



Agenda

Jamestown City Council

Monday, January 29, 2024

7:30 P.M.

Council Chambers, Second Floor
Municipal Building, Jamestown, New York

STANDING COMMITTEES

Finance, et. al., Committee

1. Resolution authorizing payment of the regular audit.
2. Resolution authorizing the payment of Four Hundred Forty-Four Thousand, Nine Hundred Twenty-Five Dollars and No Cents (\$444,925.00) for six months' interest at 1.8% per annum, on Two Million, Seven Hundred Fifty Thousand Dollars and No Cents (\$2,750,000.00) on Public Improvement Bonds.
3. Resolution authorizing the payment of Two Hundred Eighteen Thousand, Four Hundred Fifty-Six Dollars and No Cents (\$218,456.00) for six months' interest at 2.5% per annum on One Million, Four Hundred Fifteen Thousand Dollars and No Cents (\$1,415,000.00) on Public Improvement Bonds Series A.
4. Resolution authorizing the Mayor to execute an agreement with E.E. Austin & Son, for the purpose of renovating the truck room floor at Fire Station 5 – 195 Fairmount Avenue, for a total amount not to exceed Two Hundred Thirty-One Thousand Dollars and No Cents (\$231,000.00), subject to the approval of Corporation Council as to form.
5. Resolution authorizing the City Comptroller be and hereby to make the following amendment to the 2024 General Fund Budget for the purpose of funding renovations to Fire Station 5, as follows:

INCREASE:	Appropriations	\$230,000.00
	FIRE Department Capital	
	A.3410.0200.0000	

DECREASE:	Appropriations	\$230,000.00
	ARPA Account	
	A.0000.0000.0000	

6. Resolution authorizing the Mayor and Mark Roetzer, Jr., P.E., to purchase Parking Ramp cameras from SHI International Corp. a total amount not to exceed Seventy Thousand, Seven Hundred Seventy Dollars and Forty-Eight Cents (\$70,770.48).

Finance, et. al., Committee, cont'd

7. Resolution authorizing the Mayor and Mark Roetzer, Jr., P.E., to purchase for the Department of Public Works, from Nest Wireless Global for cameras and lighting upgrades for parking ramps for a total amount not to exceed One Hundred Seventy-Eight Thousand, Nine Hundred Ten Dollars and No Cents (\$178,910.00).

Public Safety, et. al., Committee

8. Resolution re-appointing Nancy I. Amoroso to the office of Commissioner of for a term of two years.
9. Resolution accepting a donation in the amount of One Thousand Dollars and No Cents (\$1,000.00) from Cummins Jamestown Engine Plant for the 2024 Citizens Police Academy.

Note: The Jamestown City Council hereby extends its appreciation and gratitude on behalf of the citizens of the City of Jamestown to the Jamestown Cummins Engine Plant for the generous award.

10. Resolution suspending the hiring freeze and authorizing the filling of one part-time Crime Analyst in the Jamestown Police Department. (Funding provided through the GIVE X award).
11. Resolution authorizing Recruit Firefighters Joshua Ellman, Garrett Fransen, Clarke Wiltsie, and John Russo to attend the New York State Office of Fire Prevention and Control – Recruit Firefighter Training Program, as conducted by the New York State Academy of Fire Science from February 12, 2024 until May 23, 2024.

Public Works, et. al., Committee

12. Resolution supporting the Complete Streets project to include the striping and parking elimination on the eastbound side of E. 2nd Street, from 4th Street to Tiffany Avenue.
13. Resolution suspending the hiring freeze and authorizing the filling of Laborer positions in the Parks, Recreation & Conservation Department. (The positions are vacant as the result of the creation of positions in the 2024 General Fund Budget).

New Business

14. WHEREAS, on January 22, 2002 the Jamestown City Council adopted resolution number 200201C03 that effective immediately and until further notice instituted a hiring freeze for the City of Jamestown, and

WHEREAS, on November 20, 2006 the Jamestown City Council adopted resolution number 200611B17 to extend the freeze to any change in employment from Part-Time to Full-Time status, and

WHEREAS, it has become apparent that within the Jamestown Police Department, an effort to effectively manage the city's day-to-day responsibilities in a cost-efficient manner, it is in the City of Jamestown's best interest to lift the hiring freeze for a certain position, now therefore be it

RESOLVED that effective immediately the Jamestown City Council hereby suspends the hiring freeze instituted by resolution number 200201C03 and authorized the filling of the following positions due to the essential nature of the positions.

One police officer in the Jamestown Police Department

There are several vacancies for this position.

15. WHEREAS, under the Community Development Block Grant (CDBG) and HOME programs, entitlement communities are allotted funds to implement housing, neighborhood, community, and economic development activities; and

WHEREAS, the City of Jamestown has prepared for submission to the U.S. Department of Housing and Urban Development (HUD) a Five-Year Consolidated Plan (2020-2024) that is designed to help local jurisdictions to assess their affordable housing and community development needs and market conditions, and to make data-driven, place-based investment decisions, and serves as the framework for a community-wide dialogue to identify housing and community development priorities that align and focus funding from the CPD formula block grant programs; and

WHEREAS, the City of Jamestown has been designated an entitlement community and is eligible to prepare and submit an Annual Action Plan which includes proposed housing, neighborhood, community, and economic development activities to be funded through the City's CDBG and HOME Program funding allotments; and

WHEREAS, on December 21, 2020, the Council approved Resolution adopting the 2020-2024 CDBG/HOME 5-Year Consolidated Action Plan; and

WHEREAS, the City of Jamestown in the 2018/2019 Annual Action Plan allocated \$269,970 of 2020, 2021, 2022, 2023 and 2024 CDBG funds to be used for the Small Business Development & Technical Assistance Program; and

WHEREAS, \$145,783.30 of the allocation for Small Business Development & Technical Assistance Program remains unused as of the end of PY 2023; and

WHEREAS, this substantial amendment establishes the direct allocation of 2022, 2023, and 2024 CDBG funds from CDBG Small Business Development & Technical Assistance to the Small Business Development Center at JCC for the administration of program activities; therefore, be it

RESOLVED, that the Mayor be and is hereby authorized and directed to submit the Significant Amendment of the PY 2022, 2023, and 2024 Annual Action Plan to the U.S. Department of Housing and Urban Development.

16. RESOLVED, That the Mayor be, and she hereby is, authorized and directed to enter into a contractual agreement with C&S Companies for the drafting and delivery of a new Comprehensive Plan and updated Zoning Code for the City of Jamestown, New York of the Washington and South Main, utilizing DOS and ARPA funds, in an amount not to exceed Two Hundred Thousand Dollars and No Cents (\$200,000.00).

COUNCIL MEMBERS: PLEASE CONTACT THE COUNCIL PRESIDENT OR CITY CLERK IF UNABLE TO ATTEND THE WORK SESSION AT 7:00 P.M. OR THE REGULAR MEETING AT 7:30 P.M.

January 29, 2024

Resolution #2

BY COUNCIL:

RESOLVED, That warrants be drawn and paid to the respective owners and paying agent the sum of Four Hundred Forty-Four Thousand, Nine Hundred Twenty-Five Dollars and No Cents (\$444,925.00) in accordance with the bond and note requirements as follows:

Public Improvement Bonds, issue of November 19, 2013, defeasance of 2004 Chautauqua County IDA Bonds, Three Hundred Ninety-Five Thousand Dollars and No Cents (\$395,000.00) in principal and Forty-Nine Thousand, Nine Hundred Twenty-Five Dollars and No Cents (\$49,925.00) for six months' interest at 1.8% per annum on Two Million, Seven Hundred Fifty Thousand Dollars and No Cents (\$2,750,000.00).

Note: This is the first of two payments scheduled for this year. The second interest only payment is due August 1, 2024.

January 24, 2024
Resolution #3

BY COUNCIL:

RESOLVED, That warrants be drawn and paid to the respective owners and paying agent the sum of Two Hundred Eighteen Thousand, Four Hundred Fifty-Six Dollars and No Cents (\$218,456.00) in accordance with the bond and note requirement as follows:

Public Improvement Bonds Series A, issue of April 22, 2015, One Hundred Eighty Thousand Dollars and No Cents (\$180,000.00) in principal and Thirty-Eight Thousand, Four Hundred Fifty-Six Dollars and no cents (\$38,456) for six months' interest at 2.5% per annum on One Million, Four Hundred Fifteen Thousand Dollars and No Cents (\$1,415,000.00).

Note: This is the first of two payments scheduled for this year. The second interest only payment is due 7/15/2024.

January 29, 2024
Resolution #4

BY COUNCIL:

RESOLVED, That the Mayor is authorized to execute an agreement with E.E. Austin & Son, 1919 Reed Street, Erie, PA 16503 for the purpose of renovating the truck room floor at the following location:

- Fire Station 5 – 195 Fairmount Avenue

For a total amount not to exceed Two Hundred Thirty-One Thousand Dollars and No Cents (\$231,000.00), subject to the approval of Corporation Council as to form.

January 29, 2024
Resolution #5

BY COUNCIL:

RESOLVED, That the City Comptroller be and hereby is authorized to make the following amendment to the 2024 General Fund Budget for the purpose of funding renovations to Fire Station 5, as follows:

INCREASE:	Appropriations	\$230,000.00
	FIRE Department Capital	
	A.3410.0200.0000	
DECREASE:	Appropriations	\$230,000.00
	ARPA Account	
	A.0000.0000.0000	

January 29, 2024
Resolution #6

BY COUNCIL:

RESOLVED that the Mayor and Mark Roetzer, Jr., P.E. Acting Director of Public Works and Acting Director of Parks, Recreation & Conservation, be and they hereby are authorized and directed to purchase for the Department of Public Works, from SHI International Corp., 290 Davidson Ave., Somerset, NJ 08873, cameras, accessories, licensing, and support for Parking Ramp cameras for a total amount not to exceed Seventy Thousand, Seven Hundred Seventy Dollars and Forty-Eight Cents (\$70,770.48) subject to approval of the Corporation Counsel as to form.

January 29, 2024
Resolution #7

BY COUNCIL:

RESOLVED that the Mayor and Mark Roetzer, Jr., P.E. Acting Director of Public Works and Acting Director of Parks, Recreation & Conservation, be and they hereby are authorized and directed to purchase for the Department of Public Works, from Nest Wireless Global, 4115 Kissena Blvd., Flushing, NY 11355, cameras and lighting upgrades for parking ramps cameras and lighting upgrades project for a total amount not to exceed One Hundred Seventy-Eight Thousand, Nine Hundred Ten Dollars and No Cents (\$178,910.00) subject to approval of the Corporation Counsel as to form.

January 29, 2024
Resolution #8

BY COUNCIL:

RESOLVED, That the following person be and she hereby is re-appointed to the office of Commissioner of Deeds in and for the City of Jamestown for a term of two years:

Nancy I. Amoroso

February 14, 2024 – February 13, 2026

January 29, 2024

Resolution #9

BY COUNCIL:

WHEREAS Cummins Jamestown Engine Plant has awarded the City of Jamestown Police Department a grant in the amount of One Thousand Dollars and No Cents (\$1,000.00) to purchase training books and materials for the 2024 Citizens Police Academy

RESOLVED, that the City of Jamestown hereby accepts the grant, and be it further

RESOLVED, that the Jamestown City Council hereby extends its appreciation and gratitude on behalf of the citizens of the City of Jamestown to the Jamestown Cummins Engine Plant for the generous award.

January 29, 2024
Resolution #10

WHEREAS, on January 22, 2002 the Jamestown City Council adopted resolution number 200201C03 that effective immediately and until further notice instituted a hiring freeze for the City of Jamestown, and

WHEREAS, on November 20, 2006 the Jamestown City Council adopted resolution number 200611B17 to extend the freeze to any change in employment from Part-Time to Full-Time status, and

WHEREAS, it has become apparent that within the Jamestown Police Department, an effort to effectively manage the city's day-to-day responsibilities in a cost-efficient manner, it is in the City of Jamestown's best interest to lift the hiring freeze for a certain position, now therefore be it

RESOLVED that effective immediately the Jamestown City Council hereby suspends the hiring freeze instituted by resolution number 200201C03 and authorized the filling of the following position due to the essential nature of the position.

- One part-time Crime Analyst in the Jamestown Police Department

This position is funded by the GIVE X award.

January 29, 2024
Resolution #11

BY COUNCIL:

RESOLVED, That Recruit Firefighters Joshua Ellman, Garrett Fransen, Clarke Wiltsie, and John Russo be hereby authorized to attend the New York State Office of Fire Prevention and Control – Recruit Firefighter Training Program, as conducted by the New York State Academy of Fire Science, located at 600 College Avenue, Montour Falls, NY 14865 beginning February 12, 2024 and concluding May 23, 2024 with fees and expenses paid pursuant to Section 77-b of the General Municipal Laws of the State of New York.

January 29, 2024
Resolution #12

BY COUNCIL:

WHEREAS, the City of Jamestown passed a Complete Streets resolution in 2012 stating the City of Jamestown will make complete streets practices a routine part of everyday operations, will approach every transportation project and program as an opportunity to improve City streets, will incorporate all relevant existing and future planning documents approved or adopted by the City Council, and will work in coordination with other departments, agencies and jurisdictions to achieve complete streets;

WHEREAS, the New York State Department of Transportation “NYSDOT” 2025 E. 2nd Street project would encourage bicycling, make bicycling safe and more appealing; and facilitate the planning, development and implementation of projects which will improve safety and reduce vehicular traffic, fuel consumption and air pollution, and;

WHEREAS, the City of Jamestown Department of Public Works wishes to add to the 2025 E. 2nd Street project, striping for a bicycle lane and removal of parking on the eastbound side of E. 2nd Street, from 4th Street to Tiffany Avenue;

THEREFORE, be it RESOLVED that the Mayor and Mark Roetzer, Jr., P.E., Acting Director of Public Works hereby support the project to include the striping and parking elimination, subject to the approval of Corporation Counsel as to form.

January 29, 2024
Resolution #13

BY COUNCILMEMBER:

WHEREAS, on January 22, 2002 the Jamestown City Council adopted resolution number 200201C03 that effective immediately and until further notice instituted a hiring freeze for the City of Jamestown, and

WHEREAS, on November 20, 2006 the Jamestown City Council adopted resolution number 200611B17 to extend the freeze to any change in employment from Part-Time to Full-Time status, and

WHEREAS, it has become apparent that within the Parks, Recreation & Conservation Department an effort to effectively manage the city's day-to-day responsibilities in a cost-efficient manner, it is in the City of Jamestown's best interest to lift the hiring freeze for a certain position, now therefore be it

RESOLVED, that effective immediately the Jamestown City Council hereby suspends the hiring freeze instituted by resolution number 200201C03 and authorized the filling of the following positions due to the essential nature of the position.

Laborer positions in the Parks, Recreation & Conservation Department.


The positions are vacant as the result of the creation of positions in the 2024 General Fund Budget.

Agenda Item: _____

STAFF REPORT

DATE: January 19, 2024
TO: Kimberly Ecklund, Mayor
FROM: Timothy Jackson, Chief of Police
SUBJECT: Resolution to lift the hiring freeze and hire one officer.

ACTION: Resolution Ordinance/Local Law Informational/Report

Approved and Forwarded to City Council


Kimberly Ecklund, Mayor

ISSUE STATEMENT: The Jamestown Police Department currently has several vacancies for the position of police officer. I am requesting to hire one new police officer.

BACKGROUND: In order to protect the citizens of the City of Jamestown, it is necessary to maintain police officer staffing levels.

FISCAL IMPACT: Total fiscal impact to hire one officer is \$60,536.26. Funding for this position is included in the 2024 Budget under line item A03-3120.100 – Police Department Salaries.

RECOMMENDATION: Chief Jackson requests that the City Council lift the hiring freeze in order to fill the police officer vacancy.

ATTACHMENT(S): 1. Resolution

January 29, 2024
Resolution #14

BY COUNCIL:

WHEREAS, on January 22, 2002 the Jamestown City Council adopted resolution number 200201C03 that effective immediately and until further notice instituted a hiring freeze for the City of Jamestown, and

WHEREAS, on November 20, 2006 the Jamestown City Council adopted resolution number 200611B17 to extend the freeze to any change in employment from Part-Time to Full-Time status, and

WHEREAS, it has become apparent that within the Jamestown Police Department, an effort to effectively manage the city's day-to-day responsibilities in a cost-efficient manner, it is in the City of Jamestown's best interest to lift the hiring freeze for a certain position, now therefore be it

RESOLVED that effective immediately the Jamestown City Council hereby suspends the hiring freeze instituted by resolution number 200201C03 and authorized the filling of the following positions due to the essential nature of the positions.

One police officer in the Jamestown Police Department

There are several vacancies for this position.



STAFF REPORT

DATE: 1/24/2024
TO: Kim Ecklund, Mayor
FROM: Ellen Shadle, Principal Planner
SUBJECT: CDBG funding allocation

Approved and Forwarded to City Council
Kimberly Ecklund

Kimberly Ecklund, Mayor

ACTION: Resolution Ordinance/Local Law Informational/Report

ISSUE STATEMENT: Allocation \$145,783.80 of CDBG funds to the Small Business Development Center (SBDC) at Jamestown Community College (JCC)

BACKGROUND: As earmarked in the City’s Annual Action Plan (AAP) for Small Business Development & Technical Assistance, these funds are the sum of PY2022, 2023, and 2024 CDBG resources (\$53,994 x 3). Because these funds will not be put out to BID, they will require a 30-day public comment period.

FISCAL IMPACT: \$145,783.80

RECOMMENDATION: Department of Development seeks approval to award these funds to SBDC in partnership with the City’s build out of the JTNY eLab that generates, administers, and supports start-up incubation and entrepreneurial empowerment.

ATTACHMENT(S):
1. Resolution
2. Legal Notice
3. Background info

January 29, 2024

Resolution #15

BY COUNCIL:

WHEREAS, under the Community Development Block Grant (CDBG) and HOME programs, entitlement communities are allotted funds to implement housing, neighborhood, community, and economic development activities; and

WHEREAS, the City of Jamestown has prepared for submission to the U.S. Department of Housing and Urban Development (HUD) a Five-Year Consolidated Plan (2020-2024) that is designed to help local jurisdictions to assess their affordable housing and community development needs and market conditions, and to make data-driven, place-based investment decisions, and serves as the framework for a community-wide dialogue to identify housing and community development priorities that align and focus funding from the CPD formula block grant programs; and

WHEREAS, the City of Jamestown has been designated an entitlement community and is eligible to prepare and submit an Annual Action Plan which includes proposed housing, neighborhood, community, and economic development activities to be funded through the City's CDBG and HOME Program funding allotments; and

WHEREAS, on December 21, 2020, the Council approved Resolution adopting the 2020-2024 CDBG/HOME 5-Year Consolidated Action Plan; and

WHEREAS, the City of Jamestown in the 2018/2019 Annual Action Plan allocated \$269,970 of 2020, 2021, 2022, 2023 and 2024 CDBG funds to be used for the Small Business Development & Technical Assistance Program; and

WHEREAS, \$145,783.30 of the allocation for Small Business Development & Technical Assistance Program remains unused as of the end of PY 2023; and

WHEREAS, this substantial amendment establishes the direct allocation of 2022, 2023, and 2024 CDBG funds from CDBG Small Business Development & Technical Assistance to the Small Business Development Center at JCC for the administration of program activities; therefore, be it

RESOLVED, that the Mayor be and is hereby authorized and directed to submit the Significant Amendment of the PY 2022, 2023, and 2024 Annual Action Plan to the U.S. Department of Housing and Urban Development.

The proposed substantial amendment will:

1. Directly allocate \$145,783.80 of PY 2022,2023 and 2024 CDBG Small Business Development & Technical Assistance funding to the Small Business Development Center at JCC.

Additional information may be obtained by contacting Crystal Surdyk, Director of Development, 716.483.7659 or by email at surdyk@jamestownny.gov.

A summary of all changes to the CDBG allocations and HOME Program guidelines will be attached to the amendment transmitted to HUD prior to implementation of the substantial amendment.



CITY OF
JAMESTOWN
Development
Office

Crystal Surdyk
Director

FOR IMMEDIATE RELEASE

TO: Media

FROM: City of Jamestown Department of Development

DATE: January 23, 2024

CONTACT: Crystal Surdyk
Department of Development
Municipal Building, Fourth Floor
Jamestown, New York 14701
(716) 483-7659

LEGAL NOTICE

As per the required thirty (30) day comment period, **notice is hereby given** that the City of Jamestown Department of Development seeks to allocate \$145,783.80 of Community Development Block Grant (CDBG) funding for Small Business Development and Technical Assistance to the Small Business Development Center (SBDC) at Jamestown Community College (JCC). This funding will support the SBDC in facilitating the Kauffman Fast Trac Entrepreneurship Curriculum in the build out of the City's JTNY eLab. The JTNY eLab generates, administers, and supports start-up incubation and entrepreneurial empowerment. This funding will sustain SBDC's facilitation of the Kauffman Fast Program for three years.



**Edward A.
Sundquist**
Mayor

Department of Development
200 East Third Street, Jamestown, NY 14701
Phone: 716-483-7541 • Fax: 716-483-7772 •
www.jamestownny.gov

You have an idea for a business. Now what?

The idea. That's where it starts.

Now what do you do with the idea? You could start a business – but could you start a viable business? Find the answer with Kauffman FastTrac[®].

Kauffman FastTrac[®] is a flexible course with a proven framework to help support you as you start a business and begin your journey on the road to success.



This immersive course is designed to provide you with relevant content and tools as you think about your business idea.

YOU'LL WORK TO:

- ✓ Discover how your business concept matches your personal vision.
- ✓ Align your business concept with a real market opportunity.
- ✓ Learn how to set realistic financial goals for your business.
- ✓ Determine the unique features and benefits of your product/service.
- ✓ Find your target market and discover your competitive advantage.
- ✓ Define your company's brand.
- ✓ Learn how to manage business functions and develop an organizational culture.
- ✓ Determine the steps to profitability.
- ✓ Identify potential sources of funding for your business.
- ✓ Find the available resources in your community for ongoing business planning.



Section 1: IDEATE

Assess your entrepreneurial traits and personal priorities to better understand how your business goals might be affected by your strengths or weaknesses and your personal vision.

- What are the characteristics of a successful entrepreneur?
- What are my entrepreneurial traits?
- Does my idea fit with my personal vision?
- What is my personal vision?



Section 2: POSITION

Any good idea will remain just that—an idea—unless it finds a place in the market and earns customers. In this section, you'll figure out just who your customers (and competitors) are and where to find them. You'll identify critical attributes of the business landscape and your customer that will help you transform your idea into a business. You will learn about legal structures that are best suited to your business, and you'll start to think about how you'll exit your business when the time comes.

- Is there opportunity?
- Are there customers?
- Is there a path to reach them?
- Who are my competitors?
- How will I compete?
- How much money can I expect from my customers?
- What startup costs will there be?
- What legal entity should I use for my business?
- How do I want to exit my business?
- Based on what I learned, how do I move forward?



Section 3: COMMIT

A business isn't real unless it is reaching paying customers and generating revenue through bottom line. You'll use that information to identify your funding needs. Finally, you'll learn how to protect your intellectual property, your business, and yourself from legal risks.

- What do I want my brand to communicate?
- How can I best communicate that brand message?
- Will my marketing reach my customers?
- How will I sell?
- How will I distribute my product?
- Which financial tools can I use to summarize and monitor my predictions?
- How much money will I need?
- Do I have any intellectual property?
- How do I stay on the right side of the law?



Section 4: REFINE

Now that you've sold and distributed your product/service, you have valuable information about the assumptions you made about your customer and your market. Now is the time to refine your business before you publicly launch. In this section, you'll take your lessons learned from early sales and early customer feedback and apply them to the future of your business. You'll measure and analyze your financial results against your previous predictions. You'll consider what people might need, and you'll think about how to protect the assets of your business. You'll learn what advisors and boards might do to help you as you work to launch. You will think about how you might fund your business. Finally, you'll learn how to build and communicate the plan for your business with potential funders and others.

- What are your early sales numbers, and what are they telling you?
- How can you use early customer feedback to improve your product/service?
- Who might you need to help you in the business?
- How will you identify, recruit, and retain those people?
- How can you protect your intellectual property as you involve others in your business?
- Who might you want to help you make decisions and think about the business?
- Where will you get any money that you need?



Section 5: LAUNCH

You're ready to launch your business. In this section, you'll learn strategies for launching, leading, and developing processes that will allow your business to grow. You'll learn how to draw attention to your new business. You'll think about your leadership style, your company's culture, and how to manage the exciting challenges of growing a business. You'll learn about best practices in process management and identify the success metrics that make sense for your business. You'll forecast the financial future for your company and think about how to set yourself up for success. Finally, you'll plan for worst-case scenarios and envision the best-case scenario—when you exit!

- What does launching mean, and how can I let more customers know I exist?
- How can I lead, inspire, and develop a healthy culture for my new business?
- How should I think about and document the critical processes that allow my business to run smoothly?
- How will I measure success?
- Can I plan for disasters and emergencies that would disrupt my business?
- What financial metrics can I forecast?
- How might I exit this business?
- What actually happened with the finances of my business, and why?
- What can I do to improve my business finances?



STAFF REPORT

DATE: 1/19/24
TO: Kim Ecklund, Mayor
FROM: Ellen Shadle, Principal Planner

SUBJECT: Comprehensive Plan & Zoning Code update, C&S Companies

ACTION: Resolution Ordinance/Local Law Informational/Report

Approved and Forwarded to City Council
Kim Ecklund

Kim Ecklund, Mayor

ISSUE STATEMENT: Comprehensive Plan & Zoning Code update, C&S Companies

BACKGROUND: The City of Jamestown was awarded \$100,00 by the Department of State towards the drafting and adoption of a new Comprehensive Plan for the City, the first since 1998. With additional resources through ARPA the City is also equipped to address an update to its zoning code. Subsequently, the City put forth a Request for Proposals for a consultancy to partner with and guide an identified steering committee through the drafting and update processes. C&S Companies is the selected consultant of record.

FISCAL IMPACT: \$200,000.00
\$100,000.00 New York State Department of State
\$100,000.00 ARPA

RECOMMENDATION: Department of Development recommends approval of C&S Companies as selected consultant

ATTACHMENT(S):
1. Resolution
2. Proposal submitted by C&S Companies
3. Staff Recommendation for Award

January 29, 2024
Resolution #16

BY COUNCIL:

RESOLVED, That the Mayor be, and she hereby is, authorized and directed to enter into a contractual agreement with C&S Companies for the drafting and delivery of a new Comprehensive Plan and updated Zoning Code for the City of Jamestown, New York of the Washington and South Main, utilizing DOS and ARPA funds, in an amount not to exceed Two Hundred Thousand Dollars and No Cents (\$200,000.00).

Notice of Award

Computation Verified by: Crystal Surdyk, Director of Development

Date: 12/18/2023

Contract No.: C1002063

Bid Opening Date: 11/17/2023

Contract Description: Comprehensive Plan and Zoning Code

The Sponsor received two bids

Bidders in rank order:

<u>Rank</u>	<u>Bidder Name</u>	<u>Base Bid Amount</u>	<u>Alternate 1</u>	<u>Total</u>
1	C&S Companies	\$ 200,000	NA	\$200,000
2	LaBella Associates	\$ 200,000	NA	\$200,000

The Lowest **Responsible** Bidder: C&S Companies Low Bid: **\$200,000**

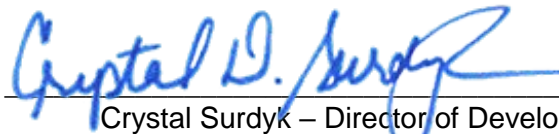
The city of Jamestown Department of Development recommends the award for the total bid of \$200,000 to C&S Companies

(X) I recommend the award of the above contract to the **most qualified and lowest responsible** bidder

() I recommend rejection of all bids

Dated: 1/29/2024

Signature



Crystal Surdyk – Director of Development
City of Jamestown, NY



City of Jamestown

Comprehensive Plan & Zoning Code Updates

November 17, 2023

C&S Engineers, Inc.
141 Elm Street, Suite 100
Buffalo, NY 14203
www.cscos.com





November 17, 2023
Ellen Shadle
200 E. Third Street
Department of Development, 4th Floor
Jamestown, NY 14701

Re: Comprehensive Plan & Zoning Code Updates

Dear Ms. Shadle,

C&S Engineers (C&S) is pleased to present the City of Jamestown with the enclosed proposal for the creation of a Comprehensive Plan and the updating of the City's Zoning Code. We have assembled a team that provides the City with the resources of some of the most notable firms in the engineering, planning, and public outreach arenas. Our team members include those intimately familiar with the City of Jamestown community to provide a frame-work for the project, as well as firms with a fresh outlook to bring a new vitality and creativity to the project. In addition to past planning projects, C&S recently assisted with the creation of the Chadakoin River Strategic Business Plan and our work alongside the City and its stake-holders allowed C&S to remain up to date on the City's development and waterfront investment.

C&S has established a reputation over the last 50 years for our comprehensive planning, design and construction services. We have teamed with two WNY firms to provide the City with the highest quality and most creative project possible.

- ◆ Joy Kuebler Landscape Architect, LLC, a woman-owned public engagement firm with extensive experience working with the City of Jamestown.
- ◆ Jacques Planning & Consulting Services, a minority-owned and certified Urban Planning firm with Comprehensive Planning, zoning, and outreach experience across NYS.

Our firms form the strongest team available with a great depth of knowledge of Jamestown, the Western New York region, comprehensive planning, sustainability, engaging stakeholders, zoning, and smart growth practices. Our team is confident that we will be able to hit the ground running if awarded the Comprehensive Plan and Zoning Update project.

Our team's strong working relationship with NYSDOS staff represents distinct advantages that will enable C&S to deliver the most effective planning project to Jamestown. Not only do we have a strong relationship with NYSDOS, but we also work closely with the DEC, EPA, HCR, ESD and other agencies that are crucial to any community's success. Having close relationships with these agencies will allow us to deliver a planning document that ties in all of Jamestown's planning efforts and provides clear guidance for the road ahead.

Our work on previous projects in Jamestown that include the Brownfield Opportunity Areas, Local Waterfront Revitalization Program Plan, Downtown Revitalization Initiative project implementation, and Chadakoin River Strategic Business Plan will inform the Comprehensive Plan and Zoning Code Updates. We will aim to enhance the effectiveness of those past and ongoing planning efforts. Our ultimate goal is to provide the City of Jamestown with a successful Comprehensive Plan and Zoning Code Update that meets your needs, exceeds your expectations, and is completed within your budget and schedule. We care deeply about the success of Jamestown and hope to work with you on the Comprehensive Plan and Code Zoning Update to continue to be part of the community's revitalization.

Should you have any questions or comments concerning our submittal, please do not hesitate to contact us at (716) 847-1630.

Sincerely,


C&S Engineers, Inc.
Emma Phillips
Deputy Project Manager


Daniel Riker, PG
Project Manager



Interactive Proposal

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Section 1

Project Understanding

Project Understanding

The C&S Team has developed the following understanding through our recent work in the City of Jamestown and Chautauqua County; review of Jamestown's previous planning efforts; experience with comprehensive plans, re-zoning projects, and related planning efforts in municipalities across New York State; and our review of the Request for Proposals and associated State Assistance Contracts. Critically, our proposed Project Manager and our staff have been involved in many of Jamestown's projects in planning and redevelopment projects in the past two decades, and we will use the knowledge gained during those projects to inform our work on the Comprehensive Plan and Zoning Code Updates.

The City of Jamestown has a rich history that has left a legacy of an urban fabric of attractive buildings within a walkable community. Large historic homes provide majestic streetscapes while former industrial structures offer wonderful reuse opportunities. The City is in the middle of a renaissance, which included the development of the (now) Northwest Arena in the early 2000s along with the adjacent BWB building, soon followed by the development of the Furniture Mart building and the JTNY Power House Skate Park, all of which is capped by the incredibly successful National Comedy Center.

Some of America's most renowned cultural and iconic figures, including Supreme Court Justice Robert H. Jackson, comedian Lucille Ball, and naturalist Roger Tory Peterson, have called Jamestown home. When it comes to early efforts in sustainability, one of Jamestown's own, Willis Rodney Whitney, played a significant role. Whitney was an American chemist born and raised in Jamestown and was founder of the research laboratory of the General Electric Company. He is known as the "father of industrial research" in the United States for blending the worlds of research and industry together. His work demonstrated that sustainable practices could lead to improved company performance and profits while benefitting the environment. His work for Eastman Kodak in the production of photographic paper and for General Electric in making porcelain rods not only reduced waste but also saved each company a great deal of money.

The City and its various partners have undertaken exceptional planning efforts, including the Urban Design Plan (UDP) and UDP 2.0; Downtown Jamestown Economic Development Strategy; Jamestown Traffic and Streetscape Enhancement Plan; and a Neighborhood revitalization Plan. Importantly, C&S has been involved in additional planning efforts in Jamestown that contributed to the City's renaissance. Our proposed Project Manager, Dan Riker, has managed, either at C&S or at previous firms, the City's Local Waterfront Development Program (LWRP), multiple Brownfield Opportunity Area (BOA) planning studies, and its USEPA Brownfield Assessment Grant activities. In addition, C&S led the consulting team that created the Chadakoin Business Plan for the Gebbie Foundation and Chautauqua County Industrial Development Agency to help better utilize this important community asset. However, the City's current Comprehensive Plan and the accompanying zoning codes are out of date. The new Comprehensive Plan and Zoning Code will incorporate the great thinking and hard work of the plans discussed above and include additional elements.

The C&S team understands that Comprehensive Plans are toolkits for land use and capital improvement decisions and can catalyze the revitalization of communities. Our team's approach to Jamestown's Comprehensive Plan and Zoning Code Update project will be to provide an opportunity to build the partnerships, develop the vision, and



leverage the resources that will ultimately be harnessed to leverage what Jamestown has done, and develop the plan for what can be accomplished.

We also understand that comprehensive plans are only success through broad and thorough community input, which, in turn, drives community support. Engagement is a key which is why our team includes JKLA/PLAYCE, as no one has better reputation in this arena. Our public engagement program has been designed to be:

- ◆ **Transparent** – to ensure that the process is open and accessible
- ◆ **Equitable and Inclusive** – to provide every member of the community ample opportunity to participate by providing a variety of platforms for participation and ensure special effort is made to include traditionally marginalized groups – including senior citizens, veterans, immigrants, refugees, minorities, and youths – in the process
- ◆ **Accessible and Safe** – to make it easy for people to participate, make them confident that their opinions are important and to provide settings in which they feel secure in sharing their thoughts and ideas
- ◆ **Relevant** – to clearly document engagement outcomes in the plan and ensure they are reflected in the vision, goals and strategies and in the final Comprehensive Plan and Zoning Code Updates.

In summary, our team’s work will be a thorough and collaborative effort that both builds on the existing body of work and engages a variety of stakeholders. We will focus on:

- ◆ Establishing the community’s long-term vision, goals and policies through a thorough public process
- ◆ Enhancing the local cultural identity
- ◆ Protecting the City’s natural and cultural resources
- ◆ Identifying sustainable approaches to development throughout the City
- ◆ Addressing Smart Growth principles as established by NYS DOS
- ◆ Creating a useful guide to decision-makers for Jamestown’s future sustainable growth

Scope of Work

C&S and our proposed project team intends the following scope to adhere to the NYS-DOS Work Plans. All items in the DOS required work plans including deliverables will be completed and submitted to the State and the City of Jamestown.

Smart Growth is an approach to community planning and development that integrates what are known as the “3 Es”—Economy, Equity and Environment, with an emerging fourth E—Energy. Smart Growth promotes several land use planning principles that create livable, sustainable and equitable communities, including:

- ◆ Walkable, bikeable, transit-friendly streetscapes and transportation systems (also known as “Complete Streets”);
- ◆ Compact development in areas appropriate for higher densities, such as downtowns;
- ◆ Infill development in previously developed areas, particularly brownfields;
- ◆ Transit-Oriented Development;
- ◆ Downtown revitalization in municipal centers;
- ◆ Historic preservation and adaptive re-use;
- ◆ Environmental justice;
- ◆ A mix of housing options to accommodate all households, ages, backgrounds and incomes;
- ◆ Green Infrastructure/nature-based stormwater management;
- ◆ Public art;
- ◆ Storm resiliency;
- ◆ Safe, accessible and well-planned public spaces;
- ◆ Inclusive, community-based outreach and engagement in the planning process; and
- ◆ Green buildings, energy efficiency and renewable energy.



Comprehensive Plan Scope

Project Initiation and Current Plans and Conditions

SCOPE KEY:

■ Comprehensive Plan

■ Zoning Code Updates

Select members of the C&S team will meet with the City's Comprehensive Planning Committee to review the project scope and schedule, become more familiar with the Steering Committee, and discuss communication and touch points throughout the project. This project will also include an icebreaker to establish a more genuine connection with the Planning Committee.

Deliverables: Meeting presentation, agenda, and meeting minutes.

Comprehensive Planning Committee Meetings

The C&S team will coordinate and lead periodic (approximately every 8 weeks) Committee meetings. The Committee meetings will allow the C&S project team to regularly update the Committee on deliverables, solicit feedback on outreach and materials, and identify new information needs and next steps. Review and guidance from the Committee is crucial to ensure our project team provides a final document that is representative of the community. Our team relies on forming an open and honest working relationship with the Committee to guarantee that the final document is reflective of the community's goals and genuine to the City of Jamestown.



Committee Meeting 1: Meeting 1 will include Project Team and Committee introductions, icebreakers, and an overview of the Comprehensive Planning process.

Committee Meeting 2: Meeting 2 will include the project team presenting the existing conditions assessment and facilitating a SWOT (Strengths, Opportunities, Weaknesses, Threats) Analysis to begin forming the Comprehensive Plan vision & goals.

Committee Meeting 3: Meeting 3 will allow the consultant team to present a draft vision and goals to the Committee for feedback as well as review the updated existing conditions.

Committee Meeting 4: Meeting 4 will include a presentation of finalized vision and goals and discussion around forming draft strategies..

Committee Meeting 5: Meeting 5 will include review of draft strategies and a discussion of priority projects and implementation of projects.

Committee Meeting 6: Meeting 6 will be the final Committee meeting and will establish next steps for implementation of the Comprehensive Plan.

The C&S team is happy to add in additional meetings where needed to ensure the City and Committee are fully supportive and aware of the planning process and associated deliverables.

Deliverables: Meeting presentations, agendas, documents, and meeting minutes including participants in attendance.

Community Participation Plan

A Community Participation Plan (CPP) will be prepared for the project describing the techniques we will use to ensure that every resident, stakeholder and interested person has ample opportunity to provide input into the plan and detail the platforms through which public input will be solicited.



The CPP will include a proposed engagement schedule and include techniques for publicizing engagement meetings and events. These strategies include social media, news releases, community announcements, press coverage, and media interviews. We will assemble an email database, updated throughout the planning process, to publicize engagement events and updates through e-blasts. Postal mailings of postcards and flyers can also be considered.

A draft CPP will be distributed for review by the Comprehensive Plan Committee prior to the kickoff meeting, revised and distributed again as needed. The CPP should be amended and updated during the plan process as conditions warrant, for example, if changes are needed because one or another engagement technique turns out to be more or less effective and we want to do more or less of it as a result.

All engagement activities will be photo-documented, and their results tabulated and documented for inclusion in the Community Participation summary of the plan. Proposed participation elements include:

Community Conversations – Meeting the Public In Public

We will “meet the public in public” in pop-up community discussions by tabling at existing venues and/or suitable community events. These are an opportunity for us to have short but meaningful conversations with a wide demographic of participants. These pop-up events should take place during project initiation because they are a great way to kick off the planning process, get people involved early, signal transparency and inclusivity and to motivate continued participation in the Comprehensive Plan and Zoning Code Updates. Community maps will be displayed and handouts and information about the study including a proposed engagement schedule and short surveys will be distributed. It will be a relaxed and fun way to give everyone access to the process and find out what to expect as well as for us to start gathering input. These interactions help us to build foundations of trust and relationships within the community.

With the support of our steering committee, we will choose representative events during which we can reach the largest cross-section of residents possible. We will coordinate the scheduling of these events with other engagement activities and meetings. We will run one (1) Community Conversation at each of three (3) geographically diverse settings in the City.

PLAYCE is our placemaking methodology that integrates traditional public engagement techniques with team building and organizational development principles utilizing the power of play to build trust within a group, create consensus around an idea, and develop a strategy to move that idea forward.

The PLAYCE approach to public engagement invites stakeholders to be collaborative problem solvers from the onset of the process by becoming active participants in the project process. Stakeholders become project champions; ideas move to consensus sooner and concepts are tried on for size early, ensuring greater future success.

Throughout the Comprehensive Plan and Zoning Code Updates processes, we will work with the City and the appropriate oversight entity – Comprehensive Plan Committee or Zoning Advisory Committee – to identify meeting venues, assemble rosters of residents, organizations, and other partners with whom we can communicate directly through email, social media and other avenues. A website for the two projects will be hosted by the team and regular updates, publicity about upcoming participation opportunities and meeting outcomes and summaries, as well as draft project documents will be posted there. All engagement activities will be photo-documented and summarized. The summaries will form a public engagement element of each resulting document.



Marketing and Branding

The City's current social media will be used throughout the project as promotion for events such as community conversations, survey release, and public meetings. Our team also sees social media as an active part of the outreach and participation efforts. The project team has experience with creating landing sites on previously existing community websites and uploading documents for review.



Deliverables: Draft and Final Community Participation Plan, outreach activities including participants, and key takeaways.

Community Survey and Stakeholder Interviews

A City-wide survey will be distributed via Survey Monkey or similar online platform with paper copies available for those who cannot or do not want to participate online. This survey instrument will be developed with the support of the Steering Committee. Local issues will be highlighted and demographic information will be sought to ensure that a diversity of community members have weighed in. The survey will be held open for enough time to allow all community members to respond. Using Survey Monkey's "skip logic" function, we can direct respondents to specific categories of questions.

Our initial process will involve interviewing key stakeholders about important issues that the planning process needs to address. We will identify key issues, develop an initial list of key stakeholders, and develop a process and engagement techniques that support the objectives of the project. A focused and tailored outreach process means we will ask better questions throughout the comprehensive plan update process, and make sure the right people are in the room when we're making decisions about the comprehensive plan. Our pre-engagement process is designed to achieve transparency and reduce risk. The pre-engagement phase builds clarity, transparency, and accountability into subsequent engagement activities. We will review this process with the City and develop a plan that responds to both the community's expectations for the process.



Deliverables: Draft & final survey, survey analyses, stakeholder meeting materials and summary.

Review of Regional Planning Efforts and Ongoing Initiatives

Our C&S project team will work with the City of Jamestown, regional entities such as Chautauqua County, and local stakeholders to ensure we are up to speed on all local and regional planning efforts as well as any ongoing local initiatives within organizations. Review and subsequent knowledge of planning efforts will allow our project team to identify similar goals throughout the documents and ensure we are proposing goals and projects that align with current initiatives.



Deliverables: Written summary of regional planning efforts and other ongoing initiatives.

Community Profile

Our team will provide an existing conditions analysis that provides a various analyses of Jamestown's current conditions that will assist our team, the City of Jamestown, and the Committee with identifying local issues and new opportunities for Smart Growth implementation, the zoning update, and moving towards a more sustainable direction. The inventory and analysis will include (at minimum):

- ◆ History of Jamestown's municipal jurisdiction and boundaries
- ◆ Overview of Jamestown's previous comprehensive plan and adoption processes
- ◆ Demographics including population and growth trends, age distribution, household size, ethnic composition, household income, diversity, and other trends
- ◆ Local and regional economic characteristics such as work force, business sectors, employers and industries, jobs, and unemployment
- ◆ Housing characteristics such as type, age, condition, occupancy, vacancy, and length of residency
- ◆ Local and regional economies and development trends
- ◆ Land use and smart growth focus areas
- ◆ Agricultural and forested lands if applicable
- ◆ Infrastructure and public utilities
- ◆ Transportation systems including bike lanes, mobility, connectivity, and multi-modal options
- ◆ Natural resources and climate (waterbodies, floodplains, soils, plants)
- ◆ Extreme weather events
- ◆ Health and emergency services
- ◆ Parks and public spaces including trails
- ◆ Historic, cultural, and scenic resources
- ◆ Waterfront resources and public access
- ◆ Zoning
- ◆ Fiscal resources



Our project team will work with the City of Jamestown and regional entities, such as the Chamber of Commerce, to obtain any information that we cannot obtain ourselves. We plan to utilize past planning documents and update information accordingly to reflect Jamestown's current inventory.

Deliverables: Existing conditions analysis including inventory and analysis as well as relevant data, narrative, maps, and graphics to clearly explain current conditions and recommendations for improvement.

Vision Statement, Goals and Strategies

Our team will host a series of public engagement opportunities, as well as several Committee meetings throughout the process to support preparation of a community vision statement, and community-wide goals and Strategies.



The vision statement, goals, and strategies will provide Jamestown with the appropriate language and momentum to move initiatives forward. They will be aspirational and realistic.

Issues

Following the Existing Conditions Analysis and creation of vision, goals, and objectives; our team will compile a refined list of Jamestown's challenges and issues that warrant consideration in the final Comprehensive Plan and zoning code updates.

Community Workshop One

The visioning workshop begins with a review of the preliminary community inventory and a discussion of the inventory's relation to the Comprehensive Plan and Zoning Code Updates, supported by an interactive PowerPoint presentation and mapping.



Participants will be invited to join in "blue sky" visioning, imaging no constraints – including time and money – to develop images of the perfect future for the community. Techniques can include icebreakers and games designed to challenge and draw participants out on their priorities and small group conversations. Techniques could include discussions revolving around four key questions: "What is holding us back," "what has to change for us to move forward," "what will it take for success" and "what partners or resources do we need?" Others include a "roles and responsibilities" discussion inviting each participant to define a role they see for themselves in the plan process and that their responsibilities are related to that role. Individual activities can include a magazine cover game in which participants develop an imaginary national magazine cover celebrating the community's success 10 or 20 years in the future –adapted for in-person and online use; and collaging a vision of the community's perfect future using magazines, scissors, construction paper and glue sticks in the in-person iteration, and online collaging using a free Adobe Express tool.

Deliverables: Workshop announcements and fliers, workshop materials (posters, sign in sheets, activity sheets and instructions, photos).

Draft Comprehensive Plan

Draft Plan

The C&S team will compile a Draft Comprehensive Plan that will implement community outreach, stakeholder involvement, the existing conditions analysis, vision, objectives & goals, and any other necessary technical investigations to provide a guiding document to move the City of Jamestown towards continued revitalization and further desired improvements. The Draft Plan will include the basis for the Zoning Code Updates and will provide clear, concise guidance on what zoning should be updated.

C&S also plans to provide conceptual plans and renderings for key projects as we understand that visual representations of projects assist with grant applications and allow the public to become excited and involved in the planning process.



Our team will also create maps for all topics where a visualization of current land use or development is occurring and provide visual resources of proposed land use and areas of importance.

Implementation

The Comprehensive Plan will also include an implementation strategy for all policies, concepts, projects, and programs identified. The implementation strategy will include a phased approach, costs, and prioritization to allow the City of Jamestown to prioritize moving initiatives forward.

Deliverables: Draft Comprehensive Plan, with relevant data, narrative, maps, and graphics.

Public Workshop Two

The second public meeting is more akin to a traditional public meeting where project status and preliminary findings and recommendations are presented. The intent will be to highlight what's been learned so far, gauge community priorities for implementation and receive feedback on the developing themes and Vision Statement, allowing discussion and trying the Vision Statement "on for size."



Participants will express themselves graphically as well as in words. Interactive techniques will be used to spark conversations, "drill down" and tease out the best of the ideas and the themes that have emerged in during preceding interaction with the community. We will ask participant to imagine what can be accomplished through the plan and use this input to assist with development of plan recommendations and implementation strategies.

Using precedent images, illustrative graphics and concept renderings, we will be able to show the participants what we have heard and learned during the plan process to date and to check back in to ensure that we are "getting it right." In the virtual sphere, the Miro board is particularly useful in capturing reaction to these visuals as it comes in, sorting it and bringing it back to the participants for further examination.

Deliverables: Workshop announcements and fliers, workshop materials (posters, sign in sheets, activity sheets and instructions, photos).

Review by the Local Municipal Board

Following completion of the draft Comprehensive Plan, the document will be submitted to the City of Jamestown Board for review and recommendations. Comments received will be addressed before SEQRA begins.

Deliverables: Updated draft Comprehensive Plan following comments.

Environmental Quality Review

State Environmental Quality Review will be completed due to the adoption of the new Comprehensive Plan which will be classified as a Type 1 action pursuant to SEQRA. The C&S team will prepare the Generic Environmental



Impact Statement to provide a review of land use actions proposed within the planning document. The City of Jamestown will establish themselves as Lead Agency for the action of adopting the Comprehensive Plan.

Deliverables: SEQR documents.

County Planning Board Review

The Project Team will assist the City of Jamestown with submitting required materials to the Chautauqua County Planning Board for review and recommendations. The Team will implement recommendations for revisions into the final version of the plan.

Deliverables: Updated Comprehensive Plan with County revisions included.

Final Comprehensive Plan

The C&S project team will address all comments and recommendations received from the public, common council, Committee, and City of Jamestown, as well as local, regional, and state agencies and incorporate them into the Final Comprehensive Plan. Following updates to the Plan, a public hearing will be scheduled for local adoption of the Comprehensive Plan. The Public Hearing will be announced via the City of Jamestown’s website, social media, and local news. Meeting notice will be circulated three weeks in advance of the hearing and the Plan will be made available for review at the public library as well as the City of Jamestown City Hall and website.

Public Workshop

At the end of the process, the community will be convened in a final Comprehensive Plan meeting to review the draft Comprehensive Plan and Zoning Code Updates, consider findings, and review final draft recommendations, implementation techniques and timelines. We will review the City-wide vision and attendant policies and ensure that the proposed projects are appropriate and applicable across the City as well as in specific places. We will identify low-hanging fruit and quick solutions that communities are able to implement on their own, as well as larger, big-picture implementation strategies.

Following this review, we will make necessary revisions and submit the final plan for approval.

The Review meeting will be a great time to introduce the issues and opportunities related to potential Zoning Code Updates that emerged during the Comprehensive Plan process and outline next steps to address the new Zoning Code Updates with the public.

Deliverables: Final Comprehensive Plan, minutes from the public hearing, meeting materials, flyers, announcements, summary of meeting, and record of decision.

Additional Assistance:

C&S will assist with City with preparation of MWBE Reporting and Project Status Report. The C&S team has worked on numerous Department of State projects and have completed MWBE and Project Status Reporting alongside communities and DOS to a satisfactory degree.

C&S also offers a variety of grant writing services. Our firm provides a Grant Writer with vast experience working on municipal and regional grant applications. Should the City of Jamestown need assistance during the project or following the completion of the project, C&S is able to provide grant writing and technical expertise so the City can move projects and other initiatives forward. C&S staff have experience with CFA Applications, DOS programs, DEC and EPA applications.



Project Deliverables

C&S will prepare and submit the required documents during the course of the projects, including one Smart Growth Comprehensive Plan and associated summary documents as well as the periodic reporting documents required by the Department of State. C&S will also prepare all zoning documents to be adopted as well as associated maps and figures.

Zoning Update Scope

Project Initiation Meeting

Following the completion of the Comprehensive Plan, the Project Team, City of Jamestown, and other partners will meet or review the scope, schedule, requirements, budgets, roles, and responsibilities. Alternatively, our team can initiate the Zoning Code Updates whenever the City would prefer.

Deliverables: Meeting presentation, agenda, and meeting minutes.

Zoning Advisory Committee

The Project Team will assist the City with determining a Zoning Advisory Committee (ZAC) to oversee the project and guide the project consultant. It is recommended that the City have at least one member of planning and zoning boards to act as a liaison between the project team and their respective boards. It is also recommended that the Committee involve Code Enforcement, the City's attorney, and those from diverse backgrounds within the community and select members from the Comprehensive Planning Steering Committee to ensure items discussed throughout the Comprehensive Planning process are implemented into the updated zoning.

Deliverables: Committee list with description of role and engagement.

Zoning Advisory Committee Meetings

The C&S team will coordinate and lead periodic Committee meetings. The Committee meetings will allow the C&S project team to regularly update the Committee on deliverables, solicit feedback on outreach and materials, and identify new information needs and next steps. Review and guidance from the Committee is crucial to ensure our project team provides a final Zoning Code Updates are representative of the community. Our team relies on forming an open and honest working relationship with the Committee to guarantee that the final document is reflective and genuine to the City of Jamestown.

Deliverables: Meeting minutes and materials including presentations, maps, and documents.

Community Participation Plan

Like the Community Participation Plan (CPP) prepared for the Comprehensive Plan, the CPP prepared for the Zoning Code Updates will summarize techniques we will use to en-





sure that every resident, stakeholder and interested person has ample opportunity to provide input into the plans and detail the platforms through which public input will be solicited.

The CPP will include a proposed engagement schedule and include techniques for publicizing engagement meetings and events. These strategies include social media, news releases, community announcements, press coverage, and media interviews. We will assemble an email database, updated throughout the plan process, to publicize engagement events and updates through e-blasts. Postal mailings of postcards and flyers can also be considered. A draft CPP will be distributed for review by the Zoning Advisory Committee prior to the kickoff meeting, revised and distributed again as needed. The CPP should be amended and updated during the plan process as conditions warrant, for example, if changes are needed because one or another engagement technique turns out to be more or less effective and we want to do more or less of it as a result.

All engagement activities will be photo-documented, and their results tabulated and documented for inclusion in the Community Participation summary of the plan.

Deliverables: Community Participation Plan with ZAC and stakeholder comments included.

Community Tour and Stakeholder Interviews

Interactive site tours and individual interviews help us close gaps in knowledge and reach individuals and groups with specific insights and experiences that will enrich the plan.

It is often difficult to see a place you experience every day with new eyes. Interactive community tours help us do that. Interactive site tours lend themselves to better understanding of specific opportunities, such as the Chadakoin River corridor, neighborhood conditions and housing availability, or a specific potentially transformational development opportunity. This method is particularly effective because they take place as the group is looking at the physical issue, barrier or opportunity and engaging in real-time dialog about opportunities to overcome barriers and improve the quality of life in the community through land use and zoning. In our experience, we realize better outcomes, a more engaged public and better project understanding than if these meetings take place in conference rooms and meeting halls. Interactive site tours help us educate stakeholders about the project and gain their collaboration on tactics to overcome perceived and actual barriers to redevelopment and demonstrate how good design and public realm activation can improve quality of life and economic vitality for the community.

We will develop specific tour routes and strategic sites to be considered in the site analysis, establish goals and objectives for the tours, and outline tour discussion topics. Each participant will receive a tour packet with a background summary, tour route and stops, questions for discussion at each of the stops, and vignettes, concepts and/or precedent images so the future can be visualized by participants.

Interviews are a way to include the perspectives of people whose insights are considered valuable but who cannot or will not participate any other way. In addition to helping us expand the reach Zoning Code Updates engagement, they also help us reach traditionally marginalized groups including senior citizens, veterans, immigrants, refugees, minorities, and youths, as well as special interest groups and clubs, business owners, etc.

Three (3) interactive site tours and no fewer than fifteen (15) interviews in person or over the phone will be conducted. Interactive workbooks will be developed for the interviews to ensure the results are consistent and comparable. These should take place between the two workshops described below.

Deliverables: Tour map, photos, notes, and interview findings.



Public Information Sessions

Workshop One: Introduce Zoning Issues and Opportunities

In order to provide a seamless transition between the Comprehensive Plan and Zoning Code Updates, ensure the public knows how they are related and to prevent planning fatigue in the community, we propose dovetailing the two projects with the third public workshop on the Comprehensive Plan also serving as the first public workshop for the Zoning Code Updates.

During the presentation for the Comprehensive Plan Review, we will demonstrate how the recommendations, Smart Growth policies, goals and objectives, and the Future Land Use Plan of the Comprehensive Plan will relate directly to the Zoning Code Updates. We will use examples from the existing code with potential updates including graphics and precedent images. Activities during this workshop can include asking participants to identify specific areas of the city that can benefit from more advanced zoning, and to visualize these changes through interactive activities and small group discussions.

We will also review potential impacts of zoning code changes on the City, and encourage discussions to allay fears and concerns about rezoning, addressing participants' concerns about whether existing uses would be exempt from any new requirements.

Deliverables: Workshop materials, presentation, flyers, announcements, and summary.

Workshop Two: Public information Meeting/Workshop on the Proposed Zoning Code Updates

At the conclusion of the Zoning Code Updates Process, we will host a public information meeting and workshop on the proposed Zoning Code changes. This will include an open-house format information meeting for participants to review the proposed changes which will be presented on posters and storyboards. We will also invite them to participate in deeper discussions of Zoning Code implementation. During these discussions, we will outline role and responsibilities for the Zoning Code Updates, potential implementation timelines and give residents an idea of that to expect when their zoning is changed.

Deliverables: Workshop materials, presentation, flyers, announcements, and summary.

Local Regulations Assessment and Recommendations Report

The C&S team will complete a regulations assessment for existing development regulations, previous or ongoing zoning initiatives, physical details of the community, natural resources and necessary protections, environmental areas, existing land use, and design elements of land use including setbacks, building heights, and street widths. The report will include recommendations for changes to Jamestown's Zoning Code based on Smart Growth principals that will achieve the Comprehensive Plan vision.

Deliverables: Draft and final zoning report.





Proposed Local Regulations

Following the Local Regulations Assessment and Recommendations, updated Zoning Code will be drafted. The ZAC will review all content that is either new or amendments before they are submitted to the Board or County.

Deliverables: Three versions of the Zoning Code submitted to the City, Planning Commission, Zoning Board of Appeals and ZAC.

Municipal Board Review

Following edits and revisions to the proposed local regulations, they will be submitted to the Municipal Board for review, comments, and additional recommendations. The comments will be addressed by the ZAC before SEQR begins. The regulations will be posted on the City of Jamestown's website.

Deliverables: Edits to Local Regulations following Board review and updated Regulations.

Environmental Quality Review

The Project Team will assist the City of Jamestown with all necessary compliance work through the State Environmental Quality Review Act and establish the City as Lead Agency.

Deliverables: SEQRA documents.

Public Hearing

A public hearing will be conducted following the completion of amendments to the zoning code to solicit comments. It will be made available in both hard copy and electronic form for review. The hearings will be publicized via Social Media, Jamestown's website, local media, and by flyer.



Deliverables: Published announcements submitted to the City, Planning Commission, Zoning Board and ZAC.

County Planning Board Review

The C&S team will submit revised regulations to the County Planning board for review and recommendations. The ZAC and C&S Team will address the comments before the final public hearing.

Deliverables: Updates to zoning regulations following comments from the County Planning Board.

Final Proposed Regulations and Local Adoptions

All comments will be addressed and implemented into the final zoning regulations for the City of Jamestown for the local adoption.



Deliverables: Adopted local regulations with resolution of adoption submitted to the City, Planning Commission, Zoning Board of Appeals, and ZAC.

Project Status Reports

C&S will complete Project Status Reports which include work accomplished, status of tasks listed above, schedule of completion for remaining tasks, and explanations of any problems encountered.

Deliverables: Completed Project Status Reports.





Section 2 Firm Background

C&S Companies

Since 1968, the C&S Companies have earned a solid reputation for quality engineering, architecture, planning, environmental, and construction services. Our diverse group of professionals specializes in meeting multi-disciplined challenges, working together to seamlessly complete both routine and complex projects.

C&S Engineers, Inc. is licensed to perform professional services work in the State of New York. C&S employs roughly 550 professionals across the United States. The lion's share of our personnel and resources remain located in Upstate New York, which more than 350 members of our team call home.



C&S's Buffalo Office
141 Elm Street, Suite 100
Buffalo, NY 14203

Professional Capabilities

Our staff of 550+ has the expertise to handle any challenge. We at C&S know that your needs and concerns should always be at the forefront. They are supported by a full administrative staff and the latest technologies. The diversity of C&S's services are unique in our industry, enabling us to support an incredible range of project types and specialties. We can streamline the delivery of even the most complicated multi-discipline projects by drawing on our significant in-house resources. Our experts support each other by collaborating on projects, combining their knowledge to deliver the best solutions to each client. This internal partnership means that we are as proficient at handling complex, multimillion-dollar projects that require myriad services as we are at small projects involving only one specialty.

We provide a wide variety of services to municipalities, industry, developers, state and federal governments, and the military. Our services include a full range of project services in a number of sectors:

- ◆ Municipal planning
- ◆ Bridges and highways
- ◆ Traffic Studies
- ◆ Municipal infrastructure
- ◆ Hub and general aviation airports
- ◆ Facilities
- ◆ Energy and commissioning
- ◆ Land development
- ◆ Environmental
- ◆ Green/sustainable design
- ◆ Landscape architecture
- ◆ Technology solutions
- ◆ GIS/information management
- ◆ Stormwater management
- ◆ Construction management
- ◆ General and specialty contracting



Section 3

Consultant Team Qualifications

The C&S Project Team will provide planning, outreach, socioeconomic analysis, engineering, grant writing, visualization and landscape architecture services during the project. As you will see in our organization chart and detailed scope, we have identified key individuals to complete necessary deliverables for the City of Jamestown. Our team is aware that comprehensive plans set the tone for years to come and establish priority projects that will need funding and stakeholder investment. Our planning, engineering, and landscape architecture experts will provide detail, dialogue, and direction for those projects.

Team Organization

The organizational chart below indicates the roles and experience of our proposed staff. Resumes describing relevant experience can be found starting on page 18.

Interactive Proposal

Click on a image below to go to the respective resume.

Click on the  icon on any page to return to the table of organization chart.



-  C&S Companies
-  Joy Kuebler Landscape Architect (WBE)
-  Jacques Planning & Consulting (MBE)





Ability to Meet MWBE Goals

C&S is committed to providing opportunities to diverse and disadvantaged businesses firms on all of our projects, not just projects with specific requirements. We have consistently met or exceeded M/W/DBE participation goals on our projects across the country.

C&S maintains an excellent track record of meeting DBE goals and exceeding workforce participation goals. Our focus on this important topic is exemplified by our recent hiring of a dedicated Diversity Coordinator, Kai Marion. Kai tracks our compliance to participation goals on each project and company-wide.

We value meaningful inclusion of small, disadvantaged, veteran-owned small, and local businesses and the expertise they bring to our projects.

In all instances where we've met or exceeded DBE goals, our search for ideal partners includes reviewing past projects, scouring our network, searching certification directories, and reviewing our internal database to identify the right fit for each opportunity.

We take a great deal of pride in our pledge to diversity and inclusion and are committed to support the development of small and emerging businesses.

To meet the goals of this contract, we propose teaming with the following firms.



Kai Earle Marion
Sr. M/WBE Diversity Coordinator

Joy Kuebler Landscape Architect, PC (WBE)



Joy Kuebler Landscape Architect, PC is an award winning full service landscape architecture office with licenses in New York State and Massachusetts. The JKLA team has collective experience of more than 50 years creating high quality construction documents and detailing for projects ranging from education and healthcare to transportation and park systems. JKLA are also a certified WBE and DBE firm in New York, Massachusetts and Connecticut.

Jacques Planning & Consulting Services, LLC (MBE)



Formed in 2019, Jacques Planning & Consulting Services (JPCS) is a minority-owned and certified Urban Planning firm. JPCS' goal is to serve as the liaison to understanding the critical challenges that affect the built and natural environment. Jacques Planning & Consulting Services is committed to providing top-quality, informed investment area and economic development, placemaking & community engagement services. JPCS consistently works on innovative people-first planning projects with proven results. We make a difference through meaningful and authentic connections, a masterful understanding of issues affecting communities, and leveraging experiences facilitating issue-sensitive conversations with elected officials and decision-makers to create actionable and implementable strategies.

From project initiation to realizing the client's milestones and goals and accomplishing deliverables, the company specializes in community planning, policy analysis, and best practice neighborhood development across municipal, for-profit, non-profit, and quasi-governmental bodies focusing on placemaking. From storefront property to corridor study analysis, affordable housing studies, community-specific engagement strategies, and consensus-building plans. JPCS is committed to creating solutions that work through producing actionable deliverables that highlight the community's vision.



Daniel E. Riker, PG

Service Group Manager

Daniel Riker has more than 30 years of experience with environmental services, with expertise including preliminary site assessments, Phase I and II Environmental Site Assessments, treatment technology assessments, site characterization, remedial investigations, remedial design, and brownfield cleanup projects. Dan has also developed a Brownfield redevelopment specialty that includes planning, assessments, investigations, alternatives analysis, remedial design, and cleanup projects. His responsibilities include management of projects and staff, and coordination with state and federal regulatory agencies.

Total Experience

30 years

With C&S Since

2014

Education

Master of Science, Duke University, 1994

Bachelor of Arts, Colgate University, 1991

Registrations

Professional Geologist — NY, 2018

Professional Geologist — PA, 2000

Organizations

Buffalo Niagara River Land Trust, Board President

NAIOP Board of Directors

WNY Land Conservancy, Former Board of Directors

Buffalo Association of Professional Geologists, Past President

Experience

Comprehensive Plan, Olean, NY—Project Principal for the characterization, analysis and planning related to the development of the City’s Comprehensive Plan. Project activities included inventory & analysis of existing conditions, map creation, public outreach, and creation of the draft and final Comprehensive Plan.

Downtown Re-Zoning Project, Fulton, NY—Project manager for the rezoning of the City of Fulton’s downtown area. Previous zoning was out-of-date and did not account for waterfront greenspace and did not allow for mixed-used development, as well as other issues. The project is being completed under the City’s NYS DRI grant.

Chadakoin River Strategic Business Plan, City of Jamestown, NY—Project manager for the identification of economic and engineering studies and projects necessary to redevelop the Chadakoin River. The project includes identifying projects to enhance the navigability of the River, provide access to the water, and create excitement and bring people to the waterfront. The plan includes proposed projects, priority and timing strategies, cost estimates, and potential funding sources.

Downtown Revitalization Initiative Project, City of North Tonawanda, NY—Project manager for the planning portion of North Tonawanda’s \$10M DRI award. The project included Local Planning Commission coordination; public outreach program implementation; project sponsor meetings and assistance; proposed project development; Downtown Profile and Assessment development; and Strategic Investment Plan preparation.

Step 2 Brownfield Opportunity Area Project, City of Jamestown, NY—Project manager for the identification of appropriate redevelopment strategies for the western portion of the city. The project includes an extensive, innovative outreach program intended to obtain the community’s true vision for revitalization of the community. The analysis tasks include utilities, transportation, and economic markets, as well as inventorying and prioritizing brownfield sites within the Study Area.

USEPA Phase I/II Environmental Site Assessments, Jamestown, NY—Project manager for the performance of Phase I and II ESAs at priority brownfield sites within the City of Jamestown. The work is funded by a USEPA Brownfield Assessment Grant. Responsibilities include identifying appropriate sites for assessment, creating application forms for approval by USEPA, coordinating and managing the assessments, and grant administration.





Emma Phillips, AICP Candidate

Project Planner

Emma Phillips is an urban planner in C&S's Environmental Group. Her primary specializations include community development and neighborhood planning. Her main responsibilities leading Brownfield Opportunity Area Program planning, Local Waterfront Revitalization Program planning, Comprehensive Planning, NYS Downtown Revitalization Initiative planning, transportation plans, re-zoning initiatives, grant writing, assessments and analysis as well as New York State Environmental Review, and map creation through GIS. Prior to joining C&S as a full time staff planner, Emma worked as a planning intern for C&S's Aviation Group preparing airport master plans, environmental assessments and obstruction mitigations. She also has experience with local and federal government operations.

Total Experience

5 years

With C&S Since

2018

Education

Master of Urban Planning,
Urban and Regional
Planning, State University
of New York at Buffalo,
2018

B.A., Political Science,
State University of New
York at Fredonia, 2016

Organizations

American Planning
Association (WNY /Upstate
Chapter)

Urban Land Institute
Programming Chair

C&S Foundation Board
Member

Leadership Buffalo – Rising
Leaders (class of 2020)

Buffalo Niagara 360 (BN360)

Buffalo Niagara Partnership

University at Buffalo Alumni
Association

Cystic Fibrosis Foundation of
Western New York
Tomorrow's Leaders

Experience

City of Olean Comprehensive Plan, Olean, NY, Ongoing – Deputy Project Manager for the City of Olean Comprehensive Plan Update. Responsibilities include coordination and facilitation of Comprehensive Planning Committee meetings, data analysis for existing conditions section, creation of GIS maps, identification of Goals and Strategies, narrative, creation of implementation matrices, and submittal of Final Plan.

Monroe County Comprehensive Plan, Monroe County, NY, Completed 2022 – Planner for Monroe County Comprehensive Plan with responsibilities including County infrastructure analysis and reporting as well as assistance with public outreach and development of GIS mapping and inventory sheets.

Fulton DRI Re-Zoning, City of Fulton, NY, Ongoing – Lead Planner for the re-zoning of the City of Fulton DRI area. Project includes analysis of existing zoning and ongoing planning initiatives, drafting of re-zoning, leading steering committee meetings, GIS mapping, and finalization of new zoning districts.

Chadakoin River Strategic Business Plan, City of Jamestown, NY, Completed – 2021 — Lead Planner for a Strategic Business and Implementation Plan for land surrounding the Chadakoin River with the goal of reactivating vacant space and underutilized recreation space along the waterfront. The plan includes a thorough inventory of the Study Area, market analysis and business plan to act as a guide for the City, local nonprofits and the local Industrial Development Agency. The project also included working with local stakeholders, property owners and regional developers.

Village of Homer Downtown Revitalization Planning, Homer, NY, Ongoing – Project Manager for the Village of Homer's DRI Strategic Investment Plan. The DRI Planning Process will include leading of Local Planning Committee meetings, facilitation of Public Meetings, participation in pop-up events, coordination and technical writing for the Downtown Profile & Assessment, open call for projects/Project Profiles, and finalization of the Strategic Investment Plan.

City of North Tonawanda Downtown Revitalization Initiative Planning, North Tonawanda, NY, Completed 2022 – Lead Planner for the City of North Tonawanda's DRI Strategic Investment Plan. The DRI planning process included leading an extensive public input process including site tours, public meetings, workshops and stakeholder





interviews. Responsibilities also include conducting Local Planning Committee meetings, the call for private and public projects, and creation of project profiles including estimating and concept creation and report writing to submit a Strategic Investment Plan with a slate of \$15 million worth of projects to NYS DOS.

Goodell Street Corridor Study, City of Buffalo, NY, Completed 2023 – Planner for the Greater Buffalo Niagara Regional Transportation Council Goodell Street Planning Study leading community outreach through survey development, survey distribution, stakeholder engagement, public meeting coordination and presentation. Other responsibilities include survey analysis and assistance with concept development.

Town and Village of Canton Brownfield Opportunity Area (BOA) Step 2 Nomination Study, Canton, NY, Completed 2021 —Planner for the Nomination Study BOA project with an emphasis on revitalization of the Village of Canton along the Grasse River Waterfront and downtown Main Street. Responsibilities include assisting with project management of overall tasks, coordination with project client and team, creation of maps, and environmental and brownfield inventory.

Village of Gowanda Brownfield Opportunity Area (BOA) Step 2 Nomination Study, Gowanda, NY, Completed 2022—Planner for the Nomination Study BOA project with an emphasis on revitalization of the Village of Gowanda and strategies to increase tourism and make the surrounding area a destination surrounding Cattaraugus Creek and Zoar Valley Gateway Park. Responsibilities include assisting with project management, coordination with project client and team, creation of maps, and environmental and brownfield inventory.

Lakeville Strategic Corridor Plan, Lakeville, NY, Ongoing – Planner for the Lakeville Strategic Corridor Plan through the Genesee Transportation Council. Responsibilities include leading public engagement, survey creation and analysis, existing conditions analysis, GIS mapping, identification of corridor planning and zoning improvements, and creating materials for Committee meetings.

Village of Perry Transportation Improvement Plan, Perry, NY, Completed 2022 – Planner for the Village of Perry Transportation Improvement plan leading community outreach through survey development, survey distribution, stakeholder engagement, public workshop development. Other responsibilities include mapping of responses and survey analysis, as well as assistance with concept development.

Village of Williamsville Local Waterfront Revitalization Program (LWRP), Village of Williamsville, NY, Completed – 2022 — Planner for the inventory & analysis of existing conditions, map creation, aid with public outreach, proposed land use and creation of Draft LWRP for the Village of Williamsville.

Redevelopment Feasibility Evaluation, Honeywell International, Inc./CenterState Corporation for Economic Opportunity, Syracuse, NY, Completed 2020—Planner for a feasibility study involving two sites and more than 1,200 acres of former industrial land in the vicinity of the NY State Fairgrounds and along the western shore of Onondaga Lake. The study includes a market-oriented assessment and extensive consideration of the sites' unique environmental and transportation-related positioning, to characterize the feasibility of priority uses on the subject properties. Conceptual site plans and associated cost estimates were developed for the properties, reflecting outcomes of a feasibility evaluation. The plan's forward strategy highlights a series of specific actions to advance redevelopment efforts on these sites. Major tasks included comprehensive data gathering, writing, and detailed graphic creation for the final deliverable.

City of Dunkirk Brownfield Marketing Plan, City of Dunkirk, NY– Lead Planner for the City of Dunkirk's Brownfield Marketing Plan. The Marketing Plan includes meeting with key stakeholders, prioritization of brownfield sites, producing Expressions of Interest, identifying potential reuse options, creating marketing materials and holding a developer forum to build interest in long-standing brownfield sites within the City's BOA. The goal of the marketing plan is to attract new development within the City to increase vitality and aid in revitalization.



Jeffrey Williams, AICP, ENV SP

Principal Consultant

Jeff Williams specializes in economic analysis, and has conducted a number of economic analyses for development and planning projects throughout the U.S. Related expertise includes real estate market analysis; economic and fiscal impact analysis; benefit-cost analysis; financial analysis; demographic studies; site location; and regression modeling. His planning experience covers a wide variety of land use, transportation, and utility infrastructure projects. He also has extensive background in environmental review, including state and federal review processes. Jeff is an advanced GIS analyst, and he regularly uses geospatial tools to enhance and display his work.

Total Experience

15 years

With C&S Since

2016

Education

M.S., Agricultural, Environmental, and Regional Economics, Penn State University, 2006

B.S., Natural Resources, Cornell University, 2002

Registrations

American Institute of Certified Planners (AICP)

Institute for Sustainable Infrastructure (ENV SP)

Organizations

American Planning Association (APA)

American Association of Airport Executives (AAAE)

Airports Council International – North America (ACI-NA)

Airport Consultants Council (ACC)

Experience

Monroe County Comprehensive Plan, Monroe County, NY, Ongoing—Lead planner for the transportation element of this countywide comprehensive plan. This effort included extensive inventory and analysis of the County's multimodal transportation and public transit systems. Information was presented in graphic formats and summarized at the municipal level to provide meaningful context highlighting key transportation topics in Monroe County.

City of Dunkirk Brownfield Marketing Plan, City of Dunkirk, NY, 2022 – Conducted market-oriented stakeholder engagement and analysis to identify potential redevelopment opportunities in the City of Dunkirk, including its waterfront district on the shore of Lake Erie. This information was used to prioritize among candidate sites, and was featured in Expressions of Interest and marketing materials prepared to showcase opportunities and stimulate new investment in Dunkirk.

East End and Northern Neighborhoods Step 2 Brownfield Opportunity Area (BOA) Assessments, Amsterdam, NY—Conducted market analyses for two independent study areas with a concentrated presence of brownfield properties adjacent to the downtown district in the City of Amsterdam. The analyses include qualitative and quantitative elements, stakeholder outreach, and benchmarking with peer communities. Development categories analyzed include office, industrial, retail, and multi-family residential. Outcomes of the market assessment are used to evaluate the feasibility of concepts under consideration as part of a districtwide redevelopment process.

Salinas Municipal Airport (SNS) Master Plan – Integrated Land Use and Real Estate Strategy, City of Salinas, CA, Ongoing—Provided an assessment of demographic, industry, real estate market, and land use trends to inform Master Plan elements related to facility needs and Airport land use. This assessment addresses market conditions, complex regulatory environment, overlapping priorities and needs to identify opportunities for revenue enhancement and land optimization with associated strategy for key Airport properties. Facility siting and use considerations for an active AAM operation are a focus of land use planning, along with planning around the potential transfer of Airport land for a property currently held by an adjacent educational institution.





Kelsey Wessel, PE, PTOE

Managing Engineer

Kelsey Wessel has over 17 years experience in traffic engineering and roadway design. Her experience includes traffic signal plans and analysis, transportation studies, roundabout feasibility studies, roadway reconstruction projects, and drainage studies. She has experience in intersection design and upgrades, and traffic signal design. She also has completed corridor analysis and design to increase efficiency and operations along an urban street.

Total Experience

17 years

With C&S Since

2017

Education

B.S., Civil Engineering,
Clarkson University, 2006

Registrations

Professional Engineer — NY

Organizations

Institute of Transportation
Engineers (ITE)

Experience

Goodell Street Corridor Planning Study, Greater Buffalo Niagara Regional

Transportation Council, Buffalo, NY, Ongoing – Lead traffic engineer studying existing and future operations along Goodell Street, Pearl Street, and Tupper Street in the Central Business District. The Goodell Street Corridor is being studied for design alternatives including road diets, and a two-way conversion, balancing vehicle operations and multimodal accommodations.

Village of Perry Transportation Safety and Access Study, Genesee Transportation

Council, Village of Perry, NY, 2021-2022 - Project manager for a study of Center Street in the Village of Perry with the goal of enhancing its connectivity, safety, efficiency, and accessibility. Being a major north-south route through the Village, there is an opportunity to create a gateway feature, while promoting the Village’s reputation as a recreational destination, providing accessibility and through complete streets concepts.

Margaret Street Concept Study, City of Plattsburgh, NY, 2021-2022 – Lead traffic analyst for reimagining this main street in the Waterfront District of Plattsburgh. There is a strong public outreach phase that is building consensus to determine the realized plan of this street that is filled with restaurants, shops, banks, and public space.

Cortland BOA, City of Cortland, NY 2020-2021 – Lead traffic engineer on this traffic impact study for proposed developments identified in a Brownfield Study. The traffic impact study included analysis of other projects changing traffic patterns in the downtown area. The study included traffic pattern changes due to converting Main Street from one-way to two-way, impacting adjacent intersections and their LOS.

I-81 Viaduct Project, New York State Department of Transportation, Syracuse, NY, Ongoing—Lead design engineer for completing an existing and future level of service analysis for bicycles and pedestrians for existing conditions, community grid and viaduct alternatives. Also completed data collection throughout the study area.

Lackawanna Step 3 BOA, City of Lackawanna, 2017—Lead engineer in a traffic analysis for the proposed redevelopment along the Route 5 corridor. This assessment determined the transportation impacts to the area, and included streetscaping improvements, improving walkability, replacing an existing grade separated interchange with a roundabout, introduce a road diet, and increase east-west connections in the BOA.





Alayna Pliszka

Project Environmental Scientist

Alayna Pliszka is a Project Environmental Scientist in the Environmental Service Group at C&S. She has seven years of experience with regulatory compliance including State Environmental Quality Reviews (SEQR) pursuant to NYS SEQRA. Some of her responsibilities include preparation and review of environmental review documentation and GIS mapping projects.

Experience

Fulton DRI Re-Zoning, City of Fulton, NY, Ongoing – Led quality assurance reviews of SEQR associated with the re-zoning of the City of Fulton Downtown Revitalization Initiative (DRI) area.

City of Olean Comprehensive Plan, Olean, NY, Ongoing – Prepared GIS Mapping for the City of Olean Comprehensive Plan Update. Responsibilities included creation of GIS maps, accompanying research into mappable features, and some GIS analysis.

Full Environmental Assessment Forms (FEAF), Yates County, NY, 2021 – Prepared Full Environmental Assessment Forms for five proposed emergency communications tower sites in Yates County, NY.

Full Environmental Assessment Form (FEAF), Buffalo Niagara International Airport, Buffalo, NY, 2019 – Managed compliance of New York SEQRA review for a new radio tower associated with the Buffalo Niagara International Airport.

Environmental Impact Statement (EIS), 1111 Elmwood, Buffalo, NY, 2017 - Assisted with the compliance of New York SEQRA review and assisted in preparation of the Environmental Impact Statement for a development located in the Elmwood Village proposed by Chason Affinity, LLC. This project involves the demolition of multiple structures, listed as contributing historic structures in the Elmwood Village Historic District – East, for the construction of a four-story, mixed-use building to increase vitality of the Elmwood Village. With City of Buffalo approval, the site is currently under construction.

Full Environmental Assessment Form (FEAF) and CATEX, DL&W Terminal, Buffalo, NY, 2017 - Managed the compliance of New York SEQRA review and NEPA review (CATEX) for the Niagara Frontier Transportation Authority’s planned redevelopment of the former DL&W Terminal in preparation for future Metro Rail expansion, including a passenger rail station at the former DL&W Terminal and façade treatments along South Park Avenue, bordering a Local Historic District.

Draft Generic Environmental Impact Statement (DGEIS)/ Final Generic Environmental Impact Statement (FGEIS), Gates Circle (Former Millard Fillmore Gates Hospital) Redevelopment, Buffalo NY, 2015 - Assisted in the completion of the DGEIS and FGEIS for the Gates Circle Redevelopment, pursuant to SEQRA. The redevelopment is located at the site of the former Millard Fillmore Hospital at Gates Circle. Responsibilities include detailed environmental analysis on impacts of the project, preparation of a draft and final report, response to public comment, coordination with the City of Buffalo and site owners. Project consisted of multiple public hearings and public comment periods. With City of Buffalo approval, the site is currently under construction.

Total Experience

7 years

With C&S Since

2014

Education

M.S., Environmental and Earth Systems Science, State University of New York at Buffalo, 2015

B.S., Environmental Geosciences, State University of New York at Buffalo, 2013

Specialized Training

OSHA 40-Hour HAZWOPER

Authorized Class A/B UST Operator in NYS

American Petroleum Institute (API) Introductory Training to Standards 650 and 653

PSMJ Project Management Boot Camp

Organizations

Air and Waste Management Association





William Perrine, PE

Department Manager

Bill is the Department Manager for our Civil & Utilities Group. Bill is also currently serving as the Town Engineer for the Town of Onondaga. He has over 17 years of experience in site/civil related projects and markets, and is serving as a senior site/civil leader in the company. He has been involved in various projects involving project management, staff mentoring & development, site design, municipal & site planning review and development; hydrology, hydraulics, storm water management, infrastructure design, solar, & many other aspects of construction administration and management.

Total Experience

17 years

With C&S Since

2006

Education

B.S., Civil Engineering
Technology, Rochester Institute
of Technology, 2007, High
Honors (3.97 GPA)

Registrations and Certifications

Professional Engineer — NY, NC
AutoCAD Civil 3D 2011 Certified
Associate

Training

Business of Design Consulting,
ACEC 2020

Leadership Greater Syracuse
Class of 2020

Organizations

American Society of Civil
Engineers

Software Skills

AutoCAD Civil 3D 2022

PondPack V8i

HydroCAD

Hydraflow

Bluebeam Revu 2019

Microsoft Office

Experience

Onondaga County Aquarium Project, Syracuse, NY—Prepare, manage, and administer the site/civil design drawings and provide site related project management services for the construction for the County's \$85M Aquarium project.

Lewis County New Highway Facility, Lowville, NY—Prepare, manage, and administer the site/civil design drawings and provide project management services for the construction of a new highway garage facility, cold storage building, wash bay, and County Office building. Cost: \$21.0 million.

OCIP Site Expansion Development, Phoenix, NY—Prepare, manage, and administer the site/civil design drawings, project profile report, and provide project management services for the construction of a new industrial expansion park & utility expansion for the Oswego County IDA. Cost: \$6.0 million.

Behavioral Mental Health Facility, Delaware County, Walton NY—Advise the client through a site selection and feasibility study. Prepared and sealed the site/civil design drawings and specifications and provide project management services for the construction of 20,000 sq.ft mental health facility to support to community in Delaware County, NY. Cost: \$8 million.

New Highway Facility, Madison County Department of Transportation, NY—Prepare, manage, and seal the site/civil design drawings, SWPPP, drainage report, and specifications and provide project management services for the construction of a new highway garage maintenance facility for the Madison County DOT. Cost: \$22 million.

New Highway Facility, Letchworth State Parks Department, Castile, NY—Prepare, manage, and seal the site/civil design drawings, SWPPP, drainage report, and specifications and provide project management services for the construction of a new highway garage maintenance facility for the NYS Letchworth Parks Department.

Nestle Site Development, Fulton, NY—Prepare, manage, and seal the site/civil design drawings, SWPPP, drainage report, and specifications and provide project management services for the construction of a new 40,000 s.f. warehouse facility for the Oswego County IDA. Cost: \$4.7 million.

3 Mile Limit Hydrologic Model Review, City of Syracuse, Syracuse, NY—Utilize PondPack V8i to create a master network drainage model for all tributary drainage areas to the City of Syracuse. Input existing drainage model information for all existing subdivisions in the local municipalities draining to the City. Design Fees: \$160,000.





Sarah Stewart

Grants Writer

Sarah Stewart brings a diverse array of experiences to her grant writing and administration duties. Sarah has more than 20 years of experience with full grant cycles, including research for funding, writing content, facilitating the grant submittal process, managing awards and providing progress and final reports to funders. Both her previous experience and C&S work has consisted of managing and writing applications for grant programs in a multitude of federal, state and local agencies, as well as foundations and private entities.

Total Experience

22 years

With C&S Since

2022

Education

Master of Public Administration, 2007, Syracuse University

Bachelor of Science, 2001, SUNY College at Oswego

Organizations

Grant Professionals Association member

Experience

New York State Smart Growth Comprehensive Planning Grant, Town of Hastings, NY, 2023—Led and completed all grant materials for a \$112,000 Comprehensive Planning Grant for the Town of Hastings, NY. The grant will allow the town to undertake public engagement to update its comprehensive plan to reflect its community vision.

New York State Smart Growth Comprehensive Planning Grant, Lackawanna, NY, 2022—Led and completed all grant materials for the successful \$90,000 NYS Department of State Smart Growth Comprehensive Planning Grant for the city of Lackawanna, NY. The grant will allow the city to update its zoning ordinances, better reflecting its revised community vision.

New York State Office of Parks, Recreation and Historic Preservation, Recreational Trails Program (RTP), Village of Odessa, NY, 2023—Led and completed all grant materials for over \$220,000 in RTP funding to transform a former rail bed into a walking and biking trail in the Village of Odessa, NY.

New York State Environmental Facilities Corporation Green Innovation Grant Program (GIGP), City of North Tonawanda, 2023—Led and completed all grant materials for GIGP funding to improve the stormwater system on Oliver Street, a main commercial and residential corridor in the city; a request of \$1.9M.

New York State Environmental Protection Fund Grant Program for Parks, Preservation and Heritage, Town of Schroepfel, NY, 2023 – Led and completed all grant materials for the \$500,000 Town of Schroepfel Parks funding to complete enhancements, including a new community pavilion, at its popular William J. Farley, Jr. Park.

New York State Local Waterfront Revitalization Program (LWRP), Village of Arcade, NY, 2023—Led and completed all grant materials for LWRP planning grant to reinvigorate the Village of Arcade’s Cattaraugus Creek waterfront, totaling \$97,000.

US Department of Transportation Multimodal Project Discretionary Grant Program, Erie County, NY, 2023—Led and completed all grant materials and Benefit-Cost Analyses for two rural bridge replacement projects in Erie County, NY, totaling \$4M.

New York State Environmental Facilities Corporation Water Infrastructure Improvement (WIIA) Grants, City of North Tonawanda, 2023—Led and completed all grant materials for WIIA grants and State Revolving Funds for wastewater treatment plans updates for the City of North Tonawanda, totaling \$16M.





We do **land** differently
Focusing on the human experience.

Joy Kuebler, RLA, ASLA
President



Joy has more than 20 years of Landscape Architecture experience. Throughout her award-winning career, Joy has brought diverse and meaningful projects to life from half-acre community-built parks, learning gardens at our public schools, and large university campus redevelopment projects, to streetscapes and green infrastructure projects. Joy focuses on the human experience in the landscape, integrating architecture and the outdoors to create unique, inspiring environments. She launched her firm in 2003 to have a positive impact on the public's quality of life through sensitive and responsible design for outdoor spaces. In 2015, Joy rolled out PLAYCE, a community engagement methodology rooted in play. With techniques based in the social sciences, PLAYCE brings people together to reach consensus and implement projects that improve their communities and the lives of their residents.

Education

Cornell University, B.S. in
Landscape Architecture

Villa Maria College of Buffalo
A.A.A. in Interior Design

Registrations/ Certificates

Registered Landscape
Architect – NYS, CT, MA

Professional Affiliations

American Society of
Landscape Architects –
National VP for Government
Affairs

University at Buffalo
Center for Entrepreneurial
Leadership CORE & Advanced
CORE

Buffalo Niagara Partnership
Development Advisory
Council

Buffalo Niagara River Land
Trust – Board member

Community Efforts

- Participation on the Buffalo Sewer Authority Green Infrastructure Advisory Committee
- Congress for New Urbanism Buffalo Conference Planning Committee
- Congress for New Urbanism Buffalo Conference Tactical Urbanism
- Participation on the Buffalo Green Code Steering Committees
- Pop Up Park Buffalo Co-Founder
- Sustainable Site Initiative Pilot Project. Buffalo Public School 81
- ABC's Extreme Makeover: Home Edition, Buffalo, NY

Roles and Responsibilities Include

- Principal in charge
- Develop project and design approach
- Project leadership
- Quality review
- Public Workshop facilitation

Highlighted Project Experience

- City of North Tonawanda – Downtown Revitalization Initiative; Erie Canal Bike Path Extension; Brownfield Opportunity Area (BOA) Step 3, Smart Growth Community Fund and Downtown Placemaking projects; Main Street Green Infrastructure Project
- City of Buffalo – River Rock Connectivity Study
- City of Geneva – North End Open Space & Connectivity Planning Strategy
- Genesee County – Genesee 2050 Comprehensive Plan Update and Recreation Plan
- Buffalo Niagara Medical Campus – Public Realm Master Plan; Placemaking Playbook
- Town of Tonawanda - Waterfront Corridor Landscape Feasibility Study & Preliminary Design; Lincoln Park Green Initiative; Step 2 Brownfield Opportunity Area
- City of Tonawanda – Comprehensive Plan; Local Waterfront Revitalization Program; Main Street Business District Conceptual Master Plan & Design Guidelines
- Village of Gowanda – BOA Step 1 and Step 2; Cattaraugus Creek Access Project
- Genesee County – Genesee 2050 Comprehensive Plan Update and Recreation Plan
- City of Niagara Falls – LaSalle Business District Streetscape; Parks Master Plan; Cayuga Creek Canoe Trail Master Plan and Trail Guide; Jayne Park Canoe Launch; LaSalle Recreation Way; Robert Moses Greenway Corridor Study

JKLA is a certified WBE and DBE full-service landscape architecture firm.



We do **land** differently
Focusing on the human experience.

Alexandra Kane Planner



Alex Kane is a urban planner in the beginning stages of her career with a background in architecture and design. She earned her Bachelor’s degree in Architecture with a minor in Environmental Design, magna cum laude. Afterwards, she transitioned to Urban Planning and received her Master’s with a specialization in urban design and physical planning. Alex is passionate about engaging the communities she works with and design that centers people of all walks of life and abilities.

Community Efforts

- 2018 - 2021 University at Buffalo AIAS chapter
- 2020 - 2022 Hillel at Buffalo Student Architectural Consultant
- 2021 - 2023 University at Buffalo Graduate Planning Student Association
- 2023 Blum Jewish Education Project

Roles and Responsibilities Include

- Project Planner
- Public Engagement
- Report Assembly, Writing, Editing, Design

Highlighted Project Experience

- City of Niagara Falls – Niagara Falls City Market
- University at Buffalo Masters Project, City of Dunkirk – Inclusive focused Design Study and Guidelines
- University at Buffalo Planning Studio, City of Buffalo – InnoGrow Urban Hamlet
- University at Buffalo Planning Studio, Cities of Syracuse, NY; San Francisco, CA; New York, NY – Economic Development and Community Engagement
- University at Buffalo Architecture Studio, Brooklyn, NY – Artist in Residence Design Proposal

Education

State University of New York at Buffalo, Master’s of Urban Planning

State University of New York at Buffalo, Bachelor of Science in Architecture
Minor of Environmental Design

Professional Affiliations

American Planning Association

Jacques Garcia

P: (716) 352-3056 | E: jacquesplanningservices@gmail.com



Education

- | | |
|--|-------------------------------|
| Master of Urban Planning
State University of New York (SUNY) University at Buffalo | August 2016 - May 2018 |
| Bachelor of Arts in Environmental Design
State University of New York (SUNY) University at Buffalo | August 2012 - May 2016 |
| Certificate of Specialization in Neighborhood Development & Community Planning
State University of New York (SUNY) University at Buffalo | May 2018 |

Projects

- Erie County Cultural & Arts Plan, 2023
- Village of Warsaw Comprehensive Plan, 2023
- Marta Clifton Corridor Alternative Transportation Plan, 2023
- Bethlehem Affordable Housing Study, 2022
- International Southernmost Neighborhood Choice Plan, 2022
- LISC Economic Inclusion & Development Plan, 2021
- Buffalo Central Terminal Master Plan, 2021
- City of Buffalo Neighborhood Stabilization Strategy, 2020
- Turning the Corner N.N.I.P Neighborhood Study, 2018

Work Experience

- | | |
|--|------------------------------|
| Principal Consultant/Owner, Jacques Planning & Consulting Services, LLC | January 2020- Present |
| <ul style="list-style-type: none">▪ Performs community, neighborhood, regional, and economic development services▪ Created and recommended concepts focused on client site's connectivity to the surrounding urban context, the mix of uses, pedestrian, vehicular and service circulation, and public open spaces▪ Land use examination of recommended new office, residential, and retail space▪ Proposed urban design strategies and recommendations for improving mobility, enhancing commercial corridors, providing green infrastructure, and cultivating development opportunities▪ Identified positive impactful strategies for vacant and underutilized industrial spaces▪ Developed thoughtful, innovative, and inclusive strategies for the reutilization for underutilized space for workforce, recreation, and community support▪ Examples of previous planning work/activities included site planning, structural and resident need and housing assessment surveys, demographic analysis, GIS mapping, spatial analysis, development impact analysis, market and feasibility analysis, identification of investment priority areas, evaluation, best practice policy and ordinance analysis, community engagement, and stakeholder consensus-building workshops, and implementation methodologies, ready reports, studies, short-term and long term plans (Housing, Transportation, Neighborhood Area, Corridor) | |

- | | |
|---|--------------------------------|
| Program Manager, Buffalo Central Terminal | July 2020-February 2021 |
| <ul style="list-style-type: none">▪ Actively lead and oversaw site & neighborhood planning, economic development, and creation of Buffalo Central Terminal Master Plan▪ Monitored and managed project deliverables on major grants, worked with members to deliver according to work plans and milestones, and track implementation▪ Managed consultants, volunteers, staff during project process and implementation▪ Managed relationships with elected officials, local government staff and community stakeholders, networked with key external stakeholders and influencers within a geographic region in support of assigned projects and business priorities▪ Developed meaningful, consistent, and relevant connections with key community groups, neighborhood residents, and stakeholders in the uncharted times of the COVID-19 gathering restrictions | |



Section 4

Methodology and Approach

Our team has completed numerous projects with a similar to scope to the City of Jamestown's Comprehensive Plan & Zoning Code Updates. Our team represents an ideal partner for the City of Jamestown because of our experience, dedicated staff, and history of successfully providing planning service. We have provided services under similar contracts for a number of clients across the state and country which we believes makes us well prepared to assit the City of Jamestown..

Our team's goal for all of our projects is to form a comprehensive partnership with our municipal clients and complete the work in the manner that best helps our clients achieve their community's vision regardless of the benefit to C&S. We have deep relationships with many types of entities that can help communities realize successful revitalization and we mine those relationships when appropriate. Our team understands that a Compehensive Plan and Zoning Code Updates are just the beginning to major revitalization efforts. The acquisition of funding for communities to implement important projects happens because they have a sound Comprehensive Plan and the zoning regulations to allow it. The C&S team will ensure that the Comprehensive Plan we produce and proposed Zoning Code Updates are reflective of where Jamestown wants to be.

Similarly, we have connected multiple clients with regulators at the state and federal levels to help tackle significant environmental concerns. As an example, we recently introduced the Cities of Jamestown and Amsterdam to the USEPA's emergency response team to address buildings that posed as immediate threat to the community.

Similar Project Experience

C&S has the proven expertise to handle a wide range of projects in New York State based land-use, watershed planning, local laws, and regulations. C&S has established a reputation for delivering quality projects on time and within budget. Our past projects are documented evidence that our project management is proactive and detailed. Our consistent leadership, customer focus, and unparalleled expertise allows us to provide accurate budget information and effective design and construction management to keep projects on schedule.

The project profiles found on the following pages demonstrate a fraction of our recent and relevant experience.



Chadakoin River Strategic Plan

Chautauqua County Department of Planning and Development | Jamestown, New York

C&S Companies led the Chadakoin River Strategic Business Plan alongside The Harrison Studio team to identify assets and opportunities along the Chadakoin River with the City of Jamestown. The Plan provided strategies and a Business Plan to move implementation of catalytic and long-desired projects forward.

The Chadakoin River runs through the City of Jamestown and connects to Chautauqua Lake. Historically, the Chadakoin was a source of economic prosperity within the city. Now, land along the Chadakoin's edge is vacant and underutilized including McCrea Point Park, Comedy Center Park, land near the Chadakoin River Walk, and the current Board of Public Utilities Center of Operations.

The project included extensive stakeholder outreach, inventory and analysis, data collection, and market analysis to identify project feasibility. The project included breaking the study area into four distinct parts and identifying projects within those areas. Our project team then completed cost estimates, created renderings, reached out to suppliers and vendors, and included potential grant funding avenues to move projects forward.

The proposed projects purpose was to work alongside the general Business Plan to act as a tool kit for mu-



nicipal leaders and nonprofit entities in the area. The City of Jamestown recently used the Strategic Plan as a guide for their 2021 LWRP CFA Application. Due to previous planning efforts and the extensive analyses and renderings done, the City of Jamestown was awarded \$1.2M for improvements along the Chadakoin Basin and continues to use the Strategic Business Plan for other funding applications.

Contact:
Nate Aldrich
Special Projects Coordinator
(716) 363-3672
adrichn@co.chautauqua.ny.us



Comprehensive Development Plan

City of Olean | Olean, New York

The C&S Team, including Highland Planning and Molly Vendura Landscape Architecture, are currently in the process of completing the City of Olean's Comprehensive Development Plan. The City of Olean has not updated their Comprehensive Development Plan since 2005. The new Comprehensive Development Plan will create a vision for Olean until 2045.

C&S is responsible for overall project management, committee coordination, existing conditions and GIS mapping, creation of goals, objective, and strategies, and an implementation matrix for those goals and strategies.

C&S is working alongside Highland Planning who is leading outreach. Outreach for the project consists of two Public Meetings, one pop up meeting, an online survey, and the creation of a Community Participation Plan.

The project will also include visualizations for major projects that the City can then use for grant applications and in future planning documents.

The project will include zoning recommendations following the existing conditions review and community outreach to ensure the City



can use the Comprehensive Development Plan for any future zoning revisions or updates.

Contact:

Keri Kerper
Community Development Program Coordinator
(716) 376-5648
kkerper@cityofolean.org



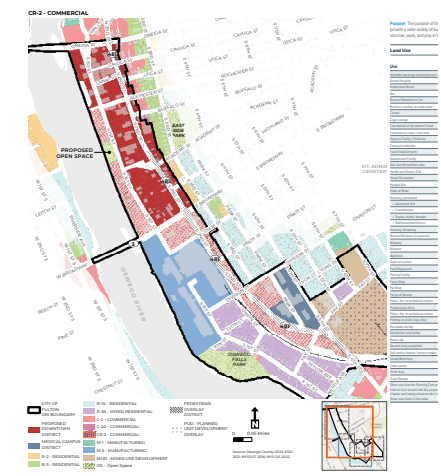
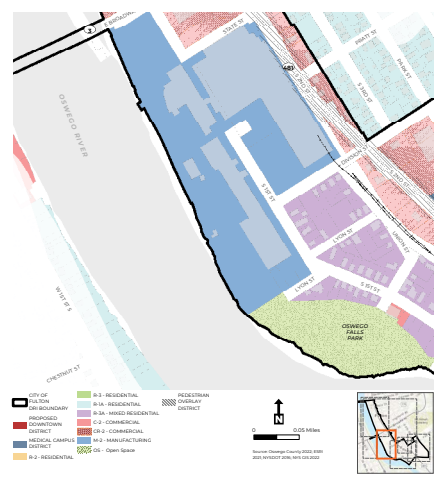
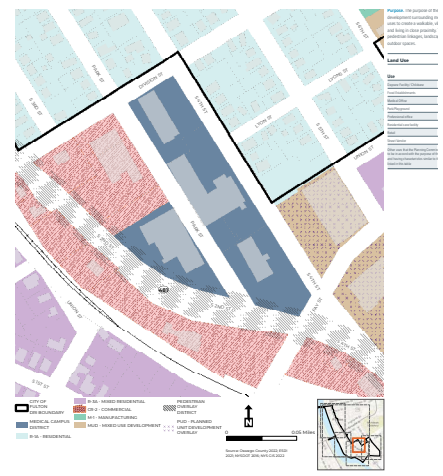
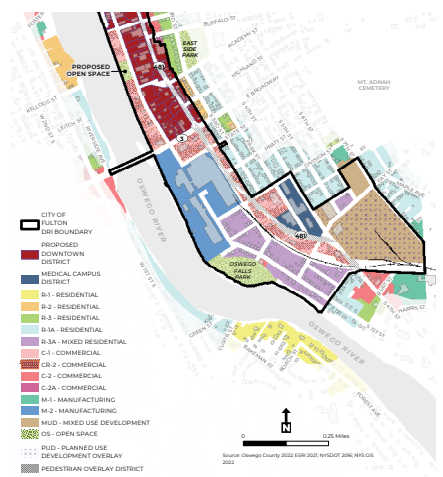
Fulton DRI Re-Zoning

City of Fulton | Fulton, New York

The C&S team worked alongside the City of Fulton to implement a re-zoning of their Downtown Revitalization Initiative (DRI) Area. The City of Fulton was awarded DRI funding in 2020 and as part of their DRI projects, was awarded funding to re-zone the DRI areato complement desired and necessary changes.

C&S was responsible for coordination of Zoning Committee Meetings and writing of updated zoning language. The project also included mapping of proposed zoning changes and State Environmental Quality Review which was led by Prospect Hill Consultants and supplemented by C&S Staff.

The project resulted in new signage guidelines and new zoning districts language including Mixed-Use Zoning, a Pedestrian Overlay Zone, Open Space Zoning, Mixed-Residential, and a Medical Campus District. All new zoning districts were results of the City's Comprehensive Plan and Strategic Investment Plan initiatives.



Contact:
Jodi Corsoniti
City Clerk
(315) 592-5390
jcorsoniti@cityoffulton.com



JOY KUEBLER

LANDSCAPE ARCHITECT, PC

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Genesee 2050

Comprehensive Plan and Recreation Plan
Genesee County, NY

Client Contact

Genesee County
Felipe A. Oltramari, AICP,
CNUa
Director
Genesee County
Department of Planning
Felipe.Oltramari@
co.genesee.ny.us
(585) 815-7901

Genesee County updates recommendations of its comprehensive plan through an annual process. But after 20 years, the county was looking for new ideas to improve and modernize the stakeholder and community engagement process for maintenance and presentation of the annual update. Joy Kuebler Landscape Architect was part of a multi-disciplinary team that developed the new comprehensive plan and its first-ever recreation plan at the same time.

The plan was developed in the midst of the COVID-19 pandemic and so necessitated creative solutions to gather public input. Our engagement process included safe in-person gatherings, on-line engagement, phone and in-person interviews and extensive public and stakeholder surveys. We developed a “workshop in a box” that county staff administered to more than 60 stakeholders.

Our final Comprehensive Plan is a brief written document complemented by a robust on-line hub site that will be available for public use and easily maintained by staff. The site includes substantial content such as mapping; economic, demographic, social and agricultural Censuses; links to walkability and livability indices; scholarly articles; transportation data; studies and planning documents; and other data collected and

analyzed during the process. The site includes content that users can manipulate to better understand the forces the impact the county.

The update recommends that the county preserve its unique focus group process, and that it move it on-line to encourage a greater diversity of participants. It also recommends greater collaboration among groups and quantification of the funding required to implement the annual priorities they report out to the county legislature.

The Recreation Plan includes an inventory of recreation assets throughout the county, including county-owned as well as federal, state and local parks, trails and open spaces. Its recommendations include strategies the county can use to expand its popular trail and greenway system and to expand, update and enhance recreation resource. It also includes recommendations for communities to use in their own recreation planning.

Both documents are designed to be as accessible as possible and with maps, charts, graphs, tables and graphics to communicate the most salient points.

- Winner: 2022 American Planning Association Upstate NY Chapter Award for Excellence in Comprehensive Planning

Location

65 Zimmerman Street
North Tonawanda, NY
14120

P. 716.695.1987
F. 716.695.1988
www.jklastudio.com
info@jklastudio.com

Officers

Joy Kuebler, RLA, ASLA
President & CEO



JKLA is a certified WBE and DBE full-service landscape architecture firm.



JOY KUEBLER

LANDSCAPE ARCHITECT, PC

Client Contacts

Prime Consultant:

C&S Companies

Daniel Riker, P.G.

Env. Services Manager

141 Elm St.

Buffalo, NY 14203

driker@cscos.com

716.955.3018

Community Liaison:

Lumber City Development Corp.

Laura Wilson

Executive Director

500 Wheatfield St.

North Tonawanda, NY

14120

LWilson@lumbercitydc.com

716.695.8580 X 5516

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Focusing on the human experience.



**Downtown Revitalization Initiative
North Tonawanda, NY**

New York State’s Downtown Revitalization Initiative (DRI) awards each selected downtown a \$10 million grant to transform its downtown into a vibrant center with a high quality of life. By funding public-, private-, and non-profit sector projects, the DRI provides the spark that ignites downtown revitalization, draws additional economic activity, and creates new housing and jobs. In each DRI community, a Local Planning Committee (LPC) comprised of local stakeholders oversees the development of a Strategic Investment Plan with support and technical assistance from the State, and a consulting team hired by the State.

The City of North Tonawanda, Niagara County, was designated as a Round 5 DRI community. North Tonawanda – NT to residents – is an historic Erie Canal town with a charming intact 19th century downtown. The DRI award

recognizes the hard work the community has put in to overcome economic challenges and revive downtown to attract new investment.

Joy Kuebler Landscape Architect was engaged as part of a multi-disciplinary NT DRI team led by the C&S Companies to develop and run the community engagement program, and to provide planning and document support. The engagement program included walking tours, a downtown entertainment venue “crawl,” senior citizen and youth engagement events, community chalkboards, office hours, a community survey and traditional workshops.

JKLA also worked with the LPC and community to develop the project vision, goals and strategies; contributed portions of the Downtown Profile and Assessment; and assisted with compilation and editing of the final Strategic Investment Plan document.

Location
65 Zimmerman Street
North Tonawanda, NY
14120

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Officers

Joy Kuebler, RLA, ASLA
President & CEO



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Section 5

Firm Capacity

Project Management

Our overall project management approach and methodology is based on thorough and frequent communication. We propose to conduct bi-weekly meetings with the City of Jamestown and the department of State to remain on track in terms of schedule and also ensure that the City and DOS are completely satisfied with deliverables and the tempo of the project. This also allows our Project Team and Manager to gain feedback on any tasks that are currently being completed during the process such as outreach, goals and objectives, or renderings.

Project Management also includes bi-weekly meetings with the Project Team to check in on deliverables and sub-consultant tasks. Staying in touch with all key players allows for smooth progress within the planning process. We have seen that open communication often leads to the best projects for the community, which is our ultimate goal. Duration and frequency of meetings will be up to the City.

Our Organization Chart shows the staffing of both a Project Manager and Deputy Project Manager. The two roles are aligned with the same goal – to complete the Comprehensive Plan and Zoning Update on time, within budget, and to the City's expectations. We believe the double staffing of this role will allow C&S to not only meet the City's expectations but also exceed them. The staff on the organization chart is only a sliver of the talented individuals at C&S. Should it be necessary, C&S has the capacity to bring in additional teammates at any time to ensure we deliver a sound document.

Schedule, Quality, and Cost Control Procedures

At the project kick-off meeting, C&S will discuss the schedule identified by the City of Jamestown with the City and DOS and make any adjustments discussed in the meeting. We will continuously monitor the schedule during the course of the project and provide updates in the monthly progress reports described in the Scope section. If project circumstances change, we will work with the City and DOS to identify any schedule adjustments agreeable to all parties.

To C&S, creating quality documents is paramount to our success. Our documents live forever, and we want all of our documents to represent us favorably, now and in the future. As such, we have designed a rigorous quality control program that outlines the specific procedures to generate draft documents, implement internal technical review, and create final products that are exceptional.

Additionally, C&S utilizes a financial tracking software (BST) that assists Project Managers and teammates with the data and information necessary to keep projects on track and within budget. The BST software also allows us to manage subconsultants and ensure proper MWBE utilization as required by the State.



Section 6

Cost Proposal

The C&S Team proposes to implement the Comprehensive Plan and Zoning Code Updates projects for a total fee of \$200,000 (\$100,000 each project), inclusive of all expenses and subconsultant fees. We will invoice on a lump sum basis in accordance with the State Assistance Contracts between the City of Jamestown and the NYSDOS. For purposes of the City's review, the following tables show the breakdown of costs per project and task.





PROPOSED COST ESTIMATE - JAMESTOWN COMPREHENSIVE PLAN

TASK	C&S									JKLA				JPCS		TASK COSTS	
	Deputy PM	PM	PIC / QAQC	Sustainability	GIS	Planning	SEQR	Trans	Expenses	Principal	Design 1	Design 3	Expenses	Principal	Expenses		
1	Project Initiation and Current Plans and Conditions	2	2								2	2		2		\$1,280	
2	Comprehensive Planning Committee Meetings	40	24						\$ 250		8	16		32		\$13,650	
3	Community Participation Plan	2	2								4	8	12			\$3,050	
4	Community Survey and Stakeholder Interviews	24	8						\$ 250		2	12	12	\$ 200	30	\$ 250	\$8,930
5	Review of Local and Regional Planning Efforts	8	2											10		\$1,780	
6	Community Profile	40	4	2	12	40	16		\$ 60							\$13,390	
7	Community Visioning Workshops	24	8						\$ 350		16	16	16	\$ 420	30	\$ 300	\$12,820
8	Draft Comprehensive Plan	60	24	8	18	16	24	4	24		4	16		26		\$24,700	
9	Review by the Local Municipal Board	8	4													\$1,460	
10	Environmental Quality Review	12	4					24								\$4,620	
11	County Planning Board Review	8	4													\$1,460	
12	Final Comprehensive Plan	32	16	8	4	16		8			4	8		16		\$12,860	
Total Hours		260	102	18	40	72	60	36	36		40	78	40	146			
Hourly Billing Rate		\$100	\$165	\$165	\$115	\$100	\$110	\$115	\$100		\$200	\$110	\$70	\$65			
Expenses									\$910				\$620		\$550		
Cost		\$26,000	\$16,830	\$2,970	\$4,600	\$7,200	\$6,600	\$4,140	\$3,600	\$910	\$8,000	\$8,580	\$2,800	\$620	\$9,490	\$550	\$100,000

Summary of Project Budget	
Jamestown Comp Plan	
Project Initiation and Current Plans and Conditions	\$1,280
Comprehensive Planning Committee Meetings	\$13,650
Community Participation Plan	\$3,050
Community Survey and Stakeholder Interviews	\$8,930
Community Profile	\$13,390
Community Visioning Workshops	\$12,820
Draft Comprehensive Plan	\$24,700
Review by the Local Municipal Board	\$1,460
Environmental Quality Review	\$4,620
County Planning Board Review	\$1,460
Final Comprehensive Plan	\$12,860
Project Budget	\$100,000

MBE/WBE Utilization		
Firm	Budget	Percent
JKLA	\$20,000	20%
JPCS	\$10,040	10%
Total WBE/MBE	\$30,040	30%



PROPOSED COST ESTIMATE - JAMESTOWN ZONING UPDATES

TASK	C&S								JKLA				JPCS		TASK COSTS
	Deputy PM	PM	PIC / QAQC	SEQR	GIS	Planning	Expenses	Principal	Design 1	Design 3	Expenses	Principal	Expenses		
1	Project Initiation Meeting	2	2					2	2			2		\$1,280	
2	Zoning Advisory Committee	4	2											\$730	
3	Zoning Advisory Committee Meetings	32	16				\$ 300					32	250	\$8,470	
4	Community Participation Plan	4	2					4	8	4	\$ 130			\$2,820	
5	Community Tour and Stakeholder Interviews	16	12					8	16			16	120	\$8,100	
6	Public Information Sessions	16	8				\$ 500	16	32	4	\$ 250	16	200	\$11,910	
7	Local Regulations Assessment and Recommendations Report	80	20	4		24	24	4	8			16		\$19,720	
8	Proposed Local Regulations	120	40	8								80		\$25,120	
9	Municipal Board Review	16	4				\$ 100					12		\$3,140	
10	Environmental Quality Review	16	4		24									\$5,020	
11	Public Hearing	16	8				\$ 110					12		\$3,810	
12	County Planning Board Review	16	4				\$ 100					12		\$3,140	
13	Final Proposed Regulations and Local Adoptions	24	8	4								24		\$5,940	
14	Project Status Report	8												\$800	
Total Hours		370	130	16	40	24	60	34	66	8		222			
Hourly Billing Rate		\$100	\$165	\$165	\$115	\$100	\$110	\$200	\$110	\$70		\$65			
Expenses							\$900				\$380		\$570		
Cost		\$37,000	\$21,450	\$2,640	\$4,600	\$2,400	\$6,600	\$900	\$6,800	\$7,260	\$560	\$380	\$14,430	\$570	
														\$100,000	

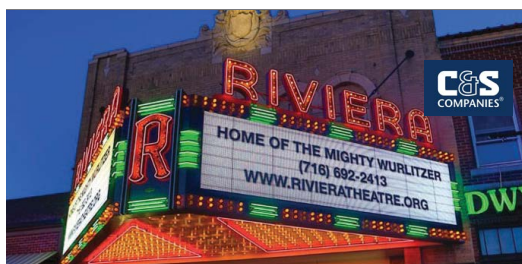
Summary of Project Budget	
Jamestown ReZoning	
Project Initiation Meeting	\$1,280
Zoning Advisory Committee	\$730
Zoning Advisory Committee Meetings	\$8,470
Community Participation Plan	\$2,820
Public Information Sessions	\$11,910
Local Regulations Assessment and Recommendations Report	\$19,720
Proposed Local Regulations	\$25,120
Municipal Board Review	\$3,140
Environmental Quality Review	\$5,020
Public Hearing	\$3,810
County Planning Board Review	\$3,140
Final Proposed Regulations and Local Adoptions	\$5,940
Project Status Report	\$800
Project Budget	\$100,000

MBE/WBE Utilization		
Firm	Budget	Percent
JKLA	\$15,000	15%
JPCS	\$15,000	15%
Total WBE/MBE	\$30,000	30%



Section 7 References

Our clients are the best index for the assessment of our professional abilities. The clients listed below can give you a realistic picture of C&S's performance, demonstrated quality of work, and ability to meet schedules and budgets. We are proud of the positive and long-lasting relationships we've earned with our clients throughout our years of service. We encourage you to contact our references and talk to them about how C&S has met their needs.



Contact: Laura Wilson, Executive Director
(716) 695-8580 x 5516
Project: North Tonawanda Downtown Revitalization Initiative (DRI)



Contact: Nate Aldrich, Special Projects Coordinator
(716) 363-3672
Project: Chadakoin River Strategic Plan



Contact: Keri Kerper, Community Development Program Coordinator; (716) 376-5648
Project: City of Olean Comprehensive Plan



Contact: Felipe A. Oltamari, AICP, CNUa, Director
(585) 815-7901
Project: Genesee County Comprehensive Plan and Recreation Plan



Contact: Crystal Middleton, Director of Planning & Zoning
(716) 851-5225
Project: Neighborhood Stabilization Plan



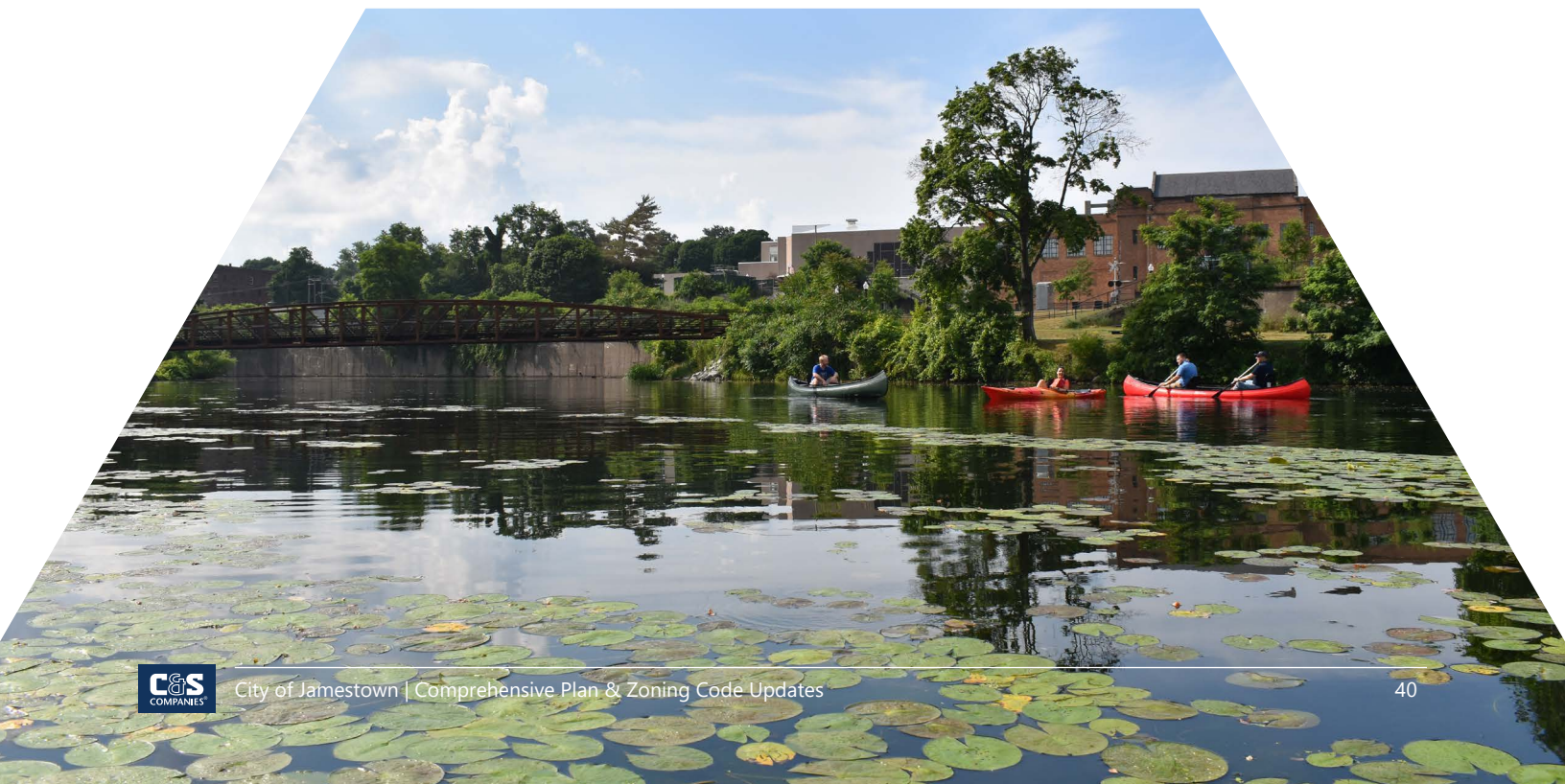
Section 8

Supporting Information

Representative Experience

Comprehensive plans completed by our team can be found here:

North Tonawanda Downtown Revitalization Initiative (DRI)	https://www.ny.gov/sites/default/files/2022-12/North_Tonawanda_DRI_Strategic_Investment_Plan.pdf
Village of Gowanda Step 2 Brownfield Opportunity and Nomination Study	https://villageofgowanda.com/2022/04/06/brownfield-opportunity-area-step-2/
Chadakoin River Strategic Plan	https://chadakoin.org/wp-content/uploads/2023/02/Chadakoinreport-compressed.pdf
City of Dunkirk Brownfields Marketing Project and Master Development Plan	https://cscos-my.sharepoint.com/:b:/p/ephillips/EZ72c9aKW2dDueEFpUVhFXwBDc9Vj5UHibEKprQl0ozx9A?e=d5SFZV
Genesee County Comprehensive Plan and Recreation Plan	https://www.genesee2050.com/pages/the-plan





**CERTIFICATION PURSUANT TO
SECTION 103-G OF THE NEW YORK STATE**

General Municipal Law

- A. By submission of this bid/proposal, each bidder/proposer and each person signing on behalf of any bidder/proposer certifies, and in the case of a joint bid, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each bidder is not on the list created pursuant to paragraph (b) of subdivision 3 of Section 165-a of the New York State Finance Law. Such list can be found on the website of the office of general services, <http://ogs.ny.gov/default.asp>."

John T. Camp, PE

Print

Signature

Sr. Vice President

Title

November 10, 2023

C&S Engineers, Inc.

Date

Company Name

On January 13, 2012, Chapter 1 of the Laws of New York for 2012 was signed into law by Governor Andrew M. Cuomo. The law is known as the "Iran Divestment Act of 2012" (the "Act") and can be found at § 165- aof the NY State Finance Law. The Act became effective on April 12, 2012. The Act imposes limitations on "persons" that are determined to be engaged in investment activities in the Iranian energy sector, as defined in the Act.

On July 17, 2012, Governor Cuomo signed into law Chapter 106 of the laws of 2012, which extended the Iran Divestment Act to State and local public authorities, the State University of New York, and the City University of New York.



NON-COLLUSIVE BIDDING CERTIFICATION

Required by Section 139-D of the State Finance Law

By submission of this bid, bidder and each person signing on behalf of bidder certifies, and in the case of joint bid, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of his/her knowledge and belief:

[1] The prices of this bid have been arrived at independently, without collusion, consultation, communication, or agreement, for the purposes of restricting competition, as to any matter relating to such prices with any other bidder or with any competitor;

[2] Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the bidder and will not knowingly be disclosed by the Bidder prior to opening, directly or indirectly, to any other bidder or to any competitor; and

[3] No attempt has been made or will be made by the bidder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting competition.

A BID SHALL NOT BE CONSIDERED FOR AWARD NOR SHALL ANY AWARD BE MADE WHERE [1], [2], [3] ABOVE HAVE NOT BEEN COMPLIED WITH; PROVIDED HOWEVER, THAT IF IN ANY CASE THE BIDDER(S) CANNOT MAKE THE FORGOING CERTIFICATION, THE BIDDER SHALL SO STATE AND SHALL FURNISH BELOW A SIGNED STATEMENT WHICH SETS FORTH IN DETAIL THE REASONS THEREFORE:

[AFFIX ADDENDUM TO THIS PAGE IF SPACE IS REQUIRED FOR STATEMENT.]

Subscribed to under penalty of perjury under the laws of the State of New York, this 9 date

day of November, 2023 as the act and deed of said corporation or partnership.
month year

IF BIDDER(S) (ARE) A PARTNERSHIP, COMPLETE THE FOLLOWING:

NAMES OF PARTNERS OR PRINCIPALS

LEGAL RESIDENCE

_____	_____
_____	_____
_____	_____
_____	_____



IF BIDDER(S) (ARE) A CORPORATION, COMPLETE THE FOLLOWING:

NAMES	LEGAL RESIDENCE
<u>Aileen Maguire Meyer, PE, AICP</u>	<u>Monroe County, New York</u>
President	
<u>Matthew Wenham</u>	<u>Cuyahoga County, Ohio</u>
Secretary	
<u>John T. Camp</u>	<u>Onondaga County, New York</u>
Treasurer	

Identifying Data:

Potential Contractor: C&S Engineers, Inc.

Street Address: 499 Col. Eileen Collins Blvd., Syracuse, NY 13212

Telephone: (315) 455-2000 Title: Sr. Vice President

John T. Camp, PE

If applicable, Responsible Corporate Officer Name

Sr. Vice President

Title

Signature

Joint or combined bids by companies or firms must be certified on behalf of each participant:

C&S Engineers, Inc.

Legal name of person, firm or corporation Legal name of person, firm or corporation

By John T. Camp, PE By _____

(Name)

(Name)

Sr. Vice President

Title Title

499 Col. Eileen Collins Blvd.

Street Address Street Address

Syracuse, NY 13212

City and State

City and State