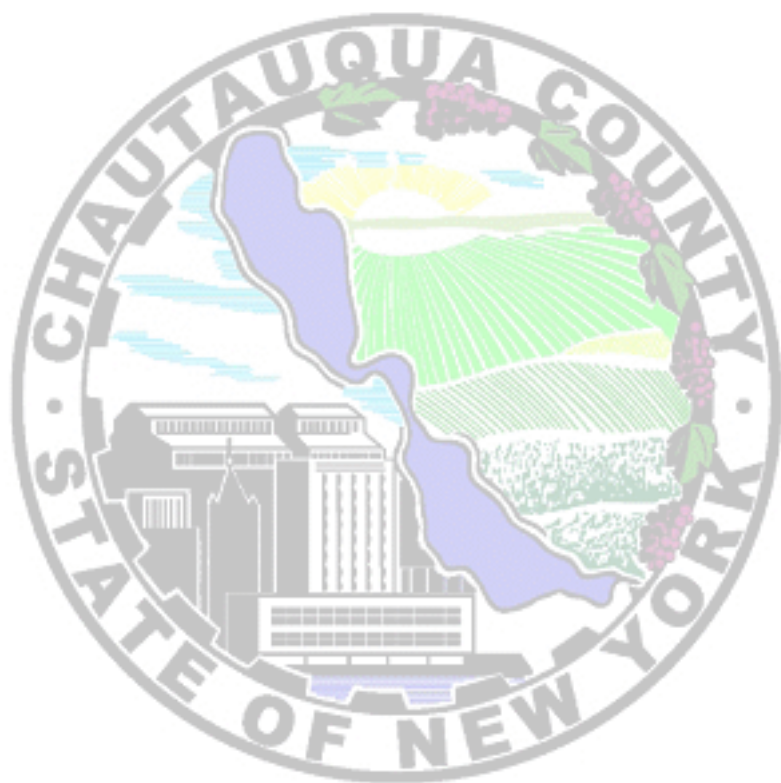


on the move and thriving

A status report on the
Chautauqua 20/20
Comprehensive Plan

February 2017





What's Inside?

A Message from County Executive Vincent Horrigan	4.
Chautauqua 20/20 Goals	5.
Tourism/Cultural Resources	6.
Agriculture and Foods	8.
Business/Economic Development	10.
Infrastructure/Public Investment	12.
Education/Libraries	14.
Workforce Development	16.
Environment/Waste Management/Water Resources	18.
Historic Preservation/Community Revitalization	20.
Active Living/Recreation	22.
Energy	24.
Youth	26.
Housing	28.
Healthcare	30.
Local Government	32.
Community Action/Human Services/Civic Organizations	34.

About this report

The idea for Chautauqua 20/20 Thrive was born out of County Executive Vince Horrigan and senior staff's interest in the SUNY Oswego Thrive program, designed to increase collaboration and reduce duplication among community stakeholders. With these goals in mind, a small steering committee was formed and met throughout 2015 to refine the structure and content focus. The steering committee chose the Chautauqua 20/20 Comprehensive Plan as the project focus due to its extensive content and familiarity with stakeholders. The timing was perfect, as the plan was completed in 2011 making 2016 the five-year anniversary and status report.

With content now focused on the fifteen community sectors highlighted in the Comprehensive Plan, the work shifted to updating the original 2011 focus group stakeholders and scheduling meetings for each group. Each focus group met once during the 2016 calendar year to specifically discuss the status of the "High Priority and Other Action Items" outlined for their sector in the plan. Groups discussed progress seen thus far, where things may have stalled, potential shifts in priority, and miscellaneous ongoing projects and success stories. The process itself proved very beneficial for community stakeholders, reminding them of the goals established in 2011. This community status report details the results of this process, how far we have come, and our course ahead to a Thriving Chautauqua County in 2020.

Chautauqua Thrive

A Message from County Executive Vincent Horrigan

Where have we been? Where are we going?



Dear Chautauqua County Residents:

In April 2014, I kicked off a new initiative known as Chautauqua Thrive, which continues to develop a comprehensive approach to achieving a thriving community. The purpose of Chautauqua Thrive is to find innovative, creative and collaborative solutions to the issues facing Chautauqua County. It facilitates communication between existing agencies and initiatives to align common goals and targeted outcomes. After refining the goal, vision and process of the program, I came together with local stakeholders, who also shared my common goal of improving our county. These key stakeholders include representatives from the general public and representatives in our government, education, business, and service sectors.

Throughout our group discussions, it became evident that we need to review the County's Comprehensive Plan, Chautauqua 20/20, which lays out strategic goals our citizens identified in 2011 as ways to make a more vibrant and thriving community. We reengaged the original focus groups to see where we were on the implementation of the plan and, I believe we are on track for making Chautauqua County a thriving community to live, work and play.

I hope you find this Chautauqua 20/20 Comprehensive Plan status report helpful, and consider sharing the good news of all the positive work being done in our communities. I recognize all of the hard work put into this process and creating this report. Specifically, I thank the original steering committee: Kathleen Geise, Mark Geise, Jennifer Gibson, Daniel Heitzenrater, Christine Schuyler, Todd Trantum, and Heather Turner. Special thanks also go out to the Chautauqua County Department of Planning & Economic Development and all of the community stakeholders who participated in the 2016 Chautauqua 20/20 Thrive review process.

Respectfully yours,

A handwritten signature in black ink that reads "Vincent W. Horrigan". The signature is written in a cursive, flowing style.

Vincent W. Horrigan
Chautauqua County Executive

GOALS

ENVIRONMENT

The County values and conserves its lakes, streams, forests, and other natural resources.

Historic villages, working farms, and scenic rural landscapes are maintained, contributing to the County's distinctive sense of place.

The County minimizes dependence on outside resources through sustainable use of its abundant water, soil, mineral, forest, and energy reserves.

COMMUNITY

Chautauqua County is a model in New York State for counties, municipalities, other government entities, educational institutions, and non-profit agencies, in providing cost-effective services and infrastructure through regionalization, the sharing of resources, collaboration, and the elimination of duplication.

The County's strong civic and social organizations work together to get things done by leveraging public, institutional, nonprofit and private sector resources.

The County's neighborhoods thrive through continuing investment in homes by permanent and seasonal residents.

Citizens have a positive, "can do" attitude and are committed to making better lives for themselves and their children in Chautauqua County.

ECONOMY

Anchored by the Chautauqua Institution, the County is a renowned destination and center of learning.

The County's abundant recreational opportunities attract visitors throughout the four seasons.

Capitalizing on assets such as their historic architecture and walkable main streets, world-class educational and health care institutions, and local attractions, the County's cities, towns, and villages are revitalized centers of economic activity.

The County's economy is diversified with new businesses and good job opportunities created in advanced manufacturing, agricultural production, tourism, green technologies, and other current industries.

Small business startups and entrepreneurial activity are strongly encouraged and incentivized.

The latest IT infrastructure is deployed to support the digital technologies needed for businesses to thrive in the 21st century economy.

Youth and adults are well prepared to participate in the 21st century economy through quality education and training programs.

Tourism/ Cultural Resources

About this Focus Group

The Tourism/Cultural Resources Focus Group includes representatives of the Chautauqua County Visitors Bureau, Chautauqua Institution, Fenton History Museum, the Arts Council, and other tourism-related stakeholders. The top priority for this focus group is to implement the “World’s Learning Center” brand, including coordination with other focus groups to maximize its benefits (increased visitation, jobs, etc.) for the County’s economy. Key support actions include targeted marketing efforts, improved wayfinding systems (digital applications in addition to physical signage), and encouraging vacation home development to generate investment and business development around niches such as outdoor recreation and the arts.

Chautauqua 20/20 Applicable Strategies

1. Develop several new, primary tourist attractions that increase visitation in all four seasons.
2. Link and “package” visitor activities to more effectively market the range of options and increase tourism’s economic impact in the County.
3. Leverage and connect Chautauqua Institution to existing and new visitor destinations that support the “World’s Learning Center” brand.
4. Identify market niches for Chautauqua’s cities, towns and villages that support the County’s economic direction and complement their historic, walkable character.
5. Build healthier communities that are compact, pedestrian-oriented, and limit sprawl that consumes land resources.
6. Promote vibrant communities that excite Chautauqua’s youth and attract new residents, and improve the connections between the County’s adults and employers with younger generations.

Progress Report

The Tourism and Hospitality industry is one of the fastest growing industries in Chautauqua County, seeing a \$20.5 million increase in economic impact over the last five years. There have also been several marquee projects under development including the National Comedy Center, return of the PGA tour to Chautauqua County with the LECOM Health Challenge at Peek ‘n Peak, and rebuilding of the Chautauqua Institution Amphitheater. The wine, craft beer, and distillery industry has experienced tremendous growth as worldwide demand for craft beverages continues to rise. The Chautauqua County Visitor’s Bureau (CCVB) continues to be the main agency serving hospitality businesses and marketing our county’s attractions to outside visitors. The Chautauqua Region Economic Development Council has also recently increased its role, supporting and promoting specific events.

The tourism focus group discussion identified the need to continue to grow

the industry and its economic impact over the next five years. Marketing and advertising have evolved to a very targeted, more web-based platform, instead of a blanket television/billboard approach in nearby markets as identified in the comprehensive plan. There has also been progress creating the CCVB mobile “Visit Chautauqua” app, and using the Orbitist mapping service to establish a digital wayfinding system, in place of coordinated, county-wide physical signage which is expensive and difficult to maintain. One key identified area of focus is encouraging communication and cooperation among hospitality businesses and other industry stakeholders. The goal is to move visitors from their original destination to other attractions in the county. Further discussion and continued communication is necessary to develop this cross-promotion, as well as education of the many tourism destinations and events Chautauqua County has to offer.

Success Stories



National Comedy Center will Draw Thousands

Currently under construction, the National Comedy Center is a \$45 million tourism destination that will celebrate Jamestown's history of comedy as home to Lucille Ball and will attract more than 100,000 visitors each year.



PGA Tour Returns To Chautauqua County

The inaugural Web.com Tour LECOM Health Challenge was an overwhelming success, as crowds flocked to Peek'n Peak Resort to watch the future of the PGA TOUR showcase their skills. The Tournament is committed to returning for at least three additional years and the economic impact to the tourism and hospitality industry is expected to grow each year.



Chautauqua Institution Amphitheater Renewal Project

The Chautauqua Amphitheater - "The Amp" - functions as the community's most important place for assembly around arts, culture, and worship. Chautauqua Institution is rebuilding this essential facility this off-season, renewing the Amp to meet the community's needs for the next 100 years.



Dunkirk Festivals a Huge Success

The City of Dunkirk's Summer on the Lake - Music on the Pier series as well as other events such as the 2016 Dunkirk Lakeshore Air Show have been successful in attracting thousands of residents and tourists.

Moving Forward

Moving forward, it is increasingly important to work together to promote our tourism and hospitality industry, which continue to grow. Specifically, tourism and hospitality stakeholders should consider developing a hospitality employee skills and asset awareness training and cultivating relationships among hospitality businesses, to better cross-promote attractions county-wide. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Increased development of online resources and use of technology as marketing efforts shift from billboard and television ads to highly targeted online advertisements. Also of note, is a shift to digital wayfinding instead of physical signage.
- Continue supporting marquee attractions such as the Chautauqua Institution, National Comedy Center, Grape Discovery Center, trail systems, water recreation opportunities, and others.

Agriculture/ Foods

About this Focus Group

The Agriculture/Foods Focus Group includes representatives of Cornell Cooperative Extension, the County Planning Board, The National Grape Co-op, the Grower's Co-op and other stakeholders. The top priority for this focus group is to preserve farmland by identifying and maintaining priority agricultural districts; supporting right-to-farm laws, and implementing strong agricultural zoning. Key support actions include encouraging organic, specialty, value-added, small-scale and artisan food producers; building agri-tourism; and developing special food and agriculture related activities that incorporate the "World's Learning Center" model.

Chautauqua 20/20 Applicable Strategies

1. Link and "package" visitor activities to better market the range of options and increase tourism's economic impact in the County.
2. Protect and support the County's agricultural resources and economy.
3. Target promising industry sectors based on the County's assets and emerging growth trends.
4. Cultivate entrepreneurs and a business culture that thrives on Chautauqua's rural work and play lifestyle.
5. Maintain the County's high-quality education system and retain new graduates to build Chautauqua's economy.
6. Conserve the County's important agricultural soils and support its local farming vitality.
7. Maintain Chautauqua's rural landscape, heritage and scenic views.
8. Improve trade and technology education and broaden the career paths for the County's youth.

Progress Report

Historically, agriculture has been a cornerstone industry in Chautauqua County's economy. It continues to represent farms of various sizes and industries from small organic producers to large commodity farms in industries like grapes and dairy. Recently there has been an appetite to look at the role that agriculture plays in the county's food system through efforts like the Growing Food Connections program. These efforts have connected diverse stakeholders to work together and promote the many facets of the agriculture industry. Stakeholders identified and connected through the program include farmers markets, roadside stands, value-added producers, food delivery providers, and consumers. Cornell Cooperative Extension continues to play a vital role in providing technical assistance and education/training programs for Chautauqua County's farmers and farm employees.

The agriculture focus group discussion touched on a range of topics, many of which focused on supporting the viability of our agricultural industry as it evolves, and uniting county farms under a local brand to better market the county's agriculture products. Mutual respect and increased communication are important to the agricultural community which became apparent during the meeting as stakeholders disagreed on products and methods (commodity vs. small farm, organic vs. conventional). Everyone recognized the need to work together to "Make the pie bigger" rather than compete for a sliver of the existing pie." Of great interest to all, was the possibility of exploring a brand everyone can use to market Chautauqua County products, such as a phrase or logo. This logo or phrase could appear on any product containing Chautauqua Grown produce like jam or wine, and noted by restaurants which serve local products.

Success Stories



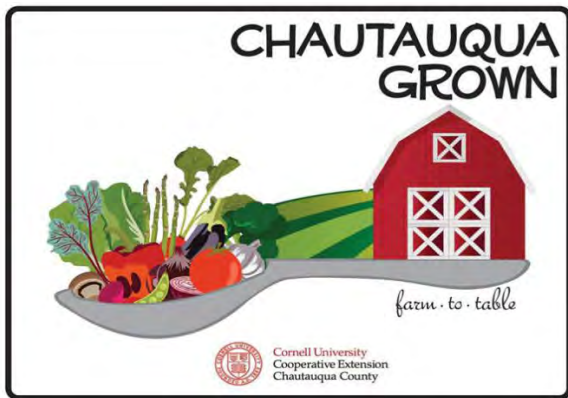
Agriculture and Craft Beverage Summits

In 2016, Chautauqua County and partners hosted a Craft Beverage Summit which focused on educating those interested in joining the ever-growing craft beverage industry. The County hosted an Agriculture Summit in 2015 which highlighted the importance of promoting economic development and the need to cultivate the next generation of farmers.



Southern Tier Brewery Continues to Grow

Southern Tier Brewing Company expanded in 2016 with the addition of Southern Tier Distilling Company, which prides itself on being a farm to glass distillery, using fresh, local ingredients in their spirits. Southern Tier Brewing Company also added an additional Brewpub location in the North Shore of Pittsburgh, PA in January 2017.



Chautauqua Grown

Operated by Cornell Cooperative Extension, Chautauqua Grown is your source for all things local foods – find farms, restaurants that feature local products, farmers markets, wineries, and much more! Chautauqua County is home to over 1,500 farms, and more than 100 sell their products directly to consumers.



Grape Discovery Center Wins Grant for Expansion

Recently the Center was awarded a Farm Winery License allowing them to sell New York State wines, spirits, craft beer and cider by the bottle for consumption on or off premises. It was also recently awarded funding for Phase II which is to construct a commercial kitchen, allowing more events to be catered there and potential for local producers to make value-added products.

Moving Forward

Moving forward, agricultural education and farm business/succession planning are increasingly important focus areas. Specifically, agriculture stakeholders should consider updating the Farmland Protection Plan to guide our agriculture industry as a strategic plan for the coming years and creating a local agriculture, produce, value added brand for stakeholders to promote locally grown and produced products. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Provide specialized education and training for the growth and success of emerging leaders in agriculture and basic necessary skills for entry level employees. Continue to support existing programs such as 4H and Future Farmers of America.
- Continue collaboration between farmers, producers, and retailers through Cornell Cooperative Extension to promote food security and a central marketing website and brand.

Business/ Economic Development

About this Focus Group

The Business/Economic Development Focus Group includes representatives of the Chautauqua County Legislature, County of Chautauqua Industrial Development Agency (CCIDA), The Chautauqua County Department of Planning & Economic Development (PED), the Chautauqua County Chamber of Commerce, the JCC Small Business Development Center, the Jamestown Renaissance Corporation, the Northern Chautauqua Community Foundation Local Economic Development Committee and other stakeholders focused on business and economic development. Key priorities for this focus group include building on CCIDA's current efforts to retain and support expansion of existing businesses and employers in Chautauqua County; using an "asset-based approach" that targets economic development activities to capitalize on the County's rich resources; establishing an inventory of and marketing available tracts of land; and promoting CCIDA's available funding programs (e.g., the adaptive reuse for tourism destination projects).

Chautauqua 20/20 Applicable Strategies

1. Develop several new, primary tourist attractions that increase visitation in all four seasons.
2. Grow citizens' pride and enthusiasm for Chautauqua's future.
3. Capitalize on the County's abundant water and energy resources for economic development.
4. Promote infill development and reuse of vacant and underutilized properties in the County's urban centers.
5. Target promising industry sectors based on the County's assets and emerging growth trends.
6. Cultivate entrepreneurs and a business culture that thrives on Chautauqua's rural work and play lifestyle.
7. Promote the natural assets of Chautauqua to grow new economic opportunities and attract additional residents and investment.
8. Reposition the County's role of using housing as an economic development tool for neighborhood revitalization.

Progress Report

Business and Economic Development has gained momentum in Chautauqua County over the last five years. This incredible growth has been valued at more than \$2.5 billion in projects recently completed, announced or underway, ranking Chautauqua County second in the Buffalo-Niagara region as published in Buffalo Business First in Fall of 2016. The variety of development both geographically and industry-type has also been huge for the area. The Dunkirk/Fredonia area has seen growth in existing businesses like Fieldbrook Foods and Chadwick Bay Marina, and has attracted new businesses like Athenex pharmaceutical manufacturing slated to break ground in 2017, and numerous new retail stores. Central Chautauqua County has seen its share of development, particularly in the Westfield area with the "Original Crunchroll" factory and Cornado Stone. In the South County, Cummins JEP has completed a major investment to expand its plant, and New Flyer America recently started production hiring 30-40 new employees. The Lakewood-Jamestown area has also seen many new

retail stores and restaurant growth.

The Business/Economic Development focus group discussion broke into three subcategories including manufacturing, small businesses/entrepreneurs, and tourism. Some common themes were identified including business retention and attraction challenges, workforce training and attraction, and increased communication and collaboration among sectors. Doing business in Chautauqua County can be challenging due to burdensome New York State tax rates and a lack of trained work-ready employees. County Government has reduced the property tax burden, but advocacy to New York State to reduce the state's tax burden, and encouraging use of state development incentives remains a focus. Communication between employers and workforce training entities/educational institutions should increase to help fill workforce gaps. The creation of a Chautauqua County "value package" so employers can better market quality of life opportunities to prospective employees was also supported.

Success Stories



Major Hotel Developments Underway

Among several hospitality related developments is the re-development of the former Ramada in Jamestown, NY. DoubleTree by Hilton by the Hamister Group (seen above). Additionally, the \$30 million Chautauqua Harbor Hotel by Krog Development and Hart Hotels will soon be under construction in Celoron.



New Flyer Among Several South County Projects

New Flyer of America, Inc. recently announced the opening of its new manufacturing/assembly facility in Jamestown, creating 40 new jobs. Other South County projects include Nuova Castelli Group, an Italian-based company specializing in traditional Italian cheese manufacturing, acquired Empire Specialty Cheese Co. in Ashville. The company expects this facility to grow up to 90 jobs.



Athenex Leads Dunkirk Area Development

Shovels are set to hit the ground in 2017 on the site of the proposed \$1.62 billion oncology drug manufacturing plant. This major development project is expected to create 900 jobs and create additional supply chain spin off in the North County area.



Fieldbrook Foods Creating More than 100 New Jobs

More than 100 new jobs were announced in 2016 as part of a \$4 million expansion project at Fieldbrook Foods in Dunkirk. The project includes the purchase of new machinery and equipment to add two new production lines within the facility.

Moving Forward

Moving forward, business retention and attraction efforts should continue with an aggressive approach. Specifically, business/economic development stakeholders should consider working to improve communication both within their industry and more diverse stakeholder groups including education and workforce training. Extra effort to retain and attract employees to mitigate an expected increase in retirements, and influx of new industry should occur. Looking ahead to 2020 increased focus should be devoted to the following action items:

- Continue to market the current skilled workforce and quality of life in Chautauqua County to businesses and prospective employees.
- Continue a holistic approach to business and economic development to build on the county's strong local assets including recreation and tourism, personal enrichment and learning, and agribusiness – especially as it ties into the growing craft beverage industry.

Infrastructure/ Public Investment

About this Focus Group

The Infrastructure/Public Investment Focus Group includes representatives of the Chautauqua County Department of Public Facilities, the Chautauqua County IT Department, the County Parks Department, and other stakeholders. A top priority for this focus group is to implement cost-saving measures based on the recommendations of a cost/benefit analysis of community infrastructure and services. Other priorities include making selective widening and lighting improvements to Route 60, primarily from Dunkirk to Gerry; reviewing and implementing recommendations of the new business plan currently under way for the Jamestown and Dunkirk Airports; and evaluating use of revenues from local energy sources to fund the maintenance and creation of parks and other outdoor recreational assets.

Chautauqua 20/20 Applicable Strategies

1. Improve coordination and cost/benefit results of community services and infrastructure investment.
2. Capitalize on the County's abundant water and energy resources for economic development.
3. Improve the management of and access to the County's water resources.
4. Promote the natural assets of Chautauqua to grow new economic opportunities and attract additional residents and investment.
5. Complete a county-wide, interconnected trail system that draws many different types of users.
6. Enhance the County's current compact cities, towns and villages to be more walkable and accessible to recreational and active living opportunities.
7. Create strong inter-municipal cooperation and focus on regionalizing government services.
8. Build healthier communities that are compact, pedestrian-oriented, and limit sprawl that consumes land resources.
9. Promote vibrant communities that excite Chautauqua's youth and attract new residents, and improve the connections between the County's adults and employers with younger generations.

Progress Report

Chautauqua County infrastructure has received much attention recently, with many proactive projects planned or underway. In February 2016 the North Chautauqua County Water District (NCCWD) was officially formed, setting up water users in the North County for stabilized rates and more reliable drinking water. For sewer infrastructure, the Chautauqua Lake Integrated Sewer Management Plan has been completed, and the county is seeking funding for this project to sewer remaining properties around Chautauqua Lake. These regional projects have had major impact before even setting pipes in the ground, proving a collaborative approach to infrastructure has proved better and more cost-effective for municipal partners. Complete Streets policies have impacted infrastructure planning for the County and numerous municipalities who have adopted these policies. This guidance urges more comprehensive planning

of road and sidewalk construction and maintenance projects, ensuring they are completed in a way which benefits all users (motorist, cyclist, pedestrians) and enhances the curb appeal of the neighborhood and quality of life.

The infrastructure focus group discussion acknowledged the success of these regional projects, but also many challenges with infrastructure maintenance and implementation of new policies going forward. Funding continues to be a challenge, not just for these new large regional projects, but also for annual infrastructure maintenance as municipalities balance necessary projects with tight budgets. Shared services and mutual assistance continues to be a success story for municipal highway and streets departments. Development infrastructure is in need of additional sites, with existing business parks near capacity and few shovel ready sites remaining.

Success Stories



North Chautauqua County Water District Formation

After years of meetings, planning and the creation of an implementation plan, the Chadwick Bay Regional Development Corporation and Chautauqua County formed the NCCWD in 2016. Construction of new water mains, pumps and water storage facilities to create the district system is currently in process with tentative completion by the end of 2017.



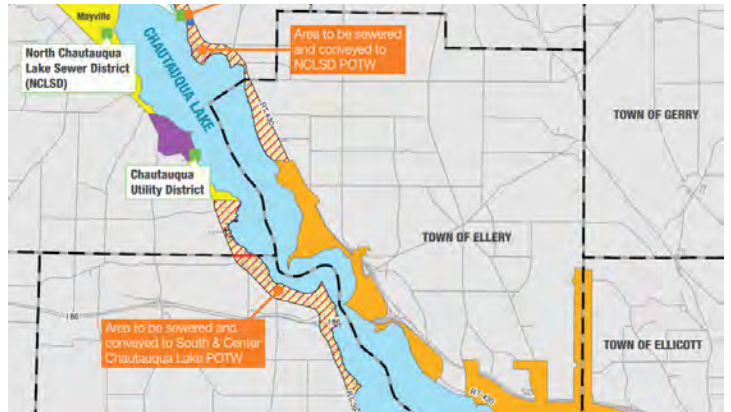
Strong Investment in County Infrastructure

The County's strong investment in infrastructure received a boost in 2017, with a proposed increase of \$500,000 for our roads and bridges. State infrastructure funding also increased, with the state legislature achieving MTA and DOT funding parity. Municipal highway and streets department shared services continue to stretch local spending as efficiently as possible.



Complete Streets Initiatives Taking Hold

The Complete Streets Initiative helps make streets comfortable, safe, and convenient for all users. Complete Streets promote safety and healthy living and often improve the aesthetic of the street. Complete Streets Policies have been adopted by several communities in Chautauqua County, as well as the County.



Chautauqua Lake Integrated Sewer Management Plan

The plan notes several projects which are now moving ahead: an \$8 million upgrade to its wastewater treatment plant; final design for a \$4 million tertiary treatment upgrade for NCLSD; engineering for wastewater infrastructure at Shorelands and Point Chautauqua Communities, and the conversion of Chautauqua Heights wastewater treatment plant to a pump station; and engineering for the \$42 million SCCLSD expansion.

Moving Forward

Moving forward, infrastructure development should be done in a collaborative manner to make infrastructure investment monies stretch as far as possible. Considerations for walkable, safe community enhancements should be planned for infrastructure upgrades and projects in the future. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Work with NYS DOT and others to add passing and turning lane upgrades to Route 60, primarily between Dunkirk to Gerry to address safety issues and traffic flow in anticipation of major economic development draws in both Dunkirk and Jamestown.
- Continue to devote attention to regional infrastructure projects like the North Chautauqua County Water District and Chautauqua Lake Integrated Sewer Management Plan.

Education/ Libraries

About this Focus Group

The Education/Libraries Focus Group includes representatives of Jamestown Community College, the State University of New York at Fredonia, BOCES, Chautauqua County Department of Public Facilities, the Chautauqua County IT Department, and other stakeholders. The top priority for this focus group is to survey current use and capacity of technology in public schools to identify IT infrastructure needs in order to maximize efficient delivery of educational services. Other priorities include lobbying state and local governments for legislation that addresses mandates and restructuring; continuing support to ensure Jamestown Community College remains a viable partner in providing the County's workforce with continuing education opportunities; and positioning schools as learning centers for the broader population.

Chautauqua 20/20 Applicable Strategies

1. Maintain the County's high-quality education system and retain new graduates to build Chautauqua's economy.
2. Make active living and recreation; based on the County's beautiful natural environment, a distinct lifestyle attraction that draws new people to Chautauqua.
3. Create strong inter-municipal cooperation and focus on regionalizing government services.
4. Improve trade and technology education and broaden the career paths for the County's youth.
5. Encourage one county-level communication source for news and community resources.
6. Promote vibrant communities that excite Chautauqua's youth and attract new residents, and improve the connections between the County's adults and employers with younger generations.
7. Maintain sufficient access to resources and enrichment programs for the County's children.

Progress Report

Education continues to be a strong sector in Chautauqua County with stakeholders including three colleges, BOCES' school coordination and trades programs, and new training programs like Dream It. Do It. WNY and P-TECH Chautauqua County have also developed ICE-8, a coordinated school health curriculum. In recent years momentum and coordination has been building with the establishment of the Chautauqua County Education Coalition through the Chamber of Commerce and Cummins Foundation. The Education Coalition has brought together the stakeholders previously listed, employers from the manufacturing and healthcare sectors, and early childhood education professionals. The coalition building process has improved regular communication and focused efforts on specific topics such as early childhood education opportunities and pathways to manufacturing and healthcare careers. This collaboration has encouraged higher education to target local training needs, allowing Jamestown Community College to recently expand its MTI facility and program, and Fredonia to collaborate with Athenex officials to develop programs which will train local students for new job opportunities.

Most of the discussion at the education focus group centered on the action items related to the Education Coalition. In that vein, the group suggested a shift in the priority of the action items. Action item seven addresses creating a public/private partnership to work on and champion the Chautauqua County education system. This work is being done by the coalition, and it should continue to build awareness, financial support, and increase its web of stakeholders. Action item eleven suggested creating an "Education pipeline" to connect employers and educators to address workforce needs. The coalition has begun working on this, specifically in manufacturing and healthcare. Two great models which have recently come about are the P-TECH collaboration between school districts, JCC, and BOCES; and the tracking/recruitment program for local students interested in healthcare careers by the Chautauqua County Health Network. An important change was requested, the group believed the language should change from "K-12" students and focus on "birth to career" as we continue developing early childhood education, career pipelines, and life health curriculum.

Success Stories



Education Coalition Gains Momentum

Chautauqua County Education Coalition is aligning resources and building capabilities to meet the evolving workforce requirements of the community. Currently, the coalition has 88 participating stakeholders representing over 60 organizations that are part of the Chautauqua County learning system.



Capital Projects at Fredonia and JCC Campuses

Fredonia opened the doors to a state of the art \$60 million Science Center in 2015. Fredonia has seen large jumps in the numbers of applications, acceptances and enrolled students in all of its natural sciences departments. JCC completed a renovation and expansion project at its MTI facility in 2016 and has other projects in the works.



P-TECH Academy Breaks Ground

A ground-breaking ceremony took place in January 2017 for construction of a future P-TECH College and Career Academy in Dunkirk. The P-TECH WNY Stem program intends to provide students a NYS Regents diploma as well as an Associate's level education in welding or mechanical engineering over the course of six-years at no cost to the student.



Dream It. Do It. WNY Educating the Next Generation Workforce

The Dream It. Do It. WNY program was created to educate the next generation workforce about careers in Advanced Manufacturing. Events such as the "Industry Design Competition" and STEM Wars are put on for high school students by Dream It. Do It. WNY in collaboration with local manufacturers. 2016's competition was sponsored by Truck-Lite, and encouraged students to create a design for a snowplow headlamp using Computer Aided Design.

Moving Forward

Moving forward, a focus on cultivating and promoting Chautauqua County's robust education assets and programs should continue. Specifically, education stakeholders should continue building relationships with employers and stakeholders across the whole birth to career spectrum. Support should be given to the Education Coalition as it builds its network of stakeholders and works around common goals. Newer projects which educate youth on high-demand local job opportunities like Dream It. Do It. WNY and P-TECH should be championed. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Create a stronger relationship between businesses, schools, and others to focus "education pipelines" which inspire and train Chautauqua County's future workforce.
- Continue to support the Education Coalition as a positive "Champion" of the county's education system.
- Continue to find ways to support the Chautauqua-Cattaraugus Library System going forward as municipal budgets cut back and funding is limited.

Workforce Development

About this Focus Group

The Workforce Development Focus Group includes representatives of the Chautauqua County Workforce Investment Board, Chautauqua Works, Department of Social Services, Jamestown Community College Continuing Education Department, Cassadaga Job Corps, and other stakeholders. Priorities include partnering on education and training initiatives to equip county workers with the skills needed for jobs available in the local economy; increasing employment opportunities for college graduates to retain current and attract former residents to move back to the County; and breaking the “cycle of dependency” for unemployed, underemployed, and low-income residents.

Chautauqua 20/20 Applicable Strategies

1. Grow citizens' pride and enthusiasm for Chautauqua's future.
2. Cultivate entrepreneurs and a business culture that thrives on Chautauqua's rural work and play lifestyle.
3. Maintain the County's high-quality education system and retain new graduates to build Chautauqua's economy.
4. Improve trade and technology education and broaden the career paths for the County's youth.
5. Engage Chautauqua's active civic groups to provide leadership and build partnerships on key initiatives to improve the County's quality of life.
6. Promote vibrant communities that excite Chautauqua's youth and attract new residents, and improve the connections between the County's adults and employers with younger generations.
7. Maintain sufficient access to resources and enrichment programs for the County's children.

Progress Report

Workforce development continues to be a difficult task in Chautauqua County, though some very positive progress has been made. Employers continue to voice gaps in necessary training for continuing needs such as nurses and industrial maintenance technicians. Employers also struggle with soft skills of new hires, often encountering issues with timeliness, attendance, and professional behavior. With renewed focus on addressing these issues and increasing communication, the Workforce Investment Board has held employment summits and job fairs. There has also been focus placed on training for future job openings in the county with new industries coming like pharmaceutical manufacturing. This effort has been coordinated by CCIDA, and it has successfully connected Athenex officials with education professionals. Despite these challenges, unemployment has fallen roughly 2% over the last five years and many job opportunities are projected to open in the next five years as

our aging workforce begins to retire and development projects come to fruition.

The workforce discussion facilitated by Chautauqua Works was productive in raising training needs and developing some other ideas to work on. Clearly identified needs for immediate openings were in nursing, industrial maintenance and cleaning, and hospitality industry careers. Stakeholders agreed to work on marketing these opportunities to local youth better. Education institutions were open to developing or adapting curriculum to help address these local needs, and continuing an open dialogue as our employment needs change. An identified project supported by everyone was to develop a “Chautauqua County Value Package.” The package would be marketing materials for employers to use when recruiting employees from outside the area that quantify the cost of living and quality of life benefits in Chautauqua County we often overlook.

Success Stories



Chautauqua Works Hosts Jobs Summit

In Fall 2016 Chautauqua County and Chautauqua Works hosted a jobs summit, bringing together over 30 stakeholders from workforce development, education, and employers. This open dialogue brought many workforce challenges to light, and stakeholders will continue working together to address these.



Bilingual Employment Exploration Events

Partnering with local employers, the Hispanic Coalition of Chautauqua County held two Bilingual Employment Exploration Events in Chautauqua County in 2016. The events gave participants the opportunity to speak with employers and receive job skills training such as interviewing, resume writing, and how to "dress for success."



Athenex Tours Local Schools

Educators, workforce development officials, and members of Athenex's leadership team toured the Dunkirk High School Science Wing and WNY P-TECH STEM College & Career Academy. Since the announcement that Athenex expects to bring an influx of employment positions to Chautauqua County, county officials and educators have been preparing for the future workforce needs.



Chautauqua Works/WIB Move to New Offices

The Chautauqua Works Workforce Investment Board proudly cut the purple ribbon officially opening its new office location in downtown Jamestown's newly renovated Signature Center at 4 East Third Street on November 3, 2016. Chautauqua Works receives public funds to provide services to job seekers and businesses in Chautauqua County. Most of these services are provided free of charge to job seekers and businesses.

Moving Forward

Moving forward, workforce development stakeholders must work together with employers and educators to address perceived skills gaps due to our aging workforce and new developing industries. Additionally, workforce development agencies and employers should develop a "Chautauqua County Value Package" to better market job opportunities to local and non-local prospective employees in the interim. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Work with stakeholders and job seekers to improve persistent soft skills issues like timeliness, attendance, and being drug free.
- Work to better support the county's growing Hispanic population, especially focus on connecting our bilingual residents with many employers in desperate need of bilingual staff.
- Increase efforts to retain and recruit millennials.

Environment/Waste Mgmt/Water Resources

About this Focus Group

The Environment/Waste Management/Water Resources Focus Group includes representatives of the Chautauqua Lake and Watershed Management Alliance, Chautauqua County Health Department, South & Center Chautauqua Lake Sewer Districts, Conewango Creek Watershed Association, Chautauqua Institution, and other stakeholders. The top priority is to increase awareness of the importance of environmental issues at all governmental levels. Other priorities include reducing the impacts of development on environmental resources by utilizing sustainable development practices; completing an inventory of the County's community infrastructure related to the environment; and developing watershed level management plans and adopting those policies that apply to County governmental functions and operations.

Chautauqua 20/20 Applicable Strategies

1. Conserve the County's important agricultural soils and support its local farming vitality.
2. Maintain Chautauqua's rural landscape, heritage and scenic views.
3. Protect Chautauqua's clean air and water resources.
4. Improve the management of and access to the County's water resources.

Progress Report

Since release of the comprehensive plan in 2011, much work and resources have been dedicated to environment, waste, and water projects. Increasing collaboration and focus on our environmental assets and issues has led to the creation of the Chautauqua Lake and Watershed Management Alliance, bringing together many stakeholders and groups. These efforts have allowed stakeholders to increase communication and coordinate their efforts resulting in bigger impact and awareness. This has also been very helpful in seeking grant funding. In Northern Chautauqua County, the LWRP process along Lake Erie waterfront has been moving forward and is ready to enter phase II. This initiative is identifying key projects to improve access to and use of Lake Erie for residents, visitors, and economic development opportunities. Lake Erie harbors were also dredged in the last two years, including Barcelona, Dunkirk, and Hanover. Chautauqua County also passed a law prohibiting the sale of products containing microbeads, to limit plastic contamination of our water resources. Waste projects have recently moved forward, including a shared recycling project by the County

to make municipal recycling feasible and expansion of the landfill so it will remain viable for another 20-30 years.

Discussion of the focus group meeting centered around the existing action items. A legislative subcommittee was initiated in 2015, and they have made progress tracking the environmental and water related projects. Many suggested action steps were related to planning, such as re-energizing the Chautauqua County Design Principles Guidebook. We need to ensure economic development is happening in the right places, and that the right infrastructure stakeholders are notified early in discussions (sewer districts, county environmental health, etc.). The County is now working with CCIDA to create a checklist for development projects, with which agencies may need to be involved and when in the process. A last major point was that work should be done to inventory our existing infrastructure. A GIS map based system of existing water and sewer districts/lines and storm water systems would be helpful to all municipalities, special districts, and economic development agencies.

Success Stories



Chautauqua Lake and Watershed Management Alliance

The Chautauqua Lake and Watershed Management Alliance is a non-profit focused on local collaboration among all community stakeholders and procuring funding to implement projects that positively impact the health and vitality of Chautauqua Lake and its watershed.



Lake Erie Dredging Projects

In 2016, Chautauqua County completed improvements at three North County Harbors on Lake Erie: Barcelona, Dunkirk, and Cattaraugus Creek Harbor in Hanover. Each project involved the removal of approximately 10,000 cubic yards of silt accumulation. The improvements resulted in greater accessibility for local and visiting sports fishermen and recreational boaters.



Findley Lake Dam Project

Located in the southwestern part of Chautauqua County, Findley Lake is a vibrant community that is investing in its infrastructure. The \$620,000 rehabilitation of the Findley Lake Dam is one example of this investment. Planning is also underway for the construction of a \$14 million wastewater collection and treatment plant project for the Town of Mina.



County Landfill Expansion Project Moving Forward

Plans for expanding the County's landfill in Ellery will proceed, extending the life of the landfill by 20-30 years while remaining well within existing county-owned property boundaries. The landfill continues to provide regional customers with low-cost solid waste disposal.

Moving Forward

Moving forward, the Environment/Waste Management/Water Resources group should continue building on the momentum recently developed. The regional approach to improving our water resources has been a catalyst for aligning priorities and resources. Specifically, stakeholders should continue to increase awareness about the importance of environmental issues for Chautauqua County and public education about the many positive ongoing efforts to improve the quality of our lakes and waterways. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Continue to implement the master plan for expansion of the existing county landfill to achieve 20-30 year viability, and supporting the County's shared recycling program.
- Encourage all county municipalities to adopt "complete streets" and environmentally sound design principles, and urge utilization of the Chautauqua County Design Principles Guidebook.

Historic Preservation/ Community Revitalization

About this Focus Group

The Historic Preservation/Architecture/Community Revitalization Focus Group includes the County Historian; representatives of Chautauqua Historical Society, Fredonia Preservation/Historical Society, Historical Society of Dunkirk, Cherry Creek Town Historian, and the City of Jamestown; and other stakeholders. The priority actions are to support a county-wide preservation officer and/ or grant writer(s); complete and maintain a baseline countywide inventory of historic/cultural resources; create interpretive tour routes/maps of significant historical resources based on themes related to the “World’s Learning Center”; and establish a mechanism to encourage the private sector to invest in and restore old properties.

Chautauqua 20/20 Applicable Strategies

1. Link and “package” visitor activities to better market the range of options and increase tourism’s economic impact in the County.
2. Identify market niches for Chautauqua’s cities, towns and villages that support the County’s economic direction and are complementary to their historic, walkable character.
3. Promote infill development and reuse of vacant and underutilized properties in the County’s urban centers.
4. Reposition the County’s role to use housing as an economic development tool for neighborhood revitalization.
5. Engage Chautauqua’s active civic groups to provide leadership and build partnerships on key initiatives to improve the County’s quality of life.

Progress Report

With Chautauqua County celebrating its bicentennial in 2011, the historic preservation/architecture focus group had a head start on collaboration with the bicentennial history fair and festivities. The role of the County Historian has evolved, and she serves as a resource for local history enthusiasts, historical societies, and museums. This historic network again convened for a history fair in 2016, hoping to continue this tradition every five years. Two other major efforts by the County Historian and volunteers have been the Historic Structures Database and Underground Railroad map. The database is expansive and searchable, allowing users to discover hundreds of property locations and photos, while the map promotes local sights which played a role in the Underground Railroad during the civil war era. Many development projects have occurred, typically adaptive re-use

projects which keep the architectural integrity of the neighborhood.

Focus group discussion highlighted collaboration and achievements, but also demonstrated the need to support the county historian. Now that the historian has become a central point for information and inquiries, we need to continue looking for volunteers or internship opportunities. Much was also discussed regarding architectural preservation, and the many grants/tax credits which in some cases can cover up to 75% of a restoration/renovation project’s cost. Everyone agreed it would be helpful for some developers to compile a list of available or commonly used state grants/tax credits for historic renovation projects, and have the information available via the County Historian.

Success Stories



Adaptive Reuse Project Strengthens Downtown Jamestown

Downtown Jamestown is filled with buildings that have significant architectural character and remain intact. The former Key Bank building, shown above, received a \$500,000 grant in 2016 through Restore New York to assist in funding a project to redevelop the structure.



2016 History Fair a Success

Chautauqua County's historical museums, associations, and historians came together in August 2016. The event offered a rare opportunity to bring together historical objects, documents, and program information from a wide range of not-for-profit organizations, all dedicated to preserving and promoting some aspect of the county's history.



Network of Historians, Societies, & Museums Remains Strong

Chautauqua County is home to nearly 50 historical organizations, including historical and genealogical societies, libraries, heritage & preservation associations, reenactment grounds, and an archival supply vendor.



Historic Structures Database

Chautauqua County maintains an inventory of images of former or existing structures that reflect the rich history of Chautauqua County. This information has been gathered by many volunteers across many historical societies and can be found at: http://app.chautauquacounty.com/hist_struct/chsdb.html.

Moving Forward

Moving forward, historic preservation and architecture stakeholders should continue working together to research, catalogue, and promote Chautauqua County's rich history and historic assets. Specifically, the County Historian should be supported as a central clearinghouse of stakeholders and available resources including grant opportunities. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Strengthen promotion of historic/cultural resources to tourists by working with CCVB and others to identify, map, and package historic sites and attractions.
- Work with development professionals to compile a list of grant and tax credit opportunities for architectural preservation. House this list with the county historian,

Active Living/ Recreation

About this Focus Group

The Active Living/Recreation Focus Group includes representatives of Chautauqua County Health Network, Chautauqua County Parks Department, Chautauqua County Rails-to-Trails, Evergreen Outfitters, the Audubon Community Nature Center, and other stakeholders. Key actions recommend developing a new model for oversight and maintenance of parks, trails and waterways throughout the County; developing a well-designed signage system and on-line resources for trails and recreation opportunities; completing a multi-use greenway trail system throughout the County; and adopting a “Complete Streets” policy to improve safety and usability for all users.

Chautauqua 20/20 Applicable Strategies

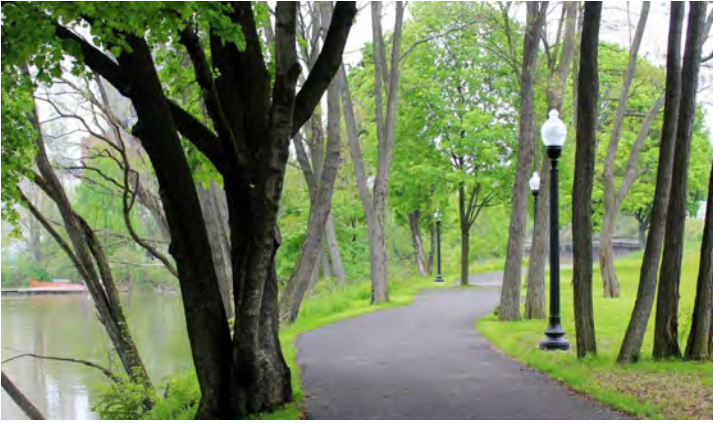
1. Develop several new, primary, tourist attractions that increase visitation in all four seasons.
2. Link and “package” visitor activities to better market the range of options and increase tourism’s economic impact in the County.
3. Cultivate entrepreneurs and a business culture that thrives on Chautauqua’s rural work and play lifestyle.
4. Maintain Chautauqua’s rural landscape, heritage and scenic views.
5. Improve the management of and access to the County’s water resources.
6. Make active living and recreation; based on the County’s beautiful natural environment, a distinct lifestyle attraction that draws new people to Chautauqua.
7. Complete a county-wide, interconnected trail system that draws many different user types.
8. Enhance the County’s current compact cities, towns and villages to be more walkable and accessible to recreational and active living opportunities.
9. Build healthier communities that are compact, pedestrian-oriented, and limit sprawl that consumes land resources.
10. Engage Chautauqua’s active civic groups to provide leadership and build partnerships on key initiatives to improve the County’s quality of life.
11. Promote vibrant communities that excite Chautauqua’s youth and attract new residents, and improve the connections between the County’s adults and employers with younger generations.

Progress Report

Possibly the most active of the focus groups, the Active Living/Recreation sector has seen tremendous progress since the adoption of Chautauqua 20/20. Shortly after release of the comprehensive plan, the Chautauqua Greenway and Barcelona to Chautauqua Institution (B2CI) Trail Plans were completed. The greenway plan identifies over 60 projects and highlights a top 10 list, of which six have been fully implemented or are actively in progress. Most major accomplishments are continued work; expansion and connection of our trail systems and a dedicated group of volunteers are to thank for much of this progress. The county was also successful in landing a grant to better promote and market the County’s 50-year old Overland Trails, to capitalize on the growth of the tourism and hospitality industry.

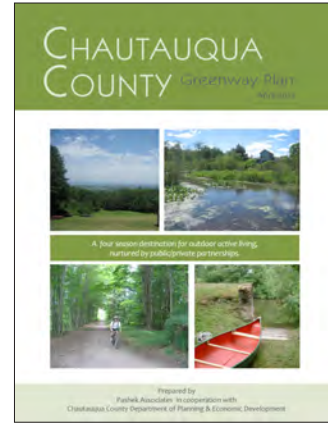
While much progress has occurred the focus group discussed many strategies and projects to work on going forward. Better coordination of trail enthusiasts and volunteers continues to be an issue. The initial Facebook page lost steam and creating some sort of trail alliance (like the lake alliance) may be worth investigating. Also rather than pursuing physical signage we should focus on digital wayfinding, ensure trails are listed on the CCVB “Visit Chautauqua” mobile app, and possibly work on creating digital content to enhance user experience. A major initiative everyone should focus on is better marketing our trails and nature attractions to visitors and residents. Educating and empowering hospitality staff is key so they guide visitors from their initial destination to related attractions they may not have been aware of.

Success Stories



Jamestown Riverwalk

The Jamestown Riverwalk is one of the key development drivers that has leveraged additional significant private investment. The City was awarded \$1.6 million in 2014 from the Transportation Alternatives Program to build two pedestrian bridges over the Chadakoin River on the Greater Jamestown Riverwalk. Construction is slated to take place in Spring of 2017.



Chautauqua County Greenway Plan

The Greenway Plan was initiated in 2012 and progress continues to be made with six of ten high-priority demonstration projects in the plan having been started. These include: East & West Side Overland Trail Loops, B2CI Trail, Growing Mountain Biking in Chautauqua County, Jamestown Riverwalk Extension, Friends of Chautauqua Greenways, and Equestrian Trails.



Chautauqua Gran Fondo

The Chautauqua Gran Fondo has been a hugely successful community event designed to promote health and well being for cyclists of all skill levels while raising funds for local non-profit organizations. Participants will have the opportunity to enjoy the beauty of Chautauqua Lake and its surrounding historic destinations on one of four scenic routes.



Equestrian Trails

The Chautauqua County Equestrian Trail System (CCETS) is a reality thanks to dedicated volunteers and joint funding provided by Chautauqua County and the Appalachian Regional Commission. The 25 miles of trails serve as a new destination for tourists and residents looking to experience the rural beauty and seclusion of northeastern Chautauqua County.

Moving Forward

Moving forward, support and promotion must be given to the many ongoing active living and recreation projects. Specifically, stakeholders should work to better communicate with each other, and share volunteer resources. Water recreation opportunities should continue to be developed, specifically with the LWRP program in the North County and promoting Chautauqua Lake as a multi-faceted water recreation destination in the South County. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Better promote Chautauqua County's expansive trail system to tourists and residents. Capitalize on the diverse opportunities offered by the Overland, Equestrian, Harris Hill, Snowmobile, the developing Rails 2 Trails, and B2CI trail systems.
- Continue to implement the Chautauqua County Greenway Plan through increased collaboration and cultivation of resources.

Energy

About this Focus Group

The Energy Focus Group includes representatives of the Chautauqua County Planning Board, Jamestown Board of Public Utilities, National Fuel, the Audubon Community Nature Center, and other stakeholders. Key actions include defining what energy sustainability means for Chautauqua County for use in county capital funding and other initiatives; creating a Legislative Energy Committee to establish priorities, criteria, and clear incentives for alternative energy production and energy-related initiatives in the County; advocating for legislation that provides and promotes local energy production; and encouraging municipalities to improve the energy efficiency of their housing stock.

Chautauqua 20/20 Applicable Strategies

1. Capitalize on the County's abundant water and energy resources for economic development.
2. Maintain the County's high-quality education system and retain new graduates to build Chautauqua's economy.
3. Make sustainable use of local and green energy resources to benefit the local environment and economy.
4. Improve trade and technology education and broaden the career paths for the County's youth.

Progress Report

Several recent energy developments have been announced since the County hosted the Energy Conference & Expo events held through 2008-2011. The NRG plant in Dunkirk was slated to repower using natural gas, and the project is now back on track after a competitor to NRG dropped a lawsuit that sought to prevent the conversion project. Repowering the Dunkirk plant will save local jobs, create jobs while the plant is being repowered, and ensure reliability for the grid and local users. Three windfarm projects have begun and are working their way through the legal and regulatory process, with construction expected to begin in 2017. The Arkwright Summit Wind Farm, Ball Hill Wind Park, and Cassadaga Wind Project, will produce up to 300 megawatts of power and provide needed tax revenue payments to the towns of Arkwright, Pomfret, Villenova, Hanover, Charlotte, Cherry Creek, and Stockton. Additionally, smaller-scale private solar developments have occurred in the county and all energy interest continues to grow.

The energy group agreed that more frequent communication was necessary. With such diverse industry interests and projects, regular communication would be key in advancing these projects most effectively. The group has transitioned into a legislative energy subcommittee, which was identified as an action item in 2011. This newly formed subcommittee will be able to serve as a resource and liaison for energy projects and questions. It will also keep the county abreast of the changing initiatives from NYSERDA like the Renewed Energy Vision (REV) goal of 50% renewables by 2030. One item which a lot of time was spend discussing, was a need to inventory the county's energy capacities and rates for different parts of the county. This resource would be beneficial to economic development groups when attracting new businesses with certain power needs, and realtors who could use low energy costs to market properties to possible new homebuyers and residents.

Success Stories



NRG Repowering Moving Forward

NRG Energy in Dunkirk announced in 2016 it would revive plans of converting the coal-burning power plant to run on natural gas. This will not only reopen its doors, but it will have a significant positive economic impact on the Dunkirk community and Chautauqua County as a whole.



County Landfill Methane to Electric Generation Plant

The Methane to Electric Generation Plant at the Chautauqua County Landfill converted over 1 billion cubic feet of landfill gas (LFG) (1,049,918,959 CF) and produced 45,812,000 kilowatt hours of power last year which is enough to power over 6,200 homes. This averages about 2,000 CFM and 125 MWH/day. In 2016, a \$425,000 net profit was transferred to the County's general fund.



Private Solar Energy

Chautauqua County will soon be home to multiple clean energy projects. A small solar farm has risen on Route 60, as have inquiries to site similar projects. Communities have started to revise local ordinances to encourage responsible development of private solar energy installations.



Wind Power Projects Underway

One commercial scale wind farm has been approved, with two others currently undergoing permitting. Rural residents who have long made a living from their land will soon be harvesting wind and reaping the economic benefits of clean energy. Jobs will also be created during constructions, and a limited number of permanent maintenance positions will also be filled.

Moving Forward

Moving forward, energy stakeholders should continue to develop and support the momentum which has been built across diverse energy industry projects. An energy inventory of Chautauqua County should be looked into, which could aid in business and residential attraction efforts. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Continue the Legislative Energy Subcommittee to track NYSERDA initiatives like the REV and 50 by 30, and identify ways Chautauqua County can capitalize on new state initiatives.
- Continue vocal community support for the many ongoing projects, such as repowering the NRG plant and the three windmill projects along the Chautauqua Escarpment.

Youth

About this Focus Group

The Youth Focus Group includes representatives of the Chautauqua County Youth Bureau, the Chautauqua County Legislature, Youthbuild, Chautauqua Striders, YMCA, CHRIC, and other organizational stakeholders and representatives of the youth community. A top priority is to update the Comprehensive Integrated County Youth Services Plan (prepared by the Chautauqua County Department of Social Services and Youth Bureau per state requirements) to set the direction for how these and other priority actions will improve quality of life and services for Chautauqua County's youth. Other key actions for this focus group include establishing a "one-stop" of current youth-oriented information, expanding job and related training opportunities for youth, and providing transportation for youth to activities and programs.

Chautauqua 20/20 Applicable Strategies

1. Maintain the County's high-quality education system and retain new graduates to build Chautauqua's economy.
2. Improve trade and technology education and broaden the career paths for the County's youth.
3. Engage Chautauqua's active civic groups to provide leadership and build partnerships on key initiatives to improve the County's quality of life.
4. Maintain sufficient access to resources and enrichment programs for the County's children.

Progress Report

The Chautauqua County Youth Bureau, and partner youth organizations, have had many positive developments in recent years. The Youth Bureau continues to act as a "one stop" for partner agencies with information on grant opportunities and writing assistance, relaying communication, and encouraging collaboration. Many programs have been developed to address specific youth issues. The Safe Harbor program spreads human trafficking awareness and prevention education. Two programs offer help for homeless/runaway youths: the Safe House program for youths under age 18 and Chautauqua Opportunities Transitional Independent Living program for youths over 18. The Chautauqua Children's Safety Education Village has grown to serve almost 4,000 youths annually, and is always a hit with teaching them fire and traffic safety. One last project of special note, the County's Sports Fishery Advisory Board's "Fishing Essay Contest" will celebrate the 25th

year in 2017.

A common theme during the youth focus group discussion was increasing communication, and creating more opportunities for youth to become involved. While the Youth Bureau encourages collaboration among partner agencies, it could certainly improve, and also expand to non-partner agencies. Moving forward stakeholders are looking to revitalize the Chautauqua County Outreach Network (CCON) for regular meetings to discuss ongoing initiatives and projects. Looking to create more internship and mentorship opportunities was agreed as a key project, and also connecting youth with the existing programs and employers willing to have interns. One last initial outcome of the meeting was looking to reestablish the Youth Ambassador Group to offer youth the chance to give ideas and feedback to the Youth Bureau and partner agencies.

Success Stories



Chautauqua Children's Safety Education Village

The Chautauqua Children's Safety Education Village's goal is to minimize the number of preventable injuries and unfortunate fatalities of children by providing them with safety education and hands-on training. The Safety Village operates with the combined efforts of the educational system, Chautauqua County Health Department, local fire departments, and law enforcement.



The Runaway Safe Harbor Program

The Chautauqua County Dept. of Health and Human Services' Youth Bureau received a \$35,000 grant in 2015 from NYS to help raise awareness about human trafficking and address the needs of sexually exploited youth in the County. The program is a one-time grant to support and provide programs, education, and awareness to benefit youth who are at risk of becoming or who are identified as Commercial Sexually Exploited Children (CSEC).

Moving Forward

Moving forward, the Youth Bureau and partner agencies should continue working to build communication and collaboration. The County Youth Bureau should continue serving as a "One stop" for service information and grant opportunities while looking at ways to increase resources and outreach. Increased focus should be given to developing internship and mentorship opportunities for county youth. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Increase the youth voice and advisory role in program development by looking into reestablishing the youth ambassador group.
- Increase communication of ongoing initiatives and opportunities for county youth by reestablishing the Chautauqua County Outreach Network assets group.



Safehouse and TILP Programs

Chautauqua Opportunities, Inc. has had success with their Safe House and Transitional Independent Living Programs (TILP). The Safe House of Chautauqua County provides safe shelter and crisis services to runaway and homeless youths up to age 18. TILP offers safe living conditions and is available for youth ages 16-21 that have no alternative.



Education Coalition Developing Strong Partnerships

The Chautauqua County Education Coalition is aligning resources and building capabilities to meet the evolving workforce requirements of the community. Currently, the Coalition has 88 participating stakeholders representing over 60 organizations that are part of the Chautauqua County learning system.

Housing

About this Focus Group

The Housing Focus Group includes representatives of CHRIC, CODE, Inc., Lutheran Senior Housing Center, Residents and other stakeholders. Priority actions are to enable the County Housing Task Force to pursue identified housing strategies, including consideration of land banking for commercial and residential properties; creating a “hands on” training program; and implementing a pilot CCIDA tax abatement initiative for vacant commercial buildings.

Chautauqua 20/20 Applicable Strategies

1. Promote infill development and reuse of vacant and underutilized properties in the County's urban centers.
2. Reposition the County's role to use housing as an economic development tool for neighborhood revitalization.
3. Reduce the County's housing stock to meet current market demand.

Progress Report

Housing in Chautauqua County continues to see its challenges but there have been some positive programs recently developed. Municipalities still struggle with blight and abandoned properties, and difficulty enforcing zoning laws. Chautauqua County has established a landfill tipping fee credit for each municipality to use with demolition waste. The Chautauqua County Land Bank was established as one of the first in New York State, and is working to reverse the trends of declining property values and deterioration of the County's housing and commercial stock. The Land Bank selects properties in blighted neighborhoods for demolition or rehabilitation which helps to stabilize neighborhoods and encourage private investment. It has been so successful they netted state grant funding in each round to continue their work. There have also been housing developments from Citizen's Opportunity for Development and Equality (CODE), Chautauqua Home Rehabilitation &

Improvement Corp. (CHRIC), and Southern Tier Environments for Living (STEL) with new developments being proposed in Dunkirk and Jamestown.

The Housing focus group discussion underscored that there is still much work to be done. We should continue to support successful programs making an impact such as the Land Bank. We also need to continue pushing economic development and try to get developers interested in vacant buildings before they become unsalvageable. It was agreed we need to have a housing study done to identify current housing market needs, and specific strategies moving forward. What is the current demand? Will a need for high end apartments in the cities occur because of new economic development? These questions and more are important to investigate, especially as planning continues to address current and future housing needs.

Success Stories



Chautauqua County Land Bank Eliminating Blight

Formed in 2012, the Chautauqua County Land Bank has been hugely successful in transforming abandoned properties into neighborhood assets. The Land Bank's work promotes strong neighborhoods and vibrant communities through blight elimination.



Neighborhood Challenge Programs

JRC's Neighborhood Renaissance Block Challenge encourages groups of neighbors to collaborate on exterior improvements to properties. The Northern Chautauqua Community Foundation's Neighborhood Pride Challenge was recently launched to inspire individuals and communities to develop innovative projects to revitalize their neighborhoods.



CHRIC Expands Mission

Chautauqua Home Rehabilitation and Improvement Corporation (CHRIC) helps low-income residents repair and maintain their homes, remove lead, and assists with home adaptations for the elderly and disabled. CHRIC has expanded its services and is helping local communities improve their infrastructure and restore community landmarks, and main streets.



CODE, Inc.

Code Inc. promotes revitalization activities by renovating substandard properties and bringing them into compliance with building codes. They provide and promote safe, clean and affordable housing for low income families, the elderly, the disabled and others.

Moving Forward

Moving forward, housing stakeholders should work to increase communication and collaboration to create a better awareness of ongoing or potential projects, and create a more unified vision. Removing blight and filling housing needs of our underserved populations should continue to be a focus. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Complete a housing market study to identify current and future needs. Special attention should be given to possible issues and needs due to the Athenex job growth in Northern Chautauqua County.
- Seek to increase code enforcement compliance countywide by working with local code enforcement officers and judges.

Healthcare

About this Focus Group

The Healthcare Focus Group includes representatives of Chautauqua County Health Network, Chautauqua County Health Department, Westfield Memorial Hospital, Chautauqua County Department of Mental Hygiene, The Resource Center, Jamestown Area Medical Associates and other healthcare-related stakeholders. The key priority identified by this group is to develop a unified voice/advocacy group to represent the healthcare community in Chautauqua County. Other priorities include promoting the technical integration of clinical health systems throughout the County; and attracting more medical professionals to the County by creating incentives to offset the compensation expected by the top qualified physicians.

Chautauqua 20/20 Applicable Strategies

1. Promote a holistic approach to healthcare in the County in which every resident has access to adequate care.
2. Leverage and connect Chautauqua Institution to existing and new visitor destinations that support the "World's Learning Center" brand.
3. Target promising industry sectors based on the County's assets and emerging growth trends.
4. Make active living and recreation; based on the County's beautiful natural environment, a distinct lifestyle attraction that draws new people to Chautauqua

Progress Report

There has been a lot of transition in the Chautauqua County healthcare industry, but the transitions should result in more stability for our healthcare facilities and providers. WCA Hospital in Jamestown recently announced an affiliation with UPMC. Brooks Memorial Hospital and TLC Lakeshore Hospital have recently affiliated with Kaleida, and Brooks Memorial Hospital will soon be announcing a site for the construction of a new facility. Westfield Memorial Hospital is currently raising funds for an emergency room renovation. The Delivery System Reform Incentive Payment (DSRIP) Program implementation has greatly improved communication and awareness among healthcare stakeholders, with regular meetings and collaboration. Mental Hygiene and addiction issues have grown with the heroin epidemic, and stakeholders continue to be hard at work looking to address local detox/rehab needs. On the Fire and Emergency Medical Services side, the county has approved and is implementing a fly-car system. This will alleviate long response times in rural areas, where volunteer fire companies are unable to adequately respond. Other recommendations

from the countywide EMS study will be evaluated and implemented to strengthen our fire and emergency response system.

Much of the discussion at the Healthcare focus group was about the changing healthcare landscape, and continuing to build on the effective initiatives and programs we have. Although the healthcare industry continues to change, the DSRIP process has helped this change to occur organically. A great deal of discussion about the shortage of physicians in our area and the need to continue physician recruitment efforts by CCHN, HCAT, and others also occurred. There have been many positive initiatives for community education/awareness. One item which continues to be a challenge is changing the public mindset to be proactive about their health, and visit their primary care provider on a regular basis. This would help alleviate some of the strain on the emergency medical system. It was agreed that regular communication and collaboration is necessary as we navigate the new hospital affiliations and ever changing regulations and needs of the healthcare system.

Success Stories



Physician Recruitment Program Results in Success

Born, raised, and educated in Western New York, Dr. Eric Arnone, urologist, has returned to his native roots with his family to practice medicine. The Chautauqua County Health Network and the Stan Lundine Health Care Professional Endowment helps to recruit and retain physicians within Chautauqua County.



UPMC Chautauqua WCA

UPMC committed to invest at least \$25 million in WCA over the next 10 years for physician recruitment, facility upgrades and electronic medical records capabilities. WCA's integration with UPMC, one of the premier healthcare systems in the nation, is a major step toward a strong future for healthcare in our community.



Chautauqua County to Implement Fly-Car Program

In 2017, Chautauqua County Emergency Services will launch a fly-car system which will compliment the commercial and volunteer services response to a rise in 9-1-1 calls throughout Chautauqua County - reducing response times. A staff consisting of a senior paramedic, three full-time and six part-time paramedics will be hired to operate the enhanced service.



Brooks Memorial to Build New Facility

Brooks Memorial in Dunkirk and TLC in Irving are teaming up with Kaleida to transform healthcare and service delivery for our region. The hospital recently announced plans to construct a new \$57 million medical facility. The proposed two-story structure will feature an approximately 30-bed, out-patient-minded facility with emergency, radiology, surgery and labs.

Moving Forward

Moving forward, healthcare stakeholders should continue the excellent communication and awareness which has been facilitated by the DSRIP process. Support for our four hospitals should be given as they finalize new affiliations. Public education campaigns such as CHQ250 should be promoted, encouraging county residents to be more proactive about their health and exercise. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Increased focus on drug treatment, detox, and residential services should occur to combat the current drug epidemic. Solutions should leverage state, local, and private funds to develop all necessary services.
- Solutions should continue to be implemented to address the strained emergency services system. The County fly-car system and volunteer fire service should be monitored and supported.

Local Government

About this Focus Group

The Local Government Focus Group includes representatives of municipal governments within the County, the Chautauqua County Department of Finance, and other stakeholders. The key priorities are to complete a countywide efficiency study to identify the potential areas for increased shared services and local government consolidation, coordinate economic development efforts between the County and local municipalities, and support local governments with decision-making tools.

Chautauqua 20/20 Applicable Strategies

1. Grow citizens' pride and enthusiasm for Chautauqua's future.
2. Identify market niches for Chautauqua's cities, towns and villages that support the County's economic direction and are complementary to their historic, walkable character.
3. Promote infill development and reuse of vacant and underutilized properties in the County's urban centers.
4. Protect and support the County's agricultural resources and economy.
5. Cultivate entrepreneurs and a business culture that thrives on Chautauqua's rural work and play lifestyle.
6. Conserve the County's important agricultural soils and support its local farming vitality.
7. Maintain Chautauqua's rural landscape, heritage and scenic views.
8. Enhance the County's current compact cities, towns and villages to be more walkable and accessible to recreational and active living opportunities.
9. Create strong inter-municipal cooperation and focus on regionalizing government services.
10. Build healthier communities that are compact, pedestrian-oriented, and limit sprawl that consumes land resources.
11. Promote vibrant communities that excite Chautauqua's youth and attract new residents, and improve the connections between the County's employers with younger generations.

Progress Report

Local government shared services and efficiency initiatives are gaining momentum recently, as difficult municipal budgets, the state tax cap, and other factors have increased necessity. In 2014 the County led a shared services and efficiency initiative for the state property tax relief credit program. Thirty of Chautauqua County's forty-five municipalities participated, demonstrating \$13 million in savings and qualifying their taxpayers for tax rebate checks through 2019. Following the success of this effort, County Executive Vince Horrigan established the Regional Solutions Commission comprised of local government representatives, citizens, and community leaders. The commission has served as an independent resource for municipal leaders and citizens seeking information on additional shared services and NY Department of State programs and processes. The County Planning Department has increased its efforts to promote inter-municipal communication

and since 2015, provided technical assistance to municipalities with grant writing for community development projects. Chautauqua County has also become a hotbed for government restructuring studies and initiatives, with three villages petitioning for dissolution, and two of those referendums passing within the last two years.

With increased need and appetite for local government efficiency and restructuring, we have developed a model which is seeing success with the County serving as a liaison of information and independent support mechanism for municipalities. The established Regional Solutions Commission and multitude of ongoing projects and discussions has garnered the attention of the state. Going forward we should continue to champion these efforts at the county level, and support municipalities as efficiency and restructuring opportunities arise.

Success Stories



Jamestown Wins \$10 Million in State DRI Competition

In 2016, Governor Andrew M. Cuomo announced Downtown Jamestown was selected as the winner of the \$10 million Downtown Revitalization Initiative (DRI) in Western New York. Under the DRI, Jamestown will focus on streetscape improvements, redevelopment of historic buildings, riverfront redevelopment, as well as several other initiatives.



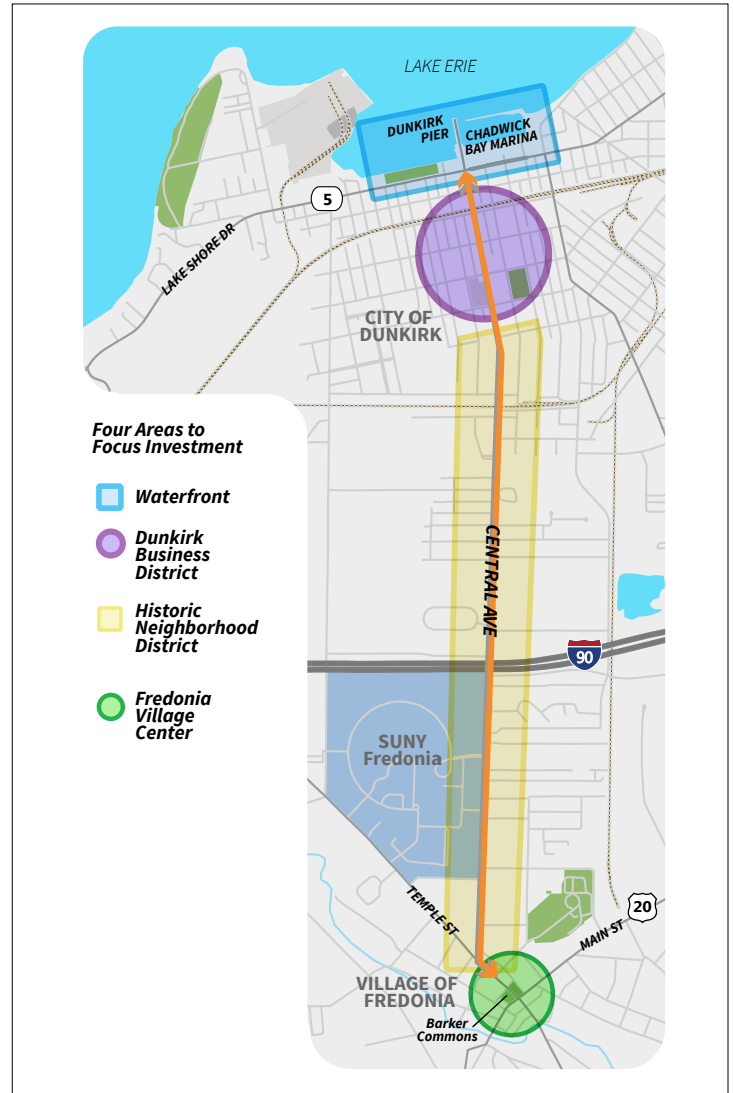
Regional Solutions Commission Created

The Regional Solutions Commission, created in 2016 and chaired by Legislator George Borrello, is focused on areas of public safety, infrastructure and local government. The Commission identifies regional initiatives and develops initiatives into proposals for implementation. The Commission is also leading a countywide grant application for the State's \$20 million Municipal Consolidation and Efficiency Competition.

Moving Forward

Moving forward, municipal stakeholders should continue working with a willingness to collaborate and eye toward more efficient service delivery. Chautauqua County should continue to develop relationships with municipal leaders, and assist with economic development and grant opportunity awareness. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Further develop the County Regional Solutions Commission as an independent resource for municipal leaders and citizens to obtain information and assistance on government reduction and efficiency projects.
- Continue to cultivate and develop inter-municipal relationships, with a "thinking outside the box" approach to new shared services and efficiencies.



Municipal Collaboration on the Rise

The Village of Fredonia, City of Dunkirk and the State University of New York at Fredonia were awarded a technical assistance grant from the University at Buffalo Regional Institute, which developed a roadmap for shared projects that help to build a sense of shared identity or "Central Connection" among the City, Village and Campus.

Community Action/Human Services/Civic Organizations

About this Focus Group

The Community Action/Human Services & Civic Organizations Focus Group includes representatives of Chautauqua Opportunities Inc., Chautauqua County Department of Mental Hygiene, Chautauqua Striders, The Resource Center, Chautauqua Leadership Network, Northern Chautauqua Community Foundation and other stakeholders. Key priorities are to promote increased internet access to services throughout the County for all socioeconomic groups; work with providers to expand public transportation; convene local officials to improve after school activities, encourage public school facilities as community learning centers, and create more career opportunities for students; support public and private housing initiatives to improve and maintain the quality of the County's housing stock; and organize and promote collaboration between the various stakeholders.

Chautauqua 20/20 Applicable Strategies

1. Grow citizens' pride and enthusiasm for Chautauqua's future.
2. Maintain the County's high-quality education system and retain new graduates to build Chautauqua's economy.
3. Create strong inter-municipal cooperation and focus on regionalizing government services.
4. Improve trade and technology education and broaden the career paths for youth.
5. Build healthier communities that are compact, pedestrian-oriented, and limit sprawl that consumes land resources.
6. Reposition the County's role of using housing as an economic development tool for neighborhood revitalization.
7. Reduce the County's housing stock to meet current market demand.
8. Engage Chautauqua's active civic groups to provide leadership and build partnerships on key initiatives to improve the County's quality of life.

Progress Report

This sector has been evolving and strengthening over the last five years. The County continues to have strong foundations which support the community. The many non-profit organizations also continue to positively affect the community through their work with youth and the underserved. While many of these organizations have North and South County chapters, collaboration has improved since the focus group meetings in 2011. Recent years have seen the establishment of the Jamestown Young Professionals and Northern Chautauqua Young Professionals groups, aiming to offer networking and support for resident and prospective young professionals. Organizations like the Jamestown Renaissance Corporation help to revitalize communities with programs like the Renaissance Block Challenge, and the Northern Chautauqua Community Foundation is piloting the first Neighborhood Pride Challenge with a similar goal and structure. Better serving our diverse population continues to be a challenge, but in 2014 Chautauqua County established the Hispanic Coalition, to engage and connect key stakeholders from the Hispanic community, service providers, and education/workforce

professionals. Public transportation needs are also an ongoing challenge. In 2016 a public-private partnership "Getting Home Safe from the Point" enabled a safe transportation service offered by CARTS and private business owners to prevent driving under the influence.

The discussion emphasized building on the progress we've made with better communication/collaboration. Having localized support and action agencies is important, as demonstrated by the County Hispanic Coalition splitting to the two cities which can better engage stakeholders and provide specific support to the Hispanic community. Continuing to support programs and opportunities for millennials is also an important focus, especially with the difficulty employers have recruiting for certain positions. In addition to better communication we need to cultivate relationships in Northern Chautauqua County. Many initiatives or programs start in Southern Chautauqua County due to the larger population and access to resources, but with the development projects and unique challenges of their own, stakeholders need to think more county-wide.

Success Stories



Public Private Partnership in Transportation

'Getting Home Safe From the Point' is an example of a successful public/private partnership in transportation. The service, started in 2016, allowed for bar and restaurant patrons in Bemus Point to be shuttled home safely by a Chautauqua Area Regional Transit System (CARTS) bus.



Strong Base of Local Foundations

Chautauqua County is lucky to have very strong foundations which support many local projects, programs, and scholarships. 2016 marked the 30th anniversary of the Northern Chautauqua Community Foundation.



Young Professionals Groups Leading the Way

Jamestown Young Professionals and Northern Chautauqua Young Professionals provide network opportunities and advocate for young professionals, promoting awareness of local opportunities and entrepreneurship. Both of the groups create opportunities to connect young professionals, build strong social and professional networks, and give back to their communities.



Community Justice Council

With increased strains on the criminal justice system, the County established the Community Justice Council. It allows law enforcement, judges, lawyers, mental health officials and other stakeholders to increase communication and collaboration, benefiting the community and those navigating the criminal justice system.

Moving Forward

Moving forward, community action and human service organizations should continue building on the collaboration which has been built over the last five years. Opportunities for millennials and youth should be further developed. Strong support of our local foundations must continue as they are integral to so many community stakeholders. Looking ahead to 2020, increased focus should be devoted to the following action items:

- Assist in the engagement of as many county citizens as possible in community activities to grow participation in civic groups and foster County pride.
- Support the Community Justice Council to increase communication and efficiency of the county's criminal justice system and reducing the burden of crime on residents and taxpayers.

