

STRATEGIC IMPERATIVE #1: Drive innovation leading to globally competitive products, manufacturing processes, and business models								
No.	ACTION PLANS	Responsible Party	Start Date	End Date	Est. Cost		Notes	Priority Level (H, M, L)
1	Encourage and enhance the discovery and commercialization process by holding events such as technology and venture fairs, symposia, workshops, and seminar series that bring together entrepreneurs and inventors from universities and from existing companies with angel and venture capitalists to exchange ideas and encourage collaboration.	In early December 2007, the Innovation Council will begin organization of a technology and/or venture conference to be held in Buffalo in the Spring of 2009. The Innovation Council members will work with others in the Regional Partnership, as well as UNYTECH and Smart Start, to organize this fair and to obtain sponsorship to offset at least part of the costs for the fair	12/1/2007	Jun-09	\$50,000.00		Coordinate with Transformation, Capital and Workforce Councils	H
2	Assist researchers and start-up companies to develop and commercialize innovative technology through the SBIR program	B. Rand	12/1/2007	None	\$50,000			M
3	Develop means of providing incentives to inventors and entrepreneurs (community-based awards and other recognition)	R. Genco	12/1/2007	None	\$50,000		Coordinate with Transformation Council	H
4	Establish Corporate Orphan Intellectual Property Database: work with local and non-local companies to list "orphan" IP that would be available for licensing by others.	R. Genco	11/1/07	None	\$25,000		Coordinate with Transformation Council	L
5	Create a pilot-scale biomanufacturing facility that would provide support and services for regional research institutions and private sector companies (start-up and existing) for manufacturing clinical trial quantities of biological therapeutics or diagnostic products.	COE	1/1/2008	7/1/2009	\$10 million			M
6	Create a "Clinical Trials Inc.": a virtual one-stop shop for companies and researchers looking to conduct clinical trials (devices, therapeutics, diagnostics, etc.) in the region that incorporates existing capabilities and infrastructure at the region institutions and private sector companies. The outward facing service would provide access to a single IRB for the region and would expedite the set-up and initiation of clinical trials.	Life Sciences Industry Council	7/1/2008	7/1/2009	unknown			M
STRATEGIC IMPERATIVE #2: Transition regional manufacturing from commodity to advanced manufacturing								
No.	ACTION PLANS	Responsible Party	Start Date	End Date	Est. Cost		Notes	Priority Level (H, M, L)
1	Assist companies to develop or improve innovative growth strategies that capture opportunities for new products, new customers and/or new business models.	B. Rand	1/1/08	None	\$500,000	annually	Estimate 50-100 strategic growth plans per annum	H
2	Establish Center for Innovation in Manufacturing: work with NYSCEDII, JCC/MITI and others to offer companies assistance in product design, design for manufacture, rapid prototyping, production cell set-up, tooling, marketing and product launch.	K. Lewis	1/1/08	1/1/09	\$1,000,000	one time		H
3	Assist advanced manufacturers develop and commercialize innovative technology through the SBIR program	B. Rand	ongoing		0			H
4	Provide company- and product-specific export assessments and assistance.	WTCBN/ESD/ECIDA	1/1/08	None	\$500,000	annually	Estimate 100 projects per annum	H
5	Establish a Sourcing and Purchasing Assistance Center: work with WTCBN and others to identify and assemble experts in national and international sourcing and purchasing to assist companies in optimizing their purchasing (best price-quality).	B. Rand	1/1/08	1/1/09	\$350,000	first year	center must ultimately support itself through savings generated for customers.	L
6	Identify and research top 10 export markets for targeted industry clusters to stimulate export planning and international sales.	ESD	11/1/07	None	\$1,000,000	first two years	fund must ultimately support itself through annual equipment lease payments from customers.	M
7	Establish WNY Key Supply Chain Summit: arrange for all local players in key supply chains to assemble at least annually to discuss the state of the industry, new technologies and emerging trends with the goal of strengthening all members of the group.	B. Rand	11/1/07	None	\$75,000	annually	Assumes 3 separate supply chains to meet annually at a cost of \$25,000 per meeting (no cost to participants, at least initially).	L
STRATEGIC IMPERATIVE #3: Develop a workforce capable of supporting innovation-based (life sciences and advanced manufacturing) industries in Western New York.								
No.	ACTION PLANS	Responsible Party	Start Date	End Date	Est. Cost		Notes	Priority Level (H, M, L)
1	Develop new job training, certificate, and degree programs in biomanufacturing at Erie & Niagara County Community Colleges	C. Kahn, M. Bermel, R. Washousky, J. Craig	1/1/09		\$834,127			H
2	Introduce K-12 students to careers and post secondary education opportunities in manufacturing and life sciences.	J. Craig, M.LaVigne, S. Weems, S. McNamara, M. Kaczmarek, P. Kostyniak, D. See, R. Amati, G. Varney, K. Heinle, M. Galic	1/1/08		\$270,000			H
3	Provide grants to manufacturing and life sciences employers to upgrade the skills of currently employed workers	D. Kaczor, S. McNamara, D. See, M. Greco	1/1/08		\$250,000			H
4	Provide awards and scholarships for students pursuing post secondary programs related to advanced manufacturing, biotechnology, and medical laboratory technology and provide tuition forgiveness for working in WNY	M. Kaczmarek, M. Bramel, R. Washousky, J. Williams, P. Kostyniak, C. Schwartz	9/1/08		\$180,000/yr.		Coordinate with Transformation Council.	M

5	Develop programs for increasing the cadre of entrepreneurs in Western New York by providing advanced training in entrepreneurship for scientists and entrepreneurs who may want to manage start-up companies. This could be in the form of activities such as stable support of pre-seed workshops or other entrepreneurship based courses. This may also include developing an entrepreneurs' organization that provides training and which acts as a forum for exchange of ideas among entrepreneurs in our region.	D. Kaczor	2/1/2008		\$50,000		Coordinate with Innovation and Capital Councils.	H
6	In cooperation with the Chautauqua County initiative, implement "Dream It! Do It!" in Buffalo Niagara.	J. Finamore	1/1/2008	ongoing	\$150,000			H
7	Expand and improve the baccalaureate programs in Biotechnology and Medical Technology at the University at Buffalo.	P. Kostyniak	9/1/10		\$730,028			M
8	Expand and improve the baccalaureate program in Manufacturing Technology at Alfred State College.	J. Williams	9/1/08		\$655,000			M
9	Organize career expos, plant, and laboratory tours for students pursuing educational programs related to manufacturing and life sciences.	D. Kaczor, J. Williams, R. Washousky, M. Bramel, P. Kostyniak, C. Schwartz, L. Bakus, J. Hengst	4/1/08		\$20,000			M
10	Establish articulation agreements to facilitate the transfer of community college students to baccalaureate programs in manufacturing, biotechnology and medical lab technology.	J. Craig, M. Bramel, J. Williams, C. Schwartz, P. Kostyniak	Currently underway		\$0			L
		*Where more than one member is assigned to an action plan it is expected that the group will designate a single team leader.						

Strategic Imperative #4: Provide capital to support innovation, entrepreneurship, and business growth

No.	ACTION PLANS	Responsible Party	Start Date	End Date	Est. Cost		Notes	Priority Level (H, M, L)
1	In pre-formation stage, provide capital to support developmental research which leads to maturation of inventions, providing proof of concept, prototype development, market analysis, and other activities necessary to bring inventions to the stage at which they can be the basis of new companies.	ECIDA, BNE, UB STOR and CoE, Insyte Consulting, Buffalo BioSciences	1/2/2008	6/30/2008	\$1,000,000		Coordinate with Innovation Council. Will require IP that can be licensed.	M
2	Address the gap in funding between seed and later stage equity funding (\$10 million plus range) for companies that are on the way to product development, early revenue generation, or manufacturing processes. Develop a new venture capital fund structure by using existing tax credit programs (e.g., NMTC) matched with a rated bond fund structure to attract 2 types of investors--those seeking current yield and those wanting equity upside in the venture asset class.	ECIDA, First Wave Technologies, investment banker (RW Baird), NMTC awardee (TBD)	2/1/2008	#####	\$5-7 Million		Coordinate with Innovation Council. This has been attempted a number of times before. Previous lack of success seems to have involved lack of substantial local initial funding so this lack argues for a new approach.	M
3	Establish a Capital Equipment Fund to provide companies with insufficient capital advanced technical equipment which provides a competitive advantage in speed, quality or cost of manufacture. This equipment may be leased by the Fund or a third-party with support from the Fund.	ECIDA	1/1/08	7/1/08	\$1,000,000	first two years	Coordinate with Transformation Council. Fund must ultimately support itself through annual equipment lease payments from customers.	M
4	To develop programs for increasing the cadre on entrepreneurs in Western New York by providing training and experience for students and others in entrepreneurship in conjunction with existing programs, such as the Center for Entrepreneurial Leadership, as well as providing course work and internships with existing or start-up companies with technology transfer offices; and	UB School of Management, D. Colligan, ECIDA, Innovation and Workforce Council	12/1/2007	6/1/2008	\$100,000	each year	Coordinate with Innovation and Workforce Councils.	L
5	Post formation before professionally fundable provide start-up companies with equity capital for developmental research, market analysis, and/or hiring of management to prepare the company for further development and funding	Insyte Consulting, ECIDA, First Wave Technologies	3/1/2008	8/31/2008	\$1,000,000		Coordinate with Innovation Council. Initial plan is to expand WNYBDF which has worked in this space to this point.	M