A Status Report on Implementation of 
**Chautauqua 20/20’s Proposed Recommendations**

Since adoption of Chautauqua 20/20 in April of 2011, a great deal of progress has been made in implementing many of the Plan’s recommendations. The Plan stated that the County, facilitated through the Department of Planning & Economic Development (CCPED), would provide periodic updates of how we are doing in terms of undertaking prescribed projects in the various focus areas, which include Tourism/Cultural Resources, Agriculture/Foods, Business/Economic Development, Infrastructure/Public Investment, Education/Libraries, Workforce Development, Environment/Waste Management/Water Resources, Historic Preservation/Architecture/Community Revitalization, Active Living/Recreation, Energy, Youth, Housing, Healthcare, Local Government, and Community Action/Human Services/Civic Organizations.

In pursuit of this pledge, what follows is a brief narrative of the highlights of what has been accomplished since Chautauqua 20/20 was adopted almost 2 years ago, as communicated by community, civic and business leaders throughout the Chautauqua County Community.

An electronic version of Chautauqua County can be viewed at: [www.planningchautauqua.com](http://www.planningchautauqua.com)

### Tourism/Cultural Resources

**Recommendation 1:** Educate the populace about and implement the recommendations from the “World’s Learning Center” branding and action recommendations from the 2008 Branding and Marketing Study Prepared by Destination Development, Inc. to achieve premier destination status while maintaining rural charm.

**Status 1:** In 2012, the CCVB ([www.tourchautauqua.com](http://www.tourchautauqua.com)) released the “Colors of Chautauqua Fall Learning Festival”, which offers dozens of learning vacation experiences throughout the county. A similar session is also held in the spring during June. The World’s Learning Center Brand is fostering the development of new initiatives and experiences via the tourism business sector.

**Recommendation 2:** Improve the County’s wayfinding (signage) system by developing a design guidebook for signage and GIS mapping connected to global positions system (GPS).

**Status 2:** CCPED and CCVB have been working with a website programmer to develop a GPS tool whereby visitors can search electronically for services and experiences based on their interests.

**Recommendation 3:** Expand the County’s marketing efforts to attract more regional customers through targeted media advertising sufficient to reach Pittsburgh, Cleveland, WNY/Buffalo, Southern Ontario, and Rochester markets. A PBS Special on Chautauqua Institution aired in early 2011, and the NBC telecast featuring US. Olympic Skaters hosted by the Jamestown Ice Arena aired in mid-2012. These and other events have resulted in a tremendous amount of attention being focused on the county.

**Status 3:** CCVB advertises and markets extensively in the Pittsburgh, Cleveland, WNY/Buffalo, Southern Ontario, and Rochester markets.

### Special points of interest:

- CCVB released “Colors of Chautauqua Fall Learning Festival.”
- James Prendergast Library initiated the new “Critical Discussion Series”
- Chautauqua Lake Inter-municipal Committee (IMC) was formed to help manage Chautauqua Lake and its watershed.
- Chautauqua County was selected as 1 of 5 State-approved Land Banks.
Agriculture/Foods

**Recommendation 1:** Promote and encourage organic, specialty, value-added, small-scale and artisan food producers with incentives and support. Create a licensed “community kitchen”, co-op and/or incubator for entrepreneurs to make, test and market homemade juices, jams, and other products, thereby connecting agri-business to local restaurants and to customers outside of the region.

**Recommendation 2:** Build agri-tourism through the new Grape Discovery Center, the “March for Maple” concept, and additional tours at local food processors. Develop special food and agriculture related activities that incorporate the “World’s Learning Center” model, and develop farm trails similar to the wine trail or birds-on-barns trail initiatives that are effective elsewhere.

**Recommendation 3:** Establish adequate and reliable funding sources for ag-supportive agencies such as Cornell Cooperative Extension and the Soil and Water Conservation District.

**Status 3:** The County has continued to fund Cornell Cooperative and the Soil & Water Conservation District at a high level despite tight budgets. In 2012, the Legislature made the decision to fund Soil & Water through a 2% Agency Allocation. Cornell Cooperative Extension is working to create an endowment that will provide annual funding for the 4-H program in seven years.

**Status 1:** Cornell Cooperative Extension (www.cce.cornell.edu), CCPED, STW, CCHN and many other stakeholders have been working together to undertake a feasibility study for this project. A CFA application was submitted in 2011 (not funded). It is also one of the projects that will be considered in the $90 Million NYSERDA Sustainability Funding approved for the State over 3 years.

**Status 2:** The Grape Discovery Center has been built and has hired a full-time director. The Grape Discovery Center will open in the spring of 2013 with three exhibit rooms.

Historic Preservation/Architecture/Community Revitalization

**Recommendation 1:** Support a countywide preservation officer and/or grant writer(s) to work with the County Historian and local entities to seek funding for historic projects.

**Recommendation 2:** Complete and maintain a baseline countywide inventory of historic/cultural resources. Work to make it a digital repository to more easily disseminate knowledge of historic/cultural resources, and appeal to young people.

**Recommendation 3:** Create interpretive tour routes/maps of significant historical resources such as cemeteries, barns, homes, sites, museums, markers, shipwrecks and railroad lines based on themes that use the “World’s Learning Center” brand.

**Status 3:** GIS overlays for many of the County’s resources have been developed as part of the Greenway Plan; however, more needs to been inventoried and done. The County maintains the database for future use as these projects come to fruition.

**Status 1:** The County Historian is available to work with anyone who wishes to promote historic preservation; however, County financial resources are not available to support the employ of a countywide preservation officer and/or grant writer.

**Status 2:** The County Historian maintains a database of existing historic markers in the county, and there are intentions of expanding upon it as markers are installed and dedicated. The County also hosts a database of historic structures on the County Historian’s web page, which is updated monthly. This can be viewed at: http://www.co.chautauqua.ny.us/departments/clerk/historian/Pages/HistoricalCountyStructures.aspx

“...The public input for Chautauqua 20/20 was significant— it included 15 public meetings, 3 surveys and 50+ focus group meetings. We must remain vigilant in our follow-up and implementation of the Plan’s recommendations by collaborating with our vast network of community partners” -

Greg Edwards, County Executive
Healthcare

**Recommendation 1:** Promote the integration of clinical health systems across the care continuum throughout Chautauqua County.

**Status 1:** Chautauqua Region Associated Medical Partners formed in March 2012 as an Accountable Care Organization, is a new integrated health network of physicians, hospitals, and skilled home care providers.

**Recommendation 2:** Attract more medical professionals to the County by supporting improved community amenities, creating an endowment, or by providing other subsides/financial incentives to offset the compensation demanded by the top qualified physicians.

**Status 2:** WCA Hospital received 2 Doctors Across New York grants; HCAT in Jamestown established a fund to help offset physician recruitment costs; CCHN (www.cchn.net) administers a health care professional workforce recruitment and retention endowment fund.

**Recommendation 3:** Investigate the viability of creating a healthcare-related corridor in Jamestown as recommended in the Jamestown Urban Design Plan.

**Status 3:** This is happening in an informal way - it is private sector driven without a formal plan (we do not believe it has not been formally delineated in any land use plans). This concept has not been formally discussed between the CCIDA, Gebbie Foundation, and City of Jamestown, although the concept of a "medical corridor" is often freely discussed in public. The CCIDA, who is located in the "health corridor" in Jamestown, is housing several healthcare-related tenants and will continue to market its space to this sector.

Education/Libraries

**Recommendation 1:** Position schools as learning centers for the broader population by offering community programs and service in local schools as part of a culture of lifelong learning in Chautauqua County.

**Status 1:** James Prendergast Library initiated the new "Critical Discussion Series" to inform residents of Chautauqua County on issues that will have an impact on their daily lives. It took place over the winter months of 2012, on a variety of topics. The 1st Discussion was "Gas Well Fracking" with a panel that discussed different aspects of this topic. This series is not proposing to solve issues, but to give residents a place to come and hear from those directly involved, and ask questions.

**Recommendation 2:** Increase efforts to promote healthy lifestyles to youth, addressing issues such as drug and alcohol use, pregnancy, and fitness/wellness in our schools.

**Status 2:** CCHN, Cornell and other stakeholders have been working with the schools to provide healthier food for lunches. BOCES has initiated its “Being Healthy has its Rewards” Program that rewards healthy lifestyles. Creating Healthy Places funded the Jamestown Public Schools Food Service Director to attend the National Farm to School annual conference this summer. JPS will be implementing local food from farmers and school gardens into their meals. Creating Healthy Places also facilitated Walk to School Day activities at all Jamestown Public Schools in fall 2011 and is doing so again this fall. CHP is collaborating with the City of Jamestown, Jamestown Public Schools, and CHRIC grant writer to apply for NYSDOT Safe to School funding for sidewalk infrastructure around Washington Middle School and CC Ring Elementary School as well as SRTS education and encouragement activities throughout JPS.

**Recommendation 3:** Continue County support of the Chautauqua County Library System.

**Status 3:** County has continued to fund the CCLS at 2009 levels. This is significant because the County has had to reduce funding to other cultural venues due to budgetary constraints. This funding is crucial to CCLS as it is heavily leveraged with State resources (Pursuant to the “Maintenance of Effort” clause in NYS Education Law S272, j).
Youth

**Recommendation 1:** Participate in and encourage the completion of the Comprehensive Integrated County Youth Services Plan that will prioritize actions and programs. Consolidate services and leverage the efforts of youth service organizations throughout the County to attract federal, state, and foundation support.

**Status 1:** The Integrated Plan is now part of the OCFS RAP, which was submitted to OCFS in 2012. The County Youth Board prioritizes programs based on the needs of youth at high risk and underprivileged. The ASSETS/CCON Committee continue to revise these goals & missions at their regularly scheduled meetings.

**Recommendation 2:** Increase job opportunities for youth using apprenticeships, internships, and community service providers.

**Status 2:** Gebbie Foundation funded a WIB run internship program - Chautauqua Advancement Project (CAP), and Sheldon Foundation and ARC have funded WIB and CCHN run healthcare internship, healthcare career exploration, and healthcare career fairs programs. WIB will be running a CDBG funded internship Program for low to moderate Dunkirk resident young people. WIB ran a TANF Summer Youth Work Experience Program in 2012 that served 139 young people.

**Recommendation 3:** Improve access for youth to transportation (CARTS) by providing discount vouchers and other incentives for job or other positive community engagement activities.

**Status 3:** Under the Human Services Transportation Plan and CARTS mobility efforts there will be outreach to the youth population in need of transportation to jobs and training. In addition, there appears to be a federal trend to include teaching school-aged youth with disabilities how to access and utilize public transportation as part of their Individual Education Plan (IEP) transition goals, which will by CARTS.

Environment/Waste Management/Water Resources

**Recommendation 1:** Reduce the impacts of development on environmental resources by utilizing sustainable development practices, including policies for storm water management. Require or incentivize their implementation, especially in areas that impact Chautauqua Lake.

**Status 2:** Through the 239 process, CCPED is educating the local zoning and planning boards about the importance of incorporating sustainability principals in zoning laws and development projects. Water management has been the subject of many meetings, articles and discussions, especially as it concerns Chautauqua Lake.

**Recommendation 2:** Develop proactive watershed level management plans and adopt those policies that apply to County governmental functions and operations. The Chautauqua Lake Watershed Management Plan is a recently completed example (www.chautauquilakes.webs.com).

**Status 2:** A Chautauqua Lake Inter-municipal group was formed to develop strategies for reducing sedimentation and phosphorous from entering the Lake. An SAV Management Plan and companion EIS, as well as an erosion control study and dredging feasibility study (all or part of the aforementioned projects were funded in part by external and internal grant funding) are currently underway to develop alternative weed management practices in the Lake.

**Recommendation 3:** Complete an inventory of the County’s natural resources. Based on the location and concentration of resources, identify Natural Feature Focus Areas that include but are not limited to features such as: the County’s Lakes, Unique Natural Areas, wetlands, stream corridors, aquifer recharge areas, Important Bird Areas, and recreational trail networks to promote land stewardship.

**Status 3:** A thorough review of the County’s Natural Resources was undertaken as part of the Chautauqua County Greenway Plan.
Energy

Recommendation 1: Define what energy sustainability means for Chautauqua County in order to benefit the County’s economy and quality of life. Incorporate the definition into the County’s mission statement and make it policy for consideration of capital funding requests and other initiatives.

Status 1: The CCIDA annually hosts an energy conference that provides the public, municipalities, and businesses an opportunity to learn about energy performance technologies and methods. The forum includes booths and speakers that discuss the latest issues and technologies in energy production and conservation.

Recommendation 2: Advocate for legislation that provides and promotes local energy production in order to generate local revenues, reduce economic costs, and lower environmental impacts.

Status 2: In 2012, the County Legislature passed a resolution in support of gas hydrofracking (as long as it is done in an environmentally-sensitive manner), as they realize the economic benefits that would accrue from these activities. The CCIDA has been working with several commercial windfarm developers over the past several years to assist them in their efforts to set up operations in the County.

Recommendation 3: Promote and support waste-to-energy business opportunities.

Status 3: CCIDA is currently working on several projects that are involved with waste-to-energy conversion and biofuels development. This includes a project that is currently underway with Dunkirk Bioenergy and the SUNY Fredonia Incubator. The County continues to develop and expand the methane-to-energy project at the County Landfill.

Community Action/Human Services/Civic Orgs

Recommendation 1: Support increased affordable internet access throughout the County for all socioeconomic groups, and provide more services via the internet.

Status 1: STW received grant funding through ARC to extend wireless broadband cable throughout Chautauqua and Cattaraugus Counties, especially in rural areas that are currently underserved. The most recent erection of towers occurred in Forestville and Findley Lake. Future locations will include Sherman and Arkwright.

Recommendation 2: Work with all current transportation providers, including CARTS and private employers, to explore opportunities to collaborate to expand public transportation to more employment locations and after regular business hours. Develop a website to inform the public of service availability on-line.

Status 2: CARTS, along with other human service and private agencies, are implementing the "County-Wide Coordinated Human Service Transportation Plan" to determine costs savings, sharing of services, etc. to lower costs and improve transportation services, especially for the low income, senior and disabled populations. This is an ongoing work plan and will continue to be updated on an annual basis.

Recommendation 3: Help to create a mechanism to connect civic organizations with local leaders for the purpose of building membership and sharing information.

Status 3: The Northern Chautauqua Community Foundation recently became involved in supporting the initiatives of the Local Economic Development (LED) Group in the north County. The LED group, which has broad representation from various organizations and local leaders, has developed a strategic plan, has identified projects to support, and is currently involved in gaining support to undertake these core projects. Gebbie in the south County took a similar tact several years ago and is supporting everything from housing initiatives to economic development.

"Chautauqua County is at the forefront of green energy production as evidenced by the methane-to-electric plant located at the Chautauqua County Landfill. It not only benefits the environment by capturing off-gas thus preventing it from reaching the atmosphere, but it also brings significant revenue to the County."
Business/Economic Development

Recommendation 1: Partner with WIB, education, private sector, churches and other stakeholders to retain and expand current businesses in Chautauqua County and support existing, small businesses in targeted County industries to expand their enterprises (Business Retention/Expansion Model). Profile recent hires by these businesses and undertake programmatic targeting to reach this demographic.

Status 1: This initiative is ongoing. Monthly meetings with Mr. Daly (CCIDA Director) and Mrs. Geise (WIB Director) are starting to streamline efforts. WIB has begun a series of speaker events to discuss these partnerships. An earlier event provided the forum for speakers to discuss workforce data, information on NY Higher Ed and details about the Common Core Curriculum. WIB held its third meeting in this series in mid-October, which was very well attended, which hosted speakers from the CCIDA (www.ccida.com), CCCC, JCC and TitanX. The CCIDA also hosts "Team" meetings amongst a wide group of community organizations involved in economic/workforce development, which are held monthly for the purpose of exchanging ideas and to discuss current economic development-related events.

Recommendation 2: Target economic sectors where the County has strong local assets to build on, including recreation and tourism, personal enrichment/learning, agribusiness and food processing, and industries requiring substantial local/renewable energy and/or water resources.

Status 2: The CCIDA recently created a new interactive website, and works closely with Corporate Site Selectors, Buffalo Niagara Enterprise, and Empire State Development Corporation in the Western NY and Albany Regional Offices. CCIDA frequently conferences and other events that are attended by the highest level corporate executive site selectors.

Recommendation 3: Proactively market the CCIDA’s "Adaptive Re-use Projects" and "Tourism Destination Projects" tax abatement funding programs to targeted industries in order to adapt old structures for new purposes and to attract tourism-related businesses to locate in Chautauqua County.

Status 3: The CCIDA recently adopted a new Uniform Tax Exempt Policy (UTEP) that provides incentives for Tourism Destination Projects, Adaptive Re-use Projects (that can be used for "Main Streets") and Small Scale Commercial and Residential Energy Projects, which it is actively marketing.

“Job Retention/Expansion and working with other agencies to better prepare our workforce for available and future jobs is a primary objective of the CCIDA”

The Red House Inn in Cassadaga is an example of the type of businesses that can take advantage of the County of Chautauqua Industrial Development Agency’s (CCIDA) expanded program offerings.
Workforce Development

**Recommendation 1:** Provide targeted workforce education and training to high-skill positions, advanced manufacturing, information technology, health care, trade, entrepreneurship and professional occupations. Partner with industrial/economic development agencies, Chamber of Commerce, the private sector, and educational institutions.

**Status 1:** WIB (www.chautauquaworks.com) has developed a “Demand Occupation List” which defines the occupations where WIA training funds are spent. WIB worked with JCC on a CFA to train unemployed individuals to be machinists based on business identified need. WIB assisted with regional businesses CFA to train incumbent workers in critical thinking, leadership, team building skills, communication skills - all training needs identified through survey developed by Dr. Sue McNamara and sent to regional businesses. CCHN, HCAT and other partners have created linkages to bring Chautauqua graduates in medical school to facilitate clinical rotations with local providers and facilities, which resulted in 3 homegrown physicians being recruited in the last 2 years. The County continues to support the JCC SBDC, Dream it Do it, the SUNY Fredonia Incubator and other initiatives that continue to create job opportunities for young and old alike.

**Recommendation 2:** Develop and integrated, cost-effective and non-duplicative service delivery plan to move county residents from low income status to self-sufficiency.

**Status 2:** The aforementioned task force has developed the following strategies:

1. With the help of an intern, research evidence-based, historically successful employment programs such as the Civilian Conservancy Corp and drug/alcohol abuse programs. This research will be used to develop model programming that can be implemented in Chautauqua County.

2. Increase on-the-job training opportunities to increase employability skills.

3. Plan for and conduct not-for-profit and for-profit employer forums to provide education on employment programs, sources of funding, and collaboration/worker opportunities and to develop an employer resource guide for use by local DSS, One-Stop, employment agencies, etc.

**Recommendation 3:** Develop the County’s talent pipeline including encouraging former residents to return and the young talent that is here to stay through creative communication and retention programs.

**Status 3:** Gebbie Foundation funded a WIB run internship program - Chautauqua Advancement Project (CAP). Sheldon Foundation and ARC have funded WIB and CCHN run healthcare internship, healthcare career exploration, and healthcare career fairs programs. WIB will be running a CDBG funded internship Program for low to moderate Dunkirk resident young people. CCHN has worked with primary care practices around the county to encourage designation as National Health Service Corps sites, to use as a recruitment tool for education loan forgiveness. There have been 18 new sites designated in the last 2 years.

**Recommendation 4:** Develop the County’s talent pipeline including encouraging former residents to return and the young talent that is here to stay through creative communication and retention programs.

**Status 4:** Gebbie Foundation funded a WIB run internship program - Chautauqua Advancement Project (CAP). Sheldon Foundation and ARC have funded WIB and CCHN run healthcare internship, healthcare career exploration, and healthcare career fairs programs. WIB will be running a CDBG funded internship Program for low to moderate Dunkirk resident young people. CCHN has worked with primary care practices around the county to encourage designation as National Health Service Corps sites, to use as a recruitment tool for education loan forgiveness. There have been 18 new sites designated in the last 2 years.

“High-paying Jobs exist in Chautauqua County; however, some of them go unfilled because we don’t have enough qualified workers to fill these primarily high-skilled positions.”
Housing

Recommendation 1: Investigate property management/land banking opportunities to identify and strategically remove existing, derelict properties to improve neighborhood conditions, and find ways to reduce housing demolition and disposition costs (e.g., a pilot program at the County landfill linked to municipally-approved housing revitalization plans).

Status 1: CCPED applied to the State and was chosen as one of the first five Land Banks in NYS. The Land Bank is assessing the housing stock and is being granted properties by the County that allows for certain properties “A” to be sold as is via a negotiated sale, “B” properties to receive some level of improvement and sold, and “C” properties (with and without structures) to be demolished and/or granted to adjacent property owners. The “take” will increase yearly based on a strategic business plan (www.planningchautauqua.com).

Recommendation 2: Enhance the County’s ability to support reinvestment in market rate housing by implementing a pilot IDA tax abatement initiative for the redevelopment of vacant commercial buildings into mixed-use projects.

Status 2: The CCIDA provides tax-lease and PILOT incentives for projects involving market-rate apartments. It recently provided these incentives for the Wellman Building Project in downtown Jamestown, which has 44 market-rate apartments.

Recommendation 3: Promote the implementation of urban revitalization efforts in Jamestown and Dunkirk by supporting Jamestown’s Urban Design Plan and Neighborhood Revitalization Plan recommendations. Promote similar efforts in Dunkirk and other municipalities to induce housing demand.

Status 3: The Land Bank is working with Jamestown to implement recommendations from the Neighborhood Revitalization Plan, which included a $10,000 grant that contributed to Phase II of the Jamestown Renaissance Block Challenge project.
Active Living/Recreation

Recommendation 1: Develop a new model for oversight and maintenance of parks, trails and waterways throughout the County, recognizing the health, economic and tourism benefits that can result when people are encouraged to be more active with access to safe, attractive outdoor facilities. The Active Living Focus Group would continue to be involved as a way to coordinate and promote public/private partnerships and seek funding.

Status 1: The Chautauqua County Greenway Plan (www.planningchautauqua.com) was completed in mid-2012, culminating in an open-house at Lakeside Park in Mayville in August. The Friends group, a volunteer organization charged with implementing the plan, obtained an endowment agreement with CRCF and Adopt-A-Resource Agreement from the NYS DEC to manage and maintain trails on state land.

Recommendation 2: Complete a 4-season, multi-use greenway trail system throughout the County (hiking, biking, horseback riding, cross-country skiing, snowmobiling and other users) with sections that are family-friendly, sustainable, have connectivity throughout the county and region, and link to waterways (including Chautauqua Lake and Lake Erie), population centers, and historic points of interest. Link Plan to promotion and events for visitors and residents.

Status 2: The Greenway Plan was completed in mid-2012, and has been widely distributed. 6 of the 10 demonstration projects identified in the Plan are currently in some stage of being developed. These include: Equestrian Trail Development, Management/Assessment of Trails, Barcelona to CI Trail, Creating the “Friends of Chautauqua Greenways”, Obtaining Funding to Design/Engineer Trail Loops on Overland Trails, and Growing Mountain Biking in the County.

Recommendation 3: Work with the New York State Department of Environmental Conservation, the Sports Fishery Advisory Council and local governments to improve the fisheries, maintain and improve fishing and boating opportunities, and create more fishing-related events throughout the County.

Status 3: A very successful fishing reality TV show, Jack Link’s Major League Fishing, was filmed on Chautauqua Lake in August. CCC, CCVB, CCIDA and the local private community worked together to make this event successful. The recently-formed Lake Erie Management Commission has as one of its objectives to enhance fish habitat in streams connected to Lake Erie, and as such is looking at the de-commissioning of outdated dams.

“9 out of 10 respondents to a survey conducted as part of Chautauqua 20/20 stated that the County should concentrate its efforts on preserving and promoting the County’s natural assets”
Local Government

Recommendation 1: Complete an integrated countywide efficiency study to identify potential areas for increased shared services and local government consolidation. These might include highway, police, fire, courts, assessing, code enforcement, water & sewer, and schools.

Status 1: A county-wide Highway Efficiency Study was completed in 2011, the County Planning Board is examining Regional Policing in 2012, and the County and City of Jamestown are exploring the consolidation of police forces.

Recommendation 2: Coordinate development efforts between the County and local municipalities.

Status 2: CCIDA continues to seek input from all taxing jurisdictions for specific proposed projects and for any changes it makes to its UTEP. The CCIDA recently contacted all 64 taxing jurisdictions regarding changes it is making to its UTEP for inclusion of "Small Scale Commercial and Residential Energy Projects." The CCIDA and CCPED work closely with the local officials and economic development folks on zoning issues (239 referrals and zoning amendments), issues related to PILOTs, projects it is undertaking with regards to its Greenway Plan, and other issues.

Recommendation 3: Support local governments with information and other resources to provide them with better decision-making tools in order to foster better local solutions and counter unfunded State mandates.

Status 3: Several public sessions with Mr. Arendt were held during development of the plan, and copies of the guidebook were sent to all municipalities, and copies of the guidebook were sent to all taxing jurisdictions and are posted on the CCPED website (which is often referenced). CCPED incorporates "Smart Growth" language into their zoning referrals as part of the 239 Review process. CCPED also attend a Smart-Growth Seminar at CI in October.
Infrastructure/Public Investment

Recommendation 1: Implement recommendations obtained from a cost/benefit analysis of community infrastructure and services currently under way to determine cost-saving measures such as regionalization, consolidation, and creation of a greater regional sharing network for public equipment. Use this as a public education tool for citizen support.

Status 1: The County Executive held public meetings in mid-2012 to discuss consolidation issues. Several departments, including DPF (Carts, Airports, and Highway Department), Sheriff, the County Home and others have undertaken studies and implemented recommendations aimed at cost savings via consolidations, efficiencies, selling, etc. This has been met with significant resistance.

Recommendation 2: Work with NYS DOT, STW and others to continue to make selective widening and lighting improvements to Route 60, primarily from Dunkirk to Gerry, to increase the flow of traffic and improve safety.

Status 2: CCPED and CCIDA continue to bring this up whenever the opportunity arises. Mr. Geise drove with a NYS DOT representative in 2011 who didn’t see it as an issue (the traffic was light that day). This project was entered into the WNY Sustainability Project list. It is evident that this project fails to rise to the level of being a major safety issue, so the State doesn’t see the necessity of doing the project.

Recommendation 3: Review recommendations of the new plan currently under way for the Jamestown and Dunkirk Airports aimed at increasing the number of passengers using the Airports to levels that make them profitable, developing county-owned land in the vicinity of the Jamestown Airport as a business park, and promoting hangar space at the Dunkirk Airport to attract regional business from Buffalo. Due primarily to the current economic trends, this proposal has been very challenging. The DPF is also looking at privatization options for the airports that stemmed from the 2011 Special Regulatory Commission for Airports.

Status 3: There is an ongoing effort to increase ridership and to make Chautauqua County’s Airports more profitable. The County, via the DPF, continues to work with its airline tenants to lower airfares and increase advertisements; however, its efforts have been hindered by the proximity of surrounding airports, their discounted airfares and because of limited marketing funds. The County is working in collaboration with CCIDA to develop county-owned land as a business park in the vicinity of the Jamestown Airport and to promote hangar space at the Dunkirk Airport to attract regional business from Buffalo. Due to increasing costs, the County has been forced to maintain more roads, bridges and other infrastructure with far less resources compared to the past.

The Chadwick Bay Industrial Park is one of the many facilities that was built and is maintained by Chautauqua County.

The Jamestown Airport is one of two airports owned and operated by Chautauqua County.
Chautauqua County Chosen as 1 of 5 State Land Banks

New York State Governor Andrew Cuomo announced that Chautauqua County’s application to create a land bank corporation (Land Bank) was one of five applications in the State to be approved by Empire State Development (ESD) in the first round of applications reviewed under the State’s land bank legislation in 2012.

The first year plan for the Land Bank projected the provision for the County transferring at least six (6) tax foreclosure properties to the Land Bank, which is currently underway. The CCPED and the informal steering committee identified the mission of the Chautauqua County Land Bank Corporation (CCLBC) to be:

**Mission:**

* Create a new paradigm for how foreclosed properties are managed in Chautauqua County to reverse the trend of further deterioration of the housing and commercial stock.
* Control and modestly improve promising properties so that we can attract reputable buyers committed to investing their time and resources in improving them.
* Return improved properties to the tax roll and productive use via sales and grants.
* Collaborate with municipalities, housing-related agencies, and the private sector to improve good structures that fulfill a need, and remove dilapidated structures that do not.
* Leverage internal assets with external resources to effectuate change.
* Make it affordable for reputable entities to acquire properties at a reasonable cost so that they can afford to invest the required capital to substantially improve properties.

The Chautauqua County Department of Planning & Economic Development (CCPED), who is facilitating implementation of the *Chautauqua 20/20* recommendations, is comprised of:

William Daly, Director; Mark Geise, Deputy Director; Don McCord, Senior Planner; Jeff Diers, Watershed Coordinator; and Debbie Liliestedt, Administrative Assistant.

Despite significant reductions in the size of County Government in general and the CCPED in particular, we have risen to the challenge of implementing the recommendations of *Chautauqua 20/20* by collaborating with the CCIDA, the Focus Group Teams, the County Legislature and other community partners.

Chautauqua County has some of the oldest housing stock and most beautiful architecture in the Country.