

July 19, 2006

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 Wednesday, July 19, 2006 at 8:00 a.m.

Members Present: Dr. Leonard Faulk, Jennifer Harkness, Carla Howie,

Others Present: James N. Olson, Jon Scalise Ray Fashano, Bill Rice, Amanda Bleck, Ann Mason, Melissa Belli, Bill Daly

Co-Chair Harkness called the meeting to order.

Ms. Harkness: There was a discussion that Len had facilitated. Here are the notes from that discussion on what the priorities should be. The thought was, we already have the vision statement, we don't have a mission statement but how are we going to obtain that? So that's where these bullet points came from. We did do it. That's where this came. Was there any discussion on that?

Mr. Scalise: Bill, are you going to talk a little bit about the job creation role today?

Mr. Daly: I can, Jon. I'd be more than happy to talk about some things, whenever that's appropriate.

Ms. Harkness: Do we want to just start with these bullet points?

Dr. Faulk: We started the process two meetings ago and there were like five things that we wrote down although they weren't comprehensive at the time. We didn't have a lot of time to do it. The committee came up with four. There's a lot of similarities in the first five and these four. I mean maybe one difference is the strategy for internally and externally marketing Jamestown. The second strategy statement. The committee didn't have the benefit of those notes at the time but I guess, I think the purpose was to narrow down, I think, the focus of it, rather than to broadly try to catch every issue and narrow it down to its focus areas.

Ms. Harkness: We'll we've done a lot over the last couple of years, in action teams, having your housing action teams, doing all these little things, but we're really not affecting the overall climate. It appears those that things always have to happen, the appearance of city type projects always have to happen. But we're not getting to the bigger issue and I think that's what the commission is really talking about. If you want to really affect Jamestown and the economy of Jamestown, we need regionalism efforts and those are the kind of how that discussion came about. When the committee met, the strategy in marketing Jamestown neighborhoods, I think we felt that came more under the urban design plan and how that was going to shake out. I think that's what our conversation was. Maybe that's not the right thinking, but that's kind of, start up here and then that would be a later, maybe that's not the right approach, but that's kind of what the conversation was.

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Ms. Howie: So what's the next step with these?

Ms. Harkness: Well I guess if everyone's comfortable, these are just strategy statements, I mean, we're not rewriting any vision statements. It's just really something for us to keep focused on.

Mr. Fashano: Does the neighborhood really fall under urban design?

Ms. Harkness: Well, there's some neighborhood.

Mr. Rice: This is really misleading to me. I'm not sure what you're getting at when you talk about the neighborhoods. Are we talking about the city as a whole or individual neighborhoods? And what are we marketing, the housing aspect of neighborhoods? I'm kind of confused.

Dr. Faulk: I think it's individual neighborhoods when we first started.

Mr. Fashano: I think there's been two ways of going at it. One was a project like Country View Estates which is obviously taking off and being pretty successful, which is new land developed for new houses. The second one is we have the housing stock in Jamestown that is bad. I mean, yes, there's some, there's some issues with old houses that can be preserved and saved, but there's some seedy areas of town that really need to be urban developed, you know, razzed. A good example is what CODE's doing down on Second Street to enhance that whole neighborhood. I mean, we took out a really bad section and it's going to be pretty decent when it's redone. So there's two, that's what I'm talking about when I'm talking about just neighborhoods. I think the issue is, when you're talking about regionalism and all those things, you talking about trying to save taxes, our tax burden, OK. Lower the tax burden. We have fixed costs in the city and schools that are beyond what we possibly can do at a local level. If that isn't taken care of at the state level, in fact it was just enhanced at the state level in the last two weeks of the legislature. I mean, they gave unions whole bunches of stuff, OK. I don't know how you fight that at the local level? I really don't, I mean, I don't have the influence to do that. All I can do is try to figure out how to pay the bills, you know, and that's what's driving some of our costs up. I'm not saying it's undeserved, it's not that kind of philosophical question, but our costs rise. If we don't increase our revenues by better housing stock, more tax, etcetera, that's the only way you can fight that. It's one of the ways to fight it, I don't say it's the only way, but one of the ways. You have to increase the revenue side. You increase the revenue side by getting more houses within the limits, you know. And then when you look at the fact that Jamestown's about 40-42% tax exempt, we have 58% of the people paying 100% of the bill. I mean, other than a few in-lieu-of tax payments, I mean, right, Jim? I mean, that's really, that's kind of the problem summed up in a way. So that's what I'm thinking. I'm thinking from the standpoint of if you have more housing stock, better housing stock, you're going to increase your overall assessment value, that helps ease tax burdens for everybody. And that's just one strategy.

Mr. Daly: And that's a jobs issue. Because you have to have population base and so it's either spiral up or spiral down.

Mr. Fashano: I also look at it this way, Bill. We have people who come in to Jamestown for development that you folks are working on at the county level. And they'll go to Pennsylvania to live, they'll go out in the rural areas to live instead of coming to Jamestown. Why? Because we don't have the housing stock to give them. So they go up in Bemus or wherever and buy a house up there. I'd like to see them buy \$300,000 houses in Jamestown, not in Bemus or along the lake or wherever.

Ms. Harkness: We need to build them.

Mr. Fashano: Well, yes, and I think Country View Estates is a great start, I really mean that. You have houses up there in the \$200,000 range that, you know, the younger people who are professionals are starting to build up there. You get a couple of teachers with two salaries, they can afford that house, OK, that long-term project. And it's starting to go. You been up there lately? I mean, it's decent, you guys. It'd be nice to be able to replicate that.

Mr. Daly: If, one of the issues, my son is looking for teaching jobs. He got a hold of Niagara Falls and the woman said, oh, you elementary, no way. You've got to be a day to day sub, you've got to be a long term sub, but then once you're hired you must move immediately into Niagara Falls school, to the City of Niagara Falls, must move in. Well, he said, what's the penalty? We fire you. If you teach in Niagara Falls, you must live in the City of Niagara Falls. I said that's unconstitutional; the woman said, not since 1994 and that's been tried. We can force our teachers to live in the city. You can force your firemen to live in the city, you can force your policemen to live in the city. There's a huge start. Now, nobody likes to say it cause it's so politically unpopular, but the truth is, there's three sources right there. Say, OK, from now on you live in the City of Jamestown.

Mr. Fashano: The downside of that I thought is the fact that you're forcing something on some people. That's un-American as far as I'm concerned. But if you offer them something that lures them to the city, that's different.

Mr. Daly: ...a job; a teaching job, a policeman's job, or a fireman's job. I mean, I'm being really blunt because that's the way you should approach this because we're talking about how do you create jobs and create housing stock. You're talking about a lot of people who make decent incomes, with probably two incomes in most families. And it's a harsh reality, but you want a quick, quicker solution? That's the fastest solution you've got.

Mr. Rabb: Yes, but that's, to me that's the gambling casino approach we gave up. The only way you're going to live here is because we're forcing you to live here. I live in Jamestown and prefer it to living wherever. We want people to want to live here. If you force people to live here, then we've lost, we're done, it's over. Let's quit. Let's open a casino and go home.

Ms. Howie: It used to be that the firemen had to live in Jamestown. What changed that?

Mr. Olson: It was a state requirement.

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Mr. Rabb: I want people to be here because they want to be here. I've lived in the city for 20 years and I like it. I don't have to. I like it here.

Mr. Daly: I'm in the same boat. I live on the north side.

Mr. Rabb: We want to promote that this is a good place to live.

Mr. Daly: But get very specific. You want a solution to a problem? Those are real solutions to real problems and what you're talking about is nice. I don't have to live on the north side of Jamestown. I just had a \$3000 increase in my property tax and no increase in services whatsoever. The argument I give myself is, maybe I pay too little, as much as that sounds. But \$3000 a year is a lot of money. And I haven't moved out, but I would like people who benefit from it to have the opportunity to live here.

Mr. Scalise: You know, Bill, over the last few weeks, we've had a lot of interesting conversations about things in Jamestown and the quality of life and the river walk and trying to promote that with housing and things of that nature and then you listen to Ray's comments about, you know, 42% tax exempt and things of that nature, but when you peel it all down, it really is about jobs. And I'm just curious and not to put you on the spot, but what is the strategic plan of the county or that type of thing with regards to marketing this county or Jamestown or whatever for companies to move in or for businesses to move in and again I equate that with, are we going to make 50 calls a year throughout the United States to try to attract businesses to this particular county? What's the accountability for that, you know, what's the hit rate? Is it zero percent? And I'm just curious how that, do we have a sales force out there that tries to do that?

Mr. Daly: The answer's yes and no. We're way before that. We're not ahead of that, we're not, we do that, but we're more interested in job retention, way more interested in job retention. Carla knows, we've been up with Empire State Development to Cummins. It was making visits to our largest employers. We go all over the county, it's not just the Southern tier. But when we go in and make these visits, the first one we had there was just a hello, how are you. I'm not going to get into every detail, but she was there. I got Bob Izzard from Empire State Development, called Carla, can you get a meeting with us, you walk in, it was a tremendous meeting. What could have been a half an hour three hours. And there'll be some things that will develop out of that. So that's job retention. Cummins, you're a major employer. Are you happy, can we give you more stuff? Trucklight, how about you? MRC, there's things that I can't talk about in this thing but the other day it said in the paper I was looking at 3-500 new manufacturing jobs in the county and that's not an exaggeration. But those are coming from people who are already here because one, there's a turn in the national economy. And you've got so many metal bending shops that their business picks up, it's a slow down effect. The people who order the parts from them, their business goes up and businesses in Jamestown rise or Dunkirk, whoever. So job retention is the most. One of the most interesting ones that happened right here in the city and there can't be enough emphasis placed on the cooperative efforts that went on and it wasn't easy for the City of Jamestown, they were in a tough role. Jamestown Metal Products. They were gone. I'm telling you the payroll was just about, they wouldn't make Anchora payroll another week. The company called, came in and they saved 99 jobs, 68 of those jobs are union machinists jobs. That was almost immediate when we came in. So we've just paid in that. And then Part B came along, they wanted to save Jamestown Scientific which is a sister company to Jamestown Metal Products. It's only 12 jobs, but that little company

managed to borrow \$450,000 from the IDA, 2 of our loan funds, from NYBDC which is a consortium of the state banks, from the city, and from the empire zone. They were ready to go because the same course said unless you let us assume what we, all our hundreds of millions, we'll assume all that debt and I mean we'll keep the place going and we'll run it. We'll keep these 12 jobs and expand it, but you all have to sign on, so everybody got into the game. The JLDC, Greg Lindquist was on the hotseat. Because they had to go back to a board where some of the things they were being asked to do were never done before. But he got it done, he got it through. In the city of Jamestown there's 110 to 115 jobs that were saved and this was real serious. And Scientific was absolutely ready to close it's doors. So, in that, it seems like, it was nice to save 12 jobs, but you can't believe the paperwork that's gone on, the lawyers' expenses for running down on us every day to save those jobs.

Ms. Howie: I have a comment to make and I'd like to keep it really simple. When we were talking about the urban design plan, when we were talking about some visioning, Dana was here last month and he made a note when we were going through the Goody Clancy piece. And he said we should be able to articulate what are the benefits and I can't do that. And I'd like to see this group, I mean, we talk about wanting to live here, we talk about this being excellent quality of life. How do we really package that and articulate it? I don't know. I mean, I could probably come up with three reasons why I like this area. You could probably come up with a couple. But I think we all need to be able to articulate why Jamestown is where we should be. And when we do that, then we can sell it. And we know that, is it B & E, Lori Shagla, she's supposed to, I guess what I'm thinking is, I would like to see continual updates from people who are supposed to be marketing this area, who are supposed to be our advocates out in the bigger world, you know, so then, to another point of Dana's, he said take one small piece of the plan or our vision or whatever and fully implement it so people can see the vision. So if we can articulate it and have people selling it and reporting back to it, then the advocate base broadens. And that's the kind of stuff that I'm looking for. I need to see small base hits all the time or else I feel like I'm treading water. And I think that's a piece of what we do that we aren't doing. What we should be doing and what we aren't doing. I see things like we're always coming back to square one. So I guess as we move forward I would like to incorporate that type of strategy.

Mr. Scalise: You know, I think those were great comments and that was my piece about the accountability part, but I mean, Bill, what you just talked about, those are great success stories, and that kind of revs you up a little bit when you know there's some things happening and I realize, Bill, that there's some things that you can't talk about. But on the other end of the scale like the Shagla situation, what has been taking place over the last six or seven months and what's going on? Does anybody know?

Ms. Harkness: No. We've continually asked for reports and we've not received so much. Maybe you have.

Ms. Howie: You know, Susan Storer is another one.

Ms. Harkness: She comes in and reports out, usually.

Ms. Howie: But it's been awhile.

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Mr. Daly: I'm working with the B&E right now to address the reporting issues. I don't think I can say anything other than that. So that's new to me and I've had for six months some major changes. But just so you know, there are some other initiatives that are very, very strong, that are either going to happen in the next, literally six weeks. I don't know what's going to happen, but we could have, could have. One of the things that's happening and this is, I guess appropriate, I guess, is that the tourism part of this county, some of you have said, you know, take Chautauqua Lake out of here and we're Allegheny County with twice as many people. You know, they're being facetious, but the point is, during the spiraling down of manufacturing jobs here from 2000 to 2005, and a lot was 9/11 related, it truly was, but, and the recession, so, what we had to fall back on was, in a strange way, it's not strange, it's very fortunate, is the strength of the tourism industry in this county. And now, we've had wonderful things happen. The Food Is Good group in Mayville. He's put all his money in these restaurants. This is phenomenal; quality of life. I mean, you want to get executives to come here for jobs. Now, you're talking specifically about Jamestown, I'm talking about the whole county in general and then you can relate it back to Jamestown. They own The Ironstones, one of their restaurants. They're buying the Ethan Allen factory in Mayville, they're going to turn it into a 100-room hotel and a culinary arts school and they're working with JCC for academic credit for culinary arts degrees. Culinary arts. It's a higher level. Then, Peak & Peak. The guy went there as a kid. Now he's a multi-millionaire and a fantastic guy called Keebler, he's got an investment partner to come in and they're going to put \$280 million in Peak & Peak. That's such an astounding number I have trouble saying that. I've seen the plans 20 times, they're in negotiations with us, with everybody trying to get that thing where they want it. They provide, Peak & Peak now as is, provides 25% of the bed, occupancy revenues for this county. Think about it when they triple it and make it a powerhouse. What's going to do the bed tax which will allow us to promote the county more. So how do you promote? Why I'm bringing this up. We've hired Elizabeth Booth, I don't know how many of you know her. She's fantastic, and she ran the Fredonia Opera House. Her professional career, she married a professor from Fredonia and they live up in Arkwright, but Elizabeth, her professional career was high-level marketing jobs for like Pepperidge Farms, and then she comes here and she was doing some consulting. The IDA puts in \$20,000 toward it and the county puts in \$30,000 toward her salary and office. She works out of her home and out of the CCVB, but her sole initiative is to bring in conferences into this county. Now, why do you want to do that? Well, it's all part of, you say, well, what are you marketing efforts to the external world? Your point earlier, you like living in Jamestown. Well, I like living in Jamestown. We stayed because of the school system. So when I see all this crazy crap that goes on, I get, you know me, I just see red. But that's why we lived here, because we had two kids extremely well educated. The two of them are summa cum laude, honor students in their colleges. So but what we have with the tourism part of this is, you have a Peak & Peak, you have Food is Good, you have these huge tourist initiatives, you have someone like Elizabeth Booth, and by the way, what her function is, she should be talking to all of you eventually, how do we, like Cummins, you bring in people, anyhow for your big, you know, you just had a big board meeting here on the 11<sup>th</sup>, but the things that you folks do, but that means all the companies we want to get in major meetings here, but like, Ray you go on to the Association of Superintendent or whatever your association is, Elizabeth should be talking to you. Greg, how do we get your group to hold the annual meeting or some major meetings, in Chautauqua County? Same thing with you, John, the banking people. Just go right around this table. Do you belong to a group? Yes. Would you go talk to them about coming to Chautauqua County. What's the fallout? The fallout is everything we do we

try to tie together and say, somebody comes here and you have a good experience, see how nice this place is. Right now there's a building, the Belknap building, sad story. Sixty people lost their jobs. Here's the good news. There's a fantastic unbelievable quality manufacturing plant sitting with a view of Chautauqua Lake in Mayville, a municipal electric, 45,000 square feet with 47 acres of land selling for a million and a half dollars. Now somebody's going, somebody from out of the area come around to that and buy it because it's so phenomenal. Now, what've we got to do in Jamestown? Because we've got to start focusing on the businesses in this locality, but this housing thing, again, I wasn't being, I'm looking at this as a public official but a taxpayer in the City of Jamestown. My first comments, they were a little harsh, but that's reality. You want to know how you bring people in here, to upgrade the housing stock? Force people to move in and they have to upgrade the housing stock. So all these times we're trying to do is, one is job retention. We're going out, we're talking to all the industries we can, to get them to stay and do better. There's a couple of other initiatives that I think would be shocking for people to understand some of the things that are good that are out there. Some of you are privy to what I'm talking about. The City of Jamestown, I don't know enough about the urban design plan which is my fault. And Bill Rice, I was supposed to come over, sit, and I haven't had time. But I apologize for that. So from my perspective I can keep, I can, I'm not going to say anything after this next comment but this job preservation, I look at this regionalism, OK, I don't know what that means. Champion job preservation, that's exactly what the county's trying to do. I would put that as our number one goal, is job preservation. Then the number two would be substantial job creation. And I've got to get into real depth on the urban design plan so I understand, to help me market what's going on in the community.

Ms. Harkness: With all that, do you want to, I believe we can do that housing somehow according to our four points. I don't know how to verbalize that, but maybe some of what Ray has said and some of the conversation about the housing. Do you agree, Len, that we need to have a bullet point just so it's out there. And then I would like to just briefly touch on some of the things we have done since our last meeting, just try to get started on these.

Dr. Faulk: We had, there's another document which was passed out before, you should have copies, which was the five most important reasons for living and working in Jamestown, the five most important reasons not to live and work in Jamestown. So we had, I guess, the benefits of living in Jamestown and then we had reasons that were problematic. And part of that was deteriorating overall appearance of the city, blight neighborhoods, what neighborhoods meant, some individual neighborhoods were blighted and some kind of a neighborhood revitalization focus, I guess. We just add a point of neighborhood revitalization.

Ms. Harkness: Right now we do have the Neighborhood Action Team that's active. There's the Housing Task Force which is a task force for the City Council. We do have some things that are going on.

Dr. Faulk: Part of the urban design plan was to lead planning for between 100 and 150 new housing units in the city, townhouses, both new and rehab. They felt there was market for new townhouses, that people want, something new rather than just, you know, box in old buildings, so there was a definite focus on housing there.

Mr. Rice: Part of the issue is how to revitalize the downtown area and housing is one of the most important parts of that. The focus of the urban design plan is not just the downtown as we say this area, but also the waterfront area. So there is an opportunity along the waterfront in areas for some housing stock to which they felt was a good location.

Ms. Harkness: It's up to Sixth Street, right? It's really encompassing up to Sixth Street which really, if you took out, I mean there's a lot of nice area up there that there's housing that's probably beyond saving in some cases and that you could make a nice neighborhood. I mean, it's got a nice viewpoint, really. You could see where that one where now the video store is, you have a gorgeous spot after that building is gone. The plan does take into account that area as well.

Mr. Rice: It really goes from McCrae Point to west of this building here.

Mr. Daly: What are the available spaces along the riverwalk where you could rehab old buildings or is there any real volume of space?

Mr. Rice: That's one of the problems. We look at land area and it looks like it's not being utilized, but it's owned. Most of it's owned by the railroad which is not the best for waterfront. We want to see that continue but yet we want to have control, try to get control of some of that to really make it usable for quality of life issues and trying to tie the city together. So that is one of the biggest issues that we have, what do we have available to build upon.

Ms. Harkness: Let's get back, we really need to bring you up to speed on what has been presented.

Mr. Daly: Tell you what. Bill and I talked about this before. When we leave here, we'll set up a meeting before we leave this room.

Mr. Rice: I just talked to David last week and I want to make sure the document is more than just what it is at this point. I want to make sure it's a teaching document so when you make suggestions, just don't make the suggestions. Tell why and how important it is to do. So there's value. We're talking about a 20, 25-year plan. We're going to be retired long before that. Somebody else who takes the implementation portion of this over needs to understand how important certain parts of these things are. Everybody complains about why a plan fails. It's because the implementers don't understand the plan completely and don't value everything within that thing and so they start to dilute it.

Ms. Howie: I have a question. How can we, as a strategic planning commission, insure that the urban design plan is not made a political issue? If the council should change, if the mayor's position should change, how do we keep that intact?

Mr. Rabb: I mean, I don't think there's a question, it's got to be a political issue.

Ms. Howie: Do you understand?

Mr. Rabb: We're a governmental body, everything here is political.

Ms. Howie: OK

Mr. Rabb: The question is how do we implement it. That's why I was stressing when we got into that discussion about the strategy statement. Promoting urban design plan I understand what Bill's trying to do with education and I agree with him. But the key is the implementation piece. And that's still going to require political will. I mean, you can't get around it. But it's also going to require a city planning commission, a city council, to, now that we've got this, let's make sure we implement it.

Mr. Rice: But I think a body, a non-political body can be the ones saying we need to have this done. The more people say we need to have this done, the more politicians will react to that and continue this same direction. So I think it's a combination of...

Mr. Rabb: Well I think the problem with a so-called non-political body is that everything is political. Let's just implement it.

Ms. Harkness: What David explained when he was here...

Mr. Rabb: I don't care if there's politics, let's implement it.

Mr. Harkness: He said there's two parts to the implementation. One is promoting the plan and the other one is the planning process. I mean, there aren't, that's the way it's going to be, obviously. So I guess our role would be more of promoting it and your role in city government is the planning.

Mr. Rabb: They go together. I think this commission can play an important part in promoting but they can also help play an important part in making sure...

Ms. Howie: I guess the reason that I asked that is that I just, I don't want that to be another one that we put on the shelf. And somewhere along the line I would think that that's our role to insure that that doesn't happen.

Ms. Harkness: Just more communicating the plan.

Mr. Daly: On your agenda here you've got, roundtable discussion of potential developers.

Ms. Harkness: Yes. We're just adding the bullet point of neighborhood revitalization. We're on with that. Now, just so you know, we touch on our points here, under the enhanced regionalism efforts, we talked about reestablishing Metro 6. Len, Lillian and I met with Dale Robbins who was instrumental in Metro 6 and we actually talked about kind of the Metro 6 plus, so there's more people probably should be around the table. Len if you would just briefly recap what we had discussed with Dale.

Dr. Faulk: Essentially the history is a formal meeting of elected officials in the six municipalities surrounding Jamestown for years. It's off and on, it's been a good place to communicate to the municipality what's going on, what the issues are, sharing things. It has not been meeting in the last couple of years I guess but the point was that

talking to regional neighbors it's very important. Things get done, but they don't get done in a planful sense, they do not, and part of the discussion was that we need to formalize this group. If you need to every few months or once a year. But part of the issue is what gets done between your meetings. What kind of formal organization is necessary to follow up on good ideas. And I think the folks that sat at the table, there was a lot of good ideas that come up. And so we discussed, could a reformulation of this group be done. Dale's in a position where he's obviously been part of the group and one of the leaders in bringing these folks together. Now he's retired from elected work, he said that he would be willing to talk individually to the elected officials and to bring them together and work with them to kind of discuss next steps. So there's a commitment from Dale to bring that group together and to talk about something that was more formalized than before, something where there would be some kind of staff person, maybe from a local, from an existing organization that would work with that group between meetings. One of the things that happened in Chadwick Bay, which is the regional association in the northern county was that there was a staff person that worked between meetings on grants. They were able to get about \$15 million in grants, expansion in water lines between communities and so forth because they kept on the issue. Somebody was there to actually call meetings. If you just leave it up to will, it doesn't happen.

Mr. Daly: Totally organized; they're great. They just got me for \$5,000 for a thing to go in and inspect water lines. But it's nine towns that banded together. They're putting up half, they came to the county for half. It's a great project and they're willing to loan it to other towns that need it. But none of those towns could afford a \$10,000 or \$15,000 piece of equipment. Your point's well taken, but down here, it's never materialized. But up there they felt that with Chadwick Bay...

Mr. Faulk: Champion community, theirs is national. As a special bonus for grants, they get together and they plan for it.

Ms. Harkness: They have a staff person that calls the meetings.

Dr. Faulk: You've got to have somebody who kind of keeps the organization going. They have annual banquets. It becomes both a social and a working group and that's how organizations, I think, get things done.

Ms. Harkness: About how much time does that person have to work?

Dr. Faulk: Well, that person, probably at most, 25% time. It's just the fact that you have to have follow up. And some of that results in grants that pay for that position. So there's a lot of, it could be a self-sustaining operation.

Ms. Harkness: So that's really how it ended, he was going to get in touch with everyone after the 4<sup>th</sup>.

Mr. Fashano: Two comments on that. One, let's not forget the school districts that are in the Metro 6, because there are a lot of services we can provide back and forth. We already do quite a bit of sharing with the City of Jamestown already. I mean, we share gasoline, we share diesel fuel, tax collection, all those things are already, we have several of those going out already. Plus the school districts, and many of you may not know this, but two years ago ***I got the southern tier school districts reform ????***

the consortium and we've been meeting monthly, the seven superintendents have been meeting monthly for the last two years. A year ago on Jamestown's budget alone, because of special education needs of the surrounding I wound up with a \$286,000 savings in the Jamestown school budget because we're taking in special ed kids from the surrounding area, with chargebacks to them because they're inefficient. I've got openings, they come to us, or visa versa. Sometimes we maybe have to send a kid to, I don't know, let's say Southwestern, because they have an opening and I'm overloaded in a certain, because you know in special ed, certain categories, so sometimes you get over in that particular category but Southwestern may have an opening or Frewsburg may have an opening or whatever. So that's going on, but maybe a lot of people didn't know.

Mr. Daly: Is Carol Haydenbachen?????, is she like the leader this year?

Mr. Fashano: Yes, she is, that's a county group that's been meeting with the business people. There's an educational coalition group that was formed a couple of years ago. Carol's the head of that. But she is in our 7 consortiums, Panama, Southwestern, Frewsburg, Maple Grove, Falconer, Jamestown and Cassadaga, those 7.

Mr. Daly: That's great; people should know that. Maybe you've promoted that, but...

Mr. Fashano: Well, at budget time, but people still see their taxes going up and say, no big deal.

Mr. Daly: I see what they've done, in fact John Walker's the Town Supervisor of Sheridan. John's a great guy, very technically, I mean, he's a great town supervisor as far as I'm concerned and he's, he'd be willing to come down and talk to you, Len. Well, I'm sure you know John Walker.

Dr. Faulk: Sure, I know him.

Mr. Daly: But if the southern tier is looking to promote shared services, regionalism, whatever you want to call it down here, you've really got to get the town supervisors and the towns to buy into it. And there is a model that already works very successfully in Chautauqua County.

Mr. Fashano: I think you've said it right; shared services is a better term. You know, I look at it from the school side. I've been involved in two or three districts that have tried mergers. There's so much hatred that comes out of those things and in the end, no one votes for them. So you say, well, why don't school districts merge more, and I hear The Post Journal all the time with that nonsense. Well, in Panama we tried it two or three times. Westfield and Ripley, how many times have they tried to merge and one community gets upset and the community gets upset. It comes down to, if your kids not on the basketball team or the football team. I mean the perfect merger we had one time was Panama, Chautauqua and Sherman. We were going to graduate 120 kids maximum and they thought it was too big. That's why it went down. So instead of trying to merge, I think it's better to share the services. How can we share and be more efficient because their identities are too important. They've been there too many years.

Mr. Daly: Can I make a suggestion that you strike regionalism and use shared services? I just don't like that word. I've seen it bite everybody. Shared services is really important. Some of the school districts, like they're sharing business officers now. You just said that now you're sharing some of the kids with special needs and you can move it around and that's exactly what we should be doing. But to get the towns in the southern tier, the southern part of the county, the ones that touch Jamestown, that to me would be, I don't know, is there any initiative? Jim, who else is from the city today? Are you representing Sam today?

Mr. Olson: No, I'm here to take the minutes.

Mr. Daly: Does Sam have any regular meetings with Tony Caprino or whoever's in Falconer?

Mr. Olson: No.

Mr. Rabb: I would like to keep both in there and one of the reasons we have to keep regionalism in there is the best example of regionalism is my employer, Jamestown Community College. Because I lived half my life in Cattaraugus County. And it's because Cattaraugus County couldn't do it. So in my role as Assistant Dean, I'm here half the week and I'm there half the week. And it's cost effective. It's wearing on me, but it's cost effective and I have a real regional attitude. And I spend a little bit of my time in Allegheny County. So I'm all over the place. You know, the college has done really well with this regionalism model. And although I understand shared services works much better talking with school districts because I've seen all these attempts to merge, so I would prefer to keep both of them. They both serve a purpose.

Dr. Faulk: It's just different connotations that people, what kind of an economy do we have? It's a regional economy. Just government instead of the C word, consolidation. Regional, I think, is a greater concept than that, but I think people associate it with certain...

Mr. Fashano: Smaller steps and usually shared services that could lead to a regional initiative. I mean, that's what you hope happens. You take these smaller steps instead. There's some theory here, going back to the college concept, why not?

Mr. Rabb: Well, we're doing stuff in Cattaraugus and Allegheny County just for that. They couldn't do it but by joining with Chautauqua County and Jamestown, we can do it in all 3 counties and also, regionalism, I mean, we do it in Pennsylvania, too, so we're crossing state lines. And it's because this is a small area, low density, relatively poor, rural, and none of these place could do what the college can do unless we all came together. We do and it's actually, a lot of us are on the road a lot, but I think overall it's worked really well.

Ms. Harkness: We'll share with Dale what you mentioned about the schools. We'll ask Dale to come to our next commission meeting and see where that group conversation goes.

Mr. Daly: Is the BPU represented?

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Ms. Harkness: Yes, generally Wally is here. We deviated from our normal meeting and I don't know why we picked this date over last week, but we did. Is there any other discussion on that item so we can move on quickly? I know you've got to go.

Mr. Rabb: Yes, I have to go to Cattaraugus County.

Ms. Harkness: We discussed roundtable discussion with the business leaders. And the purpose of that was really, like what Dana, the comments that Dana made, to get the leader from Cummins, WCA Hospital, could be the bank, Alexis from El Greco, all different business leaders talking about championing job preservation. What is it exactly that they feel as a city and county do we need to be looking at. Kind of picking the brains of the leaders of these.

Ms. Mason: Just a suggestion, the manufacturers' association already does a roundtable. Maybe that would bring in quite a few people and just add to it. I know the hospital's probably not going to be a part of that, but, you know, you might get six of them that are already together.

Ms. Harkness: And there's a lot of companies that are not manufacturing that you can get input from other employers in the area. So that was just really, simply a kind of a brainstorming from those folks. And I don't know, we had brainstormed some names and do you think the county and city should be at that or do you think, have these folks talk and bring that back?

Ms. Howie: Well, I think you need a clear agenda and if you're just looking to pick their brains to get their ideas, then I would suggest that you stay with that first and then figure out what you're going to do with the data. If it means bringing in county and city, then present it to them.

Ms. Harkness: I think it really needs to be a fact finding mission. So that was how we were trying to attack the job preservation and maybe job creation as a starting point. And then a roundtable discussion with potential developers. Through Jamestown Savings Bank, Jon had offered to host a conversation with some of the major developers we deal with in Buffalo about what the housing component of the urban design plan to find out what incentives, that was something that came up very clearly, that we need to create more incentives for housing downtown. Ask them, what would it take to get you interested in developing houses.

Mr. Daly: May I tell you, there are developers that are extremely interested in developing housing in the center part of the city. Talk to them about it all the time. I don't know if they're talking to you about it, are they talking to you?

Mr. Scalise: No.

Mr. Daly: So, that's why I said earlier, look at number three, because you're talking about creating neighborhoods. You go to Europe, I used to go to Europe on business all the time. I'd come back astounded how vibrant and healthy the cities were. Well, that's because everyone lives in apartments above the stores. Every two blocks there's a drug store and five good restaurants but it's an urban environment. They don't have cars. They live in the metro areas. And we've extended out. I mean, we all know the story, but to bring them back, to take and redo, you look at the block of the old Pearl

City block. That's a classic. That'd be a lot of housing in that block. There's other blocks that could be turned into housing. And I don't know if the urban renewal plan has a retail on the first floor, an office on the first floor, then housing above. All you've got to do is achieve that and then get people to come back into the cities and it'll change overnight. Overnight; it's very trendy. If you can get people to come down and come into the city and live in an urban environment where they can park their cars so they don't have to walk ten blocks. That's always an issue, I hate to say that, but if you can park in reasonable proximity to a condo or a luxury, don't even say luxury, just a nice apartment. And there's some good opportunities there. But those developers, maybe it's time because they keep talking about this on a continuous basis.

Mr. Rice: Mixed use is the way to revitalize the downtown and that's one of the reasons that Europe is so popular, very vibrant. All their big cities are like that. The mind set is different in how to live in that and here, we still have every small community and the parking, you get two blocks in either direction and you've got a parking ramp. But that's not that far.

Ms. Harkness: Over the next month or so we'd like to have that conversation. We'll certainly talk to you Bill about the input you have or have heard from the developers. And then we can bring that back and really just report that back to the city as they're going through that process. We want to be able to when that plan's adopted to start implementing.

Mr. Daly: Yes, and by the way, one of the business leaders, and again, this was manufacturing, but MTI had a, we did their strategic plan a month ago, and a bunch of us sat in a room for four or five hours and they did a full SWAT on business, it got into a lot of community issues, like the airport was a huge issue. Like how come there used to be 72,000 people flying out of the airport in '92 and now there's 7000 people flying out? I mean, that's a big issue for the county, it's a huge issue for Jamestown. So that, I mean whether you want to have a roundtable with them, I'll tell you it's going to be boiled down if they'll share it. You don't have to reinvent any wheel. This was in-depth and they, Paul Fardink came in and mc'ed the event. So that document will be available but Todd Tranum will actually be the one to release it.

Ms. Harkness: He's actually on this commission.

Mr. Daly: Yes, so that'll save a lot of time because you can share it with everybody in the room if Todd's willing to do that. When you read it you're going to get a lot of insight as to what manufacturers are looking at. A lot of them, quality of life issues and that's our advantage that we have, and education. You saw the articles recently about kids aren't coming into manufacturing jobs. You live with that everyday, but that's a huge issue. How do you make a connect with manufacturing? Certainly JCC's doing a lot with MTI and their initiatives. But that's a huge problem because in recent articles as baby boomers start to go out when they start hitting 65 and 66 and get full social security, they're going to wipe out the workforce. The institutional history and a lot of the skilled workers will be gone, nationwide for manufacturing. But where are the kids going, the gap kids who don't want college educations and they don't want to flip burgers, who's going to take the manufacturing jobs?

Ms. Howie: I just want to mention that Dana did offer the use of the public plane to take some people from Jamestown to Columbus because they've done a lot of

that work already where they have build apartments and they're very sought after and he offered to do that.

Mr. Daly: Great. I firmly believe you need one developer, all of a sudden you get 50 or 60 apartments or condos in a city, it will change. Think about the retail business that would generate and you think about nightlife and restaurants and things. That's part of an urban that brings people downtown. We all know that.

Ms. Harkness: The next point is communicating the plan. I think that was a big unknown, not unknown to you Bill, but how that'll be communicated to the public.

Mr. Rice: That's something we really need is to formalize a plan just to do that. Not just to have an adoption of a plan out there. One of the things we thought about too is David Spillane's very interested in doing this to seek an award through the New York State Planning Association. That would give it additional credibility. And I think we have a good chance at that. And we also have through the quality community we have the chance of recognition too.

Mr. Harkness: Now what role do you feel the commission plans in communicating. Obviously we all have to be champions of it. But it's the vision, we obviously all need to understand what it is we're communicating.

Mr. Rice: I also think this body could be a recommending source to the city council for adoption, too, as well as the Planning Commission.

Mr. Daly: Carla's point about singles everyday, have you looked, and as you look at how you're formatting this, have you broken down the digestible bites for a couple, singles?

Ms. Harkness: We've actually, some of these short-term things are, I mean, we have stuff that we can bring out of the box, really. And do, that are on the table. I think at our next meeting, because it's already nine, why don't we at our next meeting, just work on this?

Ms. Howie: The short-term projects?

Ms. Harkness: ...and the communicating plan piece.

Dr. Faulk: ...the urban design plan piece.

Ms. Harkness: Yes. That's going to take some discussion that I don't think we have the time for today. But we'll have a report from Dale on how that piece went. We'll try to keep that brief and where we stand with the business leaders. I will talk to Todd and the developers. We'll get on that. So we'll have a report for the next meeting.

Mr. Daly: I'm back on the Metro 6 concept. MacClain Nichols who is Director of Development of the City of Dunkirk.

Dr. Faulk: You see, there needs to be some sort of organization.

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Mr. Daly: But I just thought if we can get MacClain and maybe John Walker to come down just to, tell them you've got 15 minutes to come to one of these meetings and explain the Chadwick Bay, what they do and how they're organized. Maybe that'd be as good an initiative because it's been awful loosey goosey down here. They say they meet and then they don't meet and then. They've got to really meet.

Ms. Harkness: Does that sound like a good plan for the next step? And then, Bill, would you be able to report to this commission, whether it be monthly or quarterly, on the projects that are happening in the county? I mean I don't think there's a lot of communication on all this stuff, and the accountability on what's going on. It'd be nice to know that these ten projects are happening.

Mr. Daly: Just so you know, they used to have county-wide, all the development, economic development people throughout the county used to meet on a regular basis, once a month. So that's back. Are you guys invited to that?

Ms. Harkness: I don't know if Lee is.

Mr. Daly: Is Lee invited? He should be if he's not. So I'll get him back on that. But we've been meeting again and we've, they've been great meetings, really. Trouble is sometimes you get six people, sometimes you get 15. You never know what you're going to get. But we've switched back and forth between, like our meeting is, I think it's Tuesday morning at JCC north in Dunkirk. And the Chamber of Commerce will be there. We do that a lot. MTI will be there. And we all just kind of go around and report on what stuff we're doing. Small Business Development Center comes. The difficult part is to get people to open up and talk. Some people are very protective and other people, but, it's turning out pretty good because now people are more connected. The Empire Zone will be there. Greg Lindquist comes from JLDC so it's a good group of people and that would be, I don't know how we'd do it but I would be more than willing to come back and report to you people in general terms of what people are doing around the county and specifically in Jamestown. But, you know, there's somebody, again, you've got to be careful because so much of what we do is confidential.

Mr. Daly: Does Sally come to these?

Ms. Harkness: No. But I think a five-minute update...

Mr. Daly: Do you want Jamestown or the whole county?

Ms. Harkness: Well, I think I'm really trying to focus on the regional. I think we really need to look at a bigger, not only Jamestown, I don't know. Things that happen in the county affect us.

Mr. Daly: Yes, they sure do.

Ms. Harkness: Even downtown Jamestown.

Ms. Scalise: Well I think that's an important point because we're here to market the good things that are happening out in the field. We all have groups that we talk to and when you say what's going on and you say I'm not sure, you know, I think it's good quality information to keep emoting.

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Mr. Daly: And I think that helps, Jon. You know, what are you doing, what's going on. For instance, there'll be an initiative, there's a company in Dunkirk that's going to sign a huge national contract and it won't be for, hardly any of the work will be done locally but they're probably going to add 15-20 jobs in Dunkirk to take care of this national business and it'll be all office staff. There'll be stuff about that. There's Specialty Metals in Dunkirk that has now been purchased by Precision Casting Corp. They make the steel, they forge the steel that makes your aircraft engines. Nobody even knows that. But it's Specialty Metals sitting out on Willow Drive off of Willowbrook Road in Dunkirk. It sits there; they were bankrupt a couple of years ago. Now this company came in and bought the stock of this company so they bought the company in Utica, 450 jobs where they make the steel. They truck it down the thruway to Dunkirk in this gigantic, you just can't believe the process. They take the steel and they forge it. They hammer these steel billocks that are heated for days in these ovens and that gives it the, I don't know what the right term is, the strength to be used in aircraft engines. And it's all proprietary. They've been purchased now by a company worth, that has about \$4 billion in sales. So those jobs are safe in Dunkirk. They're gonna get 40 jobs immediately and they're looking for another huge expansion in Dunkirk. So, those are the things you gotta know about and who, and we all worked on them. The Empire Zone worked on them, I worked on them. Empire State Development which most of the people around here probably don't even know how much of an impact they have. Everything they did with Cummins, Empire State Development is a major player of everything we do and how we tie in. So here, we can do all that. We'll do all the updates.

Ms. Harkness: Our next meeting is the ninth. The second Wednesday which is the 9<sup>th</sup>.

Dr. Faulk: That will focus on the urban design plan and communicating. How about the September meeting, why don't we invite the Chadwick Bay representative?

Ms. Harkness: That'd be great.

Ms. Howie: I'd like to make a suggestion. I'd like to, someway along the line, more than just a reminder, but that your presence is required. I think we need the voice of all members.

There being no further business, the meeting was adjourned.

James N. Olson  
Director of Financial Services/City Clerk