

Authority Mission Statement and Performance Measurements

Name of Public Authority: County of Chautauqua Industrial Development Agency (CCIDA)

Fiscal Year: January 1, 2026 – December 31, 2026

Mission Statement: 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 forms of incentives – tax abatements, low interest loans, and bond financing – enhances the opportunities for job creation and retention by our businesses.

Date Adopted: The Mission Statement was originally adopted in 1972. It was revised and readopted in 2009 after a professionally-facilitated board retreat, and has not changed since.

List of 2026 Performance Goals

1. **Business Attraction** - Attract businesses, visitors and new residents by maintaining a skilled workforce, developing infrastructure, and creating a dynamic environment in which to work, live, and visit.

MEASUREMENTS/BENCHMARKS

- Total Investment (Incentives & Loans): \$100,000,000
- Total # of Projects Approved: 12
- Total Loans Approved for New or Existing Businesses: 3
- Total Amount of Loans Approved: \$1,000,000
- Total Jobs Created (Permanent and Construction): 500
- Total # of Grants Secured: \$500,000

2. **Business Retention** - Proactive outreach (reach out) to identify potential business retention and expansion opportunities, and continue support after closing.

MEASUREMENTS/BENCHMARKS

- 500 Total Jobs Retained
- Total Loans Approved for New or Existing Businesses: \$1,000,000

3. **Capacity & Outreach** - We will build capacity through staff development/education, educational outreach to the business community, continued membership on local, regional, and national economic development organizations, and maintain appropriate staffing levels to deliver quality services. We will continue outreach with our business partners and stakeholders through technical assistance and general marketing.

MEASUREMENTS/BENCHMARKS

- Total # of Businesses Receiving Technical Assistance: 40

Authority Stakeholder(s): County of Chautauqua Industrial Development Agency Board of Directors; Chautauqua County Legislature

Authority Beneficiaries: The residents of Chautauqua County

Authority Customers: The residents and businesses of Chautauqua County

Authority Self-evaluation of 2025 Performance

1. **Business Attraction** – In 2025, the CCIDA marketed its services and assistance programs in a various media and platforms to help attract business to the county. Part of the marketing effort included the promotion of the County's attraction and retention campaign known as "Live CHQ" and an economic development campaign known as "Choose CHQ." In addition, the CCIDA staff meet with developers and business representatives with a total of 9 projects being approved -

related to manufacturing, housing, and renewable energy. These approved projects would result in the creation of 639 jobs (39 permanent, 600 construction) if fully realized. The CCIDA also continued to move forward on developing two shovel-ready sites to provide ready-to-use sites for future projects, likely in the year 2026. Total investment for all projects was \$84.7 Million.

2. **Business Retention** – Through the approved projects, the CCIDA was able to help retain 243 jobs if all projects are fully realized.
3. **Capacity** – The CCIDA continues to work with a variety of agencies, including Empire State Development, New York State Economic Development Council, Invest Buffalo Niagara, the Small Business Development Center, the Chautauqua County Chamber of Commerce, and the Chautauqua County Visitors Bureau – among others – in an effort to meet our capacity goals of staff development, business education/outreach, and membership with other economic development groups.

Additional questions

1. **Have the board members acknowledged that they have read and understood the mission of the public authority?** Yes
2. **Who has the power to appoint the management of the public authority?** The CCIDA CEO is appointed by the County Executive through their position as Deputy County Executive for Economic Development, which is affirmed by the County Legislature. The CEO appoints the staff of the CCIDA.
3. **If the Board appoints management, do you have a policy you follow when appointing the management of the public authority?** The Board does not appoint the Management.
4. **Briefly describe the role of the Board and the role of management in the implementation of the mission.** The CEO provides a report to the Board at each monthly board meeting regarding projects that align with the mission. The CEO also develops and presents an Annual Report in the month of February or March of each year for the previous year's performance. The CCIDA Board directs the CEO, who directs the staff, regarding any re-direction and/or new initiatives. All new projects and initiatives developed by staff are reviewed with the Board prior to implementation.
5. **Has the Board acknowledged that they have read and understood the responses to each of these questions?** The Board reviews each of these questions annually.