



CCIDA 2023

ANNUAL REPORT



Mission

County of Chautauqua Industrial Development Agency

The CCIDA is an economic development organization authorized and empowered by the State of New York to make Chautauqua County a better place to work, live, and visit. We facilitate development by attracting new businesses, while promoting the retention and expansion of existing businesses. Assistance in the form of incentives – tax abatements, low-interest loans, and bond financing – enhances the opportunities for job creation and retention by our businesses.



Chautauqua Region Economic Development Corporation

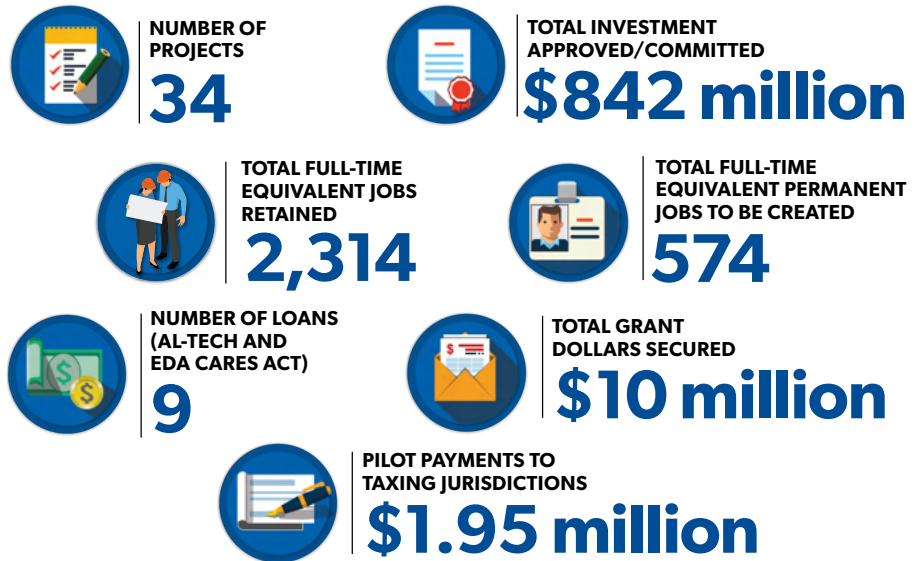
Chautauqua Region Economic Development Corporation (CREDC) is the CCIDA's component organization, which acts as a mechanism for undertaking projects and initiatives related to collaborative county-wide economic development.



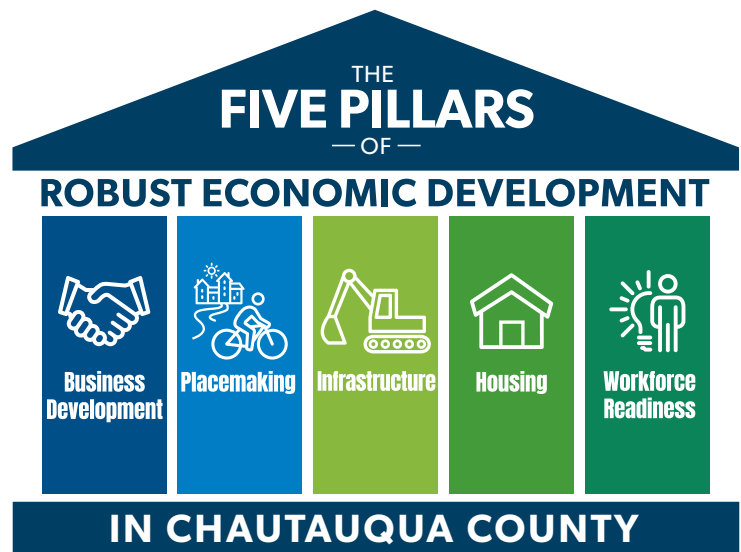
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County of Chautauqua Industrial Development Agency Summary of Accomplishments



To summarize, in 2023 the CCIDA Board approved/assisted 34 projects, which included loans, incentives (federal, state, and local), and grants secured. These projects will result in a total investment in Chautauqua County of \$842 million, create 574 permanent jobs, retain 2,314 jobs, and have or will create hundreds of construction jobs. These activities included the approval of loans for businesses, incentives for development projects, and the procurement of grants. Some of the key accomplishments include: \$452 million Cummins Engine Internal Expansion; \$250+ million Wells Ice Cream Expansion; Weber Knapp Purchase by Local Ownership (\$21.4 million); acquisition of the Conagra/CCIDA Facility in Dunkirk by Refresco to create a Northeastern US Distribution Center (\$13 million project); creation of a Brownfield Remediation Revolving Loan Fund (\$720,000); Broadband Expansion to unserved and underserved communities (approximately a \$60 million project); adoption of ABO recommendations; creating a \$16 million Shovel-Ready Industrial Site in Ripley; ARPA Business Assistance Program (\$650,000+); and development of a Talent Attraction/Retention Campaign.





Dear Community Stakeholders,

I wanted to start off by extending my gratitude to all of our economic development partners located throughout the county and region for helping to make 2023 another great year!

As we look back at all of the challenges and accomplishments of 2023, I am inspired by every facet of what our economic development team does, from the staff and their ability to constantly come up with innovative and proactive ways of doing things, to the volunteerism of board and committee members and others, to the leadership exhibited by our municipal leaders, to the courage of our local companies to invest in the future.

Through all of the uncertainty posed by a volatile economy, the CCIDA team has once again delivered on its mission of attracting new businesses while promoting the retention and expansion of existing businesses - the result of which was our support in the creation of 574 new jobs, the retention of 2,314 existing jobs, and the catalyzation of more than \$842 million in capital investment in Chautauqua County!

In 2023, the CCIDA's component organization, Chautauqua Region Economic Development Corporation (CREDC), continued to act as a mechanism for undertaking projects and initiatives related to collaborative county-wide economic development. CREDC, as the umbrella organization for the public-private economic development collaborative the Chautauqua County Partnership for Economic Growth (CCPEG), was successful in obtaining and granting millions of dollars in economic development resources to advance a wide array of priority economic development projects across the Partnership's five priority Work Groups. I am really proud of the work we are doing in assisting our partners, including municipalities, in undertaking transformative and meaningful projects.

These positive results were due to the unwavering dedication of an extremely capable staff, board, community leaders, foundations, consultants, and so many others.

Economic development is not a sprint...it's a marathon. For those of us who have been involved in economic development for a while, we can attest to it being very complex and messy, and it often involves two steps forward and one step back before we get to the final outcome. Most deals are fragile, and not everything works out. But at the end of the day we strive to win more projects than we lose. It takes tireless effort and perseverance. It is also imperative to stress that economic development is a team sport! We all need to be pushing in the same direction if we expect to get ahead in the most efficient manner possible.

I commend the leadership exhibited by County Executive Wendel and the County Legislature for their unwavering support of our efforts as we focus on key strategic issues. While we no doubt face ebbs and flows in our organization and in our local, regional, state, and federal economies, the CCIDA and Chautauqua County continue to evolve toward a better future.

In terms of aspirations for 2024, the CCIDA desires to continue to create shovel-ready sites; re-activate several key vacant buildings, including the Furniture Mart Building in Jamestown, Lake Shore Hospital in Hanover, Silver Creek School in Silver Creek, Truck-Lite Building in the Town of Ellicott, Lenhart Hotel in Bemus Point, and others; continue to work with the City of Dunkirk, State, and NRG in getting the NRG facility back into productive use; and rolling out a marketing and branding strategy for the county to help address population decline and supply businesses with much-needed talent (to name a few).

Finally, I'd like to applaud our Board of Directors for their commitment and dedication of time to this organization. We have several new board members, including Sagan Sheffield-Smith, Daniel DeMarte, and Amy Harding, who replaced long-serving members who retired their positions. Welcome aboard...fasten your seatbelts!

The following report is a summary of our team's work in 2023, along with a roadmap for top priorities in 2024. As we look to next year, I pledge that we will continue to be aggressive and intentional as we concentrate our efforts on key priorities.

Thank you for your support; we look forward to another great year ahead!

Mark R. Geise

Chief Executive Officer

2023 TOP 10 COUNTY ECONOMIC DEVELOPMENT ACCOMPLISHMENTS

1. Cummins Engine Internal Expansion

In March, Cummins Inc. announced its plan to invest \$452 million to upgrade the 998,000 square-foot Jamestown Engine Plant. Once complete, the upgrades will allow the plant to produce new engine block platforms that can handle diesel, hydrogen, or both. The X15N engine is part of the new fuel-agnostic 15-liter engine platform produced at JEP and will be the industry's first fuel-agnostic internal combustion engine platform that leverages a range

of lower carbon fuel types. The project will lead to the creation of 90 new permanent positions and the retention of 1,280 positions. To help the project move forward, CCIDA will provide Cummins with \$3 million in sales tax breaks over three years.

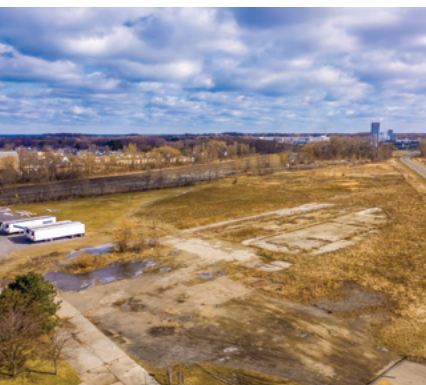


2. Wells Ice Cream Internal Expansion



part of the company's expansion plans for its national manufacturing network of its Blue Bunny, Halo Top, Bomb Pop and Blue Ribbon Classics brands. The expansion is anticipated to more than double the Dunkirk facility's current production capacity and help support Wells Enterprises' continued plans for growth in novelty and packaged ice cream, while enabling future innovation. The project will allow the company to add 200+ new jobs and retain 401 existing full-time jobs. To help the project move forward, the CCIDA Board approved a new PILOT agreement with Wells, along with \$5.2 million in sales tax exemptions, during its December 2023 meeting.

Wells Enterprises announced in August it will expand its manufacturing facility in Dunkirk, making a \$250 million investment to create a world-class ice cream plant on its current property. The project is



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3. Weber Knapp Purchased by Local Ownership



In September, the CCIDA Board of Directors approved a \$1 million AL Tech Loan to support the purchase of Weber Knapp Co. by Rhonda Johnson, President of Weber Knapp, and Wayne Rishell, CFO of Weber Knapp, at a total project cost of \$21,428,000. Weber Knapp has been operating in Jamestown for 114 years and is the premier designer and manufacturer of motion control and hardware products/accessories for the luxury appliance, outdoor appliance, industrial, medical equipment, and office furniture industries. The two facilities in Jamestown and Falconer consist of 243,000 square feet of space. The purchase will maintain local ownership in Chautauqua County and result in 114 jobs retained and the creation of one new position.

4. Refresco Purchase of CCIDA Facility (Formerly Conagra) for NE Distribution Center



In May, Refresco Beverages US purchased the CCIDA-owned 26 East Talcott Street building and vacant parcel (formerly Conagra properties) to expand its operations in Dunkirk. This transaction will ensure that the prominent but empty site will be reused and returned to the city tax rolls after a decade of ownership and underutilization by the CCIDA. The company will be spending \$12.65 million to renovate the interior of the 243,800-square-foot manufacturing building, and will repair the roof, windows, doors, and docks. Refresco will invest an additional \$350,000 to purchase and install the racking, lighting, security, control systems, technology, electrical, and other equipment it needs to operate the facility for warehousing and distribution, including upgrades to the freezer and cooler space. The project, which received financial assistance from CCIDA through a sales tax exemption and 15-year adaptive reuse PILOT, will support the existing 350 full-time jobs and create an additional 10 full-time jobs over the next five years.

5. Creation of a Brownfield Remediation RLF

The CCIDA was awarded a \$600,000 U.S. Environmental Protection Agency (EPA) Revolving Loan Fund (RLF) grant to assist with remediating brownfield sites throughout Chautauqua County. This year, the Brownfield RLF was created, allowing the CCIDA to provide loans and subgrants to qualified applicants for remediation projects on eligible properties in Chautauqua County. The grant will be used to create and capitalize a RLF from which CCIDA will provide loans and subgrants to support cleanup activities for brownfield sites contaminated with hazardous substances and/or petroleum. The RLF will encourage capital investment, job creation, and sustainable growth in Chautauqua County on existing brownfield sites, while also ensuring public health and environmental protection. Chautauqua County and the CCIDA have allocated a total of \$120,000 for the local match requirement for this program. As the IDA makes loans and subgrants, it intends to secure additional EPA resources to grow the RLF in the future.



6. Electroveya

In June, the CCIDA board approved over \$3.5 million in economic development incentives for Electroveya Inc., a leading lithium-ion battery technology and manufacturing company, to assist with the purchase of the former Accu-Rite facility in the CCIDA-

owned Mason Industrial Park in the Town of Ellicott. The site encompasses 52 acres, including a building previously utilized for the manufacturing of electronic components. In addition to the purchase, Electroveya is also planning investments at the site to enable production of its proprietary lithium ion ceramic cells. The site has access to low cost renewable energy via the New York Power Authority, has room for expansion, and is in close proximity to the company's existing facilities in Ontario, Canada, not to mention its current and prospective OEM customer manufacturing facilities. Incentives provided by the CCIDA include a Mortgage Recording Tax Exemption, Sales Tax Exemption, and PILOT. Total project cost is \$42.5 million and is expected to result in the creation of 150 new jobs.

7. Authorities Budget Office Operations Audit Response

In response to a report released by the ABO in 2023 regarding the CCIDA, CREDC, and CRC's operations, staff and consultants have addressed or are in the process of addressing all of their recommendations.

8. Creating a Shovel-Ready Site in Ripley

The CCIDA is in the process of acquiring 140+ acres of land on Shortman Road in Ripley, and extending an access road, water, sewer, and electric into the site. The estimated \$16 million project was awarded a \$5.25 million FAST NY Grant from Empire State Development, which matches the County and CCIDA's contributions. When completed sometime in 2025, the site will be well-suited for warehousing, distribution, logistics, and light manufacturing operation.



9. ARPA Business Assistance Program



promote



engage



attract

The County of Chautauqua Industrial Development Agency (CCIDA), Chautauqua County Chamber of Commerce (CCCC), JCC Small Business Development Center and other key partners established a grant program for businesses throughout the County to assist them with upgrading their marketing presence, which included branding, website development, social media, etc. Secondly, and as a distinct sub-program, manufacturing companies had the opportunity to work with Insyte Consulting to improve their company culture, thereby positioning them to attract and retain more employees by implementing Environmental, Social, and Governance (ESG) programs and initiatives. Finally, six (6) Stage 2 Companies worked with Invest Buffalo Niagara (IBN) through their Economic Gardening Program, which helped them to investigate what they need to do to "go to the next level."

To date, nearly 80 businesses have been assisted with grants for marketing upgrades, six companies were assisted by IBN's Economic Gardening Program, and Insyte's ESG Primer was publicly released. An additional \$258,000 was secured from the Ralph C. Wilson, Jr. Foundation to assist businesses with their marketing.

10. Talent Attraction/Retention Campaign aka Live CHQ/Choose CHQ Marketing Campaigns

To help address population decline in Chautauqua County and the need by employers to fill open positions, the CCIDA and CCPEG have been working since early 2023 with Block Club - a branding, strategy, and content agency based in Buffalo - on developing a multi-year "Live CHQ" Talent Attraction and Retention Marketing Campaign, set for launch in the spring of 2024. The campaign will work both regionally and nationally to illustrate what a great place Chautauqua County is to conduct business, raise a family, and visit - with an emphasis on outdoor recreation and strong quality of life indicators. A broader "Choose CHQ"



branding campaign will also be launched to focus on all aspects of growing Chautauqua County's economy, including business development.

Both campaigns will include the launch of a Live CHQ website and a Choose CHQ website, which will replace the existing CCIDA website. Funding for this marketing effort is being provided through ARPA, the Ralph C. Wilson, Jr. Foundation, and CCIDA funding.

2024 COUNTY ECONOMIC DEVELOPMENT GOALS

1. Re-activate Properties of Community Importance

Furniture Mart Redevelopment – Continue to work with the Gebbie Foundation and other key stakeholders in Jamestown to cue up the Furniture Mart building for future development. This has been an ongoing process that we will continue to put time and effort toward until it is accomplished.



Silver Creek School – Continue to work with STEL, Park Grove Realty, Empire State Development, and the Village/Town to demolish the dilapidated Silver Creek School and build a new 50+ unit senior housing by providing incentives and technical expertise.

Lakeshore Hospital – Continue to work with the Brooks, Town, State, and prospective developer(s) to reactivate the vacated facility.

Truck-Lite – Continue to work with prospective purchasers of the vacant Truck-Lite facility by offering incentives and bringing ESD to the table.

2. Aggressive Proactive Business Retention & Expansion

Continue to work with current businesses throughout Chautauqua County to ensure they have the resources they need to prosper and grow. This includes providing information about technical assistance and incentives available through the CCIDA, ESD, and other sources via constant contact by Project Managers.



3. Work with Wells Enterprises/ Ferrero and ImmunityBio

Continue to ensure they have access to local, state, and federal resources that will allow them to ramp up their operations to achieve their full potential.

4. Chautauqua County Partnership for Economic Growth (CCPEG)

Continue to provide resources from the CCIDA, and continue to lobby for resources from the County, State, and foundations to support CCPEG’s programs and initiatives. Continue to foster collaboration with community partners in identifying and implementing community and economic development-related projects.



5. Acquire Shovel-Ready Site(s)

Continue to acquire the appropriate sites and determine what level of infrastructure and due diligence is required to make the sites suitable for industrial/business development. This is in response to the documented need for an increased and improved inventory of market/shovel-ready sites, and involves thorough investigation, analysis, and financial resources.

6. Launch County/Economic Development Marketing & Branding Campaign to Reverse Population Decline

CCIDA and CCPEG will continue to work with consultants Block Club and Clevermethod to implement a 3-year marketing and branding strategy, in conjunction with a myriad of other county stakeholders. The intended result is that more people will choose to stay or relocate here to fill available job positions, retire here, and/or visit, ultimately resulting in a reversal of population decline over time. Funding for this initiative, which exceeds \$150,000, has culminated in a branding and talent attraction campaign to be rolled out in the first quarter of 2024, and the launch of a redesigned “Choose CHQ” website, also to be launched in early 2024.

7. ARPA Funded Projects

Work diligently to get all of the economic development-related ARPA projects implemented and all of the ARPA funding working in the community, which includes the following:

- Site acquisition and infrastructure for shovel-ready sites - \$5.5 million from County ARPA and Capital Projects Sources; \$5.25 from NY Forward; \$1 million from CCIDA, and other sources are being sought for the \$16 million project in Ripley
- CCPEG for a multitude of economic development-related projects - \$500,000
- CAP 2.0 Workforce Development Initiative with WIB - \$352,000
- Cornell Cooperative Extension Ag. Improvement Program - \$232,540
- Marketing Assistance to Businesses and NFPs - \$658,000



8. Collaboration with Dunkirk and Jamestown

Dunkirk Downtown Revitalization Initiative (DRI) – With the assistance of the CCIDA, CCPEG, County, and consultants, Dunkirk was awarded a \$10 million DRI grant award in 2023 from the WNY Regional Economic Development Council. Through their local planning group, our team will continue to work with the stakeholders to ensure that projects enhance Dunkirk’s waterfront and downtown core while aligning with the County’s Economic Development Strategy.



Chadakoin River Strategic Business Plan – The CCIDA, CCPEG, Gebbie Foundation, CWC, BPU, RTPI, and other partners continue to work collaboratively with the City of Jamestown to implement the projects from the 2021 and 2022 CFA awards, which include economic, environmental, and marketing-related projects intended to activate Jamestown’s waterfront.



9. Agricultural Development & Enhancement Strategy

Continue to implement recommendations resulting from the County’s Agricultural Development & Enhancement Strategy, which is an update to the County’s Farmland Protection Plan. The objective of the update was to provide an accurate reflection of the current agricultural conditions in Chautauqua County and devise strategies to increase the economic viability of the agricultural industry, encourage farmland protection, and increase public interest and awareness of local agriculture.



10. NRG Re-Use Initiative

The County is working with the City of Dunkirk to undertake Phase II of this initiative, which is being funded by a grant of \$160,000 through NYSERDA’s Just Transition Site Reuse Planning grant program, to advance several predevelopment activities. This includes a detailed infrastructure assessment, Phase II Environmental Site Assessment, development of marketing materials, site planning, workforce development strategies, non-site-specific community revitalization strategies, public engagement, legal analysis, and others as determined through the initial baseline planning process, and is a follow-up to Phase I work already completed.

Investors

Ralph C. Wilson, Jr. Foundation

Chautauqua County

County of Chautauqua Industrial Development Agency

Northern Chautauqua Community Foundation

Gebbie Foundation

Staff

Nathan Aldrich, Manager

Monica Simpson, Partner Engagement Coordinator

Kristy Kathman, Economic Development Specialist

Crystal Erhard, Administrative & Financial Assistant

2023 Advisory Board

Mark Geise, Founder and Partnership Co-Chair, County of Chautauqua Industrial Development Agency

Dan Heitzenrater, Partnership Co-Chair, Chautauqua County Chamber of Commerce

Paul M. Wendel, Jr., Chautauqua County Executive

Kevin Muldowney, Chautauqua County Legislature PED Committee Chairman

Greg Edwards, Business Development Work Group, Gebbie Foundation

Gina Paradis, Housing Co-Chair, Chautauqua County Land Bank

Andrew Nixon, Placemaking Co-Chair, Chautauqua County Visitors Bureau

Katie Geise, Workforce Readiness and Development Co-Chair, Workforce Investment Board

Courtney Curatolo, Business Development Co-Chair, Small Business Development Center

Crystal Surdyk, Placemaking Co-Chair, City of Jamestown

Vince DeJoy, Placemaking Work Group, City of Dunkirk

Diane Hannum, Northern Chautauqua Community Foundation

Tory Irgang, Chautauqua Region Community Foundation

Sham Bahgat, Bahgat & Laurito-Bahgat

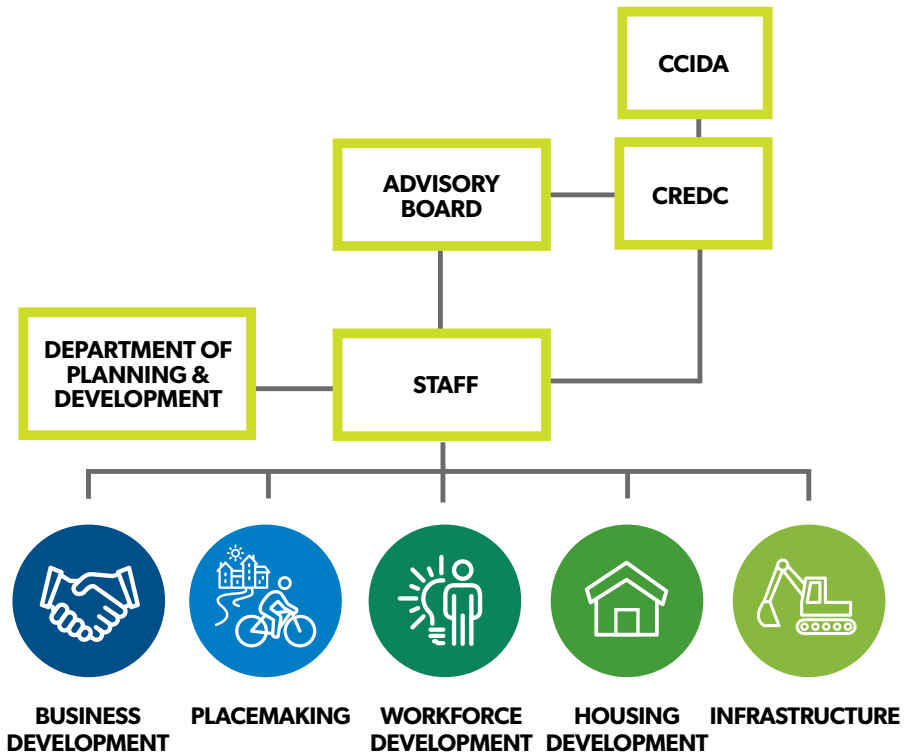
Chautauqua County Partnership for Economic Growth

CCPEG Mission

The Chautauqua County Partnership for Economic Growth (CCPEG) brings together public and private leaders to focus on county-wide and regional economic development. It serves as the catalyst and broker of resources for advancing economic prosperity efforts and is the central coordinating entity for the formation, retention, development, and attraction of quality jobs and advancements to quality of life in Chautauqua County.

About CCPEG

CCPEG is a program of CREDC that receives input and guidance from a volunteer advisory board, consisting of leaders from both the private and public sector, representing various communities from across Chautauqua County. It is able to achieve its goals and objectives, including assisting dozens of its community partners, with a small support staff, assistance from Chautauqua County Department of Planning & Development, and the help of five separate Work Groups composed of members from across the county. These Work Groups include: Business Development, Placemaking, Workforce Development, Housing, and Infrastructure.



2023 By The Numbers

In 2023, CCPEG focused on advancing 26 priority projects in alignment with the Economic Development Strategy. The Partnership also provided \$459,250 in financial assistance and technical assistance to support several dozen partner-led projects and initiatives that support economic revitalization and long-term strategic investment throughout Chautauqua County. In addition, the Partnership was awarded 11 grants in 2023, totaling \$1,181,902 and leveraged an additional \$28,251,040 on behalf of its partners.



40
Partnership Meetings



Grants Awarded
11 Projects

47
Projects Assisted

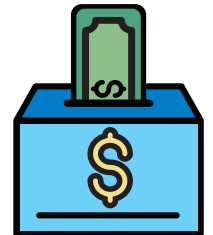


65 Partners Engaged



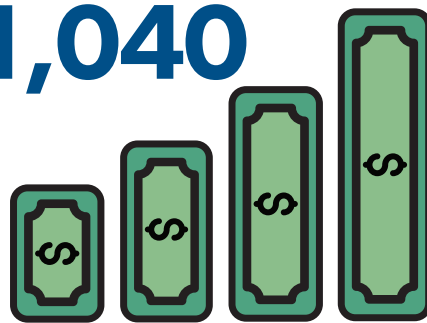
\$1,181,902

CCPEG Funding Secured

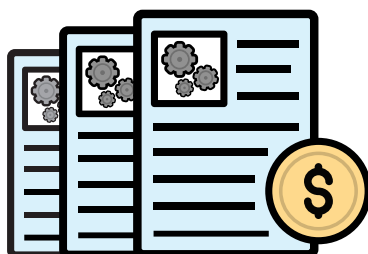


\$28,251,040

Additional Dollars Leveraged



120
Meetings With Community



Funds Allocated by CCPEG to Support Implementation of CHQ Co Strategic Plan Economic Development Plan Projects:

26 Projects *Totaling*
\$459,250

2023 CCPEG Grant Awards

Grant Information	Awardee	Amount
Gebbie Foundation - Jamestown Urban Design Plan 2.0/Chadakoin River Strategic Business Plan Implementation	CCPEG	\$80,000
Ralph C. Wilson, Jr. Foundation, Economic Development Project Support - Administrative Capacity (3rd Installment of 3-year grant)	CCPEG	\$350,000
Northern Chautauqua Community Foundation - Administrative Capacity	CCPEG	\$100,000
Chautauqua County - 3% Occupancy Tax Program	CCPEG	\$85,000
Ralph C. Wilson, Jr. Foundation - Small Business Marketing Assistance	CCPEG	\$258,000
Community Foundation for Greater Buffalo - Building Connectivity and Increasing Safety: Central Avenue, Fredonia	CCPEG	\$25,000
Northern Chautauqua Community Foundation - Building Connectivity and Increasing Safety: Central Avenue, Fredonia	CCPEG	\$10,000
Ralph C. Sheldon Foundation - Trail/Outdoor Recreation Map	CCPEG	\$50,000
Chautauqua Region Community Foundation - Trail/Outdoor Recreation Map	CCPEG	\$12,500
Northern Chautauqua Community Foundation - Trail/Outdoor Recreation Map	CCPEG	\$10,000
NYS Department of State Brownfield Opportunity Area (BOA) Program - Chadakoin River Central/Eastern BOA Priority Site PreDevelopment Activities	CCPEG	\$201,402
2023 CCPEG Grant Awards Total		\$1,181,902

Additional Grant Dollars Leveraged

Grant Information	Awardee	Amount
NYS Downtown Revitalization Initiative (DRI)	City of Dunkirk	\$10,000,000
NY Environmental Facilities Bipartisan Infrastructure Law (BIL) - West Side Sewer Extension Phase 2	Chautauqua County	\$12,221,000
Empire State Development Craft Beverage Micro Grant Program - Ghostfish Brewing Westfield NY Capacity Expansion Phase I	3811 Holdings LLC	\$50,000
Empire State Development Craft Beverage Micro Grant Program - 2023 Five & 20 Craft Beverage Bottling Upgrade	Robert Mazza, Inc.	\$50,000
FAST NY Grant Program, Focused Attraction of Shovel-Ready Tracts - Ripley Site Interstate Shovel Ready Site Development Project	CCIDA	\$5,250,000
NYS Office of Home and Community Renewal, NY Main St Program - Support the renovation of commercial and residential units	Village of Fredonia	\$230,000
NYS Environment Protection Fund Grant Program for Parks, Preservation and Heritage - Portage Inn Amphitheater	Village of Westfield	\$450,040
Additional Grant Dollars Leveraged Total		\$28,251,040

**WORK GROUP:****Business Development**

CCPEG's Business Development Work Group ensures Chautauqua County fosters a positive environment for the creation and expansion of small and large businesses, and prepares development-ready sites throughout the county. The group also works to identify challenges that need to be overcome by businesses in order to grow and thrive, while identifying core sectors that should be targeted in order to optimize key assets and amenities.

Priority Projects**1. Development-Ready Site Preparedness**

This project seeks to improve the inventory of sites for development as well as prepare critical infrastructure for economic development purposes. The strategy includes efforts to prioritize investment in strategic greenfield sites to enhance the County's ability to market them to businesses looking to locate or expand within the region. It also includes identification and analysis of known or suspected brownfields, and the development of tools necessary to remediate, market, and redevelop them into economically productive uses. In 2023, the County, CCIDA, and CCPEG made considerable progress by securing additional funding of over \$5 million through a FAST NY grant, bringing the total amount secured for creating a shovel-ready site in Ripley to over \$13 million of the \$16 million needed.

**2. Chadakoin River Activation and Development**

The goal of this project is to activate Jamestown's waterfront and maximize visitation in the river corridor and basin areas, leading to increased economic activity in and around downtown Jamestown and enhanced quality of life among city residents. With over \$2 million secured for Phase I projects, CCPEG applied for and was awarded \$201,402 from New York State Department of State in 2023 to complete predevelopment activities at five priority sites located within the designated Chadakoin River Central/Eastern Brownfield Opportunity Area (BOA). Initiating these predevelopment activities, beginning in 2024, will expedite the redevelopment process moving forward. In addition, shoreline stabilization measures for the north bank of the basin area are underway.

**3. NRG Reuse Alternatives and Feasibility Study**

CCPEG continues to work with partners such as the CCIDA, City of Dunkirk, NYSERDA, NRG, and Bergmann and Associates to identify viable alternatives for the site to leverage its geographic location on the shore of Lake Erie and recent revitalization efforts within the City of Dunkirk. Through NYSERDA's Just Transition program, CCPEG and its partners have collected building and site infrastructure, developed conceptual site plans for viable site reuse, considered environmental factors, and plan on working with NRG to market the site. In addition, CCPEG and its partners are working to identify financial resources applicable to site reuse.

Partner-Led Projects**1. ShopLocalCHQ Program Phase II****Funding Awarded: \$10,000**

The Chautauqua County Chamber of Commerce utilized the 2023 funds in a similar manner to funds received in 2022. The Chamber has developed several ShopLocalCHQ programs and projects, and requested assistance with maintaining the current infrastructure and increasing the marketing for these initiatives.





WORK GROUP:

Workforce Development

CCPEG’s Workforce Development Work Group brings together various representatives from the county’s workforce development sector to act as one in preparing the future workforce, while also developing the current workforce. The end result is an increase in the number of competitive, successful, thriving businesses across Chautauqua County, and establishing a brand identity as the “Work Belt” region in the United States.

Priority Projects



1. Talent Attraction and Retention Initiative

This initiative focuses on establishing and implementing a cohesive talent recruitment and retention marketing strategy and campaign - Live CHQ - which focuses on the unique and exceptional quality of life indicators here in Chautauqua County. Building off the prior year’s work, 2023 focused on two accomplished firms, Block Club and Clevermethod, assisting with development of the 3-year campaign, set to launch in April 2024. A new, all-encompassing “Choose CHQ” website is also being developed to serve as a one-stop online portal for development, business, and employment opportunities within the county.

Partner-Led Projects

1. Dream It Do It Tech Career Initiative (DIDI Reimagined)

Funding Awarded: \$10,000

The objective of the Dream It Do It WNY Tech Career initiative is to focus on developing cohorts of students starting in 7th grade and guiding them through a process that will challenge and reward them as they move through a pathway toward a manufacturing career. This is a redesign of the current DIDI model, using some of the program’s best practices and marrying them with other best practices, technology tools, and strategies.



WORK GROUP:

Infrastructure

CCPEG’s Infrastructure Work Group partners with municipalities, utility districts, and related stakeholders to identify, develop, and secure funding for a wide-range of infrastructure projects, especially those that align with the Chautauqua County Economic Development Strategic Plan or enhance or leverage previous investment in economic development within Chautauqua County.

Partner-Led Projects

1. Village of Fredonia Comprehensive Water System Evaluation

Funding Awarded: \$14,400

This project entails a technical evaluation to determine the feasibility and cost-effectiveness of available methods to provide Fredonia residents with reliable, high-quality drinking water.

2. Pomfret Wastewater Infrastructure Engineering Study

Funding Awarded: \$4,350

The Town of Pomfret is primarily serviced by private wastewater systems with a small portion of the edge of town connected to a public sewer system. The lack of public sewer in the densely populated areas of Pomfret are viewed as an economic growth deterrent and the Town recognizes that the private systems likely contribute to the water quality impairments in the local drainage basins. As a result, the Town would like to complete a planning study that will develop alternatives for a public sewer collection system in select areas based on local zoning.

3. Sheridan Wastewater Infrastructure Engineering Study

Funding Awarded: \$4,000

The Town of Sheridan is primarily serviced by private wastewater systems with a small portion of the edge of town connected to a public sewer system in the area of Progress Drive. The lack of public sewer in the densely populated areas of the town are viewed as an economic growth deterrent and the Town recognizes that the private systems likely contribute to the water quality impairments in the local drainage basins. As a result, the Town would like to complete a planning study that will develop alternatives for a public sewer collection system in the areas along NYS Route 5, a portion of NYS Route 20, and the area around the airport.

4. Town of Dunkirk Wastewater Engineering Planning Study

Funding Awarded: \$4,000

The Town of Dunkirk is primarily serviced by private wastewater systems, with public sewer along NYS Route 5 (East Town), Shorewood Drive, and Vineyard Drive. The lack of public sewer in the densely populated areas of the town are viewed as an economic growth deterrent and the Town recognizes that the private systems likely contribute to the water quality impairments in the local drainage basins. As a result, the Town would like to complete a planning study that will develop alternatives for a public sewer collection system in the areas along Bennett Road, NYS Route 5 (West Town), Robert Road, and Willow Road.



WORK GROUP:

Housing Development

CCPEG's Housing Development Work Group engages and supports municipal leaders, housing agencies, investors, homeowners, and tenants through projects that improve the county's housing stock and remove blight to provide a diverse range of housing styles in developed, walkable communities to meet the demands of today's workers and active adults.

Priority Projects

1. Housing Market Assessment and Development Plan

This study will be designed as a tool to attract investment and development of certain housing types in targeted areas of the county. The consultants MRB Group were selected and secured in early 2023, to help develop a Phase I Study. This phase involves an inventory and analysis of county-wide housing to establish a better understanding of our county's current housing stock, a needs assessment to identify gaps within our housing market, and municipal and stakeholder interviews to hear directly from community leaders and those involved in day to day housing work. Phase II will look more closely at specific locations to recommend certain housing types, identify gaps and possible incentives to bring a project closer to reality, and reach out to housing developers to gauge interest.

2. Consolidated Code Administration and Enforcement Feasibility Study

This project is meant to better understand current conditions in code enforcement across the county and develop strategies for improving code enforcement on a county-wide scale. The consultant firm CGR has been hired to start exploring the idea of consolidating or improving zoning and building code administration and enforcement, as well as further look into the county's housing court and possible improvements moving forward. The study broke down recommendations into four options. Out of the four options, the top two priorities were selected to be further detailed in an implementation plan. These two priorities include looking further into a county-wide housing court and determining the feasibility of the County providing code enforcement at the uniform code level. The study will be presented to the legislature with the recommendations to move forward with feasibility studies in 2024.





WORK GROUP:

Placemaking

CCPEG's Placemaking Development Work Group promotes distinct public spaces that enhance community identity, promote unique experiences and destinations, and create social connections throughout Chautauqua County. It also encourages unique senses of place that build upon and prioritize public and private investment that creates healthy, vibrant, walkable communities characterized by thriving tourism attractions, downtowns, and enhanced waterfronts specific to Chautauqua County.

Priority Projects



1. Dunkirk Downtown Revitalization Initiative

The City of Dunkirk was awarded \$10 million to aid public and private projects that capitalize on Dunkirk's waterfront and downtown through the Downtown Revitalization Initiative (DRI). This funding was the result of CCPEG providing funding, technical assistance, and resources to assist the City of Dunkirk in the development of a DRI proposal to the WNY Regional Economic Development Council (REDC) in 2022. In 2023, a Local Planning Committee (LPC) was established, which included two CCPEG staff members and a member of the Housing Work Group. The LPC recommended a slate of projects worth \$15 million to New York State, who will determine which projects will be awarded funding for a total of \$10 million. CCPEG will continue to work with the City of Dunkirk to find gap funding and offer technical assistance to implement these projects.



2. Trail Maintenance, Marketing, and Development

CCPEG hosts the Friends of Chautauqua County Greenways (FCCG) group to work collaboratively on applying for funding opportunities to maintain, market, and develop trails in Chautauqua County. In 2023, the FCCG group with the assistance of CCPEG Trails Consultant Jacob Bodway updated its short and long-term objectives, and presented those at two public meetings in Mayville and Panama. After receiving grants from NCCF and the Ralph C. Sheldon Foundation, CCPEG hired Barton & Loguidice to develop a county-wide recreation and amenities map. The FCCG also worked with CCPEG and other stakeholders to collect GIS data that represents the 750 miles of trails and waterways in the county. Numerous trail projects were also completed, including a resurfacing project on the Rails to Trails, cleanup project on the Marden E. Cobb Waterway Trail, capacity project for Chautauqua County Equestrian Trail System, remediation project on the Eastside Overland Trail, and Game of Logging certification for 33 FCCG members (Level 1 and Level 2).



3. Village of Mayville Strategic Waterfront Activation Master Plan

CCPEG supported the Village of Mayville in applying for \$675,000 in Local Waterfront Revitalization Program funding for three of 13 priority projects included in the master plan. The funded projects include Chautauqua Bell gateway improvements, a new kayak launch, and a waterfront pedestrian and bicycle trail. The objective of this project is to revitalize the Village's waterfront area, expanding recreational opportunities for residents and visitors, spurring economic growth within the community. The Village hired Barton and Loguidice to develop engineering and design plans. Once the project is through the design phase, the Village will put the project out for bid in 2024. Construction is anticipated to be complete by the end of 2025.



4. Craft Beverage, Wine, and Ecotourism Marketing Campaign

Chautauqua County has many tourism draws, most of which span multiple seasons, including craft beverages, wine, outdoor and water sports, beautiful landscapes, arts, comedy, music, cultural events, and historic architecture, industrial, and agricultural assets. CCPEG has hired the firm Paperkite to create a marketing campaign to draw new visitors and increase the frequency and length of their visits in order to maximize economic impact. The campaign is expected to kick off in 2024, and run for 6-9 months.



5. Complete Streets Projects

CCPEG developed a complete streets funding program to help local municipalities implement complete streets projects on local roads. In partnership with the Chautauqua Health Network, five municipalities were awarded complete streets funding and a technical assistance workshop with GoBike. These municipalities are Jamestown, Sherman, Silver Creek, Clymer, and Westfield, and their projects include items such as crosswalks, sidewalk extensions, and complete streets planning.



6. Downtown Master Plans and NY Forward Applications

In order to develop successful NY Forward applications, CCPEG developed a downtown master planning grant for two municipalities. The Villages of Westfield and Falconer were awarded funds that were used to hire the consultants Barton and Loguidice (B&L) to develop master plans with unique community input, direction from steering committees, and specific projects that included conceptual designs and cost estimates needed to develop successful grant applications. As part of the program, B&L also helped develop NY Forward applications for each municipality. Each of the State's ten Regional Economic Development Councils (REDCs) will have the option of recommending two communities for \$4.5 million NY Forward awards, or three communities, one of which will receive \$4.5 million and two will be awarded \$2.25 million. Awards will be announced in early 2024.



Partner-Led Projects

1. Tourism Branding and Marketing Campaign

Funding Awarded: \$50,000

The City of Jamestown had worked with Block Club marketing firm to create a Jamestown tourism brand with messaging, logos, campaign rollout, launch, and venue potential (website/social media). The study has provided the City and its partners with a clear marketing plan including costs and content development. The proposed project will create resiliency within the city government and city economy and will increase the capacity of the city to market, sell, and brand its own attractions, products, and services.



2. Fredonia Opera House Seat Replacement

Funding Awarded: \$25,000

The project is the replacement of seating inside the 1891 Fredonia Opera House Performing Arts Center. The current seats, originally installed in 1926, are uncomfortable and no longer meet today's patron expectations. The replacement seats will be larger width, and the new seating layout will include greater distance between rows, where possible, to increase patron leg room. Also, the project includes leveling a rear portion of the orchestra's sloped floor to allow for construction of a wheelchair seating platform.



3. NY Main Street Restoration Project

Funding Awarded: \$25,000

Fourteen committed property owners along East and West Main Street in Sherman are participating in desperately-needed facade and building renovations; four substantial projects and 10 of varying scope. Each will make a significant impact on its building and the targeted downtown area, restoring the commercial core, assisting existing businesses and also attracting new ones.



4. The Zone

Funding Awarded: \$25,000

In 2023, the Northwest Arena continued to develop The Zone, an indoor children’s museum and play space for toddlers-pre teens. Funding for this project was used to enhance Jamestown’s appeal to visitors, fuel the city’s economic momentum, and most importantly bring something wonderful and unprecedented to the experience of local and visiting youth. The Zone is fully ADA-compliant and financially feasible for families of all income levels.



5. Barcelona Beach Hamlet Gateway

Funding Awarded: \$22,000

The project will complete the project started in 2015 on the southeast corner of the intersection of Routes 5 and 394, and build upon that by planting complementary landscaping along the southwest corner and the northern edge. This will help create a sense of place for the hamlet and the harbor and build off of the improved parking areas, kayak launch, and pier improvements, as well as complement the New York State master plan for the Barcelona Lighthouse. The expected deliverable will be a greatly enhanced gateway to the hamlet of Barcelona, the Barcelona Harbor, and the connection to the village of Westfield from Route 5.



6. Findley Lake Downtown Revitalization

Funding Awarded: \$20,000

Funding was used to help create a conceptual plan to physically transform the Findley Lake Historic Business District. Specifically, the requested funds will be used to hire an architect to work with the community to create a conceptual design for the business district that will assist with establishing an environment to help current businesses flourish, attract new business, and help secure the future of the community and the significant tourism and property tax dollars it generates.

7. Main Street Green Space - Falconer

Funding Awarded: \$20,000

Funding provided to assist the Village of Falconer with a community improvement project that will transform the vacant lot at 31-37 Main Street into a vibrant community space that will support the expansion of a farmers market, community meeting, and entertainment space. The project will conduct necessary site work of the area, including leveling, grading and landscaping. It will also implement community use items such as benches, picnic tables and garbage cans. The outcome will be a community anchor spot for residents, visitors and vendors/ small businesses to come together.

8. Technical Guidance on the Implementation of the Hamlet of Forestville’s Community Plans

Funding Awarded: \$20,000

Provided funding for Imagine Forestville, which is seeking technical assistance in the form of prioritizing, organizing, conceptual design review, cost estimates, and grant writing to complete projects in the Hamlet of Forestville. These projects are intended to help improve the local economy, rebuild and preserve the historic appearance, and provide a sense of place not only in the business district but throughout the community.

9. Findley Lake Fire Hall Reuse Study

Funding Awarded: \$13,000

Plans to relocate the Findley Lake Volunteer Fire Department, in conjunction with the Town of Mina, are currently underway. The two story 1950’s fire station structure would be vacated and could easily be renovated to support a variety of uses. To that end, the County and Town have asked Barton & Loguidice to assist with preparing a study that assesses the local and regional market and highest and best reuse options for the fire hall facility, conducts a building and site evaluation, and prepares concept plans that can be used to market the reuse potential of the building.

10. Building Connectivity and Increasing Safety: Central Avenue, Dunkirk/Fredonia **Funding Awarded: \$10,000**

An effort by GoBike Buffalo to support public engagement and develop a plan to implement a community-vetted redesign of Central Avenue in the Village of Fredonia and City of Dunkirk.



11. First Impressions 2023 **Funding Awarded: \$10,000**

In 2022, the Village and Town of Westfield and the Westfield Development Corporation created the First Impressions program to encourage local businesses to improve their facades, signage, or building quality. The success of the program encouraged the WDC to undertake a new round of funding in 2023. The intent of the program is to encourage upgraded signage, painting or repair of facades, and continued improvement of the streetscape experience for visitors. The Westfield Development Corporation planned to assist another 7- 10 businesses in the Village of Westfield downtown area or the Barcelona commercial district with improvements.



12. Jamestown Goes Main Street **Funding Awarded: \$7,500**

The Jamestown Renaissance Corporation utilized its funding to contract with Main Street America, a non-profit leading a nation-wide movement committed to strengthening communities through preservation-based economic development in older and historic downtowns and neighborhood commercial districts.

CCPEG Receives 2023 County Chamber's Economic Development Award

In October, the Chautauqua County Chamber of Commerce awarded the Partnership the 2023 Economic Development Award during the Annual Chamber Awards Dinner at the Williams Center in Fredonia.

From left to right: Crystal Erhard, Administrative and Financial Assistant; Mark Geise, CCPEG Founder and Advisory Board Co-Chair; Nathan Aldrich, Economic Development Coordinator and CCPEG Manager; Kristy Kathman, Economic Development Specialist; Monica Simpson, Partnership Engagement Coordinator; Jason Sample, Marketing and Communications Coordinator; Daniel Heitzenrater, Chamber President and CEO.



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Secretary
President & CEO,
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Special thanks to the outgoing board members who served in 2023 - including **Jay Churchill**, **Rhonda Johnson**, and **Kevin Muldowney**.



Our Staff



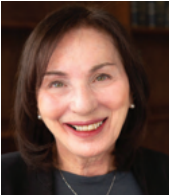
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