

American Rescue Plan Act Recovery Funds

2021

Master Plan

CITY OF JAMESTOWN, NEW YORK





Our Plan for ARP Recovery Funds

To the Members of City Council and the Jamestown Community:

Due to the COVID-19 pandemic, we have experienced one of the strongest challenges to public health and fiscal stability that Jamestown has ever seen. The City government, due to disciplined budgeting, spending restrictions, and the hard work of the Council, staff, and administration, has emerged fiscally strong, with a 2020 budget surplus. The rest of Jamestown, however, is clearly hurting, with unemployment still sky-high and investment low; the pandemic having wreaked havoc on all of our residents, workers, and businesses.

To help local governments, which have borne the brunt of the costs of the pandemic, the American Rescue Plan Act of 2021 (ARP) established the Coronavirus State and Local Fiscal Recovery Funds, designed to deliver \$350 billion to state, local, territorial, and Tribal governments, to bolster their response to the COVID-19 emergency and its economic impacts. The City of Jamestown is in line to receive more than \$28 million in federal funding, half of which was received in May 2021, and the second half scheduled to be delivered in 2022. The funds are intended for a number of purposes, including to replace lost public sector revenue, support economic stabilization for households and businesses, and address systemic public health and economic challenges.

The recovery funds are intended to be expended quickly. The timeframe for the use of these funds runs through July 1, 2024, with the funds needing to be completely expended by 2026. Time is of the essence, and the City must start planning eligible capital projects, new initiatives, and build the capacity to carry these projects out immediately to help assist the economic recovery of our residents and businesses. The City of Jamestown has taken a proactive approach to put together a plan that allows for broad funding allocations to classifications that are eligible expenditures. These categories will set the basis for the use of these stimulus funds into the future. These classifications include:

1. Economic Development
2. Lost Revenue
3. Housing & Mental Health Funds
4. Water, Sewer, & Broadband Projects
5. Transparency & Tracking of Recovery Funds

Our plan focuses on spurring economic development for a sustainable future, delivering a shot in the arm to complete needed City projects, and making the City of Jamestown a better place to live and do business in.



Our Plan for ARP Recovery Funds

The City will also make it a priority to seek public input and ensure the funds are spent appropriately and transparently, holding public meetings in the community on the use of recovery funds. This plan proposes the creation of a new position to manage projects, track and administer the funds, and to maintain a public dashboard to show progress on how the funds are being spent.

The American Rescue Plan provides a much-needed injection of capital into our community. The City of Jamestown intends to use these funds in an efficient, effective, and open manner. With your help, we can work together to create the path to a sustainable and prosperous future for our City.

Respectfully,

Edward A. Sundquist, Mayor



Revisions to the Master Plan

In cooperation with the Chautauqua Regional Community Foundation (CRCF), the City of Jamestown undertook a listening tour to receive feedback from residents, businesses, and non-profits making up the City. These feedback sessions were held on Thursday, July 22, 2021, at Jefferson Middle School; Saturday, July 24, 2021, at the James Prendergast Library; Tuesday, July 27, 2021, at the Chautauqua Center; and, Thursday, July 29, 2021 at Emmanuel Baptist Church, as well as multiple sessions with, and focused on, the non-profit and business communities. During this time, the City received feedback from more than 125 residents, businesses, and non-profits. The plan has changed substantially from the draft version to reflect the feedback received, and the recommendations received, from the Community Foundation.

The following was revised or added to this report from the previous draft plan:

- Updated Lost Revenue Projections.
- Reducing the money allocated to Water, Sewer, and Broadband from \$5,000,000 to \$2,000,000 in anticipation of more federal funding for infrastructure priorities.
- Changing the name of “Housing & Mental Health” to “Healthy Communities & Neighborhoods,” with funding increased from \$2,000,000 to \$5,000,000 based on input received through public feedback sessions.
- Sample projects throughout the report were changed to accurately reflect requests from City department heads and input received through feedback sessions.
- The addition of the Chautauqua Region Community Foundation’s Public Feedback Report, with key themes heard throughout the public feedback sessions with recommendations for a number of items including how to deal with the unprecedented pace funds must be expended, implementation of a community committee to oversee use of funds, the need for additional staff/contractor to directly report use of the funds, and the lens on which projects should gain priority.

The Report also includes specific feedback given by residents, businesses, and non-profits broken down by category.

Revised September 30, 2021



Funding Allocation Summary

<i>Eligible Use Allocations (American Rescue Plan Act)</i>	2021 Proposed Allocations	2022 – 2024 Proposed Allocations	Total
<i>Total Allocation to the City from Federal Government</i>	\$14,039,572.50	\$14,039,572.50	\$28,079,145.00
<i>Lost Revenue</i>	\$2,500,00	\$7,679,145	\$10,179,145
<i>Economic Development</i>	\$5,000,000	\$5,000,000	\$10,000,000
<i>Water, Sewer, and Broadband</i>	\$500,000	\$1,500,000	\$2,000,000
<i>Healthy Communities & Neighborhoods</i>	\$500,000	\$4,500,000	\$5,000,000
<i>Transparency & Tracking (these expenses may run through 2026)</i>	\$70,000	\$830,000	\$900,000
Total	\$8,570,000	\$19,509,145	\$28,079,145.00



Eligible Use Classification – Lost Revenues

Lost Revenues

Total Funds: \$10,000,000

Breaking Down Lost Revenues

Using a standard formula for growth from a baseline revenue year of 2019, the American Rescue Plan allows the City of Jamestown to establish lost revenue for the fiscal years 2020-2023. For administrative convenience, Treasury’s Interim Final Rule allows recipients to presume that any diminution in actual revenue relative to the expected trend is due to the COVID-19 public health emergency. The City will have the opportunity to re-calculate revenue loss at each year throughout the program. Importantly, once a shortfall in revenue is identified, the City has broad latitude to use this funding to support government services, up to this amount of lost revenue. This is the most flexible category of funding; however, some restrictions do apply. Prohibited uses include funding pension costs, establishing or transferring to reserve fund, payment of legal settlements or court judgements, and funding the City’s debt service.

Funding Oversight

Funding oversight of all recovery funds is key to program success. Funds in the “Lost Revenue” eligible use allocation will be incorporated into the normal City budgeting process as proposed capital and non-capital expenses. Projects and expenses not included in the official City budget will be proposed to the City Council, which will maintain oversight and approval of expenditures. Any resolution on approving spending will note that the monies for the project are from American Rescue Plan Recovery Funds. We note that the approximately ten (10) million dollars allocated to this classification is a conservative estimate based on projection models and the formulas provided by the U.S. Treasury Department.



Eligible Use Classification – Lost Revenues (Cont.)

Lost Revenue Projection Model (Estimated Loss)

City of Jamestown

ARP Recovery Funds

Estimated Revenue Losses

	2020	2021	2022	2023	Grand Total
PY Eligible Revenues	\$ 36,594,722	\$ 38,095,106	\$ 39,657,005	\$ 41,282,942	
Growth Factor	4.10%	4.10%	4.10%	4.10%	
Baseline	\$ 38,095,106	\$ 39,657,005	\$ 41,282,942	\$ 42,975,543	
Eligible Actuals/Estimates	\$ 35,539,735	\$ 37,208,122	\$ 38,733,655	\$ 40,321,735	
Revenue Losses	\$ 2,555,371	\$ 2,448,883	\$ 2,549,287	\$ 2,653,808	\$ 10,207,349
	\$ 2,555,371				
	\$ 0				



Eligible Use Classification – Lost Revenues (Cont.)

Sample Projects

Among the many potential projects that this funding could be used for, here is a list of sample projects to enhance the services to Jamestown residents and businesses.

Lost Revenue Sample Projects		
Project Title	Description	Estimated Cost
Parks Expansion	Investments in our parks increase quality of life, attract tourists and new residents, as well encourage the community to become more active. A world-class parks system is desirable for the City, and there are a number of relatively low cost, high-impact additions, that can be made to parks throughout all of Jamestown. Examples of projects that could be completed include: a Splash Pad that could convert into a skating rink in the winter, a BMX Pump Track, Dog Park, Frisbee Golf course, an expanded network of walking and bike trails, and various sports courts, among other potential projects.	\$1,000,000+
Fire Station Renovations & Improvements	The four fire houses in Jamestown are all in need of extensive renovation. A certain amount of money could be set aside each year to upgrade and make necessary repairs to the fire stations to ensure their usefulness for years to come.	\$500,000+
Fleet Replacements	The City fleet has some necessary and major upgrades that would normally have to be borrowed for. This would allow the City to continue to provide essential services, such as plowing, maintenance of streets and parks, and street cleaning with less downtime.	\$1,000,000+



Eligible Use Classification – Economic Development

Economic Development Total Funds: \$10,000,000

Building Economic Development Capacity

The COVID-19 public health emergency resulted in significant economic hardship for many Americans. As businesses closed, consumers stayed home, schools shifted to remote education, travel declined precipitously, and over 20 million jobs were lost between February and April 2020. In light of this, the City has an interest in using its wholly-owned non-profit organizations to manage programs intended to support economic development projects around the City, including but not limited to, support for business and industry, activation of public space to both increase public health and to attract tourism and business, and investment in affordable housing.

The City may use Coronavirus State and Local Fiscal Recovery Funds to support additional services in Qualified Census Tracts (“QCT”) as a direct support to businesses, COVID-recovery related projects, speeding the recovery of impacted industries, and projects that increase public health and wellbeing. Funding directed to QCTs are presumed to meet the test for eligibility under the American rescue Plan Act and therefore have more flexibility in use.

Qualified Census Tracts



Qualified Census Tracts, 2021, Jamestown NY



Funding Classifications – Economic Development (Cont.)

Funding Oversight

The City proposes a transfer of these funds to the Jamestown Local Development Corporation (“JLDC”) a qualified not-for-profit organization, as authorized by the American Rescue Plan Act. JLDC will receive two tranches \$5,000,000 each, one in 2021 and the second in late 2022. The JLDC Board would provide necessary oversight and approval of the use and disbursement of any of the funds, with the City Council requiring to sign off on any project exceeding the \$100,000 threshold. This will ensure funds are directly accountable to both a public board and to our publicly elected body.

Sample Projects

Economic Development Sample Projects		
Project Title	Description	Estimated Cost
Chadakoin River Basin Investments	This would promote activation of the Chadakoin River Basin area, and a navigable waterway from Chautauqua Lake to the river basin, Panzarella Point and the Comedy Center Park area. Potential projects include: clearing the waterways to allow for safe small watercraft navigation, a dock(s), kayak launches, enhancements to the Riverwalk public art, and a tiered amphitheater, among others. This would be in conjunction with a larger County, City, and Non-profit initiative to activate the water spaces in Jamestown and would connect with County investment.	\$300,000 - \$1,500,000+
Programming Fund & Events Coordinator	This would make a fund for programming in the downtown area more robust and easily accessible, driving tourism and business activity in Jamestown. An events coordinator would be funded out of this allocation to work directly with businesses, non-profits, and residents to facilitate year-round programming and ensuring that people are utilizing Jamestown’s public spaces to their fullest potential.	\$1,000,000



Eligible Use Classification – Economic Development (Cont.)

Receivership Program	<p>This program would ensure vacant buildings are preserved utilizing the vacant property receivership program and/or Article 19-A real property actions. The receivership program would designate the City as a court appointed receiver of a neglected property. Once appointed, the receiver has physical control of the property, and can borrow and spend money to rehabilitate the property. They can also place liens against the property for to recoup the amount invested to bring the property back up to habitable standards. Once the property has been rehabilitated, the owner may be able to regain control by making the receiver whole, or the property is sold by the court or by the receiver. This has the opportunity to both improve much of the City’s housing stock as well as be a self-sustaining program from a revenue standpoint after the initial investment.</p>	\$675,000
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Funding Classifications – Healthy Communities & Neighborhoods

Healthy Communities & Neighborhoods Total Funds: \$5,000,000

Addressing Housing & Mental Health Disparities

The pandemic has affected communities across the country, it has disproportionately impacted low-income families and communities of color, and has exacerbated systemic health and economic inequities. Low-income and socially vulnerable communities have experienced the most severe health impacts, including our community. The funding allocated would address health disparities, social determinants of health, and make investments into housing and neighborhoods. This funding shows that the City is committed to addressing the root of social problems, poverty, and mental health issues.

Statistics

According to the National Institute on Mental Health, nearly one in five U.S. adults live with a mental illness (51.5 million in 2019), and one in five young people are affected by mental, emotional and behavioral disorders, including conduct disorders, depression, and substance abuse. In the City alone, 6.5% of all calls for service from the Jamestown Police Department are to check on the well-being of an individual (City of Jamestown Police Reform and Reinvention Collaborative, 2021). This, coupled with an increasing homeless population in the City, creates the need to radically change how we address housing and mental health disparities in our community.

Funding Oversight

The City intends to fund “Housing & Mental Health” eligible use allocation projects immediately through a budget amendment process. In future years, these funds will be incorporated into the normal City budgeting process as proposed expenses. Projects and expenses not included in the official City budget will be proposed to the City Council, which will maintain oversight and approval of expenditures. Any resolution on approving spending will note that the monies for the project are from American Rescue Plan Recovery Funds.



Funding Classifications – Healthy Communities & Neighborhoods (Cont.)

Sample Projects

Housing & Mental Health Sample Projects		
Project Title	Description	Estimated Cost
Mental Health Rapid Response	The City will work with mental health not-for-profits to have on call and in person social workers to respond to police and emergency service calls. These positions would work directly in and with the Police Department to coordinate responses based on the call intake.	\$600,000
Neighborhood Investments	The City will make direct investment in housing rehabilitation programs by working with not-for profits (such as supporting City-wide painting program) or providing direct support for home improvements, resulting in increased neighborhood stabilization.	\$3,000,000
Underutilized Parks Investments	The City will make investments in underutilized neighborhood parks, such as Tower Park, Roseland, and Newland, located in QCTs to increase usage and encourage play and healthy activities for youths and families.	\$1,000,000
Sidewalk Rebate Program	The City will create a fund to increase the reimbursement rate for homeowners for sidewalk replacements specifically for tree-damaged sidewalks, increasing accessibility for handicapped individuals and taking care of the City's most damaged sidewalks.	\$400,000



Funding Classifications – Water, Sewer & Broadband

Water, Sewer & Broadband

Total Funds: \$2,000,000

Investing in Physical & Digital Infrastructure

The Pandemic has shown the need for critical investments in our City’s aging physical and digital infrastructure. From our children not being able to access essential internet needed for virtual classroom, to replacement of storm sewers, now, more than ever, infrastructure funding is necessary. The Recovery Funds explicitly allow for the investment in necessary improvements to our water, sewer, and broadband infrastructures, including priority projects that address the impacts of climate change.

Funding Oversight

The City will work with the Jamestown Board of Public Utilities (BPU) to determine which projects will be completed by the City or BPU. Depending on the project, the City may transfer these funds to the BPU and their board to manage or keep the funds in the City to be used for projects approved by City Council. This will ensure these funds will be directly accountable to a public board and to our publicly elected body.



Funding Classifications – Water, Sewer & Broadband (Cont.)

Sample Projects

Water, Sewer & Broadband Sample Projects		
Project Title	Description	Estimated Cost
Water Main Replacements	Replace essential water mains throughout the City. BPU would coordinate this project. All projects that are eligible to be funded through the Drinking Water State Revolving Fund and the Clean Water State Revolving Fund program are eligible to be funded through Recovery Funds.	\$500,000+
Stormwater Management Projects	This could fund essential stormwater management projects throughout the City. These funds would be administered through the City and be completed by the Department of Public Works (DPW).	\$500,000+
Broadband Infrastructure Buildout	Build out broadband infrastructure, using the Jamestown BPU's existing fiber-ring. This money could be used on the City or BPU side. The BPU is currently conducting a feasibility study to see if Municipal Broadband is feasible, as well as a rough cost estimate for the system based on Jamestown's assets and needs.	\$1,000,000+



Funding Classifications – Transparency & Tracking

Transparency & Tracking Total Funds: \$900,000

Accountable Administration & Transparency

The City may use this funding to build internal capacity to successfully implement, track, and execute economic relief programs. The need for project tracking, federal reporting, and transparency on the use of these funds requires the hiring of a Project Manager. This position would track projects and related finances, while also preparing the interim, quarterly, and annual reports on the use of Recovery Funds to the Treasury department as required by law. This position would also develop a public dashboard which would directly show how the Recovery Funds are being spent and the status of projects. This position would report directly to the City Comptroller and would work with the Mayor's Office, department heads, related boards, and the City Council on coordinating and reporting projects. Note, Recovery Fund projects must be committed by Fiscal Year 2024 and completed by Fiscal Year 2026.

A second position would help with public communications and coordination. This position would relay and showcase the successes of the projects, as well as gather feedback and help with messaging on the use of the funds.

Funding Oversight

Due to the nature of the positions, the City Council would be asked to authorize the creation of these positions at the adoption of this plan. The City Council would approve the funds set aside. Thereafter, the City intends to use these funds through the formal budget process for the next fiscal year. These funds may be dispersed through the 2024 Fiscal Year, as projects must be completely expended by then.



Funding Classifications – Transparency & Tracking (Cont.)

Allocation Per Year

Year	Project Manager	Public Communications & Coordination	Grand Total
Year 1 - 2021	\$ 37,620.93	\$ 31,703.43	\$ 69,324.35
Year 2 - 2022	\$ 79,003.94	\$ 66,577.19	\$ 145,581.14
Year 3 - 2023	\$ 82,954.14	\$ 69,906.05	\$ 152,860.19
Year 4 - 2024	\$ 87,101.85	\$ 73,401.36	\$ 160,503.20
Year 5 - 2025	\$ 91,456.94	\$ 77,071.42	\$ 168,528.36
Year 6 - 2026	\$ 96,029.79	\$ 80,924.99	\$ 176,954.78
5 Year Total	\$ 474,167.58	\$ 399,584.44	\$ 873,752.02

City of Jamestown American Rescue Plan Funding

Prepared by:

CHAUTAUQUA REGION
COMMUNITY
FOUNDATION



Summary of Feedback

The City of Jamestown has been allocated more than \$28 million in American Rescue Plan Act Funding. This has been described as a game-changing opportunity that brings tremendous resources to a community with significant needs. Under the Mayor's leadership, a preliminary plan was drafted to deploy the funding using five broad classifications indicated in the ARP legislation and Interim Final Guidance.

The City of Jamestown and the Chautauqua Region Community Foundation worked collaboratively to host four general community listening sessions and roundtable discussions with business and nonprofit leaders to present and solicit feedback on the preliminary plan.

These sessions were attended by *118 residents* and a total of *8 responses* were received through email and telephone, bringing significant community voice to this government process.

Classifications receiving the most support include:

1. Housing Stability and Neighborhood Revitalization
2. Economic and Workforce Development
3. Resident Health and Wellbeing (Mental and Physical Health)
4. Recreation and Youth Activities

Cross cutting themes:

1. **Equity** should be a primary focus when considering how proposed programs and projects, including impact on populations that have historically been underserved or marginalized (people of color, residents living in poverty, people with disabilities and older adults).
2. **Prioritize community need** by funding programs and projects that will directly impact local residents, balancing the "nice-to-have" with quality of life needs for residents.
3. **Sustainability** should be considered before utilizing funding from ARP for new programs or projects requiring ongoing maintenance.

Needs that surpass the ARP funding scope alone:

1. Reducing the poverty rate
2. Addressing transportation needs
3. Meeting the needs of an aging community
4. Being more inclusive and equitable when deploying resources



Recommendations

The Chautauqua Region Community Foundation seeks opportunities to improve the quality of life for all residents of our region. This process captured the voice of the community and is the basis for these recommendations.

- 1) The obligations of both the pace of expenditure and documentation expected are nearly unprecedented in City history. It is unlikely that these obligations can be met without investing in capacity and oversight. This can be internal or contracted. Keep in mind that documentation relates to reporting to the federal government AND being transparent with City residents about how the dollars are deployed.
- 2) The pace of the expenditures is likely to challenge the community's capacity to deliver. This will exacerbate existing shortages with both materials and skilled labor force. The City should consider how these dollars could encourage new small businesses in under-resourced sectors and increase the number of MWBE vendors.
- 3) Utilize community-based organizations to expand the scope of what is possible through the City of Jamestown alone. Directly overseeing the spending of \$28 million and moving all of the projects through existing City processes may slow down the expenditure and risk the second payment of the funding.
- 4) Conduct an open and transparent process to identify the best community-based organizations to run programs that expand the City's reach. Consider how an Ad-Hoc Committee comprised of elected officials AND community members could be created to keep community voice present. Explore if the City Charter includes an existing Commission that can do this. Learn from other organizations that routinely administer funding to gain efficiency and expertise.
- 5) Prioritize projects that present opportunities to leverage ARP funding with other funding sources, including philanthropic dollars. Along the same lines, leverage the experience of community-based organizations by building on existing programs with ARP funding.
- 6) Most importantly, apply an equity lens to all aspects of this funding. If specific projects are funded, consider how all City residents benefit. Document demographics like race, ethnicity, income and age when identifying the target audience. If specific programs are funded, engage individuals with lived experience in the funding decision and in monitoring the progress. Measure success and report on those metrics as part of the effort to be transparent to the community.



Specific Feedback by Category

Economic Development and Lost Revenue

- Long-term and strategic vision for the use and potential impact of funds.
- Promote economic development opportunities across the City, not just downtown.
- Improvements to areas of the City heavily trafficked by local residents every day, such as North Main, E 2nd, Fairmount, Falconer, Washington, Foote and Buffalo St.)
- Economic development plan for Washington St, Fluvanna Ave. and North Main St. (equivalent Peach St., Erie PA or Route 60, Fredonia/Dunkirk).
- Replacement of 3rd St. trees should be matched by planting trees along Washington St.
- Sample project of the 3rd St. trees is more of a “nice to have,” of the approx. 29 properties the \$500K project breaks down to \$17,241 each.
- Neighborhood revitalization, improvement projects, parks and recreation need greater equity in the selection of locations across the entire City; prioritize neglected areas.
- Consider multiple smaller projects at several locations instead of just one larger project.
- Indoor, year-round athletic facility for youth and college level sports.
- Community or recreation centers for youth, seniors and other residents.
- Promotion of specific projects, such as YMCA of Jamestown new facility, Northwest Arena’s TheZone, or new ones such as short golf course/youth learning course.
- Expansion of the Public Market to be year-round, indoors, community food co-op.
- Rebuilding more of the curbs and sidewalks, and install new ones where none exist.
- Need for greater City representation on the CCIDA.
- Business development, more “shovel ready” sites for developers.
- Turn vacant factory locations into green space or public use areas.
- Bring back the Youth Bureau Director position to coordinate activities and programs.
- More recreation opportunities for families across different parks in the City, rather than just one and the development of different offerings in parks such as natural play spaces.
- Workforce programs to help businesses support employees.
- Target bringing 4-year degree programs to the community that can help workforce recruitment and fill current gaps by attracting and developing more skilled workers.
- Training program (exit ramp) for applicants that are not accepted into JCC Nursing program; to offer other healthcare training here locally (LPN, CAN, lab tech).
- Business incubators for MWBE start-ups.
- Civic Engagement Incubator, recruit BIPOC residents in government and nonprofits.
- Preparedness for future pandemics, through mitigation strategies and capacities.
- Develop alternative, sustainable energy, that could also serve as a revenue source
- Sample projects, fire stations, city infrastructure and other are good investments.



Housing

- \$1.4 million is not enough to address housing issues in the City.
- Programs should target improving housing stock and tax base.
- Strategy to buy back housing stock, purchase of rental properties on tax auction.
- Programs for home improvement should require simpler paper work; not based on income eligibility; prioritize support for older adults and people with disabilities.
- Increase investment in the gateway corridors into the City.
- Creation of pre-fab housing that can be locally manufactured.
- Efforts to mediate issues with notoriously delinquent landlords.
- Establish a registration program for landlords and renters.
- Position at the City to help bridge the gap/ communication with landlords and renters.
- Receivership program is positive; concerns about landlord/tenant issues.
- Creation of tax tiers to favor local ownership of properties.
- Option to collect property taxes monthly, versus an annual basis.
- Demolition of abandoned and condemned structures.
- Incentives for first time home buyers, program for down payments and closing costs.
- Programs to support low income homeowners and prevention of eviction.
- Concerns on increase of housing insecurity when the moratorium on evictions is lifted.
- Gap of an emergency shelter serving women and families.
- Ability to leverage ARP funds to bring in additional/more dollars for projects.

Mental Health

- Not enough funding is allocated to address mental health and substance use; priority to addressing issues of poverty, addiction, improving quality of life for residents.
- Multi-disciplinary approach to address the root causes of mental health crises.
- Trauma informed care community and building trauma informed infrastructures.
- Whole health focus, not just mental health aspect.
- Embed mental health providers in existing structures in the community, and provide training to community members.
- Need for more high-quality community-based providers, services and greater capacity given to substance use treatment options.
- Address the long-term sustainability of programs.
- Mental Health Rapid Response is a great idea, but concern over whether or not other components are in place to make this an effective program.
- Lack of local and regional rehab programs; affordability of programs.
- Concerns on coordination and duplication of services being offered.



- Address cultural and economic bias in law enforcement that may hinder individuals from being able to get the right help.
- Provide greater support for mental health workers.
- Consider other social determinants of health and the impact on children.

Water, Sewer and Broadband

- Sample projects are needed and long overdue.
- Investment in water, such as clean water, recycling water.
- Understanding the difference and costs between waste v. storm water.
- Broadband is a needed and an essential service; ensure availability is offered across entire City to not create a “digital redline” in certain areas.
- In addition to accessing internet service, there is a need for devices in homes without them.

Transparency & Tracking

- Not a required category, concerns on level of funding for this category.
- Much needed to ensure accurate reporting, so not to compromise future funding.
- Consider options to utilize partners to be able to share in the cost, instead of creating new positions.
Events coordinator position is redundant, already offered by many existing attractor entities, Chamber and CCVB.
- Suggestion on tracking big picture, data, time line and regular updates on the City website and to local media.

Other

- Focus on reducing the city’s high poverty rate.
- Proposed projects should be linked to job creation.
- Prioritize projects that cannot be funded through other sources, CFA and CDBG.
- Address transportation, to better serve a diverse population, need for a more robust system; greater access, availability and funds to support the use by local residents.
- Support for local entities like the James Prendergast Library serving diverse populations, such as a station for a social worker.
- Programs to support Senior citizens; registry of reliable vendors, home improvement incentives or rebates, community center/activities.
- Need for shared, accurate data and data driven strategies across organizations.
- A mechanism to follow up with the public on the feedback received as part of these sessions, and ongoing transparency and feedback on the use of the funds over the next five-year period.

