we do this? We don't have the time to do this – and they don't. How do we collaborate, how do we...you come back to us and say well we have all of the CODE, CHRIC, COI, etc., that are all willing and all do a number of things in the affordable housing area. And actually, they could support and help us – they're part of this. They want to do home ownership seminars – they're involved in buying houses and fixing them up as they are...at this press conference – they bought a house, they're fixing it up and they're going to sell it. But, we're all so much broader than that, as is the City. This is market rate housing.

Mr. Harkness: Well, you know, I was in a meeting last Friday in Syracuse and it was a meeting of organizations like DJDC, business improvement districts, but what I noticed was that they all brought up this neighborhood project, I mean what we're talking about here. There's probably 12-15 cities represented there – once again it was organizations like ours. But I noticed that a lot of it moved to...they've got one individual in that organization that's actually handling that – this neighborhood thing...one staff person just working on neighborhood issues and helping the neighborhoods.

Dr. Faulk: And these are corporations or cities?

Mr. Harkness: No, they're like Downtown Jamestown Development, or a lot of them have got business improvement districts downtown and they have one staff person that deals strictly with that. I noticed that they're not like a lot of us who have 15 hats we're doing, but they've got issues like neighborhood...and neighborhood is the top one where they're actually dealing with just the neighborhood issues.

Ms. Harkness: So it's not a city function?

Mr. Harkness: No, it's not really a city, no. Maybe the Economic Development Committee could somehow work into that.

Ms. Harkness: I guess the focus, and what Len is trying to do is get us...this is an issue – this is a priority – so that we would go to City Council with a recommendation that they create the City of Office of Neighborhoods to start focusing on this and then flush out the details. Right? I mean that's in essence...are we all comfortable with that?

Ms. Howie: I don't think that's our role – flushing the details...

Ms. Harkness: No. We're not to go to that degree, but I mean just to present the resolution that we feel this is an area we feel needs focus...

Dr. Faulk: ...and part of the resolution is that now there's a...

Mr. Fashano: I'm uncomfortable with it only from the standpoint, I'm not sure you're giving these people in City Hall any guidance. What is it that that's supposed to do?

Dr. Faulk: They have been to the meetings.

Mr. Fashano: I haven't been in those meetings...

Dr. Faulk: This has been a committee that has agreed on this initiative, so they know...this is not putting this on the first time, and they've agreed to do it.

Ms. Harkness: I guess the way it would work, if we make the recommendation to City Council, they would request that that focus...they adopt that resolution...correct me if I'm wrong, because I'm not really...I don't know all the City processes...so then that Department...then that would become a focus of the City Department of Development, I mean there's certain of us that could work with them to figure out how we get it done. This whole Commission doesn't have to do that. Do you understand? I mean we could put together a little ad hoc...

Mr. Rice: ...I think what happens is once we take on that role, we deal back and forth with this group and so we define what our role really is and how we're going to do it. It doesn't end if you just turn over to us. I mean there's got to be more definition as to what it's going to be. When you deal with neighborhoods, they're very complex. It's not just the physical surroundings. It's social, psychological connections. So there's a lot more to it than just Code Enforcement or that type of issue or new housing, but it's how do you make people connect with their neighborhood. Some of the programs Mike's talking about is a way of doing that – is how to get people to connect with the area they're in.

Mr. Scalise: How functional would it be if you don't have the leadership and the respect of neighbors/neighborhoods. I mean you can invent that. They have to want, they have to have the desire to do it. Right? And, if you don't have that, all the programs in the world are not going to cure the issue, I don't think. I mean we sort of have to look for the leadership in those particular spots first...

Mr. Fashano: Like a neighborhood watch program.

Ms. Harkness: We have the Northside Pride. We have a neighborhood...

Mr. Fashano: We have one – Northside Pride – but it was that type of grassroots movement you’re talking about.

Mr. Rice: Maybe we could use it as an example, as a case study, and if other neighborhoods can see that it works in one location, maybe that’s how they start to buy into it.

Mr. Fashano: Somebody ought to go up there and find out what happened – how did they do that?

Ms. Howie: Isn’t it more like a template – like we’re going to take Northside Pride and create a template...

Ms. Harkness: ...a case study...

Ms. Howie: ...and provide material for others if they choose to use that model – they can use that model – if they choose to modify it to seek their own particular demographics, then they modify the template.

Mr. Sullivan: I could support a resolution that says to the City that there needs to be a determination of how to create a neighborhood program...but to say that I’d want to say that there’s a Department of Neighborhoods, without some real teeth to it, just sets us up for failure because you’re...

Mr. Fashano: It also leads to criticism because if you don’t have enough personnel to do what you want them to do now, and now you’re adding another layer on top of that in some way – who’s going to do it?

Mr. Sullivan: And if you’re going to have a new department it means...

Ms. Howie: I don’t think you ever said the word department though, Len.

Ms. Harkness: In your mind, it’s a virtual office...

Mr. Fashano: ...cost, how many people, where’s the office space, you know, those are things that would move through my head when they made that statement “create a City office of Neighborhoods.”

Mr. Sullivan: I want to do it, but I want to figure out how to...

Ms. Howie: I just see it as a job description, as adding another function into the Department.

Ms. Harkness: I mean it's really setting a strategic direction. They can be doing 15 things – well if that's not the priority of the City, then that's not what they should be spending their time on. It's the same thing as when we set priorities, this is a priority, we're saying this is our priority so that we feel they should spend 15% of their time working on this, rather than whatever...I mean just as an example...

Mr. Sullivan: I'd say have a resolution making this a priority is fine; but saying how to create an office or do something like that, which is beyond our control in the first place, ...

Dr. Faulk: There's accountability here and we can say and they can say "sure we'll do it," and then what's going to happen? I think if you're going to do something, you have to do it. And, I mean we can make a recommendation and they can say no. I think...or we can say that we're not a City Commission – Strategic Planning – you should do all this privately. I'm here because the support here – our goals – is to make the City partners with the community. If we want to go and just have it done by the private sector – let's do that. But I guess I'm confusing you – what our mission is to recommend to the City and they can come back and say well we can't do it – fine. But I guess the other problem is that if you make it too oblique, we'll get nothing. We've started the committee, we've set this as a goal, I think the Committee knows what it is, yes, there's a lot to be filled in, but I guess to water it down at this point, is counterproductive.

Mr. Scalise: Well, Len, the only thing that I'm a little bit confused about is that it seems as though that the City as well as banks and other places have programs to assist, low-moderate or these particular areas. So the programs are available, but somebody has to come and ask for them. And, if that is not happening, then is it simply an awareness issue and do you need to have little neighborhood meetings – a series of those to provide the awareness with the brochures or with a cookout, or something of that nature, I mean, that's where I'm disconnecting with this process.

Dr. Faulk: That's with the marketing. The marketing is...the website is the marketing tool, and we have all these programs...

Mr. Scalise: Theoretically, they're not going to...that might not be a tool that they would be readily using. Is that a correct statement?

Ms. Harkness: Depending on what you're telling him what neighborhood you're going to...I mean there's going to be...you have to hit it on more than one avenue. There's some people that would use the internet, and then there's other people that will read the paper, some people would look at a billboard. It depends on who you're trying to hit – where you're going to apply the message, but I mean...

Dr. Faulk: And, I mean that's true – how do you go...the question is if we had neighborhood organizers that went in and could do this and then there would be a way to do what you're saying, and I guess the issue is that that is being done by Northside. We have a model. Part of the office would be distributing a "how-to, or who to go to" to help that

process. How do we get into the communities? Who's going to plan the meetings? I don't know. It's not going to happen on its own. Essentially, what we're trying to do is to develop some processes here where more people think about how to do it. At this point, it's not on my job description. Obviously, the City does work with neighborhoods as they are now, and has neighborhood target areas. But the question I guess is, how do we move to the next step in that process?

Mr. Scalise: Well, we as a bank can throw personnel out to assist with the program, but there has to be some guidance and it sounds like we have to use the Northside piece as the starting point and tap into their whole scheme of things, and then we try to spread it out or push it out and if we can get people to...

Mr. Sullivan: Don't misunderstand me. If it was me, I would have the office and a person. That's what I'd want. That's what I really want to have. To say there's a person and you know...it's always baffling to me a little bit that all we talk about is taxes in this way that...I'm not sure how it all works out...but at any rate, if you told me that for \$100,000 a year you could really revitalize these neighborhoods...

Mr. Scalise: But Mike, getting back to your point, you're talking about a person – we already have persons in the City, we already have persons in banks, they're willing to listen to try to deal with these issues, but nobody's asking.

Ms. Harkness: Well, that's his point. We need to make a recommendation to Council saying "this is our..." bringing it to the forefront. Then from there what they can say is "OK – City Department of Development, put together a team and find out the feasibility of doing this – what do you need?" I mean, they would set the direction. We can't tell Steve Centi – "this is a priority – will you work on it?" It's not our role to do that. But it's our role to make a recommendation to City Council to bring it to the forefront so that they can then ask a focus be placed on this and come back with "can we do it or can't we do it?" That's how I would see it.

Mr. Fashano: I think it was just, from my perspective, is that there was a symatics issue. If you're saying "put something together with existing stock," that allows people to see the coordinated efforts on what can be done – banks, planning, neighborhoods, what's available, how do I get there, seminars – fine, I can live with that one with no problem. But to me, creating a City office meant exactly what it said, to me, my initial read. So maybe it's a symatic issue for me. I'm find with the priority. I don't have any problem with – I agree with the priority at this point, there's no question about that.

Ms. Harkness: And Jon's right - there's a lot out there can be brought to bare...

Ms. Swanson: I mean, you need someone to lead it and to educate and be accountable. So that's a priority for the City that we start working on our neighborhoods, and then we need to work with them to come up with what's a great mix –the private/public mix. But there is a lot of different groups that are working on this, but just not coordinating, and some can be solved by an awareness campaign.

Ms. Harkness: Going into the neighborhoods like Jon's talking about...

Ms. Swanson: I know that watching other larger cities that they try to create an identity for the neighborhoods and they might start with like a sign, "you're now entering this neighborhood," and get people starting to think of themselves as an area. I'd be curious of how we identify those and then there's always waiting for that leadership to emerge – it's not going to work unless you have the grassroots initiative – for as much as you can say we've got this initiative in place, and that's where outreach workers are good. Would it be from the private sector that you find that – do it with United Way, or other initiatives, or from, you know – you put someone in City Hall – but I know that that model's been used over and over again to work in downtowns. Maybe just find someone to work with businesses and we kind of need to think about that. But as far as economic development, I really think that's the next frontier for the City and until you turn around the neighborhoods, you're not going to attract the people that invest in it – it's all part of the whole bundle, so it's phase IIwork on your industries, your businesses and how you do downtown, but then you've quickly got to stay.....

Ms. Harkness: It could be happening at the same time.

Dr. Faulk: I'm looking at kind of a compromise here. I mean, I come to a meeting, or the Committee does, and we have recommendations, but who then follows up? It's a City Office of the Neighborhoods, well, we'd like to give it to the City and report at the next meeting. I'm suggesting this. We've sort of asked that before. I really can't come each time and without having any city input – say what are you going to do? So I guess my suggestion is, is that we ask, I guess Mike and Ray – City – how do you want to determine the development of a neighborhood revitalization process and come back to us and let's discuss that and then go to the next phase. Maybe we're premature – I think the City is interested, but I don't exactly know what...so let's at the next meeting have the City come to report to us – here's what we would like to do folks and here's what we need as well in terms of support – and let's carry that on to the City Council so that we would have, I think, greater support. So I would make that as a kind of a recommendation this group pass. I think it's the frustration of not having a dialogue here. We can't just offer as a Commission without the City being equally involved and that's my frustration. I could still resolve that...

Mr. Fashano: So what you're saying is that we're making a strategic planning resolution that goes to...who would it go to? Steve Centi?

Dr. Faulk: I guess Steve Centi and the Mayor.

Mr. Fashano: ...and asking them to report back to us by next month. Then we can hear what they've got say within the organization because I don't know the capacity.

Dr. Faulk: Can we hear that as a motion?

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Mr. Scalise: Well, could we get one of them here to talk about it?

Dr. Faulk: Yes. Well, Amanda's here, Bill's here, etc., so they can take that back in terms of the discussion. Well, I move, will you second?

Mr. Fashano: Yes, I will.

Motion carried.

Mr. Fashano: Well, I think the priority's fine – I didn't have any problem with priority, it was just a symptomatic issue. I guess it's just from my own position, when someone says to me – within our organization – I need – it's always somebody wants another body... and I can't give another body without raising the taxes...

Ms. Harkness: Just quickly, very briefly. Anyplace that it says "bank" in here, Jon has committed Jamestown Savings Bank to go through and see what we can offer. I know we had staff working on that. Next, is regionalism, and I don't know, Lillian's not here so I'm going to just give that.

Mr. Harkness: I've got a couple of things. I told you all that I went to this meeting in Syracuse where there was probably 12 or 15. I just wanted to report real quick – they talked about the Brookings Report. But the assets that we have here...the meeting was set up with Empire State Development to start working with Empire State Development and community development through them and the assets that we have that they recognize – and I've sent this to our Board members – we've got historical assets, our education and our medical assets are outstanding and our cultural assets are great and those are all things that we should be building on. That came pretty directly and actually this Bob McNary who was here – he's actually really impressed with what we've done here in Jamestown. But it was there to get their feel on from all the communities what we really need to do and we've got, etc.. I just thought I would pass that along and like I said, the one thing that I had noticed was that all those organizations have – they get a thing like neighborhood revitalization, they've got one person that's really focusing on that. But as far as the Urban Design Plan, ...

Ms. Swanson: What was in that four cities' designation as it relates to data? Because that helps our group...

Mr. Harkness: I should get a copy of that and get it for you.

Ms. Swanson: ...housing stock and all those types of things...or were there other... because they have those indicators and that's what we've been looking for.

Mr. Harkness: I will get that report and get it for you then you can read it.

Mr. Fashano: The Brookings Report – it didn't designate Jamestown, did it, like Buffalo?

Mr. Harkness: Buffalo, Syracuse...

Ms. Harkness: We don't have our own designation, right?

Mr. Harkness: No. But what they're saying is that....it threw a new negative light on the whole...but I'll get a copy of that and get it for you all. Last night, I had to go and make a report to the Gebbie Foundation Board on the Urban Design Plan and so yesterday I was putting together some things and I went to the Executive Summary and in the Executive Summary there's a list of first steps and I thought, how do we stack up? And, really, collectively, we have either that's everybody that's in the City, everybody that's been working on it, collectively, we have really completed just about every first step in there or it's all in progress and I just did this little report up here and it's the same as a performance outcome statement, but basically, some of it's ongoing, but much of it we have already completed. That's in that Executive Report – I don't really want to go into that. The other things that we are really working on here, you know, the train station has required a lot of work this last couple of weeks. These guys over here will tell you – it's been working with the engineering firm, we're working with the...the City's working on it, we're actually preparing appraisals and archaeology work. It's required a lot of work.

Ms. Harkness: On the train station – we're looking...we have money from the FTA which is the Federal Transit Authority and then we also have highway money that runs through DOT and we're going to try to access that DOT money first. If we can get the match in place and we think we can finagle a way to do that, that we'll be able to access that money very quickly. The County has helped to...with George Spanos has been very helpful with it...he's very familiar with these programs so he's been very helpful...

Ms. Howie: He's with the DOT.

Ms. Harkness: Well George Spanos is with the County – DPW – but he's done a lot with DOT, so he's just sharing a lot of his knowledge on how to get through different things and he's offered his assistance to the City if they need help. It appears as though we've got a way to get it moving. Nothing's in concrete, but it appears that we've got some parallel tracks with the City trying for their certification. At the same time that they're trying for their certification which can take – we don't know how long – and we can access that DOT money which could get the project started, get our design stuff done, that's why we're going out for the archaeological things, things that we have to have in place – the environmental stuff – all that legal stuff has to be done and it takes time and if we can access that highway money right now, we should be on track to have it completed in 2010 – I mean our construction. We have to get that FTA money by 2008, but if we can go down these parallel paths it looks like we could hit that.

Mr. Harkness: Well, we just sent out the RFP is for the appraisals and for the archaeology and so we actually are moving.

The outside walking trail for just around the...and this is to just actually get something done so that people can see that we're moving – this is this logo that we're going to use actually

on the sidewalk where...each way around there and then we'll have some signs on the... which will just show the whole thing. But for this to go on the sidewalks, so somebody can tell where they're going, we'll just go down there and do this ourselves.

Ms. Harkness: Well, he has a template in the office. And this is going down Steele Street around by the BPU and back – it's a loop by the ice arena and train station.

Mr. Harkness: Jeff was going to take it to DPW, but he was pretty sure there would be no trouble with it at all. So that's kind of all under motion. I was going to bring that other banner and I didn't do it, but we are moving on the banners and I think the BPU is going to put them up and they'll be on North Main Street, the connection – actually this last weekend I had...I was told there was going to be over 700 people in there and that it was at 700, now he's telling me there's going to be over 700 people working in there.

Mr. Fashano: Working in where?

Ms. Howie: In Connections. When do you think they're going to announce that – when are they going to have their celebration? Does anybody know?

Mr. Harkness: The guy that owns it has been out of town and that's why they're holding, plus they've got some other additions they're making to the building so when that's all done, they're calling the shot on that now.

West End Development is, you guys may know, but they're looking at ground breaking at the end of September or first part of October. We're working on a developer meeting. We're going to put together a developer meeting which will be mid-late Fall. We're going to send out a mailing to...we've got a list of about 350 developers, we'll be sending that list out to them to bring them here, a guest speaker, have them spend the day here, and see if we can get them interested.

The events this summer have all been very strong with attendance – you know part of the Urban Design Plan is another 100,000 people downtown. Our events have been extremely strong and we have done...we've either been involved with or have done over 120 events by the end of the summer. We are putting together a commercial campaign for Jamestown which we would hope we can run on a national level. We want this to be really good so we've actually...some of our Board has seen the film and we decided that wasn't exactly what we want.

Ms. Harkness: We want people.

Mr. Harkness: This has been difficult, but part of that is the jingle, and we've actually...I brought this this morning to play for you – we want a jingle that is like, all I can think of is the Darien Lake thing where the guy gets off the bus. We've tried a lot and we actually tried a lot of local people, but they didn't seem to get back to us and we'd kind of like to have this all put together this Fall.

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(Mr. Harkness played the jingle)

Ms. Howie: There's only one thing that I would object to.

Mr. Harkness: New York.

Ms. Howie: No. It's not that. It talked about the festivals and the great sales,of what?????

Mr. Harkness: Business.

Ms. Howie: No. You can focus on something different. Rich culture, great architecture, something, but not sales.

Ms. Swanson: I agree with Carla.

Mr. Harkness: The other thing that's in there that we...it doesn't say Jamestown New York...

Ms. Howie: Yes.

Ms. Harkness: Hey Lee, you could say attractions – because we do have a lot of attractions...fun festivals and great attractions, but not great sales.

Ms. Howie: But other than that, I think it's great.

Mr. Harkness: We want to have that all done this Fall, but we want to have it right so we don't want to rush it.

We're working on the business incubator and we've moved from actually full time larger businesses down to actually, we're probably going to use that building that's on the corner by where the game place was in there...and actually put in small businesses in there before Christmas so that we can get it moving. We've got some other things we've got moving, but we've got six businesses that want to go, and so we want to get that ready for Christmas.

Mr. Fashano: There's an article in this morning's paper in the Editorial, about how hard it is to start a business.

Mr. Harkness: Ad incentives – we put together several ad programs for anybody downtown that they can get ads and ads bought cheaper and working together and they can buy ads cheaper by working through us – we're doing that...

Public Art – We've got a Public Art Manual that's being produced. There's going to be Public Art, the first one will be in the Grants Building and its Aspire and actually what they did is they've got clear plastic and they used the Urban Design Plan as the subject. They're painting it, and it's very cool – they're painting on this plastic and then there'll be lighting

behind it, so it will shine through and it's really darn good. The other is they're actually promoting the Urban Design Plan and I think I showed you all, we've got this brochure that's going to be inserted in The Post-Journal. We've got some changes on it, but that'll be inserted and then I'm going to actually talk with Peter Krog and he's going to...when we put this in, there's 22,000 going in...and when they put that in, then Peter Krog's actually going to put in an ad or...he's not sure just what he's going to do on the new development on the West Side Welcoming that...so it'll be kind of a combination setup. I can't remember whether I reported this to you last, but I think it's important, that our downtown businesses are reporting increased sales. I mean, all of them. The restaurants are extremely happy – they're either doing better or the new ones are doing way above what they had projected-like Forte' is way ahead of their projections. But even John Lisciandro – he told me that he had one of the best summers he's had in a long time. And the other one – I actually got figures from Landers – Landers said that last May, a year ago, they were up 25%. This May they were up another 20%, June they were up 20%, July they were up 20% and August they were up 20%. He said that their friends that are in business in Jamestown are experiencing the same thing. So I think that's all a good, positive thing.

Ms. Harkness: Jon has an article he brought that kind of ties in with developing...

Mr. Scalise: I think this was in Buffalo's paper on Sunday and I just clipped it out and thought you guys could digest it and file it somewhere, but I thought it was kind of interesting. It was a first time only initiative in Buffalo apparently where they had a number of executives get together and they sent out a mailing of 1500 invitations all over the world, I guess. They ended up with 30 that attended a three-day program and I think it was kind of a costly venture – I guess it was upwards of \$750,000.00, but I thought it was just kind of an interesting initiative and of course then they worked hand-in-hand with all of the development agencies, but again, it was an interesting initiative that they put together. Maybe it's something a few years down the road we could think about.

Ms. Harkness: So this is...they were attracting actual corporations, not developers – it's kind of a different spin on...which is a great idea...to try to sell it to the communities for corporations to move here...to move their business here. Thank you very much.

Ms. Swanson: I've been slowly filling in the blanks. I did hear back from the railroad and they are running about 24,000 cars through Jamestown a year so it's steadily increasing and I think we should be able to get that number from each time. Right now, they run from Meadville to here and then back over to Hornell. The end of it is Hornell. So their success depends on getting to the bigger markets from that, but they're a short railroad that's continuing to grow. CARTS track does not break down just what happens with them. They know their overall ridership in the County – they don't break it down by areas, but I've been participating in the Transportation Plans that the County has been sort of been mandated by the State and they're mandated by Federal legislation to come up with a transportation plan for the County for moving people through it, public transportation, private transportation and they're going to be doing another survey shortly to figure out...maybe we can get to some numbers about what's happening in the City of Jamestown. The two cities Dunkirk and Jamestown have the most regular public transportation service...about every ½ an hour

in Jamestown. Most of the outlying areas may have one round trip a day, so we're the best served in the County. Now ridership's the next issue and that's still...no good way of measuring it yet. I'm learning a lot about connectivity though, so can you get to where you want to get – no. The main problem with work force is if you have children and you need to get to daycare then to work, there's a new mandate coming down that a higher percentage of people that are on welfare that have to get to work - right now they've been exempt if they're in a remote area that doesn't serve well or if they can't get childcare and that's no longer going to be an acceptable exemption. How are we going to do this? So part of that is getting people to the places they need to be to be able to work and back home. The other big issue is getting people to services, children to doctors' appointments, mandated court appointments, mandated parole appointments – none of that is working too well. And we have a lot of those people- they've got to go Family Court in Mayville, they've got to go to mandated child protection...there's a lot that's not working. So just looking at it as our little microcosm of our City may not be the real issues. I'll report back as I learn more on that.

Mr. Harkness: Well, I can tell you – it blows my mind – the number of people that count on that bus system. The other thing that blows my mind is the number of people that take cabs to work. I never thought of that until I saw someone waiting for a cab and said “where you going” – and they said “they're taking me to work,” and they're using that – they don't have any other form of transportation and like the bus system...there's people that just wait all the time, and I know when I did the rural work and Len will tell you this – transportation in our rural areas is that's one of the first things that come up – how do we get around?

Ms. Swanson: What was fascinating is this is the first time they convened a lot of the private carriers and the public together and the largest service in the County is the Resource Center – they run over 1500 vehicles. It's phenomenal. They have three people that work in that department non-stop and they're just dispatching, billing and organizing. All the transportation they do. CARTS is...then you have WCA Services doing stuff, you have a whole plethora of county agencies, private agencies working together with vans everywhere. On there is a funder because we fund a lot of vans. It became apparent that we are in the mix too for a lot of agencies. Whether or not consolidation is the solution or just a better knowledge of what people are doing and how they could share jobs.

Mr. Harkness: Is the Resource Center bigger than CARTS, and then WCA falls in under that?

Ms. Swanson: ...yes, and then there's some coach services that are contracted and there's a whole network...there is a lot of other vans for the Cancer Society...Well, that's what I'm saying...and that's the kind of thing the foundations fund a lot of those for adult daycare, veterans, you name it...it's mind boggling so actually it's a really good thing that the Federal government is pushing this. They're saying that if they give money to anything, those vans should be opened to other federally funded...you know, they're not just proprietary – that they can be opened up if there's an empty seat, you have to break the barriers down between all these agencies, so it's good. But we're not alone. Countless rural counties throughout the United States deal with the same issues so looking for best practices

or what works...Amanda's been working on the linear foot and we're getting back on that for the riverfront.

Dr. Faulk: Lillian is not here and I'm not involved in that group, per se, but I think you all know that the City and the County are working together on a task force on a city merger of police and the County and wanted to get them to that level, is a huge accomplishment. If they come forward and recommend the merger, politically get that passed will be even a larger task and that's why I'm bringing it up. This is something that we probably have a once in a lifetime opportunity to do and I think there needs to be a support structure developed to support that. The cities – all the research shows that the economic drivers of an economy in a region are the city itself is not in a position to provide all of the services that it does now – it doesn't have a tax base. What this will do...I just put down some numbers...in studies that I've done in the past, there's been a million to two million dollars annual savings by having the County do the service as it does for just about all the municipalities in the County. There was between a million and two million. To reduce that from the city's budget is equivalent to raising taxes and building about 1,000 in homes. Now, we haven't built the thousand homes, probably in the 20th century in Jamestown, or maybe the last half. So if the City is able to act in a sense regionally with its neighbors and do what the County's already doing for most municipalities, we would have an enormous advantage to then plow that money into things that will actually either reduce taxes which is huge, or putting it into roads and other expenditures that the City has no other way of doing it. So, I don't know...the Chamber and other groups says it's not going to happen politically without a lot of strong support – it's just not going to happen. Those that are in the County, in the rural areas, they don't pay anything extra for their police, the County does it for them; they're going to say "well our bills are going to up, if the City joins them, well..." when you all joined we didn't make a fuss – so don't make a fuss for us. It's fair play. So I don't know – if this group could be aware of that and begin to look at how we can support that process, I think it would be very useful.

Ms. Harkness: Pretty exciting... Thank you Len. Carla did not have an update.

There being no further business, the meeting was adjourned.

James N. Olson
Director of Financial Services/City Clerk

September 12, 2007