

2018 Goals, Objectives and Priorities

Government Structure/Financial Affairs/General Services

1. While during the coming year, the collective energies of the city must be focused on both the problems and opportunities that are under its direct control, we nevertheless must remain mindful of the external factors that have a direct impact on the fiscal health and viability of Jamestown. During 2018, the city will continue to play a leadership role and offer a strong voice in calling for the necessary reforms to the un/under-funded mandates and counterproductive regulations, that have driven New York's Property Tax Burden, in every region of the State, to the highest in the nation. The mandates and regulations in question have not only placed a crushing burden on the residents and business that are least able to pay, but also continue to have a stifling impact on the ability of this and every urban area in the State to retain and attract private sector investment and employment opportunities.
2. Continue efforts to streamline and make more cost effective the delivery of the day to day municipal services that contribute significantly to, and in some cases actually determine the quality of life experienced by residents, businesses and property owners throughout the Greater Jamestown Region. Continue to build upon the list of 91 city government consolidation and restructuring efforts since 2000, which are collectively saving city taxpayers, more than \$6.1 million on a recurring, annual basis.
3. Continue to work in collaboration with the host of other public, private and non-profit partners to take full advantage and make effective use of the resources that the State of New York has allocated to the City of Jamestown through the new Empire State Poverty Reduction Initiative (ESPRI).

With the understanding that the best and most effective anti-poverty programs are good paying jobs for the un/under employed, the ESPRI strategy has focused on collaborative efforts to enhance the graduation rate within the Jamestown Public School System, foster

collegiate education and trades/skills development opportunities and build/promote the workforce of the Greater Jamestown Region.

The local ESPRI effort is properly focused on the notion that education is a gift for life that must be embraced, nurtured and shared at all levels, and when it is, it can be the most singular effective tool to build a local economy and lift people from the cycle of poverty.

4. Continue to explore and implement opportunities to expand the use of the city's utility operations in an intelligent and effective manner that:

- DOES NOT promote and further the counterproductive suburban sprawl which has adversely impacted urban areas across the nation... including Jamestown.
- DOES NOT cannibalize existing businesses and property values within the city.
- EFFECTIVELY PROMOTES economies of scale, operational efficiencies, lowers costs and reduces the burden on utility customers, both within and outside of the City of Jamestown.

To that end, during 2018, the city will continue its work to negotiate and put in place a new comprehensive water and sewer agreement with the Town of Ellicott to replace the 1998 contract that expired nearly ten (10) years ago.

5. Implement recommendations from the Ad Hoc Parking Task Force, that will make the Downtown Parking System more efficient and user friendly. Included in this plan are the following:

- Maintain the current rate structures for both metered and lease spaces.
- Convert all existing two (2) hour meters to three (3) hour metered spaces.
- Convert metered spaces on the periphery of the central business district to twelve (12) hour metered spaces and reduce in half the hourly charge.
- Surface lots will include a mix of monthly lease and twelve (12) hour meter spaces.
- Installation of "smart meter" technology that will accept payment via coins, credit cards and payment by smart phone applications.
- Implement a more user friendly signage program, including the development of a "wayfinding" system, to help both motorists and pedestrians to more easily locate downtown attractions and convenient parking options.

6. Continue to utilize resources provided by the state through the Financial Restructuring Board (FRB), to deliver and expand upon the incentive program for Medicare eligible retirees and their dependents, who are currently receiving their supplemental health care benefits via the city employee self-insurance program. Through this voluntary enrollment effort, other, viable alternatives that are financially advantageous to both the city and the retirees.
7. Utilizing resources allocated through the State's Financial Restructuring Board Program, continue with the following:
 - A. Replacement of approximately 1,100 of the city's 3,700 plus street lights with new energy/cost efficient LED fixtures.
 - B. Implementation of the plan to improve the maintenance and management of the city's sizable and diverse vehicle fleet (Police, Fire, DPW, Parks, BPU, etc.)
 - C. Additionally, the city will, continue to explore and pursue with the Financial Restructuring Board further opportunities to build upon the internal redesign and intermunicipal collaboration/consolidation efforts implemented during recent years.
8. In conjunction with the state, county, WCA Hospital and a coalition of health providers in the region, advance the development of both residential and comprehensive outpatient treatment facilities for those battling opioid and other addictions

While the strong collaborative initiatives of area law enforcement agencies have and will continue to produce necessary and impressive results on the "supply" side of the equation, addiction is a multi-faceted and complex problem that we at the local level, simply cannot "arrest our way out of". As others across the nation have learned, a comprehensive counseling, education and treatment strategy is also absolutely essential to deal with this issue from the "demand" side of the ledger.

9. Continue to advance and successfully complete the legal process to annex into the city, the Dow Street Electric Substation. Once approved and implemented, this action will result in additional \$78,000 annual payments in lieu of tax revenue for both the City of Jamestown and the Jamestown Public School District. It will also generate a net annual expenditure reduction of \$167,000 in cost for the city's electric division. Once concluded, the annexation will benefit all electric rate payers THROUGHOUT the electric franchise territory... including residential and business customers in the Town of Ellicott and Villages of Falconer and Celoron.

10. Continue to advance and successfully launch a \$16 million plus Capital Infrastructure Improvement and Equipment Replacement Fund. Financing for the program would be provided through the bonding (borrowing) authority of the Jamestown Local Development Corporation (JLDC) and utilizing the monetized value of the city's debt free wastewater treatment plant to secure the bonds at a favorable rate. The debt would be repaid via sewer system revenues generated from all customers of the system, which includes both taxable and exempt property owners and tenants within and outside of the City of Jamestown (see attached program summary).
11. Work with the City Court to clarify, streamline and enhance parking ticket collection practices.

Infrastructure/Facilities/Utilities

1. Continue to upgrade the infrastructure, plant, equipment and rolling stock of the city's five (5) utility operations (Electric, Water, Waste Water, District Heating/Cooling and Sanitation). As a major part of this initiative, continue the coal facility dismantling and environmental abatement activities at the Steele Street Power Plant.
2. With the long term goal of improving reliability and reducing costs, advance additional efforts to upgrade and place a greater level of the city's electric transmission and distribution infrastructure underground.
3. Enhance ongoing efforts through the Board of Public Utilities to more effectively manage and reduce the number of outages involving the city's 3,700 + street lights. Reducing the frequency and duration of street light outages, will provide significant benefits from both a public safety and a General Fund financial standpoint.
4. Implement the necessary code compliance upgrades to the former DPW/Parks office space at 145 Steele Street so that it may be marketed and leased for revenue producing activities.
5. Utilizing the Jamestown Local Development Corporation (JLDC) as the legal mechanism (and the equity value in the debt free wastewater treatment plant), launch a major Capital Infrastructure and Equipment Investment Program, the components of which, will generate income, provide improved efficiencies/productivity and reduce costs for city taxpayers and municipal utility customers. Included in this initiative, which will be designed to help the city "get in front of the curve", will be major investments in the following:

- A. Water main replacement and reconstruction.
 - B. Sanitary sewer line replacement, reconstruction and slip lining.
 - C. Significant storm water infrastructure upgrades.
 - D. Investments in code compliance, energy conservation and structural improvements to the Municipal Building, fire stations and other city owned facilities.
 - E. Establishment of a DPW/Parks equipment acquisition and trade in and replacement fund program.
6. Complete the next phase of the Tracy Plaza Revitalization Program with \$1.5 million in tax exempt municipal bond financing and nearly \$1.5 million allocated through the state's Consolidated Funding Application (CFA) process during 2016.
 7. Complete the acquisition of the EmKey Transportation natural gas pipeline to more cost effectively service the city's electric power plant facility.

Regionalism/Intermunicipal Cooperation

1. Continue to explore and implement opportunities to expand the use of the city's utility operations in an intelligent and effective manner that:
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 - DOES NOT cannibalize existing businesses and property values within the city.
 - EFFECTIVELY PROMOTES economies of scale, operational efficiencies, lowers costs and reduces the burden on utility customers, both within and outside of the City of Jamestown.

To that end, during 2018, the city will continue its work to negotiate and put in place a new comprehensive water and sewer agreement with the Town of Ellicott to replace the 1998 contract that expired nearly ten (10) years ago.

2. Conclude negotiations and put in place a new comprehensive water and sewer agreement with the Town of Ellicott to replace the original 1998 contract that expired nearly ten (10) years ago.

Housing/Neighborhoods/Community Development

1. During 2018 continue to advance an aggressive housing and neighborhood improvement agenda, which will be built around the following:
 - Timely and aggressive response to code enforcement complaints
 - Continuation of quadrant and mini sweep enforcement efforts
 - Selective demolitions of abandoned properties
 - Operation of CDBG funded rehabilitation initiatives
 - Completion of a long overdue update/overhaul of the city's Zoning Ordinance and Sign Regulations.
2. In conjunction with the JRC and other community partners, complete the North Main Street Gateway Neighborhood Master Plan and continue to advance the very effective Neighborhood Block Challenge Program.
3. Continue to deliver, through the collaboration of the Police Department, Fire Department and Department of Development, comprehensive, neighborhood improvement and public safety sweeps.
4. Implement the new Owner Occupied Real Property Tax Abatement Program (as authorized under the recently adopted Section 485-t of the State Real Property Tax Law), to incentivize the purchase, rehabilitation and re-occupancy of currently vacant and condemned residential structures. This initiative will also include and promote the construction of new single family homes on "in fill" development lots.

The main objectives of this creative initiative are to 1) relieve the city of the responsibility for costly demolitions, 2) stabilize transitional/declining neighborhoods with new, beneficial private investment, and 3) preserve and enhance the tax base of the city.

5. Convert the current MyGov code enforcement platform to the upgraded version 5.0, scheduled for release in April 2018.

6. Work with CHRIC on the rehabilitation of at least four (4) residential properties utilizing HOME Program funds. The properties all were acquired from the Chautauqua County Land Bank that came via the County Tax Foreclosure Auction.
7. Continue to work with CODE, Inc. to acquire and redevelop a suitable property in the Downtown Jamestown Downtown Revitalization Initiative (DRI) target area.
8. Use funds from the NYS “Zombie Property” grant to further legal action against owners that abandon their properties.
9. Continue to work closely with the Chautauqua County Land Bank to acquire properties through the County Tax Foreclosure Auction that have the ability to be marketed as redevelopment projects, with the priority for rehabilitation of houses that will become owner occupied once completed.
10. Collaborate with Chautauqua Area Habitat for Humanity to undertake the construction of a new house in Jamestown on a site where a demolition of a condemned structure was completed in 2017. City staff will continue to work with Habitat officials to identify additional new build opportunities within the city limits.

Parks/Recreation

1. Complete development activities along the Greater Jamestown Riverwalk, including Phase V (Eighth Street to Clifton Avenue), Phase VI (Panzarella Island to the McCrea Point Boatlanding), Phase VII (McCrea Point to Celoron Park) and Phase VIII, (the development of two (2) pedestrian bridges linking the south and north shores in Downtown Jamestown).
2. Continue to implement major initiatives to improve Chadakoin Park.
 - Construction of new restroom and storage facilities.
 - Installation of improved lighting and security features.
 - Advancement of the proposed new handicapped accessible playground.
3. Complete the next phase of the Allen Park Glen Preservation and Restoration Program.
4. Undertake the next round of dredging at the McCrea Point Boatlanding.

5. Complete the next round of improvements at Diethrick Park.
 - Grand Stand and clubhouse upgrades
 - Scoreboard message center replacement
 - Restroom improvements
6. Utilizing a \$100,000 grant from New York State, launch the next round of improvements to Veterans Park. Planned efforts include development of an off street parking area, installation of security cameras and the development of a covered, pavilion structure for small gatherings.

Economic Development Activities

1. Complete development activities along the Greater Jamestown Riverwalk, including Phase V (Eighth Street to Clifton Avenue), Phase VI (Panzarella Island to the McCrea Point Boatlanding), Phase VII (McCrea Point to Celoron Park) and Phase VIII, (the development of two (2) pedestrian bridges linking the south and north shores in Downtown Jamestown).
2. Launch and/or complete development projects at several key Downtown landmark structures, including the:
 - National Comedy Center (Gateway Train Station)
 - Robert H. Jackson Center
 - Jamestown Brewing Company restaurant and banquet operation
 - Former Key Bank Building
 - Furniture Mart Building
 - Little Theater of Jamestown
 - The former Vikings Building on Washington Street
3. Complete the development of the new Hilton Double Tree Hotel and Conference Center at the former Holiday Inn site on East Fourth and Cherry Streets.
4. Fully implement Master Plan activities at the Reg Lenna Center for the Arts.
5. Continue to advance all aspects of the Brownfields Redevelopment Initiative.

6. Continue working with state, county and local officials toward the transformation of NYS Route 60 between I-86 and I-90 into a primary grade highway that is safe, provides a continuous flow of traffic and facilitates (and does not thwart) economic development activity.
7. Due to Jamestown's status as the largest urban area in the State and the only one in the Top ten (10) without at least one major university or college (offering multiple Bachelor or Master's level degrees), continue working with JCC, JBC and State officials toward a long range plan to rectify this deficiency.

Today, 21st century businesses trade and often rise and fall on access to so-called "intellectual capital." And, higher-level colleges and universities are not only suppliers of that "intellectual capital," but through what they also add to a community from a cultural, social, recreational, research/development and goods/services standpoint, serve as powerful magnets for the type of people that companies today must have to succeed in the global marketplace.

Higher education is to today's knowledge and information based economy, what railroads, electrification and interstate highways were... and then some... to the economies of the last two (2) centuries.

8. With \$670,000 secured through the Downtown Revitalization Initiative (DRI), advance efforts to enable the establishment of periodic passenger excursion train service to Downtown Jamestown.
9. Continue working with area groups to advance the development of an Excursion Train Passenger Depot and Activities Center in the abandoned Erie Railroad Engine Barn Building adjacent to the Gateway Rail Station/National Comedy Center.
10. With \$325,000 secured through the Downtown Revitalization Initiative (DRI), launch the development of the Riverwalk Illumination Program and related improvement projects.
11. Continue to pursue and implement a "catchment" mechanism for debris in the Chadakoin River near the Warner Dam.
12. Continue to pursue funding to package and prepare commercial development site opportunities along the Downtown section of the Chadakoin Riverfront/Greater Jamestown Riverwalk.

13. With \$610,000 in funding secured through the Downtown Revitalization Initiative (DRI), initiate the streetscape improvement efforts along E. Third Street (from Spring Street to Pine Street), W. Third Street (from Cherry Street to Washington Street) and Cherry Street (from Third Street to W. Fourth Street).
14. With \$600,000 in funding secured through the Downtown Revitalization Initiative (DRI), launch a Downtown Events Fund to promote additional outdoor public activities and to help provide new, high quality, major impact programming at downtown indoor performance venues.
15. Secure final commitments for match funding for the \$700,000 West Second Street Streetscape Improvement Program between Washington Street and Jefferson Street. Components will include block pavers where there is now blacktop roadbed, overhead decorative lighting to create a festival like atmosphere and a removable street bollards system that can be used to temporarily block vehicular traffic for street festivals and events. \$140,000 in New York State CFA funding was recently awarded for the project. The \$560,000 in match dollars were previously offered by the Gebbie Foundation.
16. Advance the design and construction work for the CMAQ grant, "Smart Tourism and Transportation" Phase 1. The \$400,000 grant from NYS DOT, along with a \$100,000 match from the Gebbie Foundation, will develop a downtown wayfinding system to direct vehicular and pedestrian traffic to available downtown parking ramps, surface lots, and street parking through an easy to navigate signage package. Additionally, new SMART parking technology will be implemented to provide more payment options using credit cards and apps as well as coins for meters.
17. Continue to work with the Chautauqua Center to develop a viable site plan that will address parking requirements for a medical clinic at the former Artone complex on Institute Street. The new multi-disciplinary medical clinic will provide much needed access to primary care and dental provider services in the city's medical corridor.
18. Advance the Northwest Arena Expansion Project that will include such elements as redesign of arena office space; redesign of the space overlooking the main rink to allow more functionality; addition of 5,000 square feet of space at rink level to provide seating and concessions for patrons without the need to remove their skates; retail space for National Comedy Center; addition of 6,000 square feet to create a "KidZone" entertainment attraction; creation of 5,000 square feet of new space for NCC offices and conference room.

19. Continue to pursue \$1 million in Restore NY Round 5 funding for the former Vikings Temple Building project. This \$3 million initiative will entail the renovation and reuse of the vacant landmark building on Washington Street for a variety of uses including retail, banquet and special events/programming space.
20. Complete the demolition and clean-up of the building at 24 North Main Street that was once a part of the Arcade Building and was destroyed by a fire in 2017. Seek investors that will consider the redevelopment of the remaining Arcade Building. Also, removal of the remaining building at 8 E. Second Street, that was connected to the buildings at 10-12 E. 2nd Street, which collapsed and necessitated an emergency demolition in 2016.
21. Continue working closely with the Jamestown Housing Authority to seek suitable developers to purchase and rehabilitate the front section of the Hotel Jamestown building.
22. Continue working with the Chautauqua County Industrial Development Agency to enable the redevelopment of the Harrison Street Industrial Development site.
23. Collaborate with JRC and the consultant team from Goody-Clancy on the update to the Urban Design Plan 2.0. The original award winning plan was completed by Goody-Clancy and adopted by the City of Jamestown in 2006, and has been successfully executed to help guide the revitalization of Downtown Jamestown. UDP 2.0 will plan for the next 10-15 years of revitalization through a strategic growth plan. The City of Jamestown will lead a community engaged process to update and adopt revisions to the city's 2006 Urban Design Plan that will continue to guide downtown and riverfront development for the next decade.