Agenda

1. DRI Recap & Meeting Goals
2. Project List Creation Overview
3. Defining Catalytic Impact & Strategies
4. Project Discussion
5. Report Back
DRI Work Plan & Timeline

<table>
<thead>
<tr>
<th>Phases</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kick-Off &amp; Community Engagement Plan</td>
<td></td>
<td></td>
<td>10/3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existing Conditions &amp; Opportunities</td>
<td></td>
<td></td>
<td>11/7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy &amp; Implementation Plan</td>
<td></td>
<td></td>
<td></td>
<td>12/13</td>
<td>1/17</td>
<td></td>
</tr>
<tr>
<td>Strategic Investment Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2/15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2/16</td>
</tr>
</tbody>
</table>

- Local Planning Committee Meetings & Work Sessions
- Key Work Products
- Community Meeting
More than 75 attendees participated in the November Public Meeting
November Public Meeting Feedback

“Foster a culture of support for entrepreneurs and new residents.”
“Create a year-long accessible public realm.”
“Help Comedy Center to produce anticipated impacts for local retail.”
“Ensure there is capacity to implement.”
“Celebrate local history.”
“Improve the retention of people and businesses.”
“Enhance and promote public transit.”
“Integrate circulation and wayfinding for all of downtown.”
…and many more comments
Previously Proposed Vision for Downtown Jamestown

The Downtown Revitalization Initiative will promote investments that build upon existing momentum; promote smart growth; bolster Downtown Jamestown’s cultural, recreational, and entrepreneurial assets; and create a vibrant downtown attractive to residents, businesses, and visitors.
The Downtown Revitalization Initiative will support investments that leverage Downtown Jamestown’s recent momentum; bolster its cultural, recreational, and economic assets; and create an urban, walkable, vibrant downtown core attractive to new and existing residents, workers, businesses, investors, and visitors.”

- Based on feedback from Local Planning Committee and Public Meeting
# Jamestown Downtown Revitalization Initiative Goals - Revised

<table>
<thead>
<tr>
<th>Strengths &amp; Challenges</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Historic job decline but recent sector growth</td>
<td>CREATE A PLACE WHERE BUSINESSES WANT TO LOCATE AND PEOPLE WANT TO WORK</td>
</tr>
<tr>
<td>Lack of Downtown vibrancy but growing demand</td>
<td>SUPPORT SMART GROWTH AND STRENGTHEN EXISTING FABRIC WITH MIXED-USE DEVELOPMENT</td>
</tr>
<tr>
<td>Strong regional assets but limited connectivity</td>
<td>LEVERAGE CULTURAL AND NATURAL ASSETS TO CREATE A COHESIVE DOWNTOWN EXPERIENCE AND BOOST VISITATION</td>
</tr>
</tbody>
</table>
Upcoming DRI Events and Meetings

**Public Meetings**
- November 7th
- **December 13th** – Robert H. Jackson Center 5:30PM-7:30PM
- February 16th – TBD

**Local Planning Committee Meetings**
- October 3rd
- November 7th
- **December 13th** – Robert H. Jackson Center 1:00PM-3:00PM
- January 17th – TBD
- February 15th – TBD

**Supplemental Community Engagement**
- Door-to-Door Outreach
- Online Survey
Agenda

1. DRI Recap & Meeting Goals
2. Project List Creation Overview
3. Defining Catalytic Impact & Strategies
4. Project Discussion
5. Report Back

Photo Credit: Jamestown Up Close
Prioritize list of projects for further analysis and Strategic Investment Plan inclusion
Projects and initiatives that can receive DRI funding are wide-reaching.

- **Real estate development or predevelopment**
  - Construction, land acquisition, and environmental review

- **Public infrastructure investments**
  - Water supply, wastewater, storm water, streetscape, parking, open space and trails

- **Direct grants or revolving loan programs**
  - Façade, residential, sidewalk, small business

- **Commercial space improvements**

- **Mixed housing development or rehab**

- **Branding and marketing initiatives**

- **Business recruitment and workforce development**

- **Tourism development and promotion**

- **Art or cultural programming**

- **Historic preservation**

- **Community facility capital improvements**

- **Future long-term planning studies**
  - Strategic planning, design, feasibility, etc.

- **Organizational capacity building**
  - Establishment of new governance structures

- **Regulatory or zoning changes**
The consultant team identified 100+ projects from review of past plans, community conversations, and public meetings.

**Projects Assembly**

- Traffic and Streetscape Enhancement Plan - 2008
- Chadakoin River Corridor Brownfield Opportunity Area Pre-Nomination Study - 2008
- City of Jamestown, A Livable Community - 2010
- Illumination of the Jamestown Waterfront and BPU Campus: Phase I (BPU Costing Analysis) - 2016
- 2016 CDBG and HOME Annual Action Plan - 2016
- Urban Design Plan - 2006
- Local Waterfront Revitalization Program - 2014
- Jamestown Business Mix - 2012
- Comprehensive Plan - 1998
- Chadakoin River West BOA Pre-Nomination Study - 2013
- Chadakoin River Central-Eastern BOA Nomination Study - 2014
- A Strategy for Prosperity Progress Report - 2015

**Initial List: 100+ projects**
The consultant team refined and consolidated the initial projects list based on conversations with community stakeholders and a review of project similarities.

Initial List
100+ projects

Refined & Consolidated List
36 projects

Example:
Project #26: “Pedestrian Lighting”
Project #52: “Wayfinding Signage”
Project #78: “Colored and Textured Crosswalk”

Project #86: “Build Pedestrian Bridge from Panzarella Park to the North Shore”—Project funded and underway
For each potential project and initiative, the LPC will consider the following criteria when determining relative priority.

**Impact**
- Alignment with DRI Goals, and Existing Plans
- Community Benefits
- Economic and Fiscal Impact
- Employment and Job Growth
- Workforce Development Potential
- Transformative Potential

**Cost**
- Estimated Project Cost
- Ability to Leverage Public and/or Private Funds
- Ability to Leverage other Funding Sources

**Feasibility**
- Market Demand
- Site Control and Regulatory Challenges
- Readiness and Timeline
- Capacity of Responsible Parties to Implement and Maintain Investment

**Public Support**
The LPC will identify and recommend a range of funding options for projects included in the Strategic Investment Plan.

### Potential Project Types for Recommendation

- **Projects and initiatives for DRI funding**
- **Projects and initiatives that could seek funds through the CFA or other state or federal resources**
- **Projects and initiatives that are not currently ready** to go and require additional work to become project ready
- **Local actions**
- **Private sector opportunities** and actions leveraging or complementing DRI funding or other state funding
- **Private sector opportunities** and actions independent of any public/state funding
$10 million can fund numerous smaller projects, or a smaller number of large efforts.

**Key Considerations**

- Consolidate investment for greater impact
- Look for opportunities for DRI to leverage additional funding
Agenda

1. DRI Recap & Meeting Goals
2. Project List Creation Overview
3. Defining Catalytic Impact & Strategies
4. Project Discussion
5. Report Back
DRI investments should recognize Downtown Jamestown’s diverse set of users.

- Why visit downtown?
- Why shop downtown?
- Why live downtown?
- Why locate a business downtown?
- What job opportunities are downtown?
- Why stay downtown after work?
- Why visit Jamestown’s downtown?
- Why extend your stay?
- Why return to Jamestown?
### Implementation Strategies

1. Establish downtown destinations for visitors, workers, and residents.

2. Support secondary activities to extend and enrich the downtown stay.

3. Strengthen connections between destinations and amenities to enhance the downtown experience.

4. Build capacity to implement and sustain DRI investments.
Several projects have the potential to attract new populations Downtown, including visitors and workers.
A range of supportive investments can extend users’ stay and strengthen the core.

12. Hilton DoubleTree – Hotel Refurbishment
13. Jamestown Brewing Company Enhancement
15. 10-12 West 2nd Street Redevelopment
16. 509 W. 3rd Street Redevelopment
17. Fund for Riverfront Redevelopment
18. Willow Bay Renovation
19. Business Development Loan Funds
20. Hospitality/Culinary Training Program
Enhancing connections between assets is vital to improving the Downtown experience.
Coordinating the activities of existing and new entities will sustain investment.

Planning Commission
Urban Renewal Agency
Strategic Planning and Partnerships

Housing Downtown
Programming Downtown
Marketing Downtown
Clean & Safe Downtown
Employment Downtown

+10 Local Foundations
Defining Catalytic Impact

Precedents for destination-making and connecting Downtown activity provide useful guidance.

Destinations (Buffalo)

Streetscape and Amenities (Montreal)

Connectivity (Schenectady)

Activation (Salem)
Buffalo, NY – Erie Canal Harbor Development Corporation
Montreal, QC – City of Montreal, Restaurant owners, Local organizations
Montreal, QC – City of Montreal, Restaurant owners, Local organizations
Schenectady, NY – Downtown Schenectady Improvement Corporation, City of Schenectady
Salem, MA – City of Salem, Destination Salem, Local institutions and organizations
Welcome to Salem, Massachusetts

- Ye Olde Pepper Company
  - CANDIES
  - America's Oldest Candy Company
  - Since 1806

- Old Town Hall 1816
  - HAUNTED
  - Come watch "Cry Innocent: The People Vs. Bridget Bishop" performed by the History Alive Theatre Group.

- Peabody Essex Museum
  - The oldest continuously operating museum in the United States, PEM's holdings include about 1.3 million pieces, as well as twenty-four historic buildings.

- Witch Trial Memorial
  - The Witch Trials Memorial was dedicated in 1992 (300 years after the trials began) & consists of 20 granite inscribed benches.

Salem, MA – City of Salem, Destination Salem, Local institutions and organizations
**Agenda**

1. DRI Recap & Meeting Goals
2. Project List Creation Overview
3. Defining Catalytic Impact & Strategies
4. Project Discussion
5. Report Back
The potential project matrix evaluates projects across 12 criteria grouped into 4 categories: impact, cost, feasibility, and public support.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>DRI Goal</th>
<th>Theme</th>
<th>Project Description</th>
<th>Impact</th>
<th>Cost</th>
<th>Feasibility</th>
<th>Public Support</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Downtown Revitalization</td>
<td>Establish Destinations</td>
<td>National Comedy Center Gap Financing</td>
<td>Potential project that will potentially unlock other funds necessary to prepare and develop the site, design, fabricate and install attraction components, including the museum system</td>
<td>Catalytic Potential</td>
<td>Community, Economic, and Fiscal Impact</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Assigned Discussion Groups

**Bolded** = Discussion Leaders

### Jamestown Local Planning Committee

<table>
<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Title</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Samuel</td>
<td>Teresi</td>
<td>Mayor</td>
<td>City of Jamestown</td>
</tr>
<tr>
<td>Jeff</td>
<td>Belt</td>
<td>President</td>
<td>SolEpoxy, Inc.</td>
</tr>
<tr>
<td>Vince</td>
<td>Horrigan</td>
<td>County Executive</td>
<td>Chautauqua County</td>
</tr>
<tr>
<td>Chloe</td>
<td>Smith</td>
<td>Reverend</td>
<td>Zion Tabernacle</td>
</tr>
<tr>
<td>Reuben</td>
<td>Hernandez</td>
<td>Owner</td>
<td>Havana Cuban Café</td>
</tr>
<tr>
<td>Pamela</td>
<td>Reese</td>
<td>Dean</td>
<td>Jamestown Business College</td>
</tr>
<tr>
<td>Michael</td>
<td>Metzger</td>
<td>President</td>
<td>Blackstone Advanced Technologies LLC</td>
</tr>
<tr>
<td>Greg</td>
<td>Lindquist</td>
<td>Executive Director</td>
<td>Jamestown Renaissance Corporation</td>
</tr>
<tr>
<td>Jarrod</td>
<td>Russell</td>
<td>Resident</td>
<td>N/A</td>
</tr>
<tr>
<td>Tim</td>
<td>Smeal</td>
<td>Director of Development</td>
<td>Jamestown Community College</td>
</tr>
<tr>
<td>Alexis</td>
<td>Singleton</td>
<td>Owner</td>
<td>El Greco Furniture</td>
</tr>
<tr>
<td>Vince</td>
<td>DeJoy</td>
<td>Director of Development</td>
<td>City of Jamestown</td>
</tr>
<tr>
<td>Andrea</td>
<td>Magnuson</td>
<td>Associate Director</td>
<td>Gebbie Foundation</td>
</tr>
<tr>
<td>Jeff</td>
<td>James</td>
<td>Owner</td>
<td>Labyrinth Press Company</td>
</tr>
<tr>
<td>Andrew</td>
<td>Nixon</td>
<td>Executive Director</td>
<td>Chautauqua County Visitors Bureau</td>
</tr>
<tr>
<td>Jeff</td>
<td>Smith</td>
<td>Executive Director</td>
<td>St. Susan's Center</td>
</tr>
</tbody>
</table>

HR&A Advisors, Inc.

Downtown Revitalization Initiative | 36
What are your top 10 priorities for further evaluation for DRI funding?

Small Group Agenda

Project List Review (10 minutes)

Project Discussion (1 hour)
   1. Reactions to high level evaluation?
   2. Priority for DRI funding? Study, implementation, or both?
   3. Priority for the Strategic Investment Plan, but not for DRI funding?
   4. Project amendment?

Report Back (20 minutes)
Agenda

1. DRI Recap & Meeting Goals
2. Project List Creation Overview
3. Defining Catalytic Impact & Strategies
4. Project Discussion
5. Report Back
Upcoming DRI Events and Meetings

Public Meetings
- November 7th
- December 13th – Robert H. Jackson Center 5:30PM-7:30PM
- February 16th – TBD

Local Planning Committee Meetings
- October 3rd
- November 7th
- December 13th – Robert H. Jackson Center 1:00PM-3:00PM
- January 17th – TBD
- February 15th – TBD

Supplemental Community Engagement
- Door-to-Door Outreach
- Online Survey