



# *Regional Economic Development Council*

August 20, 2013



**BUFFALO BILLION**

An initiative of the WNY Regional Economic Development Council



CONTINUING

# **Momentum**



➤ **\$46.5M in state funding**

➤ *Has leveraged **\$335M in private sector investment***

➤ *Has helped retain over 6000 jobs and **will create more than 1700 jobs***





# YAHOO!

***“The expansion plans by Yahoo! are another sign of continued development momentum for Western New York”***

***“Steel manufacturer coming to Lackawanna”***



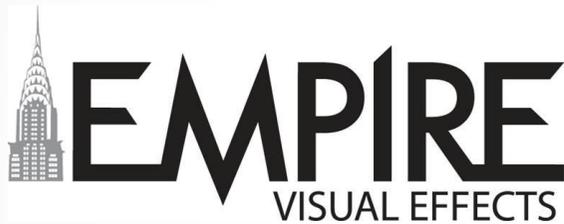
***“Rich Products to Renovate it's Buffalo Headquarters into a Global Innovation and Customer Experience Center”***

***“TWC to create 150 jobs in Buffalo”***



***“Local workforce is key in FedEx expansion”***

***“Hollywood magic, 150 jobs coming to Buffalo  
in \$4.5 million Daemen project”***



***“Visual effects  
company to set up  
shop in Buffalo”***



*Continued Progress*

# ***Erie Canal Harbor Development***



# Buffalo Niagara Medical Campus



PRIVATE SECTOR  
INVESTMENT -  
CONVENTUS



A NEW  
MEDICAL SCHOOL  
A NEW  
ERA

CONSTRUCTION IS  
SET TO BEGIN ON A  
NEW, LARGER SCHOOL  
DOWNTOWN



The Buffalo Investment Development Plan is defined by **6 Strategies** that create a plan for sustainable economic and inclusive jobs growth



➤ **High potential sectors** with the potential to form the foundation of Buffalo's next economy and to drive economic growth, employment, productivity and wealth

➤ **Key enablers** that will support Buffalo's new economy across high priority sectors



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*Regional Economic Development Council*

# *UPDATE Health & Life Sciences*

# Market Analysis: **Health & Life Sciences**

## **STRATEGY**

Buffalo Niagara will **accelerate health and life sciences commercialization** in the region by leveraging its unique areas of excellence.

This new level of commercialization will be achieved by **creating an environment conducive for small, medium, and large** health and life sciences companies to **start, grow, and invest** in Buffalo Niagara.

# *MEDICAL INNOVATION HUB*

## *RECENT ANNOUNCEMENT*

- 847 Main Street purchased by BNMC
- AMRI Anchor Tenant
- Up to \$50M in Buffalo Billion funds allocated toward the facility and equipment



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*Regional Economic Development Council*

**UPDATE**  
***Entrepreneurship***



Buffalo Niagara  
**will be one of the  
ten most  
entrepreneurial  
cities in the U.S.,  
serving as a place  
where innovation  
and new  
company  
startups flourish.**

VISION  
**Entrepreneurship**



**WAVE 1 / The most ambitious annual business plan  
competition ever launched in America**



# TIMELINE





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*Regional Economic Development Council*

# *UPDATE Revitalization*

# THE BETTER BUFFALO FUND

## REVITALIZATION VISION:

Buffalo Niagara **will build on its reputation as one of the top 10 cities** in America to raise a family and become a **vibrant, thriving city** with **modern** amenities and infrastructure, **convenient** transportation, **robust** communication, **high-quality** services, and **well-designed** neighborhoods.





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*Regional Economic Development Council*

*UPDATE*  
**Advanced  
Manufacturing  
Institute**

**EWI**<sup>®</sup>

*We Manufacture Innovation*

VISION

# Advanced Manufacturing

Buffalo Niagara will be a **nationally recognized hub** of advanced manufacturing innovation, with particular emphasis on competitive areas such as **advanced materials, machinery, and chemicals.**

**WAVE 1 / Buffalo Niagara Institute for Advanced Manufacturing Competitiveness**  
A state-of-the-art facility to support the region's manufacturing sector

➤ **Applied R&D**  
Applied research services to drive local manufacturers' innovation

**Applied R&D**



➤ **Process Excellence**  
Advising services to assist manufacturers in implementing competitive operational processes in their factories

**Process excellence**



➤ **Export Assistance**  
Market entry (domestic and international) assistance for expanding manufacturers

**Export Assistance**

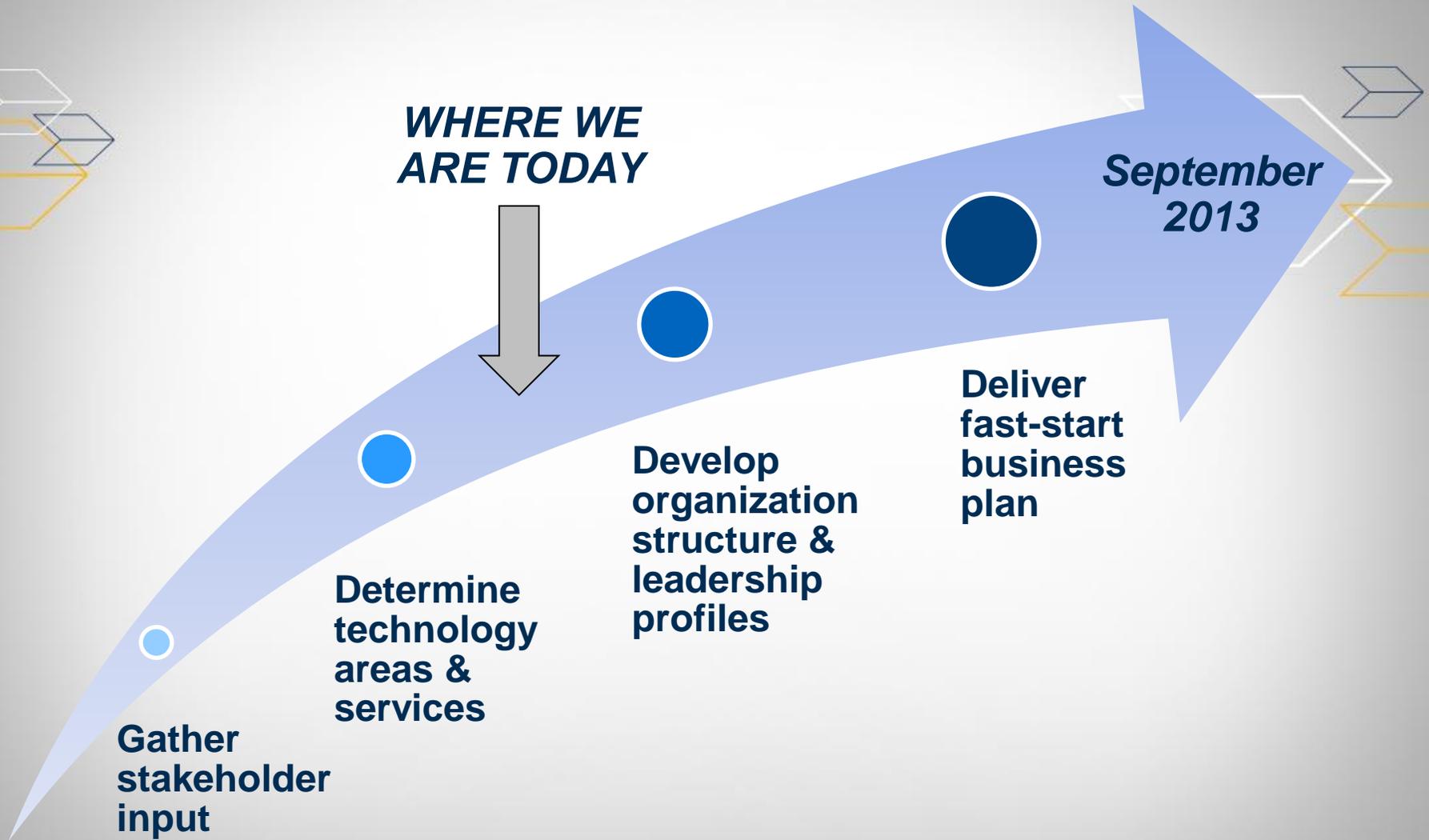


➤ **Workforce**  
Hands-on instruction designed to up-skill current mid-career workers, providing opportunities to transition to higher-value tasks

**Workforce**



# Implementation Activities





**BUFFALO BILLION**

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*Regional Economic Development Council*

*UPDATE*  
**Workforce**



Buffalo Niagara will create **the most flexible, inclusive** and industry-driven workforce training environment to **prepare workers for success** and **allow employers to grow.**

VISION  
**Workforce**



➤ **Skills Broker**



➤ **Right Skilling**

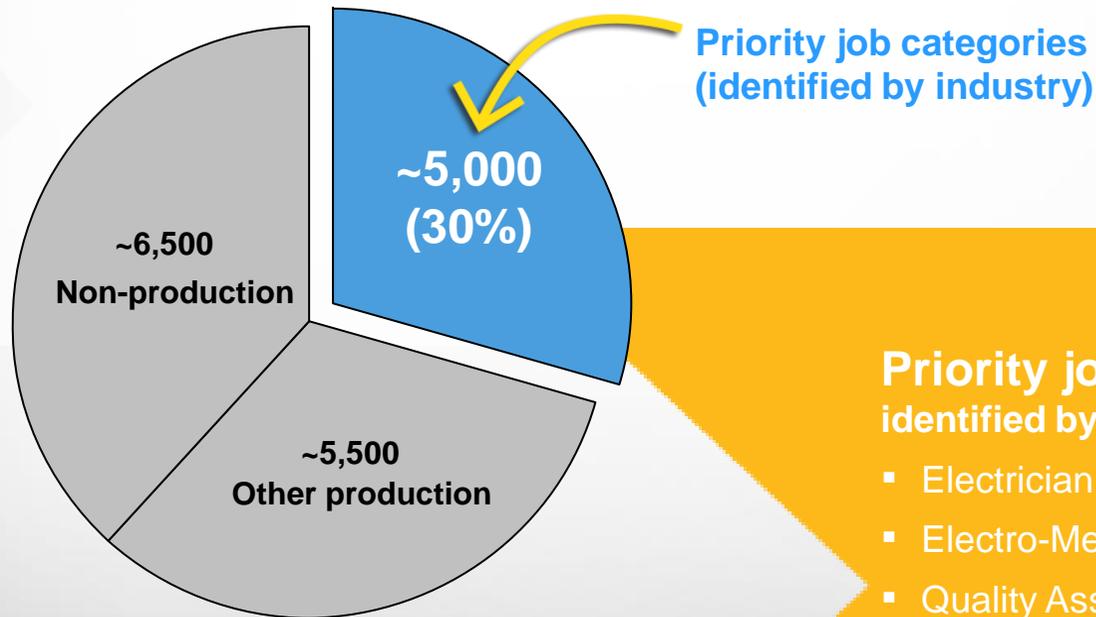
**WAVE 1 / Three complementary workforce initiatives**



➤ **Say Yes to Education**

**Buffalo Niagara manufacturing shows approximately 17,000 in training demand by 2020, with 30% of these from 6 industry-identified priority job categories**

**Demand for priority job categories  
2011-2020 (100% = ~17,000)**



**Priority job categories  
identified by industry**

- Electrician
- Electro-Mechanical Technician
- Quality Assurance Inspector
- Welder
- Mechanic
- Machinist

Source: NYS Dept. of Labor, Moody's, local manufacturers, Demand estimates derived from estimated retirements and industry employment projections

# Manufacturer input confirmed the gap is not currently being filled by local programs – forcing them to upgrade from within, or poach from competitors

## Voice of the manufacturer

1	Quality assurance	“We hire quality assurance <b>from our pool of machinists</b> but look for training in CMM or quality”	“Buffalo State and ECC provide candidates with excellent technical skills”
2	Welders	“We usually upgrade our welders <b>from within the company</b> ”	“We rely on current <b>employee referrals</b> , since they are 75% trained, we complete the remaining 25%”
3	CNC machinists	“Unfortunately <b>trade schools are becoming scarcer</b> . Trade schools aren’t recruiting enough students”	“ECC is probably the only local source, but the <b>programs need to provide more hands on experience</b> ”
4	Electricians	“ <b>Schools don’t produce electricians</b> . They come through apprentice programs sponsored by employers or unions.”	“Right now qualified candidates are not provided from vocational schools”
5	Electro-mechanic technicians	“ <b>Other companies are a great source</b> of electro-mechanic technicians, since they usually have very relatable experience”	“Current employee <b>referrals are our only regional source</b> . Referrals come from other manufacturers or recent layoffs”
6	Mechanics	“Mechanic hires in the last 2 years have been <b>sourced from current part time Work Crew</b> ”	

# *How will we address the gap?*



Expand existing programs that already provide the training that employers need



Ensure other existing programs provide skills employers demand

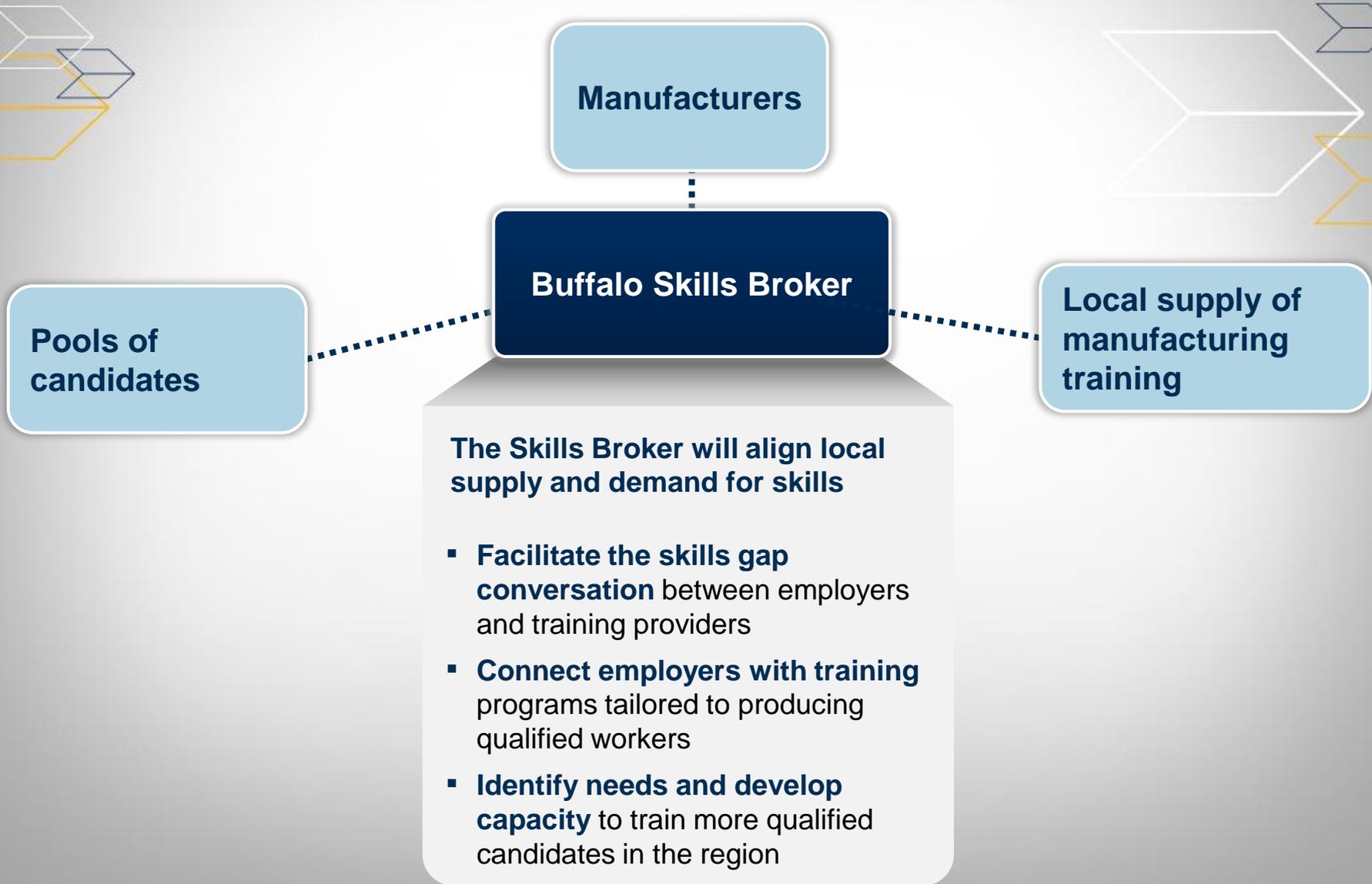


Create a manufacturing training center to supplement capacity of current training providers



Emphasize the creation of a workforce that includes underrepresented populations in the region

# Skills broker will align labor supply and demand



# *Pilot designed to quickly place skilled candidates*

## *Will build a full scale job matching & training program*

### Pilot objectives

- **Quickly match a set of qualified candidates** from the area with local manufacturing job openings
- **Rapidly right-skill candidates** who fall just short of requirements
- **Develop an understanding of how to scale up** the Skills Broker model across both industries and regions
- **Emphasize inclusion of underrepresented populations** in local workforce

### Key pilot metrics

- **System responsiveness:** speed to identify and place qualified candidates; and time to right-skill under-qualified candidates
- **Success rate** at each stage of the job placement process
- **Applicant and job placement**

### Key design elements

- **Manufacturers:** Manufacturer commitment, pilot scale and target occupations (based on participant openings)
- **Training providers:** Sources of applicants, right-skilling training partners
- **Pools of candidates:** Entry-level candidates from training programs as well as experienced candidates already in the workforce

### Initial timing

- The first batch of candidates placed within six months of the launch date

# Advance Buffalo Website

Home » Buffalo Billion » Advance Buffalo

## Advance Buffalo



**17,000 advanced manufacturing jobs will open through 2020 in Western New York.  
One of them can be yours.**

*The Advance Buffalo program is recruiting and training motivated people who are interested in a career in advanced manufacturing. The program matches top businesses to job seekers in Western New York. Advance Buffalo is a workforce development initiative of the Buffalo Billion Economic Development strategy, in partnership with the NYS Department of Labor.*

# *PARTICIPATING* **Companies**



Alston Power Inc  
Aurubis Buffalo, Inc.  
Bear Metal Works  
Cameron Centrifugal Compression  
Compact Mold  
CSI International  
Del Monte Foods  
Dynabrade  
Eastman Machine Company  
Eberl Iron Works, Inc.  
Flexovit USA, Inc.  
Globe Metallurgical  
Goodyear Tire & Rubber Company  
Greatbatch  
IIMAK  
JD Cousins  
Jiffy-tite Company, Inc.  
K-Technologies  
Kistler Instrument Corp.  
Lafayette Machine  
Lancaster Knives  
Linata Design & Mfg. Corp.  
Lynx Product Group



Moog  
NFTA  
Niagara Thermal Products  
Niagara Transformer  
Perry's Ice Cream  
Quality Park Products  
RJS Machine Works  
Roemac Industrial Sales Inc.  
Rosina Foods  
RUS Industries, Inc.  
S. Howes  
Schwabel Fabricating  
Seal & Design  
Sealing Devices, Inc.  
Silipos Inc.  
Snyder Industries  
Strippit, Inc.  
Synacom Networks  
Tapecon, Inc.  
Transco Railway  
V Lake Industries  
Watson Bowman Acme  
Zehnder Rittling

# Advance YOUR CAREER

Have Skills? We'll connect you with a job.  
Need Training? We'll help you get up to date.

17,000 advanced manufacturing jobs will open through 2020 in Western New York. One of them can be yours!

Work for top companies, including:  
• Deloitte  
• IBM  
• GE  
• Honeywell  
• Lockheed Martin  
• Raytheon  
• Boeing  
• GE Aviation  
• GE Healthcare  
• GE Power  
• GE Transportation  
• GE Energy  
• GE Global Research  
• GE Global Research  
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• GE Global Research  
• GE Global Research

Apply now! Go to:  
[www.jobs.ny.gov/Advance](http://www.jobs.ny.gov/Advance)

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Have Skills? We'll connect you with a job.

Need training? We'll help you get up to date.

The Advance Buffalo program is recruiting and training interested people who are prepared to start in a career in advanced manufacturing. This is a special opportunity for you to earn above-average wages and work for a top business in Western New York.

- CNC Machinist (Computer Numerical Control)
- Quality Assurance Inspector
- Electrician
- Welder
- Mechanic
- Electro-Mechanical Technician
- Production Operator

### New York State Career Centers:

Buffalo: 200 Main Street, Buffalo, NY 14202, (716) 851-6300  
 Buffalo: 1100 West Niagara Falls, NY 14203, (716) 851-6300  
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17,000 advanced manufacturing jobs will open through 2020 in Western New York. One of them can be yours!

# Looking for skilled workers?

The Advance Buffalo program can save you time and money.

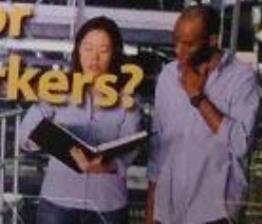
Fill open positions fast. See pre-screened candidates that closely match your needs. Lower your hiring costs.

- CNC Machinist (Computer Numerical Control)
- Quality Assurance Inspector
- Electrician
- Welder
- Mechanic
- Electro-Mechanical Technician
- Production Operator

Why participate? You will greatly reduce the amount of time your staff spends on initial screening of new hires. You'll be part of an effort to upgrade the manufacturing skills of workers in Western New York. This program will give you access to a pre-screened, qualified talent pipeline.

Join the Advance Buffalo program today! For more information: Visit [www.jobs.ny.gov/AdvanceBuffalo](http://www.jobs.ny.gov/AdvanceBuffalo) Call (716) 851-2750

The Advance Buffalo program will meet your recruitment needs by sending only the most qualified candidates for you to interview. We will review resumes, assess skills and arrange for drug screening. Candidates who need to upgrade their skills will be referred to appropriate training before they...



# New Workforce Advancement Center

will align training and capacity with industry needs

## Workforce Advancement Center

- **“On-ramps”** from BOCES, Public Schools, CBO’s and new “Skills Broker”
- **“Off-ramps”** for jobs at several levels of educational attainment
- **Credits transferable** throughout SUNY
- Promote **training of underrepresented populations** in Western NY

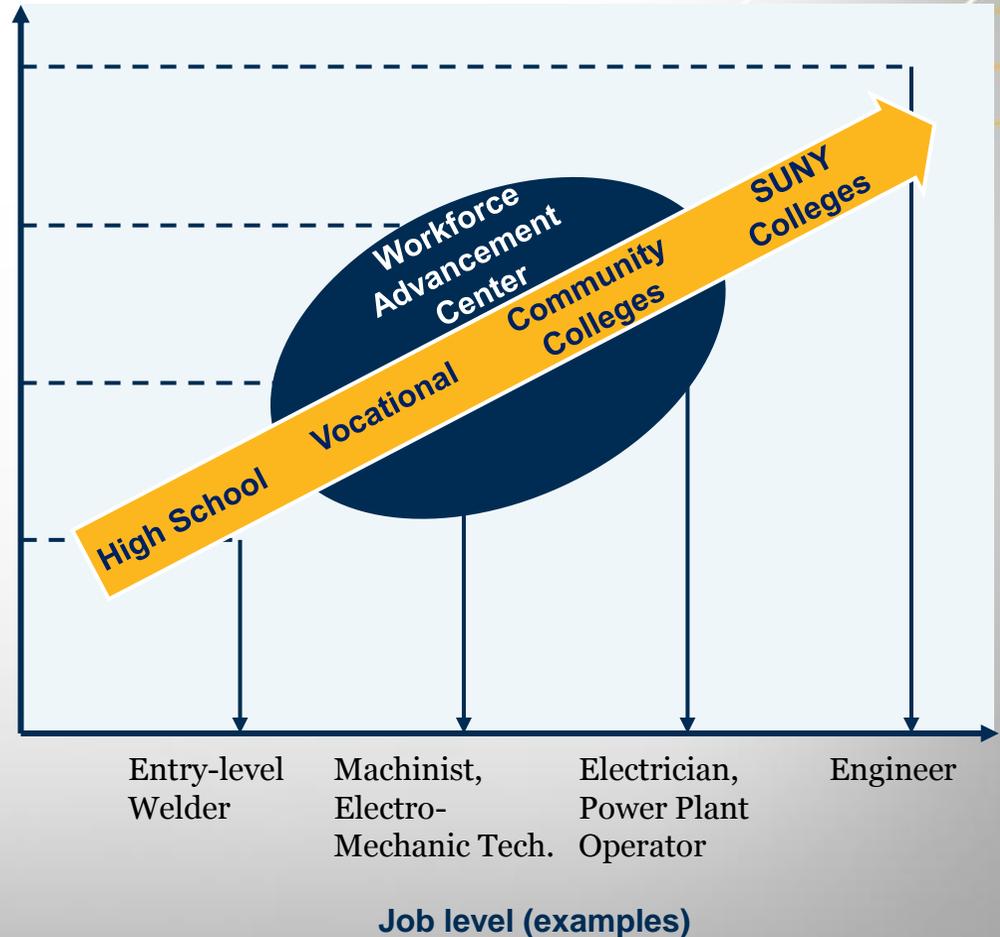
### Education level

4-year Bachelor Degree

Associates Degree/ Advanced Certificate

3-12 Month Certificate

High School Diploma





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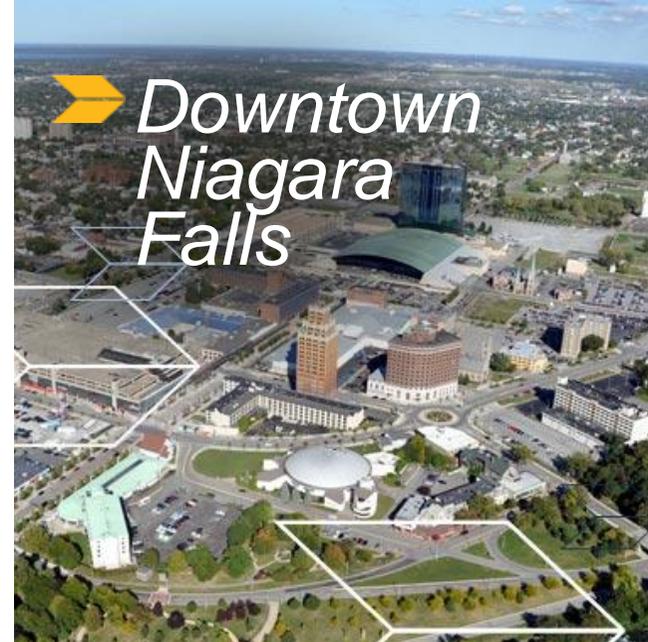
*Regional Economic Development Council*

# *UPDATE Tourism*

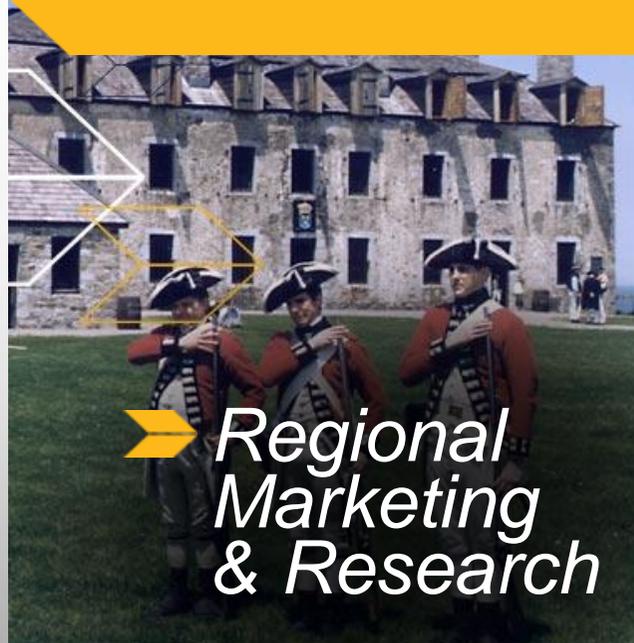


VISION  
**Tourism**

The Buffalo Niagara region **will realize its potential as a top U.S. tourist destination** by leveraging an unparalleled base of natural and cultural assets **in a more systematic, creative and collaborative manner.**



**WAVE 1 / Four complementary tourism initiatives**



VISIT

BUFFALO  
NIAGARA

Niagara  
USA



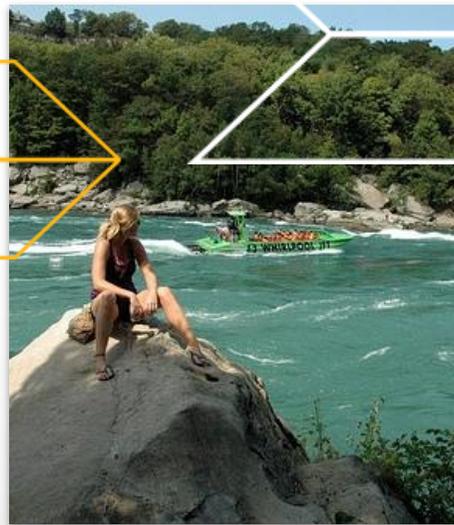
Regional  
Marketing &  
Research

Coordinated Process of Regional Tourism Research & Marketing



*Regional  
Tourist  
Assets*

*“Conversion Analysis” for Targeted Support*



Niagara  
Falls  
Waterfront

Capitalizing on World-Class  
Outdoor Recreation Assets

# *The Breadth of the Industry*



## **Nationally:**

- Accounts for over \$645 billion in consumer spending each year
- Supports 6.1 million direct jobs
- Generates \$80 billion in federal, state and local tax revenue

*Niagara  
Falls  
Waterfront*

*Capitalizing on World-Class  
Outdoor Recreation Assets*

# *Why is it so important?*



Even a conservative increase in percentage of overnight stays (from 21% to 36% of total visits – similar to Yellowstone) and growth in average length of stay from 1.1 to 1.5 days could mean:

- 1.2 million MORE overnight visits
- A \$600 million INCREASE in annual tourism spending
- 8,500 NEW jobs over 5 years

*Niagara  
Falls  
Waterfront*

*Capitalizing on World-Class  
Outdoor Recreation Assets*

Available Historic Assets

# Upper Niagara River



Upper Rapids

NYPA Spoils Pile Area

Multi-Purpose Trail

Waterfowl Observation  
Pull-Off Area

NYPA Water Intakes/Rest Stop

City Docks (At 53rd Street)

City Waterfront Park &  
Four Points Hotel

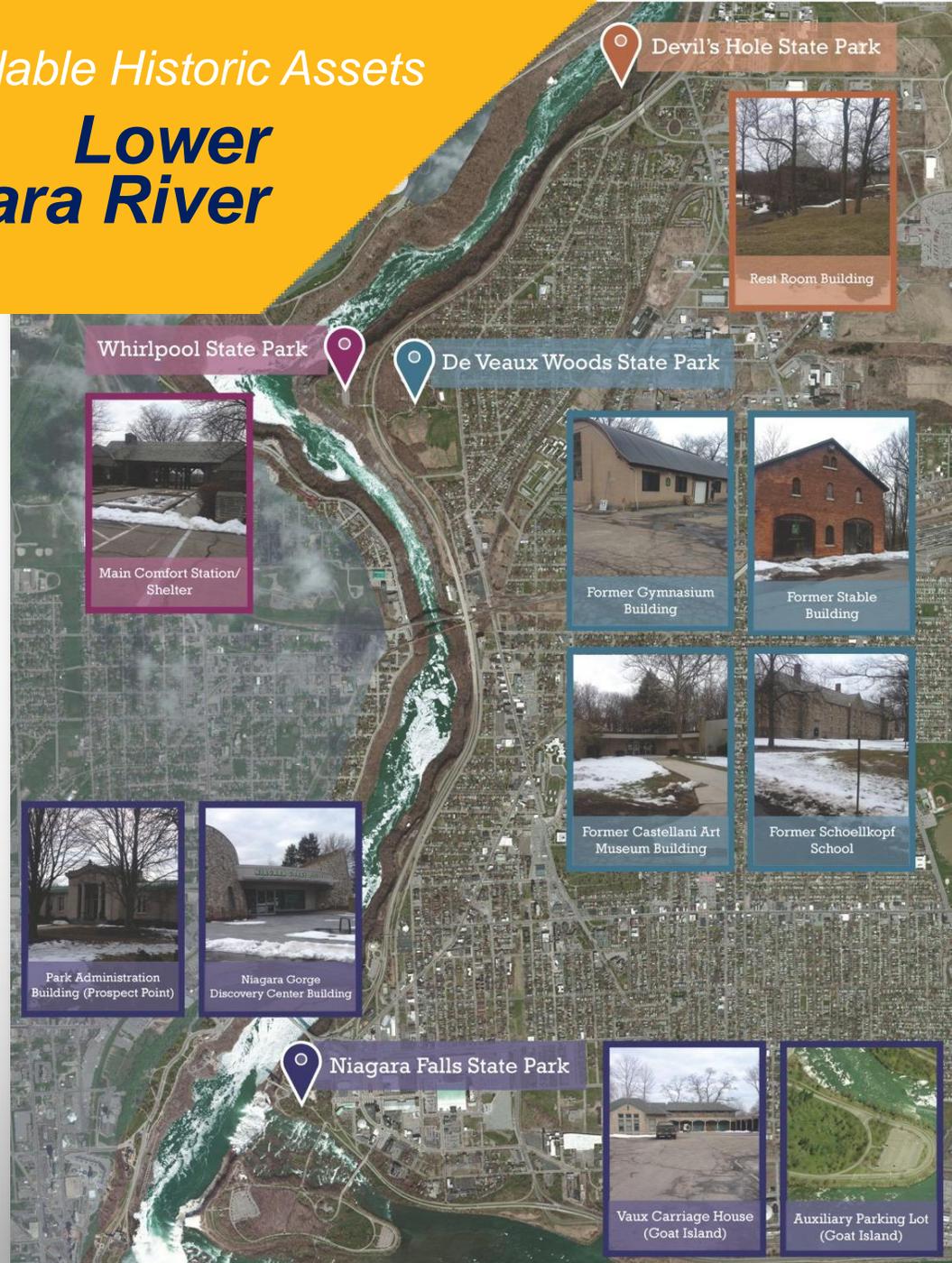
*Available Historic Assets*

# **Lower Niagara River**

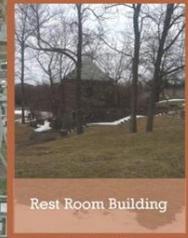
## *Niagara River State Parks*

*Request for  
Expressions of  
Interest (RFEI)*

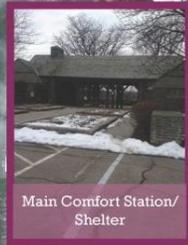
*Outdoor Recreation  
Programming &  
Support Facilities*



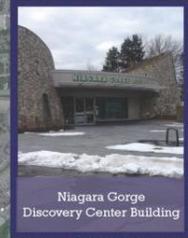
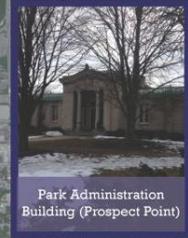
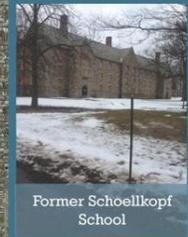
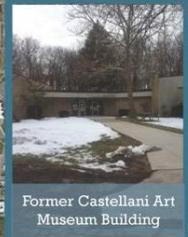
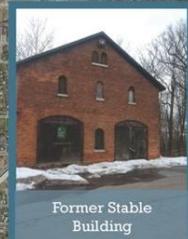
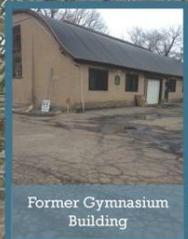
Devil's Hole State Park



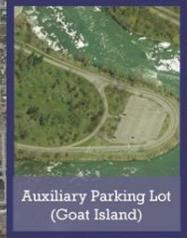
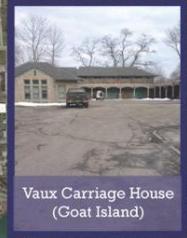
Whirlpool State Park



De Veaux Woods State Park



Niagara Falls State Park



Niagara Falls Waterfront

# De Veaux Woods State Park



1863 Carriage House



Former Gym



Old Growth Forest

Power House

Schoellkopf Hall

To Lewiston Road & De Veaux Neighborhood

To Whirlpool State Park & Gorge



Robert Moses Parkway



*Downtown  
Niagara  
Falls*

*Signature Project to Reuse Former Rainbow Centre Mall*

Request for Qualifications

## Adaptive Reuse and Redevelopment of the Former Rainbow Centre Mall

Niagara Falls, New York



Solicitation Issue Date: April 1, 2013

Statements of Qualifications Due: May 20, 2013

Issued by:

**USA Niagara Development Corporation**

A subsidiary of  
New York State Urban Development Corporation d/b/a Empire State Development  
222 First Street, 7th Floor, Niagara Falls, New York 14303

# ***Process and Procurement (up to now)***

## **Complex Property – Two Part Solicitation:**

- Request for Qualifications (Part I)  
(May 2013)
  - Pre-Qualify Teams
  - Broad Concepts for Redevelopment
  
- Qualifications Statements/Concepts Evaluated by  
ESD/USA Niagara  
(July 2013)
  - Teams pre-qualified/shortlisted for Request For Proposals

# ***Process and Procurement (going forward)***

- Detailed Request for Proposals (Part II)  
(Aug/Sept 2013)
  - Formal development proposals
  - Detailed Pro-Forma
  - Estimates for Proposed Investments/  
P3 to Facilitate Reuse
  
- Proposals Evaluated by Selection Committee  
(Fall 2013)
  
- Recommendation on “preferred developer” to the  
USAN Board of Directors and the City of Niagara Falls  
(Fall 2013)



*Downtown  
Niagara  
Falls*

*Signature Project to Reuse Former Rainbow Centre Mall*

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# Shortlisted Teams

## Uniland Development Company

- Largest developer and manager of commercial real estate in WNY.

## Cannon Design

- Award-winning, full service architecture, engineering and interior design firm with projects in more than 20 countries around the world.

## Delaware North Companies Parks & Resorts

- Headquartered in Buffalo, NY; Leader in the hospitality sector and has a portfolio that includes world-renowned hotels and cultural attractions.



## Intertrust Development Inc.

- One of the largest hospitality business owners/developers in WNY and Niagara Falls, Ontario.

## LP Ciminelli

- Provided highly successful construction management services since 1961 and has long-term experience in working with the public sector.



## JCJ Architecture

- Designed over 100 hospitality and entertainment projects throughout North America including the Seneca Niagara Casino & Hotel.

## Landry's

- Owns and operates over 400 properties, including more than 40 unique brands such as Landry's Seafood House, Bubba Gump Shrimp and Rainforest Café.

# *Programming / Preliminary Concepts*

## **Uniland Development Company**

- Transform structure into a year-round destination to extend visitor's length of stay.
- Focus redevelopment efforts on a hotel, themed attraction, retail/restaurant space and expansion of the Niagara Falls Culinary Institute.



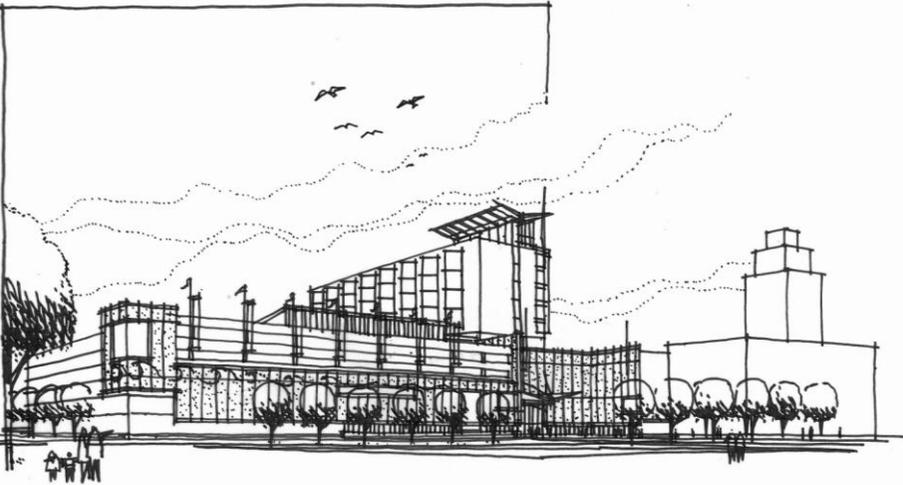
## **Intertrust Development Inc.**

- Proposed upscale urban mixed-use entertainment development.
- Mixed-use development to include themed franchised restaurants, retail plaza, attractions, hotel, and other amenities.



# Renderings

## Uniland Development Company



CANNONDESIGN

## Intertrust Development Inc.





strengths of  
our people

create a region  
that is admired  
worldwide



our rich tradition  
of human innovation

attract more  
people



natural  
beauty

abundant  
natural  
resources

entrepreneurs  
invest time  
and capital



our unique and  
strategic location

reflect  
culture of  
inclusion and  
excellence

