

# CITY OF JAMESTOWN



OFFICE OF THE MAYOR

[www.jamestownny.net](http://www.jamestownny.net)

SAMUEL TERESI

January 30, 2017

To: Members of the Jamestown City Council

In accordance with Article IV, Chapter 31-C of the Jamestown City Charter, I do hereby provide for your consideration the annual "State of the City" message.

For your review and consideration I have attached:

- A summary of major initiatives pursued and accomplishments realized during 2016
- An overview of Goals and Objectives for 2017
- Various other supportive materials and documents that pertain to the subject matter of the 2016 and 2017 reports.

Please be advised that copies of this communication and the related attachments may be found for public review and use at the following locations:

- Office of the Mayor, Fourth Floor, Municipal Building
- Office of the City Clerk, First Floor, Municipal Building
- James Prendergast Library, 509 Cherry Street
- City of Jamestown official website. [www.jamestownny.net](http://www.jamestownny.net)

Should you have any questions or would like to discuss further any of the information or matters contained in this report, please feel free to contact me at any time.

I look forward to working closely with all of you for the betterment of our great city throughout the coming year.

Sincerely,

Samuel Teresi  
Mayor

cc: Department Heads



## **SUMMARY OF MAJOR ACTIVITIES AND ACCOMPLISHMENTS - 2016**

### **Government Structure/Financial Affairs/General Services**

1. In conjunction with the city's Health Care Plan Third Party Administrator, Blue Cross/Blue Shield of WNY, continued the implementation of the city's wellness initiative ("The Good Life Plan") for both employees and retirees enrolled in the city's self-insurance program. This innovative and historic change in the way health care benefits are delivered is already showing progress toward streamlining the delivery of services and containing costs.
2. Implemented additional procedures through the Finance/Treasurer's Office to improve upon the collection of outstanding payments and obligations previously considered uncollectible.
3. Continued cross training and collaborative activities involving the Finance Department and customer service staff at the BPU.
4. Finalized a new three year agreement and continued a collaborative effort with Complus Data Innovations, Inc. from Tarrytown, New York to pursue collection of approximately \$420,000 in accumulated, delinquent parking violation fees and penalties.
5. Launched and completed a Parking Ticket Amnesty Program offering the opportunity to pay outstanding obligations at "face value". During the 30 day period, 2,129 delinquent obligations were reconciled, netting the city nearly \$36,000.
6. The retooled Information and Technology (IT) Department completed a variety of initiatives that continued to improve the performance, security and efficiency of the entire city operation... and thereby reduce overall costs.
7. Continued efforts to completely rebuild and replace the city's website and expand the city's social media profile and offerings.

8. Utilizing a \$400,000 grant from the state's Local Government Efficiency Program, continued developing a plan to contract for Police Department staffing with the Chautauqua County Sheriff's Office. With the assistance of the Center for Governmental Research (CGR) from Rochester, New York, the joint city/county Project Task Force finalized a draft Inter Municipal Agreement (IMA) that is currently being reviewed by and in the final negotiation process with city and county officials.
9. Continued the relocation of all archived and inactive documents from the Records Center located on the 4<sup>th</sup> floor to an off-site facility, freeing up office space that will be available in 2017 for rental opportunities.
10. Continued to utilize resources provided in the General Fund Budget to preserve vital statistic records, (e.g., birth, death, marriage) and records, (e.g., city council records) by rebinding the records and encapsulating the pages when necessary, to insure that the information continues to be readable.
11. Filed over 300 Jamestown City Court Appearance Notices for individuals who owe greater than \$200 in parking violations.
12. Booted 41 vehicles, owners of which owed more than \$100 in outstanding parking violations.
13. Finalized and put in place a five year (5) agreement with ICMA Retirement Corporation to manage the City of Jamestown Employees voluntary Deferred Compensation Program.
14. The Fire Department responded to 5,130 calls for services (up from 4,752 in 2015), which included 107 structure fires (139 in 2015), 3,946 EMS calls (3,599 in 2015) and 293 ambulance transports (314 in 2015).
15. The Fire Department responded to 19 arson fires (31 in 2015, 20 in 2014, 13 in 2013, 25 in 2012, 22 in 2011).
16. The Fire Department recertified nineteen (19) EMT's through it's in house CME program, which brings in a \$5,700 reimbursement from New York State.
17. With assistance from the DPW, the Fire Department continued a rust inhibitor program on Department vehicles to protect equipment from corrosion and better maintain efficiency and value.
18. The Police Department responded to 33,048 calls for service which included 4,306 vehicle and traffic matters, 1,651 domestic dispute calls, 1,170 animal complaints, 1,224 warrant checks, and 1,038 motor vehicle accidents. During 2016, 4,404 adults and 140 juvenile arrests were made by JPD Officers.

19. The city was awarded a \$33,395 Gun Involved Violence Elimination (GIVE) grant to assist with enforcement and investigative efforts with crimes involving the use of firearms.
20. The city received the Edward Byrne Memorial Justice Assistance Grant (JAG), in the amount of \$7,897. The grant was utilized for the purchase of two mobile data terminals (MDT) for the patrol division. In addition, the JPD was also awarded a grant through the NYS DCJS in the amount of \$25,000 for the purchase of equipment to be utilized by the Jamestown Metro Drug Task Force.
21. The Drug Enforcement Unit (Jamestown Metro Drug Task Force) executed 80 search warrants in the Jamestown Metro area, seized 4 ounces of heroin, 9.5 kilos of cocaine, 34.09 kilos of marihuana, 4.9 kilos of methamphetamine, and over \$150,000 in cash.
22. On August 18, 2016 the Jamestown Metro Drug Task Force executed the largest individual drug seizure ever in the City of Jamestown and Chautauqua County. A combined total of 15 kilos of uncut drugs were seized with an estimated street value of almost \$2.4 million dollars.

23. In response to an increase of crime in specific areas within the city, the Jamestown Police Department launched an initiative targeting designated neighborhoods to help mitigate these issues. The goal was to maintain a visible presence, engage community members to build relationships, and address crime.

During the months of October and November, members of the JPD, New York State Police, and the city Department of Development focused on the Prendergast Avenue corridor, which includes Spring Street and Lakeview Avenue. Emphasis was placed on community engagement through beat patrols. Additionally, efforts were focused on quality of life issues, drug, traffic, and housing code enforcement.

A total of 24 details were conducted during October and November. During these efforts, 185 suspicious person/vehicles were checked, 120 vehicle and traffic citations were issued, and 27 arrests were made which included multiple drug charges, a DWI, and the recovery of an illegal handgun. In addition, a total of 52 residences were inspected for code violations on Prendergast Avenue and 36 code inspections were completed on Spring Street.

24. The city, primarily through efforts within the Police, Fire, Corporation Counsel and Development Departments, continued working with a variety of other public, private and nonprofit partners in the Greater Jamestown Region on a myriad of drug prevention, counseling and treatment initiatives. Included were the following partners:

- A. City of Jamestown Drug Court
- B. Jamestown Strategic Planning and Partnerships Commission/Health Care Action Team (HCAT)
- C. Jamestown Public Schools
- D. JPS PTA Council
- E. Jamestown Community College
- F. Jamestown Boys and Girls Club
- G. Board of Cooperative Education Services (BOCES)
- H. Chautauqua County Department of Health
- I. Chautauqua County Department of Mental Hygiene
- J. Chautauqua County Department of Social Services
- K. Chautauqua County Probation Department
- L. Chautauqua County Division for Youth Services
- M. Chautauqua County Alcoholism and Substance Abuse Council (CASAC)
- N. Chautauqua Opportunities, Inc. (COI)
- O. Chautauqua Striders
- P. Compeer
- Q. Evergreen Health Services, Inc.
- R. Family Services of Jamestown, Inc.
- S. Gustavus Adolphus Family Services
- T. Infinity Visual and Performing Arts Center
- U. Child Advocacy Program
- V. The Resource Center
- W. Mental Health Association
- X. The Salvation Army of Jamestown
- Y. WCA Hospital
- Z. YMCA of Jamestown
- AA. YWCA of Jamestown

25. Continued contract negotiations with the Kendall Club PBA and the Jamestown Professional Firefighters Union Local 1772. Both Labor agreements expired on 12/31/15 and have now moved to the final interest arbitration stage of the process.

26. Secured NYS Division for Youth funding for the continued operation of the city's Summer Playground Program.

27. Continued the ongoing effort to make the operations of city government more cost efficient. Noteworthy initiatives during 2016 included the restructuring of the city's contract with it's Health Care Benefits Program Third Party Administrator

(resulting in a \$50,000 annual savings), updating the administrative services agreement with the Board of Public Utilities and the restructuring of the Library Support Contract.

See the enclosed Summary of 82 City Government Restructuring efforts since 1/1/2000, which are saving city taxpayers nearly \$6 million on a recurring, annual basis.

28. Secured a funding commitment through the State's Financial Restructuring Board to build upon internal restructuring and inter municipal consolidation/collaboration initiatives implemented during recent years. The three new initiatives included:

A. Installation of new energy efficient LED lighting in the city's Downtown Parking Facilities - \$55,000

B. Replacement of approximately 1/3 of the city's 3700+ street lights with new energy/cost efficient LED fixtures - \$500,000

C. Development of a plan to improve the maintenance and management of the city's sizable and diverse vehicle fleet (Police, Fire, DPW, Parks, BPU, etc.) - \$58,000

29. Continued the work of the Joint Task Force on Efficiency and Cost Reduction. The goals and objectives of the Task Force, which is comprised of members of the City Council, Board of Public Utilities and various city appointed officers and staff members, include the following:

A. Review ideas that were previously brought forward by various members of the City's Board of Public Utilities, Chamber of Commerce and Manufacturer's Association, with the intention of:

- i. Streamlining and lowering the cost of services being provided through the General Fund.
- ii. Further sharing and consolidation of GF services with the utilities side of city government.
- iii. Working to share and consolidate additional services on a county wide and regional basis.

B. Review the number, structure and cost of services being delivered by the city's five (5) utility funds. Develop ideas to contain and cut expenses in all five (5) utility operations.

- C. Review the concept to eliminate the redundancy and consolidate all customer service operations (GF and Utilities) under the immediate supervision of the two (2) Chief Fiscal Officers of the city (Director of Financial Services/City Clerk/Comptroller).
- D. Review the concept to consolidate day to day legal services (both GF and Utilities) under the immediate supervision of the Chief Legal Officer of the City of Jamestown (The Corporation Counsel).
- E. Undertake an analysis of Article 9, Section 1f of the NYS Constitution, the New York State General Municipal Law (Section 94) and various sections of the City Charter that allow for the utilization of “profits” from the operation of municipal electric, gas and water utilities for general “municipal purposes.”

Evaluate the potential to develop and implement a methodology for profit distribution if/when it is determined that such utility profit allocations are necessary and reasonable in the future.

- 30. Consolidation of copiers for the Mayor, Corporation Counsel, Parks and DPW offices saving more than \$5,000.
- 31. Implemented new GPS technology and software to increase DPW/Parks vehicle performance, reduce fuel costs and improve workforce productivity/efficiency.
- 32. Upgraded the city’s on-line payment offerings which now include new paperless billing and credit card payment options for utilities, parking violations and property tax bills.
- 33. Approved and implemented an ordinance making all city properties, (including all areas of the Parks System), facilities and vehicles completely smoke, tobacco and vapor free. The new ordinance implemented penalties for violators: first offense, \$50; second offense, \$100; and third offense, \$250. Reports have been offered by both citizens and employees that voluntary compliance with the new statute has been high and that the improved cleanliness of city facilities has been noticeable.

**Infrastructure/Facilities/Utilities**

- 1. Completed a record level of downtown and neighborhood street, sidewalk and storm water drainage improvement projects. In addition to nearly 100 major repair, resurfacing, nova chip and storm sewer improvement activities, comprehensive construction efforts were completed along W. 22<sup>nd</sup> Street, Buffalo Street, Fairmount Avenue, Front Street, the Fenton History Center Parking Lot/Driveway, DPW Salt Storage Facility, and the Greater Jamestown Riverwalk.

2. Utilizing federal CDBG funding, continued the high level of curb and intersection improvements to bring the city one step closer to full compliance with the Americans with Disabilities Act (ADA).
3. Initiated the planning, design and engineering work for the next phase of the Tracy Plaza Revitalization Program. Funding for this initiative is being provided through \$1.5 million in tax exempt municipal serial bonds that were secured during 2015 and nearly \$1.5 million in funding secured from New York State's Consolidated Funding Application (CFA) process during 2016.
4. Completed numerous improvements to the water and wastewater treatment operations.
5. Through the City's Board of Public Utilities, expanded the operation of the Residential and Small Business Energy Efficiency Programs.
6. Undertook and/or completed a number of major investments within the city's Municipal Electric operation, including the following:
  - Completed a major maintenance overhaul of steam turbine generator unit #6 (STG#6) at a cost of approximately \$2.7 million.
  - Approved a \$5.4 million agreement to purchase the pipeline, compressor, control, and system assets of EmKey Transportation. This long term investment will support the electric generation operation at the power plant and reduce costs for municipal electric customers.
  - Completed the conversion and commissioned Boiler #9 to operate on natural gas.
  - Initiated a bidding process to deconstruct and demolish power plant coal fired boilers #11 and #12, along with all supporting plant infrastructure. This project is expected to be completed over the next 18 months, with all costs being paid for out of the city's BPU separate dismantling fund.
  - Received Public Service Commission (PSC) approval for a 2.4% electric rate increase, the first such increase in seven (7) years. This also included approval of a new Overhaul Reserve Fund, which allows off system sale profits to fund designated capital investments.
  - Completed a multi-year phase-out of old/inefficient lighting systems and air compressors in the power plant, which resulted in an approximate 40% reduction in station power usage.



- Installed a new ultra-pure water system for the LM6000 turbine operations.
  - Replaced the environmental emissions monitoring system for the LM6000 simple cycle and combined cycle stacks.
  - Replaced the hydrogen monitoring system on STG#6 as part of the major overhaul.
  - Completed a 10-year inspection of the Brush Generator on the LM6000 turbine.
  - Replaced all the feeder relays on the 15KV gear at the Dow Street Substation. This also included the installation of a new DC panel and remote racking equipment.
  - Completed the South County Office Building transformer relocation and service upgrade program.
  - The Hotel Jamestown (area) transformer and secondary switchgear project was completed in support of other downtown electric reliability improvements.
  - Initiated the design and bidding for the replacement of the English Street Substation.
  - Executed transite conduit removal on the north railroad retaining wall along the Chadakoin River.
  - Blackstone Advanced Technologies Rider #5 electric system replacement project approved and started.
  - Completed the Regent Street Substation riser conduit and cable upgrade project.
  - Installed over 3,200 feet of new underground cable and replaced over 250 utility poles.
  - Added new high speed differential relaying on the Allen Street Substation feeder, providing increased safety with lower arc flash ratings.
  - With various capital projects being executed during recent years, the 2016 Electric Division system reliability for customers was the best ever achieved.
7. Through the Board of Public Utilities, the city's Water Resources Division undertook and completed a number of major initiatives, including:

- Installation of new water mains – along Newland Avenue, 22nd Street, N. Main Street, Bigelow Avenue, Liberty Street, and Irvine Place.
- Installation of new District Heating lines through the viaduct on Institute Street.
- Cleaned Well #4 at the Cassadaga Pump Station, with an estimated 25% increase in pumping capacity achieved
- Completed a number of Wastewater System Enhancements or Replacements –
  - Slip-lined 6,004 feet of sanitary sewer line – along Camp Street, Maple Street, Norton Avenue, McDaniel Avenue, Huxley Street, Towner Street, Gordon Street, Pleasant View Drive, and Englewood Avenue.
  - Executed 490 feet of spot repairs – along Holman Street, Hampton Lane, Stillers Alley, Clyde Avenue, McDaniel Avenue., 22nd Street, Park Lane, and Elm Street.
  - Repaired 44 manholes throughout the system, lined and rehabilitated 27 sanitary sewer manholes with excessive inflow and infiltration.
  - Inspected 411 residential downspouts and found 14 illegal connections to the sanitary sewer system; worked with homeowners to have these eliminated.
  - Flushed and cleaned 542,004 feet (102.6 miles) of sanitary sewer main; televised/inspected 52,842 feet (10 miles) of sanitary sewer main.
  - Completed the Waste Water Treatment Plant switchgear replacement project with remote switching capabilities.
  - Completed the Waste Water Treatment Plant digester gas compressor project.
- Sandblasted and painted 600 water hydrants as part of a continuing program to refurbish and maintain all hydrants system wide.
- Created three new water policies, for Large Meters, Backflow Prevention, and Water Tampering & Theft of Service, designed to improve performance and save customers money system wide.
- Changed Recycling drop-off from Casella to the South County Transfer Station, to reduce the anticipated cost increase communicated by Casella.

- Upgraded vents and hatches at the English Hill Water Reservoir.
- Responded to 81 emergency water main breaks and 52 service leaks during the year.

### **Regionalism/Intermunicipal Cooperation**

1. Conducted wastewater (sludge) treatment services for the county's South and Center Sewer District.
2. Continued to provide leachate treatment services for the county Landfill in Ellery and the closed county Landfills in Stockton.
3. Utilizing a \$400,000 grant from the State's Local Government Efficiency Program, developed the final plan to contract for Police Department Staffing with the Chautauqua County Sheriff's Office. With the assistance of the Center for Governmental Research (CGR) from Rochester, New York, the joint city/county Project Task Force has finalized a draft Inter Municipal Agreement (IMA) that is in the final negotiation process with city and county officials.
4. Conducted centralized purchasing activities with the county for public works materials.
5. Continued efforts through the State's Financial Restructuring Board Program to identify and pursue additional opportunities to build upon the internal restructuring and inter municipal consolidation/collaboration initiatives implemented during recent years.

### **Housing/Neighborhoods/Community Development**

1. The Department of Development expanded the use of "MyGov", the city's new technology platform for Code Enforcement and Building Inspection records. As part of this new system, the public will soon have a web portal available to report housing code violations, receive updates and follow cases through the entire process.
2. Worked with the Jamestown Renaissance Corporation (JRC) to continue implementing a variety of neighborhood revitalization strategies.

3. Updated a detailed analysis of the total costs associated with occupancy of residential properties within the City of Jamestown and its neighboring suburban communities (Falconer, Lakewood, Busti, Ellicott).
4. Initiated 1,202 new Housing Code Enforcement cases and resolved most without City Court intervention. A total of 4,094 inspections were conducted in conjunction with these cases.
5. Renovated and brought 17 units of housing into code compliance, utilizing \$303,000 in federal grant resources.
6. Expanded the targeted Mini Sweep Housing Inspection Program into various neighborhoods, in conjunction with an aggressive collaborative effort with the Jamestown Police Department.
7. Completed 27 residential property demolitions, 18 of which were undertaken with funding provided through the Chautauqua County Landbank Corporation/Office of the NYS Attorney General.
8. Completed and received approval from the U.S. Department of Housing and Urban Development for year two of the city's Five Year Consolidated Action Plan for the CDBG and HOME programs. Initiatives paid through these grants include targeted rehabilitation efforts in the North Main Street and East Second Street corridors and the Central Business District.
9. Contracted with Chautauqua Opportunities Incorporated (COI) and served as a member of the Chautauqua County Homeless Coalition.
10. Collaborated with CODE, Inc. to assist five (5) elderly homeowners through the Emergency Repair Program to with projects totaling \$26,950.
11. Worked with the Chautauqua County Land Bank to acquire six (6) additional properties in Jamestown through the County Tax Foreclosure Auction and four (4) from commercial bank foreclosures. Six (6) properties were sold in 2016 with over \$220,000 of private funds being used for the rehabilitation of these sites. City staff, together with the CCLBC, also advanced the improvement of a "zombie property" on Beechview Avenue that was purchased utilizing NYS OAG funds.
12. Continued working with community members in the Chadakoin Park neighborhood to organize fundraising efforts for improvements and upgrades to the playground area in the park.
13. Continued efforts with the JRC on the very successful Neighborhood Block Cluster Rehabilitation Program.

14. Worked with the JRC to continue with the development of the North Main Gateway Master Planning effort.
15. The city was awarded another \$150,000 from the New York Office of Attorney General to execute a plan for zombie and vacant properties remediation.
16. Worked with officials from the former Union Gospel Mission to finalize an agreement between that organization and UCAN to transfer ownership of the men's shelter on West First Street, so that the facility can be redeveloped and reopened during 2017.
17. Supported the NRP Group and CODE, Inc. on their application to the NYS Division of Homes and Community Renewal (HRC) for an Affordable Housing Tax Credit allocation for the Jackson-Spring Development. The \$12 million development would entail 36 apartments as well as the new offices for Southern Tier Independent Living Center on the east of North Main Street and seven (7) townhouses units on the west side of North Main Street between 10<sup>th</sup> and 11<sup>th</sup> Streets.
18. Working collaboratively with CODE, Inc., secured foundation funding to leverage New York State Parks funding through the Consolidated Funding Application (CFA) process to create additional "green" recreational space in the Appleyard neighborhood. This project is slated for completion during 2017.

### **Parks/Recreation**

1. Completed design activities, secured final permits and began preliminary site work for Phase V (McCrea Point to Clifton Avenue) of the Greater Jamestown Riverwalk. Also completed major construction activity on the Phase VI segment (Panzarella Park to McCrea Park) of the Greater Jamestown Riverwalk.
2. Made final arrangements for \$1.6 million in funding through the Transportation Alternatives Program (TAP) from the New York State Department of Transportation and completed the major engineering and design work for the construction of two (2) pedestrian bridges along the Greater Jamestown Riverwalk. The remainder of the funding for this \$2 million project will be provided through repaid federal Urban Development Action Grant (UDAG) resources. The two bridges will be built next to the Washington Street Bridge and the newly opened section of the Greater Jamestown Riverwalk behind the Gateway Train Station, connecting "Panzarella Island" with the recently opened Gateway Park and the proposed National Comedy Center. The bridges will not only allow for new business opportunities along the Riverwalk, but will more importantly provide a critically needed walking route for residents that live on the

south west side of the city to travel on foot or bicycle to Downtown Jamestown businesses, activities and attractions.

3. Expanded and enhanced the city's nationally acclaimed Urban Forestry Program and obtained Tree City USA status from the National Arbor Day Foundation for the 35<sup>th</sup> consecutive year. The city also secured the Foundation's "Growth Award" for a 6<sup>th</sup> consecutive year.
4. Tree Program Activity: Removed 210; Planted 202; Trimmed 1,325; Removed/ground stumps 191.
5. Implemented numerous ballpark improvement projects at Bergman, Allen, Roseland and Jones and Gifford Parks.
6. Installed additional handicapped accessible improvements at various city parks.
7. Planned, implemented and/or supported a variety of community events including, but not limited to; the annual Easter Egg Hunt, Goranson Bandshell Concert Series, Labor Day Festival, Halloween Fun Fest, Holiday Parade and Tree Lighting, Hands on Jamestown Community Cleanup, Arbor Day Ceremony, Farmers Market Days, Thunder in the Streets Cruise-In, Lucy's Birthday Celebration, March Against School Violence, Juneteenth Festival, Infinity Music Showcase, World Series of Cars, Soap Box Derby, Riverwalk Concert Series, Memorial Day Parade and Soldiers Circle Ceremony, Salvation Army Concert Series, Lost Neighborhood Christmas Tree Lighting, Allen Park Holiday Caroling, Blue Star Mothers Service at Veterans Park, National Day of Prayer, Roller Derby Events at the Allen Park Ice Rink, Babe Ruth Baseball District and State Tournaments, Section 6 High School Baseball Tournaments, Jamestown Jammers, JCC and Oldtimers Baseball Games, Kallie's Crusade Allen Park playground equipment dedication, Lucy Town Marathon events, set up for all Neighborhood Block Parties, etc. etc.
8. Fully funded and conducted the annual Summer Playground Program at five (5) sites, with nearly 200 children formally enrolled. A free lunch program was offered in conjunction with the Jamestown YMCA, which resulted in more than 2,500 meals being served over the course of the summer.
9. Completed the renovation program at the Allen Park Bandshell, the Allen Park Playground (including the Kallie's Crusade Swing set donated by the Allen Park Women's Club).
10. In conjunction with Phase VI of the Greater Jamestown Riverwalk Project, completed major renovation activities at Panzarella Island and the McCrea Point Boatlanding Parks.

11. Undertook and completed numerous improvement projects at Diethrick Park in conjunction with the Jamestown Jammers Baseball inaugural season in the Perfect Game Collegiate Baseball League (PGCBL).
12. Continued monthly meetings of the reconstituted Riverfront Management Council. Together with the Roger Tory Peterson Institute and the Chautauqua County Soil and Water Conservation District, secured a \$40,000 grant from Chautauqua County to undertake an erosion study and develop a plan for South Shore restoration activities.

### **Economic Development Activities**

1. Continued planning and development efforts with representatives from the National Comedy Center and the Gebbie Foundation to bring to fruition the development of this new, world class, comedy based attraction in Downtown Jamestown. Major activities pursued/completed during 2016 included:
  - Finalized and executed the lease for the Gateway Station facility with NCC officials.
  - Transferred at fair market value, Rose Alley and two (2) parcels of property at the corner of Washington and West Second Streets, on which much of the project's new construction is slated to occur.
  - Worked with NCC representatives to secure another \$834,000 in financial assistance through the New York State Consolidated Funding Application (CFA) process.
  - Assisted NCC officials with their efforts to secure nearly \$5 million in New Markets Tax Credit Financing for the project.
  - Initiated major construction activities involving the new entrance and addition to the former BPU building at W. Second and Washington Streets.
2. Applied for and secured \$47,000 in reimbursement proceeds from the NYS Environmental Protection and Spills Compensation Fund for the demolition and cleanup of the former abandoned Trolley Barn facility on Fairmount Avenue. Eventually, the cleared site will be added to the Greater Jamestown Riverwalk.
3. Assisted with efforts to retain and enhance commercial airline service at the Chautauqua County-Jamestown Airport.

4. Worked with the Jamestown Renaissance Corporation (JRC) to continue implementation of the city's "award winning" Downtown Urban Design Plan.
5. Issued 405 building permits for projects totaling \$12.9 million. These permits generated \$42,465 in fee revenue for the city.
6. City Staff worked continuously with the new owners of the former Downtown Holiday Inn site, the Hamister Hospitality Group of Buffalo, NY, to undertake a multi-million dollar renovation of the eight-story building for a full service Hilton Double Tree Hotel and meeting center. During 2016, the developer was approved for a \$350,000 JLDC Jobs and Private Investment loan as well as a \$100,000 Greater Jamestown Zone Capital Corporation loan. Both loans will be dispersed when the redevelopment project is completed.
7. Continued efforts in conjunction with \$269,100 in Brownfield Opportunity Area Grant funding to redevelop industrial properties for commercial use in a 710-acre area (with 15 brownfield sites), located between Chautauqua Lake and Downtown Jamestown.
8. Continued the Mayor's Business Visitation Program with DOD/JURA staff. Site visits were conducted at the following companies:
  - Esquire Cleaners
  - Curves
  - Willow Bay Computer Solutions
  - Joe Z Coffee
  - ACME the Appliance Store
  - Maplevale Farms
  - Ellison Bronze
  - Cummins Inc.
  - Chautauqua PT & OT
  - Reg Lenna Center for the Arts
  - Titan X
  - Gateway Center
  - Nouveau Hair Salon & Day Spa
  - Southern Tier Barbell
  - Enchanted Mountain Spirits
9. Worked to complete the funding package for the redevelopment of the former M&T Bank Building into the new Signature Center that is now the new world headquarters for Digitell Inc. The city is providing \$90,000 in CDBG funding for façade and handicap accessibility improvements to the complex. City staff are also providing design and technical assistance with this venture.



10. The city assisted the new owners of the Fenton Building on East Second Street to upgrade the elevator via \$45,000 in CDBG funds for handicap accessibility improvements.
11. Completed a project at the Third and Cherry Business Center for a replacement elevator, with \$30,000 being provided towards a \$70,000 project. This effort has insured that available space on the upper floor will be fully accessible, meet A.D.A. requirements and be more attractive and marketable to prospective tenants.
12. DOD/JURA continued work with the Lynn Development Group (LDG) to redevelop the former Federal Building complex. DOD also worked with LDG to help attract tenants in a former industrial site in the medical corridor as well as a long vacant commercial plaza on Fluvanna Avenue.
13. DOD/JURA/JLDC worked with a private developer and Chautauqua County officials to insure that the Department of Motor Vehicles would remain in Downtown Jamestown on West Third Street. Additionally, staff worked with the same private developer to prepare and lease new space on East Fifth Street for expanded County Mental Health Department offices. The Jamestown Local Development Corporation assisted with the build out for the new space and collaborated with STEDO and JRC for handicap accessible restrooms and entrances.
14. City Staff worked collaboratively with the Reg Lenna Center for the Arts (RLCA) on the advancement of its master plan to 1) address necessary structural repairs and alterations within the Reg Lenna Center Complex; 2) build and transform new space within the complex for a smaller black box theater to have the ability to program smaller events in a right sized space; and 3) realign and reallocate space within the complex for other RLCA programmatic and administrative needs. The city is also working with the RLCA to find sufficient funding sources to upgrade the landmark marquis to include HD digital video capabilities for an added excitement in the Arts District.
15. The Department of Development collaborated with the Chautauqua Land Bank Corporation to facilitate the title transfer of a building at 10 – 12 E. Second Street, owned by CHRIC, that collapsed and had to be removed under an emergency demolition. This allowed more than \$160,000 from NYS Office of Attorney General funds to be used for the completed demolition and debris removal. The city also collaborated with the Village of Cassadaga to borrow municipal landfill credits dedicated for blighted buildings demolition to help defray significant costs to the city.
16. Jamestown was awarded the \$10 million Downtown Revitalization Initiative (DRI) grant from New York State as one of ten cities in New York, and is the

Western New York Regional Economic Development Council's designee. The City worked with the Governor's office, the Local Planning Committee and HR&A Advisors to begin the process for developing the plan to invest \$9.7 million into transformative projects in Downtown Jamestown.

17. Completed a \$145,000 façade project on the redeveloped and newly opened Signature Center at the former M&T Building.
18. Department of Development staff worked extensively and collaboratively with the Chautauqua County Industrial Development Agency and the owner of the former Quality Markets Building on Fluvanna Avenue, Shults Real Estate, LLC, to establish New Flyer, of Winnipeg, Manitoba and St. Cloud, Minnesota in 40,000 square feet of new manufacturing space. New Flyer has to date hired approximately 40 people to perform component assembly operations for buses that will ultimately be shipped to the New York City MTA. The City of Jamestown provided a \$500,000 direct loan to the building owner and developer for the build-out of the new advanced manufacturing platform.
19. Worked with Clark Patterson Lee to begin the engineering and final design for the construction of two (2) pedestrian bridges in conjunction with the Greater Jamestown Riverwalk. A grant of \$1.6 million through the Transportation Alternatives Program (TAP) from the New York State Department of Transportation will pay for the majority of this project, with the remainder of the funding for this \$2 million initiative provided through repaid federal Urban Development Action Grant (UDAG) resources. The two spans will be built next to the Washington Street Bridge and the newly opened section of the Greater Jamestown Riverwalk behind the Gateway Train Station and connect "Panzarella Island" with the recently opened Gateway Park and the proposed National Comedy Center. The bridges will not only allow for new business opportunities along the Riverwalk, but will more importantly provide a critically needed walking route for residents that live on the south west side of Jamestown to travel on foot or bicycle to Downtown Jamestown activities and attractions.
20. Worked with the owners of the Wellman Building to relocate Univera Insurance from their local office in Lakewood into Downtown Jamestown by providing \$17,000 in Downtown Handicapped Accessibility Program Assistance to make the entrance and restrooms fully A.D.A. compliant.
21. DOD/JURA designated C&S Companies from Buffalo to be the environmental consultant to perform site assessments for the \$200,000 US EPA Brownfield Assessment Grant (BAG). Currently, Phase I assessments are being performed on three (3) different parcels on Harrison Street in Brooklyn Square that have been identified by private developers for possible large development projects. DOD was also chosen by the Center for Creative Land Recycling to represent Jamestown at the NY Brownfields Inter-Agency Working Group (IAWG) at

University at Buffalo to present potential Brownfields Redevelopment.

22. DOD/JURA staff worked cooperatively with the JRC and private developers on a major project to develop a new micro-brewery, restaurant and banquet facility at the corner of W. Third and Washington Streets in Downtown Jamestown. A \$500,000 Empire State Development Main Street Grant was awarded for the project through the Consolidated Funding Application process in 2015. The Jamestown Local Development Corporation is currently reviewing a loan application for the brewery operator/tenant.
23. Submitted an application for funding through Empire State Development 2016 Restore NY program for the redevelopment of the former Key Bank building on North Main Street. DOD worked with the new owner of the building to prepare a comprehensive building redevelopment plan. DOD also was critical in connecting the new owner, The Duke of Jamestown, LLC, with an international software development company, which is looking to relocate their headquarters to the building and serve as the anchor tenant for the complex.
24. DOD worked collaboratively with the new owner of the 4<sup>th</sup> & Pine Building to site their anchor tenant, Nouveau Salon & Day Spa. The city provided loans from the Jamestown Local Development Corporation and Zone Capital Corporation, which leveraged additional grant funding from JRC.
25. Department of Development Staff worked with multiple partners on the design of the Riverfront Illumination Project that will enhance and provide accent features along the river from Main to Sprague Streets.
26. Worked to finalize the submission to the New York State Department of State of the city's Local Waterfront Revitalization Plan. The submission is anticipated to be formally approved by the city in February 2017.
27. The Department of Development Staff has been working with a team of consultants lead by C&S Companies on the Chadakoin West Brownfield Opportunity Area Study. The study concentrates on improving Chadakoin Park and the use of the wetland areas, positioning them to attract new business opportunities. C&S Companies was joined in this effort by Sasaki Associates, Rengensis, CBRE, Joy Kuebler Landscape Architects, Allieway Marketing and Hopkins Sorgi & Romanowski, PLLC. The team includes urban and architectural design, engineering, place-making, market and economic analysts, marketing and legal professionals.
28. Department of Development Staff facilitated discussions with outside municipalities and area Industrial Development Agencies regarding the establishment of excursion train operations from Buffalo/Niagara Falls to Jamestown. These discussions have garnered financial support to conduct the feasibility study needed as a first step. Staff is also working on the track and

infrastructure improvements needed within the city to accommodate excursion train traffic.

29. Department of Development and Department of Public Works Staff worked extensively with project sponsors on development and approval of nine site plans for projects that were reviewed and approved by the city's Planning Commission.

## 2017 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 2017, 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 82 City Government consolidation and restructuring efforts since 2000, which are collectively saving city taxpayers, nearly \$6 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 must be 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 must be 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. Identify and explore 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 that 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 2017, the city will 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 nine (9) years ago.

5. Conclude the Binding Arbitration process with the members of the Kendall Club PBA and Local 1772/ Jamestown Professional Fire Fighters Association. It is hoped that this process will yield a contract that is fair and equitable for both our valued, hardworking employees AND the residents and overburdened taxpayers of this city.

6. Bring forward for public review and action (by both the City Council and County Legislature) a draft Intermunicipal Agreement for the City of Jamestown to contract with the County Sheriff's Office for law enforcement personnel. Under this model, retiring JPD officers would be replaced with new hires via the county, with all costs and expenses (salaries, benefits, retirement, misc. expenses, etc.) incurred by the county in accordance with the agreement, fully reimbursed by the city.

7. Launch the new city web site, [www.jamestownny.net](http://www.jamestownny.net) and complete other related social media updates/upgrades.

8. Through the efforts of the Ad Hoc Parking Task Force, complete the review of the Downtown Parking System and /make recommendations regarding the following:
  - Time limits on various classifications of on street and surface lot spaces.
  - Meter, surface lot and parking ramp user rates... with a particular focus on the 12 hour meter spaces located in the Downtown periphery areas.
  - Improved signage and labeling of meter units.
  - Evaluation of new payment options; i.e.: online payments via smart phones.
  
9. Utilizing resources provided by the state through the Financial Restructuring Board program, launch an 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 effort, other, viable alternatives that are financially advantageous to both the city and the retirees will be offered on a voluntary basis.
  
10. Utilizing resources allocated through the State's Financial Restructuring Board Program, implement the following three (3) cost savings initiatives:
  - A. Installation of new energy efficient LED lighting in the city's downtown parking facilities.
  
  - B. Replacement of approximately 1/3 of the city's 3700+ street lights with new energy/cost efficient LED fixtures.
  
  - C. Development of a plan to improve the maintenance and management of the city's sizable and diverse vehicle fleet (Police, Fire, DPW, Parks, BPU, etc.)

Additionally, the city will, continue to explore and pursue with the Financial Restructuring Board additional opportunities to build upon the cost savings internal redesign and intermunicipal collaboration/consolidation efforts implemented during recent years.

11. In conjunction with the state, county and a coalition of health providers in the region, advance and implement the development of both residential and comprehensive outpatient treatment facilities for those battling heroin and other opioid 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 essential to dealing with this issue from the “demand” side of the ledger.

12. Pursue and implement the proposal offered by the management staff and voting members of the Board of Public Utilities to annex into the city limits the Dow Street Electric Substation.

As outlined by both BPU members and management, this proposal, while consistent with a broader program of city government cost containment and restructuring initiatives, is designed to relieve the Electric Utility from \$322,000 in annual property tax payments. If pursued and implemented, the proposed annexation effort will benefit rate payers **THROUGHOUT** the electric franchise territory... including residential and business customers within the Town of Ellicott, Village of Falconer and Village of Celoron.

### **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 a major capital initiative to upgrade and place a greater level of the city’s electric transmission and distribution infrastructure underground.
3. Implement a plan through the Board of Public Utilities to more effectively manage and reduce the number of outages involving the city’s 3700 + 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. Launch a program to define, design and 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. Work with the New York State Department of Transportation (DOT) to launch a comprehensive effort to analyze, rethink and possibly redesign the entire Washington/Fluvanna Arterial Corridor (NYS Rt. 60 and NYS Rt. 430) from W.



Second Street in Downtown Jamestown to the city line near Clifton Avenue.

This major, high volume, north-south traffic artery currently serves a variety of roles:

- A. A vital access road to the city's Central Business District (CBD) and its emerging world class visitor attractions;
- B. A "pedestrian barrier", that, with increased "West End" development during recent years, has increasingly separated the CBD into two distinct business neighborhoods;
- C. Both a feeder and collector road to all of the northside numbered streets residential neighborhoods;
- D. A barrier and public safety threat to pedestrians from the numbered streets neighborhoods trying to access Chadakoin Park and businesses on the west side of Washington Street;
- E. **THE** major north side route for both local delivery trucks and major thru tractor trailer traffic seeking to access I-86, I-90 (at Dunkirk-Fredonia) and travelling to the Buffalo-Niagara region.

Any planning effort must take into consideration all of the characteristics and functions of this "complicated" highway and seek to put together a comprehensive approach, that includes physical redesign, traffic calming/circulation/management, signage, lighting, landscaping and pedestrian/bicycle improvements that are realistic, appropriate and achievable.

6. Identify and put in place a funding mechanism and launch a major Capital Infrastructure and Equipment Investment Program, the components of which, 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 energy conservation and structural improvements to the Municipal Building, Fire Stations and other city owned facilities.

E. Establishment of a DPW/Parks Equipment Trade in and Replacement Fund.

7. Advance 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.

### **Regionalism/Intermunicipal Cooperation**

1. Identify and explore opportunities to expand the use of city's utility operations in an intelligent and effective manner that:
  - DOES NOT promote and further the counterproductive suburban sprawl that 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 the City of Jamestown and for our municipal neighbors throughout the Greater Jamestown area.
2. During 2017 the city will work to negotiate 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 nine (9) years ago.
3. Bring forward for public review and action (by both the City Council and County Legislature) a draft Intermunicipal Agreement for the City of Jamestown to contract with the County Sheriff's Office for law enforcement personnel. Under this model, retiring JPD officers would be replaced with new hires via the county, with all costs and expenses (salaries, benefits, retirement, misc. expenses, etc.) incurred by the county in accordance with the agreement, fully reimbursed by the city.

## **Housing/Neighborhoods/Community Development**

1. During 2017 an aggressive housing and neighborhood improvement agenda will be advanced that is built around the following:
  - 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.
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. Continue to work with the NRP Group and CODE, Inc., together with neighboring property owners/ residents, on a final, appropriate and acceptable plan, that will bring the \$12 million Jackson-Spring development to fruition.
5. Pursue Home Rule Legislation and implement a new Owner Occupied Real Property Tax Abatement Program to incentivize the purchase, rehabilitation and re-occupancy of currently vacant, condemned and 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 will be to 1) relieve the city of the responsibility for costly demolitions, 2) stabilize transitional/declining neighborhood with new, beneficial private investment by engaged/responsible residents, and 3) preserve and enhance the tax base of the city.

## **Parks/Recreation**

1. Continue the development of the Greater Jamestown Riverwalk, including completion of Phase V (Eighth Street to Clifton Avenue), Phase VI (Panzarella Island to the McCrea Point Boatlanding), Phase VII (McCrea Point to Celoron Park) and the start of major Phase VIII construction activities (the development of two (2) pedestrian bridges linking the south and north shores in Downtown Jamestown).

2. Pursue 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. Launch the next phase of the Allen Park Glen Preservation and Restoration Program.

### **Economic Development Activities**

1. Continue the development of 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. Advance and/or complete development projects at several key Downtown landmark structures, including the:
  - National Comedy Center (Gateway Train Station)
  - Robert H. Jackson Center
  - Renaissance Center: Proposed Micro Brewery, Restaurant and Banquet operation
  - Former Key Bank Building
  - Furniture Mart Building
  - Little Theater of Jamestown
3. Advance the development of the new Hilton Double Tree Hotel and Meeting Center at the former Holiday Inn site on East Fourth and Cherry Streets.
4. Advance the implementation of the Master Plan for the Reg Lenna Center for the Arts.
5. Advance the Brownfields Redevelopment Initiative.

6. Continue working with state, county and local officials toward the transformation of NYS Route 60 into a primary grade highway that is safe, provides a continuous flow of traffic and facilitates, not thwarts, economic development activity.
7. Due to Jamestown's status as the largest urban area in the State and the only in the Top 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, 21<sup>st</sup> century businesses trade in 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 centuries.

8. Continue efforts to advance 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. Secure funding and launch the development of the Riverwalk Illumination Program.
11. Secure funding and implement a "catchment" mechanism for debris in the Chadakoin River near the Warner Dam.
12. Secure funding to package and prepare commercial development site opportunities along the Downtown section of the Chadakoin Riverfront/Greater Jamestown Riverwalk.
13. Secure funding and launch a demonstration program for street scape improvements along designated blocks in the walkable Downtown core.

14. Secure funding and develop a Downtown Events Fund to promote additional outdoor public activities and to help provide additional, high quality programming at downtown indoor performance venues.