A strategy for

prosperity

in Western New York

Progress Report

WNY Regional
Economic Development
Strategic Plan

September
2012

The New NY WORKS for Western NY

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Western New York Regional Economic Development Strategic Plan

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Investing in Western New York:

Open, collaborative, strategic, coordinated

Western New York is a region reborn.

We are focused on strategic, collaborative, creative, forward thinking.

We are making progress to address the region's need for a better match between job-seekers and jobs, for a more sustainable system of public infrastructure, and for stronger links between knowledge, capital, and entrepreneurs.

Likewise, we are focusing on opportunities to capitalize on our strategic bi-national location to promote trade and tourism; to leverage the strength of anchor institutions to revitalize urban neighborhoods; to reinforce our growing success in health and life sciences; to develop our potential in advanced manufacturing; and to make the most of Buffalo's extraordinary waterfront.

These initiatives are coming together because people are working together – business, government, higher education, health care, philanthropies, the arts, the hospitality industry, agriculture and others – to advance our economic future in a truly sustainable way.

There are people at the decision-making table who were never there before. This openness has generated new ideas, new energy, and a stronger consensus to the work of regional development. As a result, we are working together as never before, not only across sectors, but also among the five counties in the WNY region, between the Regional Economic Development Councils and with the agencies of the State of New York.

This new way of working helped produce a strategy to advance regional priorities – a strategy that is guiding our investments. The strategic plan, rooted in collaboration, drove the funding decisions that made possible the projects described in this report.

All of this is better coordinated with other development efforts in our region – again, because we are talking with one another and working together to advance common priorities for change.

This regional planning shares a common outlook that public and private investments must be coordinated to build a new 21st century economy, one driven by knowledge and innovation, turning liabilities like brownfields and vacant space into assets, using less energy and producing less carbon, but generating more and better jobs to build families, neighborhoods, and a way of life we all can share.

Sincerely,

Satish K. Tripathi Howard A. Zemsky

Report Overview

How We Make Decisions

The Council had three threshold questions for any project:

- Does it create, retain or fill jobs?
- Will it maximize return on investment?
- Is the project ready for implementation?

Beyond these vital factors, projects need to reflect the priorities that are most important to address Western New York's opportunities and challenges:

- Is it inclusive?
- Does it promote smart growth?
- Is it oriented to young adults?
- Does it build upon strengths?
- Does it have a regional impact?
- Will it improve the region's image?

Public input

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More than 1,000 voices contributed to the planning process through a collaborative, community-based engagement with the region's public and private partners in 2012.

How We Organize Our Strategies

WNY's regional plan is built on the following structure:

3 CORE STRATEGIES

Strengthen fundamentals by building on the assets of human capital through workforce development and promoting entrepreneurship and placemaking by applying smart growth principles.

- Prepare Our Workforce
- Implement Smart Growth
- Foster a Culture of Entrepreneurship

SECTOR STRATEGIES

Acknowledging these core fundamentals will set the stage for business growth and development across all WNY's strategic industries.

- Advanced Manufacturing
- Agriculture
- Bi-national Logistics
- Energy
- Health | Life Sciences
- Higher Education
- Professional Services
- Tourism

How We Measure Progress

This section presents two dashboards. The first shows a status of all 2011 CFA funded projects including those that are moving forward, those with concerns, and inactive projects. The second dashboard represents how we are measuring progress for the goals outlined in the regional plan, including a benchmark representing the current regional picture, and the strategy for understanding how we will know if our investments in projects have been successful.

Project Dashboard

p 8

Measuring Progress

p 9

Our Goals	Current Regional Picture	We'll be successful if our projects...

Reporting on Progress to Date

p 10

The Council and work groups are focused on implementing "A Strategy for Prosperity." This section of the report includes these main elements:

A quick summary of key accomplishments by the work groups, with a more detailed report in the appendix including timelines and future steps.

Key Accomplishments of the REDC Work Groups

A brief synopsis of the assistance provided by the State Agencies in partnership with the work groups to highlight the collaborative efforts developed over the past year.

Assistance by STATE AGENCIES

An overview of the progress made to date on the projects funded in 2011 through the REDC process, with detailed progress reports including timelines and future steps immediately following the section by strategy.

2011 FUNDED PROJECTS

A short narrative outlining other relevant progress happening in the region within the strategy.

In the plan, WNY REDC identified reform as a "tool for growth." Brief updates on progress and next steps in the areas identified for potential reform are included in the report.

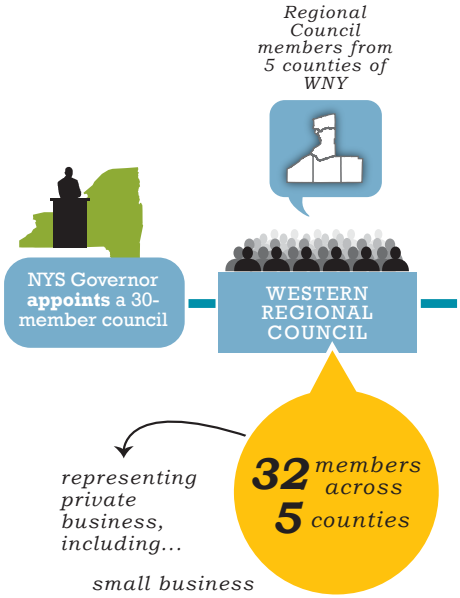
Looking Ahead

This section includes a preview of emerging priorities within the strategy and next steps for the region. It also includes a list and brief summary of the proposed priority projects for 2012-2013, with greater detail on the projects in a later section.

Progress on Our Process:
A Collaborative, Community Driven Process

Public and Stakeholder Engagement

When Western New York's strategic plan was announced as one of the four winners across the state, it was clear that the community was extremely proud of our collaborative process. As a result, keeping the public and stakeholders engaged in the implementation of strategies as well as ongoing planning was a natural progression in working together to ensure continued success.



Keeping the Public Involved...

The community continued to be a crucial element of the decision making process. Communicating with the public was a high priority for the WNY REDC and in 2012, a new communications committee was formed to make sure the community was consistently getting the most up-to-date information and opportunity for feedback.

...by continuing outreach

Tools designed to inform and engage citizens and other stakeholders

Informational Brochure

Online FAQ's

Continuing Council involvement...

Councilmembers led the region through the early implementation of the plan through their commitment to lead the community in driving the agenda items into action, monitoring the progress of existing initiatives, and ongoing planning efforts.

Work Group Planning Continues...

Work groups are made up of strategic members of the public who augment Council knowledge and expertise. With guidance from the Council, the work groups continued to make recommendations and contributed content for the strategic plan and worked toward implementation.

Each group addresses a distinct focus area of the region

Job Readiness

Smart Growth

Entrepreneur/ Business Development

Agriculture

and communications

Meeting with the Community

Council leaders led more than 30 presentations, speaking with more than 1,200 people across the region to keep stakeholders informed and engaged in the planning and implementation efforts. Audiences were encouraged to share feedback, ideas and thoughts about the plan in its current form, as well as integrating additional input as the plan is updated.

30+ *Presentations*

1,200+ *people reached*

Stakeholder Forums

125 community stakeholders from the public and private sector participated in focused roundtable meetings to engage in the refinement of planning and implementation for several key topics in the "Strategy for Prosperity" plan including:

125 *Community stakeholders*

- International Trade & Talent Development
- Land & Transformative Investments
- Industry Innovation & Commercialization
- Filling the Skills Gap: Pathways to Manufacturing Careers

The Council met...

Jan 10 | Jan 20 | Jan 31 | Feb 29 | Mar 15 | May 3

June 5 | June 13 | July 17 | Aug 14 | Sep 10

added in 2012

Keeping the region informed

Bi-national/ Logistics | **Energy** | **Tourism** | **Communications Committee**

2011-12 Projects:
Project Dashboard

This project dashboard represents a quick summary of the status of all projects awarded through the 2011 CFA process including projects that are moving forward, those with concerns and inactive projects.

96 Projects Received $100.3 Million in State Awards

	Project Status	# Projects	% of Projects
	Everything is okay with the project's progression	80	83%
	Some concerns or project is progressing more slowly than anticipated	11	11%
	Potential problems with the project	0	0%
	Project is inactive	5	5%

The WNY REDC is proud to announce that 83% of its projects are progressing on schedule. Of these projects, 10% have already been complete, 19% are expected to wrap up by the end of 2012, and 44% are anticipated to be complete by the conclusion of 2013.

11% of the 1st Round CFA Awardees are moving forward but delayed due to issues involving market conditions, project financing and planning, or a lack of qualified employees/suppliers. State agency representatives continue to work with these projects assist with progress.

5% of 1st Round CFA projects have been terminated because 1) the applicant decided not to accept state grant funds or 2) the amount awarded was significantly less than the applicant requested, and therefore the project did not have the financial support necessary to advance.

80 Green Projects

Dates of Completion	# Projects	% of Projects
Complete	8	10%
2012	15	19%
2013	35	44%
2014	14	18%
2015	3	4%
2017	2	3%
ongoing	3	3%*

* these 3 DOS projects are moving forward without delay but an anticipated project completion date is not known at this time.

11 Yellow Projects

Reason for Delay	# Projects	% of Projects
Market Conditions	3	27%
Financing	4	36%
Planning	2	18%
Lack of workers / suppliers	2	18%

5 Black Projects

Reason for Delay	# Projects	% of Projects
Applicant denied grant	3	60%
CFA funding significantly less than applicant ask	1	20%
Applicant moved out of WNY to another region in NYS	1	20%

2011-12 Projects:
Measuring Progress

Our Goals	Current Regional Picture	We'll be successful if our projects...
Engage students, parents, educators and businesses in the P-12 system to build awareness and promote the connection between schooling, career & college readiness to increase timely high school and post-secondary completions	**47,760 students** planned on going on to higher educations (2011)	# students
Increase racial diversity of employed labor force	**14.07%** of employed labor force are minorities (2010)	% labor force
Develop and cultivate the WNY talent pool that includes workers with advancement potential, underemployed, unemployed, and special populations	**5,092 Associate's degrees** awarded **11,160 Bachelor's degree** awarded **total of 16,252 degrees** (2010)	# degrees
	84.98% HS graduation rate (2011)	% grad. rate
	66% of local HS graduates attending local SUNY colleges (2009/10)	% students
Invest in downtowns, villages, neighborhoods and brownfields	**89% of all businesses** locations are within an Urbanized Area (2012)	% businesses
Protect water resources, waterfronts and habitat	26 Local Waterfront Revitalization Program Plans covering **26,734 acres of land** (2012)	# acres
Increase employment	**614,971 Employment** in all sectors (2011)	# jobs
Increase income	**$24,694,483,694** in Wages (2011)	$ dollars
Increase number of firms	**34,082** Firms (2011)	# firms
Facilitate growth of quality tourism product	**$2.2 billion** in visitor spending (2011)	$ dollars

Prepare Our Workforce

CORE STRATEGY

2011 FUNDED PROJECTS

P 12 Urban Academic Skills-Industrial Trade Center

P 13 Buffalo Arts & Technology

P 14 Dream It Do It WNY

Assistance by STATE AGENCIES

The Department of Labor is working with the Job Readiness Work Group to develop a regional plan for the four Workforce Investment Boards in the Western New York region for presentation to the REDC this fall. The group's priorities are creating a talent pipeline, job training for dislocated workers, and developing transferable skills for advanced manufacturing. The Work Group has worked with the Department of Labor to survey regional manufacturers' training needs and to create a consortium of employers eligible for training funds. The Job Readiness Work Group has also provided recommendations to improve the accessibility and functionality of the Department of Labor's website.

Progress to date

WNY has a disconnect between training and education and the job market. Although the region has a high share of mid-skilled workers and a share of college graduates improving at a faster rate than the U.S., Buffalo will face a shortage of skilled workers in the coming years.

The REDC Job Readiness Work Group continued its vital work in developing the WNY talent pool, aligning education and training with the job market and engaging students, parents, educators and businesses in the P-12 system to promote the connection between education and career.

As a region, we are making progress in workforce development. Say Yes to Education, Inc. announced that Buffalo, NY would be its second Say Yes city in the United States. Say Yes is investing an initial $15 million to provide comprehensive supports to all Buffalo Public School students, including free extended day programming, counseling, legal services, and health care. In collaboration with Say Yes, Western New York business and foundation leaders are providing millions of dollars in additional funding to provide tuition scholarships to graduates of the Buffalo Public Schools to attend a post-secondary institution.

The WNY REDC's funded projects from 2011 are advancing the Council's vision of connecting people and jobs. The Urban Academic Skills-Industrial Trade Center is working to transform the former Sattler's Department Store site on Broadway into a $10 million urban technician training center. St. John Baptist Fruit Belt Development Corp. is working with Erie Community College to create the Center. Plans call for building a 90,000-square-foot facility to house ECC's automotive technician training classes and other vocational training programs. The college plans to offer its two-year associate's degree and one-year certificate programs in technology/technician trades, including automotive technology, auto body repair, welding, sheet metal fabrication, HVAC, robotics and advanced manufacturing. Additional classes will be offered in math, English, GED and college prep.

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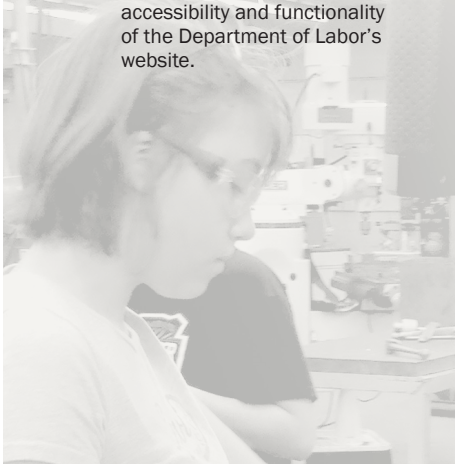
Key Accomplishments of the REDC Job Readiness Work Group:

- Evaluated best practice models in apprenticeship and pre-apprenticeship programs.
- Enhancing existing one-stop center with web based access in non traditional locations.
- Surveyed WNY regional companies to determine training and workforce needs to develop long term plan for training workers in the region.
- Corporate partners committed to career fairs, internships and tuition assistance for students continuing studies or certification programs.



Buffalo Arts and Technology, an after-school program modeled after Manchester Bidwell Corp in Pittsburgh, will be launching in the region to encourage at risk youth to acquire skills, and graduate from high school. There will also be a training program in partnership with local healthcare providers to train under/unemployed adults to target specific employment needs.

To further connect skills and opportunities, Dream It Do It WNY is expanding in Erie and Niagara Counties to promote manufacturing careers, provide internships and apprenticeships and develop tuition programs for students who want to stay in the region to pursue careers in advanced manufacturing technologies.

Looking Ahead

2012 PROPOSED PROJECTS

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Finishing Trades Institute of Western & Central New York

WNY will focus on connecting workforce development skills and training with the growing jobs in the region, with a special emphasis on manufacturing. Nationally, there is recognition of the opportunity of the "manufacturing moment" as a key source of innovation, R&D, patents and most importantly, jobs. Manufacturing continues to play a key role in Western New York's economy, despite continued cutbacks by local manufacturing firms over recent years. Buffalo had the 28th highest manufacturing job growth between 2010-2011 of any of the 100 largest metros.

The industry accounts for about one out of every nine jobs existing in the region. The region supports local manufacturers' demand for labor by producing close to 2,000 graduates in engineering, mechanical and related trades from area colleges and universities. But the industry also employs thousands of workers with higher levels of skills that aren't necessarily in need of a college education.

By 2020, 21.4% of the region's industrial workforce will retire and we are not producing enough workers to fill this need at our current levels.

As large numbers are projected to retire over coming years, the industry could experience greater labor shortages, particularly in the skilled trades, without a strategy in place for replacing these workers and addressing labor shortages currently experienced by some area manufacturers.

In July, the WNY REDC, in partnership with Erie Community College, hosted "Filling the Skills Gap: Pathways to Manufacturing Careers Case Study Forum" with 175 manufacturers, educators and workforce development professionals to discuss ways to bridge the skills gap among workers entering the workforce to connect them with good-paying manufacturing jobs locally. The forum featured an overview of national manufacturing workforce challenges and initiatives by National Association of Manufacturers and The Manufacturing Institute and National Fund for Workforce Solutions, manufacturing technology high school models including Austin Polytechnical Institute and the Charter School for Applied Technology and forming industry partnerships including Dream it Do it.

The forum provided vital insights for the region to make informed and targeted decisions to address the crisis of future labor shortages.

The Council is proposing support for the Finishing Trades Institute of Western & Central New York to expand training space for the growing demands of skilled contractors, including providing upgrading and re-training to the unemployed and underemployed.

UPDATE ON 2011 FUNDED PROJECT

Develop and Cultivate the WNY Talent Pool that Includes Workers with Advancement Potential, Underemployed, Unemployed, and Special Populations

Urban Academic Skills - Industrial Trade Center

DESCRIPTION

The project will offer SUNY-approved degrees and certificates in auto technology, auto body repair, welding, sheet metal fabrication, HVAC and robotics. Erie Community College will provide job placement.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Construction - Site Control	JULY 2012	✔	
FUTURE TASKS	**M/YR**		
Secure Private Financing	SEP 2012		
Design Phase - Planning board submission	OCT 2012		
Design Phase - Planning board approval	NOV 2012		
Close Property	NOV 2012		
Construction - Occupancy	JAN 2014		

UPDATE ON 2011 FUNDED PROJECT

Engage Students, Parents, Educators and Businesses in the P-16 System to Build Awareness to Promote the Connection Between Schooling, Career & College Readiness to Increase Timely High School and Post-Secondary Completions

Invest in Career Talent Pipeline Initiatives:
Buffalo Arts and Technology Center

DESCRIPTION

Buffalo Arts and Technology Center is modeled after the Manchester Bidwell Corp. located in Pittsburgh, PA and founded by William Strickland, Jr. This after-school arts program created with the Buffalo Public Schools will encourage at-risk youth to acquire skills, stay in high school and graduate. A training program for under/unemployed adults will be established with local health care providers to ensure that training is targeted directly to address specific employment needs.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Feasibility Study	MAR 2012	✓	
By Laws adopted	MAR 2012	✓	
Articles of incorporation completed	MAY 2012	✓	
Affiliation/implementation agreement signed with NCAT	JUNE 2012	✓	
Site lease signed with Artspace	AUG 2012	✓	
Parking lease signed with Agassiz Holdings Inc.	AUG 2012	✓	
Executive Director search underway	AUG 2012	✓	
501c3 application filed	AUG 2012	✓	

FUTURE TASKS	M/YR
Hire Executive Director	SEP 2012
Select Architect	OCT 2012
Approve build-out plans	FEB 2013
Hire builder	FEB 2013
Space build-out	MAR - AUG 2013
Form affiliations with curriculum partners	JAN - MAY 2013
Construction completed	SEP 2013
Recruit/hire teaching artists and adult educators	APR - JUNE 2013
Grand opening	SEP 2013
Application/acquisition of NYSDOE licensure	SEP 2013
Initial programming tested	OCT - DEC 2013
Adult and youth programming implemented	JAN 2014

UPDATE ON 2011 FUNDED PROJECT

Engage Students, Parents, Educators and Businesses in the P-16 System to Build Awareness to Promote the Connection Between Schooling, Career & College Readiness to Increase Timely High School and Post-Secondary Completions

Invest in Career Talent Pipeline Initiatives:
Dream It Do It Western New York

DESCRIPTION

This project seeks to accomplish the following: expand DIDI in Erie and Niagara Counties to form Dream It Do It Western New York (DIDWNY); build capacity to support the initiative in the five county Western New York region; implement a marketing communications plan to promote advanced manufacturing careers; provide internships and expand apprenticeship programs; and develop a tuition reimbursement program for students who want to stay in the Western New York region to pursue a career in advanced manufacturing technology.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Kids Camps (6 camps held 161 students reached)	JULY 2012		✔
School Champions (13 in 13 schools)	JAN 2012 - PRESENT	✔	
Teacher Work Experience			
Technology Tours (18 tours and 570 students reached) (2 robotics competitions reaching 183 students)	JAN 2012- PRESENT	✔	
Internships (14 interns placed)	JAN 2012- PRESENT	✔	
Tuition Reimbursement	AUG 2012		
Coalition Building	JAN 2012- PRESENT	✔	

FUTURE TASKS	M/YR
School Champions	JAN 2012 - JULY 2012
Teacher Work Experience	JUNE 2013
Technology Tours	OCT 2012- JULY 2014
Internships	JAN 2012 - JULY 2014
Tuition Reimbursement	JAN 2013 - JULY 2014
Coalition Building	JAN 2012 - JULY 2014

Implement Smart Growth

CORE STRATEGY

Progress to Date

2011 FUNDED PROJECTS

P 17 Small Business Green Retrofit Initiative

P 18 Buffalo Central Business District

P 19 Olean East State Street Reconstruction

P 20 Olean Central Business District

Assistance by STATE AGENCIES

Multi-agency (Department of State, Office of Home and Community Renewal, Office of Parks, Recreation and Historical Preservation, Department of Environmental Conservation, Environmental Facilities Corporation and Department of Transportation) discussion with City of Olean in Cattaraugus County in July 2012 to develop a pilot program for coordinated interagency assistance. Department of State developed a scorecard to evaluate municipalities in each of the five counties in Western New York for revitalization of downtowns and main streets. Communities were ranked for investment potential and the results were presented to the Smart Growth Work Group.

Even as the population declined, the region has been sprawling in a way that burdens taxpayers. The WNY REDC Smart Growth Work Group is focused on implementing smart growth by creating infrastructure conducive to sustainable, healthy and attractive development and enhanced quality of life to grow opportunities and bring in new visitors, residents and business to the region.

Our region has made tremendous progress to promote the principles of smart growth with several major initiatives to enhance our economy and plan for the future in strategic, coordinated efforts. Great strides are being made to transform brownfields and vacant land into useful, viable economic opportunities. Projects include Buffalo Lakeside Commerce Park, a "smart growth" urban industrial park located on reclaimed land with multi-modal transportation opportunities and Riverbend Commerce Park, located on the site of the former Republic Steel, and Donner Hanna Coke facilities in the South Buffalo Brownfield Opportunity Area. The New York State Legislature passed the Land Bank Act in 2011, giving local taxing jurisdictions the authority to establish land banks to "facilitate the return of vacant, abandoned and tax delinquent properties to productive use." The Erie County Legislature unanimously approved a measure to create a land bank to help curb the problems of vacant and abandoned properties of the roughly 20,000 vacant parcels in Erie County. Empire State Development Corporation officially approved the application in May 2012, making it one of the first land bank programs in New York State.

Downtowns and Main Streets are undergoing major transformations. The region is strategically investing in Buffalo's Central Business District's streetscape and infrastructure development in three areas, Genesee Gateway, Cars on Main Street-500 Block and Pearl Street Two Way Conversion. The Buffalo Urban Development Corporation (BUDC) will be the single point of contact for downtown development projects, guiding projects through issues such as permitting and project financing. This new role for BUDC came as a result of the Buffalo Building Reuse Project (BBRP), a project initiated by Mayor Byron Brown to create a long

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Key Accomplishments of the REDC Smart Growth Work Group:

- Developed "Smart growth Scorecard" for criteria to determine project impacts.
- Worked to create a Regional Smart Growth Coordinating Council to assist with implementation of the NYS Smart Growth Public Infrastructure Act and guide the development of WNY Regional Sustainability Plan.
- Created criteria to assess and prioritize available parcels for brownfield redevelopment.
- Established a collaborative approach in all five counties to create a revolving loan fund to support private investment.

term plan that addresses rising downtown vacancy rates. In Olean, there are two large revitalization projects in the central business district. The first is the redevelopment of four vacant but historically significant buildings downtown and the redesign of the adjacent Union Street to enhance walkability and streetscape. The other project in Olean is the reconstruction of East State Street (NYS Route 417) to improve capacity to spur redevelopment in a concentrated area.

Looking Ahead

In the region, there is a focus on enhancing one of Buffalo's greatest opportunities: the waterfront. The Erie Canal Harbor Development Corporation recently completed work on the $53 million Erie Canal Harbor Redevelopment Project, which revitalized 12.5 acres of idle waterfront space into a contemporary downtown tourist destination. This project incorporates many historic elements of the original Erie Canal and celebrates Buffalo's role as the important western terminus of this modern engineering marvel.

In addition, ECHDC has been instrumental in advancing the overall "Canal Side" project, which focuses on developing 23 acres of Buffalo's inner harbor lands for public, commercial, residential and other mixed-uses. This redevelopment effort includes several substantial construction projects, including reclamation, asbestos remediation and demolition of the Buffalo Memorial Auditorium ("Aud"), as well as reclamation, asbestos remediation and refurbishment of the General Donovan State Office Building, which are both situated on the proposed "Canal Side" site.

WNY proposes to continue smart growth investments in the region with targeted, strategic and coordinated projects. Improvements to business districts remain a core opportunity to build the foundation for prosperity and growth. At the heart of this strategy is a proposed matching loan/grant fund for community revitalization available to all communities in the five counties of WNY. Other projects include key infrastructure improvements in Wellsville, Ellicottville, and continued "complete streets" implementation for Buffalo's Niagara Street sustainable corridor and community integration project. Planning for the revitalization of downtown Niagara Falls continues to make remarkable progress, acknowledging challenges, building on its assets and finding innovative solutions. Niagara Falls' Downtown Housing Incentive Program (DHIP) was announced in June 2012. The program will help recent college graduates pay a portion of their student loans, up to $6,984 over two-years, if they are willing to buy a home or rent an apartment in downtown Niagara Falls. The program is receiving national attention, and Niagara Falls is being viewed as a different type of living destination since the announcement. As new residents move in, and downtown Niagara Falls gains more interest, strategic capital investments must be made to improve the existing housing stock, improve and create commercial amenities. Building amenities and commercial and residential activity around the new NCCC Culinary Institute will strengthen it as an educational destination. New York State has invested millions of dollars in the Culinary Institute, including a $2 million Empire State Development Grant.

"Main Street" investments are being made across communities in the region including City of N. Tonawanda, Village of Springville, and City of Dunkirk, to name a few.

2012 PROPOSED PROJECTS

P 43 Western Region Corporation Community Revitalization Program

P 44 Wellsville Waterline Extension

P 44 Town of Ellicottville Regional Water Project

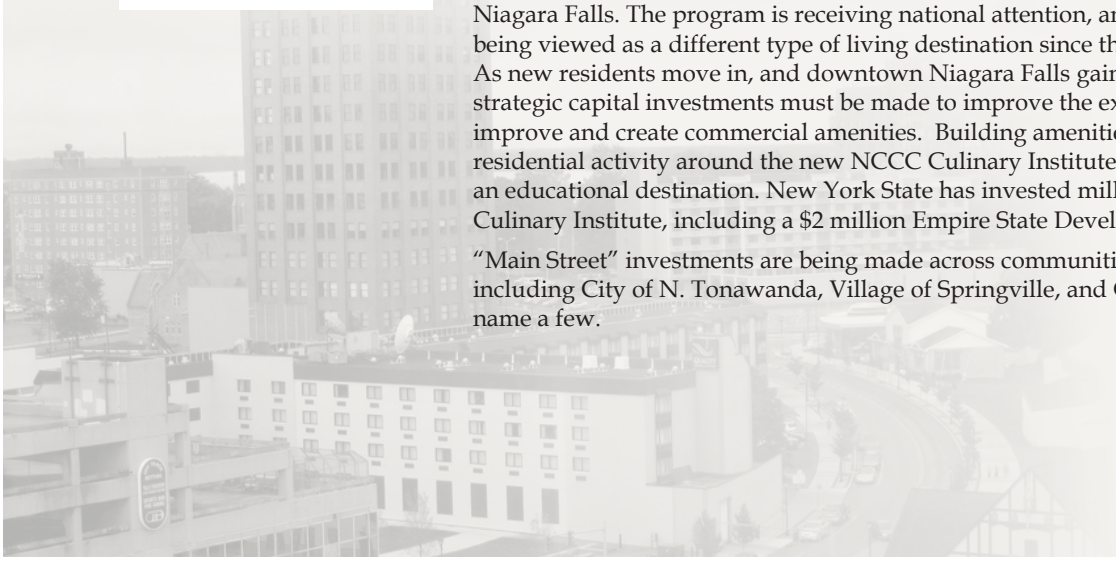
P 45 Buffalo Niagara Street Sustainable Corridor and Community Integration Project

P 45 Downtown Niagara Falls Stabilization Project

P 46 5 East Main Street, Springville

P 46 Hollywood Theater Restoration

P 47 37 North Buffalo Street Capital Project



UPDATE ON 2011 FUNDED PROJECT

Invest in Infrastructure "Smart Growth" Principles

Small Business Green Retrofit Initiative

DESCRIPTION

Incentive grant program to help 60 small businesses and non-profits access energy efficiency improvements through Green Jobs-Green NY financing. Grants will cover up to 50% of the cost of pre-retrofit repairs. BNSC will target commercial districts in Erie, Chautauqua, and Niagara counties.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Meeting with key ESD staff to review project proposal	JAN 2012	✔	
Developed draft implementation plan and consulted stakeholders	FEB- APRIL 2012	✔	
Review/revise draft IP with ESD staff	MAY - SEP 2012		✔

FUTURE TASKS	M/YR
Sign IP	SEPT 2012
Outreach to program stakeholders	SEP 2012
Finalize operating plan and develop RFQ to establish contractor pool	SEP 2012
Launch program	OCT 2012

UPDATE ON 2011 FUNDED PROJECT

Invest in Downtowns, Villages, Neighborhoods and Brownfields

Encourage Redevelopment of Downtowns and Main Streets:
Buffalo Central Business District

DESCRIPTION

This project is located in Buffalo's Central Business District. It is strategically investing in streetscape and infrastructure development in three Central Business District areas: Genesee Gateway, Cars on Main Street - 500 Block, and Pearl Street Two-Way Conversion. The focus of this project is to reestablish connections with Main Street and the Genesee Gateway and to connect the waterfront to the Central Business District.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Genesee Gateway - Design started	JULY 2012		✔
Pearl Street Two Way Conversion - Design Set to start in August 2012	AUG 2012		✔
Cars on Main Street - 500 Block- Design set to start September 2012	SEP 2012		✔

FUTURE TASKS	M/YR
Genesee Gateway - Design Completed	FEB 2013
Genesee Gateway - Bid Project	MAR 2013
Genesee Gateway - Project Completed	NOV 2013
Pearl Street - 2 way conversion - Design Completed	MAR 2013
Pearl Street - 2 way conversion - Bid Project	APR 2013
Pearl Street - 2 way conversion - Project Completed	DEC 2013
Cars on Main Street, 500 Block - Design Completed	AUG 2013
Cars on Main Street, 500 Block - Bid Project	SEP 2013
Cars on Main Street, 500 Block - Construction Completed	DEC 2013

UPDATE ON 2011 FUNDED PROJECT

Invest in Downtowns, Villages, Neighborhoods and Brownfields

Encourage Redevelopment of Downtowns and Main Streets:
Olean East State Street Reconstruction

DESCRIPTION

Reconstruction of East State Street (NYS Route 417) from Front Street to King Street to include replacement of water line, sanitary sewer line, installation of new storm sewer and complete road base to include new curb and gutter. Reconstruction of this section of East State Street, with flow related improvements, is a "fix it" investment strategy that not only addresses a public safety concern, but also increases capacity, thus spurring development in this concentrated area and brings jobs and increased incomes to a distressed neighborhood.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Design	JAN 2012 - APR 2012	✔	
Bid Opening	MAY 2012	✔	
Notice of Award to low bidder	MAY 2012	✔	
Commencement of Construction	JULY 2012		✔
Ongoing Construction Activities	JULY 2012		✔
Phase II Bid Opening	AUG 2012	✔	
Notice of Award to low bidder	AUG 2012	✔	

FUTURE TASKS	M/YR
Ongoing Construction Activities - Phase I	AUG 2013
Commencement of Construction - Phase II	AUG 2013
Completion of Phase II	OCT 2013
Substantial Completion of Phase I	NOV 2012

UPDATE ON 2011 FUNDED PROJECT

Invest in Downtowns, Villages, Neighborhoods and Brownfields

Encourage Redevelopment of Downtowns and Main Streets:
Olean Central Business District

DESCRIPTION

Project involves the redevelopment of four vacant, abandoned, but historically significant properties in the heart of downtown Olean. Purchased in 2010 by the Olean Urban Renewal Agency, funding will be used to secure/stabilize the buildings so the developer can move forward and renovate for retail and commercial space on the first floors and housing on the upper floors. A second focus is the redesign of Union Street adjacent to these structures to address some of the blight and disinvestment by returning this area to a more walkable, people friendly place. Funding will be used for professional engineering services for a new streetscape design of Union Street.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Buildings Component 2/2012 - Present NYSHPO Historic Complex Designation approval	FEB 2012		
Buildings Component 4/2012 - Continued Stabilization efforts on Manny Hanny building			✔
Walkable Olean Project Component - SHPO Consultation			
RFQ/P North Union Streetscape Design			✔
Application for NY Main Street Program funding			✔

FUTURE TASKS	M/YR
Continued Consultation with SHPO on Buildings Component and Streetscape Design	AUG 2012
Hire Consultant from RFQ/P process for North Union Streetscape Design	SEP 2012
Disposition Agreements executed for sale of properties to preferred developer	DEC 2012

Foster A Culture of Entrepreneurship

CORE STRATEGY

Progress to Date

2011 FUNDED PROJECTS

P 23

Launch NY

Assistance by STATE AGENCIES

Empire State Development Corporation through its Division of Science, Technology and Innovation (NYSTAR) is developing a regional program where specialists will assist with small business innovation research, technology acceleration, product development, mentoring services, supply chain and export assistance.

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Key Accomplishments of the REDC Entrepreneurship Work Group:

Focused efforts on the establishment of a forgivable loan program to provide capital to start-up companies through set-asides provided to entrepreneurship support organizations to be selected through a competitive process. Loans will be integrated with the business planning activities of the organizations and will feature flexible loan terms.

WNY's innovation economy can be broken down into the four fairly distinct phases of innovation or commercialization that stretch from idea inception to a marketable product or service: Research and Development; Commercialization; Entrepreneurship; and Production. The region excels at basic research and development thanks in large part to the presence of the University at Buffalo, the Buffalo Niagara Medical Campus, Alfred University, and a handful of highly innovative companies. Despite the region's excellent anchor institutions and their innovative capacity, the region's public and private sector institutions apply for and receive fewer patent grants than most regional economies, even controlling for regions' sizes. Entrepreneurial capacity depends on many factors, like the concentration of new ideas, local education and talent, and the amount of local capital devoted to new ideas. The region attracts a lot of money for research, but does not do as well at translating that research into commercial activity. These limitations have real effects on the local environment of entrepreneurship and the amount of private capital devoted to it. The Buffalo Niagara region continues to specialize in a diverse range of innovation-enabling production industries. The region's advanced manufacturing includes subclusters of the ceramics industry, medical device manufacturing, and the aircraft/aerospace industry.

The REDC Entrepreneurship Work Group continues to focus on fostering a culture of entrepreneurship to grow from within and leverage the region's and industry strengths by creating an ecosystem that supports entrepreneurs.

The region is working to build the foundation for entreprenuerial success. To fulfill the growing needs in entrepreneurial activity, this summer **Z80 Labs** technology incubator opened. Z80 Labs' primary objective is to serve as a catalyst in the creation of a new technology economy in WNY. By creating the facility, support frameworks and the possibility of funding, Z80 Labs will create an environment giving entrepreneurs exposure to industry leaders that are normally available only in New York City or Silicon Valley, and giving them the opportunity to create a successful new company in Buffalo.

Launch New York was initiated with the implementation of a business plan developed in collaboration with the nationally-recognized JumpStart, Inc. in Cleveland. The program will accelerate formation of new high-growth businesses in the region, with a particular focus to reach underrepresented populations.

Looking Ahead

2012 PROPOSED PROJECTS

P 47 CenterSPACE Buffalo

WNY is committed to connect education and industry and to create innovation through collaboration.

Alfred University and the **University at Buffalo** are on the cutting edge of materials science, a tremendous benefit to the manufacturing sector, as the two schools will foster increased collaboration between the university and industry, giving Western New York companies a competitive advantage and potentially creating thousands of jobs.

Despite high spending on academic research, we've seen little spin-off in the form of new business formation. Buffalo ranks 97th in establishment births in the 100 largest metros. The region needs to focus on fostering a culture of entrepreneurship to grow from within and leverage the region's research & industry strengths by reducing burdens on small business & creating an ecosystem that supports entrepreneurs.

Alfred University is well recognized as a leader in ceramics and glass education and research for over 100 years. Collectively, the Ph.D. programs in Ceramics, Glass and Materials Science and Engineering are ranked among the top 50 Materials Science and Engineering programs in the nation and it is recognized among the top 20 specialized research institutions in applied science. The universities are now working with area manufacturing industry leaders on developing a plan for the new COE to ensure it serves industry needs and accelerates the translation of research into commercial products which can be produced in WNY.

University at Buffalo received a state designation for a Center of Excellence in Materials Informatics. The new center will use robotics and data-intensive computing technology to focus on discovery and commercialization of innovative new materials, including synthetic replacements for natural elements that are growing scarcer.

To promote the work group's focus on creating a culture of entrepreneurship, the REDC is also proposing to support CenterSPACE Buffalo. CenterSPACE is a multi-tenant office facility for non-profits, for-profits, social entrepreneurs and community groups. It is designed as a cross sector collaborative workspace to foster innovation and business acceleration for their tenants.

UPDATE ON 2011 FUNDED PROJECT

Foster and Support Entrepreneurs

Support Jump Start for WNY:
Launch NY

DESCRIPTION

Launch New York is a new 501c3 created to a) accelerate formation of new high-growth businesses and b) create an entrepreneurial environment or ecosystem that will drive entrepreneurship and high-potential start-up companies in the region. In addition to driving new businesses, Launch New York will measure the performance and economic impact of these businesses. Programming also encompasses an inclusion focus to reach underrepresented populations.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Engage Interim CEO	DEC 2011	✔	
Engage CEO search firm	MAR 2012	✔	
Raise startup funds	JULY 2012		✔

FUTURE TASKS	M/YR
Hire CEO	SEP 2012
Hire Entrepreneur-In-Residence in-house	NOV 2012
Establish company interaction protocols	NOV 2012
Secure partner relationships	DEC 2012
Communication plan and client and funder recruitment plan	DEC 2012

WNY Industry Sector: **ADVANCED MANUFACTURING**

2011 FUNDED PROJECTS

P 25 Alfred University High-Temperature Materials Characterization Laboratory

Progress to Date

Nearly every new consumer product introduced over the past several decades -- computers, cell phones, digital cameras, MP3 players, DVD recorders/players - and every renewable energy technology, including batteries, solid oxide fuel cells, and solar power generation, have been made possible by the development of new materials, engineered to meet exact specifications and to perform in certain ways. Many of the materials are ceramic-based, and many of them require high-temperature processing or must be designed to function at high temperatures or in corrosive environments. Alfred University's High-Temperature Materials Characterization Laboratory received funding to improve capacity for testing applications for high-temperature materials, including labs in wind energy/fluid mechanics; thermal science/solar energy; photovoltaic solar energy/alternative fuels and power conversion. Alfred's lab has already provided critical research support to several major NYS companies and small fuel cell development companies.

The facilities now in place at Alfred University are being widely used by large companies, such as Corning, Delphi, Kodak, and General Electric, as well as smaller companies with a potential for growth, such as Solid Fuel Cell in Rochester, and TAM Ceramics in Niagara Falls. The NY BEST Consortium will make extensive use of the facilities in its battery initiative.

2012 PROPOSED PROJECTS

P 48 Alfred University Intergrated Manufacturing Center

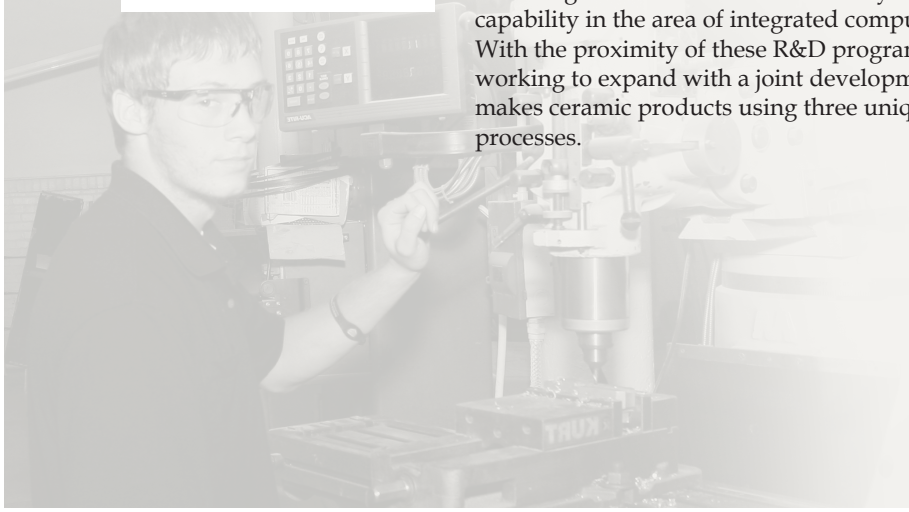
P 48 Ceramic Technology Partners

P 49 University at Buffalo Materials Informatics

Looking Ahead

Advanced manufacturing is crucial to the future of the WNY economy. No U.S. region in decline has ever reversed its fortunes without growth in the advanced manufacturing sector. And our region has significant strength on which to build — in medical devices, precision instruments, advanced materials and energy storage, among others.

Alfred University is proposing to partner with the University at Buffalo to the create an Advanced Materials Manufacturing and Training Center to substantially advance the speed with which new materials, and therefore new products and processes are brought to market. The new facility would give Western New York a unique capability in the area of integrated computational materials science and engineering. With the proximity of these R&D programs, Ceramic Technology Partnership is working to expand with a joint development project to create a company which makes ceramic products using three unique advanced ceramic manufacturing processes.



UPDATE ON 2011 FUNDED PROJECT

Leverage Research Capacity to Attract and Accelerate the Development of Advanced Manufacturing

Create or Strengthen University Centers for Advanced Manufacturing

High-Temperature Materials Characterization Laboratory

DESCRIPTION

Alfred University is creating a unique facility for determining properities and characteristics of materials that are processed at high temperatures or that must perform at high temperatures. This will lead to better materials for a wide range of applications, particularly for energy production and storage.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Construction planning and design 60% complete	JULY 2012		✓

FUTURE TASKS	M/YR
Completion of design/approval of bid documents	OCT 2012
Advertise for bids	NOV 2012
Bid opening/contract award	DEC 2012
Notice to proceed	FEB 2013

WNY Industry Sector: **AGRICULTURE**

2011 FUNDED PROJECTS

P 27 Niagara Wine Trail

Assistance by STATE AGENCIES

The Department of Agriculture & Markets is working with the Agriculture Work Group to develop a regional branding strategy for Western New York.

Progress to Date

The WNY REDC Agriculture Work Group focused on the making the sector more competitive through branding, innovation and career awareness. Over the past year, the group has been collaborating to create and promote a regional brand for local food and agriculture products. One project which helps to catalyze the marketing effort is the creation of the Niagara Wine trail. Along the route, 155 signs will be installed with matching funds from the participating wineries. The group has been interested in research regarding the regulatory structures at state and federal levels for agriculture and also had presentations on a recent study conducted by researchers at the University at Buffalo on the Erie County Food System.

Key Accomplishments of the REDC Agriculture Work Group:

- Supported the Niagara Wine Trail project.
- Worked collaboratively to identify strategies to implement a regional branding initiative for agriculture.
- Explored the development of a regional food hub.
- Had presentations/research on NYS pesticide regulation and the Erie County Food System study.

Looking Ahead

The Work Group will continue its focus on creating the regional brand to emphasize the unique opportunities in WNY for agriculture products. The group will work to promote connections among farm businesses and research institutions to develop and promote innovative practices to increase quality, reduce energy use, promote workforce quality and share information across the sector.

The group will also work to develop a new generation of farmers by working with secondary education and others to promote agricultural career choices through classes and internship opportunities.

UPDATE ON 2011 FUNDED PROJECT

Make Agriculture More Competitive through Branding, Innovation and Career Awareness

Collaborate to create and promote a regional brand for local food and agriculture products

Niagara Wine Trail

DESCRIPTION

Purchase and install signs on the designated Niagara Wine Trail route, including accompanying marketing and training. 155 signs will be installed with the funding, with matching funds from the participating wineries.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Met with ESD on project	JAN 2012	✔	
Met with NYSDOT to coordinate signage & signed IP	APR 2012	✔	
Received bids to implement project	JULY 2012	✔	

FUTURE TASKS	M/YR
The Niagara Wine Trail is seeking approval from the New York State Legislature to extend the trail's route to incorporate additional wineries.	FALL 2012
Secure permits and approvals from local municipalities, DOT and other permitting agencies	FALL 2012

WNY Industry Sector: **BI-NATIONAL LOGISTICS**

2011 FUNDED PROJECTS

P 29

Niagara Falls International Airport Master Plan

Progress to Date

The Bi-National Logistics Work Group has been moving forward on creating the capacity to direct the establishment of an International Trade Gateway by coordinating planning for key investments, advocating for public policy action on taxation, regulation and infrastructure and building relationships among key stakeholders.

P 87

Key Accomplishments of the REDC Bi-National Work Group:

- Facilitated stakeholder sessions to develop logistics and export strategy for the region.
- Produced strategic plan that outlines next steps for creating an International Trade Gateway.

Looking Ahead

The Niagara Falls International Airport's (NFIA) Master Plan is providing a critical roadmap for one of this region's most important bi-national logistics assets. The NFIA is a reliever airport in Niagara County, located on a 1,006-acre footprint. It provides general aviation, military and commercial charter flight service. The NFIA has three active runways and 13 supporting taxiways. This capacity, in combination with 24-hour-a-day operations, competitive landing fees and no noise curfew, makes the NFIA ideal for international travel. The NFIA operates under a joint-use agreement with the U.S. Military. The Niagara Falls Air Reserve Station is located on airport property and is home to the Air Force Reserve Command's 914th Airlift Wing. The 107th Air National Guard, Army Reserve and Military Entrance Processing Station are all stationed there, encompassing the five branches of the U.S. Armed Forces.

In 2009, the NFTA opened a $31.5 million state-of-the art passenger terminal as part of the $43.9 million NFIA Improvement Project, including $12.4 million in apron and landside improvements. The new terminal's 69,430 square feet design and dual gates triples the size of the old terminal, and can service domestic and international flights. The NFIA's annual passenger count increased from 1,000 to more than 200,000 since 2009, proving that both air carriers and passengers value modern aviation facilities.

Niagara Falls Air Reserve Station is Niagara County's largest employer with 2,600+ employees. With on-base tenants, contractors, and dual service positions, the base accounts for nearly 3,300 jobs and an annual economic impact of $200+ million. Civilian operations at NFIA create at least 241 direct and indirect jobs and have an $18 million annual economic impact. Combined, the military and civilian operations directly employ over 2,800 individuals and contribute nearly $220 million annually to the local economy. The retention of the Reserve Station is vital to the success of the NFIA, and the regional economy overall. The WNY REDC is working with Niagara County to support a marketing and retention plan to preserve this key asset in the region. The U.S.Department of Defense will be conveying the former Niagara Falls Army Reserve Center site to the Town of Niagara Local Redevelopment Authority economic development. The site, adjacent to the NFIA,contains nearly 150,000 sq. ft. of leasable space including a 65,000 sq. ft. airplane hangar. A reuse plan has been prepared for the site recommending a mix of light industrial uses for the property with an emphasis on aviation and aerospace activities including air cargo operations.

UPDATE ON 2011 FUNDED PROJECT

Enhancement of Multi-modal Capabilities

Develop Key Transport and Logistics Facilities:
Niagara Falls International Airport Master Plan

DESCRIPTION

The Niagara Falls International Airport Master Plan will propose viable capital improvements based on aviation forecasts and financial feasibility to maximize financial return and airport sustainability. The last Master Plan was completed in May 1994 with an Airport Layout Plan update in 2001.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Prepare and advertise RFP	APR 2012	✔	
Receive and review proposals	MAY 2012	✔	
Proposal presentations	JUNE 2012	✔	
Recommendation and approval by board of commissioners	JULY 2012	✔	

FUTURE TASKS	M/YR
Master Plan Phase 1: Inventory of existing conditions and prepare sustainable goals and targets	OCT 2012
Master Plan Phase 2 - Aviation forecasts, evaluation of airport capacity and identification of airport facility requirements	MAY 2013
Master Plan Phase 3 - Evaluation of alternatives, select preferred alternatives, finalize plan and GIS	AUG 2013

WNY Industry Sector: **ENERGY**

Assistance by STATE AGENCIES

The New York Power Authority, NYSERDA, Appalachian Regional Commission and Empire State Development Corporation's NYSTAR Program are working with the Energy Work Group to help create a WNY Energy Hub through energy efficiency implementation and educational programs.

2012 PROPOSED PROJECTS

P 50 Dunkirk Bioenergy

P 50 Niagara Recovery Wood Fuel Processing Facility

Progress to Date

The WNY REDC Energy Work Group is working to position WNY as the "Global Energy Hub." The vision for the Global Energy Hub is to create a collaboration of private enterprise expertise, academic resources and entrepreneurs to create a region recognized as a global leader in the development, demonstration and adoption of innovative applications of energy resources, materials and advanced manufacturing to the benefit of our current and future citizens by growing and transforming the regional economy.

P 88

Key Accomplishments of the REDC Energy Work Group:

- Supported UB Center of Excellence for Materials and Informatics.
- Established the mission and vision for Global Energy Hub.
- Supported UB's submission to the DOE for Energy Innovation Hub for Sustainable Life-Cycle Design of Materials for Energy.

The region is also currently producing a regional plan called "One Region Forward, " led by a broad-based consortium of public and private sector organizations and supported by a $2 million grant from the U.S. Department of Housing and Urban Development. 'One Region Forward' will be a practical roadmap for improving transportation, land use, infrastructure, economic development, food access, housing, and our region's response to the challenge of global climate change. In addition, a Western New York Sustainability Plan is being created through Cleaner Greener Communities program of the New York State Energy Research and Development Authority. It will make sure that energy production, conservation, and related projects all contribute to the strategic goal of reducing greenhouse gas emissions while we create the "green" jobs of the new economy.

Looking Ahead

To support the region's innovation in energy, two projects are proposed to promote more efficient use of waste resources. The Niagara Recovery Wood Fuel Processing Facility in Niagara Falls will create a construction and demolition separation facility to sort recyclables from burnable wood products. Dunkirk Bioenergy in Chautauqua County has a project with two corporate partners to take advantage of the industrial organic waste stream and process the waste for power generation.

WNY Industry Sector: **HEALTH | LIFE SCIENCES**

2011 FUNDED PROJECTS

P 32 Center for Innovation in Medicine

P 33 WNY Genomics and Health Consortium

P 34 Hauptman-Woodward Crystallization Laboratory

2012 PROPOSED PROJECTS

P 51 Personalized Medicine Repository

Progress to Date

Western New York is home to a flourishing life sciences industry, encompassing hundreds of companies involved in research and development, the manufacturing of medical devices and the production of pharmaceuticals and medicines. WNY REDC provided support to fund three major initiatives in the health/life sciences in the 2011 plan which are collectively advancing the region in the creation of business and job growth in the industry.

The Center for Innovation in Medicine is a catalyst for medical innovation in device development, physician training, and vascular and neurological research with unique collaboration with the University at Buffalo, Kaleida Health, community physicians, entrepreneurs and industry. The construction of the Jacobs Institute facility is on schedule as the non-profit continues to build partners with businesses like Toshiba.

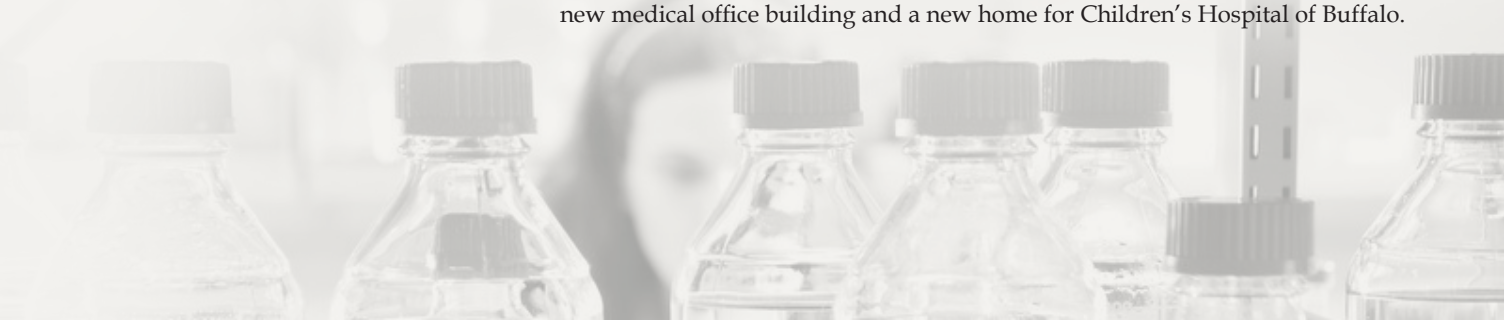
The WNY Genomics and Health Consortium is creating the infrastructure to build an approach to personalized medicine based on detailed definition and study of genetic sequences, the health data with individuals' genetic sequences and powerful informatics approach to enable analysis and discovery.

And finally, the Hauptman-Woodward Crystallization Laboratory, an established successful business with hundreds of academic clients, is acquiring equipment to provide a unique marketing advantage to attract more high-fee commercial clients to the region.

Looking Ahead

The Buffalo Niagara Medical Campus (BNMC) is a consortium of nine major clinical care, medical education, and research institutions located on an integrated campus in downtown Buffalo, between the historic Fruit Belt and Allentown neighborhoods. The BNMC can serve as an anchor for downtown and surrounding neighborhood redevelopment, creating opportunities for improvements to physical infrastructure, collaborative models, and the potential for launching commercial technologies, leading to enhanced growth and development in the downtown core.

The 120-acre campus is home to 4.5 million square feet of clinical, research and support space with an additional $750 million in projects planned or under construction. Currently, 12,000 people work on the campus and is anticipated to grow to nearly 17,000 by 2017 and the campus attracts more than one million patients and visitors per year. A new joint clinical and research facility shared by Kaleida and UB opened in 2012. Planning is under way for the relocation of UB's School of Medicine and Biomedical Sciences to the BNMC, as well as projects to construct a new medical office building and a new home for Children's Hospital of Buffalo.



UPDATE ON 2011 FUNDED PROJECT

Stimulate Business Creation and Job Growth in the Life Sciences Industry

Establish the Center for Innovation in Medicine on the Buffalo Niagara Medical Campus:

Center for Innovation in Medicine

DESCRIPTION

A non-profit to create a unique model of excellence in collaboration, leading to innovation in device development, physician training, and research of vascular and related neurological diseases. A catalyst for medical innovation collaborating with University at Buffalo, Kaleida Health, community physicians, entrepreneurs, and industry.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Construction of Jacobs Institute facility (20,800 sq ft)	JAN 2012		✔
Established business partnership with Toshiba	JAN 2012	✔	
Develop potential corporate partners (ex: Moog, Greatbatch, Covidian, Boston Scientific, Johnson & Johnson, etc)	MAR 2012		✔
Two New Hires (Communications Director & Project Manager)	APR 2012	✔	
Business Plan Development & Refinement	MAY 2012		✔
Meeting with vendors in Jackson Hole, WY to deliver JI core business	JUNE2012	✔	

FUTURE TASKS	M/YR
Finalize construction and move into the facility	SEP 2012
Finalize business deals/partnerships for physician training	Ongoing to establish new clients
Complete business plan	SEP 2012
Purchase equipment	SEP 2012
Two More Hires (VP of Administration & Receptionist)	SEP 2012

UPDATE ON 2011 FUNDED PROJECT

Create the PILOT Project:
Western New York Genomics and Health Consortium

DESCRIPTION

This project will establish the infrastructure on which we will build a robust approach to personalized medicine based on detailed definition and study of genetic sequences, the health information data associated with the individuals' genetic sequences and a powerful informatics approach to enable analysis and discovery to proceed.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Consenting Process-consent document complete, obtaining necessary approvals, focus groups established to valid consent and community input.			✔
Sample Collection/Biobanking-definition of community groups to be sampled, hire a community coordinator, data placed for mobile collection van and biobanking equipment, finalize agreement with WNY Urology for collection of superficial bladder cancer.			✔
Whole Genome Sequencing-renovation in progress for CLIA lab space to be complete the middle of August 2012, sequencing equipment ordered and installed, quality control runs in progress.			✔
Health/Research Informatics Platform-computing cluster ordered, installed the middle of August with implementation and testing over the next month.			✔
Medical Bioinformatics Integration-develop omics database and design session.			✔

FUTURE TASKS	M/YR
Genomics Facility Setup	MAR 2012 -OCT 2012
Health Research Informatics Platform	MAR 2012 - APR 2013
New Hires/Personnel (Center for Genomic Medicine)	MAR 2012 - APR 2013
WNY Consent, Biospecimen & Data Capture	APR 2012 - JAN 2014
Whole Genome Sequencing	OCT 2012 - APR 2014

UPDATE ON 2011 FUNDED PROJECT

Stimulate Business Creation and Job Growth in the Life Sciences Industry:
Hauptman-Woodward Crystallization Laboratory

DESCRIPTION

The Hauptman-Woodward Crystallization Laboratory is a successful business, with hundreds of academic clients. EDC funds support acquisition of a SONICC instrument that makes it much easier to see crystals, providing a unique market advantage to attract high-fee, commercial clients.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Evaluation of updated version of SONICC completed	MAY 2012	✔	
Marketing director hire with Center of Excellence-11/12 start			✔
Negotiating details of purchasing document with state			✔

FUTURE TASKS	M/YR
Negotiating details of purchasing document with state	JAN 2013
Expand portfolio of lab services beyond crystallization - 3 year period	JUNE 2013

WNY Industry Sector: **TOURISM**

2011 FUNDED PROJECTS

P 36 NCCC Hospitality & Tourism Center

Assistance by STATE AGENCIES

The Office of Parks, Recreation and Historic Preservation, New York State Canals Corporation and the Department of Transportation are coordinating with the Tourism Work Group to develop a regional wayfinding sign system for cultural and recreational tourism destinations.

Progress to Date

The REDC Tourism Work Group is focused on promoting visitor readiness to facilitate the development of high-quality tourism assets and establishing a regional wayfinding signage system. The Governor's announcement of the "Path Through History" presented the region with a prime opportunity to coordinate with statewide efforts to produce signage and wayfinding materials to market the region and state's unique assets in tourism. Efforts of the Visitor Experience committee include clustering tourism attractions to help tourists find their way from one attraction to another, cross-promotion of WNY tourism products, development of a collective promotion strategy and marketing plan, evaluation of the current products in the market and a definition of what makes a quality tourism product. The Work Group also has a goal to assemble existing data in a form that can tell the story of tourism as part of the WNY economy.

P 89

Key Accomplishments of the REDC Tourism Work Group:

- Developed a "Tourism Product Guideline" to assess and define baseline standard for quality to apply to new and existing regional assets.
- Worked with regional committee on "Path Through History" process to facilitate growth of the industry through a statewide uniform signage/wayfinding that impacts the tourism experience.

2012 PROPOSED PROJECTS

P 51 Swain Ski Resort

P 52 Allegany State Park

P 52 Darwin Martin House Interior Restoration

P 53 Buffalo Zoo Arctic Edge Exhibit

Looking Ahead

Tourism in Western New York is an economic driver poised for significant growth. The region has an array of distinctive assets that collectively create an inviting visitor experience. Strategies to grow the industry require the development of quality tourism products and collaboration initiatives to alleviate the region as a choice designation. WNY recognizes the opportunity to build upon the tourism industry in relation to our location. Buffalo-Niagara is a destination for international tourism, generating $2 billion in activity annually. Niagara Falls attracts at least 8 million tourists to Buffalo-Niagara each year.

Canadians who do visit the region are a major driver for the local economy. Almost 6 million personal vehicles crossed the region's four bridges in 2011, making it the busiest crossing on the U.S. Canadian border. Cross-border shopping accounted for $993 million in sales to regional retail establishments in 2010. One of every five dollars spent by Canadian shoppers is in restaurants. The Buffalo Bills and Buffalo Sabres market heavily to Southern Ontario. On Sundays at Ralph Wilson Stadium, one fan in six is Canadian. Fifteen percent of Buffalo Sabres season ticket holders hail from Ontario. Recreational sports also drive tourism. Thirty-five percent of business at Holiday Valley Ski Resort is derived from Canadians visitors.

The projects proposed for 2012 build on recreational assets, including Swain Ski Resort and the enhancement of Allegany State Park and core cultural foundations such as the Frank Lloyd Wright designed Darwin Martin House, the Buffalo Zoo, Hollywood Theater in Gowanda's historic district and the continued restoration of the Springville Center for the Arts in the village's downtown center.

UPDATE ON 2011 FUNDED PROJECT

Facilitate growth of quality tourism product

Niagara County Community College (NCCC) Hospitality & Tourism Center

DESCRIPTION

Construction of the Small Business Development Center and incubator facilities as part of the development of the Niagara Falls Culinary Institute in downtown Niagara Falls, tailored to meet the needs of small business owners working in the food industry. This will include office space and an incubator commercial kitchen to be rented out on an hourly basis.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Construction			✓

FUTURE TASKS	M/YR
Completing construction/beginning occupancy	SEP 2012
Occupancy expected complete	DEC 2012

Reforms to Allow Businesses to Thrive

Stakeholders in the Council's planning process identified several reforms to encourage the growth of strategic industries, support entrepreneurship, technology development and smart growth as well as structural reforms to improve how we do business in the region and statewide. This section provides an update on progress that has been made on these reforms and next steps for those initiatives still in process.

Agriculture	WHO MUST ACT	NEXT STEPS
Create and participate in a state-wide committee. Review existing agricultural regulations to evaluate whether they are relevant and necessary. Make regulations activity specific instead of department specific to reduce cost and burden on agricultural businesses with the end result of streamlining licensing/permitting processes and reducing the number of agencies involved in the process.	Executive	Initiate state-wide committee.
NYS Department of Environmental Conservation. Adopt the Federal EPA regulations for agricultural materials, such as pesticides. NYS lags all other states, including California, by months to years for approval of safer materials.	Executive	DEC to adopt Federal EPA regulations; implement sharper processes and timelines for approvals.

Health/Life Sciences	WHO MUST ACT	NEXT STEPS
Roswell Park Cancer Institute. State-negotiated and mandated labor costs now consume 90 percent of diminishing State aid to Roswell Park. It is urgent that these labor obligations and legacy costs be reengineered to provide resources for improved patient care and research to sustain this internationally recognized Cancer Center.	"Academic Health Center Advisory Board"	Advisory Board to prepare and complete plan for an academic health center, including the evolution of RPCI, that must be submitted to the Governor by 1/1/14 .

Energy	WHO MUST ACT	NEXT STEPS
New York Power Authority		
Revise and update WNYAG role in the review and allocation of hydropower.	NYPA	Revise and extend MOU between WNYAG and NYPA.
In addition to the current Replacement and Expansion power programs, NYPA should incentivize WNY green manufacturing and green energy parks with an allocation (5 MW) of clean power to be allocated to companies in the region making green products in accordance with smart growth policy and existing infrastructure.	NYPA	Include language in new MOU to include separate 5MW power allocation for "green" power usage.
Proceeds estimated to be at least $8.5 million from NYPA's out-of-area sales of unallocated and unused Replacement and Expansion Power which, by law, must be used in WNY, has not been used for economic development in the region. NYPA should comply with the intent of the 2010 law, as to be amended, and release the proceeds collected (and to be collected) from temporary out-of-area sales of power, such proceeds to be used to support economic development projects in the region.	NYPA, Governor and State Legislature	**Update**: Legislature and Governor passed new proceeds legislation. COMPLETE Appoint and convene the WNY Power Proceeds Allocation Board and begin distributing Proceeds funds.

Higher Education & Job Readiness	WHO MUST ACT	NEXT STEPS
Education program approval. Changing demands for high-level training and technology require that educational institutions move quickly to meet new needs. State Education Department approvals may be necessary but turnaround time is too long to keep our schools truly competitive.	NYS Office of Higher Education	Streamline and expedite approval process.

Advanced Manufacturing	WHO MUST ACT	NEXT STEPS
Intellectual property. University claims on intellectual property produced by faculty under industry sponsored research contracts often inhibit the translation of new knowledge into job-creating products and processes. Consider a fee-for-research model to better leverage university R&D capacity.	University Administration/ Technology Transfer Offices	Adoption of statutory reform concerning intellectual property generated from university-industry collaborations based on a best practice model in which the industry sponsor owns the intellectual property through contract or assignment by the University but the University reserves for itself a royalty-free license to make and use such IP within the University for internal non-commercial purposes only.
Broaden criteria for State business incentives. To improve access to capital, the State should revise its incentive structure to put more equal weight on job creation and retention that provide a return on investment as well as emphasis on supporting university-industry collaboration.	Legislature and Governor	Modify Excelsior tax credit program to allow for jobs tax credits on jobs retained as well as new jobs created for retention of significant jobs by businesses making capital investments.

Bi-National Trade/Logistics	WHO MUST ACT	NEXT STEPS
Ballast water. Discharge of ballast water by ships in the Great Lakes — an important link in the multi-modal system — is regulated to protect ecosystems from invasive species. But ships in New York waters are governed by two different standards, one state and one federal. The state should adopt the U.S. EPA standards.		COMPLETE
Harbor maintenance tax. Levied only on imports, passengers, and domestic cargoes at U.S. ports, the HMT encourages shippers to route cargo through Canadian ports and into the U.S. by land, putting U.S. ports at a relative disadvantage. The tax should be repealed.	Federal Government	Repeal of Harbor Maintenance Tax; while repeal is unlikely, any funds collected for HMT must be wholly dedicated to harbor maintenance (this is included in the current versions of the federal transportation bill).
Ton mileage trucking tax. The tax is based on the weight of trucks and miles traveled. It was intended to offset wear and tear on roads. It has the effect, however, of encouraging trucking operations to move out of New York State to states that don't levy the tax. It should be repealed.	State Legislature	Repeal of the ton mileage tax on trucking.

Supporting Entrepreneurship & Technology Development	WHO MUST ACT	NEXT STEPS
Business Advocate. Regulatory problems can sink new businesses. The State should consider establishing a Business Advocate with the power to temporarily suspend regulatory action and give entrepreneurs time for compliance or adjudication.	Executive	State to consider establishing a business advocate.
Certified Startup status. Other State requirements can deter entrepreneurs just as much. A program to designate qualifying firms as "certified start-ups" would help entrepreneurs "learn their way into compliance" with regulatory practices and give temporary relief from Unemployment Insurance and Workmen's Comp programs.	State Legislature	Legislation must be written and introduced that would designate qualified, early stage firms as "certified start ups" thus, granting entrepreneurs latitude with regulatory practices and state mandates such as UI.
Angel investor tax credit. Start-up firms need working capital more than anything else. An up-front tax credit to seed capital investors could move those investments — which take so long to pan out — to entrepreneurs more quickly and in greater supply.	State Legislature and Executive	Passage of Angel Investor Tax Credit Program in New NY Jobs Bill.

Technology tax credits. The Qualified Emerging Technology Company (QETC) Tax Credits are set to expire. Extend the program to help small, high-tech companies leverage the tax credits to increase employment, qualified investments and qualified research expenses.	State Legislature and Executive	Re-introduction of legislation to extend Qualified Emerging Technology Company (QETC) Tax Credits.
State Small Business Innovation Research. Support continuation of the SBIR Program to encourage high-tech firms to relocate to New York State and promote an increased number of in-state firms progressing from federal SBIR Phase I to Phase II and III funding. This will increase the leverage of federal and state SBIR funding to attract private equity investment.	State Legislature and Executive	Passage of S.7257/A.3410; recodifies the small business innovation research program within the New York.
Structural reforms – how we do business	**WHO MUST ACT**	**NEXT STEPS**
Streamlining service delivery. Regulatory issues often are a matter of public health or safety. That doesn't mean, however, that they need to take a long time. A more efficient delivery system for regulatory oversight should provide quicker turnaround, reliability and transparency to the process.	Executive	"Culture change"; strengthen role of lead agencies (ESDC); implement clearly-communicated timelines; eliminate "hand-off" system for approvals/permits - allow agencies to work simultaneously on projects.
Single point of contact. Some small businesses — like farmers — maintain relationships with twenty or more different agencies — federal, state and local — for issues from pesticides to labor to wetlands. The State should consider a way to give small businesses like farms a single point of contact for all their regulatory obligations.	Executive	State should determine if such a position/role will be created.
Reforms to promote smart growth	**WHO MUST ACT**	**NEXT STEPS**
Revise IDA and other incentives. Sometimes public incentives have the perverse effect of promoting sprawl. Funding criteria for Industrial Development Agencies and others should have and enforce clear criteria for supporting smart growth policies.	Local IDAs	Adopt policies that provide incentives in a way that supports smart growth and does not incent sprawl.
Support smart growth zoning. The State should provide incentives to local governments to update and enforce zoning codes that promote smart growth principles — open space and habitat preservation, protection of appropriate waterfront uses, compact development, and more.	State Legislature and NYS DOS	Expand program funding for local governments to update zoning and development regulations to incorporate smart growth principles. Develop model smart growth zoning laws and expand training for loacl government officials.
Support for asbestos remediation. Buildings with asbestos constitute vertical brownfields. The brownfield cleanup bill should include a provision to cover asbestos remediation for structures in distressed census tracts and capped at the cost of the remediation.	State Legislature	Passage of S.6524-A / A.9610-A.
Fix TIF financing.	State Legislature/ Governor	Current issues exist within the legislative language need to be cleaned up in order for TIF to be leveraged in NYS for transformative economic development projects which it is capable of. Current contractions in the New York State constitution over priority liens between GO bonds and TIF bonds (Article 8, paragraph 2 & Article 16, paragraph 6) do not allow for clean bond counsel to be issued on TIF bonds. Legislative introduction of solutions to securitize TIF bonds with sales tax and eliminate this issue which have been put forward by Senator Cathy Young.
Expand historic tax credits. Historic preservation is a key element of implementing smart growth strategies. Current law provides tax credits for preservation projects but these resources are limited. Raising the cap on historic tax credits will make larger projects possible.	Executive	Governor to sign enhanced Historic Tax Credit legislation into law.

Broad reforms of statewide impact	WHO MUST ACT	NEXT STEPS
State Environmental Quality Review. Compliance with SEQR review processes can be costly, time consuming and add little value to project results. The State should follow through on the Governor's call for reform of the process.	State Legislature/ Governor	While NYSDEC's newly proposed SEQR regulations address many critical issues, the legislation must be amended to remove legislative language that expands EAF requirements as well as proposed regulations that would require mandatory public scoping for all EIS's. Passage of amended legislation; signed into law by the Governor.
Streamline permitting processes. Creation of a standardized building permit based on New York's Uniform Fire Prevention and Building Code as well as support for municipal pre-permitting of shovel-ready sites can speed the process for job-creating developments.	NYS Department of State, Division of Code Enforcement & Administration	Create a standardized building permit based on New York's Uniform Fire Prevention and Building Code.
Local government consolidation. Multiple layers of local government impose a cost on business that inhibits growth. Use the SAGE Commission to consider strategies to effect significant government consolidation to reduce tax burdens and improve the business climate.	State Legislature, NYSDOS/Local Governments	Continue support of the Local Government Efficiency program at NYS DOS to assist local governments to increase efficiency and reduce costs through local government reorganization. Identify Western New York local governments for direct technical assistance by NYS DOS. Sage commission recommendations should be implemented.

Advancing Strategies for

prosperity

in Western New York

Proposed Priority Projects 2012

5 Yr Jobs Created/ Retained	5 Yr Indirect Jobs	Total Investment	Total REDC Grant Award Recommended by REDC	Total Excelsior Jobs Program Funding Recommended by REDC	CFA Awards Recommended by WNY REDC
914	2,326	$172,279,759	$25,574,220	$4,410,771	$29,984,991

Proposed Priority Projects for 2012:

Advancing Strategies for Prosperity

The Western New York Regional Economic Development Council identified 24 priority projects that it recommends for state support. The projects represent critical opportunities to build upon the region's strengths and competitive advantages, and immediately accelerate job creation and economic growth. The projects encompass a regional approach as well as focusing on some key strategic investments to boost economic growth within each county.

The projects collectively support direct creation/retention of more than 900 jobs, 2,300+ indirect jobs, and more than $172 million in total investment. Western New York's priority projects support our regional capacity to drive innovation and commercialization through university partnerships; train and prepare our workforce; attract and retain more visitors by investing in tourism assets; support smart growth with investments in infrastructure improvements in Allegany, Cattaraugus and Chautauqua as well as downtown development in the heart of Niagara Falls; and help companies grow with Excelsior Jobs Program tax credits.

PROPOSED PRIORITY PROJECTS 2012

Prepare Our Workforce

Finishing Trades Institute of WCNY

Smart Growth

Western Region Corporation Community Revitalization Program
Wellsville Waterline Extension
Town of Ellicottville Regional Water Project
Buffalo Niagara Street Sustainable Corridor and Community Integration Project
Downtown Niagara Falls Stabilization Project NYMS
5 East Main Street, Springville
Hollywood Theater Restoration
37 North Buffalo Street Capital Project, Springville

Foster A Culture of Entrepreneurship

Center SPACE Buffalo

WNY Industry Sector: Advanced Manufacturing

Alfred University Integrated Manufacturing Center
Ceramic Technology Partners
University at Buffalo Materials Informatics
Milk-Bone Capacity Improvement

WNY Industry Sector: Energy

Dunkirk Bioenergy
Niagara Recovery Wood Fuel Processing Facility

WNY Industry Sector: Health | Life Sciences

Personalized Medicine Biorepository

WNY Industry Sector: Tourism

Swain Ski Resort
Allegany State Park
Darwin Martin House Interior Restoration
Arctic Edge Exhibit, Buffalo Zoo

Excelsior Projects

5 Yr Jobs Created/ Retained	Total Investment
252	$35,277,216

ProTech Automation, Jiffy-Tite
TheraSyn Pharmaceuticals Inc, Brake
Lopper North America, Manufacturing of Low Emissions Wood-Fired Boilers
Ceramic Technology Partners

Prepare Our Workforce

Finishing Trades Institute of Western & Central New York

WNY

FTI currently operates four New York State approved Apprentice programs and has been growing each year for the last five years. To support growing demands for skilled contractors, the FTI is seeking funds to expand its existing buildings training space.

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The Finishing Trades Institute of Western and Central New York is the training arm of Painters DC 4 which represents 1,500 members and 100+ contractors in 33 counties throughout Western, Central and Northern New York. As the FTI work force gets older and retires they replace these workers through their apprentice program. Their facility expansion will enhance workforce development initiatives of the WNYREDC through training opportunities, including providing upgrading and retraining to the unemployed and under employed.

Aligns with Strategy:
Prepare Our Workforce

Total Project Cost:	REDC Recommended ESD grant:
$1,497,560	$1,300,000

Smart Growth

Western Region Corporation Community Revitalization Program

WNY

Western Region Corporation (WRC), headquartered in Buffalo, New York proposes to create and administer a community revitalization revolving loan/grant fund that will be available in communities in each the five Western New York region counties.

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This matching loan/grant fund will result in community revitalization in specific neighborhoods and downtown business districts in a number of communities in Western New York, which will enhance job creation and private investment in the affected communities. The project also will result in buildings and neighborhoods in which entrepreneurs would locate, inasmuch as the assisted buildings and neighborhoods would provide essential amenities such as broadband, quality office space, a locus of similar types of businesses, and nearby amenities available in downtowns such as coffee shops, etc., so as to catalyze little pockets in communities of young entrepreneurial culture.

Aligns with Strategy:
Smart Growth & Entrepreneurship

Total Project Cost:	REDC Recommended ESD grant:
$10,000,000	$5,000,000

Smart Growth

Wellsville Waterline Extension

Wellsville, Allegany County

The Town of Wellsville requests assistance in the addition of infrastructure to provide public water to address the needs of area businesses along NYS Route 417.

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This project will support the opportunity for business retention and growth. The region has limited infrastructure services capacity, including competitive-rate local water and wastewater systems. Communities require considerable investment in water services to accommodate even modest expansions of business activity. There is a need for investment in the region's infrastructure services capacity so that the region can remain competitive with other regions and in the global marketplace. The 1.25-mile project area supports facilities for 15 businesses, including Alstom Air-Pre-heater Corporation (450 employees) and Northern Lights Candles (120 employees). Four of the major businesses and seven of the moderate-sized firms indicated that availability of municipal water would decrease or eliminate costs associated with operating and maintaining individual well-water systems and allow for facility expansion, ultimately, leading to the retention of current employment levels and the creation of new job opportunities. Failure to implement the project poses a threat to overall economic development in the WNY region of the Southern Tier.

Aligns with Strategy:
Smart Growth & Advanced Manufacturing

Total Project Cost:	REDC Recommended ESD grant:
$930,000	$186,000

Smart Growth

Town of Ellicottville Regional Water Project

Ellicottville, Cattaraugus County

Construction of a 350,000 gallon water tank and related water transmission works to eliminate low flows and pressures in the Town and Village of Ellicottville and the Town of Mansfield. This project will allow for job retention and growth by improving infrastructure used by existing major employers.

p 60

This project will eliminate low water pressure and fire flow issues that are hampering further economic development. Construction of the project will help to retain all existing jobs and create 30 FTE (full time equivalent) new jobs immediately. This project also has the potential to support new manufacturing jobs and the construction of over $35,900,000 in new seasonal housing units within the next 10 years to support the area's tourism industry.

Aligns with Strategy:
Smart Growth & Tourism

Total Project Cost:	REDC Recommended ESD grant:
$1,385,000	$268,000

Smart Growth

Buffalo Niagara Street Sustainable Corridor and Community Integration Project

Buffalo, Erie County

To improve transportation components within a section of Niagara Street, a rapidly developing corridor that covers 4.5 miles of business and residential areas. This project will serve to enhance safety, calm traffic, and encourage bicycle and pedestrian use, which utilizes the same approach as the city-backed "Complete Streets" movement.

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Aligns with Strategy:
Smart Growth

Total Project Cost:	REDC Recommended ESD grant:
$5,561,000	$1,112,000

This project is expected to have a profoundly positive impact on job creation, economic investment, sustainability, and community revitalization. The Niagara Street neighborhood that is targeted by this project is currently experiencing a devastating amount of disinvestment and demolition. The Niagara Street community is also underserved by recreational opportunities and bears no visible evidence of its waterways or their connection to the larger Niagara River Greenway. Daylighting a portion of Scajaquada Creek and increasing the amount and quality of greenspace within this corridor could have a dramatic effect on this neighborhood, changing the way people outside of the community view its viability and improving the quality of life for the people currently living there. This project would have the potential to stave off further disinvestment, and result in an increase of jobs and businesses within the corridor itself as this area presents itself. In addition, it would have a positive effect on the more stable neighborhoods to the east and west by arresting the decay.

Smart Growth

Downtown Niagara Falls Stabilization Project NYMS

Niagara Falls, Niagara County

The Downtown Niagara Falls Stabilization Project aims to revitalize the downtown mixed-use commercial district and adjacent residential neighborhood, to attract young adults by offering to assist with the re-payment of student loans. The City of Niagara Falls estimates 20 young professionals will move into the targeted Third Street Commercial District or Park Place Historic District locations by the end of 2012.

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Aligns with Strategy:
Smart Growth

Total Project Cost:	REDC Recommended ESD grant:
$1,255,000	$450,000

The City of Niagara Falls comprehensive Neighborhood Stabilization Strategy addresses each Western New York Regional Economic Development initiative. This strategy centers on attracting and retaining young professionals, which is needed to stabilize the population and enhance the ability of Niagara Falls to compete in the modern knowledge-based economy. Attracting new residents and businesses to an urban center prevents further sprawl and encourages use of public transit and existing public infrastructure. Clustering knowledge-based professionals can attract new employment opportunities and create commercial business opportunities around them. The target neighborhood is within the City's tourism district, and walking distance from the actual Falls, the Niagara Gorge, and several economic development projects with significant New York State investment, including the new Niagara County Community College (NCCC) Culinary Institute. Creating a new downtown population cluster in the City of Niagara Falls will benefit the region's tourism profile and economy. The target area is literally the international gateway to the Niagara Region. This revitalization strategy is already powered by strong partnerships with NCCC, Niagara University, USA Niagara, the local business community, the local Block Club Council, and the Niagara Falls Housing Authority, to name a few.

Smart Growth

5 East Main Street, Springville

Springville,Erie County

Springville Center for the Arts, Inc. will acquire and rehabilitate 5 East Main Street, Springville, NY, into an Arts Cafe, Artisan Marketplace and Artist Housing.

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This project implements and promotes smart growth by rehabilitating a building that is located at the center of Springville's downtown in a mixed use neighborhood. The cafe project helps establish a walkable community with traditional mixed-use design and a 24/7 sense of vibrancy with housing, workshops, artist residencies, performances, use of meeting space and connection to the streetscape. The project is designed to spur further economic development through job creation, involving artists in the community, historic preservation, tourism opportunities, attraction of young people and smart growth in the village center. The project is likely to encourage further private investment in the neighborhood, which is currently suppressed due to the condition of this building. The project creates five full-time jobs plus four part-time jobs to manage the cafe and garden space. These jobs are designed to pay above standard wages with benefits. The Cafe, with its connection to the arts community, creates an environment appealing to young adults. The project builds upon the strengths of the region by utilizing a historic structure and creating an entity that will attract both environmental and arts tourism. The Village of Springville also serves as a commercial center for communities in three counties.

Aligns with Strategy:
Smart Growth & Tourism

Total Project Cost:	REDC Recommended ESD grant:
$661,620	$43,220

Smart Growth

Hollywood Theater Restoration

Gowanda, Cattaraugus County

The on-going restoration of "Gowanda's Historic Hollywood Theater" located at 39 W. Main Street, in the Gowanda Village Historic District.

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The restoration and reopening of the Theater is expected to create jobs and enhance cultural tourism while greatly encouraging new business development, in the center of a Village that has undergone considerable economic distress over the past 30 years. The restoration of the Hollywood Theater is an important element in preserving and enhancing the Gowanda Village Historic District and could spur complementary efforts to capitalize on the Village's history and architecture. The integrated development of this project along with other smaller development projects in the area can shape the economic future of the rural tri-county area. Gowanda, which is the northern gateway to the 'Amish Trail', has considerable natural resources and existing historic properties all in place. Grant dollars for this project will employ construction workers and provide future jobs within the community. The project has the potential to attract people throughout the region to enjoy the rich cultural and recreational activities available in Gowanda.

Aligns with Strategy:
Smart Growth & Tourism

Total Project Cost:	REDC Recommended ESD grant:
$686,500	$115,000

Smart Growth

37 North Buffalo Street Capital Project

Springville, Erie County

Springville Center for the Arts, a major provider of cultural activity and artistic experience in rural Western New York, will conduct critical improvements to the 1869 Baptist Church it purchased for adaptive reuse as a multi-arts center.

This project promotes smart growth through the use of energy retrofits and investment in the center of Springville's downtown. Springville Center for the Arts sits on one of the busiest intersections in the village. The surrounding built environment shares the history of its 1869 former church and includes multiple buildings on the National Register. Through the continued expansion of its programming capacity, the organization projects having five full-time employees within five years at 37 North Buffalo, in addition to the seasonal employment of scores of artists through workshops instruction, residencies and performances. There is also significant secondary economic impact of the arts on neighboring restaurants and businesses. As a tourism draw, visitors bring new money into the local economy, the industry supports job growth, improves the ability of the area to attract skilled workers, promotes tourism and spin-off business development, and strengthens and distinguishes the community's image. Springville Center for the Arts also helps to provide enriching and diverse educational experiences, an appreciation of the region's heritage, community building and engagement of the area's youth.

Aligns with Strategy:
Tourism & Smart Growth

Total Project Cost:	REDC Recommended ESD grant:
$622,120	$40,000

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Foster A Culture of Entrepreneurship

CenterSPACE Buffalo

Buffalo, Erie County

CenterSPACE will operate a multi-tenant office facility for nonprofits, for-profits, social entrepreneurs and unincorporated community groups. CenterSPACE will provide back office services and general office management and administration.

CenterSPACE is a natural fit with many of Western New York REDC's priorities, including 1) inclusiveness, 2) promotion of smart growth, 3) oriented to young adults, 4) building upon strengths, and 5) improving the region's image. Cross-sector collaborative workspaces foster innovation and business acceleration for their tenants. Buffalo is ripe to become a hotbed of urban innovation, yet mundane challenges, such as finding appropriate office space and technology, in addition to the difficulties in connecting with other synergistic efforts, often thwart progress. By capitalizing on the innovations in social policy, arts, the environment, technology and culture now being germinated across the city and region, often by the recent graduates of the region's many colleges and universities, CenterSPACE will provide a common gathering point and co-branding location for these now disparate efforts. By focusing these efforts in Buffalo on a low-to moderate-income neighborhood proximate to downtown, CenterSPACE will help to revitalize a neighborhood and will provide an anchor for other businesses to gravitate to this regional center.

Aligns with Strategy:
Smart Growth & Entrepreneurship

Total Project Cost:	REDC Recommended ESD grant:
$957,387	$150,000

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WNY Industry Sector: Advanced Manufacturing

Alfred University Integrated Manufacturing Center

Alfred University, Allegany County

Alfred University is proposing to partner with the University at Buffalo to the create an Advanced Materials Manufacturing and Training Center to substantially advance the speed with which new materials, and therefore new products and processes, are brought to market.

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Aligns with Strategy:
Advanced Manufacturing & Entrepreneurship

Total Project Cost:	REDC Recommended ESD grant:
$10,050,000	$3,300,000

Alfred University, with its array of high-temperature materials characterization equipment, is uniquely equipped to assist industries with the development and characterization of new materials for a wide range of applications to create new products and improve the processing and manufacture of existing products. The new facility would give Western New York a unique capability in the area of integrated computational materials science and engineering. Alfred University has joined with the University at Buffalo (UB) in this initiative, with Alfred University focusing on its area of expertise in advanced materials, particularly those processed at high temperatures or designed to function in high-temperature environments, while UB focuses on materials informatics. As Alfred University develops its regional focus and reputation in integrated computational materials science, they envision a great deal of cooperation and interaction between researchers at both schools, and with companies in the region, like TAM Ceramics and EnRG, as well as Corning, General Electric, Praxair, Dresser-Rand and others which have an interest in utilizing these methods in their product development.

WNY Industry Sector: Advanced Manufacturing

Ceramic Technology Partners

Clarence, Erie County

Calix Ceramic Solutions, LLC, GNP Ceramics, LLC, and Ceramic Technology Partnership, LLC, are proposing a joint development project to create a company which makes ceramic products using three unique advanced ceramic manufacturing processes.

Aligns with Strategy:
Advanced Manufacturing

Total Project Cost:	REDC Recommended ESD grant:
$9,500,000	$2,000,000

Western New York's regional plan explicitly lists Advanced Manufacturing as a priority market for growth and investment. This proposal aligns to the WNYREDC strategic plan in growing advanced manufacturing, job creation and retention, as well as smart growth. In addition to Ceramic Technology Partnership's strong personal ties to the WNY community, the proposed expansion in WNY will benefit from the close geographical proximity to New York State College of Ceramics at Alfred University and University at Buffalo, as well as several regional businesses. The close proximity to these institutions strengthens the company's ability to recruit young professionals and leverage the capacity of these higher education systems to support R&D initiatives. The expanded businesses will bring to the local area: technology based sustainable growth, support of other area businesses, enhanced availability of necessary resources, and add to the long term growth of ceramics manufacturing and related support operations in the region. The proposed expansion will also benefit from its close proximity to the Port of Toronto. The vast majority of the companies' raw materials are imported through Toronto to the WNY area - a point also from which finished products would be exported. Local freight companies and local customs brokerage firms may benefit greatly. It is anticipated that expansion would result in an additional 320 truckloads in year one and 520 truckloads in year two for local freight carriers.

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WNY Industry Sector: Advanced Manufacturing

University at Buffalo Materials Informatics

Buffalo, Erie County

The University at Buffalo's New York State Center of Excellence in Materials Informatics (CoE) will be a driving force for technological breakthroughs and job creation in Western New York by undertaking applied materials research driven by industrial needs.

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The CoE's materials innovations will improve the Western New York region's competitiveness and drive economic growth in three key areas: advanced manufacturing, clean technologies, and biomedical devices. In addition to meeting industry needs, the CoE will leverage the region's materials informatics research capacity to drive innovation and commercialization. Funding for critical materials informatics infrastructure as requested as part of the Materials Informatics Phase One Implementation proposal is a regional economic priority because it leverages prior investments including start-up funds for CoE operations and support for the High-temp Materials Characterization Lab at Alfred University. This project also captures expenditures and investments currently being made out of state and out of the country, will create jobs, and is ready for immediate implementation.

Aligns with Strategy:
Advanced Manufacturing & Entrepreneurship

Total Project Cost:	REDC Recommended ESD grant:
$30,200,000	$4,800,000

WNY Industry Sector: Advanced Manufacturing

Milk-Bone Capacity Improvement

Buffalo, Erie County

This project involves the installation of additional railcar staging and unloading at the Buffalo facility. This investment will help assure the Milk-Bone plant of this fully owned subsidiary of Del Monte Foods remains in Western New York for the foreseeable future as the only manufacturer of the Milk-Bone line.

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The plant located at 243 Urban Street in Buffalo New York was built in the 1920s and is one of the few manufacturers remaining on the East Side of Buffalo. The plant had been a bakery of food products until the 1950s when it was then re-tooled to produce the Milk-Bone dog treat brand, and has since developed into the producer of 99% of the Milk-Bone portfolio. The plant employs more than 210 Del Monte employees, 10 New York State site employees and an additional 10 contract employees (e.g. security, yard service, etc.) with well paid jobs. The Milk-Bone brand has exhibited over 3% growth year over year for the past decade. The plant will be at full capacity within 3 years at which time Del Monte Foods Inc. will need to decide how to produce the future growth. Del Monte has multiple plants across the United States that they may decide to invest in to produce this future business growth. If this was to happen then the investment and viability in the Buffalo Plant will be at risk. The reason this project is a regional economic priority is it will allow for the Buffalo location to use and upgrade existing infrastructure in order to meet growth demands. This will both protect the plants viability and encourage long term investment by Del Monte.

Aligns with Strategy:
Advanced Manufacturing & Entrepreneurship

Total Project Cost:	REDC Recommended ESD grant:
$2,300,000	$ 460,000

WNY Industry Sector: Energy

Dunkirk Bioenergy

Dunkirk, Chautauqua County

This project is designed to take advantage of the industrial organic waste stream that exists in a small circumference around the facility site to receive and process organic waste for power generation.

Aligns with Strategy:
Entrepreneurship & Energy

Total Project Cost:	REDC Recommended ESD grant:
$4,750,000	$500,000

Dunkirk Bioenergy will provide a more affordable recycled waste disposal alternative and lower cost clean power and heat to two of the largest employers in Chautauqua County. These two corporate partners currently employ hundreds of workers throughout the 5 county area represented by the Western New York Regional Development Council. In addition to making a significant contribution to each of these entities' state green initiatives, Dunkirk Bioenergy estimates it could provide a combined savings of $275,000 - $300,000 per year on energy and waste removal. The Company will also provide 6,000 tons of low cost non-chemical compost and 1,000,000 tons of liquid fertilizer base to area farmers at significant discounts to current market prices. The project will recycle 11,000 tons of organic waste annually and generate over 1 megawatt of clean power on continual basis. Dunkirk Bioenergy will provide an environmentally friendly waste disposal alternative and deliver significant cost savings to the corporate partners.

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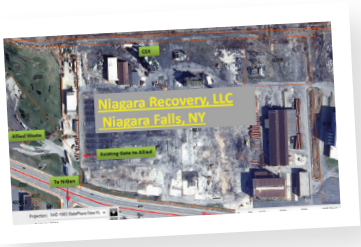
WNY Industry Sector: Energy

Niagara Recovery Wood Fuel Processing Facility

Niagara Falls, Niagara County

Creation of a construction and demolition (C&D Wood) separation facility to sort recyclables from burnable wood products. Recyclables would be sold and wood used as fuel to fire the Niagara Generation facility, lowering cost of energy produced.



Aligns with Strategy:
Entrepreneurship & Energy

Total Project Cost:	REDC Recommended ESD grant:
$12, 255,000	$1,500,000

This project will create a model for efficient use of waste resources. Niagara Recovery will bring in sorted C&D Construction and Demolition Debris Wood, process it and produce primarily a clean sorted wood fuel. Through the process, it will also sort out the vast majority of the recyclable material including metals, aggregate and paper/ cardboard, all of which have readily available buyers in the vicinity. As a result, up to 90% of the C&D waste brought in will be recycled. In addition, the facility will supply Clean C&D Wood Fuel to Nigen, meeting up to 100% of its need, which it will use to produce renewable energy to meet the New York State renewable portfolio standard. Nigen is a 51 megawatt tire derived fuel and wood fired power facility employing 42 people directly and approximately 60 people indirectly through its activities. In addition, through its local purchasing activities and payroll, Nigen will inject approximately $10 million into the local Niagara Falls economy annually. The facility anticipates processing up to 225,000 ton of C&D debris annually, including producing up to 202,500 tons of Clean C&D Wood, 3,600 tons of recyclable metals, 450 tons of recyclable paper and card board, and 18,450 tons of recyclable aggregate, all of which have a ready market in the local area.

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WNY Industry Sector: Health | Life Sciences

Personalized Medicine Biorepository

Buffalo, Erie County

The University at Buffalo, in collaboration with colleagues at Hauptman-Woodward Medical Research Institute and Roswell Park Cancer Institute, proposes the creation of a Deep Image Annotation Enabled Bio-Repository (DIAEB) for Precision Diagnostics.

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The Personalized Medicine Deep Image Annotation Enabled Bio-Repository (DIAEB) for Precision Diagnostics is a regional economic priority because it leverages prior CFA investments (WNY Genomics and Health Consortium) and other public and private investments (Clinical and Translational Research Center, Institute for Health Informatics), and builds on the region's strengths in personalized medicine research and its supporting infrastructure. The establishment of a DIAEB in the Clinical and Translational Research Center ensures that our community will have the best diagnostic resources available to researchers and clinicians, which will attract patients to our clinical care facilities, drive enriched research collaborations across the globe, and accelerate expansion of our informatics and diagnostics business to drive new company launches, relocation/expansion, and job creation.

Aligns with Strategy:
Health | Life Sciences

Total Project Cost:	REDC Recommended ESD grant:
$13,705,000	$1,500,000

WNY Industry Sector: Tourism

Swain Ski Resort

Swain, Allegany County

Installation of a high speed detachable quad chairlift to replace two old, inefficient lifts at Swain Ski Resort.

Swain's five year plan focuses on all the economic priorities of the region, such as promoting smart growth, creating jobs, improving the region's image, having a significant regional impact, and being an ever changing sport that attracts both the young and the young at heart. By creating an eco and family friendly, year round tourist destination, Swain's economic sustainability will continue to offer a considerable regional benefit for the thousands of families to enjoy for generations to come. Energy retrofits and working towards sustainability will significantly cut down on electricity consumption, allowing for significant savings that can then be invested back into the business. Swain's energy vision is to become a net zero energy ski facility. Over the next five years, Swain's plans call for the addition of 150 full time equivalent jobs for employees from the long-term and underemployed demographic. The continued development of the Swain Ski Resort will also provide a substantial marketing opportunity for the Town of Swain and Allegany County's overall image.

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Aligns with Strategy:
Smart Growth & Tourism

Total Project Cost:	REDC Recommended ESD grant:
$1,750,000	$350,000

WNY Industry Sector: Tourism

Allegany State Park

Allegany State Park, Cattaraugus County

Development of Allegany State Park near Salamanca, New York will include the expansion of existing water, sewer, power, natural gas services, lodging and other facilities. Specifically, the project will include increasing the current inventory of 9 full service cottages to approximately 37, development of a Group Camp offering and construction of a world class ropes course and zip line attraction.

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Aligns with Strategy:
Smart Growth & Tourism

Total Project Cost:	REDC Recommended ESD grant:
$3,000,000	$500,000

This project creates jobs, maximizes return on investment by leveraging the current infrastructure, enhances the appeal of the currently underutilized Allegany State Park and is anticipated to be completed within a 12 month period. This project is inclusive and has a regional impact by targeting a large portion of the capital spending and all of the employment opportunities in the currently underserved three county area of Allegany, Cattaraugus and Chautauqua. All of the construction jobs for the project are anticipated to be awarded to employees and/or sub contractors in the 5 county Western New York Region. This represents Smart Growth by enhancing the build out of current infrastructure and preserving the natural resources, buildings, and environments. The expanded and additional product offerings will be attractive to young adults in the 18-39 year old range as both tourism attractions and employment opportunities. Building on the Park's current strengths, the project will contribute improving Western New York's image as a four season recreational attraction.

WNY Industry Sector: Tourism

Darwin Martin House Interior Restoration

Buffalo, Erie County

Final phase of interior restoration of the Frank Lloyd Wright designed Darwin D. Martin House in Buffalo, New York.

Aligns with Strategy:
Tourism & Smart Growth

Total Project Cost:	REDC Recommended ESD grant:
$12,000,000	$1,000,000

The Martin House is viewed as a vital asset for the cultural tourism industry of Western New York, receiving unanimous support from both public and private sectors. The WNYREDC plan identifies Tourism Asset Development as a primary agenda item to facilitate the growth of quality tourism products for the community's economic benefit. Investing in the restoration of the Martin House will ensure a Tourism Asset with long-term, sustainable benefits that will revitalize the Western New York community on multiple levels, both economically and in terms of the area's ability to market the community at large for its arts and architecture. The $50 million restoration effort to the Martin House must be finished so that the site can be fully and effectively marketed as a completed destination for both national and international audiences. The Martin House campus also fulfills an important role as an urban destination and a positive force in the Parkside neighborhood.

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WNY Industry Sector: Tourism

The Buffalo Zoo Arctic Edge Exhibit

Buffalo, Erie County

The Buffalo Zoo seeks funding for a new $14 million Arctic Edge exhibit, including naturalistic habitats for polar bears, Arctic wolf, Canadian lynx and bald eagle.

The Arctic Edge Exhibit project is a regional economic priority because it will create 228 construction jobs, further enhance a major tourist attraction and beloved community asset, and promote sustainability through education programs addressing climate change. The Buffalo Zoo is the most visited cultural tourism destination in Erie County. Over the last decade, an investment of $32 million in new exhibits and visitor amenities has helped the Zoo grow from 330,000 to 450,000 visitors annually, with 35% of visitors coming from outside Erie County. The Zoo is a leading employer of unskilled youth within the City of Buffalo, who are trained to work in its ticketing, food service and gift shop operations. Many of these jobs may be at risk, as well as skilled zookeeper positions, if the project is not completed and the polar bears are sent to another facility. Construction of a state-of-the-art polar bear habitat will also put a positive spin on Buffalo's snowbelt image and significantly enhance the Zoo's winter attendance.

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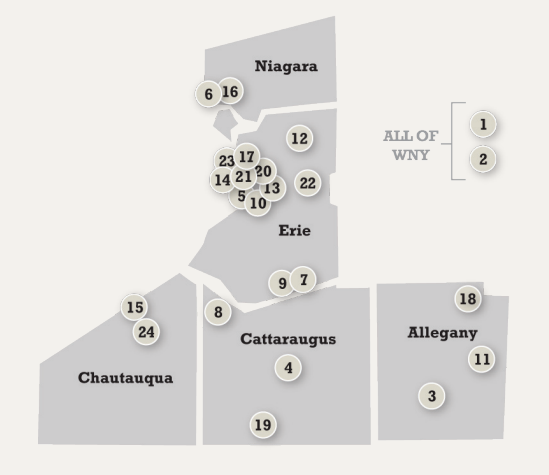
Aligns with Strategy:
Tourism & Smart Growth

Total Project Cost:	REDC Recommended ESD grant:
$13,936,356	$1,000,000

Proposed Priority Projects for Western New York



1. Finishing Trades Institute of WCNY
2. Western Region Corporation Community Revitalization Program
3. Wellsville Waterline Extension
4. Town of Ellicottville Regional Water Project
5. Buffalo Niagara Street Sustainable Corridor and Community Integration Project
6. Downtown Niagara Falls Stabilization Project NYMS
7. 5 East Main Street, Springville
8. Hollywood Theater Restoration
9. 37 North Buffalo Street Capital Project, Springville
10. CenterSPACE Buffalo
11. Alfred University Integrated Manufacturing Center
12. Ceramic Technology Partners
13. University at Buffalo Materials Informatics
14. Milk-Bone Capacity Improvement
15. Dunkirk Bioenergy
16. Niagara Recovery Wood Fuel Processing Facility
17. Personalized Medicine Biorepository
18. Swain Ski Resort
19. Allegany State Park
20. Darwin Martin House Interior Restoration
21. Arctic Edge Exhibit, Buffalo Zoo
22. ProTech Automation, Jiffy-Tite
23. TheraSyn Pharmaceuticals Inc, Brake
24. Lopper North America, Manufacturing of Low Emissions Wood-Fired Boilers

Other Council Priority Projects

Applicant	Project Name
City of North Tonawanda	Erie Canal Kayak Launches
Transport National Development	Manufacturing Services Training
Industrial Support Incorporated (ISI)	ISI Skill Upgrading Program
RUS Industries, Inc.	3255ISOtrain
Jamestown Community College	JCC Advanced Manufacturing Machinists Training Program
Ashton Potter (USA) Ltd.	Skills Upgrade Training Program
Erie 1 BOCES	Advanced Manufacturing
Erie County	Scajaquada Creek Daylighting and Green Infrastructure Feasibility Study
Buffalo Neighborhood Stabilization Company, Inc.	Neighborhood Water Quality
Buffalo Niagara Convention & Visitor Bureau, Inc. (Visit Buffalo Niagara)	Canadian Marketing Initiative
Jamestown Local Development Corporation	JLDC2012
City of Dunkirk	City of Dunkirk Main Street Program
Lumber City Development Corporation	Downtown Main Street Revitalization
Allegany County Community Opportunities and Rural Development	Access to Self Sufficiency and Economic Security Project
NOCO Energy Corp.	NOCO Energy CNG Filling Station
Buffalo Society of Natural Sciences	Restoration of Front Steps
Buffalo Fine Arts Academy	AlbrightKnox Art Gallery Marble Floor Restoration Project
City of North Tonawanda	Gratwick Park Marina
New Dimensions Turf	NDTurf

List represents all projects that applied to state agencies other than ESD competition grants.

Appendix

Appendix

Priority Projects Detailed Budgets

PROPOSED PRIORITY PROJECTS 2012

Prepare Our Workforce

Finishing Trades Institute of WCNY

Smart Growth

Western Region Corporation Community Revitalization Program
Wellsville Waterline Extension
Town of Ellicottville Regional Water Project
Buffalo Niagara Street Sustainable Corridor and Community Integration Project
Downtown Niagara Falls Stabilization Project NYMS
5 East Main Street, Springville
Hollywood Theater Restoration
37 North Buffalo Street Capital Project, Springville

Foster A Culture of Entrepreneurship

Center SPACE Buffalo

WNY Industry Sector: Advanced Manufacturing

Alfred University Integrated Manufacturing Center
Ceramic Technology Partners
University at Buffalo Materials Informatics
Milk-Bone Capacity Improvement

WNY Industry Sector: Energy

Dunkirk Bioenergy
Niagara Recovery Wood Fuel Processing Facility

WNY Industry Sector: Health | Life Sciences

Personalized Medicine Biorepository

WNY Industry Sector: Tourism

Swain Ski Resort
Allegany State Park
Darwin Martin House Interior Restoration
Arctic Edge Exhibit, Buffalo Zoo

Excelsior Projects

ProTech Automation, Jiffy-Tite
TheraSyn Pharmaceuticals Inc, Brake
Lopper North America, Manufacturing of Low Emissions Wood-Fired Boilers
Ceramic Technology Partners

Applicant:	Finishing Trades Institute of Western & Central New York
CFA #:	15712
Project Name:	Finishing Trades Institute of Western & Central New York
Location:	Cheektowaga, Erie County
5 Yr Jobs Created/Retained:	20
5 Yr Indirect Jobs:	1,200
Description:	FTI currently operates four New York State approved Apprentice programs and has been growing each year for the last five years. To support growing demands for skilled contractors, the FTI is seeking funds to expand its existing buildings training space.
Alignment With Strategy:	Workforce Development

The Finishing Trades Institute of Western and Central New York is the training arm of Painters DC 4 which represents 1,500 members and 100+ contractors in 33 counties throughout Western, Central and Northern New York. As the FTI work force gets older and retires they replace these workers through their apprentice program. Their facility expansion will enhance workforce development initiatives of the WNYREDC through training opportunities, including providing upgrading and retraining to the unemployed and under employed.

Priority Project Funding

Total CFA Ask: $1,497,560

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$1,300,000	1. Construction/Renovation	$700,000
Worker Skills Upgrading-Existing Employee Training	$197,560	2. Equipment and Machinery	$300,000
Total Public Funds	$1,497,560	3. Property Acquisition	$300,000
Private Sources of Funds		4. Salaries and Wages	$106,829
Total Private Funds	$0	5. Fringe Benefits	$82,826
		6. Other	$7,905
Total Sources	$1,497,560	**Total Uses**	$1,497,560

Applicant:	Western Region Corporation
CFA #:	15414
Project Name:	Western Region Corporation Community Revitalization
Location:	WNY Region
5 Yr Jobs Created/Retained:	0
5 Yr Indirect Jobs:	200
Description:	Western Region Corporation (WRC), headquartered in Buffalo, New York proposes to create and administer a community revitalization revolving loan/grant fund that will be available in communities in each the five Western New York region counties.
Alignment With Strategy:	Smart Growth & Entrepreneurship

This matching loan/grant fund will result in community revitalization in specific neighborhoods and downtown business districts in a number of communities in Western New York, which will enhance job creation and private investment in the affected communities. The project also will result in buildings and neighborhoods in which entrepreneurs would locate, inasmuch as the assisted buildings and neighborhoods would provide essential amenities such as broadband, quality office space, a locus of similar types of businesses, and nearby amenities available in downtowns such as coffee shops, etc., so as to catalyze little pockets in communities of young entrepreneurial culture.

Priority Project Funding

Total CFA Ask: $5,000,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$5,000,000	1. Revolving Loans/Grants	$5,000,000
Total Public Funds	$5,000,000	2. Matching Funds for Community Investment	$5,000,000
Private Sources of Funds			
Applicant Match	$5,000,000		
Total Private Funds	$5,000,000		
Total Sources	$10,000,000	**Total Cost**	$10,000,000

Applicant:	Town of Wellsville
CFA #:	14844
Project Name:	Wellsville Waterline Extension
Location:	Wellsville, Allegany County
5 Yr Jobs Created/Retained:	0
5 Yr Indirect Jobs:	25
Description:	The town of Wellsville requests assistance in the addition of infrastructure to provide public water to address the needs of area businesses along NYS Rte 417.
Alignment With Strategy:	Advanced Manufacturing & Smart Growth

This project will support the opportunity for business retention and growth. The region has limited infrastructure services capacity, including competitive-rate local water and wastewater systems. Communities require considerable investment in water services to accommodate even modest expansions of business activity. In sum, there is a need for investment in the region's infrastructure services capacity so that the region can remain competitive with other regions and in the global marketplace. The 1.25-mile project area supports facilities for 15 businesses, including Alstom Air-Preheater Corporation (620 employees) and Northern Lights Candles (100 employees). Four of the major businesses and seven of the moderate-sized firms indicated that availability of municipal water would decrease or eliminate costs associated with operating and maintaining individual well-water systems and allow for facility expansion, ultimately, leading to the retention of current employment levels and the creation of new job opportunities. Failure to implement the project poses a threat to overall economic development in the WNY region of the Southern Tier.

Priority Project Funding

Total CFA Ask: $186,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$186,000	1. Construction/Renovation	$186,000
Local	$594,000	2. Other	$744,000
Federal	$150,000		
Total Public Funds	$930,000		
Private Sources of Funds			
Total Private Funds	$0		
Total Sources	$930,000	**Total Cost**	$930,000

Applicant:	Town of Ellicottville
CFA #:	18182
Project Name:	Town of Ellicottville Regional Water Project
Location:	Ellicottville, Cattaruagus County
5 Yr Jobs Created/Retained:	0
5 Yr Indirect Jobs:	0
Description:	Construction of a 350,000 gallon water tank and related water transmission works to eliminate low flows and pressures in the Town and Village of Ellicotville and the Town of Mansfield. This project will allow for job retention and growth by improving infrastructure used by existing major employers.
Alignment With Strategy:	Smart Growth & Tourism

This project will eliminate low water pressure and fire flow issues that are hampering further economic development . Construction of the project will help to retain all existing jobs and create 30 FTE (full time equivalent) new jobs immediately. This project also has the potential to support new manufacturing jobs and the construction of over $35,900,000 in new seasonal housing units within the next 10 years to support the area's tourism industry.

Priority Project Funding

Total CFA Ask: $268,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
ESD Grant Funds	$268,000	1. Construction/Renovation	$1,385,000
Local	$1,072,000		
Total Public Funds	$1,340,000		
Private Sources of Funds			
Private	$45,000		
Total Private Funds	$45,000		
Total Sources	$1,385,0000	Total Uses	$1,385,000

Applicant:	City of Buffalo
CFA #:	18934
Project Name:	Buffalo Niagara Street Sustainable Corridor and Community Integration Project
Location:	Buffalo, Erie County
5 Yr Jobs Created/Retained:	0
5 Yr Indirect Jobs:	0
Description:	To improve transportation components within a section of Niagara Street, a rapidly developing corridor that covers 4.5 miles of business and residential areas. This project will serve to enhance safety, calm traffic, and enourage bicycle and pedestrian use, which utilizes the same approach as the city-backed "Complete Streets" movement.
Alignment With Strategy:	Smart Growth

This project is expected to have a profoundly positive impact on job creation, economic investment, sustainability, and community revitalization. The Niagara Street neighborhood that is targeted by this project is currently experiencing a devastating amount of disinvestment and demolition. The Niagara Street community is also underserved by recreational opportunities and bears no visible evidence of its waterways or their connection to the larger Niagara River Greenway. Daylighting a portion of Scajaquada Creek and increasing the amount and quality of greenspace within this corridor could have a dramatic effect on this neighborhood, changing the way people outside of the community view its viability and improving the quality of life for the people currently living there. We would expect this project have the potential to stave off further disinvestment, and result in an increase of jobs and businesses within the corridor itself as this area presents itself. In addition, it would have a positive effect on the more stable neighborhoods to the east and west by arresting the decay.

Priority Project Funding

Total CFA Ask: $1,112,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$1,112,000	1. Construction/Renovation	$5,561,000
Other State Funds	$1,385,700		
Local	$461,900		
Federal	$2,601,400		
Total Public Funds	$5,561,000		
Private Sources of Funds			
Total Private Funds	$0		
Total Sources	$5,561,000	**Total Uses**	$5,561,000

Applicant:	City of Niagara Falls
CFA #:	18966
Project Name:	Downtown Niagara Falls Stabilization Project NYMS
Location:	Niagara Falls, Niagara County
5 Yr Jobs Created/Retained:	1
5 Yr Indirect Jobs:	0
Description:	The Downtown Niagara Falls Stabilization Project aims to revitalize the downtown mixed-use commercial district and adjacent residential neighborhood, to attract young adults, by offering to assist with the re-payment of student loans. The City of Niagara Falls estimates 20 young professionals will move into the targeted Third Street Commercial District or Park Place Historic District locations by the end of 2012.
Alignment With Strategy:	Smart Growth

The City of Niagara Falls comprehensive Neighborhood Stabilization Strategy addresses each Western New York Regional Economic Development initiative. This strategy centers on attracting and retaining young professionals, which is needed to stabilize the population and enhance the ability of Niagara Falls to compete in the modern knowledge-based economy. Attracting new residents and businesses to an urban center prevents further sprawl and encourages use of public transit and existing public infrastructure. Clustering knowledge-based professionals can attract new employment opportunities and create commercial business opportunities around them. The target neighborhood is within the City's tourism district, and walking distance from the actual Falls, the Niagara Gorge, and several economic development projects with significant New York State investment, including the new Niagara County Community College (NCCC) Culinary Institute. Creating a new downtown population cluster in the City of Niagara Falls will benefit the region's tourism profile and economy. The target area is literally the international gateway to the Niagara Region. This revitalization strategy is already powered by strong partnerships with NCCC, Niagara University, USA Niagara, the local business community, the local Block Club Council, and the Niagara Falls Housing Authority, to name a few.

Priority Project Funding

Total CFA Ask: $700,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$450,000	1. Construction/Renovation	$635,000
HCR- New York Main Street (NYMS)	$250,000	2. Property Acquisition	$200,000
		3. Contractual Services	$160,000
Local	$555,000	4. Salaries and Wages	$60,000
		5. Loan Re-payment	$200,000
Total Public Funds	$1,255,000		
Private Sources of Funds			
Total Private Funds	$0		
Total Sources	$1,255,000	**Total Uses**	$1,255,000

Applicant:	Springville Center for the Arts, Inc.
CFA #:	14754
Project Name:	5 East Main Street
Location:	Springville, Erie County
5 Yr Jobs Created/Retained:	7
5 Yr Indirect Jobs:	0
Description:	Springville Center for the Arts, Inc., will acquire and rehabilitate 5 East Main Street, Springville, NY, into an Arts Cafe, Artisan Marketplace and Artist Housing.
Alignment With Strategy:	Main Street Revitalization & Smart Growth

This project implements and promotes smart growth by rehabilitating a building that is located at the center of Springville's downtown in a mixed use neighborhood. The cafe project helps establish a walkable community with traditional mixed-use design and a 24/7 sense of vibrancy with housing, workshops, artist residencies, performances, use of meeting space and connection to the streetscape. The project is designed to spur further economic development through job creation, involving artists in the community, historic preservation, tourism opportunities, attraction of young people and smart growth in the village center. The project is likely to encourage further private investment in the neighborhood, which is currently suppressed due to the condition of this building. The project creates five full-time jobs plus four part-time jobs to manage the cafe and garden space. These jobs are designed to pay above standard wages with benefits. The Cafe, with its connection to the arts community, creates an environment appealing to young adults. The project builds upon the strengths of the region by utilizing a historic structure and creating an entity that will attract both environmental and arts tourism. The Village of Springville also serves as a commercial center for communities in three counties.

Priority Project Funding

Total CFA Ask: $394,810

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$43,220	1. Construction/Renovation	$430,600
		2. Property Acquisition	$81,900
Green innovation Grant Program	$46,140	3. Architectural/Engineering	$47,000
		4. Demolition and Shoring	$36,000
Historic Property Acquisition, Development & Planning	$127,490	5. Equipment	$20,000
		6. Administrative/Construction Management/Audit	$46,120
HCR- Rural Area Revitalization Projects (RARP)	$177,960		
Local	$76,000		
Total Public Funds	$470,810		
Private Sources of Funds			
Private	$57,010		
In-Kind	$133,800		
Total Private Funds	$190,810		
Total Sources	$661,620	**Total Uses**	$661,620

Applicant:	Gowanda's Historic Hollywood Theater, Ltd.
CFA #:	14816
Project Name:	Hollywood Theater Restoration
Location:	Gowanda, Cattaraugus County
5 Year Jobs Created/Retained:	4
5 Yr Indirect Jobs:	0
Description:	The on-going restoration of "Gowanda's Historic Hollywood Theater" located at 39 W. Main Street, in the Gowanda Village Historic District.
Alignment With Strategy:	Smart Growth & Tourism

The restoration and reopening of the Theater is expected to create jobs and enhance cultural tourism while greatly encouraging new business development, in the the center of a Village that has undergone considerable economic distress over the past 30 years. The restoration of the Hollywood Theater is an important element in preserving and enhancing the Gowanda Village Historic District and could spur complementary efforts to capitalize on the Village's history and architecture. The integrated development of this project along with other smaller development projects in the area, can shape the economic future of the rural tri-county area. Gowanda, which is the northern gateway to the 'Amish Trail', has considerable natural resources and existing historic properties all in place. Grant dollars for this project will employ construction workers and provide future jobs within the community. The project has the potential to attract people throughout the region to enjoy the rich cultural and recreational activities available in Gowanda.

Priority Project Funding

Total CFA Ask: $535,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$115,000	1. Construction/Renovation	$590,520
Historic Property Acquisition, Development & Planning	$420,000	2. Architectural/Engineering	$57,000
Total Public Funds	$535,000	3. Contractual Services	$38,980
Private Sources of Funds			
Private	$147,500		
In-Kind	$4,000		
Total Private Funds	$151,500		
Total Sources	$686,500	**Total Uses**	$686,500

Applicant:	Springville Center for the Arts, Inc.
CFA #:	14752
Project Name:	37 North Buffalo Street Capital Project
Location:	Springville, Erie County
5 Yr Jobs Created/Retained:	4
5 Yr Indirect Jobs:	0
Description:	Springville Center for the Arts, a major provider of cultural activity and artistic experience in rural Western New York, will conduct critical improvements to the 1869 Baptist Church it purchased for adaptive reuse as a multi-arts center.
Alignment With Strategy:	Main Street Revitalization, Tourism & Smart Growth

This project promotes smart growth through the use of energy retrofits and investment in the center of Springville's downtown. Springville Center for the Arts sits on one of the busiest intersections in the village. The surrounding built environment shares the history of its 1869 former church and includes multiple buildings on the National Register. Through the continued expansion of its programming capacity, the organization projects having five full-time employees within five years at 37 North Buffalo, in addition to the seasonal employment of scores of artists through workshops instruction, residencies and performances. There is also significant secondary economic impact of the arts on neighboring restaurants and businesses. As a tourism draw, visitors bring new money into the local economy, the industry supports job growth, improves the ability of the area to attract skilled workers, promotes tourism and spin-off business development, and strengthens and distinguishes the community's image. Springville Center for the Arts also helps to provide enriching and diverse educational experiences, an appreciation of the region's heritage, community building and engagement of the area's youth.

Priority Project Funding

Total CFA Ask: $434,310

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$40,000	1. Construction/Renovation	$612,120
Historic Property Acquisition, Development & Planning	$221,810	2. Architectural/Engineering	$10,000
HCR- Rural Area Revitalization Projects (RARP)	$172,500		
Local	$25,000		
Total Public Funds	$459,310		
Private Sources of Funds			
Private	$138,060		
In-Kind	$24,750		
Total Private Funds	$162,810		
Total Sources	$622,120	**Total Uses**	$622,120

Applicant:	CenterSpace, Inc.
CFA #:	16250
Project Name:	Center SPACE Buffalo
Location:	Buffalo, Erie County
5 Yr Jobs Created/Retained:	2
5 Yr Indirect Jobs:	0
Description:	CenterSpace will operate a multi-tenant office facility for nonprofits, for-profits, social entrepreneurs and unincorporated community groups. CenterSpace will provide back office services and general office management and administration.
Alignment With Strategy:	Entrepreneurship & Smart Growth

CenterSpace is a natural fit with many of Western New York REDC's priorities, including 1) inclusiveness, 2) promotion of smart growth, 3) oriented to young adults, 4) building upon strengths, and 5) improving the region's image. Cross-sector collaborative workspaces foster innovation and business acceleration for their tenants. Buffalo is ripe to become a hotbed of urban innovation yet mundane challenges, such as finding appropriate office space and technology, in addition to the difficulties in connecting with other synergistic efforts, often thwart progress. By capitalizing on the innovations in social policy, arts, the environment, technology and culture now being germinated across the city and region, often by the recent graduates of the region's many colleges and universities, CenterSPACE will provide a common gathering point and co-branding location for these now disparate efforts. By focusing these efforts in Buffalo on a low-to moderate-income neighborhood proximate to downtown, CenterSPACE will help to revitalize a neighborhood and will provide an anchor for other businesses to gravitate to this regional center.

Priority Project Funding

Total CFA Ask: $150,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$150,000	1. Construction/Renovation	$393,500
Total Public Funds	$150,000	2. Furniture and Fixtures	$369,330
Private Sources of Funds		3. Architectural/Engineering	$49,000
Private	$807,387	4. Contractual Services	$7,500
Total Private Funds	$807,387	5. Equipment and Machinery	$42,150
		6. Marketing, Outreach, Advertising	$5,000
		7. Rent/Lease	$14,167
		8. Salaries and Wages	$21,875
		9. Working Capital	$47,865
		10. Fringe Benefits	$7,000
Total Sources	$957,387	**Total Uses**	$957,387

Applicant:	Alfred University
CFA #:	17904
Project Name:	Alfred University Integrated Manufacturing Center
Location:	Alfred University, Allegany County
5 Yr Jobs Created/Retained:	7
5 Yr Indirect Jobs:	3
Description:	Alfred University is proposing to partner with the University at Buffalo to the create an Advanced Materials Manufacturing and Training Center to substantially advance the speed with which new materials, and therefore new products and processes, are brought to market.
Alignment With Strategy:	Advanced Manufacturing & Entrepreneurship

Alfred University, with its array of high-temperature materials characterization equipment, is uniquely equipped to assist industries with the development and characterization of new materials for a wide range of applications to create new products and improve the processing and manufacture of existing products. The new facility would give Western New York a unique capability in the area of integrated computational materials science and engineering. Alfred University has joined with the University at Buffalo in this initiative, with Alfred University focusing on its area of expertise in advanced materials, particularly those processed at high temperatures or designed to function in high-temperature environments, while UB focuses on materials informatics. As Alfred University develops its regional focus and reputation in integrated computational materials science, they envision a great deal of cooperation and interaction between researchers at both schools, and with companies in the region, like TAM Ceramics and EnRG, as well as Corning, General Electric, Praxair, Dresser-Rand and others which have an interest in utilizing these methods in their product development.

Priority Project Funding

Total CFA Ask: $3,900,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$3,900,000	1. Construction/Renovation	$6,050,000
Total Public Funds	$3,900,000	2. Equipment and Machinery	$4,000,000
Private Sources of Funds			
Private	$6,150,000		
Total Private Funds	$6,150,000		
Total Sources	$10,050,00	**Total Uses**	$10,050,000

Applicant:	Ceramic Technology Partnership, LLC
CFA #:	19457
Project Name:	Ceramic Technology Partners
Location:	Clarence, Erie County
5 Yr Jobs Created/Retained:	40
5 Yr Indirect Jobs:	0
Description:	Calix Ceramic Solutions, LLC, GNP Ceramics, LLC, and Ceramic Technology Partnership, LLC, are proposing a joint development project to create a company which makes ceramic products using three new advanced ceramic manufacturing processes.
Alignment With Strategy:	Advanced Manufacturing

Western New York's regional plan explicitly lists Advanced Manufacturing as a priority market for growth and investment. This proposal aligns to the WNYREDC strategic plan in growing advanced manufacturing, job creation and retention, as well as smart growth. The proposed expansion in WNY will benefit from the close geographical proximity to SUNY Alfred School of Ceramics and SUNY Buffalo, as well as several regional businesses. This close proximity strengthens the company's ability to recruit young professionals and leverage the capacity of these higher education systems to support R&D initiatives. The expanded businesses will not directly compete with existing area ceramic manufacturers but will enhance the availability of necessary resources, support other area businesses, and add to the long term growth of ceramics manufacturing and related support operations in the region. It is anticipated that expansion would result in an additional 320 truckloads in year one and 520 truckloads in year two for local freight carriers.

Priority Project Funding

Total CFA Ask: $8,009,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Fund/Excelsior Jobs Program	$2,650,000	1. Construction/Renovation	$3,100,000
Environmental Investment Program-Capital	$500,000	2. Equipment and Machinery	$5,000,000
Environmental Investment Program-RD&D	$200,000	3. Working Capital	$1,400,000
Total Public Funds	$3,350,000		
Private Sources of Funds			
Private	$6,150,000		
Total Private Funds	$6,150,000		
Total Sources	$9,500,000	**Total Uses**	$9,500,000

Applicant:	The Research Foundation of SUNY on behalf of the University at Buffalo
CFA #:	18654
Project Name:	University at Buffalo Materials Informatics
Location:	Buffalo, Erie County
5 Yr Jobs Created/Retained:	0
5 Yr Indirect Jobs:	700
Description:	The University at Buffalo's New York State Center of Excellence in Materials Informatics (CoE) will be a driving force for technological breakthroughs and job creation in Western New York by undertaking applied materials research driven by industrial needs.
Alignment With Strategy:	Advanced Manufacturing & Entrepreneurship

The CoE's materials innovations will improve the Western New York region's competitiveness and drive economic growth in three key areas: advanced manufacturing, clean technologies, and biomedical devices. In addition to meeting industry needs, the CoE will leverage the region's materials informatics research capacity to drive innovation and commercialization. Funding for critical materials informatics infrastructure as requested as part of the Materials Informatics Phase One Implementation proposal is a regional economic priority because it leverages prior investments including start-up funds for CoE operations and support for the High-temp Materials Characterization Lab at Alfred University. This project also captures expenditures and investments currently being made out of state and out of the country, will create jobs, and is ready for immediate implementation.

Priority Project Funding

Total CFA Ask: $4,800,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$4,800,000	1. Equipment and Machinery	$7,300,000
Federal	$13,400,000	2. Other	$22,900,000
Total Public Funds	$18,200,000		
Private Sources of Funds			
Private	$1,000,000		
In-kind	$11,000,000		
Total Private Funds	$12,050,000		
Total Sources	$30,200,000	**Total Uses**	$30,200,000

Applicant:	Del Monte Foods, Inc.
CFA #:	16821
Project Name:	Milk-Bone Capacity Improvement
Location:	Buffalo, Erie County
5 Yr Jobs Created/Retained:	210
5 Yr Indirect Jobs:	0
Description:	This project involves the installation of additional railcar staging and unloading at the Buffalo facility. This investment will help assure the Milk-Bone plant of this fully owned subsidiary of Del Monte Foods remains in Western New York for the foreseeable future as the only manufacturer of the Milk-Bone line.
Alignment With Strategy:	Advanced Manufacturing & Smart Growth

The plant located at 243 Urban Street in Buffalo New York was built in the 1920s and is one of the few manufacturers remaining on the East Side of Buffalo. The plant had been a bakery of food products until the 1950s when it was then re-tooled to produce the Milk-Bone dog treat brand, and has since developed into the producer of 99% of the Milk-Bone portfolio. The plant employs more than 210 Del Monte employees, 10 New York State site employees and an additional 10 contract employees (e.g. security, yard service, etc.) with well paid jobs. The Milk-Bone brand has exhibited over 3% growth year over year for the past decade. The plant will be at full capacity within 3 years at which time Del Monte Foods Inc. will need to decide how to produce the future growth. Del Monte has multiple plants across the United States that they may decide to invest in to produce this future business growth. If this was to happen then the investment and viability in the Buffalo Plant will be at risk. The reason this project is a regional economic priority is it will allow for the Buffalo location to use and upgrade existing infrastructure in order to meet growth demands. This will both protect the plants viability and encourage long term investment by Del Monte.

Priority Project Funding

Total CFA Ask: $460,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$460,000	1. Construction/Renovation	$2,300,000
Other State Funding	$440,000		
Total Public Funds	$900,000		
Private Sources of Funds			
Private	$1,400,000		
Total Private Funds	$1,400,000		
Total Sources	$2,300,000	**Total Uses**	$2,300,000

Applicant:	Dunkirk Bioenergy, LLC
CFA #:	17743
Project Name:	Dunkirk Bioenergy
Location:	Dunkirk, Chautauqua County
5 Yr Jobs Created/Retained:	8
5 Yr Indirect Jobs:	0
Description:	This project is designed to take advantage of the industrial organic waste stream that exists in a small circumference around the facility site to receive and process organic waste for power generation.
Alignment With Strategy:	Entrepreneurship & Energy

Dunkirk Bioenergy will provide a more affordable recycled waste disposal alternative and lower cost clean power and heat to two of the largest employers in Chautauqua County. These two corporate partners currently employ hundreds of workers throughout the 5 county area represented by the Western New York Regional Development Council. In addition to making a significant contribution to each of these entities' state green initiatives, Dunkirk Bioenergy estimates it could provide a combined savings of $275,000 - $300,000 per year on energy and waste removal. The Company will also provide 6,000 tons of low cost non chemical compost and 1,000,000 tons of liquid fertilizer base to area farmers at significant discounts to current market prices. The project will recycle 11,000 tons of organic waste annually and generate over 1 megawatt of clean power on continual basis. Dunkirk Bioenergy will provide an environmentally friendly waste disposal alternative and deliver significant cost savings to the corporate partners.

Priority Project Funding

Total CFA Ask: $1,000,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds Excelsior Jobs Program	$500,000	1. Equipment and Machinery	$3,360,000
NYSERDA-Regional Economic Development and GHG Reduction Program	$500,000	2. Construction/Renovation	$640,000
Other State Funds	$500,000	3. Architectural/Engineering	$250,000
Total Public Funds	$1,500,000	4. Site Preparation	$200,000
Private Sources of Funds		5. Working Capital	$300,000
Private	$3,250,000		
Total Private Funds	$3,250,000		
Total Sources	$4,750,000	**Total Uses**	$4,750,000

Applicant:	Niagara Recovery, LLC
CFA #:	16933
Project Name:	Niagara Recovery Wood Fuel Processing Facility
Location:	Niagara Falls, Niagara County
5 Yr Jobs Created/Retained:	65
5 Yr Indirect Jobs:	0
Description:	Creation of a construction and demolition (C&D Wood) separation facility to sort recyclables from burnable wood products. Recyclables would be sold and wood used as fuel to fire the Niagara Generation facility, lowering cost of energy produced.
Alignment With Strategy:	Entrepreneurship & Energy

This project will create a model for efficient use of waste resources. Niagara Recovery will bring in sorted C&D Construction and Demolition Debris Wood, process it and produce primarily a clean sorted wood fuel. Through the process, it will also sort out the vast majority of the recyclable material including metals, aggregate and paper/cardboard, all of which have readily available buyers in the vicinity. As a result up to 90% of the C&D waste brought in will be recycled. In addition, the facility will supply Clean C&D Wood Fuel to Nigen, meeting up to 100% of its need, which it will use to produce renewable energy to meet the New York State renewable portfolio standard. Nigen is a 51 megawatt tire derived fuel and wood fired power facility employing 42 people directly and approximately 60 people indirectly through its activities. In addition, through its local purchasing activities and payroll, Nigen will inject approximately $10 million into the local Niagara Falls economy annually. The facility anticipates processing up to 225,000 ton of C&D debris annually, including producing up to 202,500 tons of Clean C&D Wood, 3,600 tons of recyclable metals, 450 tons of recyclable paper and card board, and 18,450 tons of recyclable aggregate, all of which have a ready market in the local area.

Priority Project Funding

Total CFA Ask: $3,000,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds Excelsior Jobs Program	$1,500,000	1. Equipment and Machinery	$8,580,000
NYSERDA-Regional Economic Development and GHG Reduction Program	$1,500,000	2. Construction/Renovation	$2,825,000
Total Public Funds	$3,000,000	3. Property Acquisition	$750,000
Private Sources of Funds		4. Furniture and Fixtures	$50,000
Private	$8,505,000	5. Utilities	$50,000
Other	$750,000		
Total Private Funds	$9,255,000		
Total Sources	$12,255,000	**Total Uses**	$12,255,000

Applicant:	The Research Foundation of State University of New York on behalf of the University at Buffalo
CFA #:	18653
Project Name:	Personalized Medicine Biorespository
Location:	Buffalo, Erie County
5 Yr Jobs Created/Retained:	250
5 Yr Indirect Jobs:	0
Description:	The University at Buffalo, in collaboration with colleagues at Hauptman-Woodward Medical Research Institute and Roswell Park Cancer Institute, proposes the creation of a Deep Image Annotation Enabled Bio-Repository (DIAEB) for Precision Diagnostics.
Alignment With Strategy:	Advanced Manufacturing & Entrepreneurship

The Personalized Medicine Deep Image Annotation Enabled Bio-Repository (DIAEB) for Precision Diagnostics is a regional economic priority because it leverages prior CFA investments (WNY Genomics and Health Consortium) and other public and private investments (Clinical and Translational Research Center, Institute for Health Informatics), and builds on the region's strengths in personalized medicine research and its supporting infrastructure. The establishment of a DIAEB in the Clinical and Translational Research Center ensures that our community will have the best diagnostic resources available to researchers and clinicians, which will attract patients to our clinical care facilities, drive enriched research collaborations across the globe, and accelerate expansion of our informatics and diagnostics business to drive new company launches, relocation/expansion, and job creation.

Priority Project Funding

Total CFA Ask: $1,550,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$1,550,000	1. Construction/Renovation	$12,000,000
Other State Funds	$12,000,000	2. Equipment and Machinery	$1,550,000
Total Public Funds	$13,550,000	3. Salaries and Wages	$155,000
Private Sources of Funds			
In-kind	$155,000		
Total Private Funds	$155,000		
Total Sources	$13,705,000	**Total Uses**	$13,705,000

Applicant:	Swain Recreation, LLC
CFA #:	16874
Project Name:	Swain Ski Resort
Location:	Swain, Allegany County
5 Yr Jobs Created/Retained:	10
5 Yr Indirect Jobs:	0
Description:	Installation of a high speed detachable quad chairlift to replace two old, inefficient lifts at Swain Ski Resort.
Alignment With Strategy:	Entrepreneurship & Energy

Swain's five year plan focuses on all the economic priorities of the region, such as promoting smart growth, creating jobs, improving the region's image, having a significant regional impact, and being an ever changing sport that attracts both the young and the young at heart. By creating an eco and family friendly, year round tourist destination, Swain's economic sustainability will continue to offer a considerable regional benefit for the thousands of families to enjoy for generations to come. Energy retrofits and working towards sustainability will significantly cut down on electricity consumption, allowing for significant savings that can then be invested back into the business. Swain's energy vision is to become a net zero energy ski facility. Over the next five years, Swain's plans call for the addition of 150 full time equivalent jobs for employees from the long-term and underemployed demographic. The continued development of the Swain Ski Resort will also provide a substantial marketing opportunity for the Town of Swain and Allegany County's overall image.

Priority Project Funding

Total CFA Ask: $350,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$350,000	1. Construction/Renovation	$350,000
Other State Funds	$962,500	2. Architectural/Engineering	$150,000
Total Public Funds	$1,312,500	3. Equipment and Machinery	$1,250,000
Private Sources of Funds			
Private	$437,500		
Total Private Funds	$437,500		
Total Sources	$1,750,000	**Total Uses**	$1,750,000

Applicant:	ASP Partners, LLC
CFA #:	13190
Project Name:	Allegany State Park
Location:	Allegany State Park, Cattaraugus County
5 Yr Jobs Created/Retained:	21
5 Yr Indirect Jobs:	0
Description:	Development of Allegany State Park near Salamanca, New York will include the expansion of existing water, sewer, power, natural gas services, lodging and other facilities. Specifically, the project will include increasing the current inventory of 9 full service cottages to approximately 37, development of a Group Camp offering and construction of a world class ropes course and zip line attraction.
Alignment With Strategy:	Smart Growth & Tourism

This project creates jobs, maximizes return on investment by leveraging the current infrastructure, enhances the appeal of the currently underutilized Allegany State Park and is anticipated to be completed within a 12 month period. This project is inclusive and has a regional impact by targeting a large portion of the capital spending and all of the employment opportunities in the currently underserved three county area of Allegany, Cattaraugus and Chautauqua. All of the construction jobs for the project are anticipated to be awarded to employees and/or sub contractors in the 5 county Western New York Region. This represents Smart Growth by enhancing the build out of current infrastructure and preserving the natural resources, buildings, and environments. The expanded and additional product offerings will be attractive to young adults in the 18-39 year old range as both tourism attractions and employment opportunities. Building on the Parks current strengths, the project will continue improving Western New York's image as a four season recreational attraction.

Priority Project Funding

Total CFA Ask: $500,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$500,000	1. Construction/Renovation	$2,650,000
Total Public Funds	$500,000	2. Site Preparation	$150,000
Private Sources of Funds		3. Working Capital	$200,000
Private	$2,500,000		
Total Private Funds	$2,500,000		
Total Sources	$3,000,000	**Total Uses**	$3,000,000

Applicant:	Martin House Restoration Corporation
CFA #:	14928
Project Name:	Darwin Martin House Interior Restoration
Location:	Buffalo, Erie County
5 Yr Jobs Created/Retained:	2
5 Yr Indirect Jobs:	198
Description:	Final phase of interior restoration of the Frank Lloyd Wright designed Darwin D. Martin House in Buffalo, New York.
Alignment With Strategy:	Smart Growth & Tourism

The Martin House is viewed as a vital asset for the cultural tourism industry of Western New York, receiving unanimous support from both public and private sectors. The WNYREDC plan identifies Tourism Asset Development as a primary agenda item to facilitate the growth of quality tourism products for the community's economic benefit. Investing in the restoration of the Martin House will ensure a Tourism Asset with long-term, sustainable benefits that will revitalize the Western New York community on multiple levels, both economically and in terms of the area's ability to market the community at large for its arts and architecture. The $50 million restoration effort to the Martin House must be finished so that the site can be fully and effectively marketed as a completed destination for both national and international audiences. The Martin House campus also fulfills an important role as an urban destination and a positive force in the Parkside neighborhood.

Priority Project Funding

Total CFA Ask: $1,000,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$1,000,000	1. Construction/Renovation	$12,000,000
Other State Funds	$4,325,000		
Local	$500,000		
Total Public Funds	$5,825,000		
Private Sources of Funds			
Private	$6,175,000		
Total Private Funds	$6,175,000		
Total Sources	$12,000,000	**Total Uses**	$12,000,000

Applicant:	Zoological Society of Buffalo, Inc.
CFA #:	16332
Project Name:	Arctic Edge Exhibit
Location:	The Buffalo Zoo, Erie County
5 Yr Jobs Created/Retained:	11
5 Yr Indirect Jobs:	0
Description:	The Buffalo Zoo seeks funding for a new $14 million Arctic Edge exhibit, including naturalistic habitats for polar bears, Arctic wolf, Canadian lynx and bald eagle.
Alignment With Strategy:	Smart Growth & Tourism

The Arctic Edge Exhibit project is a regional economic priority because it will create 228 construction jobs, further enhance a major tourist attraction and beloved community asset, and promote sustainability through education programs addressing climate change. The Buffalo Zoo is the most visited cultural tourism destination in Erie County. Over the last decade, an investment of $32 million in new exhibits and visitor amenities has helped the Zoo grow from 330,000 to 450,000 visitors annually, with 35% of visitors coming from outside Erie County. The Zoo is a leading employer of unskilled youth within the City of Buffalo, who are trained to work in its ticketing, food service and gift shop operations. Many of these jobs may be at risk, as well as skilled zookeeper positions, if the project is not completed and the polar bears are sent to another facility. Construction of a state-of-the-art polar bear habitat will also put a positive spin on Buffalo's snowbelt image and significantly enhance the Zoo's winter attendance.

Priority Project Funding

Total CFA Ask: $1,876,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		**Use**	**Amount**
ESD Grant Funds	$1,500,000	1. Construction/Renovation	$12,864,650
Park Acquisition, Development and Planning	$376,000	2. Architectural/Engineering	$1,071,706
Other State Funds	$5,500,000		
Local	$3,535,000		
Total Public Funds	$5,961,000		
Private Sources of Funds			
Private	$7,975,356		
Total Private Funds	$7,975,356		
Total Sources	$13,936,356	**Total Uses**	$13,936,356

Appendix

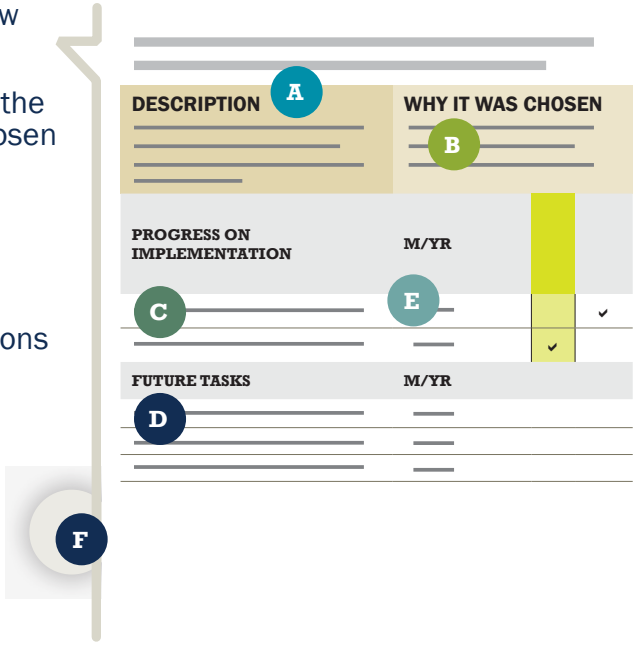
Work Group Progress Updates

The WNY Regional Economic Development Council carefully monitored progress on the strategies identified in our 2011 "Strategy for Prosperity" plan. Work groups moving forward on high priority agenda items focused on implementation and reported updates at Council meetings. The work group leaders were encouraged to report on successes and challenges to identify areas where the Council and State agencies could be helpful in making progress. All the funded priority projects made presentations to the WNY REDC to update the Council on their progress as well as time for question and answer with Council members.

The progress report and Implementation Agenda include a reference to the strategy identified in the plan, an explanation of why it was chosen as a priority for 2012, progress on actions toward implementation, and a timeline outlining both completed tasks as well as planned actions for the future.

How to Read Progress and Implementation on Projects

- **A** Strategy overview and description
- **B** The reason why the strategy was chosen
- **C** Description of Progress to implement the strategy
- **D** Progress on actions for 2012-2013
- **E** Timeline
- **F** Overarching Strategy



Work Groups

- Prepare Our Workforce
- Implement Smart Growth
- Foster A Culture of Entrepreneurship
- WNY SECTOR: Bi-national Logistics
- WNY SECTOR: Energy
- WNY SECTOR: Tourism

Align Education and Skills Training to a Competency Based Job Market for Current, New & Future Business/Employers to Increase Productivity, Labor Force Capacity and Job Growth

IMPLEMENTATION AGENDA

Create Transferable Skill Training Programs

DESCRIPTION

Create transferable skills training programs that address current and future needs of target industry sectors that can be delivered with flexible staff and alternative delivery methods.

WHY IT WAS CHOSEN Skills in advanced manufacturing are not being addressed. Employers are calling for new machinists, welders and skilled production workers for a growing demand of products. Some companies wanted more flexible workers and soft skills. Skilled Trades teachers were also discussed; this is an area where we had the equipment, but no adult students or qualified teachers to teach.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Group solicited companies that needed skills for the workers and training for potential new hires. Group discussed outreach and promotion of skilled training to public and companies who needed workers.	MAY - JUNE 2012	✔	
Corporate Partners indicated their willingness to have career fairs, speakers to potential students, internships and exploration programs. Tuition assistance for secondary students continuing their studies in advanced manufacturing or certificate program.	JUNE 2012	✔	
CFA submitted from group to meet need identified.	JUNE 2012	✔	

FUTURE TASKS	M/YR
Assess situation and meet after the review of CFA submitted	FALL 2012

Develop and Cultivate the WNY Talent Pool that Includes Workers with Advancement Potential, Underemployed, Unemployed, and Special Populations

IMPLEMENTATION AGENDA

Establish a Sourcing (Web) portal for job and training opportunities

DESCRIPTION

Enhance existing one–stop centers with web-based access or kiosks in non-traditional locations for unemployed and underemployed workers where they can find assessment, career planning, job listings and training opportunities. Extend access to areas that are non- traditional and create opportunities for change for the NYS DOL site.

WHY IT WAS CHOSEN A portal needs to accessible for training opportunities, apprenticeships and schools. This access, flexibility and usability is most important to a person looking for a job or searching for training.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Researched technology at NYS DOL to see what the opportunities are for enhancing access in our region	JULY 2012	✔	

FUTURE TASKS	M/YR
Continue to monitor what other States and Metro areas are doing in this arena for best practices.	FALL 2012

Develop and Cultivate the WNY Talent Pool that Includes Workers with Advancement Potential, Underemployed, Unemployed, and Special Populations

IMPLEMENTATION AGENDA

Increase Support and Accessibility for On-the-Job Training

DESCRIPTION

The work group promoted receiving continuous on-the-job training funds that can help businesses become more competitive and knowledgeable. There is also a need to train new workers that were dislocated or not working for an extended period of time. This includes veterans, ex-offenders, under-employed, women and people of color. Identifying skill needs and funding are the primary efforts for this group.

WHY IT WAS CHOSEN We must invest in our workforce and new incoming workers. It is vital to determine what skills are needed and what industries will flourish to focus efforts to make our workforce agile and competitive. Communities have started consortiums of companies to share training and resources that can help the overall basic needs and prepare others still looking for work. We are also looking to form partnerships with schools, foundations and businesses that may have the same focus and want the end result: a better educated and competitive workforce.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Training Needs Skills Survey was distributed to WNY Regional Companies and throughout social media outlets. Next phase will be Polls and focus groups.	MAY - JUNE 2012	✔	

FUTURE TASKS	M/YR
Develop long-term plan for training incumbent workers for the WNY region.	FALL 2012
Pursue funding (federal and private) in addition to NYSDOL funds.	FALL 2012

Develop and Cultivate the WNY Talent Pool that Includes Workers with Advancement Potential, Underemployed, Unemployed, and Special Populations

IMPLEMENTATION AGENDA

Expand apprenticeship models in organizational settings

DESCRIPTION

Apprenticeship and pre-apprenticeship programs provide a bridge to employment for many special populations. The work group investigated bringing this model to new settings such as arts, health care, manufacturing and agriculture.

WHY IT WAS CHOSEN There is a lack of foundation and certification skills for individuals in our region wanting to do work in medical/healthcare fields and construction trades. A "Star Pathways Program" that has had success in the Southern Tier was explored as well as career fairs, internships, job shadowing and on-the-job-experiences. This is tied to the idea of a talent pipeline that could be coordinated to existing and expanding programs such as " Say Yes," "Dream It, Do it" and Buffalo Arts and Technology. The Buffalo Building Trades also have a pre-apprentice program that has been successful in providing graduates that are ready to enter a full-fledged Trades apprentice program through "direct indenture."

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Literacy West presentation on systematic change using Career Pathways	JULY 2012	✓	

FUTURE TASKS	M/YR
Continue with evaluating best practice models to implement programs for preparing workers and present to work group	FALL 2012
Pursue funding to implement programs	FALL 2012

Invest in Infrastructure "Smart Growth" Principles

IMPLEMENTATION AGENDA

Create a Regional Smart Growth Coordinating Council

DESCRIPTION

The creation of a Smart Growth Coordinating Council will assist with the Implementation of the NYS Smart Growth Public Infrastructure Policy Act and guide the development of a WNY Regional Sustainability Plan; develop project prioritization criteria to advance smart growth principles; advance transportation investments that offer multi-modal options for regional travelers; create data-based innovative tools that assist local communities with managing vacant properties and reinvesting along smart growth principles; offer educational modules on smart growth zoning and planning to local municipalities; and monitor the performance of the region in creating a more sustainable WNY.

WHY IT WAS CHOSEN In addition to the REDC, there are two major regional planning processes moving forward in WNY: the HUD Sustainable Communities planning effort led by UB Regional Institute and the GBNRTC and the NYSERDA Regional Sustainability planning process. The Coordinating Council will assist in ensuring that these processes and the strategic actions that result from them are coherent and complementary.

2. The Coordinating Council and the criteria that will guide its determinations will help to systemize the adoption of Smart Growth principles in a comprehensive way through the CFA process and in partnership with state agencies implementing the NYS Smart Growth Public Infrastructure Policy Act.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Create forum through the Smart Growth Work Group for leaders of three planning processes to share information and report on outcomes	JAN 2012	✔	
Develop criteria for determining Smart Growth impact of project proposals	JUNE 2012	✔	

FUTURE TASKS	M/YR
Finalize criteria scorecard and seek adoption by REDC	OCT 2012
Activate Coordinating Council at conclusion of NYSERDA planning process	JAN 2013

Invest in Downtowns, Villages, Neighborhoods and Brownfields

IMPLEMENTATION AGENDA

Accelerate Brownfield Redevelopment

DESCRIPTION

The Smart Growth Work Group has employed several strategies for advancing the priority articulated in the WNY REDC plan of accelerating the redevelopment of brownfields. The plan noted that accelerating the redevelopment of brownfields sites (that have historically taken 5-8+ years to get ready) will provide more shovel-ready sites in areas already served by infrastructure. Promoting this type of focused redevelopment can enhance smart growth rather than continued Greenfield development that contributes to sprawl.

WHY IT WAS CHOSEN Due to deindustrialization, vast portions of developable land exists in urban areas and town centers. If properly remediated, this land could be leveraged to advance dense, sustainable, mixed-use development on the Smart Growth model.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Create forum for presentation on existing brownfields and other vacant buildings available for redevelopment	APR 2012	✓	
Convene stakeholders to solicit input on available parcels	MAY 2012	✓	
Develop basic criteria (in partnership with UBRI) to assess and prioritize available parcels	MAY 2012	✓	

FUTURE TASKS	M/YR
Create new mechanism or strengthen existing mechanism to finance remediation of available land	FALL 2012
Assist in identifying developers of land	FALL 2012

Invest in Downtowns, Villages, Neighborhoods and Brownfields

IMPLEMENTATION AGENDA

Encourage redevelopment of downtowns and main streets

DESCRIPTION

The WNY REDC emphasized the need to to enhance the vitality, competitiveness and long-term sustainability of urban central business district, town centers and village Main Streets by creating environments that:

- Encourage private investment
- Employers and employees find appealing
- People want to live in and visit
- Leverage urban strengths
- Create a sustainable "24/7 sense of vibrancy and economic vitality"

To achieve these aims, following the strategy outlined in the REDC plan, the Work Group has supported efforts to create a a fund aimed at reinvesting in our central business districts, village centers and main streets in accordance with local comprehensive plans. With guidance and leadership from ESD, Work Group leaders and other economic development officials in all five counties in the region have collaborated to establish the infrastructure and governance structure needed to administer a fund that would support private investment in core districts within our cities, town and villages.

WHY IT WAS CHOSEN With the assistance of ESD and Buffalo State's Creative Studies department, the Work Group undertook an extensive prioritization process to identify key priorities for inclusion in the REDC plan. Downtown and Main Street investment consistently ranked among the top three priorities. The Work Group continued to see active and broad participation from about forty economic and community development leaders after submission of the REDC plan at regular meetings. Through these meetings, the Work Group reinforced the primacy of targeting investment in core areas so as to increase density, vitality and mixed-use livability, which are fundamental to building economic sustainability.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Develop collaborative approach to creating revolving loan fund	FEB 2012	✓	
Finalize proposal for regional revolving loan fund and submit to ESD	JULY 2012	✓	

FUTURE TASKS	M/YR
Finalize administration of fund, solicit proposals and grant loan funding based on criteria	AUG 2012 - FEB 2013

IMPLEMENTATION AGENDA

Establish a forgivable loan-for-jobs working capital loan fund for small businesses

DESCRIPTION

The Forgivable Loan Program will provide capital to start-up companies through set-asides provided to entrepreneurship support organizations to be selected through a competitive process. The loans will be integrated with the business planning and technical support activities of the organizations and will feature flexible loan terms.

WHY IT WAS CHOSEN Start-ups need capital to build capacity, hire and train. Traditional lenders need collateral or history of cash-flow that startups lack -- until after they have built capacity. The "forgivable" feature, tied to hiring and reporting milestones, will forge a feedback loop to the entrepreneurship support organization.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Establish Forgivable Loan Program Subcommittee	FEB 2012	✓	
Draft initial program operational outline	FEB 2012	✓	
Establish final program guideline	SEP 2012	✓	

FUTURE TASKS	M/YR
Select a single lending organization to manage the loan fund	OCT 2012
Solicit proposals and select entrepreneurship support organizations to receive set-asides	DEC 2012
Establish forms and systems to implement and manage the program	FEB 2013

Leverage the region's international border location

IMPLEMENTATION AGENDA

Create bi-national logistics council

DESCRIPTION

Create the capacity to direct the establishment of an International Trade Gateway; coordinate planning for key investments; advocate for public policy action on taxation, regulation and infrastructure; build relationships among key stakeholders; and develop a marketing strategy.

WHY IT WAS CHOSEN Building capacity is the critical foundational step for leveraging the international border location. All subsequent agenda items outlined in the plan depend on having this capacity in place in order to succeed.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Facilitated stakeholder session held to devise broad logistics and export strategy for the region	MAR 2012	✔	
Strategic plan produced that outlines next steps for creating an International Trade Gateway.	MAY 2012	✔	

FUTURE TASKS	M/YR
Reconstitute REDC Logistics Work Group into the International Trade Gateway Board	SEP 2012
Identify funding for capacity-building, including support of executive director	SEP 2012 - MAR 2013
Identify transportation-related federal and state incentives to strengthen activity related to the Gateway	SEP 2012 - MAR 2013
Engage global logistics stakeholders to create awareness of the Gateway initiative	SEP 2012 - MAR 2013
Collaborate with REDC leadership to identify possible funding sources for infrastructure priorities	SEP 2012 - MAR 2013
Identify site selection firms with interest in the Greater Golden Horseshoe market and a strengthened Port of NY/NJ connection	SEP 2012 - MAR 2013
Identify regional higher ed and workforce training programs and degrees	SEP 2012 - MAR 2013

Position WNY as a Global Energy Hub

IMPLEMENTATION AGENDA

Create the "Global Energy Hub."

DESCRIPTION

The Global Energy Hub will connect, develop, and promote the regional energy assets, including private enterprise expertise, unique facilities, and academic resources. A Hub will promote the region's energy innovation, an entrepreneurial environment, a regional "can and must do" positive attitude, and materials development and manufacturing capabilities, to ensure worldwide recognition of our collective accomplishments.

WHY IT WAS CHOSEN The Global Energy HUB (GEH) will be the mechanism that links industry, academia, entrepreneurs, industry, government and investors so resources are not spread out from overlapping competition for projects. Timing is essential for the establishment of GEH with Governor Cuomo's "Energy Highway", the region's Smart Growth projects, BNMC and other key initiatives that will demonstrate the region as a global leader in the energy sector.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Explored potential relationship/partnership with the Global Energy Institute/BNMC Introduced Kenneth Adams to the "concept" of the GEH and received feedback.	JAN 2012	✔	
Updated on the proceeds bill. Representatives involved in major energy related economic development project in WNY & discussed potential for partnering with GEH.	FEB 2012	✔	
Supported COE for Materials and Informatics	MAR 2012	✔	
Met with Senator Maziarz for briefing on GEH, update on Proceeds Bill and for Energy Group to make recommendations for Advisory Board on criteria for allocations of funds.	APR 2012	✔	
Established the mission & vision of GEH, created a draft plan for WNY as an Energy Hub for the purposes of presentations. The document will be revised as the GEH evolves.	MAY 2012	✔	
Supported UB's submission to the Department of Energy for the Energy Innovation Hub for Sustainable Life-Cycle Design of Materials for Energy.	JUNE 2012		✔
Observed presentations by CFA applicants whose focus is energy. Applicants were looking for feedback for their projects by the Energy working group.	AUG 2012	✔	

FUTURE TASKS	M/YR
Align with Smart Growth initiatives	SEPT 2012
Align GEH with BNMC Global Energy institute's 5 year plan for sustainability and economic development	SEPT 2012
Engage the Regional Institute to create an inventory of energy related academic institutions, industry assets and professional organizations and include a report on which groups "mission" overlap.	OCT 2012
Create job description for GEH Executive Director and obtain assisstance with hiring process and resources. Structure the governance for GEH.	OCT 2012
Identify & apply for GEH funding. Potential partnerships exist with University and BNMC.	NOV 2012
Meet with the proceeds Board once they are in place and provide recommended criteria for the allocation of funds.	FALL 2012

Facilitate growth of quality tourism product

IMPLEMENTATION AGENDA

Promote visitor readiness and facilitate development of high-quality tourism assets

DESCRIPTION

The ability of venues being "ready to accept tourists" varies significantly across the region. The strategy sought to define a baseline of "quality" to be applied as a target for new and existing assets.

WHY IT WAS CHOSEN The development of a consistent, definable measure of "quality" for regional destinations/ venues is a critical "first" step to promoting a sustainable tourist industry (i.e., extending stay and repeat visits).

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Visitor Experience Committee kick-off meeting	MAR 2012	✔	
Reviewed multiple strategies/constraints/issues to defining and applying baseline standard "quality" in regional assets	APR 2012	✔	
Group met to determine what projects to pursue immediately. Determined the most important was the tourism guideline document for use in CFA scoring, to encourage the funding of quality tourism projects.	MAY 2012	✔	
Developed a "Draft Tourism Product Guideline" document for review	JUNE 2012	✔	
Finalized Tourism Product Guideline	JUNE 2012	✔	

FUTURE TASKS	M/YR
Create a pilot project for tourism asset audit	NOV 2012
Create a plan for cross-promotion of tourism assets around existing clusters	DEC 2012

Facilitate growth of quality tourism product

IMPLEMENTATION AGENDA

Establish a regional wayfinding signage system

DESCRIPTION

Develop a demonstration project and manual for regional wayfinding system to provide clear/effective information on destinations along roads/streets; promote an aesthetically positive image for the region; and meet federal/state standards.

WHY IT WAS CHOSEN

Consistent wayfinding signs to regional destinations continually identified as a key problem, having a low cost and high difficulty in achieving. New fed/state regs on wayfinding and state's new "Path through History" effort determined to create unique opportunity to advance the strategy.

PROGRESS ON IMPLEMENTATION	M/YR	complete	on schedule
Kick-off meeting with Wayfinding Committee	FEB 2012	✓	
Development of Key Objectives for Effort	MAR 2012	✓	
Development of Draft Scope of Work for Effort	MAY 2012	✓	
Decision to Merge Committee with Regional Committee for Statewide "Path Through History" process	JUNE 2012	✓	
Path through History Kickoff Meeting	JUNE 2012	✓	

FUTURE TASKS	M/YR
Participation on Statewide conference in Albany to outline preliminary steps in program	SEP 2012
Initial "Path Through History" Rollout and Demonstration Project	TBD
Regional Committee to review "Path through History" Parameters and Next Steps to Implementing in WNY	TBD

The New NY WORKS for Western NY