



NORTHERN CHAUTAUQUA COMMUNITY FOUNDATION

Strategic Plan for 2018-2019 Local Economic Development Initiative

Organization and Process

The Local Economic Development (LED) Committee – an independent volunteer group of private sector leaders in the Northern Chautauqua region – first met in early 2011. From the beginning, we have been an advocate for strategies that will help build economic growth in the municipalities of the Lake Erie shoreline and watershed: the City of Dunkirk; the Towns of Dunkirk, Hanover, Sheridan, Portland, Westfield and Ripley; and the villages of Ripley, Westfield, Brocton, Fredonia and Silver Creek.

This original group became a committee of the Northern Chautauqua Community Foundation (NCCF) in 2012. The NCCF LED Committee uses “collective action” to buttress **the Northern Chautauqua Community Foundation’s mission to provide “leadership and resources in addressing local challenges and opportunities”**. The LED Committee’s Vision and Mission follows:

Vision

a Northern Chautauqua Region with a vibrant economy, providing excellent opportunities for investment and employment of its diverse labor force

Mission

to provide private enterprise leadership in the creation and development of a community-based Economic Strategic Plan of Action for the Northern Chautauqua region

We will do so by:

- Promoting collective action by partnering with private, public, education and not-for-profit sector entities to achieve dynamic economic growth in an ecologically sound environment, while providing a high quality of life for its residents.
- Defining the needs, economic assets and liabilities, opportunities and challenges of the region;
- Designing and developing specific strategies that can best lead to achieve our vision;
- Developing strategies that include education, advocacy, civic action, and other specific projects and activities to achieve our vision.

Development Approach: To fulfill this Vision and Mission, the LED Committee will deploy itself as a catalyst, convener and coalition-builder among the stakeholder organizations and individuals that are contributors to building and sustaining the Northern Chautauqua regional economic well-being.

Strategic Direction: To accomplish this Vision and Mission, the LED Committee will employ the following Action Plan consisting of Strategic Thrusts, specific Strategy areas and Actions:

- **Promoting Regional Collective Action**, to be accomplished by three specific strategies: Advancing Growth and development of Industry Cluster Priorities; Maintaining an Active Role in Regional Partnerships through Alignment, Synergy and Resource Sharing; and Enhancing Local Capacity to Reach Regional Priorities.
- **Leveraging Place-Based Assets and Enhancing Community Development Efforts**, to be accomplished by three specific strategies: Providing Municipal Technical Assistance; Advancing a Local and Regional Project Pipeline; and Promoting Downtown and Waterfront Revitalization Initiatives.

Action Plan:

Strategic Thrust 1: Promoting Regional Collective Action	
Action Step	Leaders / Key Partners Key Committee Members
Strategy 1.1 Advance Growth and Development of Industry Cluster Priorities	
1.1.1 Work with stakeholders and partners to identify opportunities to advance competitiveness, confront challenges, and promote job growth and retention through advocacy and other measures in the following industry clusters:	LED Coordinator Cluster Member organizations and individuals.
1.1.1.a Agribusiness: Work with cluster members related to challenges of grape and other products in production quality and sustainable local and export markets.	Cornell Cooperative Extension, growers, processors
1.1.1.b Tourism and Hospitality: Actively collaborate with CCVB tourism-related businesses and local governments to enhance marketing and development opportunities through advocacy, coalition building and promotional activities.	Chaut. Co. Visitors Bureau; tourism related small businesses; municipalities.
1.1.1.c Manufacturing: Actively collaborate with MAST, CC Education Coalition and other supportive institutions to identify impediments to new starts and existing manufacturer growth in region through advocacy.	MAST, CC Education Coalition, leading local manufacturers
1.1.1.d Life Sciences and Health Services: Work with stakeholders to provide improved health services; attract medical professionals; advocate for/monitor effective use of state assistance; and facilitate an effective transition of Brooks Hospital with a transparent process that protects and enhances its former location in the Dunkirk Central Business District.	Chaut. Co. Health Network; Brooks Hospital; private and public providers.
1.1.1.e Emerging Issues in Non-Specified Clusters: Continue to monitor issues related to other identified important business sectors including Energy, Lake Erie and Waterfront, Housing, Logistics and Trade, as well as new emerging sectors of importance to the region.	Assigned LED Committee members for these sectors.
Strategy 1.2 Maintain Active Role in Regional Partnerships through Alignment, Synergy, and Resource Sharing	
1.2.1 Business Support Partnership: Promote a robust referral network, reduce duplication, and promote collaborations that support efficiency and effectiveness in delivering supportive services to small businesses and entrepreneurs through advocacy and coalition-building.	CEDS, Rich Alexander, Rick Johnson, SUNY Fredonia Tech Incubator, SBDC at JCC, COI, City of Dunkirk, CCIDA
1.2.2 Collective Workforce Development Efforts: Provide support through active involvement with the Chautauqua County Education Coalition and its individual members where needed to identify specific needs/targeting of regional employers, both new starts and existing businesses capable of growth, to develop a trained workforce; adapt successful models, and help develop effective measurements of training effectiveness.	LED Coordinator Chautauqua Co Education Coalition Erie 2 BOCES
1.2.3 Advance Strategic Partnership and Administrative Services Support with the Chadwick Bay Regional Development Corporation: Provide institutional support to CBRD through the assignment of the CEDS, including support of grants programs.	CEDS, CBRDC

1.2.3.a Eliminate competition among municipalities and promote additional and enhanced collaborative efforts: Through support and advocacy an coalition-building among constituent localities, work to improve cooperation and collaboration on issues of common concern.	CEDS, LED Committee Members
1.2.4 Advancing the Northern Chautauqua Intermunicipal Local Waterfront Revitalization Program: Provide continuing support for the LWRP Program (Phase II) in coordination with the County Economic Development and Planning Department, as well as with involved communities along the Lake Erie waterfront.	Jay Warren: County Planning and Economic Development Department; local communities
1.2.5 Supporting the Chautauqua County Regional Solutions Commission: Work with the Regional Solutions Commission to identify and implement plans, projects, and supporting grants, to support local government increased efficiency and effectiveness in provision of services through consolidation and regional service approaches.	Rick Johnson, Rich Alexander CC Regional Solutions Commission
1.2.6 Supporting the <i>Central Connections Initiative of the Village of Fredonia, City of Dunkirk and Fredonia State University of New York:</i> Provide CEDS Coordinator and advocacy support for the Central Connections program to integrate planning and improved infrastructure for the Central Avenue corridor.	CEDS; City of Dunkirk Village of Fredonia SUNY Fredonia
1.2.7 Participate in the Lake Erie Management Commission (LEMC) as a partner organization: Actively participate and support the priorities and programs of the Lake Erie Management Commission to protect the environmental quality of the lake and its fisheries.	LED Coordinator; LED Executive Committee
1.2.8 Advocating for and Advancing Alignment of Regional Tourism Marketing and Branding Efforts: Support regional tourism marketing/branding programs and activities to promote Northern Chautauqua as a tourism destination.	LED Coordinator; CCVB; Chambers of Commerce; local municipalities.
1.2.9 Advancing the Northern Chautauqua County Water District: Continue to support through public education, advocacy and coalition-building the completion of the Northern Chautauqua Water District.	LED Committee Members; LED Coordinator; Chautauqua County Executive; District municipal members.
Strategy 1.3 Enhance Local Capacity to Match Regional Priorities	
1.3.1 Promote alignment of local projects and Initiatives with WNY Regional Economic Development Council priorities: Work with local municipalities and other organizations, through direct assistance and advocacy, to align projects/initiatives with those of the WNY Regional ED Council, and promote those projects with County members of the Council.	CEDS; LED Committee members; county members of the WNY Regional Economic Development Council.
1.3.2 Promoting Smart Growth Principles and Policies locally and regionally: Through direct CEDS assistance and through advocacy and coalition building by LED members, promote Smart Growth principles and policies.	CEDS; LED Committee Members

Strategic Thrust 2: Leveraging Place-Based Assets and Enhancing Community Development Efforts

<i>Action Step</i>	<i>Leaders / Key Partners Key Committee Members</i>
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Strategy 2.1 Provide Municipal Technical Assistance

2.1.1 Provide assistance to improve administrative capacity of local government: A central part of the CEDS work program.

CEDS

2.1.2 Planning and Project Identification/Development: A central part of the CEDS work program.

CEDS

Strategy 2.2 Advance a Local and Regional Project Pipeline

2.2.1 Identify, conceptualize, develop, and create strategies for implementation of high-priority community and economic development projects:

CEDS; participating municipalities; County Planning and ED Dept.; LED clusters; private sector

Strategy 2.3 Promote Downtown and Waterfront Revitalization Initiatives

2.3.1 Promote Infrastructure, Placemaking and Walkability Improvements: Work with participating municipalities to identify and fund these improvements.

CEDS; City of Dunkirk Dept of Development; Westfield Development; other municipal governments; County Planning and ED Dept.

2.3.2 Enhance Local Arts/Culture and Creative Economy: Create public awareness campaign and advocate for inclusion of enhanced local arts and cultural assets as economic development vehicles; advocate for public and private support of these institutions.

Jane Fischer, CEDS; SUNY Fredonia; municipal governments; local arts and cultural assets (galleries, museums, historical monuments, performing arts, etc.)