

## **MEETING HELD JANUARY 28, 2014**

A meeting of the Board of Trustees of the Village of Port Chester, New York, was held on Tuesday, January 28, 2014, in the Village Hall Conference Room, 222 Grace Church Street, Port Chester, New York, with Mayor Neil Pagano presiding.

Present in addition to Mayor Pagano, were Trustees Gregory Adams, Daniel Brakewood, Saverio Terenzi, Luis Marino, Joseph Kenner.

It should be noted that Trustee Ceccarelli was absent.

It should be noted that Trustee Brakewood arrived at 6:18 p.m.

Also present were Village Manager, Christopher Steers; Village Clerk, Janusz R. Richards; Village Attorney, Anthony Cerreto; Village Treasurer, Leonie Douglas; Director of Planning and Development Christopher Gomez; Christopher Ameigh Administrative Aide to the Village Manager, Village Planner Jesica Youngblood, John R. Nolon and Beth A. Ferguson.

On motion of Trustee Adams, seconded by Trustee Marino the meeting was declared opened at 6:10 p.m.

### **Roll Call**

**AYES:** Trustees Adams, Terenzi, Kenner, Marino and Mayor Pagano

**NOES:** None.

**ABSENT:** Trustees Brakewood and Ceccarelli.

**DATE:** January 28, 2014

### **WORK SESSION**

#### ***Mid-Year State of the Village***

Village Treasurer, Leonie Douglas gave a presentation on “Village of Port Chester General Fund Financial Report June 1, 2013 To Dec 31, 2013.”

**(SEE PRESENTATION ON THE NEXT PAGE)**



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# VILLAGE OF PORT CHESTER GENERAL FUND FINANCIAL REPORT JUNE 1, 2013 TO DEC 31, 2013

January 28, 2014



## Revenues & Appropriated Fund Balance Summary – FY 2013-14

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<b>Adopted Revenues</b>		<b>\$34,812,096</b>
Use of Police DEA Forfeiture	\$50,920	
Use of Mariner Proffer	<u>\$113,672</u>	
<b>Total Other Revenues</b>		<b>\$164,592</b>
Appropriated Fund Balance	\$800,000	
Prior Years Encumbrances	\$165,272	
Appropriated Debt Reserves	<u>\$100,000</u>	
<b>Total Appropriated FB &amp; Reserves</b>		<b>\$1,065,272</b>
Transfers In:		
Sewer Fund	\$700,000	
Debt Service Fund	<u>\$200,000</u>	
<b>Total Transfers In</b>		<b><u>\$900,000</u></b>
<b>Adjusted Budget</b>		<b>\$36,941,960</b>



# Revenue Comparison Report

## June 1 to December, 31

### FY 2013-14, 2012-13 & 2011-12

Revenues	FY2013-14 Original Budget	FY2013-14 Adjusted Budget	FY2013-14 Jun-Dec Actual	FY2013-14 Available Balance	% Balance	FY2012-13 Jun-Dec Actual	FY 2011-12 Jun-Dec Actual	2013-14 + (-) Amt.	To 2012-13 %	Ref #
Property Tax	\$21,896,467	\$21,896,467	\$21,903,914	\$(7,447)	100%	\$21,895,154	\$21,960,149	\$8,760	0%	1
Other Tax Items	818,194	818,194	838,516	(20,322)	102%	911,981	653,045	(73,465)	(8%)	2
Non-Prop. Tax Items	4,772,000	4,772,000	1,389,716	3,382,284	29%	1,295,776	1,269,905	93,940	7%	3
Departmental Income	3,726,736	3,840,408	2,118,976	1,721,432	55%	1,754,786	1,511,571	364,189	21%	4
Use of Money & Property	404,966	404,966	213,078	191,888	53%	209,210	220,182	3,868	2%	5
Licenses & Permit	224,522	224,522	201,742	22,780	90%	114,767	123,848	86,975	76%	6
Fines & Forfeitures	2,014,000	2,064,920	905,892	1,159,028	44%	954,852	801,361	(48,960)	(5%)	7
Miscellaneous	136,000	136,000	57,638	78,362	42%	161,749	76,901	(104,111)	(64%)	8
State Aid	695,129	695,129	562,612	132,517	81%	535,587	558,561	27,025	5%	9
Federal Aid	<u>124,082</u>	<u>124,082</u>	<u>61,065</u>	<u>63,017</u>	<u>49%</u>	<u>61,822</u>	<u>59,208</u>	<u>(756)</u>	<u>(1%)</u>	10
<b>Total Revenues</b>	<b>\$34,812,096</b>	<b>\$34,976,688</b>	<b>\$28,253,150</b>	<b>\$6,723,539</b>	<b>81%</b>	<b>\$27,895,685</b>	<b>\$27,234,732</b>	<b>\$357,465</b>	<b>1%</b>	<b>11</b>



# Expenditure Comparison Report

## June 1, to December 31,

### FY2013-14, 2012-13 & 2011-12

Expense	FY2013-14 Original Budget	FY2013-14 Adjusted Budget	FY2013-14 Actual 12/31/13	FY2013-14 Encumbered	FY2013-14 Available Balance 12/31/13	% Balance	FY2012-13 Actual 12/31/2012	FY2011-12 Actual 12/31/2011	Amount + (-) FY 2012-13	% Balance + (-) FY2012-13	Ref #
General Gov. Support	\$5,722,910	\$5,464,938	\$3,114,795	\$39,111	\$2,311,032	57%	\$2,850,915	\$2,810,264	\$263,880	9%	12
Public Safety	10,800,962	11,242,824	6,260,317	57,466	4,925,041	56%	6,271,402	6,108,722	(11,086)	0%	13
Health	275,834	275,834	218,103	-	57,732	79%	218,103	218,103	-	0%	14
Transportation	\$1,580,943	1,582,232	802,613	870	778,749	51%	781,924	695,205	20,688	3%	15
Economic Opp & Dev	373,577	373,681	199,049	104	174,528	53%	199,631	196,734	(582)	0%	16
Culture & Recreation	1,932,843	1,954,843	1,359,041	-	595,802	70%	1,333,333	1,351,299	25,708	2%	17
Home & Com Srv	2,299,733	2,338,668	1,155,228	6,583	1,176,858	49%	1,114,064	1,158,045	41,164	4%	18
Employee Benefits	9,698,077	9,781,723	8,098,897	-	1,682,826	83%	6,980,810	6,126,712	1,118,087	16%	19
Bond-Prin.	2,830,000	2,830,000	\$1,790,000	-	\$1,040,000	63%	1,725,000	1,725,000	65,000	4%	20
Bond-Int.	<u>1,047,217</u>	<u>1,047,217</u>	<u>535,826</u>	<u>-</u>	<u>511,391</u>	<u>51%</u>	<u>579,280</u>	<u>714,935</u>	<u>(43,454)</u>	<u>(8%)</u>	21
<b>Total Exp</b>	<b>\$36,562,096</b>	<b>\$36,891,960</b>	<b>\$23,533,868</b>	<b>\$104,134</b>	<b>\$13,253,959</b>	<b>64%</b>	<b>\$22,054,463</b>	<b>\$21,105,017</b>	<b>\$1,479,405</b>	<b>7%</b>	<b>22</b>

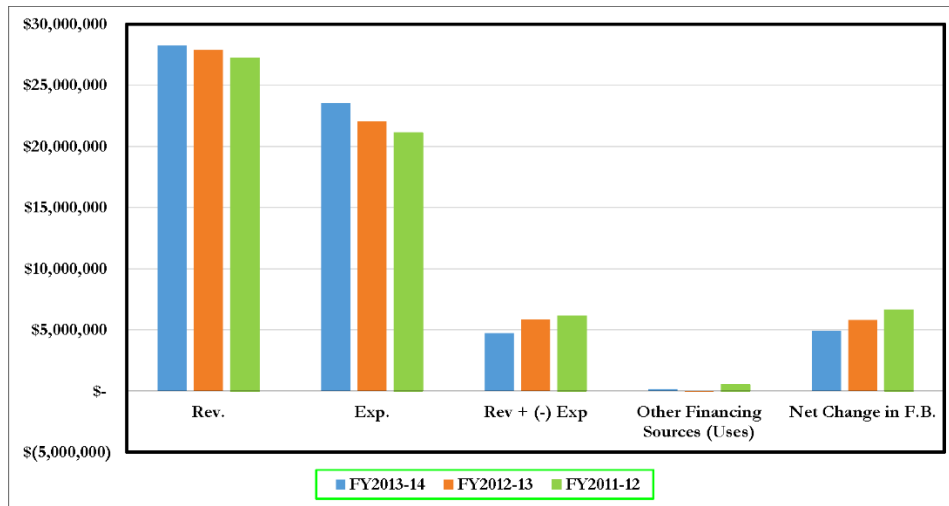


## Fund Balance Comparison June 1, to December 31, For FY 2013-14, 2012-13, 2011-12

	FY2013-14 Original Budget	FY2013-14 Adjusted Budget	FY2013-14 Actual 12/31/13	FY2013-14 Encumb- ered 12/31/13	FY2013-14 Available Balance 12/31/13	FY 2013-14 % Balance 12/31/13	FY2012-13 Actual 12/31/2012	FY2011-12 Actual 12/31/2011	Amount + (-) FY 2012-13	% Balance + (-) FY 2012-13	Ref #
Rev. Less Expenditu- res	\$(1,750,000)	\$(1,915,272)	\$4,719,282	\$104,134	\$4,823,416		\$5,841,222	\$6,129,714	\$(1,121,940)	(19%)	23
Other Financing Sources (Uses)											
Transfers In	900,000	900,000	200,000		700,000	22%	-	600,000	200,000	100%	24
Transfers Out	(50,000)	(50,000)	(35,000)		(15,000)	70%	(44,000)	(92,753)	(9,000)	(20%)	25
Total OFS(U)	850,000	850,000	165,000		685,000	19%	(44,000)	507,247	209,000	(475%)	26
Net Chang- in Fund Bal.	\$(900,000)	\$(1,065,272)	\$4,884,282	\$104,134	\$(5,845,420)		\$5,797,222	\$6,636,961	\$(912,940)	(16%)	27



## Revenue/Expenditure Comparisons As of December 31, 2013, 2012 & 2011





## Actual Revenues vs. Actual Expenditures June 1, 2013 to December 31, 2013

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Actual Revenues	\$28,453,150
Actual Expenditures	<u>\$23,568,868</u>
Fund Balance	\$ 4,884,282



## Use of Contingency FY 2013-14

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Adopted Contingency Budget	\$466,883
Use of Contingency:	
➤ Increased Library Contributions 6/3/13	\$ 22,000
➤ PBA Contract Ratification 8/5/13	\$233,913
➤ National Development Council Retainer 10/21/13	<u>\$ 30,000</u>
Total Use of Contingency	<u>\$285,913</u>
Modified Contingency Budget	\$180,970



## Authorized Budget Adjustments During FY 2013-14

### Increase Estimated Revenues:

1.1.2613	Use of Deferred DEA	\$50,920
1.1.1589	Use of Mariner Proffer	\$113,672
1.1.4995	Prior Years Encumbrances B/F	<u>\$165,272</u>
Total Estimated Revenues		\$329,864

### Increase Appropriations:

Various	Prior Years P.O.	\$165,272
1.3120.200	Police Equipment	\$50,920
1.3620.100	Personnel Services	\$64,167
1.3620.462	Software & System Support	\$13,850
1.3989.462	Software & System Support	\$13,850
1.9030.802	Social Security	\$3,979
1.9030.810	Medicare (Employer Share)	\$930
1.9060.807	Hospital & Medical Ins.	<u>\$16,896</u>
Total Appropriations		\$329,864

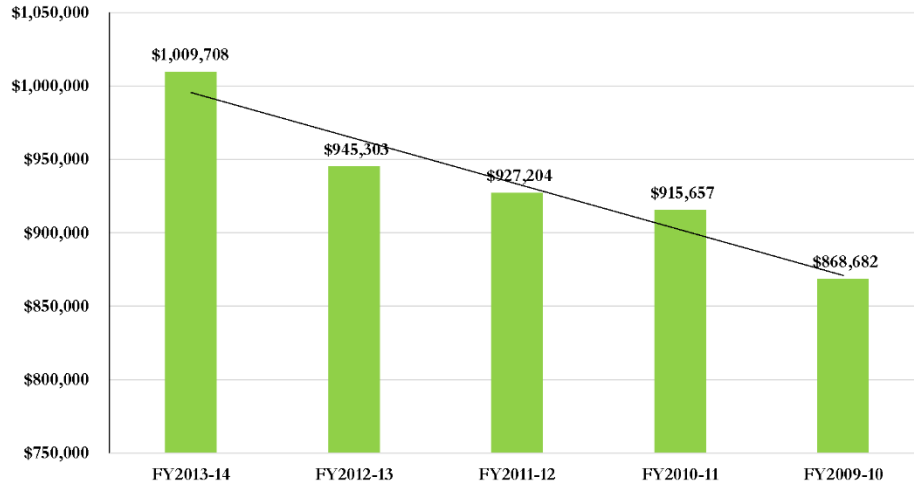


## FY 2013-14 & 2012-13 Major Revenue Increases

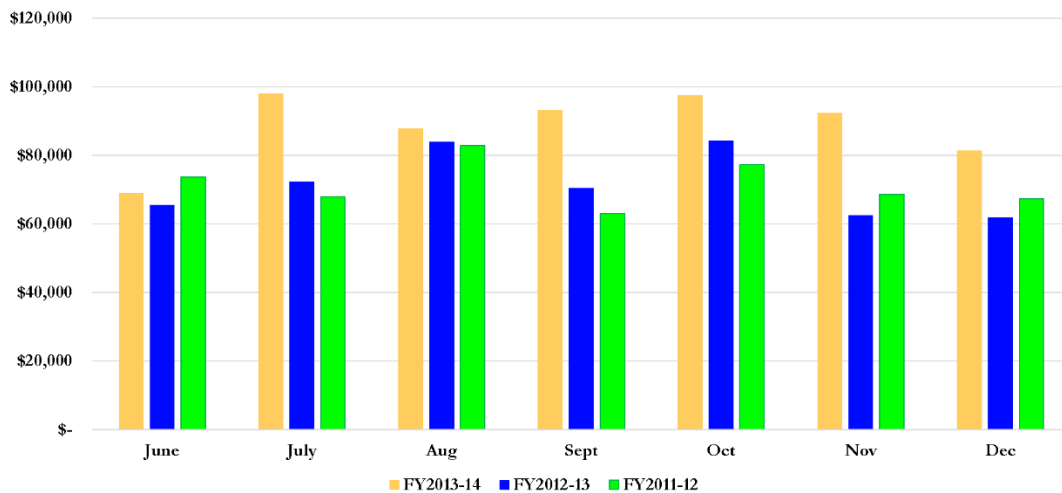
REVENUES	Original Budget FY2013-14	Adjusted Budget FY2013-14	Actual FY2013-14 12/31/2013	Available Balance FY2013-14	Percent Balance FY2013-14	Actual FY2012-14 12/31/2012	Amount + (-) FY2012-13	% Balance + (-) FY 2012-13
Sales Tax Revenue	\$3,950,000	\$3,950,000	\$1,009,708	\$2,940,292	25.56%	\$945,303	\$64,405	6.81%
Fire Inspection Fees	117,466	117,466	79,465	38,001	67.65%	31,340	48,125	153.56%
Stop Work Order	4,000	4,000	11,482	(7,482)	287.04%	4,153	7,329	176.47%
Safety Inspect/Bldg Permits	250,979	250,979	385,567	(134,588)	153.63%	162,643	222,924	137.06%
Safety Inspect/Searches	45,000	45,000	61,055	(16,055)	135.68%	36,318	24,737	68.11%
Use of Mariner Proffer	-	113,672	113,672	-	100%	-	113,672	100%
Parking Meter Fees	1,264,626	1,264,626	619,659	644,967	49%	500,965	118,694	23.69%
Taxi Owner's Lic Fee	37,250	37,250	35,690	1,560	95.81%	27,250	8,440	30.97%
Permits/Electrical	18,571	18,571	21,000	(2,429)	113.08%	9,144	11,856	129.66%
Permits/Plumbing	23,697	23,697	29,460	(5,763)	124.32%	9,028	20,432	226.32%
Permits/Sidewalk	10,000	10,000	43,040	(33,040)	430.40%	6,850	36,190	528.32%
Mortgage Tax	250,000	250,000	158,184	91,816	63.27%	126,945	31,239	24.61%
<b>Total Major Revenue</b>	<b>\$5,971,589</b>	<b>\$6,085,261</b>	<b>\$2,567,982</b>	<b>\$3,517,279</b>	<b>57.80%</b>	<b>\$1,859,939</b>	<b>\$708,043</b>	<b>38.07%</b>



## Sales Tax Revenues Comparisons & Trend As of December 31, 2013, 2012, 2011, 2010 & 2009



## Parking Meter Revenue Comparisons As of December 31, 2013, 2012, 2011





## Major Expenditures Over-expended Over Prior Year

EXPENDITURES	Original Budget FY2013-14	Adjusted Budget FY2013-14	Actual FY2013-14 12/31/13	Available Balance 12/31/13	Percent Balance 12/31/13	Actual FY2012-13 12/31/12	Amount + (-) FY2012-13	% Balance + (-) FY2012-13
<b>GENERAL GOVERNMENT:</b>								
Law Dept.	\$339,109	\$339,109	\$336,100	\$3,009	99.11%	\$223,643	\$112,457	50.28%
Buildings-Village Owned	122,516	126,512	127,285	(773)	100.61%	75,516	51,769	68.55%
Judgment & Claims	50,000	50,000	56,364	(6,364)	112.73%	4,398	51,966	1,181.58%
Total	511,625	515,621	519,749	(4,128)	100.8%	303,557	216,192	71.22%
<b>EMPLOYEE BENEFITS:</b>								
NYS Employees Retirement	1,009,924	1,009,924	1,283,729	(273,805)	127.11%	829,519	454,210	54.75%
NYS PD & Fire Retirement	2,392,078	2,440,755	2,119,100	321,655	86.82%	1,944,016	175,084	9.01%
Workers Compensation	1,290,875	1,290,875	1,494,933	(204,058)	115.81%	1,234,103	260,830	21.14%
Hospital & Medical Ins.	3,697,700	3,714,596	2,451,152	1,263,444	65.99%	2,248,200	202,952	9.03%
Total	\$8,390,577	\$8,456,150	\$7,348,914	\$1,107,236	86.91%	\$6,255,838	\$1,093,076	17.47%

### DISCUSSIONS

#### ***BAN Renewal of \$3.415 Million.***

Village Treasurer, Leonie Douglas stated that this is a follow-up on the \$3,415,000 Bond Anticipation Notes that are due on February 26, 2014.

Three scenarios are explained by our Financial Advisor Beth A. Ferguson from the Capital Markets Advisors, LLC.



VILLAGE OF PORT CHESTER  
Financing Options

This analysis presents 3 financing options for the Village's outstanding \$3,415,000 Bond Anticipation Notes. The analysis includes payments for 5 fiscal years and does not include the bonding of the sewer fund debt or general fund projects under Scenario 2 or Scenario 3.

**SCENARIO 1** All General Fund Projects are paid back over 5 years through Bond Anticipation Notes. Sewer Fund Project utilizes minimum principal payment and is bonded in 5 years.

Use	Amount of Issue	2013-14			2014-15			2015-16			2016-17			2017-18			TOTALS		
		Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total P.&I
General Fund (5 projects)	\$ 1,715,000	\$ 343,000	\$ 4,054	\$ 147,054	\$ 343,000	\$ 20,300	\$ 363,300	\$ 343,000	\$ 15,415	\$ 358,415	\$ 343,000	\$ 10,299	\$ 353,299	\$ 343,000	\$ 1,143	\$ 344,143	\$ 1,715,000	\$ 35,404	\$ 1,750,404
Sewer Fund	\$ 1,700,000	\$ 25,000	\$ 3,909	\$ 38,909	\$ 25,000	\$ 22,125	\$ 47,125	\$ 30,000	\$ 24,075	\$ 54,075	\$ 30,000	\$ 24,525	\$ 54,525	\$ 30,000	\$ 24,075	\$ 54,075	\$ 140,000	\$ 102,898	\$ 242,898

**SCENARIO 2 (1)** Police cars and pay stations are paid back over 5 years through bond anticipation notes. Roads, sewer and police building utilize minimum principal payments and is bonded in 5 years. Sewer Fund Project utilizes minimum principal payment and is bonded in 5 years.

Use	Amount of Issue	2013-14			2014-15			2015-16			2016-17			2017-18			TOTALS		
		Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total P.&I
General Fund (2 projects)	\$ 775,000	\$ 155,000	\$ 1,823	\$ 156,823	\$ 155,000	\$ 9,300	\$ 164,300	\$ 155,000	\$ 6,975	\$ 161,975	\$ 155,000	\$ 4,650	\$ 159,650	\$ 155,000	\$ 2,325	\$ 157,325	Total General Fund		
General Fund (3 projects)	\$ 940,000	\$ 35,000	\$ 2,211	\$ 37,211	\$ 35,000	\$ 13,372	\$ 48,372	\$ 35,000	\$ 13,000	\$ 48,000	\$ 35,000	\$ 12,222	\$ 47,222	\$ 35,000	\$ 11,925	\$ 46,925	\$ 970,000	\$ 78,359	\$ 1,048,359
Sewer Fund	\$ 1,700,000	\$ 25,000	\$ 3,909	\$ 38,909	\$ 25,000	\$ 22,125	\$ 47,125	\$ 30,000	\$ 24,075	\$ 54,075	\$ 30,000	\$ 24,525	\$ 54,525	\$ 30,000	\$ 24,075	\$ 54,075	\$ 140,000	\$ 102,898	\$ 242,898

**SCENARIO 3 (1) (2)** All General Fund Projects are bonded in 2014 with an 11 year final maturity in 2025. Avg annual debt service is \$179,476. No required principal payment in 2013-14 for the General Fund, but the Village can elect to pay down principal. Sewer Fund Project utilizes minimum principal payment and is bonded in 5 years.

Use	Amount of Issue	2013-14			2014-15			2015-16			2016-17			2017-18			TOTALS		
		Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total P.&I
General Fund (5 projects)	\$ 1,715,000	\$ -	\$ 0,033	\$ 0,033	\$ 145,000	\$ 127,149	\$ 182,149	\$ 145,000	\$ 32,710	\$ 177,710	\$ 145,000	\$ 31,910	\$ 176,910	\$ 145,000	\$ 30,666	\$ 180,666	Avg Annual Debt Service \$ 179,476		
Sewer Fund	\$ 1,700,000	\$ 25,000	\$ 3,909	\$ 38,909	\$ 25,000	\$ 22,125	\$ 47,125	\$ 30,000	\$ 24,075	\$ 54,075	\$ 30,000	\$ 24,525	\$ 54,525	\$ 30,000	\$ 24,075	\$ 54,075	\$ 140,000	\$ 102,898	\$ 242,898

(1) Interest rate on BANS assumed at 1.50%  
(2) Average interest rate on bonds assumed at 2.45%



## WORK SESSION (Continues)

### Strategic Planning – John Nolon

Village Manager provided the Board with a memorandum regarding Strategic Objectives stating:

The comprehensive planning process produced a baseline vision for the Village. This vision retains the qualities of Port Chester that its people have come to cherish, including a diverse cultural population, quality homes at relatively affordable prices, a vibrant downtown, and its proximity to key employment centers in the region. At the same time, the vision addresses the challenges confronting the Village, including changing socio-economic conditions, unpredictable growth and development patterns, physical constraints limiting waterfront access, and underutilized non-residential properties. The vision establishes the basic challenge of how we capitalize on the Village’s physical, social, economic and human capital.

The Comprehensive Plan identifies goals, policies, and guidelines for the immediate and long-range protection, enhancement, growth, and development of Port Chester. The Plan focuses on major elements of the Village’s built environment, including maintenance and enhancement of residential neighborhoods; revitalization of commercial areas and the waterfront; strengthening of industrial areas; improvement of transportation and infrastructure facilities; and identifying opportunities for new development. The issues and challenges associated with these elements are often addressed by a variety of entities –governmental and non-governmental, local and extra-jurisdictional—that might or might not be directly coordinating with one another.

One of the central purposes of the Comprehensive Plan, therefore, is to provide a framework for collaboration and coordination among relevant decision -makers and stakeholders. The strategies, once implemented, are intended to guide development and preservation patterns in a proactive and predictable manner and ultimately realize the Village’s vision for a sustainable and prosperous future. The chief vehicle for implementation of these strategies is generally a strategic plan.

Strategic planning has been described as: “A disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it”. As you recall some strategic analysis was completed upon my tenure as Village Manager. The analysis resulted in an alignment of a set of priorities for me.

Village Manager’s BOT ratified top five priorities:

1. Code Enforcement
2. Amnesty
3. Sewer Rent
4. Bulkhead

These priorities, as they are, fluctuate based upon BOT direction. The fluid nature then is not necessarily as effective as would otherwise be if the goals and strategies were hard wired into a 2-5 year plan with corresponding measures. The strategic planning process brings focus and emphasis to future implications of current decisions. The process itself requires some commitment and if followed yields tangible rewards. (Simple process model):

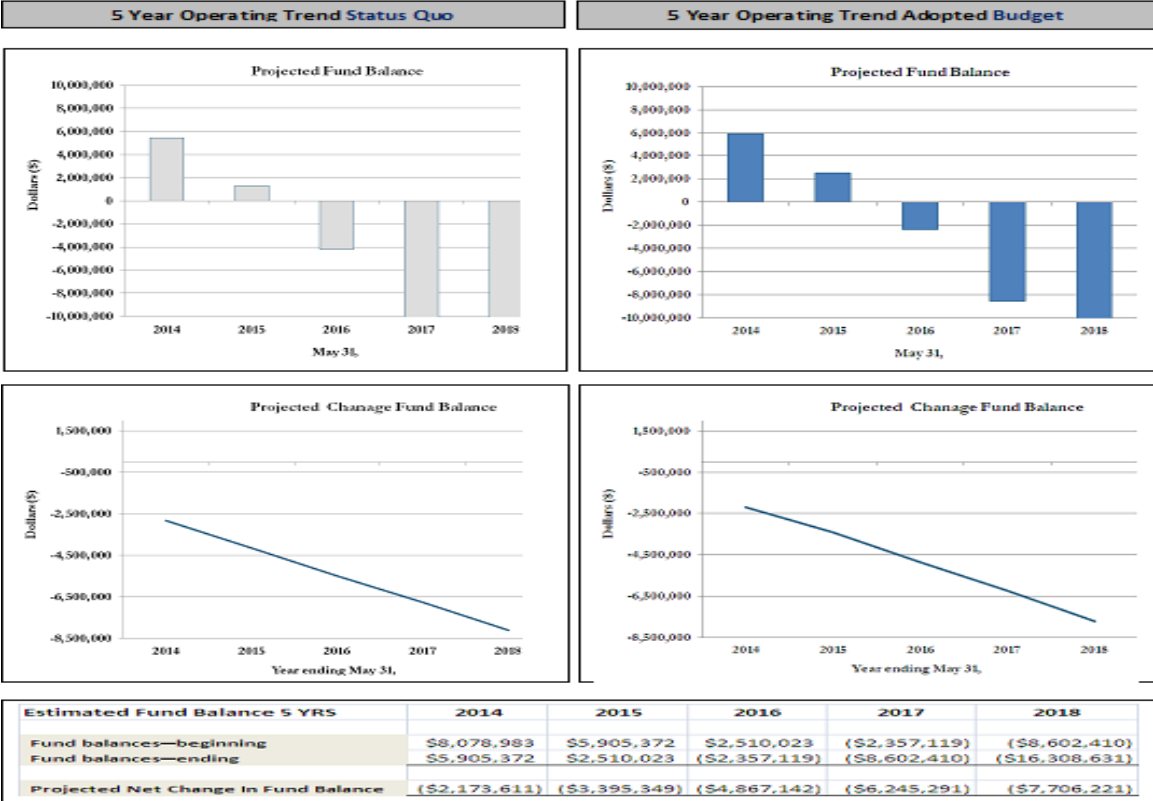
FIGURE 1.1. THE ABCS OF STRATEGIC PLANNING.



Source: Bryson and Alston, 2004.

Remember, our current economic realities create a rare opportunity for the Village to fundamentally change the way it does business within an economic environment where the status quo is unaffordable. As you are aware, we are currently wrestling with some harsh realities relating to our current and future revenues and expenditures. (Excerpt from FY 13’ – 14’ budget):

**5 Year Operating Trends based on Adopted Budget**



We have also identified several priority projects that emphasize economic development opportunities within the Village. We recruited experts in the field, namely the National Development Corporation (NDC) to assist us in analyzing the opportunities and helping us to map out a path to fruition of the priorities. NDC priority projects:

- A. Municipal Center
- B. Fox Island redevelopment
- C. Waterfront redevelopment
- D. United Hospital site

My emphasis is on the need for a holistic long term look at our needs, priorities, and financials; in an effort to effectively plan for and shape our future. Toward that end and as agreed, I have asked Professor John Nolan of Pace Law School to act as a mediator and guide through the process we hopefully will be embarking on.

**Strategic Planning Discussion**

Professor John Nolon, Professor of Law at Pace University commented on the major objectives of the Village Board. He commented they are working with urban areas throughout the Northeast with municipalities of all sizes and types and saw that there was new interest in urban development. There are a lot of people who want to live in Port Chester and a lot of developers who are chasing that market. We started doing a lot of research nationally on what it takes to revitalize urban places. We set up a roundtable for municipalities (11 different villages and cities). We’ve worked with these cities and

villages on their common problems regarding economic development planning. We will focus on that.

Over 75% of the Village revenue comes from property tax. Somehow there has to be a very specific plan for economic development. It is the perception of the Governor that urban places are the economic engines of their regions; where the hospitals are, where the municipal centers are, education, where the traffic centers are, where the workforce live. If you look at the Mid-Hudson economic development strategy you will see that concept, that urban centers should be revitalized.

About \$800 million a year is funded through a process that goes through the Economic Development Council. They look to see what you have accomplished, they look at what you're doing. They look to see whether you have a strategic plan and what that plan does to revitalize your urban areas; and they give you points for how well you've done.

If Port Chester can develop a strategic plan you are going to be much more competitive. When you talk about specific economic opportunities for the Village it is very hard to self-fund all those things. You've got to get some State funding. This State administration is committed to about \$800 million a year to places like Port Chester. It is not just an academic exercise, it is about getting something down on paper that you can submit for funding.

Trustee Ceccarelli commented he participated in the Mid-Hudson conference and that is one of the reasons we got the grant for the design of the Bulkhead. We portrayed it as an economic development. It was a \$225M grant and it was one of the largest in the area. The implication of getting that grant was tremendous.

Professor Nolan commented that when the State looks at Port Chester it sees transit, it sees density, and it sees efficiency. It sees people who don't drive so much to get places, it sees less carbon emissions, it sees energy conservation. These are kinds of things they are funding. They got a lot of their money from the Greenhouse Gas which is a charge-up from major energy producers. You got your money because you are more sustainable. Recommended tonight is to take the objectives that this Board adopted in the comprehensive plans and take a look at them. There are seven objectives you have adopted in your Comprehensive Plan. You can't possibly do all of them. You can work on them but you can't achieve all of them in the short term. So you have to look at them and sequence them. Four of them are specific. Which of them can you really achieve?

You have the seven major objectives 2012 Comprehensive Plan the key projects, the Key Development Projects identified for the National Development Council and the Village Manager Priorities, and then the question of organizational limitations within the staff. We would like to come up with priorities, what matters most, the budget, and next steps. Then you will have some direction for your staff and management to carry out the priorities.

Village Manager Steers commented he is a firm believer in this process.

Professor Nolan commented these objectives are inter-related. If you look at #7 – Marina Redevelopment, United Hospital and Fox Island Redevelopment area all opportunities

that would be consistent with #7. Code Enforcement, and Amnesty are consistent with #1. In making a report to the State you have to say this is what we want, this is our strategic plan and this is what we want to accomplish.

Trustee Brakewood commented the R2F neighborhoods would also speak to #1. There is the Blight Study also.

Trustee Terenzi commented that the Blight Study may be the way to go. How do you encourage someone with a two family house to make it a single family home?

Trustee Brakewood commented a single family home doesn't necessarily have to be a house with a yard. A condo is considered a one-family house, so a single family house can be high-density developed.

Trustee Terenzi commented we are identifying substandard housing that are overcrowded that are either going to blow up or burn.

Trustee Brakewood commented we are also identifying mixed-use neighborhoods with industrial next to residential.

Professor Nolan commented that he wanted to point out one planning idea. A priority might be the top objectives that you have elected to accomplish. They may be really expensive or really difficult. So when you encounter something like that you move that along. If you are going to encounter something that is going to make a difference in the next three years it is thinking about the objectives and the consequences of each one.

Trustee Terenzi commented the Blight Study is critical. It gives you the tool to say this has got to be done.

Trustee Brakewood commented that on the Fox Island Redevelopment and the Bulkhead replacement.

Trustee Terenzi commented that the redevelopment of the Marina area will not benefit the Village (where we don't get the any sales tax). Our biggest tax is the per capita. And there are 10,000 more people living in the Village than the census so we get screwed twice.

Mayor Pagano commented that Code Enforcement is understaffed.

Trustee Kenner commented that is why they were working with NDC.

Professor Nolan commented that you know how to get things done, you know how to put things in a priority order so you can move forward. When do you want the Blight Study done? What is the timeline? How much do you want to spend? How long is this study going to take? What are you going to do when you get the study? If I could get my hands on how much it is going to cost then I could tell if it was a good spend or not. The Blight Study is going to tell us where the worst spot is in Port Chester. It will then say these are your key opportunity areas. And, you better be prepared for eminent domain in this area. A Blight Study means you look at the areas to see if you can use eminent

domain. You can't just take private property for public purpose. A Blight Study is a property condition study – they are tax delinquent and they have code violations.

You may want to speak to Village Manager Steers to see what grants there might be for the cost of acquiring \$4 million of property.

Mayor Pagano said the Board would be the one to make the decision.

Professor Nolan commented that there is funding for job development. So when you come down to strategy and development, job creation is something you can look at. The Village of Port Chester can come in during Phase II with a good job program.

Mayor Pagano asked what you need from us next.

Village Manager Steers commented we are on next steps. We have our objectives. We need to set goals for the objectives. We are on board. We need the timeline, what is the cost? Next is the Blight Study.

Trustee Brakewood commented we have a lot of priorities. How do we organize to create scale? We always look at staff to do everything. Is there a way to utilize the private sector to do certain things?

Professor Nolon commented that within the seven objectives which are already done be more specific about what you're focused on. Then you can say what are the staff costs to do that? If it is very complicated and very expensive you don't do that. The next step is to be more specific about the comprehensive plan objectives and to do that within the context of a regular Board meeting.

Mayor Pagano commented on the Board meeting and coming up with an idea. The Board needs to do this on a Saturday because it will take more than four hours to come up with a priority. It is our plan. We need to go through the seven and see if there are any shortfalls.

At 7:57 p.m., on motion of Trustee Terenzi, seconded by Trustee Marino, the meeting was closed.

### **Roll Call**

**AYES:** Trustees Adams, Brakewood, Terenzi, Kenner, Marino, and Mayor Pagano

**NOES:** None.

**ABSENT:** Trustee Ceccarelli.

**DATE:** January 28, 2014

Respectfully submitted,

Janusz R. Richards  
Village Clerk