



A strategy for  
**prosperity**  
PROGRESS REPORT



Western New York  
Regional Economic  
Development Council

SEPTEMBER  
**2016**

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## Welcome to the new WNY.

2016 has been the year of placemaking.

We stepped-up our commitment to investing in smart growth – our placemaking strategy that promotes investing in sustainable infrastructure in urban centers, rural villages, and on former industrial land while preserving agricultural lands, natural landscapes and waterways. We believe that placemaking through smart growth principles is a powerful economic enabler that sets the stage for innovation; creates an environment conducive to successful entrepreneurs; attracts and retains a talented workforce; and builds on the strengths of our priority sectors.

After five years of promoting smart growth through the Western New York Regional Economic Development Council (WNY REDC), the change in our region is palpable. Not only is the physical change to our landscape striking to residents and visitors, we are seeing real economic benefit. Since 2011, we've added 12,500 jobs and 1,400 firms to the regional economy; total wages are up 12%; and visitor spending is up by 14%. Our young adult population has grown by 6.4% since 2010. We have invested \$139.7M through the Consolidated Funding Application (CFA) on 403 projects with an in-progress or completion rate of 84%.

Governor Cuomo's 2016 placemaking program – the Downtown Revitalization Initiative (DRI) – directly aligns with our smart growth principles. Our WNY REDC gratefully endorses the City of Jamestown to receive the WNY DRI award. Jamestown is a uniquely wonderful place defined by its historic charm and strategic location along the Chadakoin River. Driven by recent investments and strong collaboration among community stakeholders, Jamestown has positive momentum and growing awareness as the national capital for the art of comedy.

But, the City of Jamestown wasn't the only winner of the DRI. Ten other applicant communities used the DRI to rally around a shared vision for their downtowns aligned with the WNY REDC strategies making them much better positioned as economic drivers ready to participate fully in the CFA process in the future. We know that in order for our economic goals to be fully realized, our impact must stretch across all communities and affect all populations. Through new and unique initiatives like providing in-depth technical assistance in rural villages in our southern tier counties and engaging with local foundations, we are not only expanding our outreach, but we are being strategic, targeted and deliberate that our engagement ensures we are building a project pipeline that is robust and inclusive while promoting the power of placemaking.

We are expanding our reach through the use of other State and regional initiatives too. Through the Opportunity Agenda and Veterans' Participation in the Workforce, we are removing barriers to economic prosperity for underserved populations. And through Global NY, we are expanding our reach across the globe unlocking export potential especially in small and mid-sized companies and attracting foreign direct investment (FDI) to fuel our local economy. Our Materials and Machinery Manufacturing Cluster plan, established in 2015, is progressing through initiatives like Buffalo Manufacturing Works which assists manufacturers in leveraging applied research and development (R&D) to drive their global competitiveness.

To borrow a quote from May's issue of Travel + Leisure magazine, it certainly is "Boom Time for Buffalo." Inside this report you'll see some of our proudest achievements from a cross-section of our 23 Buffalo Billion projects. From the WNY Workforce Training Center (WTC) and Northland Corridor on Buffalo's east side, to investments on the Buffalo Niagara Medical Campus (BNMC), to redevelopment around transit routes and throughout commercial corridors, the Buffalo Billion's reach is expanding across the City. The impact of investments in Niagara Falls can't be overlooked either. An unprecedented \$400M in public and private funds have been invested into opening waterfront access by removing underused segments of 1950s-era expressways and in the development of hotels, amenities, and park improvements that are repositioning the City of Niagara Falls to best deliver on its reputation as a world-class destination.

Investing in placemaking, celebrating our shared vision, expanding access to state funding and building broader and more diverse collaborations helped us more fully realize our strategies. We invite you to take a look at our tremendous progress and goals for the future.

Sincerely,

Satish K. Tripathi

Jeff Belt

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## FREQUENTLY USED ACRONYMS

<b>AAI</b>	American Apprenticeship Initiative of Western New York
<b>B</b>	Billion
<b>BIG</b>	Buffalo Institute for Genomics & Data Analytics
<b>BBF</b>	Better Buffalo Fund
<b>BMSI</b>	Buffalo Main Street Initiative
<b>BNMC</b>	Buffalo Niagara Medical Campus
<b>BOA</b>	Brownfield Opportunity Area
<b>BOCES</b>	Board of Cooperative Educational Services
<b>CFA</b>	Consolidated Funding Application
<b>DOL</b>	Department of Labor
<b>DOS</b>	Department of State
<b>DRI</b>	Downtown Revitalization Initiative
<b>ESD</b>	Empire State Development
<b>FDI</b>	Foreign Direct Investment
<b>HCR</b>	Homes and Community Renewal
<b>IBN</b>	Invest Buffalo Niagara
<b>IDA</b>	Industrial Development Agency
<b>M</b>	Million

<b>MWBE</b>	Minority Women-owned Business Enterprise
<b>NFTA</b>	Niagara Frontier Transportation Authority
<b>NYPA</b>	New York Power Authority
<b>NYS</b>	New York State
<b>OPRHP</b>	Office of Parks, Recreation and Historic Preservation
<b>REDC</b>	Regional Economic Development Council
<b>RPCI</b>	Roswell Park Cancer Institute
<b>SART</b>	State Agency Resource Team
<b>STEM</b>	Science, Technology, Engineering and Math
<b>STEP</b>	State Trade and Export Promotion
<b>TOD</b>	Transit Oriented Development
<b>UB</b>	University at Buffalo
<b>UBRI</b>	UB Regional Institute
<b>USAN</b>	USA Niagara Development Corporation
<b>VOCWNY</b>	Veterans One-stop Center of WNY, Inc.
<b>WIB</b>	Workforce Investment Board
<b>WNY</b>	Western New York
<b>WTC</b>	Western New York Workforce Training Center

## WNY STRATEGIES FOR PROSPERITY

The strategies outlined in the 2011 award-winning WNY REDC Strategic Plan and our 2012 Buffalo Billion Investment Development Plan remain the same. We have made tremendous progress on the implementation of each strategy. The results of our commitment to “staying the course” can be seen in our economic indicators and progress of our Priority Projects and Regional Priorities.

# STRATEGIES FOR PROSPERITY

## CORE STRATEGIES



### IMPLEMENT SMART GROWTH

*Invest in infrastructure on smart growth principles*

*Invest in downtowns, villages, neighborhoods and brownfields*

*Protect water resources, waterfront, and habitats*



### FOSTER A CULTURE OF ENTREPRENEURSHIP

*Foster and support entrepreneurs*

*Fund entrepreneurs*



### PREPARE OUR WORKFORCE

*Develop and cultivate the WNY talent pool including workers with advancement potential, underemployed, unemployed, and special populations*

*Engage students, parents, educators and businesses in the P-12 system to build awareness*



*These strategies are also advanced and strengthened through Buffalo Billion Initiatives.*

# FOR PROSPERITY

## SECTOR STRATEGIES



### ADVANCED MANUFACTURING

*Leverage research capacity to attract and accelerate the development of advanced manufacturing*

*Boost competitiveness through career awareness*



### AGRICULTURE

*Make agriculture more competitive through branding, innovation & career readiness*



### BI-NATIONAL LOGISTICS

*Leverage our international border location*



### ENERGY

*Position WNY as a global energy hub*

*Energy efficient transportation investment and support structure*



### HEALTH & LIFE SCIENCES

*Stimulate business creation and job growth in the life sciences industry*



### PROFESSIONAL SERVICES

*Leverage existing assets and foster synergies between industries and education*



### TOURISM

*Facilitate growth of quality tourism product*

## EXECUTIVE SUMMARY

# How do we know our region is transforming?

We can see that our region is transforming. It is evident in the physical landscape, national public perception, regional psyche, and in key indicators of economic prosperity.

**“WNY is experiencing the longest sustained private sector job growth in 25 years.**

Using data that has been collected beginning in 1990, we have had 72 straight months of private sector job growth (when calculated on an over-the-year basis).”

—*John Slenker, Labor Market Analyst, NYS DOL*

The numbers tell us we're heading in the right direction.



### Moving the Needle in WNY

In WNY, economic strategies continue to propel a rebound. Key indicators point to a growing and increasingly vibrant regional economy, with more jobs and firms and greater productivity than just a few years ago. In fact, since 2011, the regional economy added over 12,500 jobs, 1,400 new firms and nearly \$3.0B in wages.

#### WHAT'S HEADING IN THE RIGHT DIRECTION

 Jobs

 Total Wages

 Firms

 Average Annual Wages

 Unemployment

 Gross Metropolitan Product

#### WHAT NEEDS WORK

 Regional Exports

Since 2011, ESD has invested \$855.8M in 65 Priority Projects, Excelsior Tax Credits, Buffalo Billion investments and other grants and loans in projects that total \$3.8B.

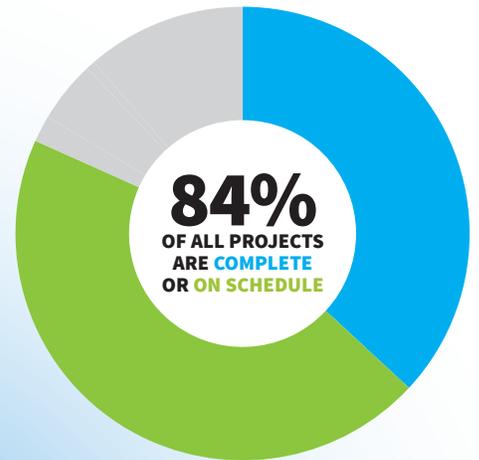
**These projects have retained 21,580 jobs and created 9,403 jobs.**



**Empire State Development**



# Our strategies are advanced through our projects and priorities



## 2011-2015 ALL PROJECTS

**403** ALL PROJECTS FUNDED THROUGH THE CFA

PAST CFA PROJECTS

**\$847.5M** **\$139.7M** **\$707.8M** → **6:1**  
 IN TOTAL PROJECT COSTS IN CFA FUNDS AWARDED LEVERAGED COST TO AWARD RATIO

**65** OF THESE ARE PRIORITY PROJECTS

PRIORITY PROJECTS

**\$438.5M** **\$56.9M** **\$381.7M** → **8:1**  
 IN TOTAL PROJECT COSTS IN CFA FUNDS AWARDED LEVERAGED COST TO AWARD RATIO

LARGER INVESTMENTS (ON AVERAGE MORE THAN \$875,000 PER PRIORITY PROJECT) GUIDED BY DECISIONS MADE ON THE LOCAL LEVEL ARE RESULTING IN THE BIGGEST BANG FOR THE BUCK.

### STATE PRIORITIES

**INTEGRATING LOCAL EFFORTS WITH STATE PROGRAMS FOR GREATER IMPACT**

Aligning regional projects and strategies with ongoing state programs.

NYSUNY 2020  
 INNOVATION HOT SPOT  
 GLOBAL NY  
 OPPORTUNITY AGENDA  
 VETERANS IN THE WORKFORCE

### GREATER IMPACTS BY ALIGNING PRIORITIES

### REGIONAL PRIORITIES

**SIX STRATEGIES AND A BILLION DOLLAR INVESTMENT TO LEVERAGE GROWTH**

Six high-level strategies designed to leverage our region's unique assets for economic growth.



## EXECUTIVE SUMMARY

We can see it  
in the people,  
places and  
sectors we're  
investing in.

### It all starts with PARTICIPATION

*For our economic goals to be fully realized, our impact must stretch across all communities and affect all populations.*

*The Letter of Intent identifies projects early on.*

*The Grantee Orientation Workshop ensures success from the start.*

*CFA Conferences and Workshops expand access to state resources.*

*Connecting with local foundations provides opportunities for co-investment.*

*The MWBE Opportunities Expo serves diverse populations.*

*CFA Technical Assistance builds capacity in small communities.*

*Meeting one-on-one with community leaders ensures collaboration with local governments.*

*Participation in the Downtown Revitalization Initiative helps communities unite around a shared vision.*

We are working  
together like  
never before.



## IMPLEMENT SMART GROWTH

We are focusing investments and transforming places.

### CFAs & Priority Projects.

Placemaking through smart growth principles is a powerful economic driver that spurs private investment, attracts a talented workforce and sparks innovation. Through complete streets projects like those in **Olean**, to brownfield redevelopment projects in **Niagara Falls**, to downtown revitalization projects in **Springville**, all of our Priority Projects are reviewed through the smart growth lens. State agency funding reinforces these principles through investments in waterfront improvements along **Lake Erie**, the **Niagara River** and **Chautauqua Lake** and in downtown infrastructure in places like **North Tonawanda** and **Jamestown**.

### Implementation Agenda.

We are seeing palpable change in the region evidenced by a 6.4% increase in the number of young adults in our region; an increase in the number of brownfields remediated and waterfront land protected; and a decrease in vacant commercial properties.

We are keeping this momentum going through key regional initiatives like the **Better Buffalo Fund**. To date, the Better Buffalo Fund invested \$20,852,542 in 35 transit-oriented development and commercial corridor projects leveraging \$365,600,752 in matching funds and contributing to the renovation of 550 residential units and 190,000 square feet of commercial space.



## Looking ahead

The WNY REDC will continue to align CFA projects with smart growth principles, oversee implementation of regional priorities like the Better Buffalo Fund, and build a pipeline of smart growth projects through targeted outreach and technical assistance in rural small cities and villages.



## FOSTER A CULTURE OF ENTREPRENEURSHIP

We are growing entrepreneurs by the dozen.

### CFAs & Priority Projects.

Through priority projects that drive commercialization of new innovation like the **Center for Computational Research** to those that support local and more diverse small business growth like the **Olean Business Incubation Center** and the **Broadway Market**, the WNY REDC is boosting entrepreneurial activity across the spectrum of business type and geography.

### Implementation Agenda.

With the number of DBAs filed in the region doubling since 2012, academic R&D spending at nearly \$400M, and an extraordinary partnership among 9 of the region's incubators funded through the state's **Innovation Hot Spot** and **Business Incubator Support Program**, the region is experiencing a new ecosystem to support entrepreneurial activity. The region's number one driver of entrepreneurial growth is **43North** which is close to completing its third competition round and awarding a total of \$15M in prize money to start-ups.



### Looking ahead

The WNY REDC will continue to encourage entrepreneurship and business assistance CFA applications, oversee 43North implementation committees, and engage underrepresented populations in entrepreneurial activity.



## PREPARE OUR WORKFORCE

We are building the pipeline of the future.

### CFAs & Priority Projects.

Since the inception of the WNY REDC, we have been working to foster job training and education to ensure that jobs in in-demand, high-paying, tradable sectors are filled in an equitable way. We are awarding more Priority Projects, like **Gerard Place** and **Isaiah 61**, that foster this type of training; and are supporting more programs to up-skill workers and target the unemployed through the Department of Labor. In addition to training, the REDC continues to promote the notion that where we invest matters in order to create accessible job centers and build sustainable infrastructure and livable communities that attract a talented workforce.



### Implementation Agenda.

Due to open in 2018, the region's primary workforce training and **Opportunity Agenda** initiative, the **Western NY Workforce Training Center (WTC)** located on Buffalo's east side, is a public-private educational, training, and workforce development partnership that involves recruitment and assessment, advanced manufacturing and energy training, wrap-around services and job placement and retention.

Other programs like **Burgard High School's Advanced Manufacturing Program**, the **Veterans One-Stop Center of WNY** and our three **NYSUNY 2020** projects also promote this holistic approach to workforce development helping to ensure that our economic indicators are heading in the right direction.



### Looking ahead

The WNY REDC will continue to cultivate workforce CFA applications, oversee the implementation of the WTC and other Buffalo Billion initiatives, engage with industry, support NYSUNY 2020 projects and seek out Opportunity Agenda and Veterans projects.



## ADVANCED MANUFACTURING

We are innovating to compete in the future.

### CFAs & Priority Projects.

Partnering with higher education and supporting projects like **Alfred State’s Biorefinery Development and Commercialization Center** help to expand commercialization of new manufacturing products and processes. At the same time, Empire State Development’s (ESD) direct grants and tax credits to established companies like **General Mills** and newer companies like **New Flyer of America** help retain and grow jobs in the region.

### Implementation Agenda.

The big story this year in advanced manufacturing is the success of **Buffalo Manufacturing Works**. This Buffalo Billion initiative, which helps companies create competitive advantages for their products, attracted significant private sector members and exceeded its sales goals in year one of operations. This and our region’s many other initiatives that grow and attract companies, train a skilled workforce, grow jobs in urbanized areas and rural centers, innovate to maintain our unique specializations, and build meaningful networks between industry and academia are helping to advance our **Materials and Machinery Manufacturing Cluster**. Our advanced manufacturing sector and cluster maintained stable employment since 2011 and demonstrate growing average wages that are well above the regional average.



## TOURISM

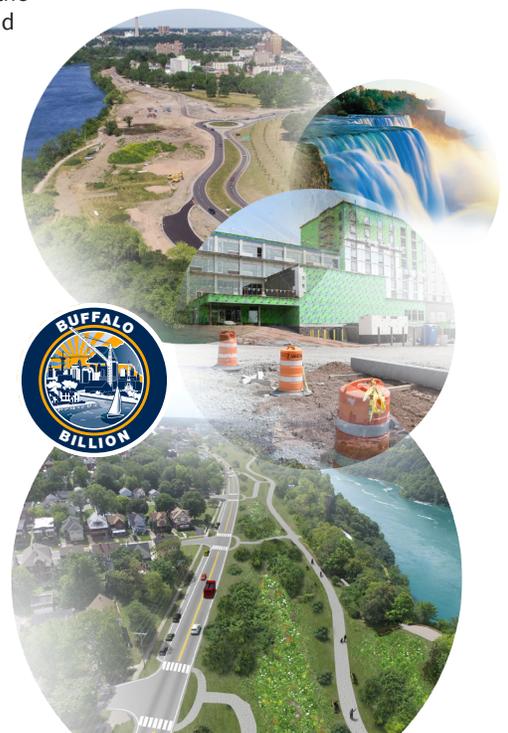
We are investing in destinations where one day isn’t enough.

### CFAs & Priority Projects.

Funding for capital improvements to 13 major tourist attractions like the Flight of Five in Lockport and the Riviera Theater in North Tonawanda; and for marketing and operations for many more through state agency resources, are helping to enhance the quality of our tourism venues and support infrastructure that draw visitors from around the globe.

### Implementation Agenda.

WNY continues to focus on Niagara Falls as a catalyst for tourism growth throughout the entire region. Great strides were made in 2016 with completion of major phases of the “Riverway” Project on the Upper Niagara River and the announcement of final design and construction funding for removal of two miles of underused expressway along the Niagara Gorge, as well as State investment in eight hotel projects in downtown Niagara Falls (three of which are completed). Our regional strategies resulted in a 14% increase in visitor spending since 2011. Tourism sector jobs and average annual wage are also on the rise increasing by 10% and 14% respectively.



### Looking ahead

The WNY REDC members will continue to advance action steps identified in our cluster plan, support infrastructure improvements and workforce training opportunities that connect people with manufacturing jobs, and help implement Buffalo Billion initiatives.

### Looking ahead

The WNY REDC will continue to encourage capital improvements to regional tourism attractions, associated amenities/support, and to advance workforce training in Niagara Falls, Buffalo, and other key tourism locations in the region, through CFA, Buffalo Billion, and other State investments.



## HEALTH | LIFE SCIENCES

We are doubling down on the cluster.

### CFAs & Priority Projects.

Since 2011, the WNY REDC supported projects like **Roswell Park Cancer Institute Genome Project** and infrastructure projects that will physically connect major research and clinical institutions on the **Buffalo Niagara Medical Campus**. These projects are focused on commercialization and entrepreneurship to catalyze economic growth and provide the infrastructure to help facilitate collaboration among member institutions. Excelsior Tax Credits to companies like **OmniSeq, LLC** are helping to expand clinical and R&D space in the region.



### Implementation Agenda.

We are doubling down these investments on the BNMC through Buffalo Billion investments in the **Buffalo Institute for Genomics & Data Analytics** and the **John R. Oishei Children's Hospital**; and through a **NYSUNY 2020** investment in the **University at Buffalo's (UB) Jacobs School of Medicine and Biomedical Sciences**.



### Looking ahead

The WNY REDC will continue to enhance collaboration and commercialization efforts through the CFA, Excelsior deals, and through Buffalo Billion initiatives on the Buffalo Niagara Medical Campus.



## AGRICULTURE

We are growing specialty products.

### CFAs & Priority Projects.

The WNY REDC has seen an increase in the number of agriculture projects it supports like those at **Beau Vine Vineyards** and the **Massachusetts Avenue Project**. These help contribute to the 11.5% increase in jobs and the 5.8% increase in firms seen in the region's agricultural sector since 2011.



### Implementation Agenda.

Agriculture is WNY's fastest growing sector with much of the growth attributed to the growing number of small businesses with specialty products. By encouraging development in urbanized areas, the region is preserving farmland (up 1% since 2007) and supporting job growth in the agricultural sector.



### Looking ahead

The WNY REDC will capitalize on the region's abundance of resources to continue to grow the sector, preserve agricultural land, promote workforce development and entrepreneurship in agriculture and create more healthy food systems.

### Downtown Revitalization Initiative

With recent investments in **adaptive reuse projects, complete streets, waterfront reclamation initiatives** and a major tourism driver, the **National Comedy Center**, the \$10 million Downtown Revitalization Initiative award will help the City of Jamestown realize its maximum potential.

## THE CITY OF JAMESTOWN, NY

Private/public partnerships, extensive planning efforts, and the ability to implement set Jamestown up for success.





“...proud  
Buffalonian  
...is a  
redundant  
phrase.”

—*The Boston Globe*, June 6, 2016

## **PARTICIPATION**

- 16** THE PROJECT PIPELINE
- 24** ENGAGEMENT WITH LOCAL GOVERNMENT
- 28** WORK GROUPS

A region unified around  
a shared economic  
development agenda.

*“...the greatest melding of vision, strategy, creativity, and cooperation that this city’s ever known...Buffalo is thriving proof that it takes a team for a city to rise.”*

—*Huffington Post*, September 19, 2015

**“It’s not all just talk. No longer is Buffalo the world’s No. 1 producer of artists’ renderings – plans that go nowhere but to a shelf, there to gather dust.”**

—*The Buffalo News*, February 9, 2016

## PARTICIPATION: THE PROJECT PIPELINE

Understanding that our economic goals won't fully be realized unless we are reaching all corners and populations in our region, in 2016 pipeline development was one of our major priorities. We continued many of our project cultivation strategies and added a number of new initiatives to better serve rural communities; reach underserved populations; and overall expand access to create a robust project pipeline now and into the future.



### How do we expand and diversify the CFA pipeline?

- Identify projects early on*
- Ensure success from the start*
- Expand access to state resources*
- Serve diverse populations*
- Explore with foundations*
- Build capacity in small communities*



---

*Identify projects early on*



*Ensure success from the start*



*Expand access to state resources*



### **Letter of Intent**

In 2016, the voluntary Letter of Intent (LOI) was again open year-round to applicants. The LOI consists of a brief online form used to identify CFA projects and technical assistance needs of applicants well before the CFA is released. ESD staff reviewed the LOIs received this year for strategic alignment and readiness, provided technical assistance and guidance to applicants, and connected applicants to the appropriate state resources to help ensure successful final applications. In all, 6 LOIs were received.

### **Grantee Orientation Workshop**

In January 2016, ESD held a Grantee Orientation Workshop session to walk participants through the steps to successfully administer, manage and report on their recently announced Round 5 ESD Grant Fund projects. The orientation provided a basic set of resources to guide grantees with introductory training about the funding process. Grantees received sample documents to show them how to fill out the necessary paperwork through each step of the grant process. The Office of Contractor & Supplier Diversity gave a presentation on Minority and Women-owned Business Enterprise (MWBE) goals.

### **Consolidated Funding Application Conference & Workshops**

As in the past two years, the WNY REDC held a CFA Technical Assistance Conference targeting the 3 southern tier counties at SUNY Fredonia in April 2016. Representatives from local government, tourism, industry, higher education, the non-profit sector, workforce development and others were invited to engage with the Council and state agencies. Attendees received a brief overview of the CFA process and regional strategies, followed by access to a series of stations whereby state agency representatives shared information about funding programs and guidelines, high-priority focus areas, eligibility criteria, and project readiness requirements. Total attendance at the Conference was 95.

The WNY REDC held CFA Workshops immediately following the CFA release. In addition to the two workshops in Buffalo and Olean, which consisted of a combination of presentations, Q&A, and break-out groups by project type with state agency representatives, three additional CFA Public Information Sessions in Wellsville, Lockport and Niagara Falls provided additional opportunities for potential applicants to learn about the available funding programs, selection criteria, and how to access the 2016 Regional Council opportunities using the online application system. In this fifth round of CFA workshops, there were a total of 318 participants across all five workshops.

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## Explore with foundations



### Local Foundation Engagement

Our local foundations are an invaluable resource that wasn't fully tapped until this year. We began a process of engaging local foundations to better understand where there could be opportunities for co-investment. We wanted to understand how foundations might be able to match state funds, as we know there are worthy projects submitted through the CFA that have gaps in matching funds, or struggle to find bridge loans or construction financing to cover upfront costs. We were also interested in learning how the state's capital funds could be combined with operational support and other types of support from foundations to better build organizational capacity and set projects up for success. Finally, we were interested in tapping into local foundations' on-the-ground knowledge and learning about good projects and organizations from those working hand-in-hand with local communities.

We started by having small roundtable discussions with foundations to help them understand our strategies. We then worked with them to identify organizations with capital needs that align with our strategies. Finally, we reached out to organizations prior to the CFA deadline and met with them, along with the foundations, to understand their needs, opportunities in the CFA, and how we could potentially co-invest. Several of the organizations that we met with submitted CFAs as an outcome of these discussions.

#### Foundations

WNY Foundation  
First Niagara Foundation  
Gebbie Foundation  
Northern Chautauqua Community Foundation  
M&T Charitable Foundation  
John R. Oishei Foundation  
Community Foundation for Greater Buffalo  
Patrick P. Lee Foundation  
Grigg-Lewis Foundation

## Serve diverse populations



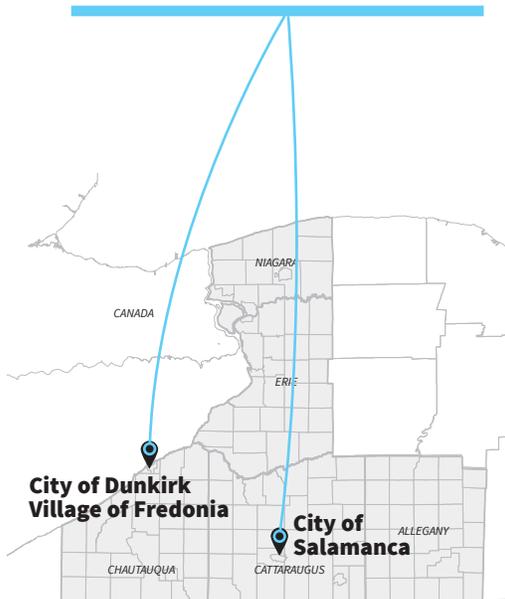
### Minority and Women-owned Business Enterprise Opportunities EXPO

In May 2016, WNY REDC partnered with the NYS Division of Minority and Women's Business Development for the Minority and Women-owned Business Enterprise (MWBE) Opportunities EXPO in Buffalo. This event provided networking opportunities for state agencies/authorities and minority and women-owned firms, and provided the opportunity for firms to meet procurement officers and technical assistance providers. It featured workshops and panel discussions on how to do business with New York State and explained the NYS MWBE Certification Program. The WNY REDC played a significant role in this year's event—offering a panel on the region's economic development strategies and how MWBEs could access the CFA application—in order to help build a more diverse pipeline of CFA projects. 115 businesses and 29 exhibitors participated in the event.

## Build capacity in small communities



**Assisting communities with planning tools to develop projects, access state dollars and advance successful regional strategies across WNY.**



## Consolidated Funding Application Technical Assistance

Smart growth investments in employment centers are helping to reverse sprawl, preserve natural and agricultural land, build sustainable and attractive downtowns, revitalize former industrial lands, and provide local municipalities with cost savings. These strategies resulted in an increase in jobs, wages and firms, an increase in young adults in our region and a changing image for WNY. While we've made tangible progress, we need to keep this momentum going while also expanding opportunities for smaller municipalities.

In 2016, we made a concerted effort to prepare smaller municipalities with the tools to better access state dollars awarded to WNY. The WNY REDC partnered with the University at Buffalo Regional Institute (UBRI), Highland Planning, Roxanne Kise Consulting and Watts Architecture and Engineering with consultation from the State Agency Resource Team (SART) (the team). The team provided technical assistance (review of existing plans, site visits, urban design and planning consultation, budget and implementation plan development, and other services) to two small municipalities to help them build capacity to plan for and implement projects that will enhance their communities, align with WNY REDC priorities, and leverage CFA funds.

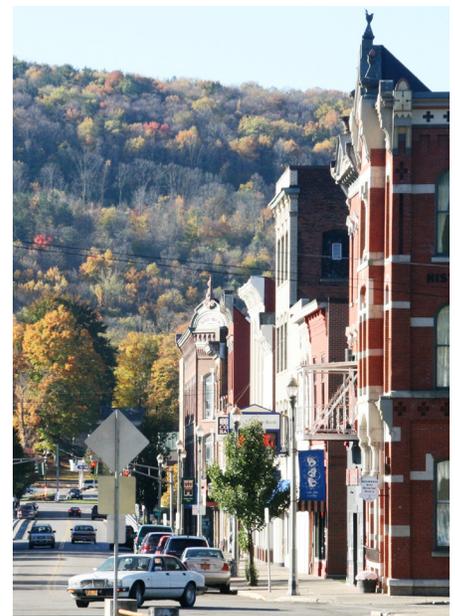
Village centers and small cities outside the metropolitan core in the five WNY REDC counties which were below the median household income for the metropolitan statistical area and had housing density of at least 300 units per square mile were invited to submit their concepts through a brief application process in February. Applications were reviewed by ESD, an REDC committee and the SART, based on our region's established CFA review criteria. The City of Salamanca and a joint application by the City of Dunkirk/Village of Fredonia were chosen out of nine applications submitted. Technical assistance began in March and ran until the end of June. Those communities that weren't chosen for technical assistance received follow-up from ESD staff to help cultivate additional CFA applications from the concepts submitted.



**City of Dunkirk**

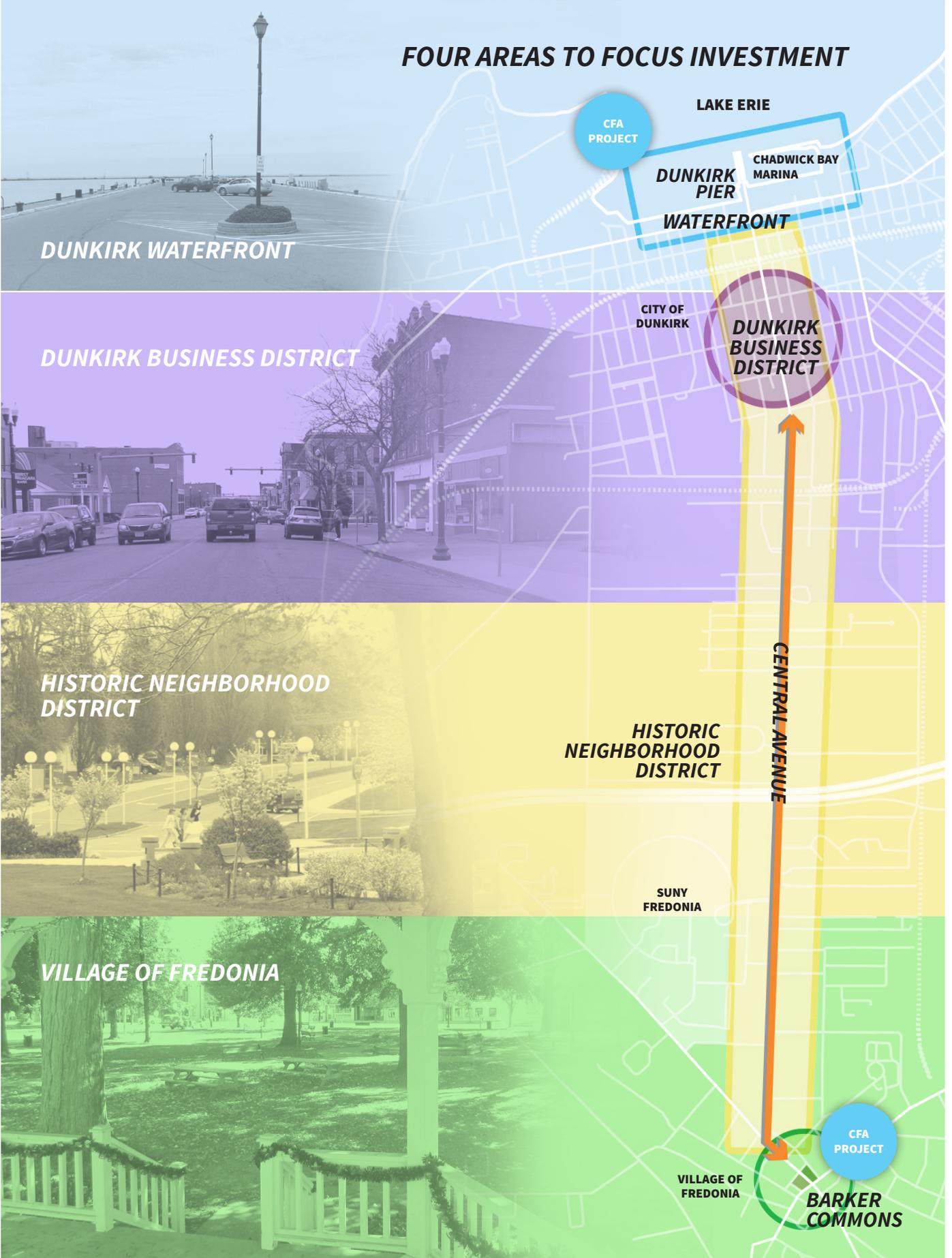


**Village of Fredonia**



**City of Salamanca**

# FOUR AREAS TO FOCUS INVESTMENT



# Dunkirk/Fredonia

The Village of Fredonia, the City of Dunkirk and SUNY Fredonia seek to build upon existing natural, cultural and educational assets and develop an attractive and better integrated community to draw visitors, attract new businesses and enhance the quality of life for residents. The area of focus is Central Avenue—the three-mile connector that begins at the Dunkirk waterfront and extends to Fredonia.

Through the planning process, the community identified two near-term projects (**Barker Commons improvements** and **Dunkirk Pier improvements**), as well as a roadmap for the **redevelopment of Central Avenue** in the long-term. The team worked with community stakeholders to identify historically sensitive improvements to Barker Commons—the centerpiece of downtown Fredonia. They worked with the SART and the State Historic Preservation Office (SHPO) to prepare preliminary design documents in line with the historic district as well as a project budget. Located along Lake Erie adjacent to the Chadwick Bay Marina, the Dunkirk Pier is a cultural and recreational asset in need of reinvestment. Technical assistance focused on identifying flexible amenities and capital improvements such as repurposing existing parking areas, seating, plantings, wayfinding and interpretive signage, lighting, and moveable recreation and entertainment offerings to increase pedestrian activity as part of an effort to revitalize the Dunkirk waterfront. For both projects, the team developed a guide for the municipalities for future improvements and programming.

Reviewing existing plans and engaging with stakeholders, the team also developed a **Roadmap for Central Avenue**. The Roadmap consists of a brand and identity—**Central Connection**—to unite the two communities. It focuses on Central Avenue as the physical connector and celebrates the shared connections of Dunkirk and Fredonia while highlighting the unique characteristics and offerings of each community. The Roadmap also includes guiding principles that consider such aspects as preserving historic assets and character, connectivity, developing tourism assets, and supporting a mix of uses for four focus areas of investment (the Waterfront, Dunkirk Business District, Fredonia Village Center and the Corridor).

## RESOURCES TO GUIDE FUTURE INVESTMENTS

### BRANDING & IDENTITY

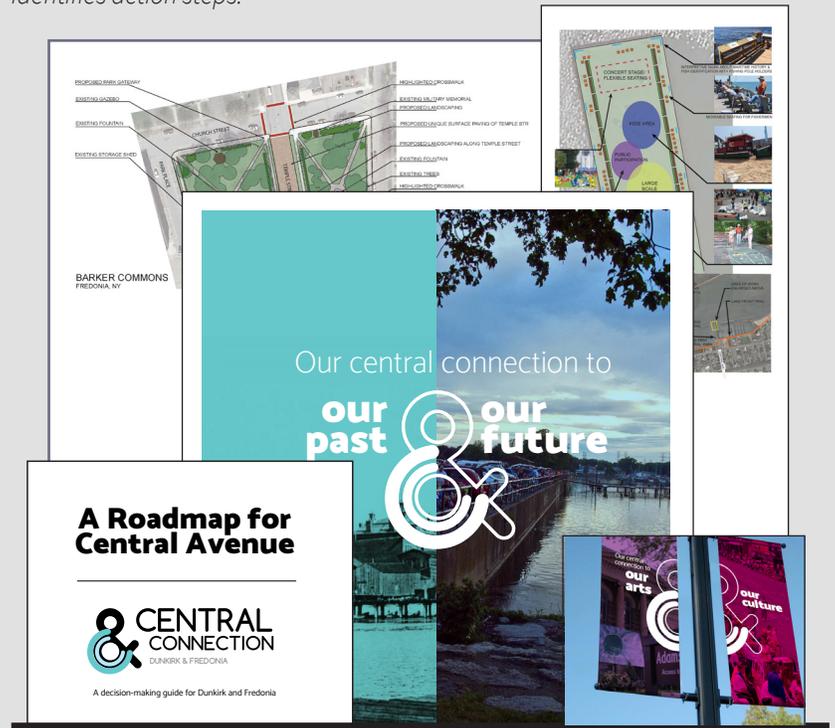
*Unites the communities to foster coordination and collaboration.*

### GUIDING PRINCIPLES

*Ensures that actions are aligned with community goals, strategies and values.*

### TECHNICAL PLANNING RESOURCES

*Identifies action steps.*



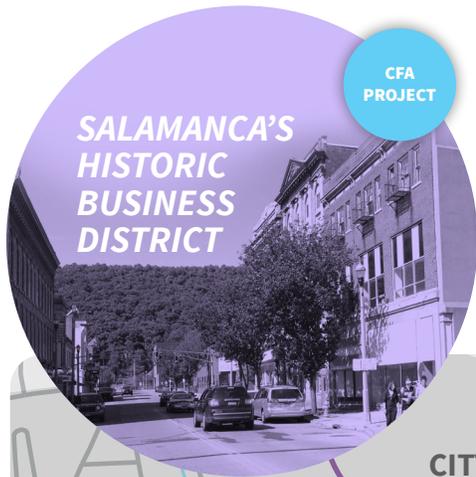
## ADVANCING STRATEGIES THROUGH LOCAL PROJECTS

*WNY REDC's smart growth strategies are advanced through projects in these communities.*



**TOOLS HELP SMALL COMMUNITIES DEVELOP PROJECTS THAT BUILD UPON THEIR STRENGTHS AND ALIGN WITH REDC STRATEGIES**

# AREA TO FOCUS INVESTMENT



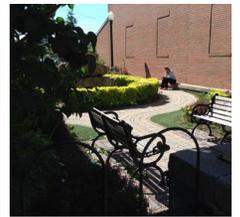
## ANCHOR PROJECT: NIES BLOCK BUILDING

The adaptive reuse of this historic building in downtown Salamanca was identified as a catalytic project.



## CONTEXT FOR REVITALIZATION: SALAMANCA'S HISTORIC BUSINESS DISTRICT

The long-term revitalization goals for Main Street focus on placemaking, business development, and attracting tourists.



# City of Salamanca



## TOOLS TO HELP COMMUNITIES IDENTIFY CATALYTIC PROJECTS

The City of Salamanca seeks to revitalize Main Street—Salamanca’s historic core. It will do this by creating a more walkable, attractive, accessible and safe downtown that attracts a diverse mix of businesses and appeals to residents and tourists.

Building community consensus and excitement, the team worked with stakeholders to develop a district vision and identify key opportunities to improve existing properties along Main Street. Technical assistance explored the feasibility of creating a New York Main Street Program, and identified a project lead and helped build capacity around administering this type of program. The team surveyed business owners to gauge interest in the program and identified and prioritized five downtown buildings. The team performed initial building assessments to understand the properties’ needs and developed renovation budgets and renderings for the properties. The technical assistance was also designed to have a long-term role in the revitalization of Main Street. This included creating a potential brand and identity for the district.

In concert with developing a business improvement program, the stakeholders also focused on the Nies Block Building. Technical assistance for this business district anchor included an initial building assessment, a renovation budget, renderings and potential future use.

### RESOURCES TO GUIDE FUTURE INVESTMENTS

#### BRANDING & IDENTITY

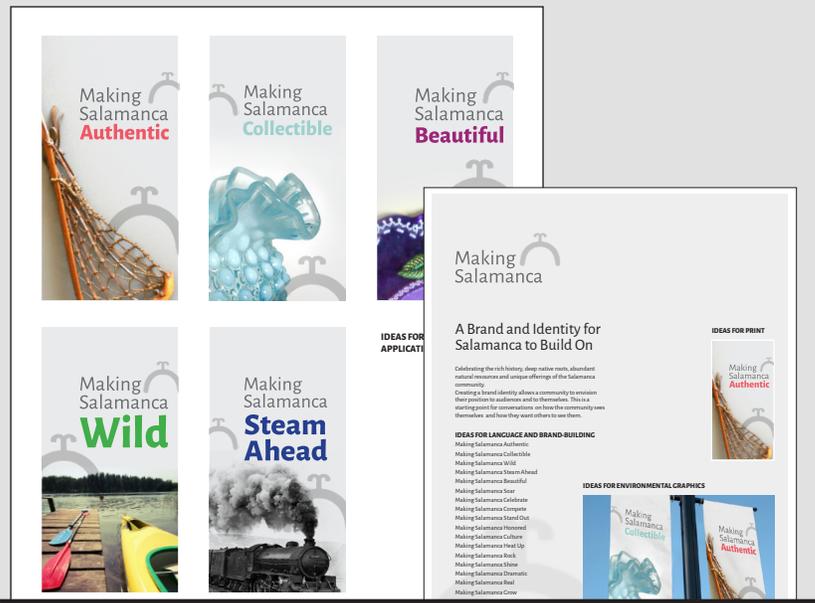
*Unites the communities to foster coordination and collaboration.*

#### GUIDING PRINCIPLES

*Ensures that actions are aligned with community goals, strategies and values.*

#### TECHNICAL PLANNING RESOURCES

*Identifies action steps.*



### ADVANCING STRATEGIES THROUGH LOCAL PROJECTS

*WNY REDC’s smart growth strategies are advanced through projects in this community.*



**MAIN STREET**  
CITY OF SALAMANCA’S BUSINESS DISTRICT



**TOOLS HELP SMALL COMMUNITIES DEVELOP PROJECTS THAT BUILD UPON THEIR STRENGTHS AND ALIGN WITH REDC STRATEGIES**

**PARTICIPATION:**

**ENGAGEMENT WITH LOCAL GOVERNMENT**

Engaging with municipal and county governments helps our region unify around regionwide economic development strategies. In 2016, we continued to meet with community leaders to encourage future development on smart growth principles, reversing decades of sprawl and ultimately improving their business climates. We also used the DRI as another way to encourage communities to think about downtown revitalization as an economic development driver.



VILLAGE OF SPRINGVILLE



**How do we unify the region around our shared strategies?**

*Meet one-on-one with community leaders*

*Encourage participation in the Downtown Revitalization Initiative*



## Collaboration with Local Governments

### PROGRESS IN 2016

WNY REDC and staff conducted meetings and tours with local government officials to further understand community needs, collaborate on projects, connect municipal partners with state agency representatives, strategize on ways to enhance business climates or foster community revitalization and overall further the WNY REDC's goals.

### FUTURE ACTIONS IN 2017

The WNY REDC will continue these one-on-one meetings in 2017 with a particular emphasis on small and rural communities to align their priorities with regional smart growth strategies and make connections to technical assistance resources that ultimately result in future CFA applications.

COUNTY	STRATEGIES PROMOTED BY COUNCIL	ENGAGEMENT & COLLABORATION
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#### ERIE



**ASSOCIATION OF ERIE COUNTY GOVERNMENTS.** Presented to Erie County's town supervisors and mayors on the CFA and DRI.

**NIAGARA FRONTIER TRANSPORTATION AUTHORITY (NFTA).** Toured Metro Rail Stations and discussed improvement projects.

**TOWN OF TONAWANDA.** Discussed the potential closure of **Huntley Generating Station** coal-fired power plant and possible projects with business and industry.

**TOWN OF GRAND ISLAND.** Met with Town Supervisor to discuss **downtown streetscape project**.

**CONSTRUCTION EXCHANGE OF BUFFALO AND WNY.** Presented on the **role of ESD** and the **WNY REDC**, strategies and projects, and funding sources.

**TOWN OF HAMBURG.** Met with **Hilbert College** President to discuss campus opportunities. Met with Town Supervisor on projects.

**CITY OF BUFFALO.** Discussed **Buffalo Building Reuse downtown revolving loan fund** with Buffalo Urban Development Corp.

**SUNY BUFFALO STATE.** Met to discuss START-UP NY.

**VILLAGE OF SPRINGVILLE.** Explored downtown revitalization efforts and new CFA opportunities.

**VILLAGE OF HAMBURG.** Facilitated meetings with state agency partners, resulting in CFAs submitted.

**CITY OF TONAWANDA.** Met with Mayor and Development Director on current and proposed planned improvements.

#### NIAGARA



**NIAGARA COUNTY.** Presented to Niagara County Industrial Development Agency (IDA) "Leaders Encouraging Actions & Progress"—a committee of local community leaders formed by Niagara County IDA to discuss regional issues—on **progress made in Niagara County** through the WNY REDC, ESD and USA Niagara Development Corporation (USAN).

**NIAGARA COUNTY.** Presented to the Niagara County IDA on the **linked deposit program**, CFA process and Excelsior Growth Fund.

**CITY OF NIAGARA FALLS.** Discussed **Niagara Falls Library** System.

**NIAGARA COUNTY.** Met with Water Board seeking information and assistance and the possibility of joint region (Finger Lakes) collaboration.

#### CHAUTAUQUA



**CITY OF DUNKIRK.** Conversated with **Chautauqua County IDA** and **SUNY Fredonia Incubator** staff regarding a possible CFA project.

**CITY OF JAMESTOWN.** Toured the downtown and met with the Mayor, planning and economic development staff, and Gebbie Foundation to discuss possible **downtown Jamestown** CFA projects.

#### CATTARAUGUS



**CATTARAUGUS COUNTY.** Bi-monthly meetings with Cattaraugus County IDA, Cattaraugus County Departments of Planning, Economic Development, and Tourism, and the Workforce Investment Board. Meetings often include **businesses wishing to expand** or begin operations in Cattaraugus County, including organizations and businesses interested in the CFA.

#### ALLEGANY



**ALLEGANY COUNTY.** Met with **Allegany County IDA** and Planning Department about possible **CFA applications**.

**TOWN OF CUBA.** Conversated with small business owners about a possible CFA application for a **small food processing and tourism project**.

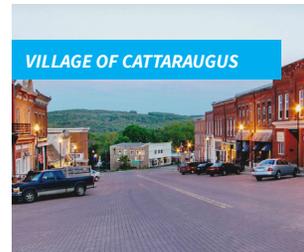
## Downtown Revitalization Initiative

# A process for WNY communities to reimagine their Downtowns

### Encourage participation in the Downtown Revitalization Initiative

The Downtown Revitalization Initiative (DRI), announced by Governor Cuomo in April 2016, awarded \$10M to one municipality in each of the 10 REDC regions to transform the community into a vibrant place ripe for economic opportunity and attractive to a dynamic workforce. Each REDC was tasked to nominate one downtown best positioned to take advantage of the DRI. The WNY REDC DRI nomination process helped communities rally around a shared vision for how they could transform their downtowns into vibrant places that align with our region's economic development strategies.

The Committee chose the **City of Jamestown** as their nominee for the DRI. While there could only be one nominee, the process gave ten other communities the opportunity to present their priorities to the WNY REDC and construct an application that envisions a prosperous downtown grounded in our region's strategies and unified and endorsed locally. These initiatives and ideas presented to the WNY REDC have the potential to become CFA applications, helping to build an even greater project pipeline.



11 MUNICIPALITIES FROM ACROSS WNY PARTICIPATED IN THE DOWNTOWN REVITALIZATION INITIATIVE COMPETITION

## Downtown Revitalization Initiative Process

### WNY REDC INFORMATION SESSION

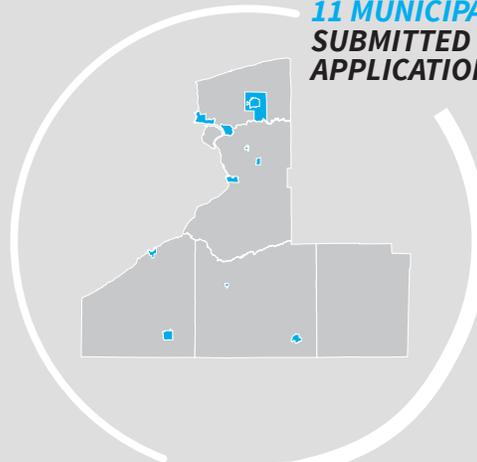


**63 PARTICIPANTS ATTENDED**

35 In-Person, 28 Via Web

WNY REDC provided an information session in Buffalo accompanied by a webcast presentation.

### 11 MUNICIPALITIES SUBMITTED APPLICATIONS



11 Downtown Revitalization Initiative applications were received by the deadline on June 3rd from municipalities in the region's four most populous counties.

### WNY REDC REVIEW COMMITTEE



Seven WNY REDC members comprised the review committee, who reviewed and discussed the applications. All applicants participated in an interview process where they expanded on their written application by presenting on three questions.

Why do you think your community is ready for this opportunity?

What makes your community unique?

What are your big ideas for the \$10 million?

### MUNICIPALITIES PARTICIPATED IN INTERVIEWS

### WNY REDC REVIEW COMMITTEE



The review committee ranked applications based on the following criteria:

Project Boundaries and Size, Past Investment and Future Investment Potential, Job Growth, Attractiveness of the Downtown, Policies to Enhance Quality of Life, Local Support, Capacity to Execute and Equity, Alignment with the WNY REDC Strategic Plan

### MUNICIPALITY CHOSEN



All municipalities who participated gained invaluable experience in the process, identifying initiatives and ideas for projects in their communities that could become future CFA applications.

## **PARTICIPATION: WORK GROUPS**

The work groups played a vital role in the early planning stages of the WNY REDC and the development of the regional plan. Some work groups continue to serve as a forum for sharing information, learning from best practices, and scoring CFAs; while other WNY REDC work groups transitioned into the role of assisting with implementation of the Buffalo Billion initiatives. The work groups are designed to be flexible to adapt to the ever-changing economic development needs, and the transition from planning to implementation. Because many of our work group members work across groups and because many work groups are interrelated, all member names are listed under six broad strategies. Work groups continue to evolve yearly as needs change and to avoid redundancies.

# Our work group members drive strategies to action



## **Smart Growth WORK GROUPS**

### **Smart Growth Score Group**

Reviews and scores all Smart Growth CFA applications.

### **Smart Growth Coordinating Council**

Acts as a forum for best practices and networking, identifies and cultivates projects, offers technical assistance to applicants, and reviews and scores CFAs in line with smart growth principles.

### **One Region Forward Implementation Council**

Guides the implementation agenda for One Region Forward, the regional sustainability plan for Erie and Niagara counties.

### **Better Buffalo Fund Advisory Group**

Oversees the administration of the Better Buffalo Fund.

### **Northland Corridor Advisory Group**

Oversees Buffalo Billion investment in the new manufacturing and energy hub on Buffalo's East Side.

### **Downtown Revitalization Initiative**

Reviewed applications and interviewed applicants that participated in the DRI.

**Deanna Alterio-Brennan**, *Niagara USA Chamber of Commerce*

**Ross Annable**, *Town of Hartland Supervisor, Niagara County Supervisors Association*

**Aaron Bartley**, *PUSH Buffalo*

**Tuona Batchelor**, *City of Buffalo*

**Jeff Belt**, *SolEpoxy*

**Paul Beyer**, *NYS Department of State*

**Ben Bidell**, *Niagara County Department of Economic Development*

**James Bragg**, *City of Niagara Falls*

**Paul Brown**, *Buffalo Building & Construction Trades*

**Peter Cammarata**, *Buffalo Urban Development Corporation*

**Jody Clark**, *Seneca Nation of Indians*

**Michael Clarke**, *Local Initiative Support Corporation*

**Michael Cropp**, *Independent Health*

**Colleen DiPirro**, *Amherst Chamber of Commerce*

**H. Kier Dirlam**, *Allegany County*

**Kelly Dixon**, *Greater Buffalo-Niagara Regional Transportation Council*

**Willie Dunn**, *Niagara Falls Housing Authority*

**John Foels**, *Allegany County Industrial Development Agency*

**Rebecca Gandour**, *City of Buffalo*

**Paul Gavin**, *NYS Department of Transportation*

**Mark Geise**, *Chautauqua County*

**Pamela Henderson**, *Henderson-Woods, LLC*

**Jill Jedlicka**, *Buffalo Niagara Riverkeeper*

**Darren Kempner**, *Niagara Frontier Transportation Authority*

**Tom Kucharski**, *Invest Buffalo Niagara*



## Entrepreneurship WORK GROUPS

**Dan Leonard**, *Buffalo Niagara Partnership*

**Debra Liegl**, *Erie County*

**Crystal Loffler**, *NYS Department of Homes and Community Renewal*

**Peter Lombardi**, *Jamestown Renaissance Corporation*

**Ryan McPherson**, *Western New York Environmental Alliance*

**Brendan Mehaffy**, *City of Buffalo*

**Carl Montante, Jr.**, *Uniland*

**Hal Morse**, *Greater Buffalo Niagara Regional Transportation Council*

**Nathan Newman**, *City of Buffalo*

**Bill Parke**, *City of Buffalo*

**Mike Riegel**, *Belmont Housing Resources of WNY*

**Katherine Rougeux**, *New York Power Authority*

**Robert Shibley**, *University at Buffalo, School of Architecture & Planning*

**Stephanie Simeon**, *Heart of the City Neighborhoods, Inc.*

**Lenny Skrill**, *NYS Department of Homes and Community Renewal*

**Bill Smith**, *Buffalo Niagara Medical Campus*

**Laura Smith**, *Buffalo Niagara Partnership*

**David Stebbins**, *Buffalo Urban Development Corporation*

**Satish Tripathi**, *University at Buffalo*

**Sherry Walton**, *Alfred University and Steuben Trust Corporation*

**Maria Whyte**, *Erie County*

**Richard Zink**, *Southern Tier West*

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### Business Assistance and Entrepreneurship Score Group

Reviews and scores all entrepreneurship CFA applications.

### 43North Events Committee

Coordinates events for Finals Week.

### 43North Marketing Committee

Oversees outreach efforts.

### 43North Mentorship Committee

Oversees mentoring offered to winners.

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**Kari Bonaro**, *Buffalo Niagara Medical Campus*

**Robert Brady**, *Moog (retired)*

**Paul Brown**, *Buffalo Building & Construction Trades*

**Peter Burakowski**, *43North*

**Stephanie Caluori**, *Phillips Lytle*

**Rebecca Farbo**, *Phillips Lytle*

**John Gavigan**, *43North*

**Dan Greene**, *43North*

**Colleen Heidinger**, *43North*

**Jenna Kavanaugh**, *Invest Buffalo Niagara*

**Jenilyn Kramer**, *UB Center for Entrepreneurial Leadership*

**Mike Metzger**, *Blackstone Advanced Technologies LLC*

**Julie Molenda**, *UB NYS Center of Excellence in Bioinformatics & Life Sciences*

**Jennifer Parker**, *Jackson Parker Communications LLC/Black Capital Network LLC*

**Eric Reich**, *Campus Labs*

**Adam Sassone**, *NYS Executive Chamber*

**Krystal Sondrel**, *Buffalo Niagara Partnership*

**Brian Straka**, *43North*

**Melinda Vizcarra**, *Becker Farms & Vizcarra Vineyards*

**Lori White**, *Visit Buffalo Niagara*



## Workforce WORK GROUPS

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### Workforce Development Score Group

Reviews and scores all workforce CFA applications.

### Burgard High School Working Group

Guides the development of the Advanced Manufacturing Program at Burgard High School.

### Opportunity Agenda Work Group

Works toward the further inclusion of vulnerable populations and the alleviation of poverty in the region's economic development efforts.

### Veterans Work Group

Works toward the further inclusion of Veterans in the region's economic development efforts.

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**Crystal Abers**, Cattaraugus County

**Julius Adams**, UB Educational Opportunity Center

**Aaron Bartley**, PUSH Buffalo

**Landrum Beard**, Community Foundation for Greater Buffalo, Success Looks Like Me

**Carolyn Bright**, NYS Department of Labor

**Paul Brown**, Buffalo Building & Construction Trades

**Cesar Cabrera**, NYS Department of Labor

**Liz Callahan**, Buffalo Niagara Partnership

**Gary Chilcott**, Chautauqua County Veteran Services

**Craig Clark**, Alfred State College

**Angela Cullen**, Buffalo Public Schools

**Jim Cuozzo**, NYS Department of Transportation

**Amber Dixon**, Buffalo Center for Arts and Technology

**Paul Dyster**, City of Niagara Falls

**Matt Enstice**, Buffalo Niagara Medical Campus

**Katie Geise**, Chautauqua Workforce Investment Board, Inc.

**Rosa Gonzalez**, R Gonzalez Consulting/Erie Community College

**Kathleen Granchelli**, YWCA Niagara

**Rob Harris**, Buffalo Public Schools

**Katherine Heinle**, Buffalo Public Schools

**Pamela Henderson**, Henderson-Woods, LLC

**Michael Hennessy**, Allegany County Veterans Service Agency

**Vince Horrigan**, Chautauqua County

**Karen Jones**, Buffalo State College

**Michele Lichy**, Cattaraugus-Allegany Workforce Investment Board, Inc.

**Mike Livi**, NYS Department of Labor

**Thomas Lynch**, Goodwill Industries

**Steve McCord**, Cattaraugus Veterans Service Agency

**Brenda McDuffie**, Buffalo Urban League

**Tom Murphy**, Alfred State College

**Jennifer Parker**, Jackson Parker Communications

**David Rust**, Say Yes Buffalo

**Earl Schmidt**, Niagara County Veterans Service Agency

**Dale Schnackel**, Niagara County Veterans Service Agency

**Kory Schuler**, Niagara USA

**David Shenk**, Erie County Office of Veterans' Services

**Jamie St. John**, Burgard High School

**Charlene Watson**, Burgard High School

**James Weimer**, Buffalo Public Schools

**Michael Weiner**, United Way of Buffalo & Erie County

**Roger Woodworth**, Veterans One-stop Center of WNY, Inc.



## Tourism WORK GROUPS

### Tourism, Arts, and Cultural Score Group

Reviews and scores all tourism CFA applications.

### Regional Marketing and Branding Study Consortium

Oversees the eight-county regional marketing and branding effort and implementation of the plan.

**Crystal Abers**, Cattaraugus County

**Deanna Alterio Brennan**, Niagara USA Chamber of Commerce

**Dottie Gallagher Cohen**, Buffalo Niagara Partnership

**Gretchen Hanchett**, Greater Allegany County Chamber of Commerce

**Virginia Horvath**, SUNY Fredonia

**Patrick Kaler**, Visit Buffalo Niagara

**Brian McFadden**, Ellicottville Chamber of Commerce

**Lynne Menz**, Orleans County

**Andrew Nixon**, Chautauqua County Visitors' Bureau

**Meghan Nulty**, Wyoming County Chamber of Commerce

**John Percy**, Niagara Tourism and Convention Corporation

**Kelly Rapone**, Genesee County Chamber of Commerce

**Mike Waterhouse**, Orleans County Tourism



## Advanced Manufacturing WORK GROUPS

### Buffalo Manufacturing Works Founders Council

Advises in the development and implementation of Buffalo Manufacturing Works.

### Materials and Machinery Manufacturing Cluster Work Group

Guides the development and implementation of the WNY REDC's cluster plan.

**William Baron**, Pfannenberg

**Jeff Belt**, Sol Epoxy

**George Bilkey**, TAM Ceramics

**Keith Blakely**, The InVentures Group

**Connie Buynacek**, Moog

**Michael Casale**, Niagara County Economic Development

**Alan Everett**, Everfab

**Jim Frost**, MacLean-Fogg

**Rosa Gonzalez**, R Gonzalez Consulting/Erie Community College

**Chris Johnston**, Graham Corporation

**Thomas Kucharski**, Invest Buffalo Niagara

**Larry Megan**, Praxair

**Michael Metzger**, Blackstone Advanced Technologies LLC

**Christina Orsi**, University at Buffalo

**Adam Pratt**, Sherex

**Benjamin Rand**, Insyte Consulting

**Mike Rayhill**, Jiffy-tite

**John Slenker**, NYS Department of Labor

**John Somers**, Harmac Medical Products

**Tony Staub**, Staub Inc.

**Trevor Stevenson**, Eastman

**Kenneth Swanekamp**, Erie County

**Michael Ulbrich**, Buffalo Manufacturing Works



## Global NY WORK GROUP

### Global NY Work Group

Works to implement Global NY strategies and identifies and cultivates CFA projects.

**Jeff Belt**, Sol Epoxy

**Erin Cole**, Empire State Development, Global NY

**Don Dimitroff**, Sonwil

**Timothy Downs**, Niagara University

**Eva Hassett**, International Institute

**Andrea Kylczek**, Niagara Industrial Development Agency

**Ed Kowaleski**, Empire State Development, Global NY

**Tom Kucharski**, Invest Buffalo Niagara

**Jim Manno**, Sonwil

**Rosanna Masucci**, U.S. Department of Commerce

**Catherine Muth**, Buffalo Niagara Partnership

**Graham Smith**, Invest Buffalo Niagara

**Kenneth Swanekamp**, Erie County

**John Thomas**, UB School of Management

**Rich Tobe**, NYS Executive Chamber

**Steve Weathers**, Erie County Industrial Development Agency



How do we know  
our region is  
transforming?

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**PROGRESS: STATE OF THE REGION**

- 34** GENERAL ECONOMIC INDICATORS
- 36** QUALITY OF LIFE INDICATORS
- 38** CORE STRATEGY INDICATORS
- 40** KEY REGIONAL INDICATORS BY SECTOR
- 44** SEEING WNY TRANSFORM

The numbers tell us we're heading in the right direction.

We can see it in the people, places and sectors we're investing in.

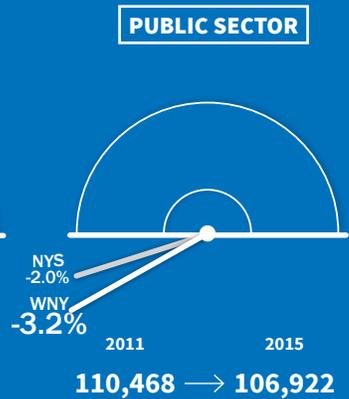
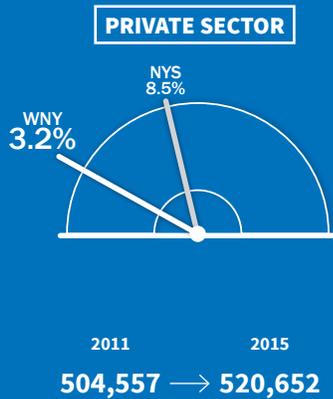


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A strategy for  
**prosperity**

% CHANGE SINCE 2011

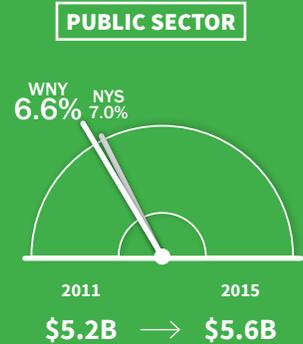
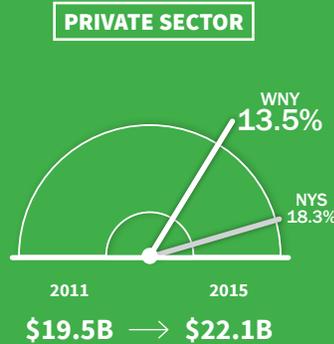
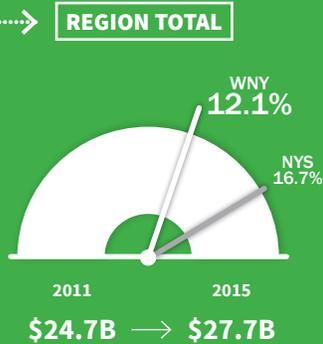
# Jobs



Data Source: NYS Department of Labor: Quarterly Census of Employment and Wages.

% CHANGE SINCE 2011

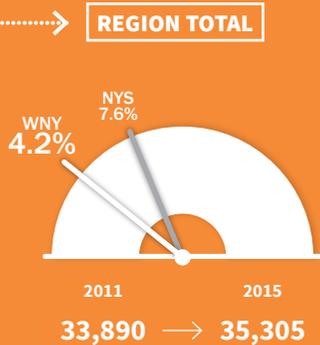
# Total Wages



Data Source: NYS Department of Labor: Quarterly Census of Employment and Wages.

% CHANGE SINCE 2011

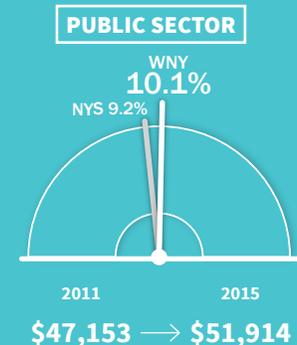
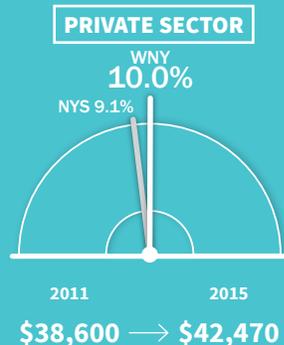
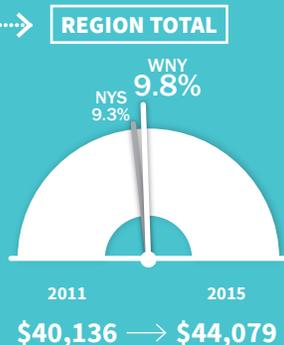
# Firms



Data Source: NYS Department of Labor: Quarterly Census of Employment and Wages.

% CHANGE SINCE 2011

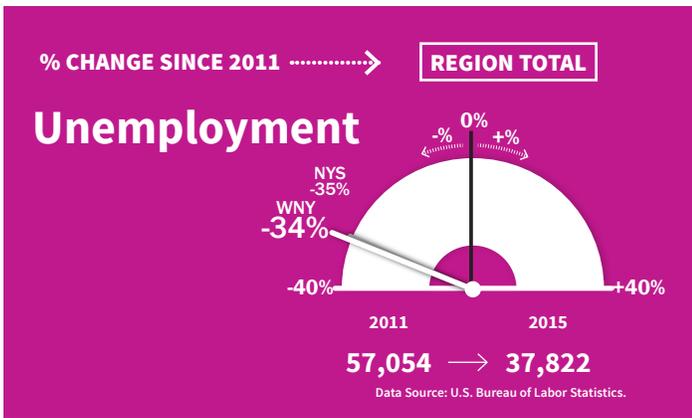
# Average Annual Wages



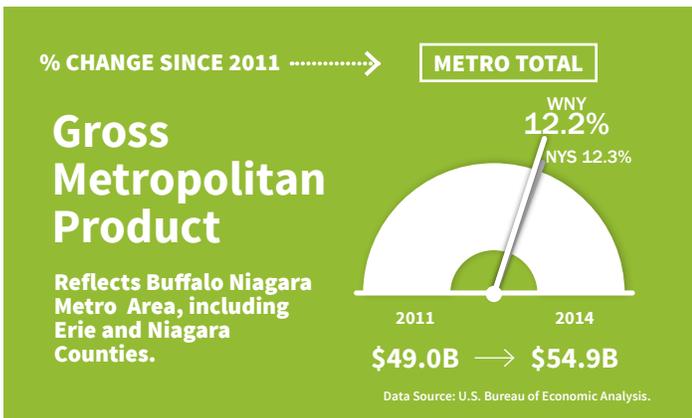
Data Source: NYS Department of Labor: Quarterly Census of Employment and Wages.

# Transforming Our Region by the Numbers

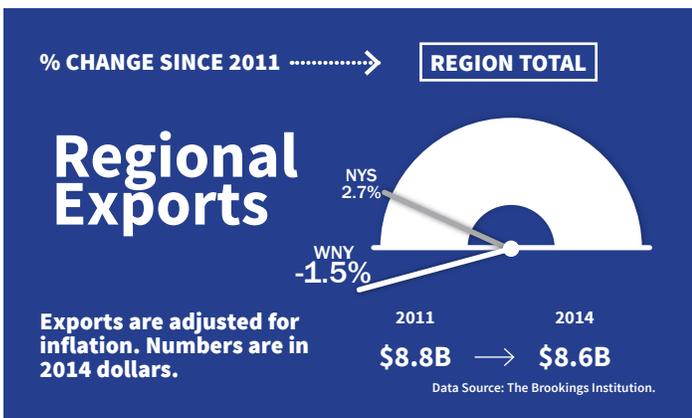
The numbers tell us we're heading in the right direction.



Economic strategies grounded in smart growth principles set the stage for regional success. In WNY, economic strategies continue to propel a rebound. Key indicators point to a growing and increasingly vibrant regional economy with more jobs and firms and greater productivity than just a few years ago.



The regional economy added over 12,500 jobs, 1,400 new firms and nearly \$3.0B in additional wages between 2011 and 2015. At the same time, unemployment rates fell as the number of individuals actively seeking work dropped by 19,232 since 2011.



Private sector growth was responsible for the region's net job gain. Private employers hired an additional 16,095 workers between 2011 and 2015, as the region's public sector cut thousands of jobs, contracting 3.2% since 2011. Pay gains were also realized by the private sector, with total wages paid increasing 13.5% since 2011 – more than 4 times the rate of growth of private sector jobs, indicating the addition of higher paying jobs. Even adjusted for inflation, the region saw growth in total wages and total private sector wages.

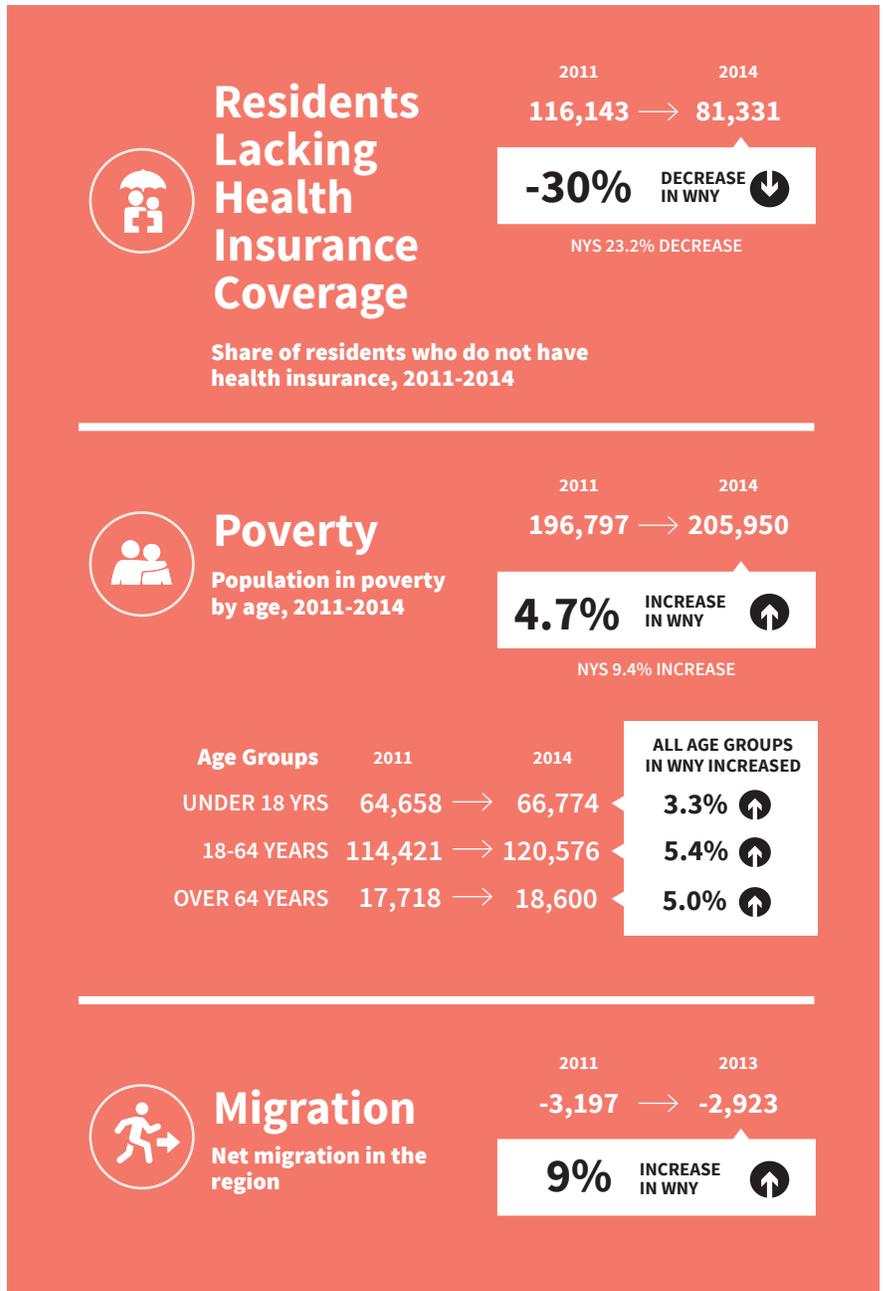
Industry output is spurring growth in WNY's metropolitan core. Output expanded by 12.2% to \$54.9B in 2014. Global exports from the region, which could have propelled even greater economic growth, experienced a 1.5% pullback between 2011 and 2014, adjusted for inflation. This downward trend is expected to reverse as export strategies like identifying export needs of existing companies are implemented.

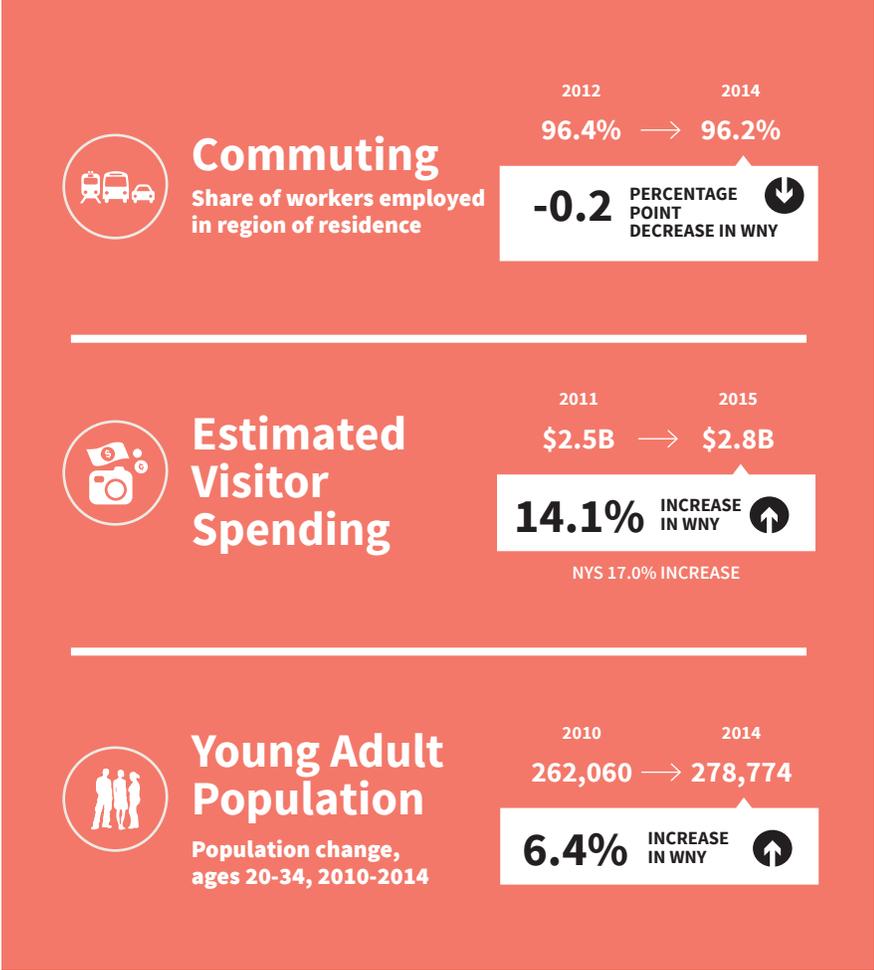
# Growing opportunities for residents across our region

Expanding employment opportunities in WNY are catching the attention of millennials. The population of young adults between the ages of 20 and 34 increased by over 16,714, reflecting growth of 6.4% between 2010 and 2014. Meanwhile, 274 fewer individuals are leaving the region—a 9% improvement since 2011.

Visitor spending, which supports tourism attractions and services, and enhances quality of life for all residents, rose by 14.1% between 2011 and 2015, as visitors pumped an additional \$349M into the regional economy in 2015.

Quality of life for workers and others is further supported by a growing number of residents who have health insurance coverage. The share of residents lacking health insurance dropped by 34,812 between 2011 and 2014. This represents a 30% decline, outpacing the improvement that occurred statewide.





**Data Sources**

**Health Insurance Coverage**  
Source: U.S. Census: American Community Survey - Small Area Health Insurance Estimates, 2011-2014.

**Poverty**  
Source: U.S. Census: American Community Survey, 5 year estimates.

**Migration**  
Source: U.S. Internal Revenue Service: Statistics of Income Migration Data, 2013-2014.  
Current figure represents a change in methodology from previous progress reports resulting in a more accurate trend.

**Commuting**  
Source: U.S. Census: American Community Survey - Public Use Micro Sample (PUMS), 2013-2014.

**Estimated Visitor Spending**  
Source: Tourism Economics, Inc.

**Young Adult Population**  
Source: U.S. Census: American Community Survey, 1 year estimates (Allegany County 5 year estimates).

**STATE OF THE REGION:  
CORE STRATEGY INDICATORS**

# Seeing returns on investments in our key strategies

Notable improvements are reported for core strategy indicators reflecting the extent to which we are investing time, energy and resources in smart growth, entrepreneurship and workforce development. Acreage of brownfield land in the region being remediated increased by hundreds of acres since 2011. So did land protected and enhanced through local waterfront redevelopment plans. Cropland is also on the rise, supporting the region's fast-growing agricultural sector. Vacant commercial addresses declined, supported by the region's growth in firms and jobs. Residential vacancies are slightly growing, but the trend over time is showing signs of slowing.

The number of DBAs filed in WNY increased by 105% between 2012 and 2015 indicative of a more welcoming climate and economy for entrepreneurs. Indicators of innovation are also strong, with academic R&D growing by 7.7% between 2011 and 2014.

WNY is making strides in preparing the region's workforce for skilled jobs in target sectors. A greater share of high school students are graduating. The number of associate's and bachelor's degrees the region generated rose by 5.3% between 2011 and 2014, resulting in hundreds more college graduates that employers seek to fill jobs.

WNY's workforce is also slightly more diverse than it was a few years ago, as the share of workers who are minority rose by 0.75 percentage points since 2011.



## IMPLEMENT SMART GROWTH



### Local Waterfront Redevelopment Plans

Acres of land protected and enhanced through LWRPs

2011 → August 2016  
28,635 → 34,521

**21% INCREASE IN WNY** ↑

**PROGRESS** If waterfront land protected and enhanced through LWRPs **increases**.



### Remediated Brownfields

Total acreage of brownfield sites in BCP Program

2011 → 2016  
1,105 → 1,555

**40.7% INCREASE IN WNY** ↑

**PROGRESS** If remediated brownfield land **increases**.



### Vacancies



#### VACANT RESIDENTIAL ADDRESSES

2011 → 2016  
26,994 → 27,056

**0.2% INCREASE IN WNY** ↑



#### VACANT COMMERCIAL ADDRESSES

6,814 → 6,446

**-5.4% DECREASE IN WNY** ↓

**PROGRESS** If number of vacant housing and commercial units **decreases**.



### Businesses in Developed Areas

% of businesses located within an urbanized area

2012 → 2016  
87.84% → 86.57%

**-1.3 PERCENTAGE POINT DECREASE IN WNY** ↓

**PROGRESS** If share of businesses located in urbanized areas **increases**.



### Farms

Total cropland (acres)

2007 → 2012  
505,656 → 510,418

**0.9% INCREASE IN WNY** ↑

**PROGRESS** If total cropland **increases**.



## FOSTER A CULTURE OF ENTREPRENEURSHIP



### New Businesses

# of new DBAs in WNY

2012 → 2015  
5,369 → 10,988

**105%** INCREASE IN WNY

*PROGRESS* If number of new DBAs *increases*.



### Academic R&D

R&D expenditures

2011 → 2014  
\$367.1M → \$395.2M

**7.7%** INCREASE IN WNY

*PROGRESS* If R&D expenditures *increase*.



## PREPARE OUR WORKFORCE



### Minorities in Workforce

% of employed population that is minority

2011 → 2014  
13.31% → 14.06%

**0.75** PERCENTAGE POINT INCREASE IN WNY

*PROGRESS* If share of employed people that are minorities *increases*.



### High School Graduates

Rate of students completing high school

2011 → 2015  
80.6% → 84.0%

**3.4** PERCENTAGE POINT INCREASE IN WNY

*PROGRESS* If the rate of high school graduates *increases*.



### Associate's Degrees

# of degrees awarded

2011 → 2014  
5,965 → 6,088

**2.1%** INCREASE IN WNY

### Bachelor's Degrees

# of degrees awarded

12,369 → 13,211

**6.8%** INCREASE IN WNY

*PROGRESS* If number of degrees *increases*.

#### Data Sources

##### Local Waterfront Redevelopment Plans

Source: NYS Dept. of State and UBRI

##### Brownfields in Remediation

Source: NYS Dept. of Environmental Conservation: Environmental Site Remediation Database (not included in analysis are projects in Voluntary Cleanup Program, Resource Conservation and Recovery, Environmental Restoration Program, and State Superfund Program).

##### Vacancies

Source: U.S. Department of Housing and Urban Development: U.S. Post Office Vacancy Dataset.

##### Businesses in Developed Areas

Source: ReferenceUSA; U.S. Census Bureau: TIGER/Line® Shapefile; and UB Regional Institute.

##### Farms

Source: U.S. Department of Agriculture: Census of Agriculture.

##### New Businesses

Source: New DBAs filed with Erie, Niagara, Allegany, Cattaraugus, and Chautauqua County Clerks' Offices.

##### Academic R&D

Source: National Science Foundation (2014 data for SUNY Fredonia, Canisius College, St. Bonaventure and Daemen College were not available).

##### Minorities in the Workforce

Source: U.S. Census Bureau: American Community Survey, 5-Year Estimates.

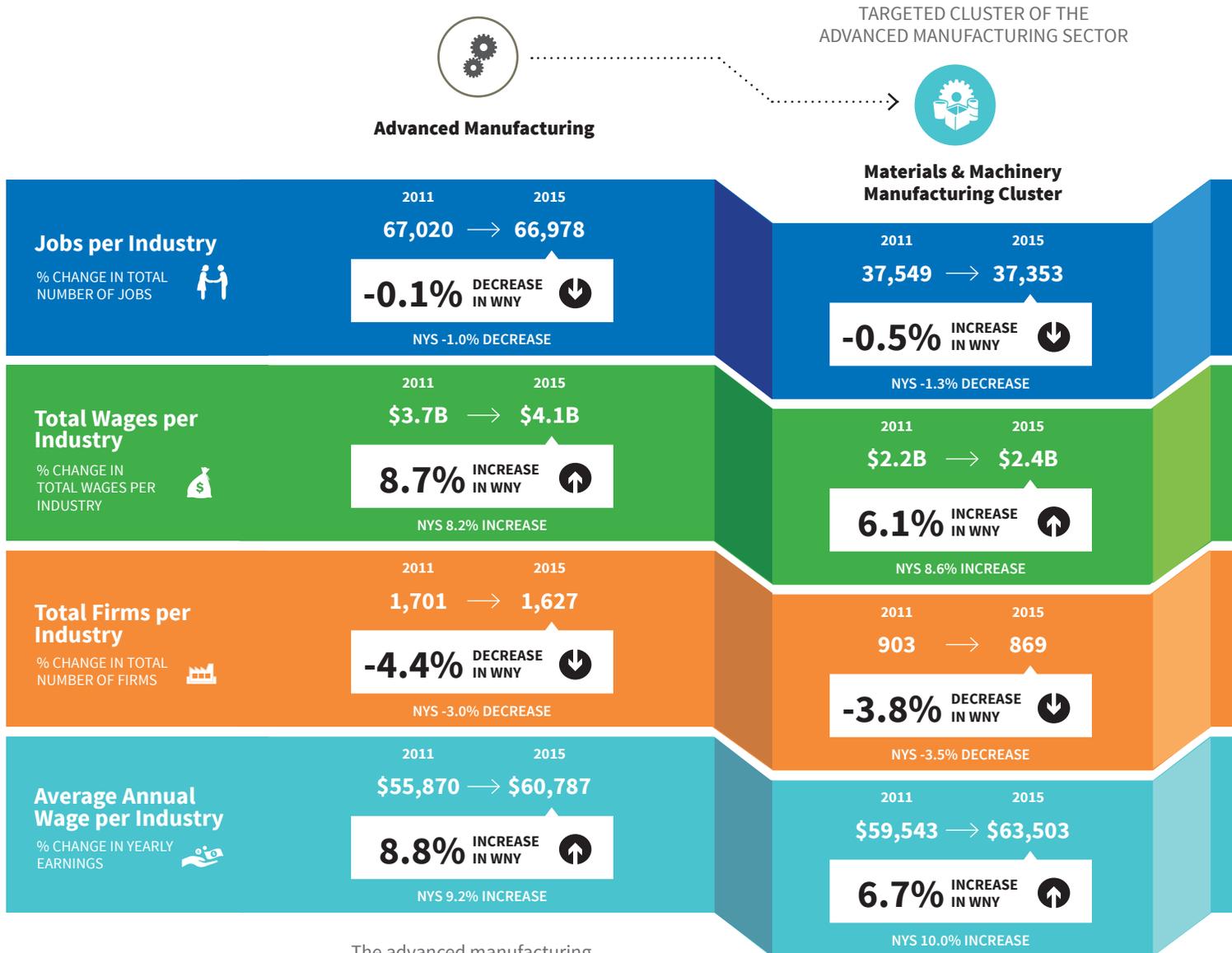
##### High School Graduates

Source: NYS Education Department.

##### Associate's and Bachelor's Degrees

Source: National Center for Education Statistics: Integrated Postsecondary Education Data System (IPEDS).

## STATE OF THE REGION: KEY REGIONAL INDICATORS BY SECTOR



The advanced manufacturing sector remained stable since 2011. Industry wages rose by 8.7% between 2011 and 2015 and the sector's average annual wage—\$60,787 in 2015—is among the highest across sectors. There have been no large-scale business closures in recent years and the decline in number of firms can be attributed to mergers and consolidations, aging and retirement of small business owners, and efficiencies and streamlining of supply chains.

The Materials and Machinery Manufacturing Cluster, generally suppliers of other manufacturing industries, makes up more than half of the advanced manufacturing sector and 6% of the total WNY economy. Even under global pressure, the cluster maintained steady employment since 2011, dropping only slightly compared to the larger statewide decrease. Wages continue to grow and are well above the regional average.

Source: NYS Department of Labor: Quarterly Census of Employment and Wages; NYS Department of Labor. Sectors defined by NAICS codes: Advanced Manufacturing = 31-33, Agriculture = 11, Professional Services = 52, 53, 54, 55, 56, Energy = 21, 22, Life & Health Sciences = 621, 622, 623, Tourism = 71, 72, Transportation & Logistics = 48



### Agriculture

2011 → 2015  
2,210 → 2,465

**11.5%** INCREASE IN WNY

NYS 12.2% INCREASE



### Bi-National Logistics

2011 → 2015  
14,977 → 16,478

**9.9%** INCREASE IN WNY

NYS 9.2% INCREASE

2011 → 2015  
\$56.8M → \$73.2M

**29.0%** INCREASE IN WNY

NYS 24.3% INCREASE

2011 → 2015  
\$561.8M → \$676.4M

**20.4%** INCREASE IN WNY

NYS 18.3% INCREASE

2011 → 2015  
241 → 255

**5.8%** INCREASE IN WNY

NYS 6.4% INCREASE

2011 → 2015  
850 → 867

**2.0%** INCREASE IN WNY

NYS 1.3% INCREASE

2011 → 2015  
\$25,702 → \$29,716

**15.6%** INCREASE IN WNY

NYS 10.8% INCREASE

2011 → 2015  
\$37,458 → \$41,048

**9.6%** INCREASE IN WNY

NYS 8.4% INCREASE

Agriculture, though small, is WNY's fastest growing sector. Over 250 jobs were added between 2011 and 2015, expanding the sector by 11.5%. The nearly 6% growth in firms can be attributed to the growing number of small businesses with specialty products. Growth in total wages (29%) was even more robust and outpaced statewide trends.

More than 1,500 transportation and logistics jobs were added in WNY since 2011, representing a 9.9% growth rate that exceeded statewide performance. Firms and wages are also on the rise and outpacing statewide increases.

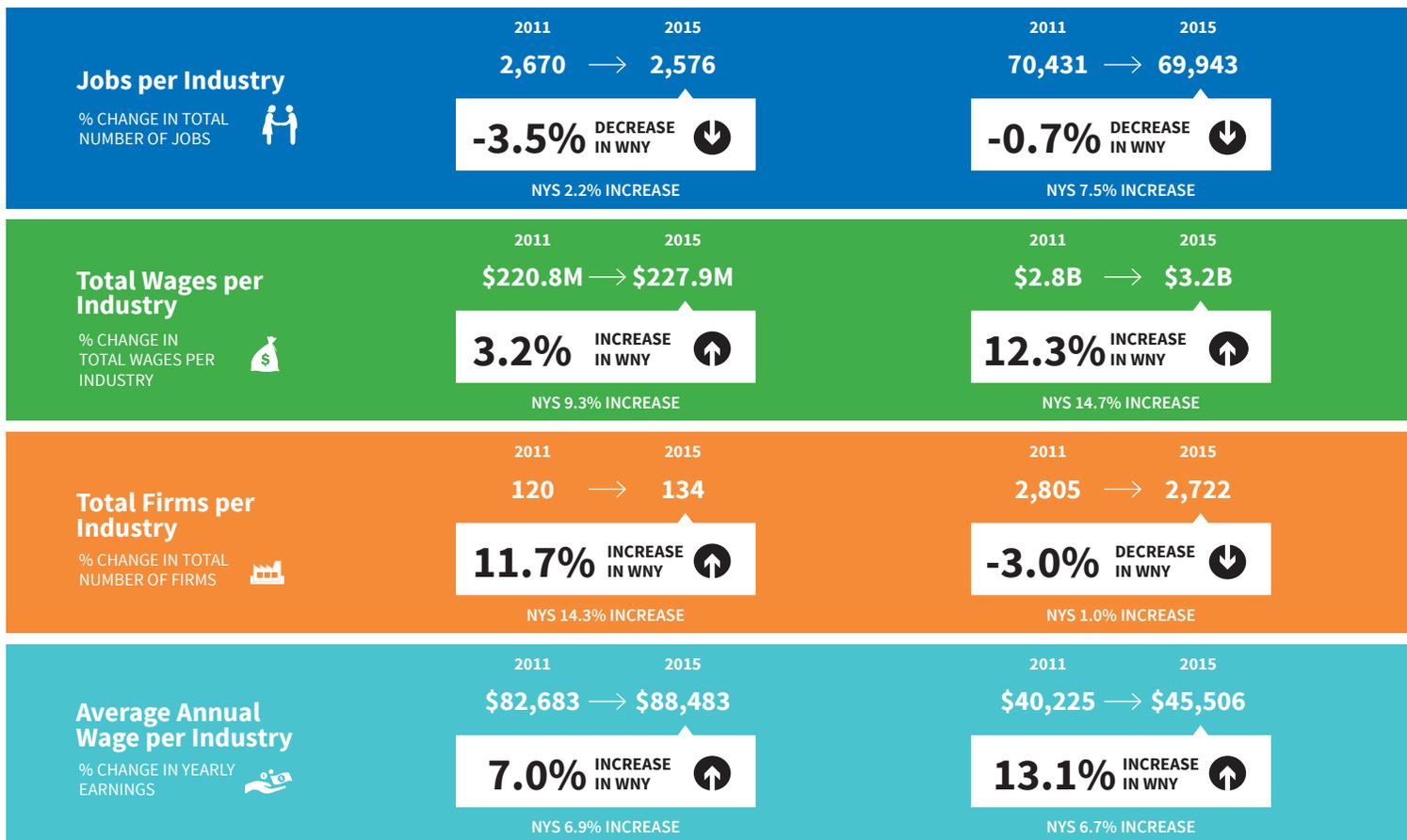
\*Note: Total Wages Per Industry reflects a rounded number. Percent changes were calculated using actual number.



### Energy



### Health | Life Sciences



Energy continues to represent a relatively small part of the regional economy with 2,576 employees who earn \$88,483 on average. This is over twice the regional average wage of \$44,079 and more than other sectors. A slight decline in job numbers can be attributed to consolidations within the industry as well as retirements (an issue the REDC seeks to address through the WNY Workforce Training Center).

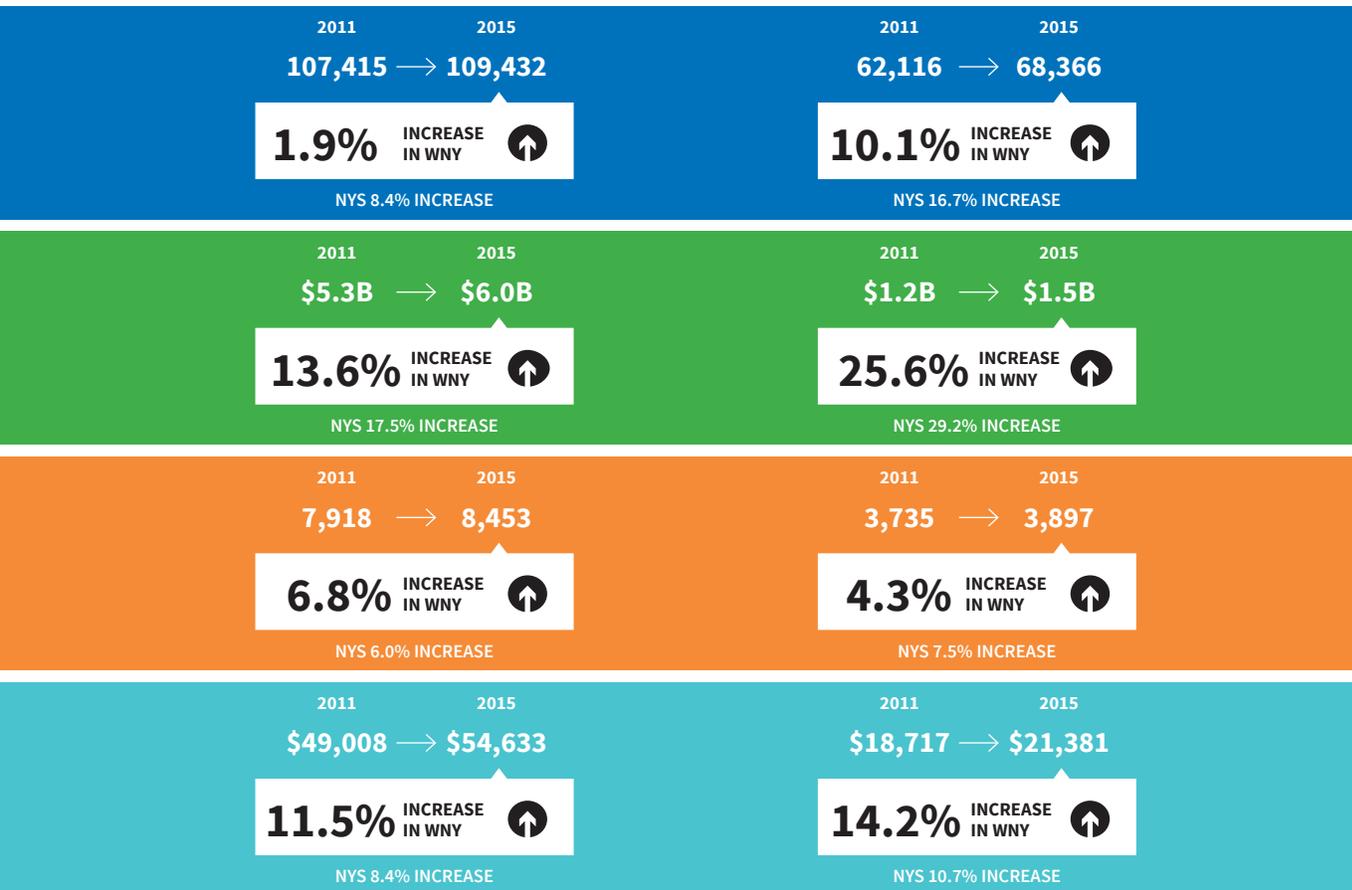
Health represents a notable 11% of WNY's economy with jobs paying above the regional average. Total wages increased 12.3% since 2011. Hospital closings and consolidations likely account for the slight decline in jobs and firms since 2011.



### Professional Services



### Tourism



Professional services continues to report steady gains in jobs, firms and wages. Growth in firms and average annual wage outpaced statewide trends. The sector represents a notable 17% of WNY's economy, in terms of job numbers.

Tourism is WNY's second fastest growing sector with jobs increasing 10.1% between 2011 and 2015. Growth in total wages outpaced job growth, indicating slightly higher average annual wages for the sector's 68,366 employees in 2015. 162 firms in tourism were added since 2011, supported by a growing number of visitors and their spending.



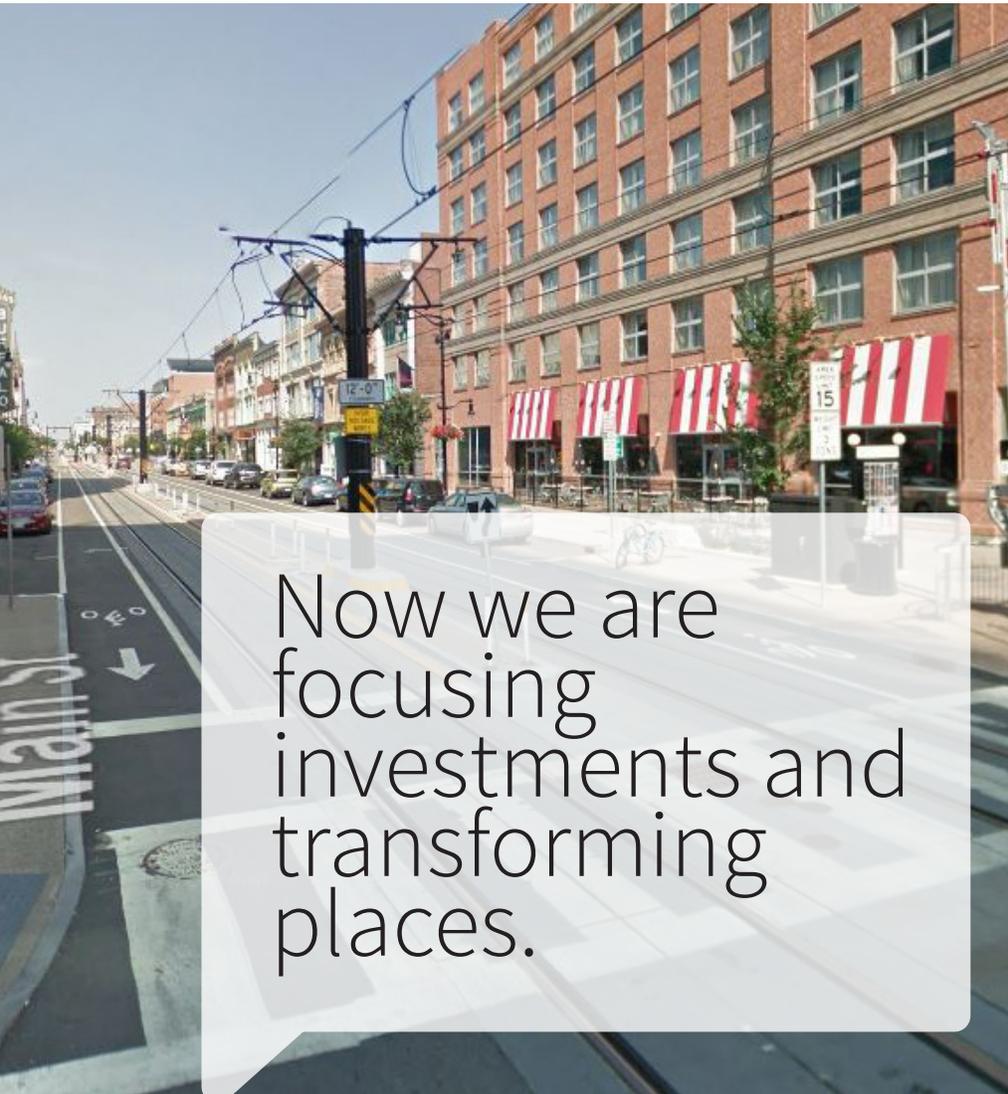
We can see it in the **people, places and sectors** we're investing in.

2011 ..... 2015

In 2011, WNY was sprawling without growth.



# SEEING WNY



Now we are focusing investments and transforming places.



# TRANSFORM

STATE OF THE REGION: SEEING WNY TRANSFORM



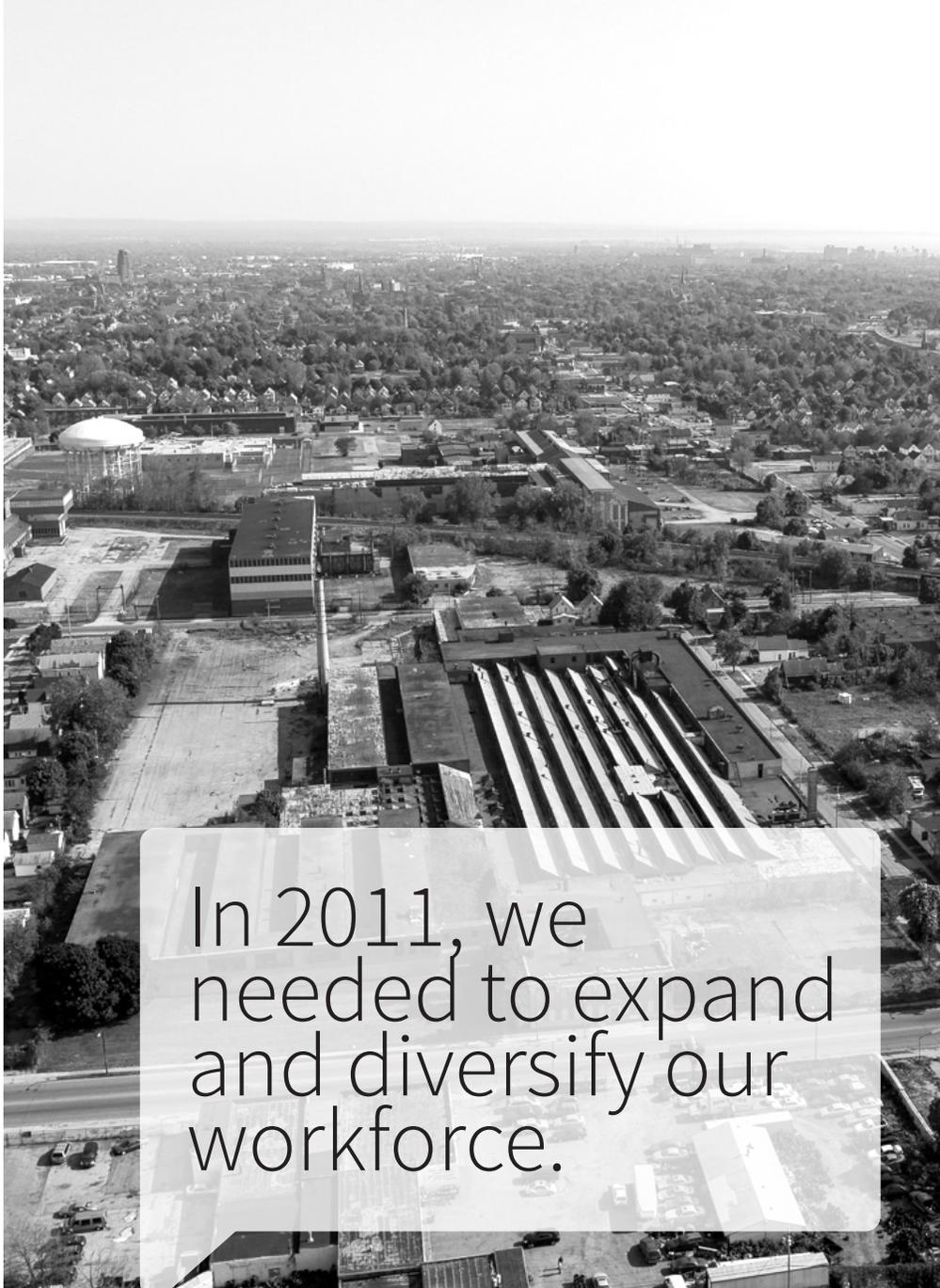
In 2011, we were not supporting enough entrepreneurs.





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**STATE OF THE REGION: SEEING WNY TRANSFORM**



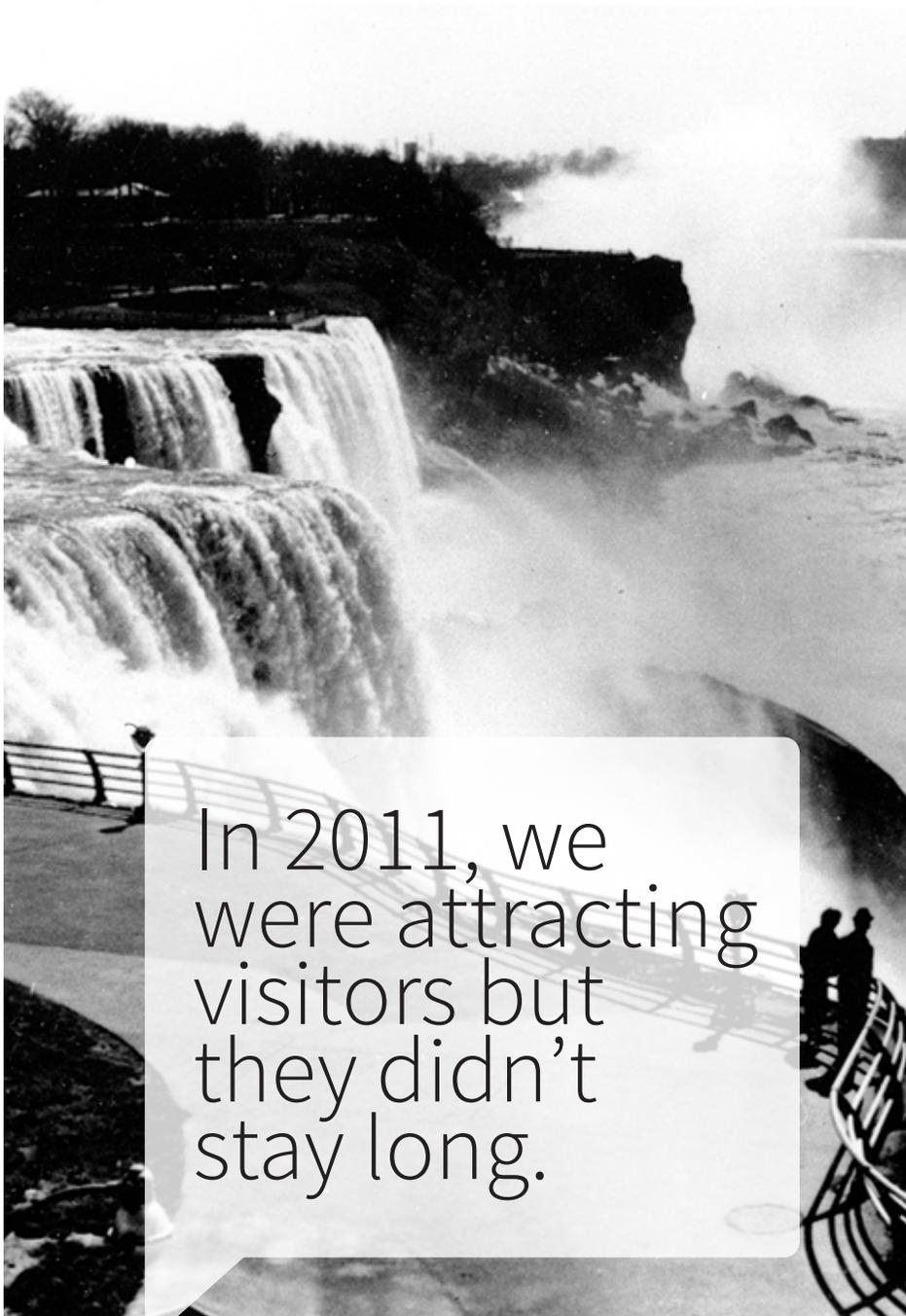
In 2011, we  
needed to expand  
and diversify our  
workforce.





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**STATE OF THE REGION: SEEING WNY TRANSFORM**



In 2011, we were attracting visitors but they didn't stay long.

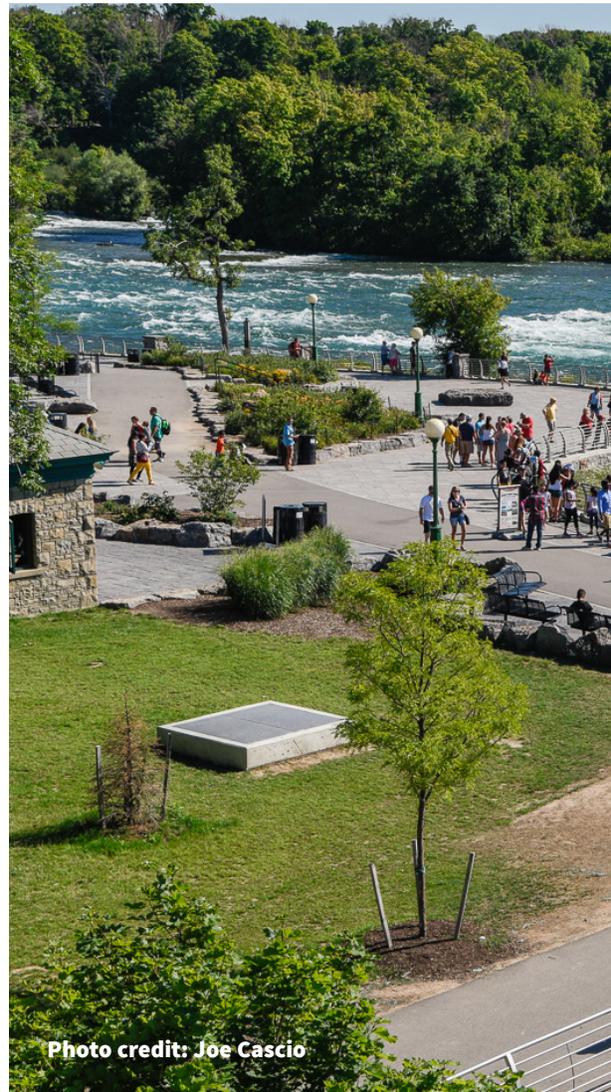


Photo credit: Joe Cascio



Now, we are investing in destinations where one day isn't enough.

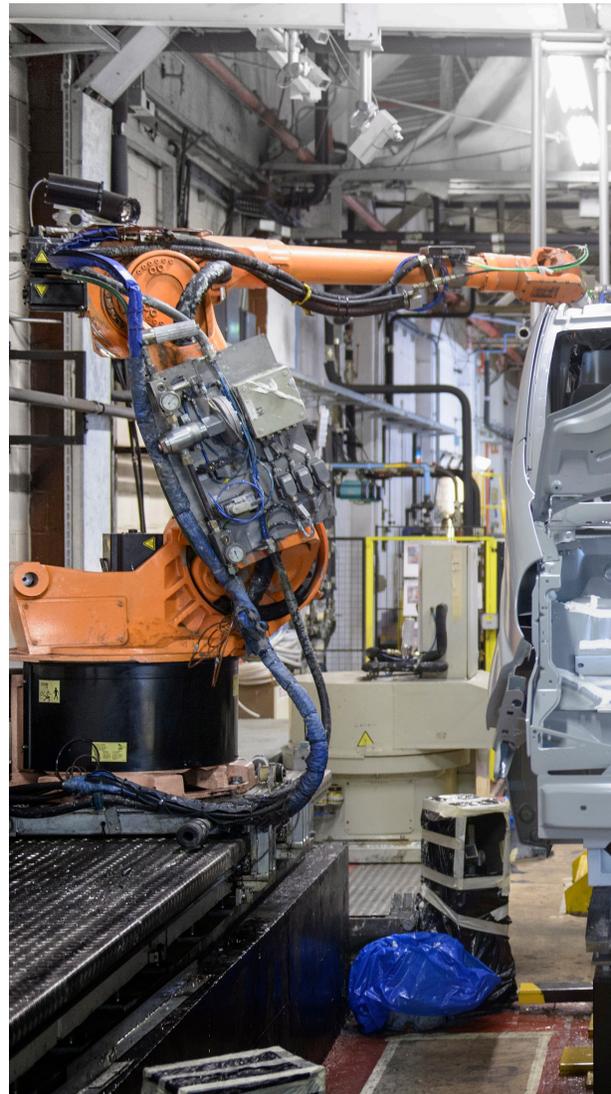


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**STATE OF THE REGION: SEEING WNY TRANSFORM**

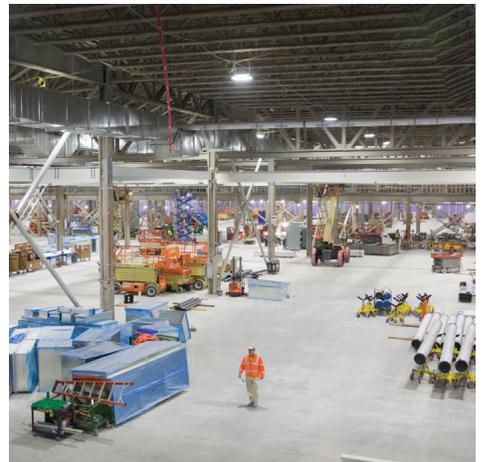


In 2011, we had the legacy of manufacturing.

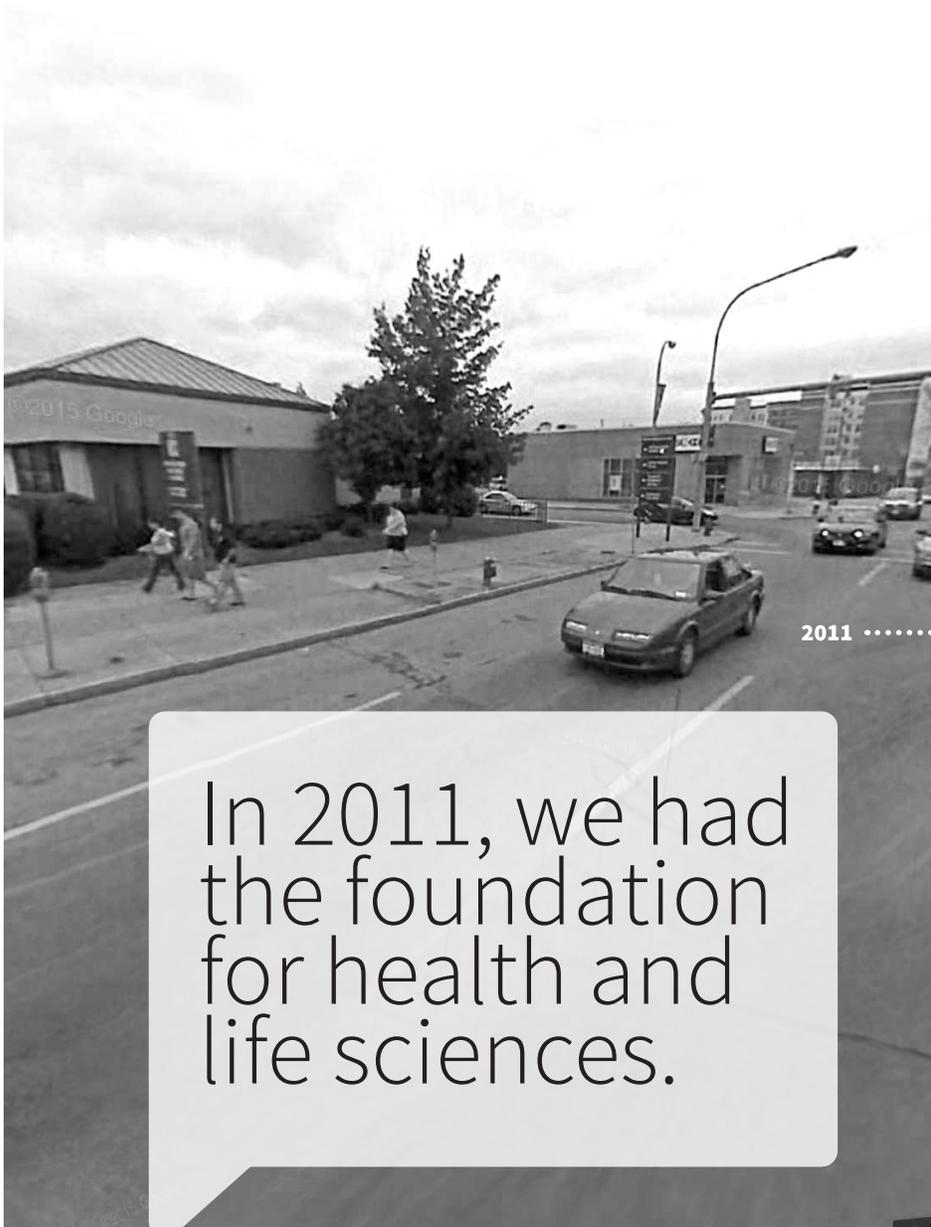




Now, we are innovating to compete in the future.



**STATE OF THE REGION: SEEING WNY TRANSFORM**



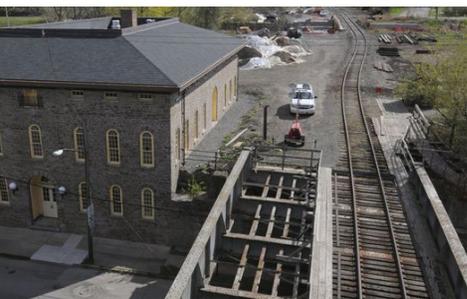
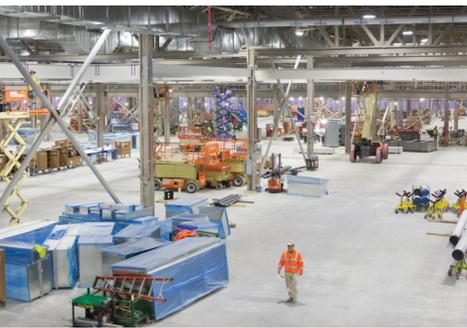


Now, we are doubling down on the cluster.



STATE OF THE REGION: SEEING WNY TRANSFORM





**PRIORITY  
PROJECTS**

**PROGRESS: STATUS OF PAST  
PRIORITY PROJECTS**

- 60** MAPPED STATUS OF PAST PRIORITY PROJECTS
- 64** SUMMARY OF ALL PAST PRIORITY PROJECTS
- 66** LEVERAGE OF STATE INVESTMENT IN ALL PAST PRIORITY PROJECTS



Building on our strengths,  
these strategic investments are  
paying off for our residents,  
visitors and businesses.



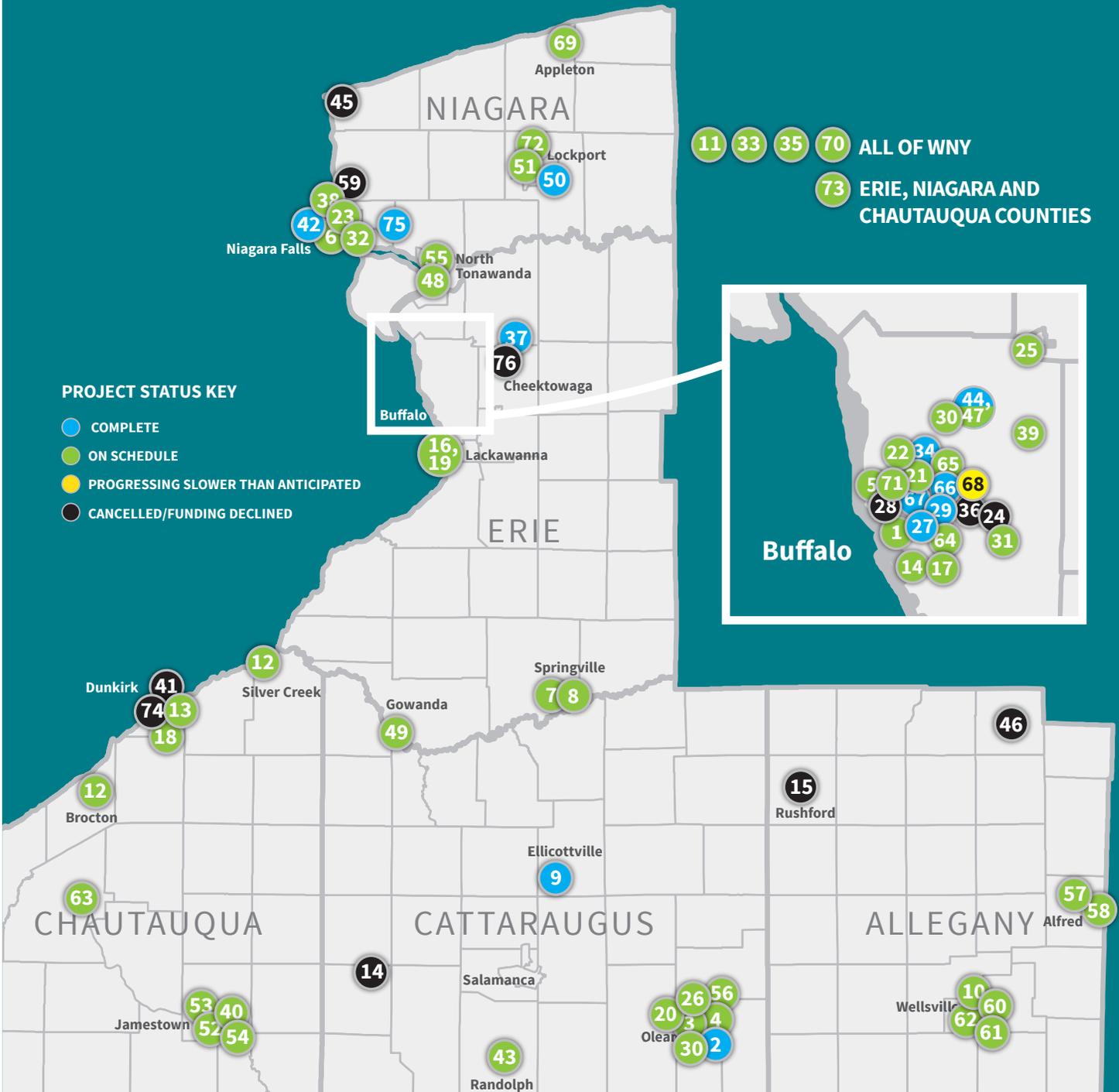
**76** Past Priority  
Projects

**64** Completed or Underway

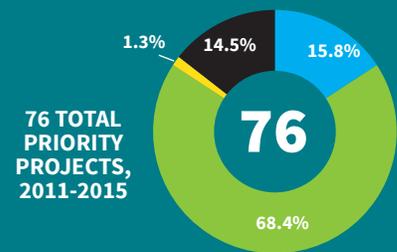


# STATUS OF PAST PRIORITY PROJECTS

# 76 Past Priority Projects



PROJECT STATUS KEY	2011	2012	2013	2014	2015
● COMPLETE	6	4	2	0	0
● ON SCHEDULE	9	9	7	8	19
● PROGRESSING SLOWER THAN ANTICIPATED	0	0	0	1	0
● CONTRACT NOT YET EXECUTED	0	0	0	0	0
● CONCERNS NEED TO BE RESOLVED	0	0	0	0	0
● CANCELLED/FUNDING DECLINED	2	4	3	0	2
	<b>17</b>	<b>17</b>	<b>12</b>	<b>9</b>	<b>21</b>



84% OF PRIORITY PROJECTS ARE COMPLETE OR ON SCHEDULE

## IMPLEMENT SMART GROWTH



	YEAR	CFA #	PROJECT
1	2011	6349	Buffalo Central Business District I & II
2	2011	6816	East State Street Re-construction
3	2011	2051	Manufacturer's Hanover
4	2011	2051	North Union Street Redevelopment
5	2012	18934	Buffalo Niagara Street Sustainable Corridor and Community Integration Project
6	2012	18966	Downtown Niagara Falls Stabilization Project
7	2012	14752	Springville Center for the Arts: 37 North Buffalo Street
8	2012	14754	Springville Center for the Arts: 5 East Main Street
9	2012	18182	Town of Ellicottville Regional Water Capital
10	2012	14844	Wellsville Waterline
11	2012	15414	Western Region Corporation Community Revitalization Program
12	2013	27276	Chautauqua Water District
13	2013	30205	Dunkirk Seawall & Lake Front Redevelopment
14	2013	28047	McNallie Building Rehabilitation
15	2013	32439	Rushford Elementary School
16	2014	42713	Bethlehem Steel Acquisition & Redevelopment
17	2014	43460	NFTA Rail Car Rebuild
18	2014	39191	North Chautauqua County Regional Water Supply System
19	2015	54631	Bethlehem Steel Redevelopment
20	2015	53699	Downtown Olean Revitalization
21	2015	56232	Entertainment District/Franklin Street Corridor
22	2015	53452	Gates Circle Infrastructure
23	2015	57444	Highland Avenue Business Park Phase 1
24	2015	56910	Historic East Village Revitalization
25	2015	51635	Main Street Campus Revitalization Project
26	2015	52209	North 3rd Street Reconstruction Project

## FOSTER A CULTURE OF ENTREPRENEURSHIP



	YEAR	CFA #	PROJECT
<b>27</b>	2011	7327	Launch New York
<b>28</b>	2012	16250	CenterSpace Buffalo
<b>29</b>	2013	30142	Center for Computational Research
<b>30</b>	2014	40043	Olean Business Incubation Center
<b>31</b>	2015	55377	Broadway Market
<b>32</b>	2015	58093	MicroEnterprise Assistance
<b>33</b>	2015	55870	WNY Small Business Fund

## PREPARE OUR WORKFORCE



	YEAR	CFA #	PROJECT
<b>34</b>	2011	7304	Buffalo Center for Arts & Technology
<b>35</b>	2011	6725	Dream It Do It WNY
<b>36</b>	2011	3952	St. John Fruit Belt
<b>37</b>	2012	15712	Finishing Trades Institute of Western & Central New York
<b>38</b>	2013	32533	Trades Job Training Facility (Isaiah 61 Capital)
<b>39</b>	2014	40389	Gerard Place Education and Community Center
<b>40</b>	2015	53322	Expansion of Manufacturing Technology Institutes
<b>41</b>	2015	50744	E-Works

## TOURISM



	YEAR	CFA #	PROJECT
<b>42</b>	2011	6373	Niagara County Community College Culinary Institute
<b>43</b>	2012	13190	Allegany State Park
<b>44</b>	2012	14928	Darwin Martin House Interior Restoration
<b>45</b>	2012	16592	Inn at Fort Niagara
<b>46</b>	2012	16874	Swain Recreation
<b>47</b>	2013	31018	Darwin Martin House Interior Restoration
<b>48</b>	2013	26593	Herschell Carrousel Factory Museum
<b>49</b>	2013	26924	Historic Hollywood Theater
<b>50</b>	2013	31014	Lockport Ice Arena
<b>51</b>	2014	39702	Flight of Five Restoration
<b>52</b>	2014	41643	National Comedy Center
<b>53</b>	2015	52898	Destination Hotel
<b>54</b>	2015	53248	National Comedy Center - National Comedy Center Connector
<b>55</b>	2015	55331	Riviera Theatre and Performing Arts Center
<b>56</b>	2015	53240	William O. Smith Recreation Center Complex Improvements

### PROJECT STATUS KEY

- COMPLETE
- ON SCHEDULE
- PROGRESSING SLOWER THAN ANTICIPATED
- CANCELLED/FUNDING DECLINED

## ADVANCED MANUFACTURING



	YEAR	CFA #	PROJECT
57	2011	4958	Alfred High Temperature Lab
58	2012	17904	Alfred University - Integrated Manufacturing Center
59	2013	30330	Rare Earth Recycling
60	2013	32053	Sustainable Advanced Manufacturing Center
61	2014	43197	Biorefinery Commercialization Center
62	2015	56366	Biorefinery Development and Commercialization
63	2015	52683	South County Industrial Park Expansion

## HEALTH | LIFE SCIENCES



	YEAR	CFA #	PROJECT
64	2011	5732	Hauptman Woodward Crystallization Laboratory
65	2011	4797	Jacobs Institute Center for Innovation in Medicine
66	2011	7855	Roswell Park Cancer Institute Genome Consortium
67	2012	19651	Buffalo Niagara Medical Campus Ellicott Street Connector
68	2014	42714	Bridges to Sustainable Commuting

## AGRICULTURE



	YEAR	CFA #	PROJECT
69	2011	4319	Niagara Wine Trail
70	2012	19464	Farm Credit East Value Added Direct Marketing Agriculture
71	2015	54787	Farmhouse Community Food Training and Resource Center
72	2015	55231	Vineyard Expansion

## ENERGY



	YEAR	CFA #	PROJECT
73	2011	8413	Small Business Green Retrofit
74	2012	17743	Dunkirk Bioenergy

## BINATIONAL LOGISTICS



	YEAR	CFA #	PROJECT
75	2011	5949	Niagara Falls Airport Master Plan
76	2011	5103	NFTA Buffalo Airport Parking Lot

### PROJECT STATUS KEY

- COMPLETE
- ON SCHEDULE
- PROGRESSING SLOWER THAN ANTICIPATED
- CANCELLED/FUNDING DECLINED



## LEVERAGING STATE INVESTMENTS IN PRIORITY PROJECTS

# Leveraging state investments for our region

At a project cost to award ratio of 8:1, these larger investments in Priority Projects (on average more than \$875,000 per priority project) guided by decisions made on the local level are resulting in the biggest bang for the buck.

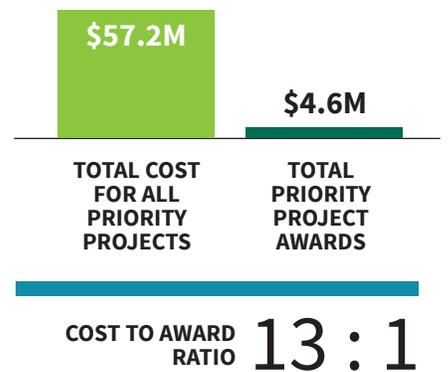
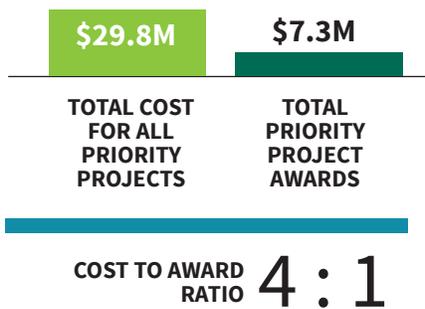
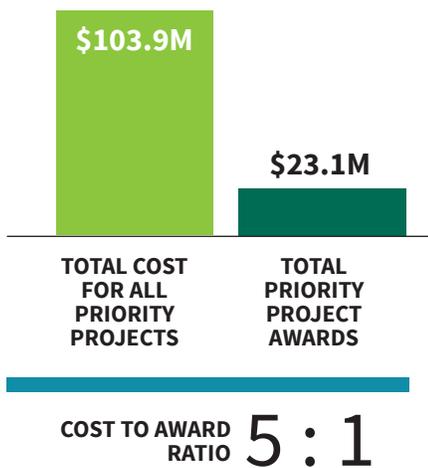
2011



2012



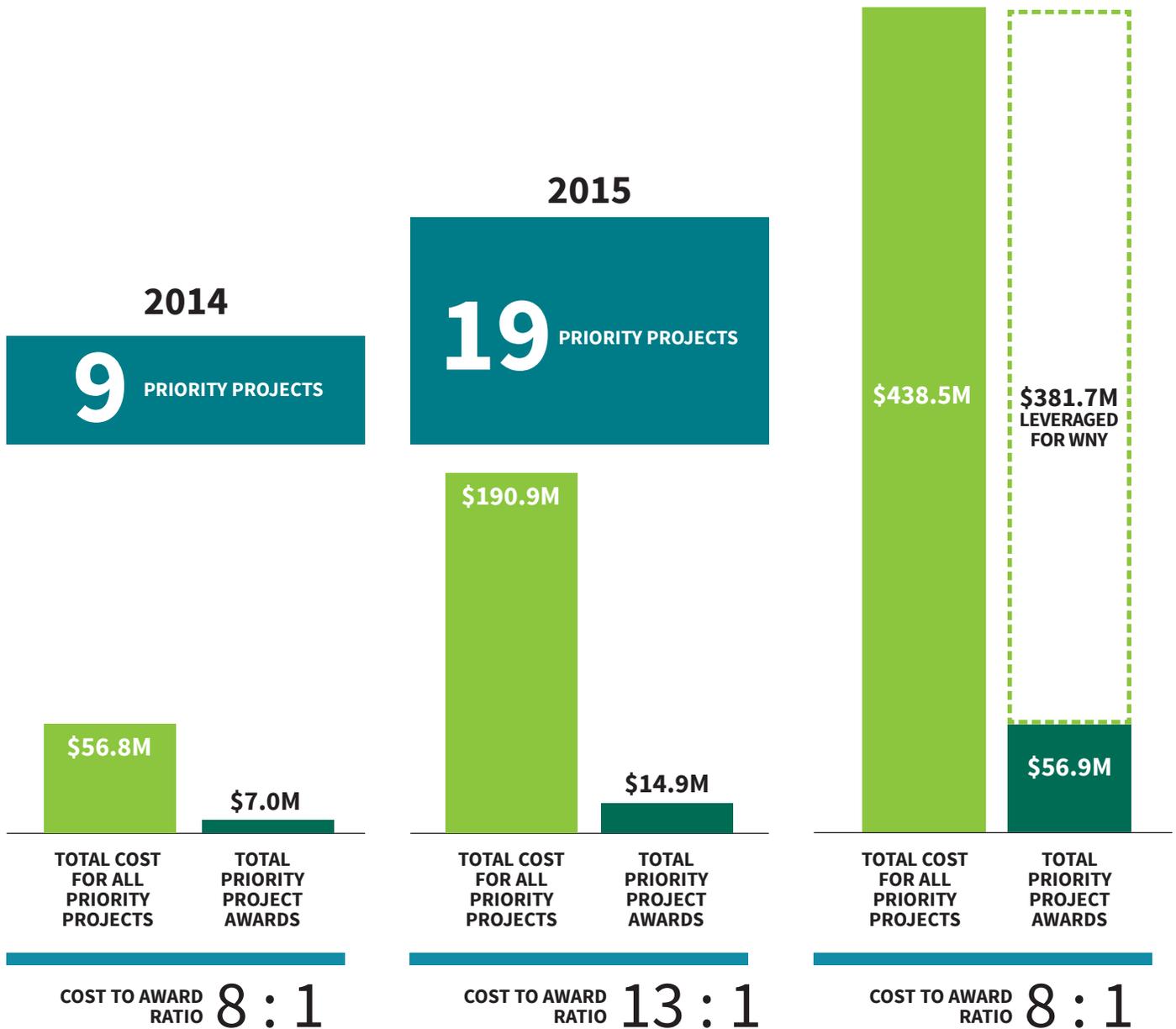
2013



# 2011 - 2015



**65** FUNDED PRIORITY PROJECTS





## PAST PRIORITY PROJECTS SUMMARY

# Advancing our strategies for prosperity

2011-2015

**76** Past Priority Projects  
**64** Completed or Underway



See where they are across WNY on page 60

### CORE STRATEGIES



IMPLEMENT SMART GROWTH



FOSTER A CULTURE OF ENTREPRENEURSHIP



PREPARE OUR WORKFORCE

### SECTOR STRATEGIES



ADVANCED MANUFACTURING



HEALTH | LIFE SCIENCES



AGRICULTURE



PROFESSIONAL SERVICES



BI-NATIONAL LOGISTICS



TOURISM



ENERGY



## PAST PRIORITY PROJECTS SMART GROWTH

### More work on this strategy in:

CFA Funded Projects, pg 72-73, 75

State Priorities, pg 92-95

Regional Priorities, pg 100-105

Proposed Priority Projects, pg 138-146

## A region for the 21st century

\$2.8M in ESD funds is accelerating the redevelopment of a long-vacant, major brownfield site, **Bethlehem Steel**, in an urbanized area of the region. It addresses the need for strategic industrial-zoned property that can be utilized for new and growing manufacturing companies, especially Canadian companies looking to establish a presence in the U.S. The project consists of the acquisition of approximately 100 acres along NYS Rte. 5 to coincide with the \$6M in Capital Bond Funds provided by Erie County for site remediation, site grading, access roads, pedestrian pathways, utilities and associated infrastructure in preparation for converting the site into a shovel ready business park. The engineering process of removing approximately 9,000 linear feet of rail tracks along NYS Route 5 (an impediment to installing new public infrastructure), reconstruction of an existing rail yard, and the installation of new rail track on the property has begun. Engineering is expected to be complete by 2016, with construction starting at the end of 2016 and completion in 2017.

The City of Niagara Falls is transforming a NYS designated Brownfield Opportunity Area (BOA) site in the Highland Avenue Corridor into a prosperous, economically diverse location that has attracted new investment and employment opportunities. A \$500,000 ESD grant is helping to fund the first phase of developing this business park which includes making the site market ready by stabilizing and upgrading buildings, removing asbestos, cleaning up the site, acquiring strategic properties and developing a marketing package to attract developers and businesses. The City's Urban Renewal Agency has entered into a lease with option to purchase with Sandstone Springs, LLC to occupy three buildings on the site for an R&D laboratory and production facility.





**PAST PRIORITY PROJECTS  
FOSTER A CULTURE OF  
ENTREPRENEURSHIP**

**More work on this strategy in:**

State Priorities, pg 86-87, 96-97

Regional Priorities, pg 106-109

Proposed Priority Projects, pg 147-149

## No longer business as usual

**Launch NY** is a venture development organization aimed at identifying, supporting and investing in high-growth, high-impact companies to catalyze the entrepreneurial culture and drive job and wealth creation. Launch NY was named a Priority Project in Round 1 with ESD funds used for working capital for the newly formed organization. Since then, through its entrepreneur-in-residence program, Launch NY assisted 500 companies in 27 upstate counties, who raised \$50M in investment capital. Launch NY invested \$50,000 in seed funding in Buffalo-based, medical device company Rachel's Remedies, LLC. In July, Launch NY received a \$2.5M grant from the Wilson Foundation to boost seed funding and support strategic planning initiatives.

The **Broadway Market**—the City of Buffalo's public market—is a regional attraction and neighborhood anchor. A \$74,000 ESD grant will aid in the creation of new food service entrepreneurs, catalyze additional redevelopment in the Broadway-Fillmore neighborhood, and enhance local food system sustainability and community health. Project activities underway include resurfacing the market floor and creating the

Broadway Market Commercial Kitchen. The Kitchen will offer cooking demonstrations and classes in preparing healthy, economical meals that will affect positive changes in eating habits and nutrition; and promote locally grown and ethnic food varieties. This licensed Kitchen will also be used for small business development. It will be available to lease for entrepreneurs whose products may then be sold on the retail floor of the Broadway Market.





### PAST PRIORITY PROJECTS PREPARE OUR WORKFORCE

#### More work on this strategy in:

State Priorities, pg 84-85, 92-97  
Regional Priorities, pg 110-113  
Proposed Priority Projects, pg 150-151



### PAST PRIORITY PROJECTS TOURISM

#### More work on this strategy in:

CFA Funded Projects, pg 93-94  
Regional Priorities, pg 120-125  
Proposed Priority Projects, pg 152-161

## Good jobs for a skilled workforce

\$250,000 in ESD funds is assisting with the renovation of the former St. Gerard Parish Hall into an Education and Community Center which will expand **Gerard Place's** services beyond transitional housing and supportive programs for homeless, single-parent families, to offer employment and educational training. When renovated, over 300 people will participate in the Allied Health vocational training classes. All asbestos abatement was completed and 50% of the interior demolition for the Allied Health Job Training wing is complete. Window fabrication and installation as well as HVAC is under construction.

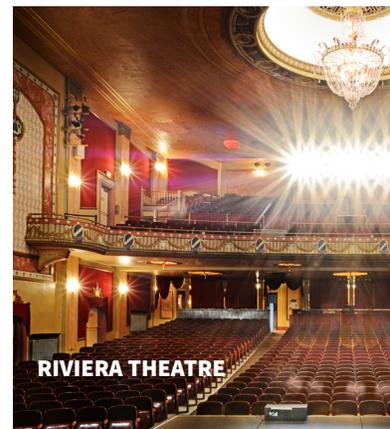
**Isaiah 61** received \$132,000 in ESD funds in Round 3 for the adaptive reuse of the Highland Avenue Fire House as a trades jobs training facility – filling an unmet need of vocational training in the City of Niagara Falls. Isaiah 61 partners with Board of Cooperative Education Services (BOCES) to provide the unemployed and underemployed with a 500-hour training class accessible by public transit and job placement in the construction trades. The program also creates opportunities for first-time homeownership and earned income for the organization by rehabilitating vacant and dilapidated city-owned buildings in danger of being demolished. The former fire house is currently undergoing asbestos abatement and roof reconstruction. Isaiah 61 graduated 85 individuals and placed 45 in employment opportunities. To date the organization sold one house and rehabbed two others.



## Investing in a world-class tourist destination

The **City of Lockport** aims to restore five locks (**the Flight of Five**) – a major engineering marvel of the Erie Canal around which the City was originally built – to their original 1841 condition. Once Phase II of the project is complete, utilizing \$1.3M in ESD funds, three of the five locks will be fully operational and interpretive features along Canal Street will be installed. This major heritage tourism attraction is expected to draw 230,000 visitors annually and generate \$17M in visitor spending in Niagara County helping to position Lockport as a tourist destination and attract business to its downtown. Interpretive elements and a final design of the locks were completed this summer. Construction to restore the locks will begin this fall.

The **Riviera Theatre** is an historical, architectural, arts and cultural destination that anchors the **City of North Tonawanda's** vibrant and evolving downtown. Built in 1926 and listed on the National and State Historic Registers, the theater is home to the original Mighty Wurlitzer pipe organ. \$1M from ESD is funding the expansion that will help establish new revenue sources for the theater, provide visitors and performers with modern amenities, attract more events and visitors to the theater, and preserve the historic theater for future generations to enjoy. The project is in final design and architectural and engineering





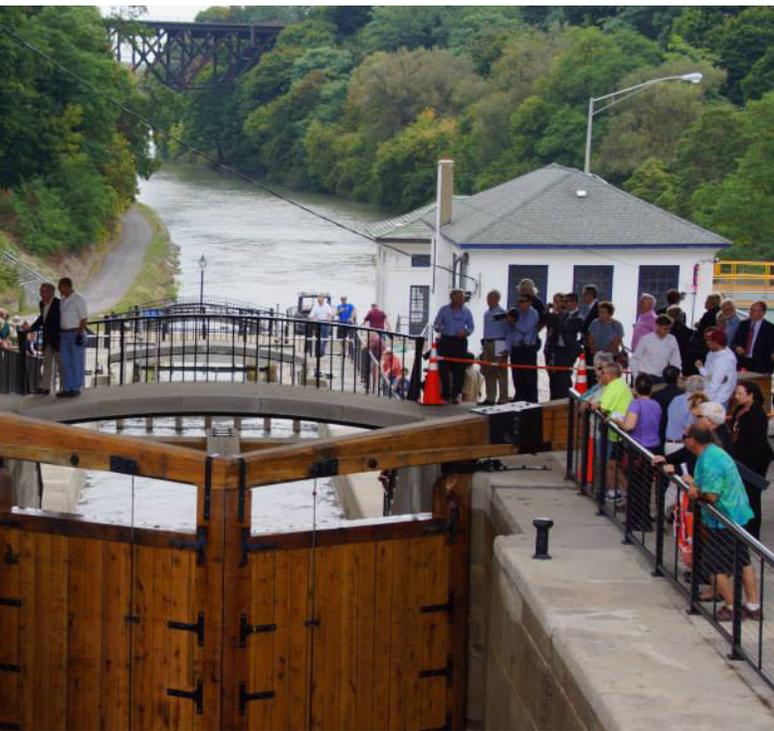
**PAST PRIORITY PROJECTS  
ADVANCED MANUFACTURING**

**More work on this strategy in:**  
Regional Priorities, pg 114-119  
Proposed Priority Projects, pg 162

will be complete in 2016. Groundbreaking is anticipated in 2017 and the project is scheduled to be completed by the end of next year, creating 40 construction jobs. The project will have a \$4M annual economic impact to the region.

## Made great in WNY

The **Biorefinery Development and Commercialization Center** will help expand commercial biotechnology companies in the Southern Tier and build upon the region’s strengths in advanced manufacturing. It will also allow Alfred State to improve the educational resources to train skilled workers in applied technology and engineering technology. A \$1.5M ESD grant awarded to **Alfred State** in collaboration with **SUNY College of Environmental Science and Forestry (SUNY ESF)** and **Applied Biorefinery Sciences LLC**, will fund a multi-functional facility designed to enable private firms to scale the production of bio-renewable materials and sustainable energy from the lab to commercial volumes using a hot water extraction process developed at SUNY ESF. The Center will offer public and private entities access to shared infrastructure and services, including material handling equipment, large reaction vessels, and the heat and power load to drive chemical processes. Companies incur minimal capital and operating expenses while learning about production costs and process bottlenecks that can hinder a company’s ability to bring a product to market. Alfred State gains a unique educational tool for students to get hands-on learning alongside industry.



**BIOREFINERY DEVELOPMENT AND  
COMMERCIALIZATION CENTER**



**RIVIERA THEATRE**



**BIOREFINERY DEVELOPMENT AND  
COMMERCIALIZATION CENTER**



**PAST PRIORITY PROJECTS  
HEALTH | LIFE SCIENCES**

**More work on this strategy in:**  
Regional Priorities, pg 126-129  
Proposed Priority Projects, pg 163-165



**PAST PRIORITY PROJECTS  
AGRICULTURE**

**More work on this strategy in:**  
Proposed Priority Projects, pg 166-169

## Converting research into jobs

**Roswell Park Cancer Institute (RPCI) Genome Project** received \$5.1M in ESD funds matched with \$18.5M from RPCI to develop the infrastructure around a database that compiles and analyzes the detailed genetic data (the “genomes”) of WNY citizens. The information is used for the development of genome sequencing pilot projects to develop drugs and treatments that are more effective in curing cancer as they will be specific to the genetic characteristics of the individual. OmniSeq LLC, a new molecular diagnostics company, was spun out of RPCI in 2015, offering OmniSeq Target SM as its first commercial product. OmniSeq Target is a 23-gene panel that enables improved therapeutic management of non-small-cell lung cancer. As of December 2015, the RPCI Genome Project has generated 32 new jobs and led to improved care and treatment selection for more than 500 cancer patients. RPCI has future plans to release additional products for solid-tumor and hematological cancers.

**The Buffalo Niagara Medical Campus** received a \$650,000 ESD grant for its **Bridge to Sustaining Communities** – infrastructure to connect UB’s new Jacobs School of Medical and Biomedical Sciences to the newly constructed Conventus building.



The project ensures that the BNMC facilities will be physically connected, thereby creating an environment of constant collaboration for medical education, research, and care. The Jacobs School of Medical and Biomedical Sciences is currently under construction and the Conventus building is completed. The stakeholders convened a committee to oversee planning and development of the connector and held scoping sessions to discuss security and access related requirements. In addition, there are negotiations in progress for the air rights required to complete the project. Additional connector locations are under consideration.

## Growing local food systems

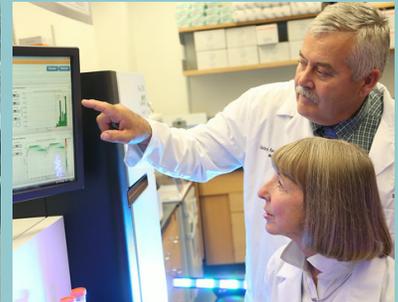
**Beau Vine Vineyards (BV)** is expanding to meet demand as consumers are drinking higher quality wine. A \$370,000 ESD grant is assisting BV with equipment and infrastructure to meet the need for better harvesting and to sustain production growth. In 2015-2016, BV expanded, adding new plantings, purchasing tillage and trellis equipment, and hiring two new staff members. Construction has begun on its new facility which is expected to be completed by the end of the year. BV purchased 23 additional acres and will establish a new vineyard by 2018. BV is in the process of purchasing a leaf remover and harvester to improve fruit quality.



There are plans to lease out new equipment to area vineyards so that the entire region can increase quality and production of grapes and wine.

**Massachusetts Avenue Project (MAP)** received \$385,000 from ESD for its **Farmhouse Community Food Training and Resource Center**. The project involves the construction of a new 11,413 square-foot, multi-use, community food hub at MAP’s urban farm on Buffalo’s West Side. The new building will house a commercial teaching kitchen, a training space and library, planning and storage space for the farm and Mobile Market, community supported agriculture distribution space, office space and two units of affordable housing. The project will build on and promote economic growth in our region’s agriculture and food system by providing jobs, job training, and resources to the next generation interested in careers in food-related fields. It will create an urban food hub providing new markets for small farmers and greater access to affordable, nutritious food for residents. The project broke ground in July and is expected to be completed by 2017.

# Leveraging private investments and creating jobs



## Geico

In August, Governor Cuomo announced that GEICO, the second-largest private passenger auto insurance company in the United States, will expand its service center operations in WNY adding 600 full-time jobs at a new location near its existing facility in Getzville which currently employs 2,760. GEICO will invest nearly \$11M to outfit and equip its offices to accommodate its new positions. The state will provide \$4M in capital grants to support GEICO's expansion in the region. The low-cost hydropower contract that NYPA provided to Geico has also helped enable this expansion.

**Total Project Cost \$11M**  
**ESD Funds \$4M**  
**600 New Jobs**



PROFESSIONAL SERVICES

## General Mills

General Mills is a publically-traded food company with \$17.6B in sales for fiscal year 2015 and over 100 brands including Cheerios, Wheaties, Betty Crocker, Pillsbury and Nature Valley. ESD awarded General Mills \$500,000 in tax credits that, along with a \$500,000 grant from the New York Power Authority, is assisting with a \$25M total investment in new cereal processing and packaging equipment and upgrades to its systems for unloading ingredients, packaging and handling. The investment secured two additional cereal lines and retained 417 existing jobs at the Buffalo plant.

**Total Project Cost \$25M**  
**ESD Funds \$500,000**  
**417 Retained Jobs**



ADVANCED MANUFACTURING

## New Flyer of America, Inc.

Established in 2013 following the acquisition of American Ikarus by New Flyer Industries of Canada, New Flyer of America, Inc. manufactures heavy-duty transit buses in North America. In response to an expanding customer base, New Flyer is in the process of restoring and equipping a facility of approximately 30,000 square feet in the City of Jamestown to manufacture assemblies which will be shipped to Minnesota for installation in buses. New Flyer will invest \$1.8M in the facility as well as in equipment and machinery. ESD is assisting the project with \$233,555 in Excelsior Tax Credits helping to create 32 full-time jobs.

**Total Project Cost \$1.8M**  
**ESD Funds \$233,555**  
**32 New Jobs**



ADVANCED MANUFACTURING

## OmniSeq, LLC

OmniSeq, LLC is a commercial spinoff of RPCI that delivers cutting edge, genomics-based advanced diagnostic test (ADTs) to healthcare providers, pharmaceutical companies, academic research institutions and researchers. ESD is investing \$1.5M in Excelsior Tax Credits in a \$38M project to expand clinical, research and development space at Hauptman Woodward Institute located on the Buffalo Niagara Medical Campus. The investment will retain OmniSeq's 20 employees and will create 94 new jobs that pay over \$100,000/year.

**Total Project Cost \$38M**  
**ESD Funds \$1.5M**  
**94 New Jobs**  
**20 Retained Jobs**



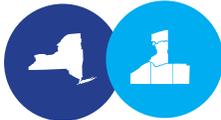
HEALTH | LIFE SCIENCES

PAST CFA PROJECTS



CFA FUNDED PROJECTS ALIGN WITH SMART GROWTH, WORKFORCE AND TOURISM.

2011-2015



Since 2011, New York State agencies have been working with the WNY REDC to invest in projects across our region.

CFA FUNDED PROJECTS HELP ADVANCE STATE PRIORITIES.

## PROGRESS: STATUS OF ALL PROJECTS AWARDED CFA FUNDING

# Advancing strategies and leveraging state investments

### REDISCOVERING OUR TOWN AND VILLAGE CENTERS

In an effort to increase private investment and create a thriving downtown business district, **Lumber City Development Corporation** completed a \$200,000 New York Main Street project assisting eight owners of mixed-use buildings on Oliver Street in the **City of North Tonawanda** with facade improvements.



**Jamestown Renaissance Corporation** received grants from the New York Main Street Program to assist with the renovation of two anchor buildings attracting new business and creating jobs in downtown Jamestown. A \$250,000 grant in Round 4 is matching CDBG funds, state and federal tax credits and other public and private funds to renovate the former **M&T Bank Building**. The \$4.3M project, which broke ground in September 2015, is undergoing extensive design and construction to house commercial tenants and dramatically improve the most important crossroads in Jamestown – 3rd and Main Streets. Digitell – a tech company with a staff of over 50 – will lease the 2nd and 3rd floors for the headquarters of their nationwide operations. M&T Commercial Lending offices lease the





east side of the building. Prime space on the first floor and sub-level section on North Main Street is under construction for future commercial tenants. Building on this momentum, Jamestown Renaissance Corporation received a \$500,000 grant in Round 5 to assist with the renovation of 119-121 W. 3rd Street, the **Lillian V. Ney Renaissance Center**. The idea for the \$2.5M project is to create a microbrewery and restaurant.

#### A NEW IMAGE FOR WNY

Boasting 22 microbreweries, Western NY is gaining a reputation as a craft beer destination. In Round 5, Visit Buffalo Niagara received a \$40,000 grant through ESD’s Market New York initiative to execute a **Craft Beer Tourism**



**Marketing** plan that will include digital and print ads, and engagement with regional beer bloggers to harness Buffalo’s competitive craft beer advantage in areas like Southern Ontario, Rochester, Erie PA and other nearby destinations.

Tourism officials from eight counties in the region – Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans, and Wyoming – are working together in an unprecedented manner on a Regional Marketing and Branding Initiative. The effort, devised as part of the Buffalo Billion initiative to encourage collaboration to project a more coordinated marketing image promoting all the region’s assets, is funded in part by a \$300,000 grant from ESD’s Market NY Program. In an extensive process with internationally recognized consultants DCI, these officials are considering uniting around an overarching brand – “New York’s Western Edge” – to encourage visitors to fully explore the vast array of experiences in the region. The group is currently considering various measures to best implement the brand.

#### BRINGING OUR WATERFRONT TO LIFE

CFA grants awarded to the **City of Niagara Falls** will continue to create connectivity among riverfront trails and recreational opportunities for residents and visitors near the water’s edge.

A \$102,440 DOS grant in Round 1 aided the construction of the new **LaSalle Waterfront Park** including the installation of entrance signage, benches, drinking fountain, barbeque grills, picnic tables and trash receptacles, landscaping



and creation of a vegetative buffer between the park and adjacent properties. A \$410,000 CFA grant in Round 5 from DOS will help create the **Lasalle Greenway Trail** along Buffalo Avenue between Cayuga Drive and 102nd Street. This project will link local and regional trail systems (including the Niagara Riverview Trail along which LaSalle Waterfront Park is located), public parks, residential neighborhoods, and businesses to the Niagara River. Construction activities will include excavation and installation of asphalt trail, installation of a pre-fabricated pedestrian bridge, crosswalk and traffic markings, and trailhead amenities.



A \$177,500 DOS grant in Round 4 is allowing the **Village of Lewiston** to continue shoreline improvements at picturesque Lewiston Landing including design and installation of shoreline stabilization; brick walkway improvements; enhancement of navigation; and installation of power pedestals at Lewiston Landing docks.



### BUILDING OUR ARTS AND CULTURAL ASSETS

Incorporated in 1997, the Graycliff Conservancy was founded to acquire, preserve, restore and make accessible to the public Frank Lloyd Wright’s **Graycliff Estate in Derby**. The Graycliff Conservancy completed well over half of the total restoration and created the Pavilion Visitor Center to welcome thousands of visitors annually to the tranquil retreat on the shores of Lake Erie. Built for Isabelle R. Martin, wife of industrialist Darwin Martin, Graycliff is one of Wright’s most significant creations of the 1920s. New York State Council of the Arts grants in Round 3 funded architectural drawings and specifications to restore the second floor of the Isabelle R. Martin House on the Estate; and in Round 5, the Graycliff Conservancy was awarded a grant to hire a part-time horticulturalist to maintain the Estate’s historic landscape.

A Round 5 \$500,000 grant from NYS Office of Parks, Recreation and Historic Preservation (OPRHP) will help restore the **Buffalo Zoo’s Reptile House**. Built in 1942, the interior brick walls and brass railings of the historic building will be preserved, but the animal enclosures within the gallery space will be replaced with new state-of-the-art exhibits. Hands-on interactive exhibits will educate visitors about reptile and amphibian diversity, and the Zoo’s efforts to

conserve them, particularly within local waterways. The plan also includes an expansive area for Komodo dragons, the world’s largest lizard. The project will increase visitation at this major tourist attraction, particularly in the winter, and will benefit the Zoo’s 450,000+ annual visitors.

A Round 5 \$201,725 NYS OPRHP grant will allow the City of Niagara Falls to continue their work on the **Niagara Falls Underground Railroad Interpretive Center (Center)** to be housed on the first floor of the **former U.S. Customhouse**, steps from the Whirlpool Bridge with access to the Whirlpool Rapids Gorge Trail leading to the Niagara River. The funding will create the Harriet Tubman Plaza – an outdoor courtyard serving as functional public space for the Center and doubling as additional lobby space to welcome and orient visitors. The purpose of the Center is to provide a gateway to the important Underground Railroad and anti-slavery history of the area, and direct visitors to other local and regional attractions. The Center is part of Phase III of the construction of the Niagara Falls International Railway Station and Intermodal Transportation Center which includes the restoration of the historic 1863 Customhouse and new construction on an adjacent parcel. It is also part of the corridor for the removal of the Robert Moses Parkway from Main to Findlay Drive.



**NIAGARA FALLS UNDERGROUND RAILROAD INTERPRETIVE CENTER**



**FORMER CUSTOMHOUSE**

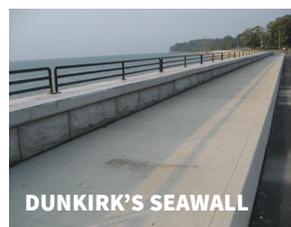
### PROTECTING AND ENHANCING OUR WATERWAYS

Chautauqua County received nine grants in Round 5 of the CFA from DEC's Water Quality Improvement Program totaling more than \$1.3 million to improve stabilization structures, control erosion, reconnect flood plains and restore a number of streams and creeks, ultimately improving aquatic habitat and reducing the amount of sediment that enters into **Chautauqua Lake**. These projects help to implement the Chautauqua Lake Watershed Management Plan which aims to improve the health of Chautauqua Lake, a major tourism driver in Chautauqua County.



**LAKE CHAUTAUQUA**

In Round 3, the **City of Dunkirk** received a \$449,620 NYS Parks grant and was named an ESD Priority Project (\$341,000) to reconstruct the **Lakefront Boulevard Seawall** which was



**DUNKIRK'S SEAWALL**

over 70 years old and crumbling and collapsing. The new seawall opened to the public in the summer of 2015 complete with a new block wall, stairs, sidewalk/bike path, railings, and drainage outflow. New handicapped accessible ramps make the beaches accessible

for the first time. The park amenities improvement project began in summer 2016 at Wright Park—located directly across the street from the seawall. This project includes the installation of a splash pad, renovation of public restrooms to make them handicapped accessible, new playground equipment, repaving basketball courts, repairing sections of the multi-use path, a pavilion, improvements to the existing parking lot, benches, trash receptacles, lighting, signage, and trees. This project is expected to be complete by 2017. These new amenities, combined with the new seawall, will have a large impact on the quality of life for Dunkirk residents, while also drawing more visitors to the city.



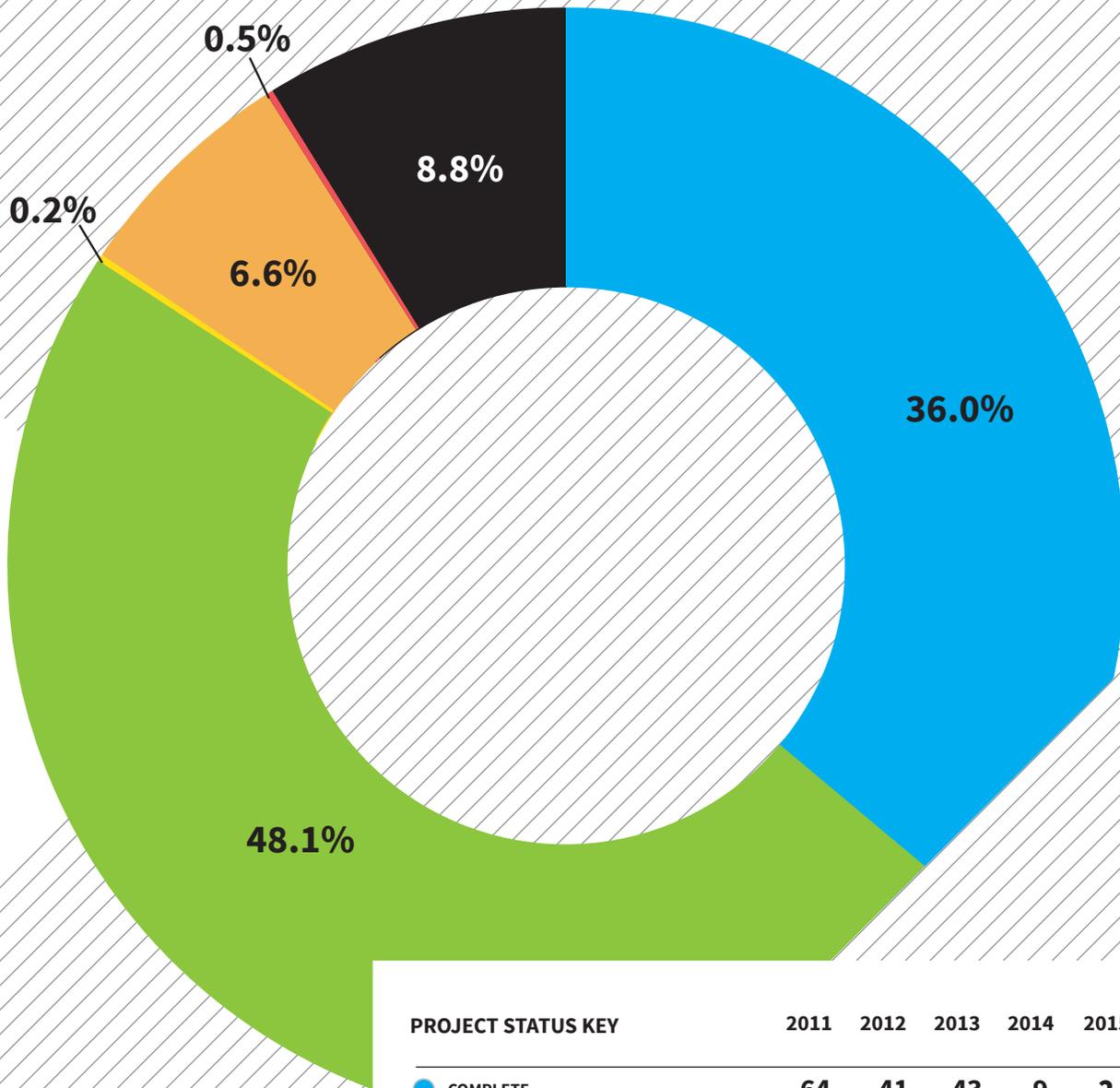
## AGGREGATED STATUS OF ALL PROJECTS

# Keeping projects on track and seeing them through to completion

124 grants were made in WNY through the CFA in 2015, our largest round yet. The Council remains committed to keeping projects moving forward and is pleased to report that even with this larger proportion of new projects, 84% of all projects are complete or on schedule (a 2 percentage point jump from last year). This success rate is attributed to the fact that we continue to endorse projects that show readiness to proceed and whose leadership has the capacity to achieve their stated goals.

**2011-2015**  
**ALL CFA FUNDED PROJECTS**  
(includes Priority Projects)

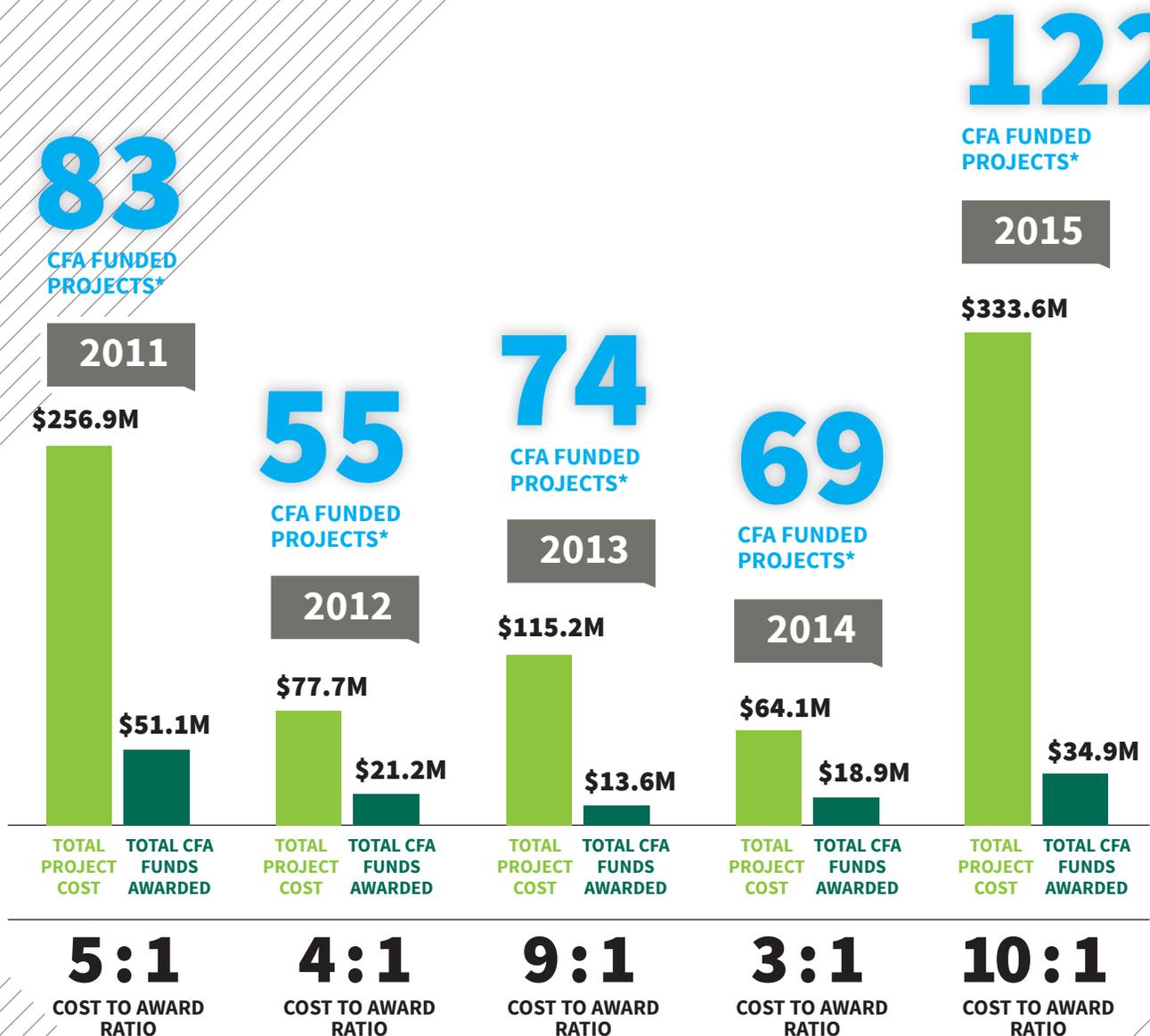
**84%**  
**OF ALL PROJECTS**  
**ARE COMPLETE**  
**OR ON SCHEDULE**

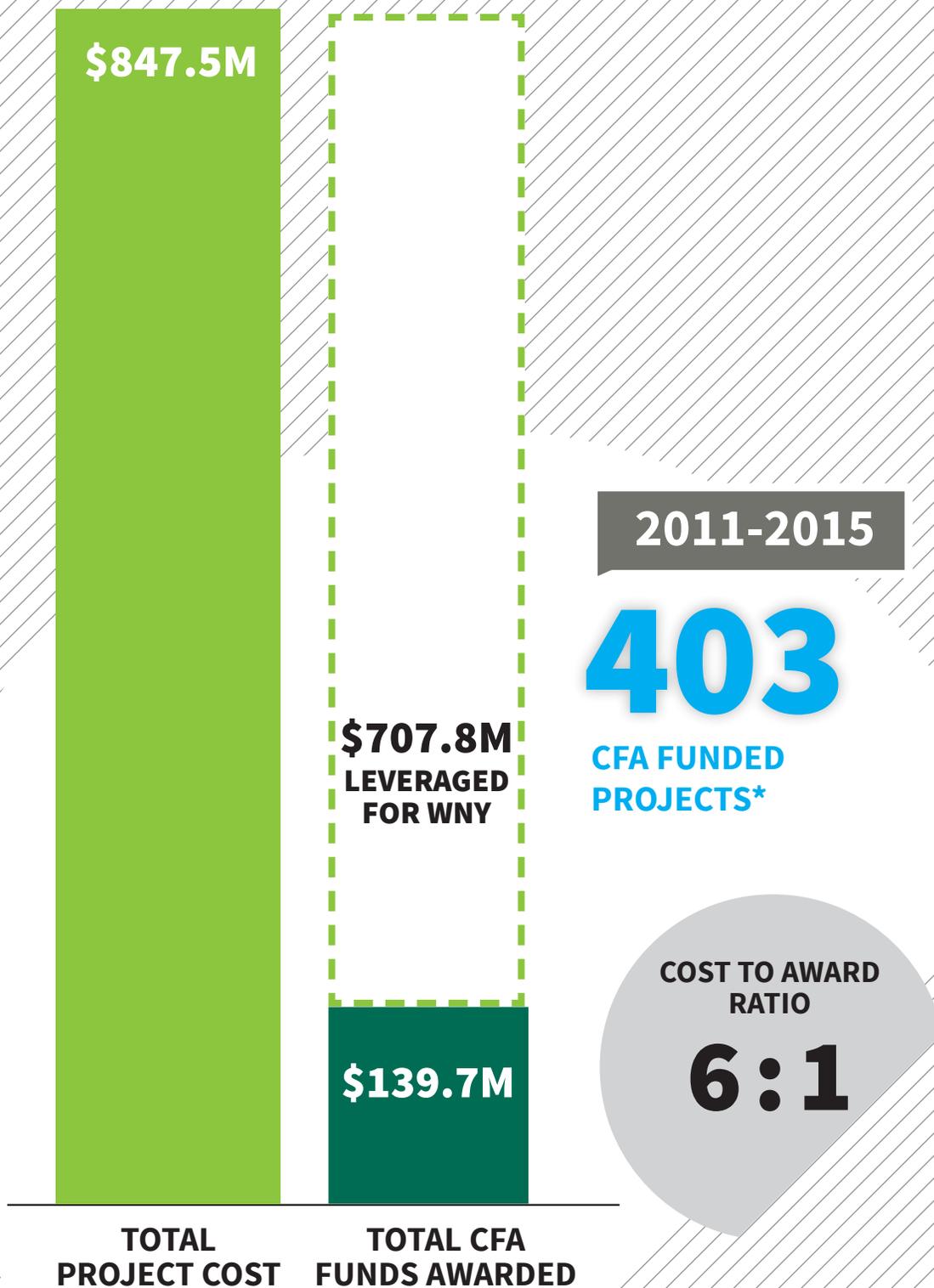


PROJECT STATUS KEY	2011	2012	2013	2014	2015	TOTAL
<span style="color: blue;">●</span> COMPLETE	64	41	43	9	2	159
<span style="color: green;">●</span> ON SCHEDULE	18	14	29	54	97	212
<span style="color: yellow;">●</span> PROGRESSING SLOWER THAN ANTICIPATED	0	0	0	1	0	1
<span style="color: orange;">●</span> CONTRACT NOT YET EXECUTED	0	0	2	4	23	29
<span style="color: red;">●</span> CONCERNS NEED TO BE RESOLVED	1	0	0	1	0	2
<span style="color: black;">●</span> CANCELLED/FUNDING DECLINED	16	9	11	1	2	39
<b>TOTALS</b>	<b>99</b>	<b>64</b>	<b>85</b>	<b>70</b>	<b>124</b>	<b>442</b>

Note: Award Booklets 2011-2015 list 429 total WNY projects. To date, there are 442 total CFA projects due to reallocations of terminated ESD projects and projects being split into two separate contracts.

A cumulative effect of 5 years of state and private investment





\*To date, WNY was awarded \$356.4M through the CFA. The \$139.7M total excludes Community Renewal Fund, Low Cost Economic Development Financing, NYSEDA Energy Efficiency Projects and Excelsior Jobs Credits and any projects that have been terminated.

# Public investment jump-starts the economy and helps the private sector create jobs.

The CFA process has helped WNY retain over 7,000 jobs and create close to 3,500 new ones. These jobs are attributed to the 403 total projects endorsed through the WNY REDC and awarded through state agencies in the five CFA rounds. Also included in these job numbers, projects awarded Excelsior Tax Credits throughout the year from the bank of credits awarded to the WNY REDC in each CFA round.



Western New York Regional Economic Development Council

## Jobs from five CFA rounds

	2011	2012	2013	2014	2015
RETAINED .....	<b>3,055</b>	<b>1,272</b>	<b>1,680</b>	<b>472</b>	<b>586</b>
CREATED .....	<b>1,033</b>	<b>907</b>	<b>703</b>	<b>584</b>	<b>260</b>

As NYS's chief economic development agency, Empire State Development works hand-and-hand with the WNY REDC on job-creating projects throughout WNY. Since 2011, ESD has invested \$855.8M in 65 Priority Projects, Excelsior Tax Credits, Buffalo Billion investments and other grants and loans in projects that total \$3.8B.



Empire State Development



**These projects have retained 21,580 jobs and created 9,403 jobs.**

*“WNY is experiencing the longest sustained private sector job growth in 25 years.”*

Using data that has been collected beginning in 1990, we have had 72 straight months of private sector job growth (when calculated on an over-the-year basis).”

—*John Slenker*, Labor Market Analyst, NYS DOL



2011-2015

**TOTAL JOBS**

RETAINED **7,065**

CREATED **3,487**



**IMPLEMENTATION AGENDA:  
2016 STATE PRIORITIES**

- 84** NYSUNY 2020
- 86** INNOVATION HOT SPOT
- 88** GLOBAL NY
- 92** OPPORTUNITY AGENDA
- 96** VETERANS IN THE WORKFORCE

“Buffalo no longer just shuffling along.”

—*The Globe and Mail*, March 21, 2016

“Millennials and young entrepreneurs are moving back to Buffalo as “re-pats,” staking their claim by helping revitalize a place they once fled.”

—*Chicago Tribune*, March 29, 2016

Western NY is aligning local efforts with state programs for greater impacts.

*“...reasonable real estate prices, a thriving university system and medical research facility pumping out talented graduates, and its proximity to New York and Toronto to draw young entrepreneurs.”*

—USA TODAY, August 23, 2015

*“...people have taken matters into their own hands and in so doing offered a shining example to post-industrial cities in the rust belt and beyond. You could say that Buffalo...has finally found its wings.”*

—Monocle Magazine (UK), July 25, 2016

**“New York’s second largest city has sprung back to life with retro-cool restaurants and watering holes downtown that recall its industrial glory days.”**

—Travel + Leisure, May 2016



**2016 STATE PRIORITIES**  
**NYSUNY 2020**

# Public universities as catalysts for economic development

With the help of the REDC, NYSUNY 2020 projects are well underway to advance some of our region's key strategies and strengthen partnerships between the region's economic development efforts and our prized colleges and universities.

## STRATEGIES

Work with SUNY campuses to develop and implement NYSUNY 2020 plans.

Facilitate partnerships that will result in increased academic and economic benefits.

### ADVANCING REDC STRATEGIES



**PREPARE OUR WORKFORCE**



**ADVANCED MANUFACTURING**



**HEALTH | LIFE SCIENCES**

## PROGRESS & FUTURE ACTIONS

### PROGRESS IN 2016

**WNY REDC** Reviewed the region's NYSUNY 2020 applications for alignment with REDC strategies.

### ACTIONS IN 2017

Cultivate and review the region's NYSUNY 2020 applications for alignment with WNY REDC strategies.

## NYSUNY 2020 STRATEGIES IN ACTION

### Jacobs School of Medicine and Biomedical Sciences

The new building for the Jacobs School of Medicine and Biomedical Sciences at UB, the largest medical school under construction in the U.S., is quickly approaching its expected 2017 completion. In March 2016, UB celebrated the "topping off" of the final steel beam for the eight-story, 624,000 gross square foot structure located on the BNMC. Employing about 300 workers daily with more to be added as workers in the trades are hired to finish the facility's interior, the new building will allow the university to expand its medical school class size from 144 to 180 students and add 100 new physician-scientists to the UB faculty, further building on collaborations with partners including Kaleida Health and RPCI. Once open, the Jacobs School of Medicine and Biomedical Sciences will bring 2,000 UB faculty, staff and students to downtown Buffalo daily, increasing population density in the heart of the city and providing opportunities for retail and housing development, incubators, research parks, and other economic development opportunities.



## Retooling the Southern Tier

A \$15M NYSUNY 2020 Challenge Grant (Round 2) was awarded to a collaborative effort, Retooling the Southern Tier, among four colleges, two of which are in WNY—Alfred State and Jamestown Community College (JCC)—to create expanded training programs in manufacturing and support the Southern Tier’s economy by producing graduates for manufacturing employers in the region. JCC’s \$10M project funded in part by \$5M in NY SUNY 2020 funds and \$850,000 in ESD Priority Project funds will help expand the Manufacturing Technology Institute (MTI) on JCC’s Jamestown campus from its current size of 23,000 square feet to approximately 34,000 square feet; and construct a new approximately 20,000 square foot MTI facility on JCC’s Olean campus. Both facilities will be used to increase education programs by 50%, and will train an additional 190 students annually. Using input from industry in its program development, there will be an increase in academic and non-credit offerings and additional programs like Maker Spaces where local industrial entrepreneurs can partner with students to further prototype designs; and the popular middle school STEM programs and Kids’ College summer programs that introduce young people to manufacturing careers. Construction on the Olean Campus is 90% complete and the facility is fully functional for the 2016 academic year. The anticipated completion of the expansion on the Jamestown campus is fall 2016. A combination of NYSUNY 2020 funds and ESD Priority Project funds are also assisting Alfred State’s new \$5M, 16,000 square-foot Sustainable Advanced Manufacturing Center (SAMC) on its Wellsville campus to train welding and machine tool technology students. In addition, the SAMC will be used for prototyping and assisting area manufacturers in the development of new products and systems. The SAMC will expand existing programs by 50%—teaching 90 -140 students annually about sustainable manufacturing techniques. The facility will also be used to train 40-50 individuals from local manufacturers annually. The Center opened in August 2016 for the fall semester.

## Erie Community College

The Nanotechnology Building Annex at ECC North Campus broke ground in May 2016. Funded in part by a \$5.75M Round 3 NYSUNY 2020 grant, the energy-efficient building will house ECC’s Nanotechnology AAS degree program, designed to prepare students for career opportunities in burgeoning fields such as electronic and semiconductor fabrication technology, biotechnology and environmental science. When completed in 2017, the building will provide approximately 6,100 square feet of new class and vital clean room space; include 36 solar roof panels to provide clean power; and employ a state-of-the-art energy recovery system to reduce heating and cooling costs and energy usage. Using NYSUNY 2020 funds and faculty preparation through the Center for Nanotechnology Education and Utilization at Penn State University, ECC’s Associate in Applied Science in Nanotechnology degree program has been operating since last year to prepare students in response to the various large scale nanotechnology-related projects announced across upstate New York.





**2016 STATE PRIORITIES  
INNOVATION HOT SPOT**

# Giving innovative ideas a space to incubate and grow

It's clear a more collaborative approach to growing entrepreneurs is working. The WNY Incubator Network (WIN) and NYS Business Incubator Support Program recipient, Fredonia Technology Incubator, have allowed for new and expanded programming and greater access to incubator facilities across the region. The WNY REDC is instrumental in connecting the nine geographically diverse partner incubators not just with one another, but with additional regional assets, programs, and funding opportunities. The network of incubators are better able to work as a team and operate as broader entities with increased capacity.

## STRATEGIES

Identify and endorse preferred incubator proposal.

### ADVANCING REDC STRATEGIES



**FOSTER A  
CULTURE OF  
ENTREPRENEURSHIP**



**ADVANCED  
MANUFACTURING**



**HEALTH | LIFE  
SCIENCES**



## PROGRESS & FUTURE ACTIONS

	PROGRESS IN 2016	ACTIONS IN 2017
<b>WIN</b>	<p>Entrepreneurs supported by WIN initiatives raised more than \$5M in funds and created 28 new jobs.</p> <p>Fredonia Technology Incubator designated as official NYS Certified Business Incubator.</p> <p>Grew coordination among incubators and increased coordination of activities with the WNY REDC entrepreneurship strategy.</p>	<p>Develop CFA for five year re-certification.</p> <p>Tie regional entrepreneurship strategies to broader statewide initiatives.</p> <p>Connect regional entrepreneurial strategies to the region's platform of workforce development initiatives.</p>
<b>WNY REDC</b>	<p>Business Assistance and Entrepreneurship Score Group scored NYS Business Incubator Program Applications.</p> <p>Assisted the WNY Innovation Hot Spot in increasing coordination among incubators and better integrating activities with the WNY REDC entrepreneurship strategy.</p> <p>Increased collaboration between the WNY Innovation Hot Spot and 43 North.</p> <p>Worked with the WNY Innovation Hot Spot to help identify gaps in existing programming; used this information to help cultivate CFA projects for the NYS Business Incubator Program.</p>	<p>Score NYS Business Incubator Program Applications.</p> <p>Facilitate stronger incubators through awarding of NYS Business Incubator designations.</p>

## INNOVATION HOT SPOT STRATEGIES IN ACTION

### WNY Incubator Network

WNY Incubator Network (WIN) is a collaborative effort of business incubators that expands entrepreneurial services, helps startups, and grows wealth in our region. WIN works together to help incubator ventures grow quickly, achieve greater profitability, and become more attractive to investors. WIN is funded through the NYSTAR Innovation Hot Spot program and designated through the WNY REDC. It is managed by the UB Office of Economic Development, and includes nine partner incubators.

WIN's core program of work includes:

**Innovation Hot Spot tax incentives:** Available to incubated ventures in their first five years of operation, incentives include five years of state sales tax credits, income tax credits for the company, and for its principals. The program is designed to allow ventures to move on to the START-UP NY incentives program upon graduation from the incubator. To date, 17 growing ventures in WNY were assisted by the program.

**Embedded Consultants Program:** Cost shares the expense of incubator client companies retaining outside experts to address development milestones. 12 projects were completed, with several more in process, involving projects as diverse as sales processes and regulatory path planning.

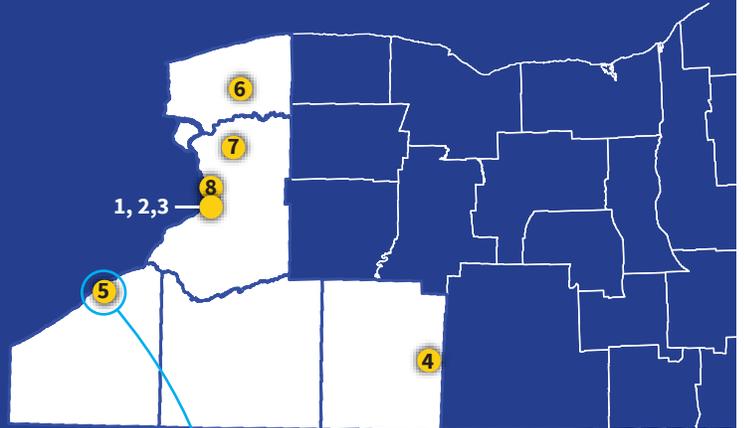
**Pitch Prep:** WIN convenes local business leaders to provide entrepreneurs with several rounds of coaching on their business pitches, before pairing them with a "friendly" venture capitalist to provide additional insight. Over two years, several dozen companies participated in this program.

**Student Entrepreneurship:** WIN runs or has partnerships with several programs to groom the next generation of incubator companies including **Startup Weekend**, **Student2Biz** and **Student Sandbox**.



## 9 PARTNER INCUBATORS IN 2016

- |  |                                       |
|--|---------------------------------------|
| 1 43North Incubator                        | 6 Harrison Place                      |
| 2 Thomas R. Beecher, Jr. Innovation Center | 7 UB BioSciences Incubator            |
| 3 Z80 Incubator Labs                       | 8 UB Technology Incubator             |
| 4 Ceramics Corridor at Alfred              | 9 Directed Energy (virtual incubator) |
| 5 Fredonia Technology Incubator            |                                       |



### Fredonia Technology Incubator

Funding through the NYS Business Incubator Support Program will assist the Fredonia Technology Incubator (FTI) with developing formal collaborations with community partners to extend educational outreach, increase student innovation and entrepreneurship programs, and conduct market research for expanded services including social entrepreneurship and co-working space. A major focus of the program is to develop new entrepreneurial education programming to address the needs of underserved communities, helping to create a more robust entrepreneurial ecosystem. Outreach efforts include the Hispanic community, Veterans, women-owned businesses, students and young professionals. Fredonia established a meeting series with small business providers to explore collaborations and establish partnerships. Enhancements to Fredonia's Student Business Competition and additional outreach events are being planned. FTI is in the process of hiring additional staff to support the new programs.



**2016 STATE PRIORITIES  
GLOBAL NY**

# The world of opportunities at our doorstep

The Global NY work group and the organizations it represents are advancing a Global NY agenda to create and retain jobs in NYS by attracting foreign direct investment (FDI) and helping NYS companies export products and services. WNY companies are utilizing statewide programs like State Trade and Export Promotion (STEP) grants to market their businesses abroad. And START-UP NY is helping to make WNY an attractive place for foreign companies to grow.



**STRATEGIES**

**FOREIGN BORN POPULATIONS**

Attract and retain international graduates of WNY universities and leverage the personal networks of these graduates to attract trade and investment.

Leverage the region’s growing foreign-born population to attract FDI and develop new business relationships in countries across the world.

**EXPORT ASSISTANCE**

Identify and address the business intelligence and international export needs of regional companies.

**BUSINESS ATTRACTION LEADS/FDI**

Generate high quality business attraction leads in the region. Make the location decision process for foreign investment as easy and risk-free as possible.

**MARKETING**

Brand and market upstate NY as a trade gateway to attract overseas trade & investment. Create an international marketing brand that focuses on the available assets, excess capacity, and international brokerage support services that are available across the upstate NY region. Unite the region around a competitive identity and communicate a consistent message to the world.

**ADVANCING REDC STRATEGIES**



**BI-NATIONAL LOGISTICS**



**ADVANCED MANUFACTURING**



**HEALTH | LIFE SCIENCES**

**EXPORTS**

## WNY companies expand their visibility in the global marketplace

WNY was awarded 18 STEP 4 grants (September 2015-March 2016) representing nearly a quarter of all awards received statewide and the second highest total number of grants behind NYC.

3 WNY companies participated in STEP 4 Trade Missions to Israel, Germany and China.



The STEP Global NY Exports Grant Program helps small businesses explore opportunities to export their products and services worldwide.

## WNY small businesses explore export markets

From January 2015 through June 2016, 22 WNY companies participated in the Export Marketing Assistance Service (EMAS) program to enter into or expand their sales in foreign markets.

The EMAS program helps small- and medium-sized businesses find sales agents or distributors across the globe.



**FOREIGN DIRECT INVESTMENT**

## Bringing the world to WNY

Global NY hosted several delegations in WNY in 2016 including a delegation from Dong Nai Province in Vietnam who visited WNY to explore opportunities in agriculture, higher education and tourism; and a Japanese plastics firm who met with ESD, Invest Buffalo Niagara (IBN) and regional companies. Japan is currently one of the largest investors in the state.



## WNY attracts start-ups from around the world

Nine foreign companies participate in START-UP NY and seven 43North winners are from other countries expanding FDI in the region.

### STARTUP NY

- VOICEITT, Inc.
- Cleanslate Technologies, Inc.
- Natural Energy Systems America, Inc.
- Plum LLC
- Coqui 3D, Inc.
- GlucoGuide U.S., Corp.
- ForaHealthyMe (USA), Inc.
- InfonautHoldings, Inc.
- Qoints USA, Inc.



### 43NORTH

- DaStrong Corp., Inc.
- triMirror

## PROGRESS & FUTURE ACTIONS

	PROGRESS IN 2016	ACTIONS IN 2017
<b>Global NY Work Group</b>	<p>Continued to collaborate and discuss ways that WNY companies can take full advantage of global trade.</p> <p>Added work group member, Catherine Muth of the Buffalo Niagara Partnership who was recently hired to focus on Canadian economic opportunities.</p>	<p>Explore creating an Invest Buffalo Niagara steering committee through the Global NY Work Group.</p> <p>Continue to work on a joint strategy to generate FDI in the region.</p> <p>Continue to better understand export activities and market potential in the region.</p> <p>Pro-actively target groups and countries that align with our regional strengths and industry sectors.</p>
<b>Invest Buffalo Niagara (IBN) (formerly Buffalo Niagara Enterprise)</b>	<p>Created a new website that can be translated to over 100 different languages.</p> <p>Involved in the marketing of 43North and engaged with business leads developed through the competition.</p> <p>Held a meeting in Canada on doing business in the U.S.</p> <p>Bank of Montreal hosted IBN in Montreal.</p> <p>Created the “Someone in Buffalo Niagara Misses You” post card campaign to connect with expats and others residing outside the area. The campaign sent nearly 1,000 postcards to 49 U.S. states and nine countries driving 2,300 visitors to their website.</p> <p>Connected with START-UP NY to triage and assist good leads that may not necessarily qualify for START-UP.</p>	<p>Continue to work on attracting Canadian businesses to the region.</p>
<b>World Trade Center Buffalo Niagara</b>	<p>In partnership with the U.S. Bureau of Industry and Security (BIS), the Upstate New York District Export Council and the U.S. Department of Commerce, presented a two-day export controls seminar in September 2016. Export policy specialists from BIS presented key information regarding export compliance drawing businesses and government representatives from all over the globe. The programs were targeted to experienced exporters interested in both refreshing their knowledge about export compliance and exchanging ideas about export control issues.</p> <p>As a partner with Buffalo Manufacturing Works, continued to develop relationships with member companies.</p>	<p>Focus events in 2017 on e-commerce, Foreign Trade Zones and targeting specific industries.</p>



**PROGRESS IN 2016**

**ACTIONS IN 2017**

<b>U.S. Dept. of Commerce, International Trade Administration, Buffalo</b>	Continued ongoing conversations with local companies to understand and address exporting needs.	U.S. Department of Commerce in partnership with Global NY will work together to conduct a joint presentation on global trade tools and opportunities for businesses looking to export and/or FDI.  Startup Global is a new pilot initiative that will be launching soon all across NYS through U.S. Dept. of Commerce. Startup Global assists entrepreneurs and early-stage companies poised to rapidly expand to global markets.
<b>ESD/Global NY</b>	Global NY has a representative in WNY to assist companies with global trade. Global NY provided outreach to WNY companies offering opportunities to participate in the STEP program.  WNY companies have shown significant interest in the new \$2M Global NY Fund. The launch event in Buffalo had 71 attendees. 3 WNY companies have already been approved for grants totaling more than \$73,000 under the Global NY Grant Fund. More applications are being accepted on a rolling basis and applicants to the fund are currently under review  Global NY sponsored IBN and Niagara County IDA at the SelectUSA Investment Summit in Washington, D.C. Allegany County was also represented at SelectUSA.  Global NY recently hosted several delegations in WNY including Vietnam and Japan. Global NY events have resulted in business leads.	Develop a CEO Roundtable in foreign countries.  Discuss the possibility of bringing a Select USA Spin-Off to WNY whereby a delegation attending Select USA makes a trip to WNY. Global NY will identify a partner, industry focus areas, sponsors and will target companies.  The WNY regional office will continue to work with Global NY and collaborate with partners to get the word out on Global NY opportunities.  The WNY regional office expects to participate in SelectUSA Montreal in December 2016.  Partner with HSBC bank to sponsor events for visitors from countries where they have a significant presence.  Create a Road Tour for the NYC-based foreign diplomatic corps to introduce them to FDI opportunities across NYS. The first one will take place in the Capital Region. Global NY plans to bring them to WNY in Spring 2017.  Explore the idea of offering an on-line certificate program focused on import and export.



2016 Opportunity Agenda

## 2016 STATE PRIORITIES OPPORTUNITY AGENDA

# Working to overcome poverty

The WNY REDC, state agencies and local non-profits are key partners in ensuring that education, transportation and support services are growing so that economic prosperity is reaching all segments of our population. We continue to increase collaboration and incorporate these strategies into state funding decisions. The culmination of these efforts will be seen when the **WTC**—the largest initiative in the region designed to address nearly all of the strategies included under our Opportunity Agenda—opens in 2018.

### STRATEGIES

#### EDUCATION

- Expand apprenticeship models.
- Expand outreach and utilization around the sourcing portal for jobs and training.
- Increase support and accessibility for on-the-job training.
- Create transferable skill training programs.
- Invest in career talent pipeline initiatives.
- Invest in extended case management to maximize job retention rates.
- Invest in “life skills” training programs.

#### TRANSPORTATION

- Increase access to public transportation in rural and other underserved areas.
- Enhance coordination between public transportation service areas and employment hubs.
- Improve transportation services for early morning/late night workers.

#### FOUNDATIONAL SUPPORT FOR SUCCESS

- Facilitate access to safe and affordable child care in distressed areas and rural communities.
- Expand the availability and access to affordable quality housing options close to employment hubs.
- Encourage job creation and business investment in areas of high unemployment and poverty.

ADVANCING REDC STRATEGIES



PREPARE OUR  
WORKFORCE



IMPLEMENT  
SMART GROWTH

## OPPORTUNITY AGENDA STRATEGIES IN ACTION

### Education & training that reaches vulnerable populations

Aimed at developing career pathways in the P-12 system, Burgard High School's Advanced Manufacturing Program awards students an Associate's degree from Alfred State College upon their 5th year of schooling. Funded through the Buffalo Billion, equipment upgrades and installation, building upgrades, and recruitment are ongoing. There are currently two cohorts of students in the program, totaling 70 students, which will continue with Alfred curriculum through their senior year of high school, plus a fifth year of college curriculum at Alfred or the WTC. Response to the program has been very positive and students interested in the program continue to rise in numbers.

Led by the Community Foundation for Greater Buffalo, the Greater Buffalo Racial Equity Roundtable was formed to address the disparate outcomes and opportunities experienced by regional residents of different races. The WNY REDC, along with government, business and community leaders, is a key player in these discussions and works to align regional economic priorities with those of the roundtable. The roundtable addresses issues such as education and workforce preparation; income and wealth; neighborhoods and quality of life; and criminal justice and safety with the understanding that as a region, we will see economic growth, more vibrant neighborhoods, and a higher quality of life when all people have access to the same level of opportunity.

Rosina Foods had difficulty finding qualified individuals to work as machine operators at its locations. NYS Department of Labor (DOL) funded and assisted Rosina in collaborating with Erie 1 BOCES to develop a curriculum to train food processing machine operators. NYS DOL screened

## Since 2011, NYS Department of Labor has funded **programs** in WNY to train the unemployed and up-skill the existing workforce.



unemployed individuals and referred them to Rosina for final interviews prior to the training program. Selected individuals completed a five-week training program in food processing, safety, machine operation. Upon satisfactory completion, Rosina hired the graduates. A second round of the program began in August.

To address the previously identified issue of underrepresented populations in the construction trades, Buffalo Building and Construction Trades, Buffalo Public Schools and Workforce Development Institute sponsored a Pre-Apprenticeship Welding Training Program. Twenty-four individuals were accepted into the program (many of whom were long-term unemployed or underemployed) and 20 graduated in April 2016. The Buffalo Building and Construction Trades worked closely with local community groups around recruitment. Instruction was a collaboration with union trainers for the welding skills component and Buffalo Public School instructors for math, reading remediation, and other support services. Five of the 20 students who completed the program were offered jobs; two with the Plumbers & Steamfitters and three with the Sheet Metal Workers. The trades and NYS DOL are currently working with the remaining graduates around placement opportunities.



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## PROGRESS & FUTURE ACTIONS

### PROGRESS IN 2016

#### Opportunity Agenda Work Group

Worked in collaboration with NYS DOL to align training providers, interested in CFA funding through the Unemployed Worker Training Program, with industry needs.

Assisted in developing soft-skills training, pipeline development programs, and wrap-around services for the WTC.

In March 2016, the Greater Buffalo Equity Roundtable hosted a Community Summit on Employment and Racial Disparities to discuss issues of diversity in hiring and workforce training. The Roundtable presented at an REDC meeting in March 2016.

The Buffalo Niagara Partnership Workforce Coalition was designated as a Workforce Strategies Initiative by the Aspen Institute—one of only seven regional sites identified nationally to study industry needs, educational and workforce development resources.

The United Way of Buffalo and Erie County's \$2.9M grant to fund the American Apprenticeship Initiative of Western New York has resulted in outreach to over 40 employers to explore starting or enhancing apprenticeship programs, back filling open production positions and reaching under-represented populations. The grant will assist a minimum of 300 workers over a five(5) year period.

The region's Workforce Investments Boards (WIBs) submitted a single regional plan that incorporates an Opportunity Agenda priority - apprenticeships. Funding apprenticeships was added to all NYS DOL requests for proposals.

NYS DOL for the first time issued a statewide Pre-Apprenticeship RFP to fund apprenticeships in the construction industry.

A Career Path infrastructure is being created through NYS DOL with apprenticeship as its focus.

The Greater Buffalo Niagara Regional Transportation Council adopted their new Coordinated Human Services Transportation Plan in December 2015. The Plan aligns with the REDC strategies and the Council provided input especially related to workforce transportation issues.

### ACTIONS IN 2017

Continue to connect with local social service organizations, non-profits and state agencies to better understand, collaborate and integrate workforce programs, access to child care subsidies and services, and assistance with overcoming transportation barriers into regional economic development efforts.

Through the recently approved Empire State Poverty Reduction Initiative, WNY communities Niagara Falls, Buffalo and Jamestown are positioned to receive funds to develop a plan and implement solutions to combat the issues associated with poverty including workforce readiness, child care, transportation and other related barriers to sustainable employment.

NYS DOL will seek On-the-Job Training funding from a variety of programs including Partners in Vocational Opportunity Training, Workforce Investment Boards, and Workforce Development Institute.

Work directly with Regional Transportation Demand Management operations to link employers and their employees to multi-modal transportation options and services.

Push for transit-oriented development to provide affordable housing, transit access and safe, up-to-date infrastructure to connect low-income individuals to employment opportunities.

Focus on the need for affordable housing near currently existing transit infrastructure.

## **Linking affordable housing, reliable transportation and jobs**



### **Transportation to better connect people and jobs**

\$780,000 in ESD funds is leveraging federal, state, and NFTA funding to rebuild and modernize four **NFTA-Metro Light Rail Vehicles** to extend their useful life by an additional 20 years. This project is part of a complete rebuild and modernization of the entire NFTA-Metro Rail fleet. Rebuilding these vehicles is necessary to allow NFTA-Metro Rail to continue to provide safe, reliable, frequent, and high capacity transit service to over 20,000 weekly and 6,000,000 annual riders that depend on Metro to get to work, school, medical appointments, and other destinations on and around the City of Buffalo. To date, 13 LRV rebuilds have been completed at a cost of about \$27 million. By June 2017, the NFTA plans to complete the rebuild of an additional 8 LRV's with the remaining LRV rebuilds completed by summer of 2018.

The **NFTA Transit Options Canalside-Cobblestone Study** was completed in April 2016 funded in part by \$40,000 in ESD funds. Through extensive public outreach and technical analysis, this project examined potential improvements to transit access to serve existing and proposed development in the Canalside and Cobblestone Districts on Buffalo's waterfront, support reuse of the DL&W Terminal, and create opportunities for future transit expansion—providing better connections between people and jobs. The NFTA Board of Commissioners approved staff to move forward with a rail alignment that runs into the DL&W Terminal after an evaluation of several potential rail extension alignments. Immediate next steps include securing funding for an environmental assessment of the project and design to create a shovel ready project.

### **Access to affordable housing close to jobs**

The redevelopment of **Pilgrim Village** and the construction of the new Campus Square complex is one of the most significant new affordable housing developments in the City of Buffalo. Located adjacent to the Buffalo Niagara Medical Campus, one of the City's major employment hubs expected to reach 17,000 employees by 2017, and in proximity to Main Street, major bus routes and two transit stations, the project will provide its residents with access to job and training opportunities. The 12-acre Pilgrim Village Apartments was built in 1980 and is currently comprised of 90 townhome units within 18 buildings. The proposed project will rehab the existing structures and construct Campus Square a 350,000 square-foot, 152 unit, multi-use, mixed-income, multi-generational, mid-rise residence. In addition to housing, the first floor of the building will fill the unmet needs for retail and community services including a minority-owned grocery store, a dental office, a coffee shop, and two cultural schools (music and dance). The project is projected to result in 115 full-time direct permanent jobs and 550 full-time direct construction jobs (with a significant number of these jobs targeted for minority residents or minority-owned businesses).



**2016 STATE PRIORITIES**  
**VETERANS IN THE WORKFORCE**

# A holistic approach to empowering Veterans

In 2016, the Veterans Work Group’s main focus was to expand the Veterans One-stop Center of WNY, Inc. (VOCWNY) to WNY’s southern tier counties to add capacity to reach Veterans in these rural communities, while avoiding duplication of services by enhancing existing support networks. The concept of a Veterans One-stop Center (VOC) in the Southern Tier based upon the Erie County model is still a work in progress. It was a catalyst to bring together numerous veterans support organizations and agencies. This opportunity resulted in better coordinating and optimizing veteran benefits and workforce development across the entire Southern Tier spectrum. Also in 2016, VOCWNY increased access within its existing footprint to the 17,000+ Veterans living in Niagara County through greater community engagement and programmatic growth. It continues to strengthen and expand workforce development strategies, promote existing programs like “Experience Counts” to regional employers, enhance business development and entrepreneurial services, and continue to integrate proven Veteran strategies throughout Erie and Niagara Counties. Expansion of VOCWNY established a holistic approach to addressing Veterans’ needs, collaborative and coordinated delivery of services, and conducting comprehensive outreach and intake activities to reach our region’s Veterans and empower Veterans and military families to increase participation in the workforce.

## STRATEGIES

Through the VOCWNY, establish a holistic approach to addressing Veterans’ needs that improves collaborative and coordinated delivery of services and ensures comprehensive outreach and intake activities.

Expand VOCWNY to the Southern Tier and continue to better integrate all existing services.

Continue to strengthen and expand workforce development strategies.

Promote existing programs like “Experience Counts” to regional employers.

Enhance business development and entrepreneurial services.

Continue to integrate Veterans strategies into the WNY REDC Plan.

### ADVANCING REDC STRATEGIES



## PROGRESS IN 2016

## ACTIONS IN 2017

### Veterans Work Group and VOCWNY

Laid groundwork of community support and investment for Niagara County (Lockport) office

Increase accessibility of opportunities to rural Veterans within current footprint of VOCWNY.

Conducted a VOCWNY Southern Tier concept conference to evaluate the merits of a VOC in the three Southern Tier counties.

Offer programmatic depth and diversity focusing on preparing our workforce and fostering a culture of entrepreneurship.

Ensured WNY was among first 25 communities across the U.S. to secure Veterans Economic Communities Initiative (VECI) support. VECI furthered the mission by providing a full-time Economic Liaison who works to increase the number of education and employment opportunities for Veterans and their families through a network of support at the community level.

Deliver operational excellence in current footprint.  
  
Change the conversation and leading the narrative to focus on Veteran employment and education potential.

Partnered with NYS and Solar City to facilitate Veteran pipeline to employment opportunities.

Develop sustainability of a non-government funded public/private partnership platform

Began to refine the model of provision of what non-duplicative services looks like in the Southern Tier.

Engage in strategic planning.  
  
Conduct aggressive outreach and engagement to Veteran population.

Strengthen provider and partner relationships.

**VETERANS IN THE WORKFORCE  
STRATEGIES IN ACTION**

**Veterans One-stop Center of Western New York**

Empowering Veterans in achieving economic success, housing stability and emotional health and well-being.



SINCE OPENING APRIL 2013

**Welcomed over 6,500 Veterans**

SINCE OPENING APRIL 2013

Provided 4,853 care management services to over



**4,548**  
Veterans and their families.

IN 2015

**\$1.4M**

in resources leveraged an

**additional \$2.0M**

through collaborative partnerships.



SINCE OPENING APRIL 2013

**715 Veterans**

enrolled in the workforce readiness and development program—a partnership with Goodwill Industries of WNY and NYS DOL.



**41% were placed in jobs.**

Veterans One-stop Center works with over 175 local, regional, and national employers.

SINCE OPENING APRIL 2013

Of the vets engaged, the top four most common services for both veterans and dependents are

**Benefits**

**Housing**

**Legal**

**Workforce Development**



**97.8%**

of clients surveyed **would recommend the services** at the VOCWNY to others.



#### IMPLEMENTATION OF 2016 REGIONAL PRIORITIES

- 100** SMART GROWTH
- 106** ENTREPRENEURSHIP
- 110** WORKFORCE
- 114** ADVANCED MANUFACTURING
- 120** TOURISM
- 126** HEALTH | LIFE SCIENCES

**“Niagara Falls:  
America’s Must-  
See Natural  
Wonder Is Getting  
a \$40 Million  
Makeover.”**

—*The Wall Street Journal*, June 1, 2016

**“The renaissance  
of...Buffalo is  
due, in part, to  
its celebration  
of its past as a  
transportation hub  
and site of great  
architecture.”**

—*CNN.com*, January 8, 2016

A billion dollar commitment that invests in a bright future is redefining our city and region.

*“You can find more people on the Buffalo waterfront today than you could in its heyday when it was the grain-handling capital of the world.”*

—*The Vancouver Sun*, February 25, 2016

*“...Buffalo, New York is on the cusp of something big, from its booming city center to its buzzing West Side.”*

—*NY Daily News*, July 28, 2016

*“The \$5 million 43North contest stands out for having the biggest prize pool of any competition in the United States and the largest individual prizes.”*

—*The New York Times*, November 4, 2015

**“This [Medical Innovation and Commercialization] hub efficiently combines the expertise of academic and industrial partners, creating opportunities for new collaborations to develop new approaches.”**

—*Area Development*, December 7, 2015



**IMPLEMENTATION AGENDA: 2016 REGIONAL PRIORITIES**  
**SMART GROWTH**

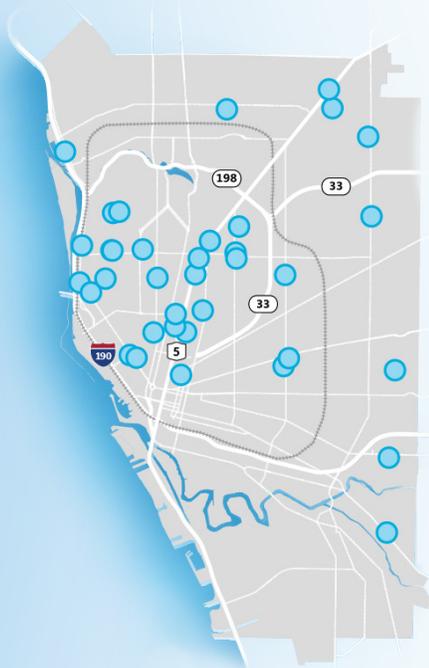
*A Region for the  
21st Century*



**Place-based  
investments make  
economic sense**

# Better Buffalo Fund

**In 2 Rounds, \$20,852,542  
awarded to 35 projects**



WNY's smart growth strategy has always focused on building upon existing resources like employment hubs and anchor institutions; developing underutilized assets like historic buildings, brownfields and waterfronts; promoting sustainable infrastructure that reduces municipal spending; and creating re-investment opportunities in urban centers to reverse decades of neglect and create equity. It has also been about making connections among jobs, housing and public transit, and creating job opportunities close to where people live. Finally, it has been about attracting young people (the future of our labor force) who want to live in vibrant places with affordable housing, walkable neighborhoods, transportation options, and a variety of amenities, services and recreational options.

The Better Buffalo Fund is a grant and revolving loan fund designed to foster this transformation of our neighborhoods and to facilitate economic development and job growth. Under BBF, up to \$30M is dedicated to projects that encourage density and growth along transportation corridors and revitalize neighborhood commercial districts. The fund is positioned to create vibrant, mixed-use, high-density neighborhoods; is focused on giving all residents of the City of Buffalo greater access to the major employment hubs; and creates stronger transit and transportation access linkages between neighborhoods and existing and growing employment centers, job training, and services.

Through our partnership with the City of Buffalo and NYS Homes and Community Renewal (HCR) we have connected with nearly 400 representatives from organizations all over the city through email blasts, one-on-one project consultations, meetings with community groups and BBF information meetings. As a result, we received 91 applications over two rounds of the program. The BBF has invested \$20,852,542 in 35 projects leveraging \$365,600,752 in matching funds and contributing to the renovation of 550 residential units and 190,000 square feet of commercial space.

**One program, two strategies to foster the redevelopment of the region's urban core**  
**The Better Buffalo Fund (BBF) is made up of two complementary initiatives— Buffalo Main Streets Initiative (BMSI) and Transit Oriented Development (TOD).**

**BUFFALO  
MAIN STREET  
INITIATIVE**



**TRANSIT ORIENTED  
DEVELOPMENT**





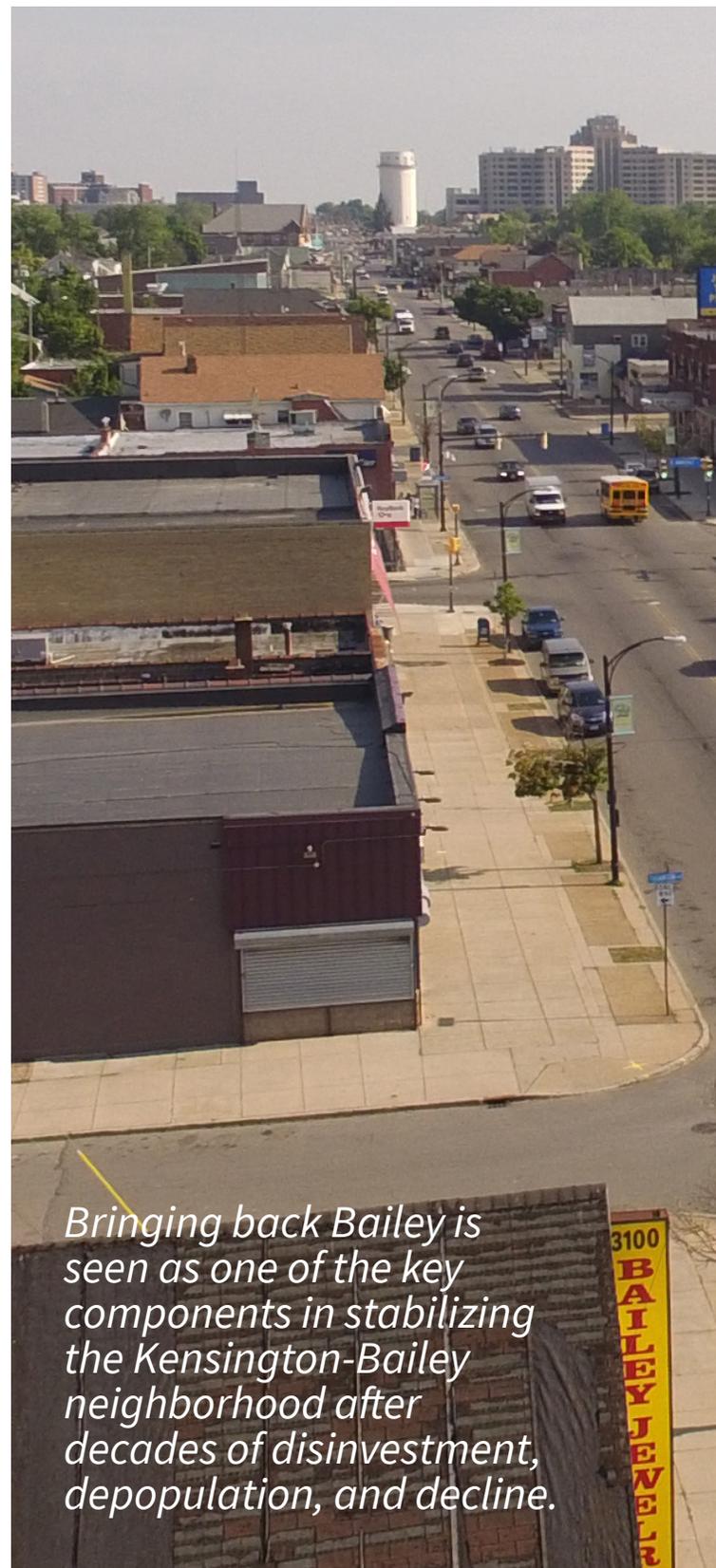
# Buffalo Main Street Initiative

A program modeled on the New York State Main Street program and administered by NYS HCR, the BMSI is focused on the revitalization of neighborhood commercial districts. With oversight from a non-profit program administrator, BMSI grants assist building owners with the preservation and creation of housing units, and upgrades and restoration of commercial areas in established business corridors that are pedestrian-oriented and comprised of traditional mixed-use buildings.

## PROJECT SPOTLIGHT

### BETTER ON BAILEY

**Bringing back Bailey Avenue is seen as one of the key components in stabilizing the Kensington-Bailey neighborhood after decades of disinvestment, depopulation, and decline. With input from numerous community, business, and institutional stakeholders, one of the key strategies identified was reinvesting in Bailey Avenue's historic building stock through a unified approach to new facades, signage, and lighting. Building upon the momentum of a recent Urban Initiatives grant award through the CFA to transform a long dormant neighborhood movie theatre on Bailey Avenue into a premiere event and cultural space, the University District Community Development Association (UDCDA) will use \$300,000 in BMSI funds to work with property owners along Bailey Avenue to renovate and rehabilitate their commercial storefronts. The UDCDA currently has identified seven property owners who are committed to participating in the program. Improvements range from exterior lighting, signage, and new, energy efficient storefront systems, to roofs, windows, and insulation. This work will leverage significant public and private investment made along the street and build on the UDCDA's efforts to reposition Bailey Avenue as a growing east side commercial corridor and hub of small business activity.**



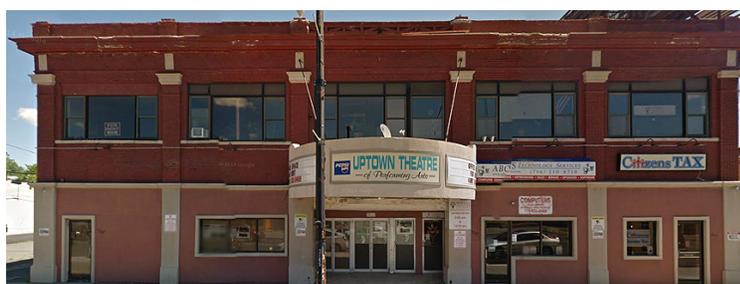
*Bringing back Bailey is seen as one of the key components in stabilizing the Kensington-Bailey neighborhood after decades of disinvestment, depopulation, and decline.*



## Building capacity sets projects up for success

### *BMSI Technical Assistance*

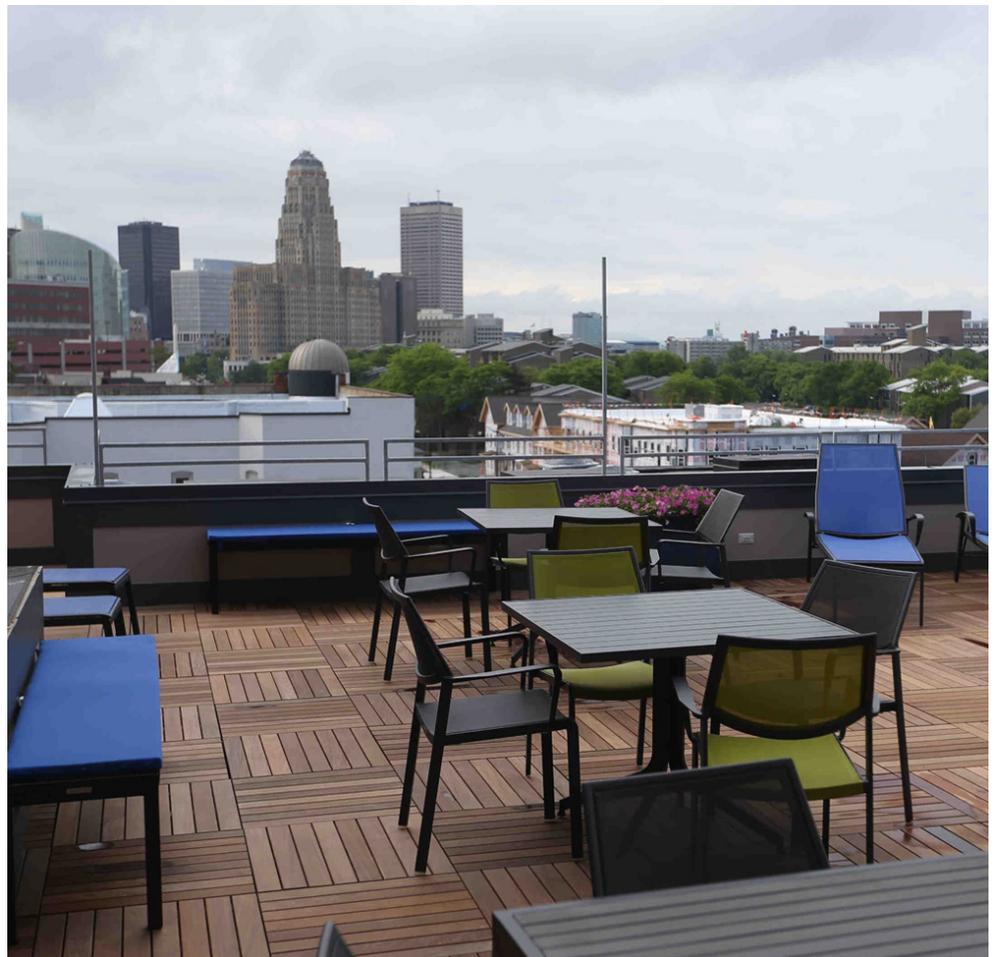
While the BMSI has been well-received, some organizations needed help to implement a matching grant program to area business owners, to understand the needs of the commercial corridor, and to gain interest in the funding from business owners. To assist these non-profit organizations, we offered extensive technical assistance to four non-profits (out of an applicant pool of ten) to help prepare them for future BFF rounds. Technical assistance included partnership building, outreach, identifying market opportunities, and building conditions assessments to ensure the non-profits have the tools to complete a quality grant application and successfully implement a Main Street program.



# Transit Oriented Development



The TOD program is administered by Empire State Development and provides gap financing (predominately in the form of low-interest loans) for adaptive reuse or infill capital projects which promote dense development (housing, employment, and retail) within 1/2 mile walking distance of highly-used transit stops; encourage the use of multi-modal transportation, and stimulate pedestrian activity through retail and neighborhood-oriented businesses and services, quality public spaces, and accessible walkways.



## PROJECT SPOTLIGHT TURNER BROS LOFTS

Located at a major gateway into downtown Buffalo along the re-emerging Niagara Street corridor, the project adaptively reuses 55,000 square feet of historic inventory spread across five interconnected structures (the earliest of which was built in 1853 for Turner Bros.—a producer and international distributor of soda and bitters) to house 40, one and two-bedroom market rate apartments with approximately 8,200 square feet of food processing and associated retail space on the ground floor for a gourmet pierogi manufacturer. Listed on the National Register of Historic Places, the project is utilizing State and Federal Historic Tax Credits. Historic architectural

features, such as large timber and concrete post and beam framing, original fire doors and brick walls, and clay speed tile were woven into the project's finished design. In addition to the \$1.5M loan awarded through the BBF, the property was also remediated through the NYS Brownfield Cleanup Program and is leveraging Brownfield Cleanup Tax Credits, programs from local utility providers and the Erie County IDA.

## Some examples of how the Better Buffalo Fund is transforming our city:



**BEFORE**



**PROJECTED**

### NIAGARA STREET CORNERSTONE

\$282,500 BMSI Grant, 1225 Niagara Street

In a partnership with non-profit Vision Niagara and a local developer, this project involves the complete interior and exterior renovation of the property, consistent with historic standards, local development plans and neighborhood initiatives. Plans include one first floor commercial unit and three upper story residential units.



**BEFORE**



**DURING**

### 960 BUSTI AVENUE

\$800,000 TOD loan

This adaptive reuse project will transform an existing building into a vibrant mixed-use concept including 18 apartments on the third and fourth floors and commercial office space on the first and second floors.



**BEFORE**



**DURING**

### BELLAMY COMMONS

\$100,000 TOD grant, 1490 Jefferson Avenue

This adaptive reuse project includes 30 units of affordable rental housing and commercial space including a museum and the local offices of the National Association for the Advancement of Colored People.

## PROGRESS TO DATE AND ACTIONS PLANNED

### PROGRESS MADE (2016)

Round 2 guidelines and application released. Information sent to the public via press release and email blast to nearly 400 individuals.

Information session held with nearly 100 attendees.

40 applications were received by the deadline.

Awards announced and press event held.

Debrief with applicants; kick off meetings with awardees.

### FUTURE ACTIONS (2017)

Release BMSI technical assistance application; Select BMSI projects for technical assistance.

Execute BMSI technical assistance.

Release Round 3 (final BBF round) guidelines and application with extensive public outreach.

Hold information session.

Receive applications.

Announce awards and hold press event.

Debrief with applicants; hold kick off meetings with awardees.



**IMPLEMENTATION AGENDA: 2016 REGIONAL PRIORITIES  
FOSTERING A CULTURE OF ENTREPRENEURSHIP**

*No Longer Business  
As Usual*



**Attracting  
entrepreneurs,  
capital, and  
attention from  
around the  
globe.**



# 43North sets the stage for start-ups in WNY

**43NORTH**

**THE WORLD'S  
LARGEST BUSINESS  
START-UP  
COMPETITION**

## **The Competition**

The competition attracts entrepreneurs from around the world to compete for prizes that turn startups with high growth potential into funded enterprises in WNY. Through three rounds of the competition process, 43North's board, staff and volunteer committees (many of which include members of the REDC) successfully administered an online application process; performed substantial marketing and outreach activities including several national and international roadshows to reach broad and diverse audiences; and attracted preeminent business leaders to act as volunteer judges. They also staged Finals Week—a series of a high profile events where finalists pitch their ideas in Buffalo culminating with an awards night including the announcement of the \$1M top prize winner. Round 3 winners will be announced at Finals Week at the end of October 2016.

In an effort to move away from attempting to attract the largest number of submissions and, rather, focus on attracting a smaller set of highly-investable startups, there were several changes in Round 3 of the competition such as an application fee, a revised prize structure and the introduction of incentivized follow-on funding. 43North also incorporated learnings about the characteristics of the first two years' strongest applicants to more finely target outreach to startups; and worked closely with venture capitalists, angel investors, accelerators and incubators to generate high-quality referrals.

As a result, the 2016 application period was tremendously successful, generating a class of 542 submissions that is densely packed with startups that achieved significant traction and, in many cases, substantial investment. It also was an inclusive submission set, with 39 percent of submissions coming from minority founders and 21 percent identifying as women. 142 companies were named semi-finalists and will move on to the next round of the competition.

43North operates through the support of the Buffalo Billion, the NYPA and ESD. Additional support comes from National Grid, the State University of New York at Buffalo and several other sponsors. 43North takes a 5% equity stake in each company awarded funding.

## **The 43North Incubator, Mentorships and Services**

43North's 22 winners in Round 1 and 2 of the competition and the soon-to-be-announced winners of Round 3 relocate to Buffalo and receive free incubator space for one year in the newly-renovated space at the Thomas R. Beecher, Jr. Innovation Center on the Buffalo Niagara Medical Campus. Winners also take advantage of mentorships from established business leaders, connections to investors and exposure and marketing support. Finally, winners are eligible for potential participation in START-UP NY allowing them the opportunity to operate tax-free for 10 years. Winners of 43North act as entrepreneurial champions who use their ideas to invigorate the existing business community and attract additional startups to the region.



## Energy Intelligence

HOMETOWN  
Somerville, MA

### Round 1

Energy Intelligence is an emerging cleantech company that developed technology that generates clean energy at high-traffic locations from the motion of vehicles. The ultra-compact system lays flat on top of the road where vehicles are required to slow down. When cars drive over, they compress embedded hydraulic channels, generating electricity to power nearby equipment. The patented technology is intended for use at slowdown points, like parking garage entrances, toll plazas, and weigh stations, and can power equipment onsite to reduce electricity expenses. Energy Intelligence unveiled its technology to the general public by rolling out six road-mounted systems in a 10-story facility in Downtown Buffalo.

Energy Intelligence Founder & CEO Daniel Shani was recognized on the 2016 Forbes “30 Under 30” in the category of energy. The company recently took home the top prize in Harvard Business School’s Launching New Ventures Pitch Contest. The company was also awarded first place and the People’s Choice Award in the Eastern Foundry’s Foundry Cup. Energy Intelligence also won the IET Innovation Awards in the category of Intelligent Systems.



## Painless1099

HOMETOWN  
Richmond, VA

### Round 2

Painless1099 helps independent contractors save for tax season. The company helps a user avoid unexpected tax bills at the end of the year by automatically withholding income and Social Security taxes, which are put into a separate account. The rest is then deposited into the user’s personal checking account. The company earns revenue from the interest on the withholding deposits.

Painless1099 was named to Entrepreneur’s Brilliant 100 list as one of the top 10 finance and capital startups to watch. The company launched the first automated self-employment tax platform in an open beta launch, following Tax Day 2016 and recently surpassed \$500,000 in deposits through their tax savings accounts for freelancers.



## ACV Auctions

**HOMETOWN**  
Buffalo, NY

### Round 2

The Round 2 grand prize winner, ACV Auctions, created a smartphone application that creates a marketplace for dealer-only automobile auctions. An intuitive 5 minute process of snapping pictures and drafting a vehicle description launches an auction to hundreds of registered buyers. The app helps auto dealers buy and sell trade-ins and aged automobiles more quickly, more efficiently and to a larger marketplace than single auctions.

ACV Auctions continues extending across the Northeast, launching territories in Ohio, Pennsylvania and Massachusetts to network with a maturing New York market. A newly activated inside sales team has raised the employee total to 29.

In September 2016, the company announced it raised a \$5M Series A round of venture capital led by a Manhattan-based investment firm, Tribeca Venture Partners, and also including Manhattan-based SoftBank Capital, Syracuse-based Armory Square Ventures and Buffalo's Rand Capital Corp.

# 43NORTH

BUFFALO'S GLOBAL BUSINESS PLAN COMPETITION

2 competition rounds

21 companies

\$10M invested

## 43NORTH WINNERS

- ACV AUCTIONS
- ASANA MEDICAL
- ASI
- CLEANSLATE
- COACHMEPLUS
- CYTOCYBERNETICS
- DASTRONG CORP.
- DISEASE DIAGNOSTIC GROUP
- EFFERENT LABS
- ENERGY INTELLIGENCE
- GENETESIS
- HEMOGENYX
- INFONAUT
- KEEPUP
- MEDICAL CONSERVATION DEVICES
- PAINLESS1099
- PLUM
- PROGRAMMABLE EQUIPMENT COMPANY
- QOINTS
- TRIMIRROR
- VOICEITT

## PROGRESS TO DATE AND ACTIONS PLANNED

### PROGRESS MADE (2016)

**Launched Round 3 of the competition. Applications were due on May 31.**

**43North winners Disease Diagnostic Group, Painless1099, Plum, Qoints, and Voiceitt were accepted to the START-UP NY program: ACV Auctions, Painless1099, and Plum pitched their companies at the Collision Conference in New Orleans representing Buffalo at one of America's fastest growing tech gatherings.**

**43North and Z80 Labs partnered to hold a "Demo Day" in New York City, which featured nine different Buffalo-based startups presenting at Forbes to a notable panel of venture capitalists and private equity investors. Participating 43North winners included ACV Auctions, CoachMePlus, Painless1099, Plum, Qoints, and Voiceitt.**

### FUTURE ACTIONS (2017)

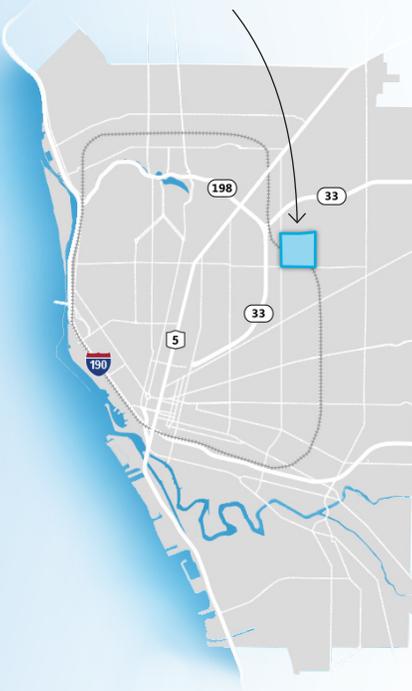
**Announce Round 3 winners at Finals Week in October 2016 and winners move to the incubator space in early 2017.**

**Launch Round 4 of the competition and Round 4 winners are announced in late 2017.**



# Western New York Workforce Training Center

## Investing on Buffalo's East Side



**Bringing together area residents, employers, educational institutions, community and faith based organizations and state and local government.**

Although manufacturing is the third largest employment sector in the region with annual wages well above the regionwide average, in the next 10 years it is projected that there will be **20,000 vacancies in the advanced manufacturing sector** attributed to a steep retirement cliff and growth in the sector. WNY's signature Workforce and Opportunity Agenda initiative, the **WTC**, is critical to ensure that our manufacturers can prosper while also guaranteeing that our most vulnerable residents have access to these high-paying jobs.

The WTC will be a public/private, educational, training, and workforce development partnership to provide the skills, education and supports for job seekers while meeting the needs of industry and acting as a catalyst to attract and retain businesses in WNY. This will be achieved through a **multi-pronged approach** that involves recruitment and assessment; advanced manufacturing and energy training; wrap-around services (such as transportation, child-care, job-readiness skills-training, and social services); and job placement and retention. The WTC will provide for-credit, certificate and degree programs as core offerings through its SUNY educational partners in 6 high-demand and hardest to fill manufacturing skills areas, energy skills areas, and pre-manufacturing training. The approach will incorporate diverse learning models from the classroom to internships and apprenticeships. Curricula will be industry driven and flexible as industry needs evolve.

**Anyone can learn at the WTC**—from high school graduates to current workers looking to up-skill. Active recruitment and training of traditionally underrepresented groups such as Veterans, refugees and immigrants, the disabled, formerly incarcerated, the unemployed and underemployed, and neighborhood residents will be a primary focus of the WTC. This will be accomplished using an assessment process to identify and design individualized career pathways for students from all backgrounds and experience levels.

The WTC is being developed in partnership with **ESD**, the **City of Buffalo**, **New York Power Authority** and **SUNY**. Training will be offered through ongoing SUNY partnerships at **Alfred State College**, **Erie Community College**, **Buffalo State College** and the **UB** with curriculum informed by industry partners. The WTC is envisioned to be run by an operator in collaboration with a wrap-around service provider and job placement provider. The lead wrap-around services partner will serve in a community “quarterback” role as they will coordinate with local community and faith-based organizations, public agencies, educational and training providers, and other entities to assist students with a wide range of support services. A sustainable financial model for the WTC will ensure that the initial Buffalo Billion investment leverages public and private funds long-term.

# Connecting people, training and jobs

## The Northland Corridor

The Northland Corridor project involves the remediation and redevelopment of large areas of vacant and underutilized former industrial land on Buffalo's east side; and repurposing the land as a new business park with the WTC as its anchor. Located just south of Erie County Medical Center, the Northland Corridor is one of the most extensive commercial areas in terms of size and density in the City of Buffalo. Historically, it was developed as a center for manufacturing due to the confluence of several major transportation corridors. Today, much of the residential and commercial fabric of this area remains in close proximity to abandoned industrial plants that plagued the neighborhood for decades.

Choosing the right location was critical to the success of the WTC. Northland provides important north-south connections to some of the City's focus areas for investment and employment hubs. It is located near complementary workforce training assets such as Buffalo's Math Science Technology Preparatory School and Burgard High School, which will be pipelines for the Center. It has an accessible labor force, existing employers, and is in close proximity to walkable residential neighborhoods serviced by community assets such as churches, schools, public transportation, and recently upgraded, Olmsted-designed Fillmore Avenue.

The goal is to rebuild and revitalize the Northland Corridor so that it benefits all people in the City. \$44M in state funding and \$4M from the City are being used for the purchase of 35 acres of land and for the remediation and repair of existing structures, streetscape improvements to Northland Avenue, and targeted demolition, and for the design, construction and equipment for the new WTC located at 683 Northland Avenue. The property owner, Buffalo Urban Development Corporation—the City's not-for-profit land reclamation and development agency—is working in collaboration with the community to develop a plan for the redevelopment of the remaining structures and to lease space on the site.



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### PROGRESS TO DATE AND ACTIONS PLANNED

#### PROGRESS MADE (2016)

- Land purchased by Buffalo Urban Development Corp.**
  - Extensive ongoing community outreach.**
  - Property management and leasing company hired for Northland Avenue Corridor.**
  - Environmental, building condition, market, historic and cultural resource, zoning and utility analysis completed for Northland Corridor.**
  - WTC site plan approval from the City Planning Board; Negative Declaration for State Environmental Quality Review.**
  - MOU between partners signed for WTC.**
  - Business plan for WTC completed.**
  - Architectural and engineering design work and space planning for WTC began.**
  - Environmental abatement began.**
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Photo credit: Joe Cascio

#### ACTIONS PLANNED (2017)

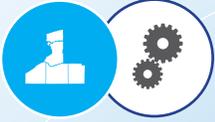
- Targeted demolition along the Northland Corridor.
- Establish recruitment, placement and wrap-around services structure for WTC.
- Establish board and advisory group for WTC.
- Develop curriculum for WTC.
- Hire WTC operator.
- Begin construction on WTC.
- Purchase and install equipment at WTC.
- Hire WTC staff.
- Begin student recruitment.
- Begin wrap-around services and pre-manufacturing training.
- WTC scheduled to open 2018.

### What makes the Northland Corridor a good investment?

*It supports the region's smart growth strategy and brownfield redevelopment.*



*It will connect residents from Buffalo's east side neighborhoods to training and jobs in a growing sector.*



**IMPLEMENTATION AGENDA: 2016 REGIONAL PRIORITIES**  
**ADVANCED MANUFACTURING**

*Made Great in WNY*

**Helping  
companies  
grow through  
innovation**



# Buffalo Manufacturing Works operated by EWI



**BUFFALO**  
**MANUFACTURING**  
**WORKS**

Operated by **EWI**.

**EWI's Buffalo operation engaged**

**50 companies**

**and delivered or is in progress on**

**32 funded projects**  
**totaling \$1.1M**

With 67,000 jobs in advanced manufacturing and 37,000 of those in the materials and machinery manufacturing cluster, our region's advanced manufacturing strategy has always built on existing industry strengths. We can make this significant sector even stronger by innovating and increasing access to applied research and scaled testing facilities for new products and processes; improving productivity by enabling the adoption of more effective operational processes to drive greater resource efficiency; and growing new markets by providing export assistance to small-medium manufacturers.

Celebrating its one year anniversary of its facility opening in April 2015, Buffalo Manufacturing Works—a member-based, state-of-the-art facility in downtown Buffalo operated by EWI—is doing all of these things. It is creating an ecosystem to help local manufacturers identify, test, and implement technologies to create a competitive advantage for their products, help them expand into new markets and boost productivity, and stimulate innovation and growth for the region's manufacturing sector.

EWI met with over 150 local manufacturers to identify the region's technical needs and existing regional assets to build a sustainable and complementary advanced manufacturing offering to increase the competitiveness of local manufacturers. The operation was designed to have local impact on the five-county region of WNY, while still be relevant and competitive on a national stage. EWI's technical teams in Buffalo are already providing value to manufacturers beyond WNY. This "locally impactful, nationally relevant" model is a cornerstone of the operation's long-term sustainability plan, as providing competitively differentiated technology solutions to customers across the country will allow the operation to continue to fund itself and provide extensive value locally. Combined, WTC and Buffalo Manufacturing Works provide a comprehensive approach, building and growing upon the region's inherent strengths in advanced manufacturing.

## PARTNERS

To-date the operation attracted 21 new local members across various industries (aerospace, heavy manufacturing, automotive, medical device, consumer and industrial products, advanced energy) and company sizes. EWI also formed deep partnerships with the major local research university (UB), the local NIST Manufacturing Extension Partnership office (Insyte Consulting) and the local export assistance organization (World Trade Center Buffalo Niagara).

EWI provides manufacturers individual fee-for-service projects that help a company along the pathway of identifying, maturing and implementing innovative manufacturing technologies to improve product performance, quality, reliability and cost competitiveness to create unique competitive advantages. To date, EWI's Buffalo operation engaged 50 companies and delivered or is in progress with 32 funded projects totaling \$1.1M. These projects represent a wide range of technical needs by various manufacturers including automated inspection and assembly, robotic cell integration, additive manufacturing process selection and development, laser welding process development, non-destructive evaluation to inspect internal components and critical features, resistance brazing, ultrasonic-assisted machining product development, new material technology development, training, and on-site assessment. There are 38 additional potential projects in various stages of development representing approximately \$2.3M. In addition, EWI provides its member companies with services such as technical inquiries, design review, and literature searches.

In the early stages of the new Buffalo operation, EWI regularly opens its doors to allow employees from local manufacturers, the broader community and local students to tour the facility, engage with technical experts and gain exposure to cutting edge technical equipment. EWI recently opened the Additive Manufacturing Learning Lab to advance science, technology, engineering and math (STEM) education. Engagement from industry, academia and government included events, workshops, meetings and conferences hosted at the Buffalo operation. Since opening, EWI's Buffalo operation hosted thousands of employees from manufacturers and hundreds of students to tour the approximately \$13M of cutting-edge advanced manufacturing equipment purchased across the core technical focus areas of advanced automation (industrial robotics, human-collaborative robotics, vision systems, controls, sensors), additive manufacturing (metals additive manufacturing equipment, plastics 3D printers) and materials & testing (various optical inspection technologies, X-ray Computed Tomography inspection equipment, several other measurement and analyses tools). Equipment was sourced from local vendors where possible.

EWI currently employs 15 people at the Buffalo operation, 11 of which have been hired (many from the local community, others attracted from out of state) since the inception of the operation.

Buffalo Manufacturing Works is designed to connect companies with best-in-class partners who have the expertise needed to help drive growth.



APPLIED R&D



FUNDAMENTAL RESEARCH



PROCESS EXCELLENCE



MARKET EXPANSION



## Staub Hamburg, NY

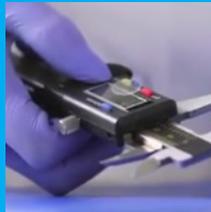
**CHALLENGE** The need to select and deploy the company's first multi-purpose human collaborative robot (cobot).



**SOLUTION** An on-site "design review" with EWI's advanced automation experts at Buffalo Manufacturing Works designed to help Staub ensure successful automation of certain production tasks in the machining environment. EWI continues to support the company's engineers as they explore ways to boost the cobot's utilization and flexibility to achieve increased capacity and production.

## Graphic Controls Buffalo, NY

**CHALLENGE** The need for precision, non-destruction evaluation of internal dimensions and features of single-use medical device components.



**SOLUTION** EWI's metrology team at Buffalo Manufacturing Works combined cutting-edge inspection technologies and in-house engineering expertise to help inform the company's efforts to increase first pass yield. EWI continues to support the company's engineers through technical inquiries and on-site visits.

## Moog Inc. East Aurora, NY

**CHALLENGE** The need for a non-contact, extremely accurate, and fast solution for in process inspection of critical surfaces on a family of aerospace components.



**SOLUTION** Working with Moog, EWI's advanced automation team at Buffalo Manufacturing Works developed a human-collaborative, robotic multi-sensor metrology tool to demonstrate the automated inspection of 50+ different parts with over 200 unique critical surfaces. The company is currently in the process of procuring and integrating this unique system to implement the solution in their production environment to achieve both increased inspection speed and 100% part inspection.



## EWI WNY Members

Cobham  
Dresser Rand  
Eastman Machine Company  
EverFab  
**Graphic Controls**  
Harmac Medical Products  
Harper International  
Jiffy-tite Company, Inc.  
MacLean Curtis  
**Moog, Inc.**  
North American Carbide  
P&G Steel Products  
Pfannenberg  
Power Drives, Inc.  
Praxair, Inc.  
Rem-tronics, Inc.  
Sherex Fastening Solutions  
SolEpoxy  
**Staub**  
TAM Ceramics  
The Inventures Group  
Whiting Door

EWI connects members with technical experts and cutting edge equipment to help companies innovate and compete on the world stage.

## PROGRESS TO DATE AND ACTIONS PLANNED

### PROGRESS MADE (2016)

**Installed and commissioned more than \$13M in capital equipment.**

**Worked with 50 companies to initiate 32 projects.**

**Attracted 21 businesses in WNY to become EWI members.**

**Partnered effectively with University of Buffalo, Insyte, and World Trade Center Buffalo Niagara to advance the competitiveness of our regional manufacturers.**

**Opened the Additive Manufacturing Learning Lab to advance STEM education.**

**Hosted 25 events and public tours that brought 2500+ visitors into the facility.**

### FUTURE ACTIONS (2017)

**Launch \$6M in unique, best-in-class metal additive manufacturing capabilities.**

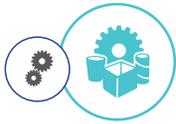
**Pilot a new technology roadmap offering with Insyte Consulting for small and medium sized manufacturers.**

**Continue to recruit top engineering talent to Buffalo.**

**Replicate the Buffalo Manufacturing Works model in Colorado to grow portfolio of EWI technical capabilities available to WNY manufacturers.**

**Expand the Additive Manufacturing Learning Lab by adding new curriculum and more STEM-related events.**

# WHAT'S UNDERWAY AND WHAT'S NEXT?



## Materials & Machinery Manufacturing Cluster

The Materials & Machinery Manufacturing cluster represents more than 37,000 jobs and 869 firms in the region. Its average annual wage (\$63,503) is nearly \$20,000 more than the region's overall average annual wage. A focused effort to grow and attract companies, train a skilled workforce, grow companies in urban areas and rural centers, innovate to maintain the region's unique specialization, and build meaningful networks between industry and academia will continue to ensure this cluster grows.

*Buffalo Manufacturing Works attracted 21 members and exceeded its sales goals in Year 1.*



*Excelsior Jobs Program recipient **Bridgestone APM's** new plant in Niagara County will begin production in 2017 creating 89 jobs.*



## ATTRACT OUT-OF-STATE COMPANIES

### WHAT'S UNDERWAY

There are now five **START-UP NY** companies and two **43North** winners that operate in the manufacturing sector. **Global NY** recently hosted several delegations in WNY including a plastics manufacturer from Japan.

### WHAT'S NEXT

*Priority Project, Launch NY, will support manufacturing entrepreneurs through a recent \$2.5M gift from the Wilson Foundation to boost seed funding and increase mentoring services.*

*Invest Buffalo Niagara will continue to generate and nurture leads especially from Southern Ontario and Toronto manufacturers.*

*Will work with Global NY to bring a Select USA Spin-Off to WNY and a road tour for the diplomatic core and introduce them to FDI opportunities in WNY in the spring of 2017.*

## GROW EXISTING OR EMERGING COMPANIES

### WHAT'S UNDERWAY

The **Excelsior Jobs Program** continues to help companies expand in the region. ESD continues to **target outreach efforts** including meetings with **Keller Technology** and **Power Drives, Inc.** Using lessons learned from SolarCity, **Invest Buffalo Niagara** and partners are identifying companies that could grow and support supply chain needs for the newly-announced Buffalo Billion investment in **Athenex**—an oncology pharmaceutical company projected to create 1,400 jobs.

### WHAT'S NEXT

*Will continue to target and grow existing companies to assist with supply chain needs.*

*Using 43North as a model, will investigate the feasibility of follow-on funding to facilitate company expansion and grow the supply chain network.*

*Will continue to collaborate with Global NY to facilitate growth in exporting in existing companies.*

## STRENGTHEN KEY ENABLERS FOR CLUSTER GROWTH

### WHAT'S UNDERWAY

Buffalo Manufacturing Works opened the **Additive Manufacturing Learning Lab** to advance STEM education and to date engaged 60 students. With an industrial vacancy rate below 4% and upgrades to existing facilities needed, **preparation of former industrial sites** — such as ongoing efforts at **Bethlehem Steel** and the **Northland Corridor** in Erie County and **Highland Avenue** in Niagara Falls — is a priority for the region to attract larger companies. Aimed at developing career pathways in manufacturing, the first cohort of students at **Burgard High School's** Advanced Manufacturing Program finished their sophomore year in June. **United Way of Buffalo and Erie County's** \$2.9M grant to fund the **American Apprenticeship Initiative of Western New York** (AAI) resulted in outreach to over 40 employers to explore starting or enhancing apprenticeship programs, back filling open production positions and reaching under-represented populations.

### WHAT'S NEXT

*Continue to build potential for manufacturing growth in the southern tier counties through preparation of shovel-ready sites close to existing infrastructure, workforce development, and labor attraction.*

*Offering a unique combination of training for in-demand jobs, wrap-around services and placement, the WTC will address the projected 20,000 vacancies in the advanced manufacturing sector in the next 10 years.*

*IBN will add "talent attraction" to their services targeted at ex-pats.*

*AAI will assist a minimum of 300 workers.*

## ALIGN AND PARTNER WITH ANCHOR INSTITUTIONS, KEY REGIONAL ASSETS AND STATE-WIDE ECONOMIC DEVELOPMENT ENTITIES

### WHAT'S UNDERWAY

Since 2012, **New York State Center of Excellence in Materials Informatics (CMI)** engaged with over 200 industry partners, assisted 47 companies with **UB Centers for Advanced Technology Funding**, co-funded 14 faculty/industry projects, supplied 25 companies with workforce assistance, and supported 17 START-UP NY companies. **UB** was selected by President Obama to be part of **The Smart Manufacturing Innovation Institute** — an advanced manufacturing hub led by a consortium of nearly 200 organizations that will bring more than \$140M in public-private investment and spur advances in smart sensors and digital process controls. **Insyte Consulting**, re-designated as the **WNY New York Manufacturing Extension Partnership (MEP)** by ESD, generated \$1B in economic impact since 2011. WNY manufacturers are tapping into **FuseHub**, a platform to help connect manufacturers with resources, networking and innovative solutions. **NYSUNY 2020** projects at **Alfred State**, **Jamestown Community College** and **Erie Community College** are completed or will be operating in the next several months—training hundreds of new students annually for jobs in high-demand advanced manufacturing fields.

### WHAT'S NEXT

*Insyte Consulting will continue to engage smaller and more rural manufacturing companies.*

*Startup Global is a new pilot initiative that will be launching soon all across NYS through U.S. Dept. of Commerce. Startup Global assists entrepreneurs and early-stage companies poised to rapidly expand into global markets.*

## ENHANCE COORDINATION OF CLUSTER GROWTH ACTIVITIES

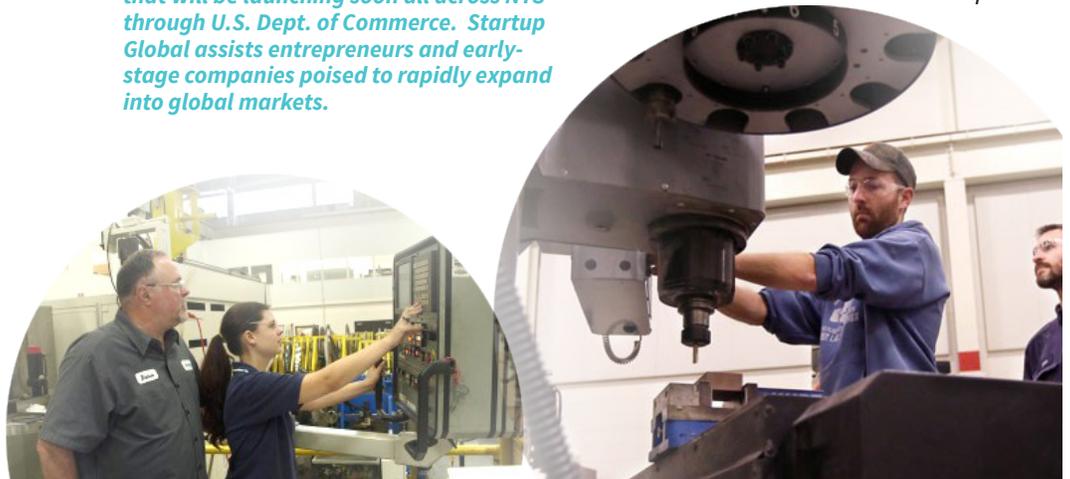
### WHAT'S UNDERWAY

Five WNY companies participated in the **Transit Supply Chain Summit** in NYC to discuss opportunities and challenges in this industry. **Buffalo Manufacturing Works** partnered with CMI, Insyte and World Trade Center Buffalo Niagara to connect industry with the expertise necessary to facilitate growth. BusinessFirst and Insyte sponsored the **annual manufacturing awards event** - an important networking event. The **Business Leadership Forum** held a tour with equipment demonstrations at Buffalo Manufacturing Works.

### WHAT'S NEXT

*Insyte Consulting will convene "Peer Roundtables" to provide both a foundation and mechanism for encouraging greater collaboration and a portal for delivering services and partnering with NYS assets and other entities to grow the cluster.*

*Insyte Consulting has projects underway with 9 cluster companies.*





**IMPLEMENTATION AGENDA: 2016 REGIONAL PRIORITIES**  
**TOURISM**

*Investing in a World-Class Destination*

**Investments that are turning a top tourist attraction into a top tourist destination.**



# Investments in Niagara Falls

\$62M

## PARKWAYS

Riverway Project  
Niagara Gorge Corridor

## DOWNTOWN DEVELOPMENT

\$240M

\$70M

## NIAGARA FALLS STATE PARK



The removal of key segments of limited-access expressways along the Upper Niagara River and the Niagara Gorge corridor—comprising underutilized portions of the Niagara Scenic (formerly Robert Moses) Parkway—is the largest and most transformative infrastructure project Niagara Falls has seen in decades. These efforts—while preserving reasonable vehicular access—will greatly enhance the resident and visitor experience by increasing access to and better uniting all water features (Niagara Falls, River and Gorge) with adjoining neighborhoods to create a single magnificent destination. It will significantly bolster sustainability by reducing unnecessary pavement and expand green space to facilitate a host of outdoor recreation activities to boost the visitor experience and attract private development.

Tourists can also experience Niagara's iconic landscape, rich history and the thriving culture and communities along the scenic Niagara River with the ease and convenience of a hop-on/hop-off shuttle coordinated by the Niagara Falls National Heritage Area and funded largely by NYPA, NYS OPRHP and USA Niagara Development Corporation (USAN) (an ESD subsidiary). The shuttle serves 14 attractions including downtown Niagara Falls, New York State Parks, Niagara University, the Niagara Power Project Power Vista, Lewiston, Youngstown and Old Fort Niagara.

It is the combination of the \$62M dedicated to the removal of these underused expressway segments, \$70M in recent renovations to Niagara Falls State Park, and \$240M in public and private development in downtown Niagara Falls that is helping the City realize its true potential as a world-class tourist attraction. A major part of the downtown redevelopment is the addition of 8 new hotels adding nearly 1,100 high-quality rooms, with amenities, restaurants and recreation for the 9M visitors to Niagara Falls State Park annually.



# Increasing access to the waterfront and Niagara Falls State Park

## Riverway Project

This \$18.8M investment facilitated the removal of all elevated expressway features (e.g., embankment, interchanges, etc.) on a one-mile segment of the former parkway that passed through Niagara Falls State Park, cutting off access to downtown Niagara Falls. It is being replaced with the “Riverway”, an at-grade, low-speed park road that emulates the Frederick Law Olmsted-designed road that once existed there. The project aims to increase access to the Upper Niagara River and the American Rapids – where for generations residents and visitors had to cross four lanes of concrete expressway to access the water’s edge. The project is reuniting downtown Niagara Falls with its most valuable and famous asset, the water.

As part of the project, an elevated interchange at John B. Daly Boulevard was removed at the entrance to the State Park—along with the earthen berm on which it sits—and replaced with a modern roundabout and signature entry feature that opened to traffic in May 2015. Other enhancements currently under construction include a full path system and nature areas, as well as a new water feature evoking the former Port Day Pond, a favorite local fishing and gathering spot for residents until it was filled in 1960 to make way for the Parkway. The restored setting will facilitate hiking, biking, fishing, cross-country skiing, all accessible from city streets for the first time in more than 50 years. Anticipation of the project already spurred \$50M in private investment with four new hotel projects along the Upper Niagara River. Construction began Fall 2014 and is expected to be completed in 2017.



## Niagara Gorge Corridor

### Parkway Removal Project: Main Street to Findlay Drive

In March 2016, Governor Andrew M. Cuomo announced that an underutilized two-mile stretch of the parkway in Niagara Falls will also be removed and replaced with open space, scenic overlooks and recreational trails to make the waterfront more accessible to residents, tourists and visitors. The project is intended to balance future transportation needs with improvements to the State Park and Niagara Gorge rim environment; provide direct access to the Niagara Gorge from the adjacent neighborhoods; and enhance opportunities for sustainable economic development. The project marks the largest expansion of green space since the Niagara Reservation was designed in 1885, and will link the Niagara River Gorge and Falls into a single destination to allow easier access to the water’s edge.

The \$42M project, funded by the NYPA and NYS OPRHP, calls for the removal of all expressway features from Niagara Falls State Park at Main Street in downtown Niagara Falls to Findlay Drive, near Whirlpool and DeVeaux Woods State Parks. It will also include



NIAGARA GORGE CORRIDOR

PROPOSED

reconstruction of Whirlpool Street and a portion of Third Street—immediately next to the parkway—to provide north-south access to this portion of the Niagara Gorge corridor. This would realize an approximately 140-acre unbroken green ribbon of open space along the Gorge rim—linking three State Parks and fully accessible to adjoining City neighborhoods—that will enable new outdoor recreational opportunities in the area, including hiking, cycling and cross-country skiing. Moreover, it will remove a psychological wall that impeded the Niagara Gorge and its adjoining neighborhoods from being perceived as a single place. It will allow them to fully benefit from their proximity while creating a waterfront Main Street in the north end of Niagara Falls.

In 2014, NYPA provided up to \$2M for preliminary engineering and environmental clearances for the project, including removal of the parkway segment, planning for landscape and habitat restoration of the rim landscape and reconstruction of Whirlpool Street, which adjoins the current alignment of the parkway. Removal of the parkway is expected to start in early 2018 and take about two years.



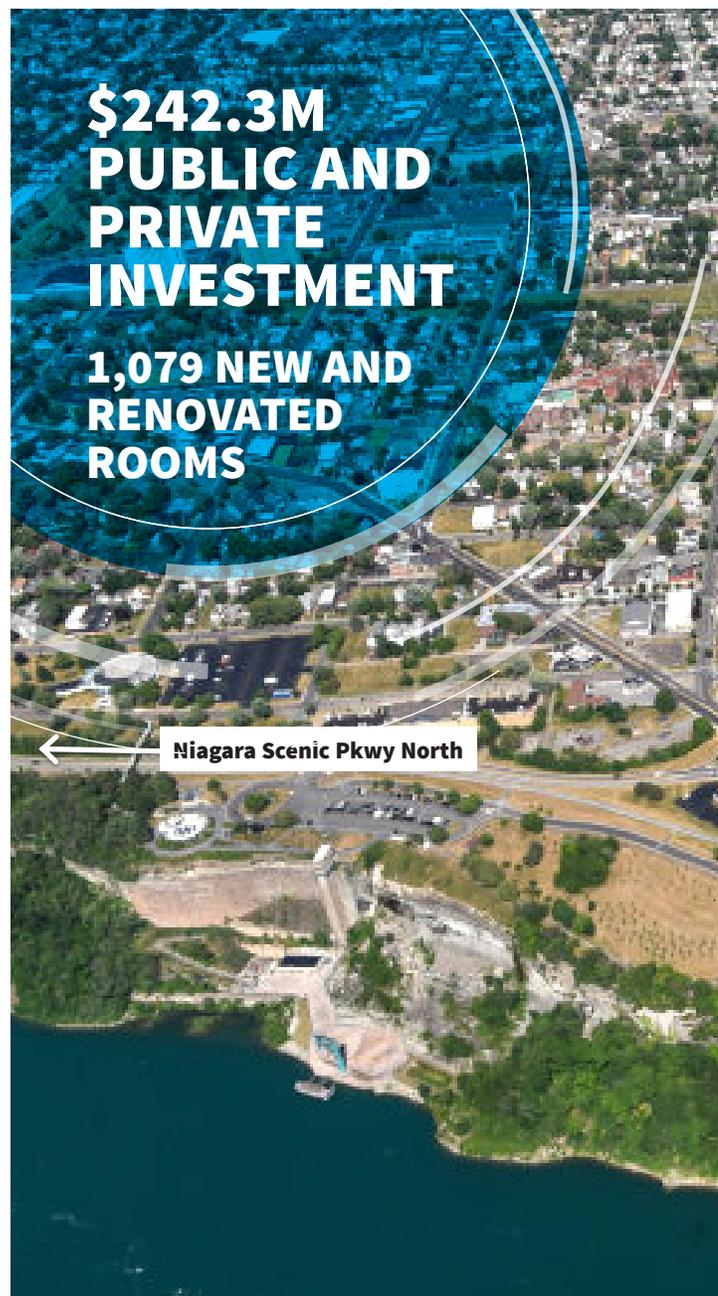
BEFORE

# Enhancing the quality of the visitor experience

Ongoing improvements to the state parks, infrastructure and downtown are beginning to unlock the City's potential as a top tourist destination and driver of economic growth for the region. Public funding granted through USAN (an ESD subsidiary) in eight hotel projects in downtown Niagara Falls spurred millions in private investment enhancing the quality of the visitor experience and tailoring it to high-growth segments of the travel market.

	Hotel	Rooms	Total Project Cost
<b>1</b>	Wingate by Wyndham 333 Rainbow Blvd <i>Meeting the need for high-quality hotel rooms in Niagara Falls.</i>	110	\$10.2M
<b>2</b>	Holiday Inn Hotel 114 Buffalo Avenue <i>Upgrade to a major hotel complex and expansion of a new retail wing.</i>	189	\$3.8M
<b>3</b>	Fairfield Inn 643 Rainbow Blvd <i>In-fill construction on formerly vacant lots.</i>	76	\$7M
<b>4</b>	Hyatt Place 310 Rainbow Blvd <i>Mixed-use hotel will be first non-casino new development of this scale in more than 40 years.</i>	128	\$34M
<b>5</b>	Hilton DoubleTree 401 Buffalo Ave <i>Located along the Riverway project with views and access to the Niagara Falls waterfront.</i>	194	\$27M
<b>6</b>	Courtyard by Marriott 900 Buffalo Ave <i>Adaptive reuse of the former Moore Business Forms office building into a hotel with retail space.</i>	82	\$11.5M
<b>7</b>	Wonder Falls Resort 360 Rainbow Mall (former Rainbow Mall) <i>Transforming the former Rainbow Centre Mall into a hotel, restaurants and entertainment.</i>	300	\$150M
<b>8</b>	Hotel Niagara 201 Rainbow Blvd. <i>Architecturally significant, historic property acts as an anchor in downtown Niagara Falls.</i>	TBD	TBD

**COMPLETE**    **UNDER CONSTRUCTION**    **UPCOMING**



**1**



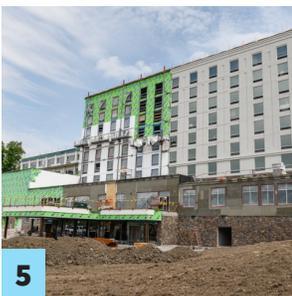
**2**



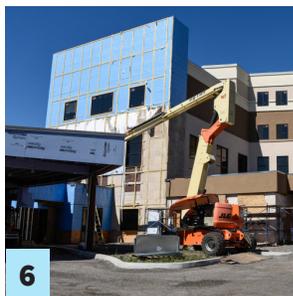
**3**



**4**



5



6



7



8

## PROGRESS TO DATE AND ACTIONS PLANNED

### PROGRESS MADE (2016)

Niagara Gorge corridor project announced; Riverway Project opens to traffic.

Gov. Cuomo announced Robert Moses Parkway to be renamed Niagara Scenic Parkway.

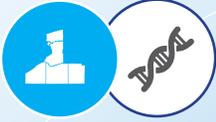
Wingate, Holiday Inn and Fairfield Inn opened; Hyatt Place and Courtyard by Marriott broke ground; USAN acquired Hotel Niagara. Niagara Falls National Heritage Area, Inc. began a pilot shuttle service connecting visitors to Niagara Falls State Park and multiple heritage destinations.

NYPA re-opened its Power Vista visitor center at the Niagara Power Project. The renovation includes cutting-edge interactive games and exhibits that tell the story of electricity and the pivotal role the Niagara region has played in the building of the nation's power grid.

### FUTURE ACTIONS (2017)

Riverway Project is fully completed.

Hyatt Place, Hilton DoubleTree and Courtyard by Marriott open.



**IMPLEMENTATION AGENDA: 2016 REGIONAL PRIORITIES**  
**HEALTH | LIFE SCIENCES**

*Converting Research  
into Jobs*



**Catalyzing  
economic growth  
through  
research,  
education and  
commercialization**



# Building on Investments at the Buffalo Niagara Medical Campus

**Buffalo Institute for Genomics & Data Analytics leverages the robust computing capacity of UB's Center for Computational Research (CCR), located on the ground floor of UB's Center of Excellence in Bioinformatics & Life Sciences building on the BNMC.**

**Kaleida's John R. Oishei Children's Hospital location on the BNMC will create integral links to education and research.**

Medical breakthroughs are a powerful driver of economic development. Buffalo Billion investments on the BNMC help facilitate innovation and commercialization to create economic opportunity for the region. BIG is expanding UB's critical genomic research, compute-capacity, and healthcare data analytics to enable state-of-the-art academic and industrial genomic-based research. The construction of the John R. Oishei Children's Hospital on the BNMC will better connect this critically important institution to the region's other top health care providers bringing together clinical services, education and research.

## Buffalo Institute for Genomics & Data Analytics

The New York State Genomic Medicine Initiative, a \$105M endeavor combining the R&D strengths of UB and the New York Genome Center, continues to cultivate upstate New York as a leading hub for genomic medicine and new, high impact job creation.

UB's component of this initiative, known as the Buffalo Institute for Genomics & Data Analytics (BIG) is supported by a \$50M Buffalo Billion investment. BIG developed a robust platform—leveraging an expansion in capabilities of class-leading genomic research, compute capacity, and healthcare data analytics—to empower economic development throughout the WNY life sciences ecosystem and across the state.



BIG made substantial progress over the last 12 months developing critical relationships and collaborations across the local health sciences and discovery sector, supporting entrepreneurs, mentoring and building key business plans. Leveraging UB expertise and technologies to build a critical team and deliver novel products, BIG has engaged multiple companies and UB track to meet its job commitment to the State. For example, an agreement with Garwood Medical Devices, LLC (GMD) will create 40 new jobs over the next five years. GMD, a medical device company participating in the START-UP NY program, is developing a new class of programmable electrical stimulation devices to enable unprecedented treatment for chronic wound healing, bone growth and peri-prosthetic (implant) infections, while enabling enhanced patient mobility and decreasing the need for clinician intervention. As part of the collaboration, BIG will provide \$1.48M in technology and resource support.

BIG has also developed a Genomics Data Warehouse, which enables researchers and companies to sift through, query, and analyze enormous amounts of digital information. The tool was built to accelerate genomics-based research and is available for use by UB researchers and industry users.



## The Buffalo Niagara Medical Campus is a private sector magnet

### 2005-2008

8,000 Employees  
\$200M Total Investment

- 1 Cleveland Biolabs
- 2 Hauptman-Woodward Medical Research Institute
- 3 UB-NYS Center of Excellence in Bioinformatics and Life Sciences
- 4 Roswell Park-Center for Genetics and Pharmacology

### 2009-2013

12,000 Employees  
\$500M Total Investment

- 5 Kaleida Gates Vascular Institute, UB Clinical and Translational Research Center, and The Jacobs Institute
- 6 Kaleida Health
- 7 Multi-modal Transportation Structure
- 8 UB Institute for Healthcare Informatics
- 9 BNMC Innovation Center
- 10 UB Downtown Gateway
- 11 UB Educational Opportunity Center

### 2014-PRESENT

17,000 Employees  
\$500+M Total Investment

- 12 Conventus
- 13 John R. Oishei Children's Hospital
- 14 UB Jacobs School of Medicine and Biomedical Sciences
- 15 Roswell Park- Clinical Science Center
- 16 Buffalo Manufacturing Works-EWI

## Bringing Together the Best Medical Expertise in WNY

### John R. Oishei Children's Hospital

Replacing and relocating the current Women & Children's Hospital of Buffalo, the \$270M, 410,000 square-foot, 12-story John R. Oishei Children's Hospital (Hospital) located on the BNMC will become the only comprehensive pediatric healthcare facility for WNY. This will ensure pediatric and maternal services remain available for patients in the region and making patient care more effective and efficient. The new Hospital is to be recognized as the innovator, the highest quality, highest value provider and partner, and the regional referral center for women and children's health care for Kaleida Health, WNY and beyond. As the only center in the region with pediatric specialists who can care for all children (0-21) and their families, and the only access point for pediatric critical care, Level III neonatal intensive care, and Level I pediatric trauma care in and for WNY, the new Hospital will have 183 planned inpatient beds. It is designed around the specific needs of the pediatric population and their families. This includes dedicated space for Family Support Services, focusing on patient and family centered care; promoting healing and recovery through artistic engagement, therapeutic play, education and support for families.



The proximity of the Hospital to BNMC partners will create integral links with the Buffalo General Medical Center, Roswell Park Cancer Institute, Gates Vascular Institute, the new UB Jacobs School of Medicine and Biomedical Sciences and others, bringing together clinical services, education and research. Home to its ambulatory physician space, the Conventus Center for Collaborative Medicine will be connected to the Hospital, creating greater synergies with Conventus' tenants such as the Medical Innovation and Commercialization Hub, another Buffalo Billion initiative.

NYS will assist Kaleida Health in closing its current funding gap by providing \$35M for project, including \$15M from the Buffalo Billion for infrastructure at the BNMC and up to \$20M from other NYS resources to support the new hospital. The estimated completion and turnover of the site is November 2017.

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## PROGRESS TO DATE AND ACTIONS PLANNED

### **BUFFALO INSTITUTE FOR GENOMICS & DATA ANALYTICS**

#### PROGRESS MADE (2016)

Leveraging UB expertise and technologies to build a critical team and deliver novel products, BIG engaged multiple companies and is on track to meet its job commitment.

BIG continued to develop disease-specific pilot projects with research and industrial partners.

Developing a plan to build-out a Buffalo-centric biobank to leverage the genomic infrastructure and demographics unique to Buffalo.

Hired a seasoned life sciences professional as Executive Director. Brian McIlroy, PhD, came to UB from GE in May 2016.

Investment in key equipment to enable UB's Proteomics & Bioanalysis Service Core to which multiple large pharma partners are already requesting access.

Announced a contract with Garwood Medical Devices.

Developed the Genomics Data Warehouse.

#### FUTURE ACTIONS (2017)

Expand utility of the Genomic Data Warehouse enabling analytics to be developed on Core disease datasets.

Continue to develop key value proposition for UB & BIG and attract key industrial partners.

Finalize agreements with new industry partners.

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## PROGRESS TO DATE AND ACTIONS PLANNED

### **JOHN R. OISHEI CHILDREN'S HOSPITAL**

#### PROGRESS MADE (2016)

The Hospital marked the 50% completion milestone.

A new logo for the hospital was unveiled.

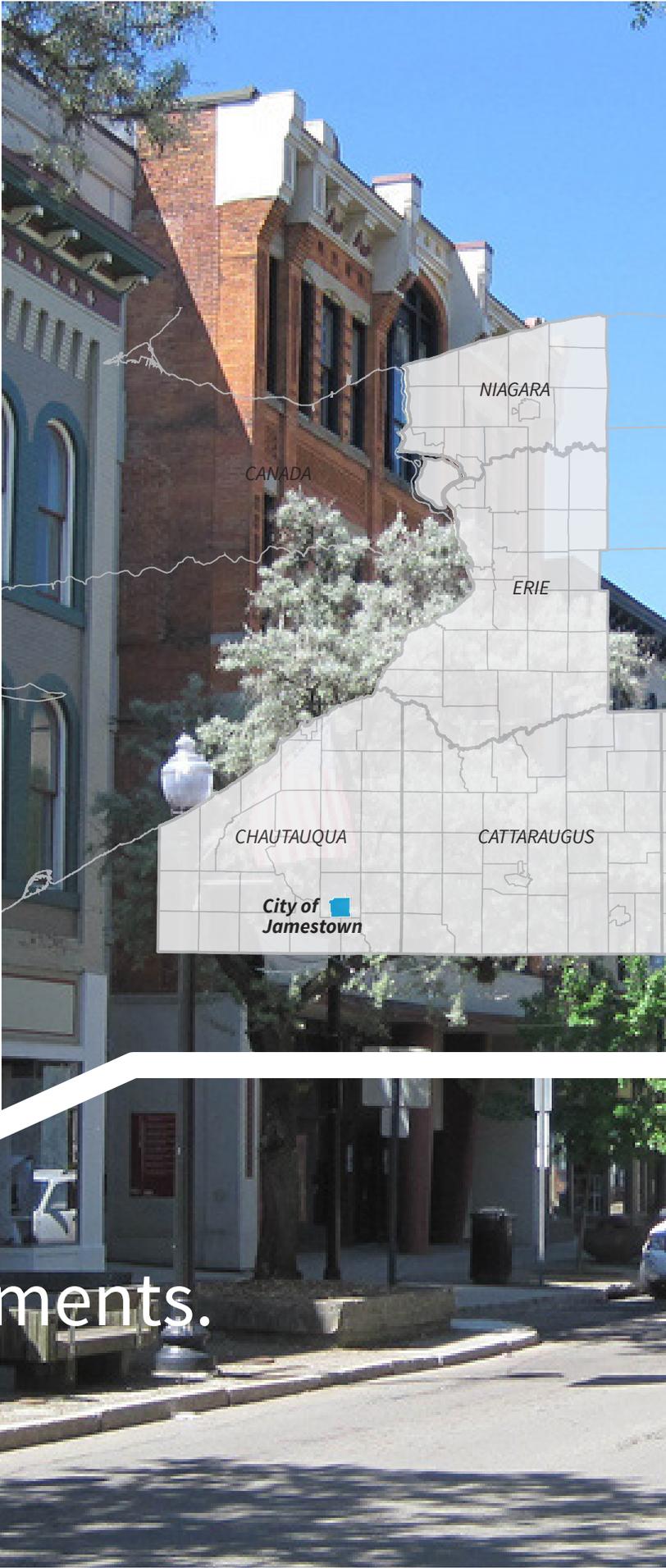
Helipad received necessary approvals.

#### FUTURE ACTIONS (2017)

Hospital will be completed.

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**DOWNTOWN REVITALIZATION PLAN  
CITY OF JAMESTOWN, NY**



Small city.  
Targeted Investments.  
Big payoffs.



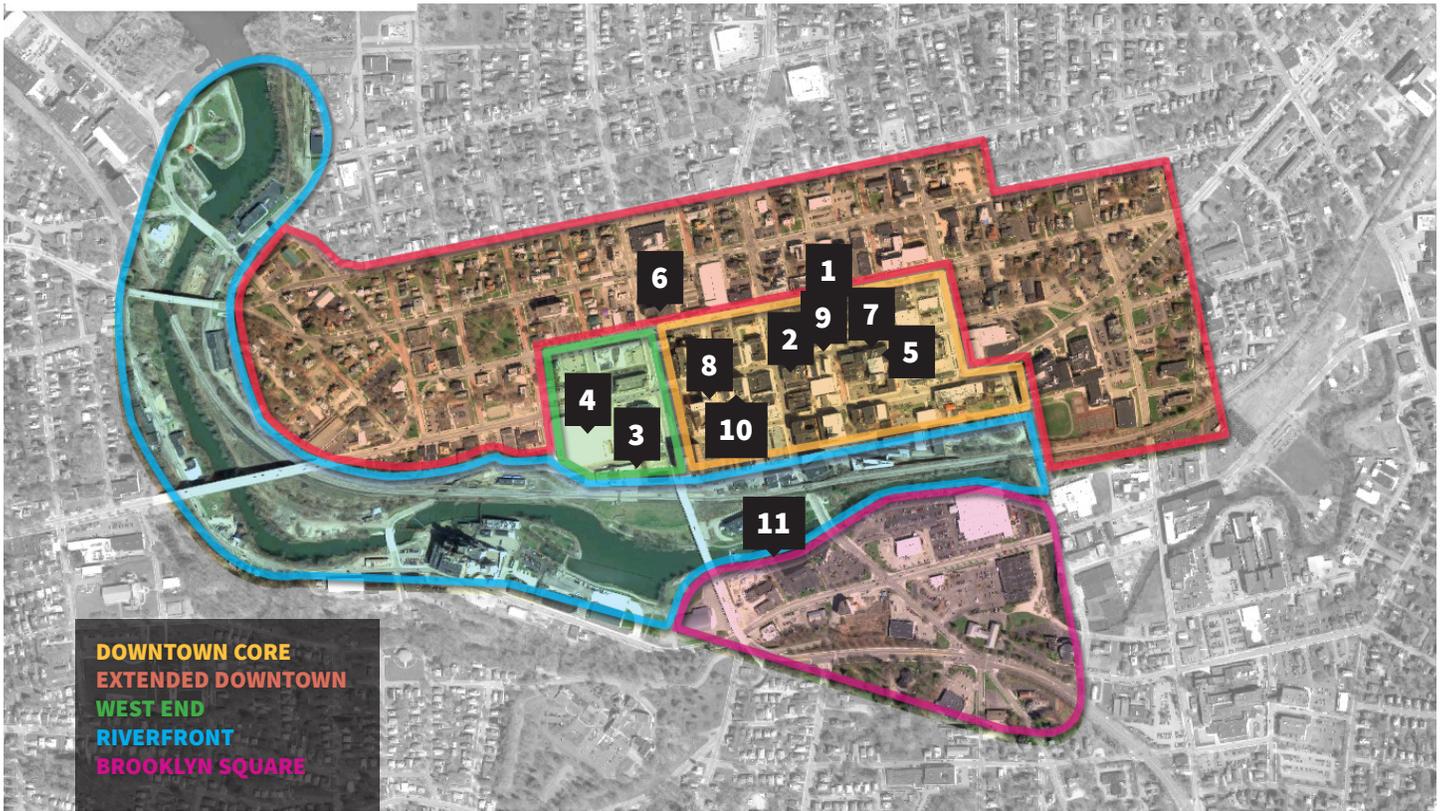
# Downtown Revitalization Initiative

Through an extraordinary 15 year partnership involving local and state government officials, private sectors investors and non-profit community organizations, an unprecedented program of redevelopment has begun to change the appearance and economic outlook of the City of Jamestown’s central business district. Rooted in **smart growth principles, adaptive reuse projects, complete streets strategies, waterfront reclamation initiatives** and the **opening of a major tourism driver**—the National Comedy Center — more than \$100M in public and private dollars have been invested. The \$10M DRI award will help the City of Jamestown continue this tremendous momentum and leverage ever greater economic impacts.

With a population of 31,000 people, the City of Jamestown located in Chautauqua County (population 129,000) is the largest urban center in WNY outside of the Buffalo-Niagara Falls metropolitan area. The Greater Jamestown Area (i.e. downtown and its catchment area) comprises 55,000 people.

Located along the Chadakoin River, Downtown Jamestown—with over 100 buildings in a core 30-block area—has the second largest development footprint of any downtown in WNY. It is made up of a number of sub-districts including **The West End, Do ntown Core, and Riverfront** (the focus of the proposal), as well as **Extended Downtown, and Brooklyn Square.**





**1**  
**Downtown Jamestown  
 Historic District**



**2**  
**Signature Center, Digitell, Inc.**



**3**  
**National Comedy Center,  
 Gateway Center**



**4**  
**Jamestown Savings Bank Ice  
 Arena**



**5**  
**Reg Lenna Center for the Arts**



**6**  
**DoubleTree Hotel and  
 Conference Center**



**7**  
**Jamestown Micro-Brewery  
 and Restaurant**



**8**  
**Wellman Building**



**9**  
**Willow Bay Building**



**10**  
**Covenant Manor**



**11**  
**Greater Jamestown Riverwalk Trail with  
 proposed pedestrian bridges**

# Jamestown's revitalization is already underway and turning heads.

## PHYSICAL CHARACTERISTICS

Consistent with small post-industrial cities, much of Jamestown's present downtown follows the traditional pattern of compact, high-density development that can accommodate a variety of uses and generally follows a vertical mixed-use pattern. A majority of the building stock is from the mid- 1850s to the 1920s, constructed of like-colored brick with pedestrian-friendly set-backs and heights creating a unique environment with consistent historic character and a strong sense of place and walkability. Over 100 buildings in downtown Jamestown were added to the National Register of Historic Places in 2014 through the creation of the **Downtown Jamestown Historic District**. Successful façade improvement programs in recent years made a significant impact in helping to restore architecturally significant buildings and attract private investment.

## INDUSTRY ASSETS

Jamestown's urban core is home to approximately 260 businesses with more than 2,000 employees. There is an emerging group of digital and media-based companies that located in downtown Jamestown, attracted to the urban architecture. For example, the former M&T Bank Main Branch has been recently redeveloped into the **Signature Center** home to **Digitell, Inc.**, with over 60 high-tech employees, an M&T Commercial Lending Office, and the future home for the WIB. Downtown Jamestown is also home to Jamestown Area Medical Associates— one of the largest medical practices in WNY. The City of Jamestown is working closely with the Chautauqua County IDA to site companies from outside of the area for light manufacturing just outside of the defined downtown core in vacant former industrial and commercial buildings that are easily accessible.

## TOURISM ASSETS

Downtown Jamestown is building a vibrant tourism economy sector that includes the Lucy-Desi Museum, and will include the **National Comedy Center** slated to open in 2017 in the **Gateway Center**— the redevelopment of the former Erie Train Station—and adjacent buildings. The National Comedy Center is designed to be a national

attraction based on the celebration of the craft of comedy and embodies Lucille Ball's vision for her hometown of Jamestown. The project anticipates 114,000 visitors annually. Downtown Jamestown is also home to some of the region's largest entertainment and performance venues, including the **Jamestown Savings Bank Ice Arena** and the **Reg Lenna Center for the Arts** that draw visitors from a 50-mile radius. A new **DoubleTree Hotel and Conference Center** is slated to open in 2017. Over a dozen restaurants opening or expanding since 2014 created a growing cluster of new food-related businesses. And, the **Jamestown Micro-Brewery & Restaurant Project** is projected to open in the former W.T. Grant Department Store in 2017.

## HOUSING

The downtown housing market contains approximately 400 apartments for more than 500 residents. Helping to diversify the downtown residential market, over 60 market-rate apartments, popular with professionals who have relocated to the area, were completed (including 44 in the **Wellman Building** and 10 in the **Willow Bay Building**); as well as the \$2.2M renovation of 87 units of subsidized housing at **Covenant Manor**.

## PUBLIC INFRASTRUCTURE

**Greater Jamestown Riverwalk Trail** traverses both sides of the Chadakoin River and includes McCrae Point at the outlet to Chautauqua Lake. As part of the Riverwalk, two pedestrian bridges over the Chadakoin River (construction beginning 2017) will connect residents in the south and west side neighborhoods with employment centers and downtown attractions. Comedy Center Park—built behind the Gateway Center and dedicated in 2015—is designed to attract people, activate the waterfront and spur private investment.



### Why WNY REDC's selected Jamestown

In addition to the compact size and location of the downtown district, its attractiveness and unique characteristics, its anchor institutions, and the presence of past and ongoing public and private investments, the WNY REDC chose the City of Jamestown due to its long-standing private and public partnerships, extensive planning efforts, and its ability to implement. Its proposal closely aligned with WNY REDC strategies. The City of Jamestown is committed to developing along **smart growth principles** and employed the Jamestown Renaissance Corporation and Jamestown Urban Renewal Agency to help realize this vision which includes creating a range of housing opportunities, preserving open space and creating economic opportunities in the downtown through adaptive reuse of existing buildings and infrastructure. To **fostering a culture of entrepreneurship**, Jamestown already employs the assistance of small business start-up and business improvement funding and is committed to creating an environment to attract and retain entrepreneurs. In terms of employment sectors, Jamestown is focusing on attracting jobs in **advanced manufacturing**, as well as in the **tourism** industry, catalyzed by the anticipated opening of the National Comedy Center. Understanding that for business to thrive in these sectors there must be a **pipeline of talented workers**, Jamestown is working closely with the WIB, Chautauqua Works (an American Job Center), the Chamber of Commerce and is leveraging Workforce Innovation and Opportunity Act and Chautauqua County training funding to develop tourism and hospitality training opportunities. Jamestown Community College continues to be the manufacturing workforce leader in the community and its new Manufacturing Technology Institute will increase education programs by 50%. Finally, the WNY REDC felt strongly that the City of Jamestown's DRI would have the **greatest potential to create and retain jobs; maximize return on investment; attract and retain young adults; have a regional impact** as well as **improve the region's image** and would **promote diversity and reduce disparities** in the region.



### A community vision for downtown Jamestown

In 2006, the City of Jamestown adopted an award-winning Urban Design Plan that was intended as a defined pathway and tool to revitalize downtown Jamestown over a 20 year period. This plan, as well as those developed since then, adopt central themes of adaptive-reuse of existing buildings, mixed-use development, connectivity, walkability and smart growth. The community's vision for downtown Jamestown is that it will again be the center of the region, after decades of disinvestment, providing a unique urban physical environment with a mixture of one-of-a-kind entertainment, cultural, learning and sports destinations with distinctive retail and commercial activity.

**Community goals and ideas to make them a reality**

A workshop was held on April 7, 2016 to gather Jamestown’s civic and community leaders to identify the near-term priority transformative projects for implementation. The half-day workshop was facilitated by planning/urban design consultant Goody Clancy, creators of the Jamestown Urban Design Plan. The following goals and projects were identified:

GOAL 1	NEAR-TERM PROJECTS	
<p><b>Implement critical infrastructure and public projects to improve the physical environment</b></p>	<p>Create cohesive, walkable, full-service streetscapes and clear wayfinding.</p> <p>Focus on continued enhancement of the riverfront.</p> <p>Link the east and west sides of downtown, particularly between the areas of the Jamestown Savings Bank Arena and the National Comedy Center (NCC) and the Reg Lenna and City Hall.</p> <p>Prioritize public investments which leverage private sector investment.</p>	<p>Washington Street streetscape improvements between 2nd and 4th Streets to calm traffic and better connect downtown with multiple attractions.</p> <p>Waterfront enhancement adjacent to National Comedy Center site.</p> <p>New wayfinding signage in the areas of Main Street, 3rd Street, 2nd Street, and Washington Street in anticipation of the National Comedy Center opening in 2017.</p>
GOAL 2	NEAR-TERM PROJECTS	
<p><b>Provide public support to leverage key private sector investments in downtown, including incentives, gap funding, and other measures</b></p>	<p>Pursue adaptive re-use of key vacant structures.</p> <p>Support redevelopment of four key downtown building sites including infill redevelopment, streetscape, and building improvements in the vicinity of: 3rd Street and Main Street; 3rd Street and Cherry Street; 2nd Street and Washington Street; and the southeast corner of the Jamestown Savings Bank (JSB) Arena.</p> <p>Support a compact Arts District from the Reg Lenna Center to the JSB Arena.</p>	<p>Create a resource pool for key downtown initiatives such as Furniture Mart, National Comedy Center, and Reg Lenna Center for the Arts.</p> <p>Create a small business recruitment fund and a small business fund that would provide incentives or grants for development of underutilized storefronts.</p> <p>Market Jamestown to attract new business and new talent.</p>
GOAL 3	NEAR-TERM PROJECTS	
<p><b>Recognize the need for ongoing planning and management moving forward</b></p>	<p>Be prepared for future funding and the next generation of downtown development to ensure a sustained pattern of growth in the long term.</p> <p>Make planning and public engagement ongoing endeavors to capture new opportunities for future projects and programs.</p>	<p>Support planning to study several important issues for Jamestown: supply and demand of downtown parking; integration of the medical district to downtown; and development economics/guidelines for the waterfront.</p>

**An explanation of how the local planning committee intends to engage various stakeholders in developing the revitalization plan.**

The local planning committee will employ many of the engagement methods that have proven successful over the past ten years as the City created and implemented its Urban Design Plan including formal and informal public information meetings, small group interviews, opportunities for feedback using a variety of methods, and the creation of project steering committees and advisory boards. The City of Jamestown will continue, to be committed to ensuring inclusivity and diversity in the development of the revitalization plan in line with the WNY REDC’s Opportunity Agenda.

**A description of the steps needed to complete the revitalization plan.**

Jamestown’s local planning committees, with technical support from both private sector and state experts, will build a strategic investment plan for the designated downtown area. The completed plan will include identification of economic development, transportation, housing, and community projects that align with the community’s plan and can leverage and expand upon the State’s \$10M investment. The strategic investment plan will be complete in early 2017.

PROPOSED PRIORITY PROJECTS, 2016

# New projects to advance our region



PROJECTIONS FOR WHAT PROPOSED PRIORITY PROJECTS WILL BRING TO OUR REGION

TOTAL PROJECT COST  
**\$178,478,414**

TOTAL PROPOSED ESD INVESTMENT  
**\$25,000,000**

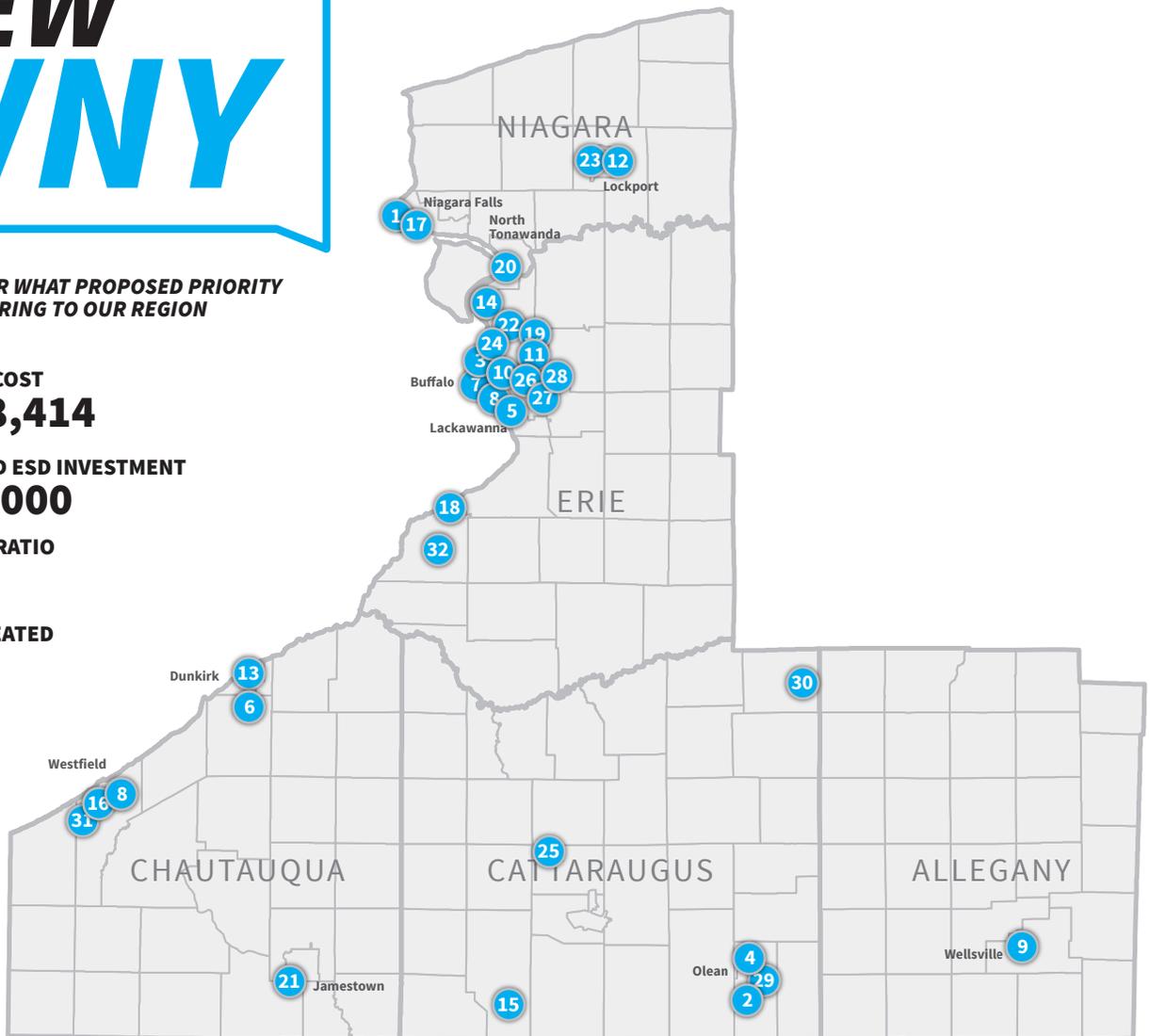
COST TO AWARD RATIO  
**7:1\***

DIRECT JOBS CREATED  
**197**

DIRECT JOBS RETAINED  
**24**

INDIRECT JOBS CREATED  
**445**

CONSTRUCTION JOBS CREATED  
**1,147**



\*The 7:1 cost to award ratio represents all 32 projects. The cost to award ratio for all projects excluding public infrastructure projects is also 7:1.

32 PROPOSED 2016 PRIORITY PROJECTS THAT ADVANCE OUR STRATEGIES, CREATE JOBS AND SPUR PRIVATE INVESTMENT.

 **IMPLEMENT SMART GROWTH**

- 1 **7th Niagara Street Renovation Project**  
City of Niagara Falls
- 2 **Allegheny River Canoe Kayak Launch Project**  
City of Olean
- 3 **Allen Street Streetscape**  
City of Buffalo
- 4 **BOA Downtown Redevelopment**  
City of Olean
- 5 **Broadway-Michigan Mixed Use**  
Michigan Broadway, LLC
- 6 **Fredonia Barker Commons Project**  
Village of Fredonia
- 7 **Main Street Multi-modal Access and Revitalization Project**  
Niagara Frontier Transportation Authority
- 8 **West Main Water Upgrade - Westfield**  
Village of Westfield
- 9 **Burrous Building Stabilization and Redevelopment**  
Village of Wellsville

 **FOSTER A CULTURE OF ENTREPRENEURSHIP**

- 10 **43North**  
43North
- 11 **Beverly Gray Business Exchange Center**  
City of Buffalo
- 12 **Harrison Place Business Incubator**  
Greater Lockport Development Corporation

 **PREPARE OUR WORKFORCE**

- 13 **Coburn Block Development**  
Chautauqua County Rural Ministry, Inc.
- 14 **High School Welding**  
Erie 1 BOCES

 **TOURISM**

- 15 **Allegany State Park**  
Sempreverde, LLC
- 16 **Grape Discovery Center Museum Culinary and Visitor Center Expansion**  
Concord Grape Belt Heritage Association
- 17 **Humboldt Penguin Exhibit**  
Aquarium of Niagara
- 18 **Interior Restoration of Frank Lloyd Wright's Graycliff**  
Graycliff Conservancy, Inc.
- 19 **Landscape of Frank Lloyd Wright's Darwin D. Martin House**  
Martin House Restoration Corporation
- 20 **Music Room - Herschell Carrousel Factory Museum**  
Carousel Society of the Niagara Frontier
- 21 **National Comedy Center Gap Funding**  
National Comedy Center
- 22 **The Buffalo History Museum: Restore, Reactivate, Reconnect**  
The Buffalo & Erie County Historical Society
- 23 **The Palace Theatre Expansion**  
Historic Palace, Inc.
- 24 **Virtual Meeting Technology at the Richardson Olmsted Complex**  
Richardson Center Corporation

 **ADVANCED MANUFACTURING**

- 25 **Ellicottville Brewing Company - Little Valley Expansion**

 **HEALTH | LIFE SCIENCES**

- 26 **Center for Immunotherapy Equipment**  
Roswell Park Cancer Institute
- 27 **Economic Development Using Medical Device Innovation**  
The Jacobs Institute
- 28 **JSMBS Medical Simulation**  
University at Buffalo

 **AGRICULTURE**

- 29 **Downtown Olean Farmers Market**  
City of Olean
- 30 **Edelweiss Dairy Expansion and New Milking Facility**  
Edelweiss Dairy, LLC
- 31 **Westfield Commercial Demonstration**  
TimberFish
- 32 **WNY Agribusiness Park**  
Erie County

# 7th Niagara Street Renovation Project

This project will revitalize a key gateway section of Niagara Falls and provide economic incentive for private investment. Foreclosed, vacant and underutilized properties will be transformed into business-ready, mixed-use structures that will align with the smart growth principles of fostering dense, compact urban development. The project will also promote entrepreneurship and provide a safe, clean, more vibrant neighborhood to grow jobs and attract residents and visitors.

Developed through their DRI application process, the City of Niagara Falls will lead a public-private partnership to redevelop a 1+ acre parcel on the corner of 7th & Niagara Streets comprising three historic-register-eligible buildings and eight adjacent vacant lots located just four blocks from the Third Street Entertainment District. High traffic counts and proximity to the Rainbow Bridge, Canada and world-renowned visitor destinations make the site well suited for high-quality infill development. The renewal of this area will directly complement redevelopment efforts in city neighborhoods and business districts and provide a spark for a comprehensive city-wide revitalization over the long term.



**IMPLEMENT SMART GROWTH**

## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$1,000,000
Other Public Funds	\$200,000
<b>Total Public Funds</b>	<b>\$1,200,000</b>
PRIVATE SOURCES OF FUNDS	
Private	\$3,800,000
<b>Total Private Funds</b>	<b>\$3,800,000</b>

## USES OF FUNDS

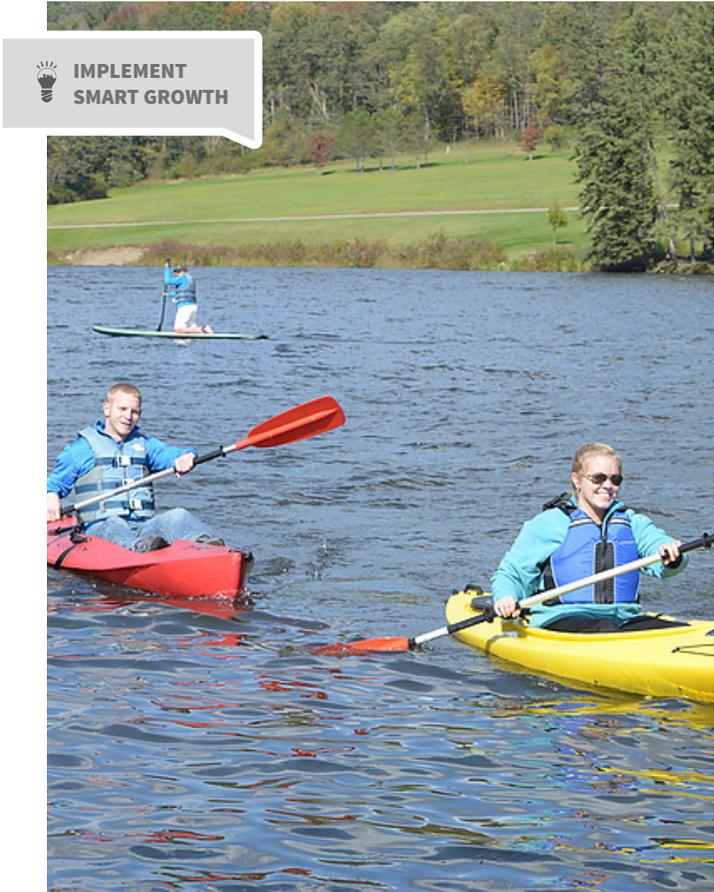
USE	
Building Acquisition	\$150,000
Building Renovation	\$2,300,000
Construction	\$1,500,000
Land Acquisition	\$50,000
Demolition & Remediation	\$250,000
Architecture & Engineering	\$750,000
<b>Total Cost</b>	<b>\$5,000,000</b>

<b>CFA #</b>	<b>68588</b>
<b>APPLICANT</b>	<b>City of Niagara Falls</b>
<b>LOCATION</b>	<b>Niagara Falls, Niagara County</b>
<b>TOTAL PROJECT COST</b>	<b>\$5,000,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,000,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>15</b>
<b>CONSTRUCTION JOBS</b>	<b>10</b>

# Allegheny River Canoe Kayak Launch Project

Water trails protect and improve the natural environment while providing public access to the waterfront enhancing residents' quality of life and expanding nature-based tourism. This project will improve waterfront access, promote use of the underutilized Allegheny River corridor and attract recreation-based businesses to strengthen local economies.

This project will consist of purchasing and installing two portable launches in strategic locations to expand recreational opportunities and support the concept of a regional system of launches along the river. Olean's water trail has seen a three-fold increase in residents and visitors enjoying watercraft use in the last few years. Tourists seeking natural settings, tranquility, and adventure have affected small communities' economies by injecting new dollars into local businesses and supporting local tax bases. Olean and its neighboring resource-rich communities seek to capitalize on their strategic location, attract a greater number of tourists through increased amenities and grow their retail and service sectors.



**IMPLEMENT SMART GROWTH**

## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$44,600
Other State Funds	\$44,600
Other Public Funds	\$133,800
<b>Total Public Funds</b>	<b>\$223,000</b>
PRIVATE SOURCES OF FUNDS	
Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

## USES OF FUNDS

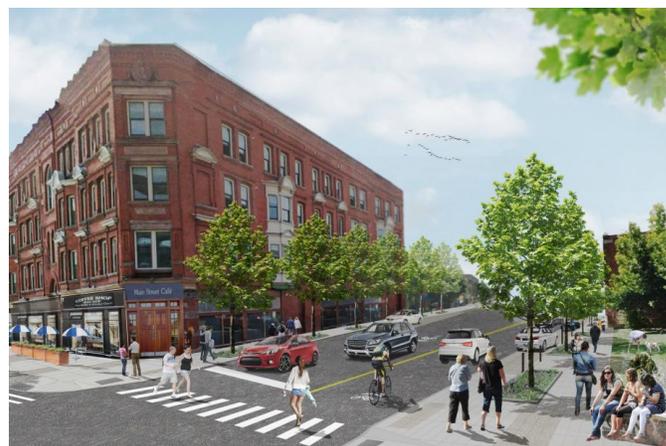
USE	
New Construction	\$97,700
Equipment	\$74,000
Soft Costs	\$51,300
<b>Total Cost</b>	<b>\$223,000</b>

<b>CFA #</b>	<b>67027</b>
<b>APPLICANT</b>	<b>City of Olean</b>
<b>LOCATION</b>	<b>Olean, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$223,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$44,600</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION</b>	<b>6</b>

# Allen Street Streetscape

Increased mobility, enhanced economic vitality and improved safety for residents and visitors are the goals of the Allen Street Streetscape Project. Infrastructure improvements will build on the special inherent qualities of this vibrant, unique and diverse Buffalo neighborhood and increase access to the BNMC.

The project includes two phases. Phase 1 constructs a pedestrian/ bicycle path connecting Washington and Oak Streets on the BNMC. Phase 2 includes streetscape improvements along Allen Street such as sidewalk repairs, installation of traffic signals, LED lights and signage and landscaping, including trees and street furniture. Expected results are an increase in patronage of area businesses, restaurants and cultural attractions; small business development; and the creation of a better-connected and more pedestrian friendly community. Green infrastructure will contribute to sewer overflow reduction and will improve water quality, increase vegetation, and improve air quality. These upgrades will help revitalize the community and better connect residents to jobs.



**IMPLEMENT SMART GROWTH**

## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$1,359,000
Other State Funds	\$301,000
Other Public Funds	\$6,497,000
<b>Total Public Funds</b>	<b>\$8,157,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

## USES OF FUNDS

### USE

Preliminary Engineering	\$1,857,000
Right of Way Incorporated & Acquisition	\$140,000
Construction	\$5,281,000
Construction Inspection & Support	\$879,000
<b>Total Cost</b>	<b>\$8,157,000</b>

<b>CFA #</b>	<b>68445</b>
<b>APPLICANT</b>	<b>City of Buffalo</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$8,157,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,359,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION</b>	<b>196</b>

# BOA Downtown Redevelopment

This project will implement smart growth by extending Olean’s “Walkable Streetscape” infrastructure—knitting together the downtown urban core and the growing Medical Campus. It will also repurpose an antiquated City-owned site into new residential housing that will attract and retain young professionals to fill the Medical Campus’ under-met employment needs.

The project, located in Olean’s NYS-designated BOA, will create a pedestrian-friendly, walkable environment, along with a mix of commercial and multi-family residential options with integrated open spaces. It will perform environmental abatement and demolish an obsolete downtown facility and repurpose the site for new housing allowing increased access to the Medical Campus, the City’s retail core, public transportation and employment opportunities. High-quality, affordable apartments will be created that will help downtown Olean become a desirable neighborhood with a diverse mix of housing and amenities. Public infrastructure improvements will include two roundabouts on Main Street with a corresponding road diet, bike lanes and new sidewalks. This revitalization initiative will provide the critical missing link to reconnect city neighborhoods and attract young professionals.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$500,000
Other State Funds	\$375,000
Other Public Funds (local)	\$1,625,000
<b>Total Public Funds</b>	<b>\$2,500,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

## USES OF FUNDS

### USE

Architecture & Engineering	\$60,000
Construction	\$2,120,000
Infrastructure	\$320,000
<b>Total Cost</b>	<b>\$2,500,000</b>

<b>CFA #</b>	<b>66593</b>
<b>APPLICANT</b>	<b>City of Olean</b>
<b>LOCATION</b>	<b>Olean, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$2,500,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$500,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>25</b>

# Broadway-Michigan Mixed Use

This building restoration project is located in the Michigan Street African American Corridor, a focal point for residents and visitors interested in learning about Buffalo’s rich history through its shops, restaurants, historical markers, unique architecture and people. The project will strengthen the corridor’s infrastructure and identity and kindle neighborhood revitalization.

The project restores four buildings and includes in-fill development resulting in the addition of 18 rental apartment units, commercial and cultural space, and a restaurant and offices. The project, located in an area that has seen significant economic decline for more than 50 years, will encourage job creation and business investment and will provide employment opportunities for area residents. The collection of properties sits adjacent to the Colored Musician’s Club, the Michigan Street Baptist Church, and the Rev. Edward Jessie Nash House Museum—all of which are on the New York State and Federal Registers of Historic Places. Economic development from tourism will also be generated while preserving the historic significance of Michigan Avenue.

 **IMPLEMENT  
SMART GROWTH**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$1,000,000
Other State Funds	\$900,00
State Historic Tax Credits	\$667,079
Federal Historic Tax Credits	\$1,046,800
<b>Total Public Funds</b>	<b>\$3,613,879</b>

### PRIVATE SOURCES OF FUNDS

Bank Financing	\$2,150,000
Owner’s Equity	\$995,675
<b>Total Private Funds</b>	<b>\$3,145,675</b>

## USES OF FUNDS

### USE

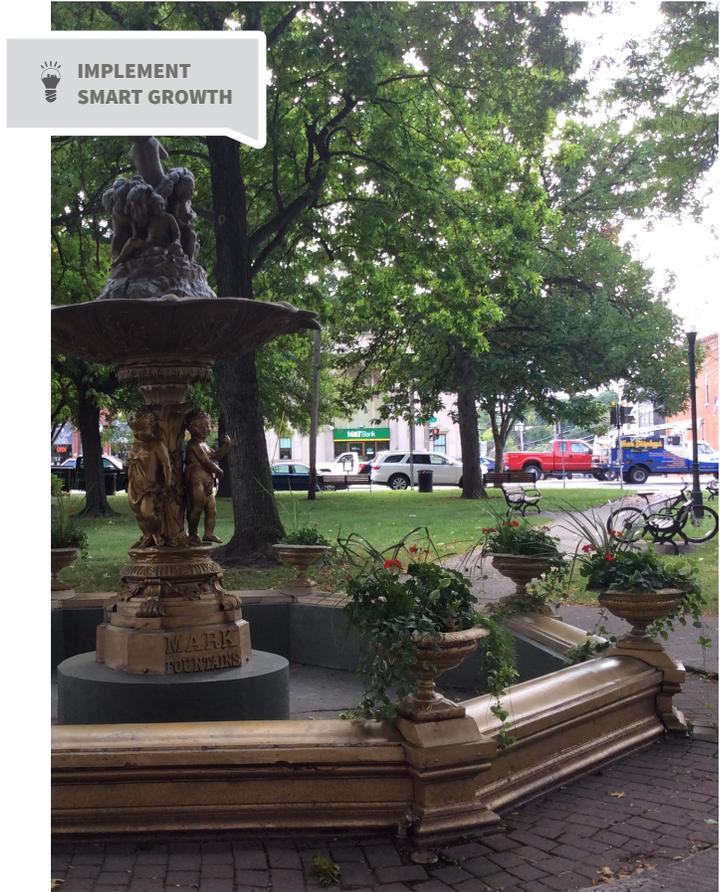
Building & Land Acquisition	\$410,000
Construction	\$4,653,000
Developer Fees	\$495,685
Architectural, Survey & Engineering	\$276,000
Permits & Contingencies	\$817,400
Permanent Financing Cost	\$107,469
<b>Total Cost</b>	<b>\$6,759,554</b>

<b>CFA #</b>	<b>67936</b>
<b>APPLICANT</b>	<b>Michigan Broadway, LLC</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$6,759,554</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,000,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>20</b>
<b>CONSTRUCTION JOBS</b>	<b>10</b>

# Fredonia Barker Commons Project

Improving Barker Commons' physical infrastructure will implement smart growth by leveraging the Village of Fredonia's built environment, improving infrastructure and increasing public access to parkland. Improvements will revitalize the downtown business core by increasing pedestrian traffic, enhancing the quality of life, building civic pride, and spurring tourism.

Improvements to Barker Commons, the central feature of the Fredonia Commons Historic District, will begin the development of a multi-phased and systematic plan to update the park in order to make it more inviting for residents and visitors. The Commons has not been improved for four or five decades with the exception of the renovation of the gazebo. Upgrades include installation of decorative metal fencing along all eight sides; installation of pedestrian ramps; landscaping and irrigation; replacement of concrete walkways and lighting fixtures; and upgrades to the two historic water fountains and the Gateway monuments on four entry points along Temple Street that will match the existing fountain's style. Park improvements are part of the long-term plan for reinvestment in the mixed use commercial corridor and streetscape.



**IMPLEMENT SMART GROWTH**

## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$14,950
Other Public Funds (Village)	\$473,858
<b>Total Public Funds</b>	<b>\$488,808</b>
PRIVATE SOURCES OF FUNDS	
Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

## USES OF FUNDS

USE	
Landscaping & Beautification	\$85,000
Arborist	\$14,700
Sidewalk & Pedestrian Improvements	\$294,000
Lighting Upgrades	\$2,500
Banners	\$850
Foundation Upgrades & Irrigation	\$23,000
Design, Engineering & Soft Costs	\$68,758
<b>Total Cost</b>	<b>\$488,808</b>

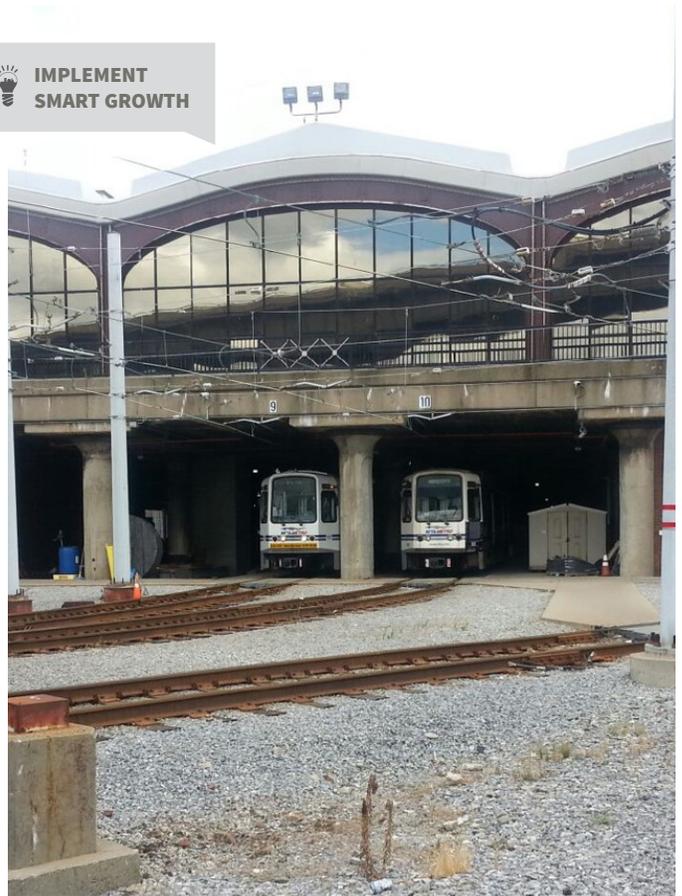
<b>CFA #</b>	<b>62587</b>
<b>APPLICANT</b>	<b>Village of Fredonia</b>
<b>LOCATION</b>	<b>Fredonia, Chautauqua County</b>
<b>TOTAL PROJECT COST</b>	<b>\$488,808</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$14,950</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>12</b>

# Main Street Multi-modal Access and Revitalization Project

 **IMPLEMENT SMART GROWTH**

This investment in transit, pedestrian and streetscape infrastructure along lower Main Street will create jobs and amplify the economic impact of some of the region’s most significant assets. Smart growth principles will be implemented to support sustainable and attractive development in a core downtown area bringing new visitors, residents, employment opportunities and businesses to the region.

The project will move the existing light rail track to the front of the NFTA-Metro’s Rail Yards and Shops Facility at the foot of Main Street in downtown Buffalo. This will allow for the return of two-way traffic to Main Street; the installation of additional on-street parking, street furnishings and crosswalks; and improved paving and the redevelopment of the DL&W Terminal. Effects will be multiplied along Main Street and the nearby Canalside and Cobblestone Districts, where easily accessible transportation will link people of all economic classes to jobs and affordable housing in an efficient, reliable and environmentally sound manner. By spurring private, mixed-use development, viable live/work/play activity will be stimulated within walking distance to public transit. Every \$1 invested in this type of public transit infrastructure realizes \$4 in economic activity.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$3,760,000
Other State Funds	\$6,365,000
Other Public Funds	\$18,000,000
<b>Total Public Funds</b>	<b>\$28,125,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

## USES OF FUNDS

### USE

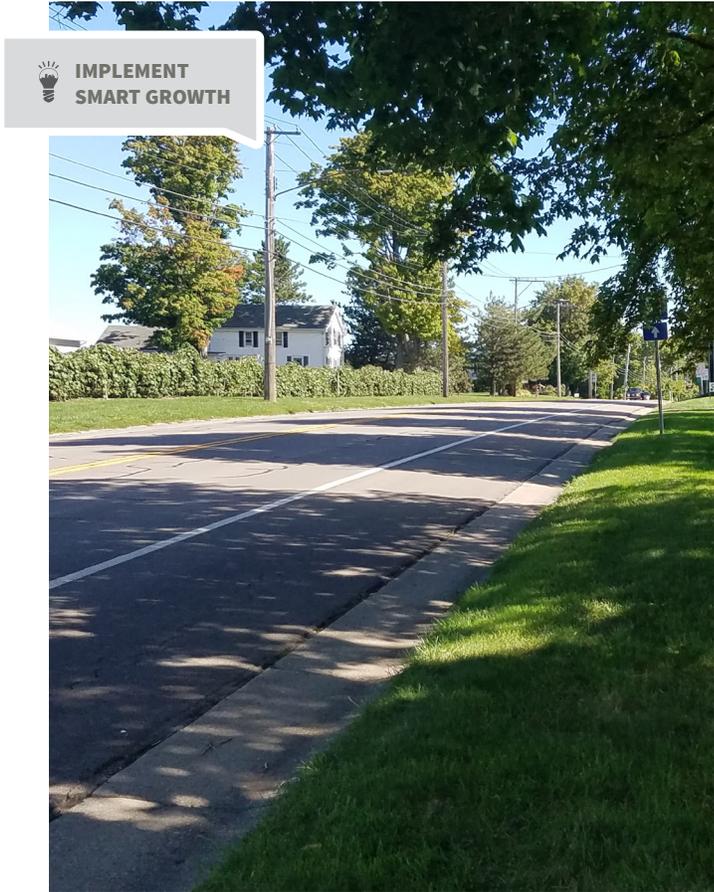
Infrastructure & Site Work	\$28,125,000
<b>Total Cost</b>	<b>\$28,125,000</b>

<b>CFA #</b>	<b>68035</b>
<b>APPLICANT</b>	<b>Niagara Frontier Transportation Authority</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$28,125,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$3,760,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$40,000</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>60</b>

# West Main Water Upgrade-Westfield

The project is necessary to support the continued growth of two of the region’s fastest growing sectors—agriculture and tourism—which serve as the backbone of the local economy. The implementation of the West Main Water Upgrade will have an immediate impact on both the Grape Discovery Center and Five & 20 Spirits and Brewing’s ability to expand their offerings and production capacities.

The project will replace approximately 4,100 linear feet of water main from Terrace Street to the westerly Village line with new 12-inch DR-18 PVC to create a reliable water supply and maintain the required 20 pounds-per-square-inch during all flow conditions. The existing 4-inch water main along West Main Street (NYS Rte. 20) is undersized and experiencing advanced tuberculation. The water main upgrade will not only facilitate the expansion of water service to local agriculture and tourism-related businesses; it will also be designed to integrate with the regional North County Water project, should Westfield be included in its second phase. The project aligns with WNY’s Strategy for Prosperity by helping to enhance the quality of the region’s tourism venues , increasing visitor spending and tourism and agriculture-related jobs.



## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$150,000
Other Public Funds	\$558,900
<b>Total Public Funds</b>	<b>\$708,900</b>
PRIVATE SOURCES OF FUNDS	
Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

## USES OF FUNDS

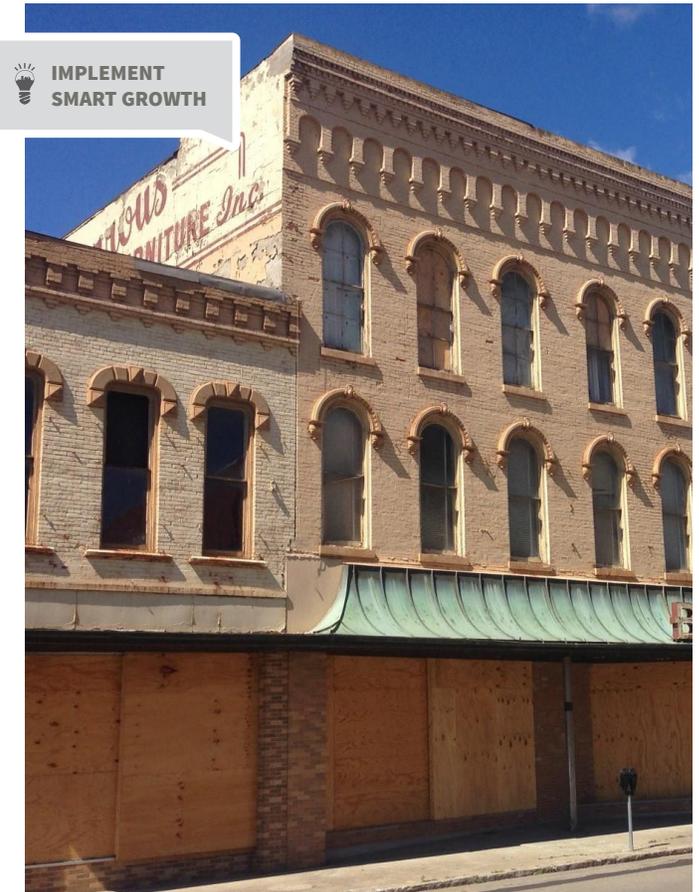
USE	
Infrastructure & Site Work	\$577,625
Architectural, Engineering & Soft Costs	\$131,275
<b>Total Cost</b>	<b>\$708,900</b>

<b>CFA #</b>	<b>64777</b>
<b>APPLICANT</b>	<b>Village of Westfield</b>
<b>LOCATION</b>	<b>Westfield, Chautauqua</b>
<b>TOTAL PROJECT COST</b>	<b>\$708,900</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$150,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>8</b>
<b>CONSTRUCTION JOBS</b>	<b>4</b>

# Burrous Building Stabilization and Redevelopment

Converting the long-abandoned, historic Burrous Building into an economic asset has the power to instill a new and positive vibe in the Village of Wellsville. The project will significantly improve surrounding property values and launch the downtown revitalization process. The result will be a signature mixed-use property with the kind of unique space needed to attract new residents and businesses.

The Burrous Building was one of the first modern fireproof structures in downtown Wellsville, constructed in 1872 by hotel magnate Issac W. Fassett on the “Fassett Fireproof Block.” It is the last remaining Fassett building from that era. In a two-phase redevelopment strategy, Wellsville will make the notable building an attractive and marketable asset and then transfer it to a developer who shares the community vision of a restored and vibrant downtown anchor. Structural improvements, reconstruction of the rear of the building, exterior restoration and interior “vanilla boxing” will be completed. Care will be taken to restore character-defining features of the original storefronts and facade. Through successful stabilization, renovation, and development of the building, Wellsville can expect sustained, long-term economic growth.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$1,500,000
Other State Funds	\$1,200,000
Other Public Funds (Village of Wellsville)	\$250,000
<b>Total Public Funds</b>	<b>\$2,950,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

## USES OF FUNDS

### USE

Construction & Renovation	\$2,266,000
Architectural, Engineering & Soft Costs	\$217,000
Contingency Allocation	\$217,000
Carrying Costs & Project Management	\$250,000
<b>Total Cost</b>	<b>\$2,950,000</b>

<b>CFA #</b>	<b>65718</b>
<b>APPLICANT</b>	<b>Village of Wellsville</b>
<b>LOCATION</b>	<b>Wellsville, Allegany County</b>
<b>TOTAL PROJECT COST</b>	<b>\$2,950,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,500,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>25</b>

# 43North

43North will continue to serve as a driving force behind entrepreneurial growth in WNY by establishing a revolving investment fund offering up to a 50% match for companies to help them get established. Loans, grants or investments will be available for capital needs to companies that graduate from the 43North incubator and commit to continuing to build their companies in Buffalo.

43North's competition and incubator build on our region's strengths by giving young businesses access to capital, infrastructure, workforce development, research and educational opportunities to help them succeed. In turn, the growth of their businesses strengthens the entire regional economy through direct economic impact and the promotion of a startup culture that improves the image of the region. Since the competition began in 2014, the number of new firms in Erie County increased and venture capital raised increased significantly. Funds from this program could be used for capital costs associated with establishing operations and would require a 50% match from equity, venture capital, loan or grant funds from a local, federal or private source or any other source that the 43North Board and ESD approves for the match.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$1,000,000
<b>Total Public Funds</b>	<b>\$1,000,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$1,000,000
<b>Total Private Funds</b>	<b>\$1,000,000</b>

## USES OF FUNDS

### USE

Grants & Loans for Capital Projects	\$2,000,000
<b>Total Cost</b>	<b>\$2,000,000</b>

<b>CFA #</b>	<b>67340</b>
<b>APPLICANT</b>	<b>43North</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$2,000,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,000,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>0</b>

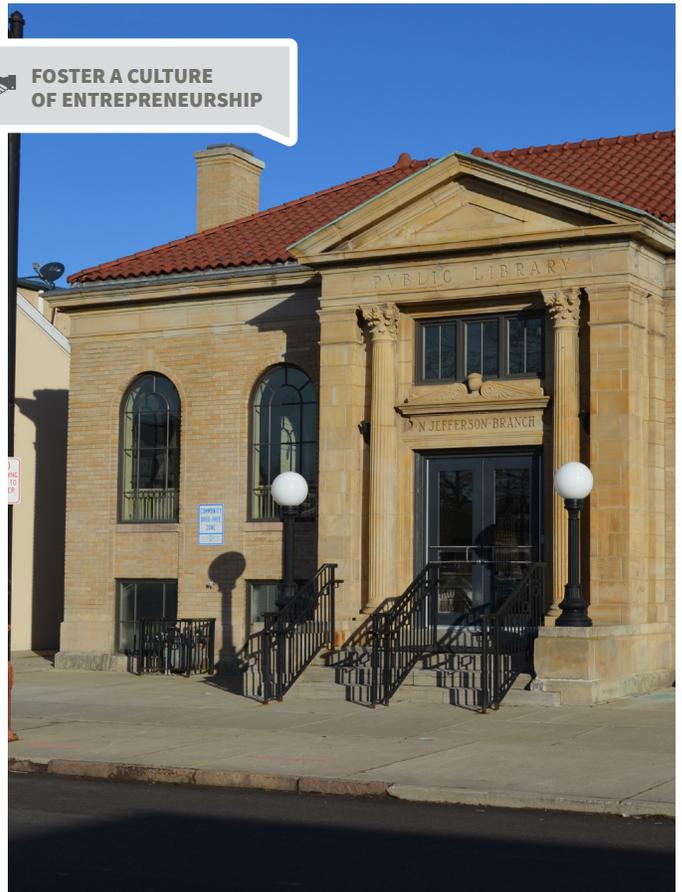
# Beverly Gray Business Exchange Center

The Beverly Gray Business Exchange Center (BGBEC) will enhance employment and entrepreneurship opportunities for the one-in-seven WNY residents who live below the poverty level. Located on Buffalo's East Side, an economically challenged area of the City which experiences high unemployment rates, the project will foster minority/women-owned small business development and job creation.

The BGBEC, by building the capacity of and deepening the economic inclusion of small East Side businesses, will provide the community with the resources to address issues of under- or unemployment and poverty within neighborhoods. BGBEC will provide support, training, mentoring and capacity building for women/minority small business owners, including military veterans, and will serve as a portal for economic opportunities on the East Side. This project will provide indoor/outdoor signage, furniture, communication technology, computer software and Coffee Café equipment. The expected outcome is that BGBEC can welcome business tenants (five are currently committed) and begin their important work. The ultimate goal of the BGBEC is to contribute to the growth of Buffalo's economy.



**FOSTER A CULTURE OF ENTREPRENEURSHIP**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$18,692
Other Public Funds	\$74,770
<b>Total Public Funds</b>	<b>\$93,462</b>

### PRIVATE SOURCES OF FUNDS

Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

## USES OF FUNDS

### USE

Furniture, Fixtures & Equipment	\$93,462
<b>Total Cost</b>	<b>\$93,462</b>

<b>CFA #</b>	<b>65401</b>
<b>APPLICANT</b>	<b>City of Buffalo, Erie County</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$93,462</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$18,692</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>5</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>0</b>

# Harrison Place Business Incubator

With the addition of affordable space, new incubator services, and workforce development offerings, the Harrison Place Business Incubator will attract startups, and engage individuals interested in the trades with training to enter the workforce. The project aligns with the Council's strategies to foster entrepreneurs and workforce development for a much larger impact on both a community and economic development level.

Harrison Place, a wholly owned subsidiary of the Greater Lockport Development Corporation, will increase its usable space, programming and other offerings to its tenants, the community and the region. The main goals of Harrison Place are to attract businesses, provide hands-on training and business start-up support services, create jobs and remove blight. There are three major components of the project: the build out of much-needed flex space for startups and entrepreneurs; the attraction and relocation of workforce development organizations and the establishment of a Makerspace which offers access to tools, software, training and space for individuals looking to make things. Harrison Place is the only place in eastern Niagara County with this type of affordable flex space for entrepreneurs beginning or expanding their businesses.



**FOSTER A CULTURE OF ENTREPRENEURSHIP**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$300,000
Other State Funds	\$300,000
<b>Total Public Funds</b>	<b>\$600,000</b>

### PRIVATE SOURCES OF FUNDS

Foundation Support	\$200,000
Incubator Tenant Equity	\$300,000
210 Walnut Equity & Support	\$485,000
<b>Total Private Funds</b>	<b>\$985,000</b>

## USES OF FUNDS

### USE

Construction & Renovation	\$600,000
Equipment & Machinery	\$135,000
Incubator Leases	\$150,000
Business Assistance & Supportive Services	\$225,000
Technical Salaries & Wages	\$230,000
Working Capital	\$100,000
Administration & Project Delivery	\$95,000
Supplies	\$50,000
<b>Total Cost</b>	<b>\$1,585,000</b>

<b>CFA #</b>	<b>65843</b>
<b>APPLICANT</b>	<b>Greater Lockport Development Corporation</b>
<b>LOCATION</b>	<b>City of Lockport, Niagara County</b>
<b>TOTAL PROJECT COST</b>	<b>\$1,585,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$300,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$776,000</b>
<b>DIRECT JOBS</b>	<b>1</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION</b>	<b>10</b>

# Coburn Block Development

Located in the heart of downtown Dunkirk, this project will renovate and improve an existing but partially collapsed building constructed in 1868 by Dunkirk Iron Works. The project will contribute to the region’s smart growth and workforce development strategies, improving existing infrastructure and an important historic asset for the purpose of expanded employment training close to residents and employers.

The Coburn Block is a building of great significance that adds an important historic note to a City with very few remaining older commercial buildings. The project involves major structural repairs to an existing interior masonry load-bearing wall exposed by an adjacent building collapse. It also entails a 1 ½ story addition. The site is owned by Chautauqua County Rural Ministry. The collapsed building housed four Rural Ministry programs: the KIDS Project, Empty Bowls Project, Furniture Gallery and Furniture Refurbishing Program. The project will allow the Ministry to continue its employment training programs and support services leading to increased employment. The effort will also contribute to downtown Dunkirk’s revitalization.



 **PREPARE OUR WORKFORCE**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$190,000
<b>Total Public Funds</b>	<b>\$190,000</b>

### PRIVATE SOURCES OF FUNDS

Private (Memorial Fund)	\$50,000
<b>Total Private Funds</b>	<b>\$50,000</b>

## USES OF FUNDS

### USE

Design & Engineering	\$20,000
Building Renovation	\$220,000
<b>Total Cost</b>	<b>\$240,000</b>

<b>CFA #</b>	<b>65164</b>
<b>APPLICANT</b>	<b>Chautauqua County Rural Ministry, Inc.</b>
<b>LOCATION</b>	<b>Dunkirk, Chautauqua County</b>
<b>TOTAL PROJECT COST</b>	<b>\$240,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$190,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>7</b>
<b>RETAINED JOBS</b>	<b>2</b>
<b>INDIRECT JOBS</b>	<b>7</b>
<b>CONSTRUCTION JOBS</b>	<b>0</b>

# High School Welding

Workforce development is a vital element of WNY REDC's strategy. WNY's manufacturing field is experiencing growth, but is threatened by a looming skills gap caused by the retirement of skilled workers. Expansion of the welding and light manufacturing training program at Erie 1 BOCES' Kenton Career & Technical Center will create a solid worker pipeline to sustain the manufacturing sector's progress.

The project will increase Kenton Center's capacity, enabling them to teach more students highly desired skilled trades to meet local industry need. Seven new welding booths will be added and one will be updated, which will allow training of 24 high school students per class increasing enrollment to 48 per year. Current space will be converted into two labs, one of which will be used for welding and the second for a light manufacturing hands-on lab. Due to the nature of this training, appropriate ventilation and an updated electrical system will be installed. These labs will not only be accessible for the high school division of Erie 1 BOCES, but will also be available to adults through the evening adult workforce division. The increased availability of workforce-ready labor will lead to continued economic growth for the region.



**PREPARE OUR WORKFORCE**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$25,000
Other Public Funds	\$100,000
<b>Total Public Funds</b>	<b>\$125,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

## USES OF FUNDS

### USE

HVAC Upgrades	\$50,000
Electric & Other Renovations	\$45,896
Welders 3 in 1 (MIG, TIG, Stic)	\$29,104
<b>Total Cost</b>	<b>\$125,000</b>

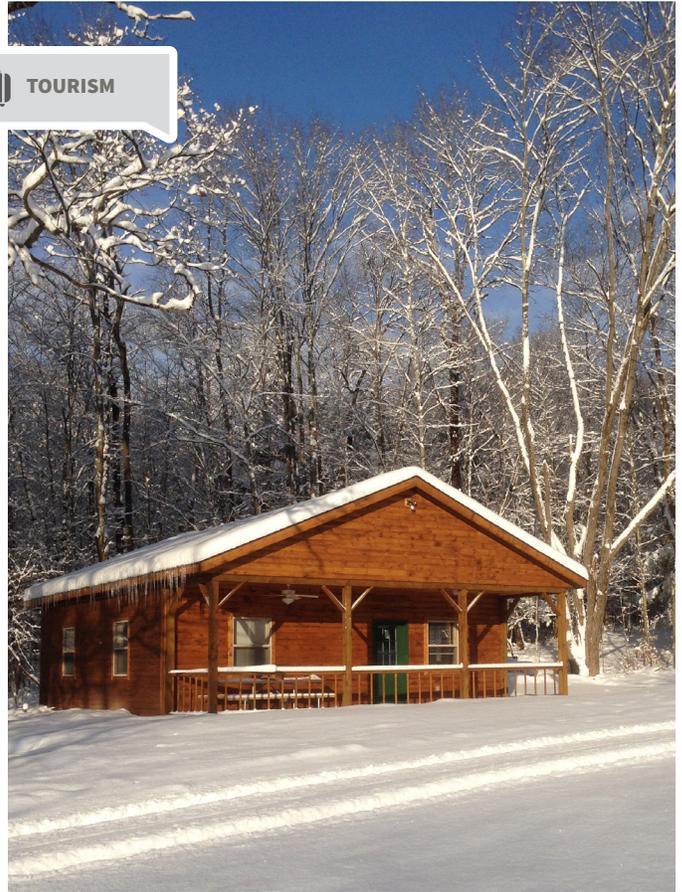
<b>CFA #</b>	<b>65473</b>
<b>APPLICANT</b>	<b>Erie 1 BOCES</b>
<b>LOCATION</b>	<b>Town of Tonawanda, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$125,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$25,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>12</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>0</b>

# Allegany State Park



The transformation of Allegany State Park continues with this lodging improvement project. The project is designed to create a more attractive, comfortable visitor experience at an easily accessible outdoor destination. The project will create jobs, maximize return on investment by matching grant money 4:1, and increase park attendance and generated income.

The \$1M effort will build 15 higher-end, 600-square foot, ADA compliant one-bedroom cottages with bathrooms and kitchens that will complement the 28 two-bedroom units recently built by a private investor (Sempreverde). The project will leverage the current park infrastructure by relying on existing roads, water, sewer, power, public spaces and administration facilities, allowing a significant increase in quality lodging services while utilizing a minimally invasive development approach. The project will not only bring a consistent, high-quality visitor experience, encourage longer stays, cultivate new and repeat customers and improve the park's international image; it will also provide a direct economic benefit to the state of approximately \$1.4M and generate approximately 10,000 annual overnight visitor stays.



## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$120,000
Other State Funds	\$80,000
<b>Total Public Funds</b>	<b>\$200,000</b>
PRIVATE SOURCES OF FUNDS	
Private	\$800,000
<b>Total Private Funds</b>	<b>\$800,000</b>

## USES OF FUNDS

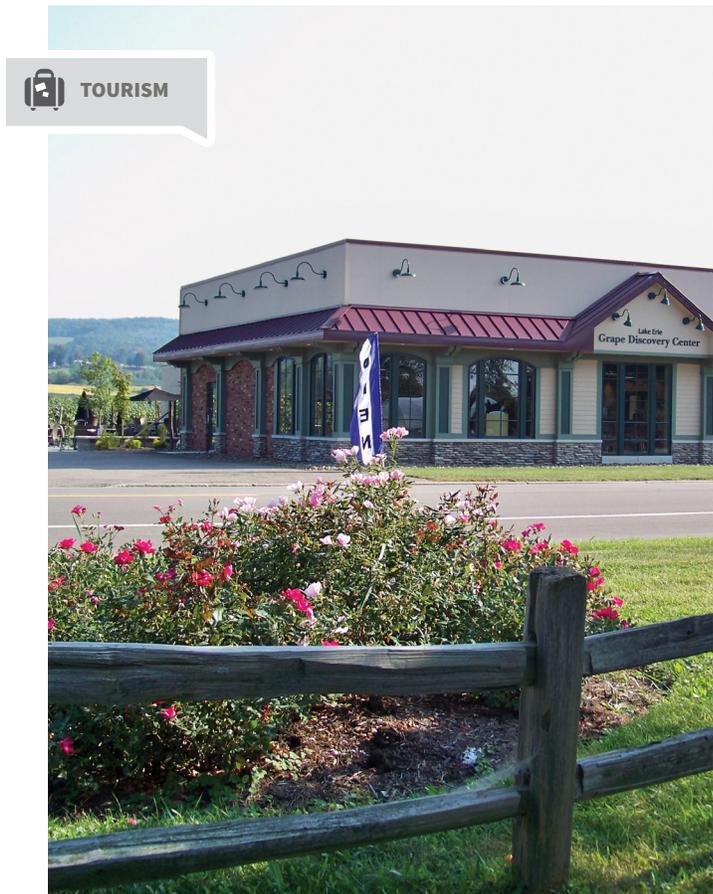
USE	
Land & Site Work	\$200,000
Foundations	\$75,000
Framing, Roofing & Insulation	\$500,000
Plumbing & Electric	\$75,000
Furniture & Fixtures	\$60,000
Soft Costs	\$90,000
<b>Total Cost</b>	<b>\$1,000,000</b>

<b>CFA #</b>	<b>67805</b>
<b>APPLICANT</b>	<b>Sempreverde, LLC</b>
<b>LOCATION</b>	<b>Salamanca, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$1,000,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$120,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>16</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>15</b>

# Grape Discovery Center Museum Culinary and Visitor Center Expansion

Tourism is an increasingly important avenue for economic development for many wineries, breweries and distilleries. Phase 3 of the renovation to the Grape Discovery Center, located within a heritage area, will generate increased income from tourism, and economic sustainability for wineries located in the region.

This phase of the Grape Discovery Center project includes the renovation of 3,500 square feet to create a 200-seat room for exhibits and learning space for tourists, as well as a venue for hosting conferences, receptions, meeting, banquets, live theater and other arts events with facilities for outside caterers. No other similar facility exists in the area. Tourists are finding the Grape Belt to be a desirable stop-off while traveling the NY Thruway, as well as a final destination. A Cornell study found that the economic impact of the grape industry in the Eastern Lake Erie area to be over \$340M annually. The Center is the first venue for visitors entering NYS from the western U.S. and is a great “gateway” experience of entry to the WNY region.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$135,000
Other State Funds	\$135,000
<b>Total Public Funds</b>	<b>\$270,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$401,540
<b>Total Private Funds</b>	<b>\$401,540</b>

## USES OF FUNDS

### USE

Construction & Renovation	\$500,940
Equipment & Machinery	\$56,000
Infrastructure & Site Work	\$43,100
Architectural, Engineering & Soft Costs	\$71,500
<b>Total Cost</b>	<b>\$671,540</b>

**CFA #** 63782

**APPLICANT** Concord Grape Belt Heritage Association

**LOCATION** Westfield, Chautauqua County

**TOTAL PROJECT COST** \$671,540

**RECOMMENDED ESD GRANT** \$135,000

**PAST CFA AWARD RECEIVED** \$200,000

**DIRECT JOBS** 3

**RETAINED JOBS** 0

**INDIRECT JOBS** 0

**CONSTRUCTION JOBS CREATED** 50

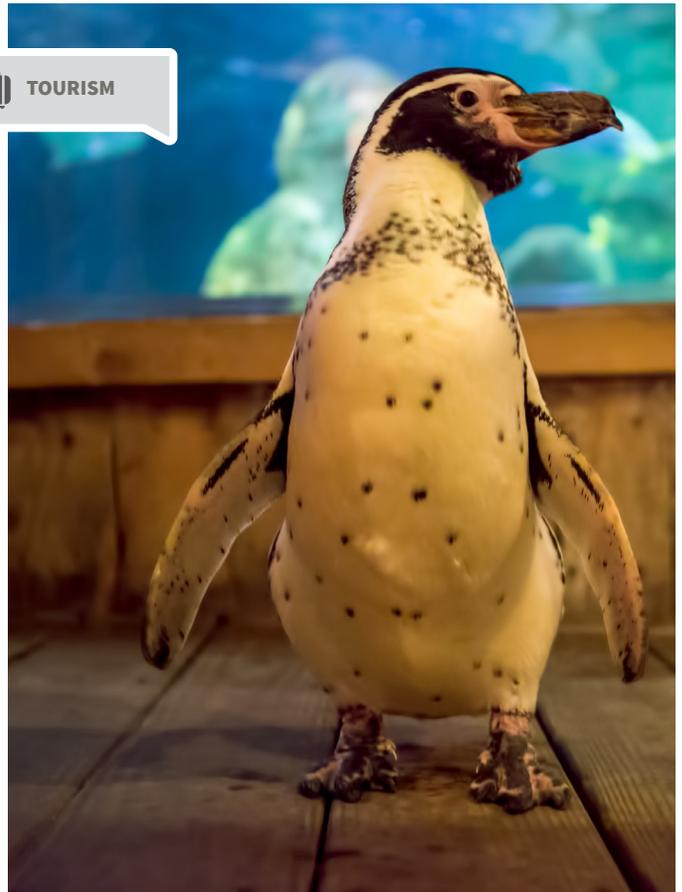
# Humboldt Penguin Exhibit



TOURISM

The construction of a Humboldt Penguin Exhibit at the Aquarium of Niagara will encourage visitors to Niagara Falls to extend their stays in the region. Further, it will provide additional job opportunities; invest in an economically disadvantaged neighborhood; and position Niagara Falls as a leader in environmental conservation—further enhancing the region’s attractiveness to tourists, scientists, and educators.

The project is a part of the Aquarium’s updated master plan to address the facility’s needs and significantly enhance the venue as a key attraction for visitors to the region. The exhibit will incorporate state-of-the-art technology, including high-efficiency lighting, motors, filtration and other equipment. New pools will be added, with above/below water viewing to give visitors a beak-to-nose view of these environmentally threatened birds. The Aquarium will become eligible for Association of Zoos and Aquariums accreditation which will increase its eligibility for grants, open up invaluable learning opportunities for staff, and provide access to specimens for breeding. Annual visitation of 288,000 is expected to increase by approximately 10%.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$325,258
Other State Funds	\$250,000
Other Public Funds	\$1,900,000
<b>Total Public Funds</b>	<b>\$2,475,258</b>

### PRIVATE SOURCES OF FUNDS

Private	\$765,492
<b>Total Private Funds</b>	<b>\$765,492</b>

## USES OF FUNDS

### USE

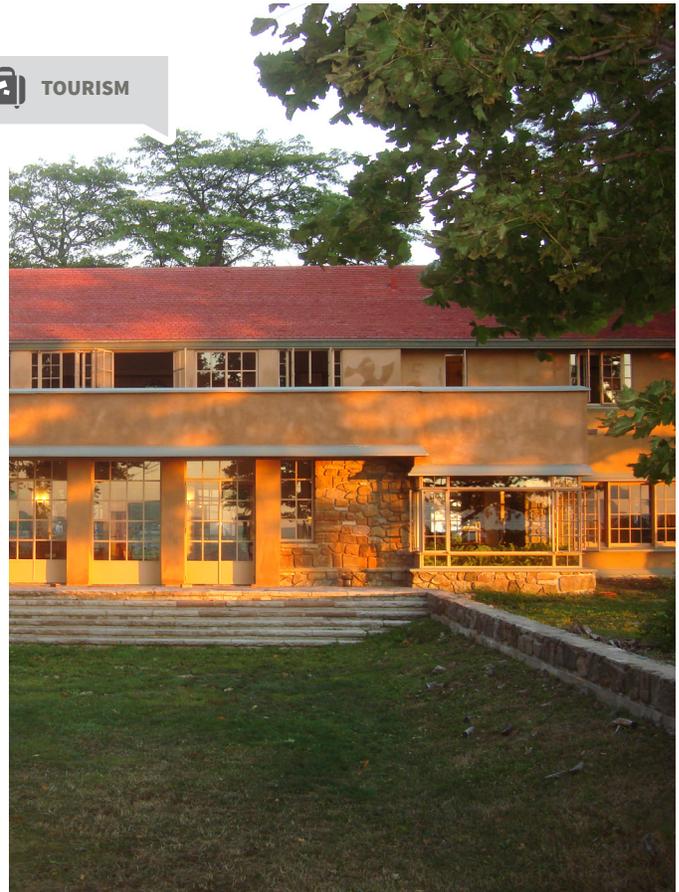
Construction & Renovation	\$2,261,319
Architectural, Engineering & Soft Costs	\$979,431
<b>Total Cost</b>	<b>\$3,240,750</b>

<b>CFA #</b>	<b>67077</b>
<b>APPLICANT</b>	<b>Aquarium of Niagara</b>
<b>LOCATION</b>	<b>Niagara Falls, Niagara County</b>
<b>TOTAL PROJECT COST</b>	<b>\$3,240,750</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$325,258</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>1</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>38</b>

# Interior Restoration of Frank Lloyd Wright's Graycliff

This project will restore a significant portion of the interior of the Frank Lloyd Wright designed Isabelle R. Martin House at Graycliff in Derby, NY. It will allow Graycliff to improve its visitor experience, substantially increase its yearly visitor base, secure a spot as a top tourist attraction, and boost its impact on the tourism economy in the region.

Neglect by previous owners will be rectified through the installation of fire protection, replacement of dangerous electrical wiring and return of the interior spaces to their condition as of the date of significance, 1929. Once completed, this national landmark will serve as an architectural masterpiece for generations to come. The restored interiors will significantly improve Graycliff's attractiveness, bringing increased numbers of tourists to the region and lengthening their stays. Anticipated outcomes include: compliance with federal restoration standards and plans approved by the state resulting in an authentic, fully-compliant structure; an increase in annual visitors from the current 10,000 to an anticipated 14,000 in 2017; \$60,000/yr. in earned income and an injection of up to \$2.1M/year into the regional tourist economy.



## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$160,000
Other State Funds	\$400,000
<b>Total Public Funds</b>	<b>\$560,000</b>
PRIVATE SOURCES OF FUNDS	
Foundations & Individuals	\$197,200
Organizational Equity	\$202,800
<b>Total Private Funds</b>	<b>\$400,000</b>

## USES OF FUNDS

USE	
Construction & Renovation	\$802,380
Project Supervision & Soft Costs	\$157,620
<b>Total Cost</b>	<b>\$960,000</b>

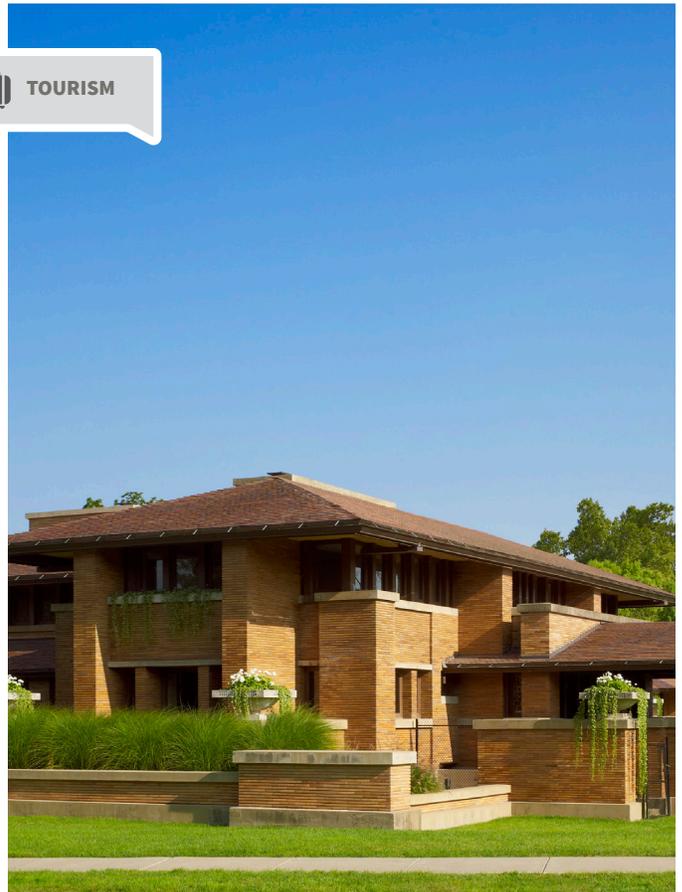
<b>CFA #</b>	<b>64784</b>
<b>APPLICANT</b>	<b>Graycliff Conservancy, Inc.</b>
<b>LOCATION</b>	<b>Derby, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$960,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$160,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$50,000</b>
<b>DIRECT JOBS</b>	<b>3</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>21</b>
<b>CONSTRUCTION JOBS</b>	<b>10</b>

# Landscape of Frank Lloyd Wright's Darwin D. Martin House



After more than two decades of work, this project will complete the extensive restoration of Frank Lloyd Wright's masterwork, the Darwin D. Martin House and allow for a maximum return on investment for NYS and WNY. With its national and international appeal, the Martin House is critical to WNY REDC's focus on facilitating the growth of quality tourism products in the region.

The project will recreate Wright's designs for multiple landscape elements and gardens/site treatments throughout the 1.5 acre historic site. It will also support the completion of built-in furnishings, unique paint finishes and custom woodwork on the second floor of the 15,000 square foot house. The recovery of the grounds and gardens will allow guests to truly understand and appreciate Wright for his complete artistic genius. Only with the Martin House completely restored can it function at full capacity as a museum of architecture, design and landscape. A National Historic Landmark, it serves as a centerpiece for tourism that will enhance visitors' experiences, encourage longer stays, cultivate repeat visits, and improve the region's global tourism image.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$600,000
Other State Funds (EPF)	\$200,000
Other Public Funds (Erie County & City of Buffalo)	\$310,000
<b>Total Public Funds</b>	<b>\$1,110,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$1,411,000
<b>Total Private Funds</b>	<b>\$1,411,000</b>

## USES OF FUNDS

### USE

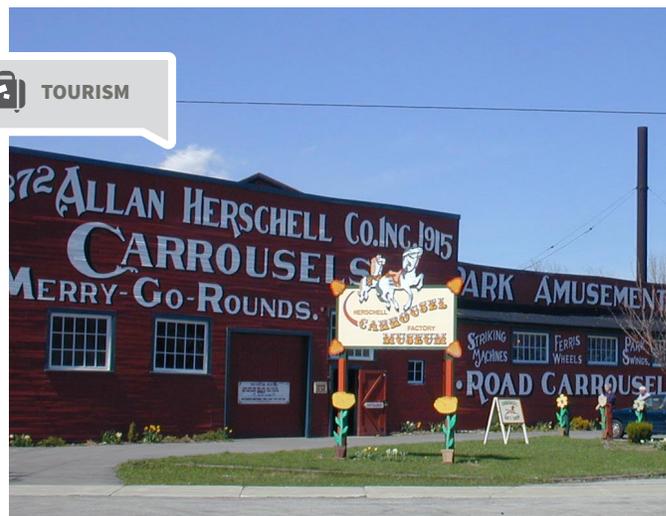
Interior Restoration	\$967,000
Landscape Rehabilitation	\$1,554,000
<b>Total Cost</b>	<b>\$2,521,000</b>

<b>CFA #</b>	<b>66035</b>
<b>APPLICANT</b>	<b>Martin House Restoration Corporation</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$2,521,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$600,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$643,000</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>20</b>

# Music Room-Herschell Carrousel Factory Museum

This project seeks to restore a portion of the Allan Herschell Company that collapsed in 1995 in order to create a community Music Room that will expand employment, programming and volunteer opportunities; promote the WNY region as a global cultural tourist destination; and positively impact the local tourist economy.

The 12-foot-high building will be reconstructed using historical photographs and retained door and wall parts as guides. Novelty siding on the exterior; tongue- and-groove interior walls and an open-to-the rafters ceiling, like the original, will be installed. The restored space will display the band organ equipment owned by the Herschell Carrousel Factory Museum. This will increase the museum's audience by attracting a large number of enthusiasts interested in automatic musical instruments from across the U.S. The museum will continue to contribute to the vitality of downtown N. Tonawanda by drawing tourists who will patronize restaurants, shops and hotels. This project will complete the restoration of the complex which houses the only museum in the country that interprets the carousel production industry in an original factory building.



## SOURCES OF FUNDS

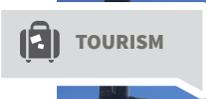
PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$50,000
Other State Funds	\$79,000
<b>Total Public Funds</b>	<b>\$129,000</b>
PRIVATE SOURCES OF FUNDS	
Private	\$145,500
<b>Total Private Funds</b>	<b>\$145,500</b>

## USES OF FUNDS

USE	
Pre-development	\$22,500
Construction	\$239,000
Administration	\$9,000
Landscape & Pedestrian Improvement	\$4,000
<b>Total Cost</b>	<b>\$274,500</b>

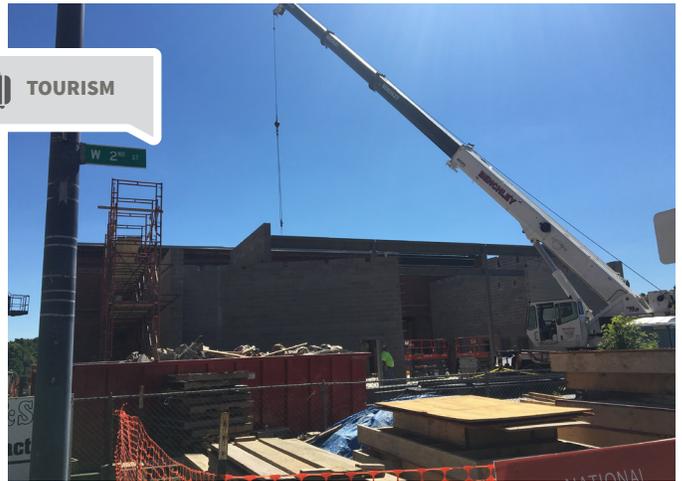
<b>CFA #</b>	<b>66006</b>
<b>APPLICANT</b>	<b>Carousel Society of the Niagara Frontier</b>
<b>LOCATION</b>	<b>North Tonawanda, Niagara County</b>
<b>TOTAL PROJECT COST</b>	<b>\$274,500</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$50,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$201,675</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>2</b>
<b>CONSTRUCTION JOBS</b>	<b>10</b>

# National Comedy Center Gap Funding



The National Comedy Center (NCC) is one of the key elements of the revitalization strategy in Jamestown’s award-winning Urban Design Plan. The NCC campus will be a major year-round experiential/interactive destination that draws repeat visitors due to regularly changing exhibits and programming. The NCC will greatly impact the area’s economy and integrate well with existing tourism assets and infrastructure.

The NCC campus will consist of two physically connected buildings, an exterior screening area and adjacent Comedy Park. It will have a transformative impact by spurring private investment and creating new jobs. Beyond work at hotels, restaurants and shops, people with technology skills will be required to program, maintain and repair 288+ monitors, touch screens/walls and 30 racks of servers to manage the 50+ hours of digital content, a state-of-the-art hologram projection system and two large outdoor digital screens. The NCC supports WNY REDC global strategies with its potential to attract visitors from around the world. Funding needs continue through the development stage, but projected outcomes are substantial and include 114,000 visitors/year resulting in \$17M in goods and services, \$6M in wages and 184 jobs in the tri-county area.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$750,000
Other State Funds	\$4,500,000
Other Public Funds	\$1,642,000
<b>Total Public Funds</b>	<b>\$6,892,000</b>

### PRIVATE SOURCES OF FUNDS

Foundations & Corporate Donations	\$6,878,000
New Market Tax Credit Equity	\$6,630,000
<b>Total Private Funds</b>	<b>\$13,508,000</b>

## USES OF FUNDS

### USE

Building Construction & Renovation	\$7,665,462
Attraction Production, Fabrication & Installation	\$11,915,960
New Market Tax Credit Fees & Expenses	\$818,578
<b>Total Cost</b>	<b>\$20,400,000</b>

<b>CFA #</b>	<b>64478</b>
<b>APPLICANT</b>	<b>National Comedy Center</b>
<b>LOCATION</b>	<b>Jamestown, Chautauqua County</b>
<b>TOTAL PROJECT COST</b>	<b>\$20,400,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$750,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$3,000,000</b>
<b>DIRECT JOBS</b>	<b>35</b>
<b>RETAINED JOBS</b>	<b>5</b>
<b>INDIRECT JOBS</b>	<b>101</b>
<b>CONSTRUCTION JOBS</b>	<b>451</b>

# The Buffalo History Museum: Restore, Reactivate, Reconnect

The Buffalo History Museum, a local architectural, cultural, educational and historic gem, will reclaim unused space, repair damaged building areas, update outmoded exhibit space and reconnect to other regional tourism assets in order to increase its capacity, programming and sustainability, and to substantially amplify its ongoing regional economic impact.

This project reclaims 6,000 square feet of the 1901 Pan American Expedition building by revamping the 2nd floor west gallery into flexible-use space affording new opportunities for changing exhibits and modular galleries. Restoration will embrace original features such as light fixtures, crown molding, Doric columns and arched entryways. The area under the portico, closed for 30 years due to water damage, will be restored, allowing for the reopening of the portico entrance and reconnection to the Olmsted Parks System. The effort will increase yearly admissions revenue, tourist visitation, earned revenue and donations. Restoring space in this National Historic Landmark enhances tourism and community revitalization. The reopening of its park entrance promotes recreational park use and pedestrian traffic along the arts corridor.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$285,000
Other State Funds	\$44,250
Other Public Funds	\$596,000
<b>Total Public Funds</b>	<b>\$925,250</b>

### PRIVATE SOURCES OF FUNDS

Private	\$500,616
<b>Total Private Funds</b>	<b>\$500,616</b>

## USES OF FUNDS

### USE

Furniture & Fixtures	\$356,500
Construction & Renovation	\$613,000
Equipment & Machinery	\$8,700
Architectural, Engineering & Soft Costs	\$447,666
<b>Total Cost</b>	<b>\$1,425,866</b>

CFA # 67791

APPLICANT The Buffalo & Erie County Historical Society

LOCATION Buffalo, Erie County

TOTAL PROJECT COST \$1,425,866

RECOMMENDED ESD GRANT \$285,000

PAST CFA AWARD RECEIVED \$0

DIRECT JOBS 2

RETAINED JOBS 0

INDIRECT JOBS 0

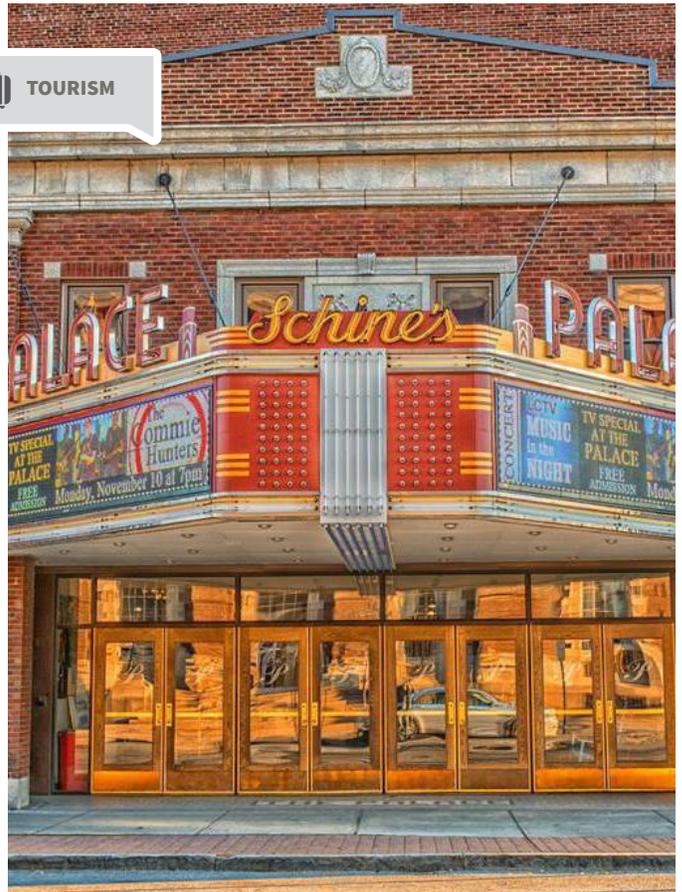
CONSTRUCTION JOBS 27

# The Palace Theatre Expansion



One of the key elements of WNY REDC’s strategy is tourism asset development. The expansion and modernization of Lockport’s Historic Palace Theatre will support that strategy by attracting additional high-profile shows, enhancing the overall theater experience for patrons and drawing substantially more visitors thereby increasing the venue’s impact on the local economy.

The project involves installing HVAC, plumbing and electrical upgrades, additional seating, new rigging, an improved concession area and expanded orchestra pit. The 90-year-old architectural treasure will also be expanded by 21,000 square feet through the purchase of the property behind it. Two new second floor residential apartments and an outdoor event space on the theater’s rooftop will be created. The theater will become more sustainable through the generation of new and diverse revenue sources. Its 85,000 yearly visitors patronize nearby hotels, restaurants, shops and local attractions impacting the local economy to the tune of an estimated \$2.4M annually. The proposed upgrades could help raise the figures to 125,000+ yearly visitors generating an economic impact of more than \$3.5M annually.



## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$1,000,000
Other State Funds	\$423,000
<b>Total Public Funds</b>	<b>\$1,423,000</b>
PRIVATE SOURCES OF FUNDS	
Foundation Support	\$1,275,000
Equity & Capital Campaign	\$260,000
Private	\$400,000
<b>Total Private Funds</b>	<b>\$1,935,000</b>

## USES OF FUNDS

USE	
Construction & Renovation	\$2,180,000
Acquisition	\$400,000
Design	\$100,000
Furniture, Fixtures & Equipment	\$528,000
Project Delivery & Management	\$150,000
<b>Total Cost</b>	<b>\$3,358,000</b>

<b>CFA #</b>	<b>63339</b>
<b>APPLICANT</b>	<b>Historic Palace, Inc.</b>
<b>LOCATION</b>	<b>City of Lockport, Niagara County</b>
<b>TOTAL PROJECT COST</b>	<b>\$3,358,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,000,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>30</b>

# Virtual Meeting Technology at the Richardson Olmsted Complex

One of Buffalo's most iconic buildings, a National Historic Landmark and key tourism asset, the 140-year-old Complex is being transformed into a vibrant new hub of activity after years of vacancy. The Virtual Meeting Technology project at Hotel Henry involves the acquisition and installation of advanced communication equipment and software as part of Phase One of the Richardson Olmsted Complex redevelopment.

Through this project, Hotel Henry will offer cutting-edge Virtual Meeting Technology that will enable users to interact on-site and virtually around the world, expanding conference capacity from 500 to thousands. These technologies will set Hotel Henry apart from its competition and will include advanced internet/networking services and high definition projectors and screens. The innovative technology will be open to the public and will transform the Complex into a space for borderless innovation and collaboration by enabling visitors to engage with people anywhere at the touch of a button. Virtual Meeting Technology is not offered anywhere else in the Northeastern U.S. and is only available at six other locations in the entire country. With this technology, the venue will play a vital role in WNY's growing tourism industry.



## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$2,000,000
Other State Funds	\$6,590,000
<b>Total Public Funds</b>	<b>\$8,590,000</b>
PRIVATE SOURCES OF FUNDS	
Private	\$1,410,000
<b>Total Private Funds</b>	<b>\$1,410,000</b>

## USES OF FUNDS

USE	
Construction & Renovation	\$3,826,491
Furnitures, Fixtures & Equipment	\$5,700,000
Soft Costs	\$473,509
<b>Total Cost</b>	<b>\$10,000,000</b>

<b>CFA #</b>	<b>66000</b>
<b>APPLICANT</b>	<b>Richardson Center Corporation</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$10,000,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$2,000,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>75</b>

# Ellicottville Brewing Company - Little Valley Expansion

The Ellicottville Brewing Company (EBC)’s project will dramatically expand production facilities for their brewing and bottling operation located in the heart of Little Valley, NY, the county seat for Cattaraugus County. The project will spur economic growth, increase global market appeal, create employment and training opportunities, and increase tourism activities.

Through the purchase of a 75,000 square foot facility, EBC will increase production from 11,000 barrels/year to 110,000 barrels/year continuing its growth model and positioning it as one of the premier craft beer makers in the country. EBC recently began exporting to South Korea. This expansion will support the continuation of global market distribution. The project will foster tourist attractions such as a first-of-its-kind museum dedicated to telling the story of craft brewing. The craft brewing industry has exploded and a museum with tasting rooms and a restaurant will draw visitors from around the U.S. to follow their passion for great beer and related entertainment. Manufacturing, marketing, museum, restaurant and administrative jobs will be created along with spin-off positions in retail, hospitality and tourism-related industries.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$1,100,000
<b>Total Public Funds</b>	<b>\$1,100,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$5,100,000
<b>Total Private Funds</b>	<b>\$5,100,000</b>

## USES OF FUNDS

### USE

Design & Engineering	\$150,000
Equipment & Supplies	\$4,390,000
Furniture & Fixtures	\$50,000
Infrastructure & Site Work	\$1,610,000
<b>Total Cost</b>	<b>\$6,200,000</b>

<b>CFA #</b>	<b>66752</b>
<b>APPLICANT</b>	<b>Ellicottville Brewing Company</b>
<b>LOCATION</b>	<b>Little Valley, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$6,200,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,100,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>40</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>250</b>
<b>CONSTRUCTION JOBS</b>	<b>10</b>

# Center for Immunotherapy Equipment

RPCI's Center for Immunotherapy (CFI) development project enhances the infrastructure of the CFI and supports WNY's ability to deliver world-class cancer care. It will also cultivate a rich R&D environment for biotech companies; promote entrepreneurial activities; serve as a stimulus for investment by the pharmaceutical industry and help to sustain long-term economic development in health and life sciences in WNY.

Immunotherapy is the most significant new advance in the treatment of cancer patients in the past decade. The goal of the CFI is to harness the power of the immune system to cure human cancers. It has developed new treatment approaches where immune cells are taken from a patient's blood, re-engineered to become cancer fighting cells and given back to the patient as an infusion. These treatments are proving to be extremely promising, and will likely be paradigm changing for cancer patients and their families. To support these new immunotherapy approaches, RPCI has developed three state of the art facilities within the CFI that will catalyze and accelerate the application of new immunotherapies to treat cancer patients. New jobs, intellectual property applications and commercialization opportunities will also be generated.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$480,000
Other Public Funds (Federal)	\$559,000
<b>Total Public Funds</b>	<b>\$1,039,000</b>

### PRIVATE SOURCES OF FUNDS

Institutional Capital	\$761,000
Roswell Park Alliance Foundation	\$600,000
<b>Total Private Funds</b>	<b>\$1,361,000</b>

## USES OF FUNDS

### USE

Equipment	\$2,000,000
Construction & Renovation	\$400,000
<b>Total Cost</b>	<b>\$2,400,000</b>

<b>CFA #</b>	<b>67431</b>
<b>APPLICANT</b>	<b>Roswell Park Cancer Institute</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$2,400,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$480,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>7</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>4</b>

# Economic Development Using Medical Device Innovation



The project will strengthen the health and life sciences industry in WNY by creating a medical device innovation hub which will attract significant outside investment from large medical device companies, provide entrepreneurial opportunities for inventors and start ups, and create meaningful jobs vital to keeping talented young people in our region.

New approaches to vascular disease prevention and treatment will be spurred at the Jacobs Institute’s Reality Center (i2R), a medical device proof of concept center. The i2R’s “failure analysis” capabilities will be built out so they can be integrated into all stages of i2R’s development cycle. The cycle includes idea pre-screening and acceptance; assessment of intellectual property status, regulatory pathway to commercialization, and managed care reimbursement potential; prototype creation, testing and redesign; and commercialization through a start-up or partnership with an existing business. Overall, the project will leverage the region’s well-known vascular medical knowledge to create a hub that will attract people from around the world while enhancing the reputation of WNY as it becomes known for its health and life sciences expertise.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$1,000,000
<b>Total Public Funds</b>	<b>\$1,000,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$4,000,000
<b>Total Private Funds</b>	<b>\$4,000,000</b>

## USES OF FUNDS

### USE

Building Renovation	\$250,000
Production Machinery & Equipment	\$250,000
Furnitures, Fixtures & Equipment	\$250,000
Soft Costs	\$250,000
Research & Design	\$2,200,000
Testing	\$1,400,000
General & Administrative	\$400,000
<b>Total Cost</b>	<b>\$5,000,000</b>

<b>CFA #</b>	<b>67962</b>
<b>APPLICANT</b>	<b>The Jacobs Institute</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$5,000,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,000,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$4,000,000</b>
<b>DIRECT JOBS</b>	<b>3</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>1</b>

# JSMBS Medical Simulation

UB will equip the Jacobs School of Medicine Simulation Innovation Center (SIC) and leverage a \$375M investment to catalyze redevelopment of the neighborhoods surrounding the medical campus. The SIC will allow UB to expand ongoing partnerships with community organizations and nationwide device industries to foster research, business development and entrepreneurship in health and life sciences throughout the city and region.

The SIC will become the regions' premier site for skilled healthcare training, and world-class device and procedural innovation. Operating stations including tables, towers, anesthetic booms and related equipment will be installed in a focused learning space of the new medical school adjacent to other learning centers such as UB's Clinical Competency Center and RPCI's Atlas Lab. The co-location of learning centers creates a unique asset that allows students, faculty, industry, and community members to collaborate and learn in complementary spaces. Embedding this community-focused center in the heart of the city engages UB directly with the social, economic, and educational challenges facing the region. The SIC is key to recruiting top faculty and students to UB, and will be a leading resource for national/international companies.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$3,900,000
Other State Funds	\$33,469,098
<b>Total Public Funds</b>	<b>\$37,369,098</b>

### PRIVATE SOURCES OF FUNDS

Private (UB Cash Equity)	\$5,374,344
<b>Total Private Funds</b>	<b>\$5,374,344</b>

## USES OF FUNDS

### USE

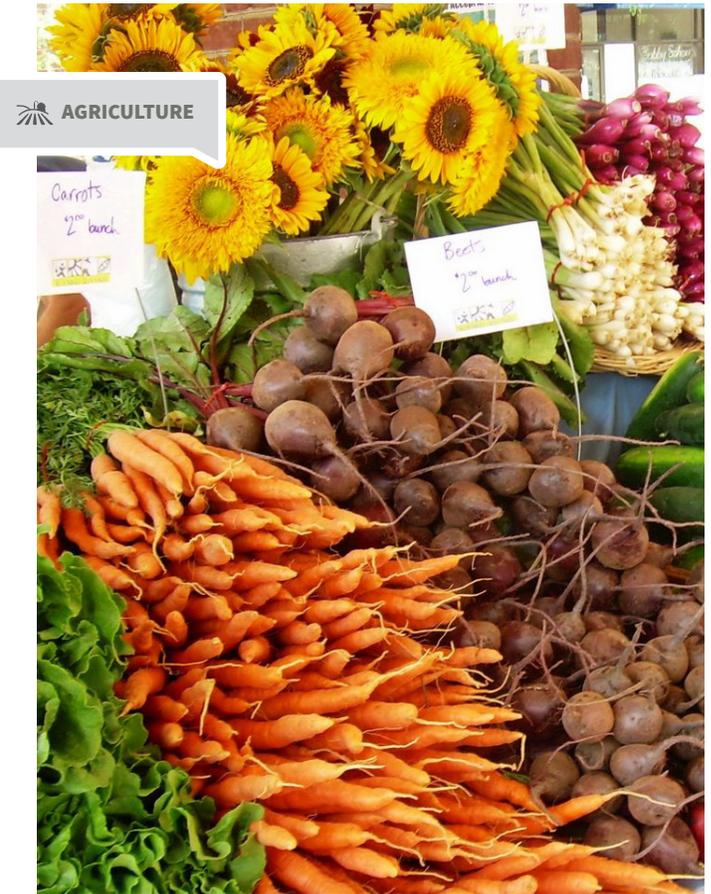
Construction	\$33,000,000
Furniture, Fixtures & Equipment	\$528,000
Machinery & Equipment	\$9,215,442
<b>Total Cost</b>	<b>\$42,743,442</b>

<b>CFA #</b>	<b>67490</b>
<b>APPLICANT</b>	<b>University at Buffalo</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$42,743,442</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$3,900,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>47</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>0</b>

# Downtown Olean Farmers Market

Establishing a permanent, year round farmers market in downtown Olean will draw people and retail businesses to the City’s urban core and generate direct economic impact. This project further aligns with WNY REDC’s strategy by increasing community quality-of-life amenities, creating access to the region’s agricultural products, and contributing to the revitalization to downtown Olean.

The project will place a public market on two downtown sites segregated only by the new walkable N. Union Street. These currently vacant parcels will be filled with a permanent kiosk structure and comfort facilities. Permanent liner kiosks will form a walkable streetscape and create a hub for activity. Both kiosk facility sites will be made available to farmers and artisans. The public space along Whitney Avenue will be improved with park furniture and landscaping and will showcase an overhead archway representing the downtown Allegheny River Valley Trail trailhead. The vision of this public/private partnership is to complement downtown Olean’s existing urban amenities and create a vibrant, active civic commons where visitors and residents of all ages and backgrounds can gather to shop and socialize.



## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$250,000
Other State Funds	\$550,000
Other Public Funds (Local)	\$225,000
<b>Total Public Funds</b>	<b>\$1,025,000</b>
PRIVATE SOURCES OF FUNDS	
Private	\$225,000
<b>Total Private Funds</b>	<b>\$225,000</b>

## USES OF FUNDS

USE	
New Construction	\$1,000,000
Land Acquisition	\$100,000
Demolition & Environmental Remediation	\$90,000
Soft Costs	\$60,000
<b>Total Cost</b>	<b>\$1,250,000</b>

<b>CFA #</b>	65900
<b>APPLICANT</b>	City of Olean
<b>LOCATION</b>	Olean, Cattaraugus County
<b>TOTAL PROJECT COST</b>	<b>\$1,250,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$250,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>5</b>
<b>CONSTRUCTION JOBS</b>	<b>20</b>

# Edelweiss Dairy Expansion and New Milking Facility

 AGRICULTURE

To increase capacity and improve efficiencies in our region’s key agricultural sector, Edelweiss Dairy Farm plans to expand and update its facilities in order to improve products, processes and market links and to develop and promote innovative practices that will lower costs and increase outputs.

Edelweiss plans to replace its existing Freedom Farm facility with a new 2,400 cow facility. This will ensure the long term viability of a successful dairy farm in Freedom, NY. The new facility will have high efficiency LED lighting, VSD controlled ventilation fans, compressors, chillers and heat exchangers. The milk produced will be marketed through the Upstate Niagara Dairy Cooperative, the major dairy processor and milk handler in WNY. The expected outcome will be increased positive economic impact in a rural area through job creation and increased product sales. This will be the most modern and efficient dairy facility in WNY when completed, with rotary parlor technology and a manure management system. Edelweiss’ efforts are reflective of a modern, productive operation determined to be successful in an evolving and challenging climate.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$1,499,500
<b>Total Public Funds</b>	<b>\$1,499,500</b>

### PRIVATE SOURCES OF FUNDS

Private	\$13,763,092
<b>Total Private Funds</b>	<b>\$13,763,092</b>

## USES OF FUNDS

### USE

Working Capital & Reserves	\$1,990,773
Infrastructure & Site Work	\$381,998
Construction & Renovation	\$10,014,821
Equipment & Machinery	\$2,875,000
<b>Total Cost</b>	<b>\$15,262,592</b>

<b>CFA #</b>	<b>66647</b>
<b>APPLICANT</b>	<b>Edelweiss Dairy, LLC</b>
<b>LOCATION</b>	<b>Freedom, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$15,262,592</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,499,500</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>7</b>
<b>RETAINED JOBS</b>	<b>17</b>
<b>INDIRECT JOBS</b>	<b>10</b>
<b>CONSTRUCTION JOBS</b>	<b>25</b>

# Westfield Commercial Demonstration

This project will construct a facility that employs TimberFish Technology (TFT), which is an innovative approach to producing food and energy. The process mimics the natural food chain by using underutilized biomass and nutrients to grow contaminant-free seafood and produce bioenergy. The dramatic, ecology-based technology avoids issues that have limited the growth of the farmed seafood industry.

TFT is an economically attractive, commercial driver for the global proliferation of environmental best practices. The commercial demonstration processes food waste by recirculating it through wood chips. While purifying the waste water, the operation allows the growth of microbes and invertebrates which feed fish. The only waste stream is the spent wood chips which are dried and used for pellet stoves. TFT will be a supplier for consumers interested in healthy, natural seafood that improves the environment. Initially, sales will be targeted to retail and wholesale marketers of high-quality seafood. Production will start at 2,000-4,000 lbs. of fish/year with a goal of reaching 20,000 lbs./year. TFT provides significant jobs in agriculture and forestry and intends to locate multiple facilities in economically depressed rural WNY communities.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$100,000
<b>Total Public Funds</b>	<b>\$100,000</b>

### PRIVATE SOURCES OF FUNDS

Equity Investors	\$800,000
<b>Total Private Funds</b>	<b>\$800,000</b>

## USES OF FUNDS

### USE

Construction	\$357,868
Commercialization	\$159,070
Legal	\$55,000
Market & Quality Testing	\$130,174
Operations & Working Capital	\$197,888
<b>Total Cost</b>	<b>\$900,000</b>

<b>CFA #</b>	<b>65449</b>
<b>APPLICANT</b>	<b>TimberFish</b>
<b>LOCATION</b>	<b>Westfield, Chautauqua County</b>
<b>TOTAL PROJECT COST</b>	<b>\$900,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$100,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>8</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>6</b>
<b>CONSTRUCTION JOBS</b>	<b>3</b>

# WNY Agribusiness Park

The WNY Agribusiness Park project seeks to create a 152-acre agriculture-oriented industrial park in southern Erie County for the purpose of attracting private sector investment in food processing/manufacturing. Many of the jobs created at the site will be production and distribution jobs which pay higher wages and align with the skills of residents in a low-to-moderate income community.

Multiple economic development studies have identified agribusiness as a targeted sector where Erie County possesses the attributes necessary to attract new companies. The Erie County Agribusiness Park Feasibility Study (2016) defined specific industry subsectors such as dairy processing to focus attraction efforts and define site requirements of typical agribusinesses. The Study recommended that the County take the next step and designate a specific site as an agribusiness-focused park. After 30 existing/proposed industrial parks were reviewed for suitability, the underutilized former Angola Airport site was selected. A Generic Environmental Impact Statement will be produced to identify the potential environmental, social and economic impacts of the development. The project will attract agribusinesses and create hundreds of jobs.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$383,000
Other Public Funds	\$1,532,000
<b>Total Public Funds</b>	<b>\$1,915,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

## USES OF FUNDS

### USE

Property Acquisition	\$1,185,000
Generic Environmental Impact Statement	\$300,000
Design & Engineering	\$430,000
<b>Total Cost</b>	<b>\$1,915,000</b>

<b>CFA #</b>	<b>65343</b>
<b>APPLICANT</b>	<b>Erie County</b>
<b>LOCATION</b>	<b>Angola, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$1,915,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$383,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>0</b>

**PROPOSED PRIORITY PROJECTS RELATING TO STATE PRIORITIES**

# Other Council Priority Projects

Score of 20

CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	GLOBAL NY	VETERANS
<b>IMPLEMENT SMART GROWTH</b>									
67992	City of Buffalo	Buffalo Niagara 4 LWRP	\$4,240,000	X					
67993	Buffalo Sewer Authority	Buffalo Afforestation for Stormwater Management	\$2,812,950		X				
66529	Buffalo Urban Development Corporation	Downtown Underpass Improvement Study	\$50,000	X					
64995	Town of Caneadea	Caneadea Park Improvements	\$107,654						
65290	Chautauqua County Dept. of Planning and Economic Development	Chautauqua County Craft Beverage Strategy	\$40,000						
66257	Town of Cheektowaga	Town of Cheektowaga Engineering Planning Grant project	\$100,000						
66789	Clark Patterson Lee	Cheektowaga Corridor	\$20,000				X		
65756	City of Dunkirk	City of Dunkirk Comprehensive Plan	\$45,000	X			X		X
66548	City of Dunkirk	Dunkirk Pier Recreation Enhancements	\$108,000	X					
66460	Town of Dunkirk	Sanitary Sewer Upgrades and Development Focused Extensions	\$30,000						
63884	Town of Eden	Waterline Improvement Project	\$400,000						
66997	Erie County	Seneca Bluffs Phase 2 Acquisition	\$329,655						
63901	Erie County Sewer District No. 6	ECSD 6 Flow Monitoring and Pilot Enhanced II Remedial Improvements	\$100,000						
63761	Erie County Sewer District No. 6	Lackawanna WWTP ORF Disinfection Improvements	\$1,479,000						
67320	Erie County Soil and Water Conservation District	Buffalo River Water Quality Protection Project	\$297,039	X					
68617	First Presbyterian Society of the City of Buffalo	EB Green Tower Restoration Preserving a Buffalo Architectural Landmark	\$328,440	X					
63959	Gowanda's Historic Hollywood Theater Ltd.	Hollywood Theater Restoration	\$498,750						
66695	Village of Hamburg	DPW Consolidation Planning	\$37,500						

CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	GLOBAL NY	VETERANS
65007	Village of Hamburg	Water System Consolidation Implementation Project	\$400,000						
66784	Jamestown Renaissance Corporation	STRIVE 2016	\$500,000	X		X			
65969	Lockport Locks Heritage District Corporation	Wayfinding Signage	\$174,000	X					
63720	Lumber City Development Corporation	Oliver Street Community Needs Assessment	\$40,000	X		X			
65456	Municipal Solutions, Inc.	City of Jamestown Tracy Plaza Phase II Renovations	\$1,717,787	X					X
64734	City of Niagara Falls	Highland Beech Park	\$500,000						
65067	Northern Chautauqua Community Foundation	Northern Chautauqua County Economic Development Strategy	\$50,000						
63344	City of Salamanca	Salamanca Main Street	\$500,000	X		X			
66527	Village of Silver Creek	Sanitary Sewer Evaluation Survey Priority 3 Project	\$100,000	X					
67019	City of Tonawanda	City of Tonawanda Waterfront Dock Expansion Project	\$487,380	X					
66504	WWS Planning	Rushford Lake Dam Restoration Project	\$2,000,000						

#### FOSTER A CULTURE OF ENTREPRENEURSHIP

65690	Buffalo Niagara Medical Campus, Inc.	Buffalo Niagara Medical Campus Business Incubator	\$625,000	X	X			X	X
63719	Lumber City Development Corporation	Microenterprise Assistance Program	\$200,000	X					X
53096	University at Buffalo	WIN Hot Spot	\$1,250,000		X		X	X	X

#### PREPARE OUR WORKFORCE

63967	801 Exchange Street	Power Drives, Inc.	\$1,300,000	X					
66313	Buffalo Arts and Technology Center, Inc.	Medical Coding Training	\$100,000	X		X			X
64481	Buffalo City School District	NYS DOL CFA Workforce Development	\$98,750		X		X		
67802	Buffalo Fine Arts Academy	Career Development Fellowship	\$30,000		X				
66999	Cattaraugus Community Action, Inc.	Food For Thought	\$37,800		X		X		
66340	Center for Employment Opportunities	CEO Green	\$98,291		X				X
63353	Erie 1 BOCES	Unemployed Worker Training in Advanced Manufacturing	\$100,000		X	X	X		X
63361	Evolution Dental Science, LLC	Advanced Digital Dental Technology Training	\$95,000		X		X		
67093	Frontier Science & Technology Research Foundation, Inc.	CFA 6.0 - EET	\$16,300		X				
67834	Gypsum Systems, Inc.	New Hire Training Program	\$50,000		X		X		X

CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	GLOBAL NY	VETERANS
65270	K-TECHnologies, Inc.	2016 CFA Training	\$43,419		X				
68645	Niagara County Community College	NCCC Unemployed Working Training Program	\$41,040		X		X		X
65883	NYSARC, Inc. Erie County Chapter	Heritage Centers Employee Training	\$27,594		X		X		
65167	Olmsted Center for Sight	National Statler Center - Career Training for the Blind and Visually Impaired	\$100,000		X		X		X
66635	The Salvation Army	The Salvation Army Special Populations Training	\$100,000		X		X		X
66631	Squeaky Wheel Film & Media Art Center	West Side Studios Youth Media Arts Leadership & Workforce Development Program	\$75,000		X				
66729	Wagner Precision, Inc.	ISO 9001 Training Project	\$37,666		X				

### TOURISM

68478	Arrowhead Spring Vineyards	Niagara Wine Country Fine Wine Marketing	\$16,500					X	
68530	Artpark	US Premiere of Plasticiens Volants	\$52,992						
67134	Arts Services Initiative of Western New York, Inc.	Providing Fiscal Sponsorship and Administrative Services for Cultural Organizations and Artists	\$32,625		X				
64772	Broadway Fillmore NHS	Fillmore Forward - Arts & Culture	\$49,500				X		
68272	Buffalo Architecture Center	Operating Funds	\$49,500		X				
67189	Buffalo Niagara Riverkeeper	Increasing WNY's EcoTourism Profile Through Great Lakes and WaterBased Conferences	\$90,000						
66166	Chautauqua County Dept of Planning and Economic Development	Marketing Chautauqua County's Overland Trails as a Tourism Destination	\$16,945						
68492	Dunkirk Historical Society	Executive Director Launch Project	\$33,750		X				
65910	Explore & More Children's Museum	Erie Canal Programming	\$23,650		X				
65881	Lockport Locks Heritage District Corporation	Lock Tender Tribute	\$160,000		X				
64711	National Comedy Center	National Comedy Center Tourism Capital	\$234,000		X			X	X
67685	Springville Center for the Arts, Inc.	Programming Director	\$34,590		X				
66172	Visit Buffalo Niagara	African American Heritage Marketing Initiative	\$37,500					X	
68319	Visit Buffalo Niagara	Meet Buffalo	\$45,000		X		X		
68250	Young Audiences WNY	Business Development Implementation for Arts Integration	\$75,000		X				

### ADVANCED MANUFACTURING

68404	Research Foundation for SUNY/Buffalo State	Advanced Manufacturing 2016	\$100,000		X	X	X		X
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# Regionally Significant Priority Projects

Score of 15

CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	GLOBAL NY	VETERANS
<b>IMPLEMENT SMART GROWTH</b>									
66322	Town of Almond	Town of Almond Salt Shed WQIP Project	\$331,950						
64388	Village of Andover	Village of Andover Wastewater Engineering Planning	\$30,000						
67246	City of Buffalo	Broadway Market Facade Streetscape Project	\$499,800	X			X		X
66872	Buffalo Niagara Riverkeeper	Launching Connectivity - Linking the Greenway to the Blueway	\$300,00						
67975	Village of Celoron	Improvements to Lucille Ball Memorial Park	\$583,899						
64378	Chautauqua County	NCLSD WWTP Long-term Phosphorus Upgrades	\$2,380,000						
65276	Chautauqua County Soil and Water Conservation District	Chautauqua County Highway Erosion Control	\$94,200						
65934	Chautauqua County Soil and Water Conservation District	Conewango Creek Watershed - Clear Creek Rehabilitation	\$63,820						
65795	Chautauqua County Soil and Water Conservation District	Silver Creek Rehabilitation	\$217,000						
64020	Chautauqua Home Rehabilitation and Improvement Corporation	Brocton Main Street	\$242,235						
66808	Clark Patterson Lee	Evans Comprehensive Plan	\$20,000						
67697	Clark Patterson Lee	Chautauqua County Regional Water	\$270,000						
65786	Village of Depew	Phase 3 SSES	\$100,000						
66629	Town of Ellicott	Collection System Study	\$30,000						
67183	Erie County	Erie County Climate Smart Communities Certification	\$99,771						
66092	Erie County	Erie County Household Hazardous Waste Plan	\$24,000						
67772	Erie County Department of Environment and Planning	Western NY Stormwater Coalition Storm System Mapping Project	\$426,675						
63834	Erie County Sewer District No. 2	Sweetland Rd. Pumping Station Basin Flow Monitoring II Quantification	\$100,000						

CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	GLOBAL NY	VETERANS
66130	Enterprise Lumber & Silo, LLC	211 Main Street North Tonawanda	\$427,500						
64762	Friends of Corpus Christi	Historic East Village Revitalization Initiative, Sears Street Center Renovations	\$500,000				X		
66835	Gerard Place	Education and Community Center	\$364,191		X		X		X
66537	Town of Grand Island	Grand Island LWRP Update	\$31,350						
64373	Historic Lockport Mill Race, Inc.	Gas Electric Building Engineering Feasibility Study	\$150,000	X					
68603	Jamestown Renaissance Corporation	STRIVE 2016 Stabilization	\$175,000	X					
67795	Jamestown Renaissance Corporation	Jamestown Community Piazza	\$121,501	X					
68008	Village of Lakewood	Lakewood Busti Stormwater Management Engineering Study	\$100,000	X					
65112	Village of Lancaster	Lancaster Levee System Certification	\$198,500	X					
65033	Village of Lancaster	CBD Strategic Plan	\$47,235	X					
68526	Larson Design Group	Town of Almond	\$25,000	X					
65139	Larson Design Group	Town of Belfast	\$75,000	X					
63718	Lumber City Development Corporation	YWCA 49 Tremont Redevelopment	\$310,000	X					
67956	City of Niagara Falls	South End Downtown Gateway Housing Initiative	\$2,000,000	X					
64187	Nussbaumer Clarke, Inc.	City of Lockport Engineering Study	\$30,000	X					
67073	Preservation Buffalo Niagara	Sweet House Restoration Phase 1	\$164,425				X		
65570	Southwestern Central School District	Shared Fuel Farm	\$119,105						
65922	Village of Springville	Springville Revitalization Plan	\$25,000	X					
67711	Wm Schutt Associates	Sloan Engineering Funding Grant	\$100,000						
67803	WWS Planning	Williamsville Stormwater Improvement Demonstration Project	\$788,850						

#### PREPARE OUR WORKFORCE

65853	Landies Candies Co., Inc.	New Manufacturing Jobs at Landies Candies	\$94,800		X				
66358	Libera, Inc.	Employee Training	\$68,222		X				
58003	Tapecon, Inc.	Skills Training	\$17,685		X		X		

#### TOURISM

64482	African American Center of Buffalo, Inc.	African American Cultural Center - Urban Cultural Campus Project	\$600,000	X					
65653	BRRAlliance Inc - Black Rock Historical Society	Erie Canal Celebration of Canal Workers Past and Present	\$21,280						
67374	CEPA Gallery	Workforce Development	\$26,500		X				

CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	GLOBAL NY	VETERANS
66520	Erie County	Buffalo and Erie County Botanical Gardens Restoration	\$500,000						
63629	Jamestown Renaissance Corporation	Downtown Jamestown's Winter Garden Plaza Phase II	\$111,297	X					
68506	Landmark Society of Western New York	Confluence on the Canal	\$36,250						
67382	Niagara Tourism and Convention Corporation	NFallsNYC International Marketing Initiative	\$375,000					X	
63721	City of North Tonawanda	Gateway Harbor Park and Facility Improvements	\$319,875	X					
66803	Town of Porter	Porter on the Lake Kayak Launch Project 2016	\$32,415						
63730	Reg Lenna Center for the Arts	Reg Lenna Master Plan	\$900,000	X					
64484	Roger Tory Peterson Institute of Natural History	RTPI Archives	\$49,500						
65873	Shared Mobility, Inc.	Bicycle Tourism in Buffalo	\$125,000						
63640	St. Luke's Episcopal Church	Exterior Masonry Stained Glass Window Restoration	\$527,160	X					
67449	Tough Mudder, Inc.	Tough Mudder Western NY 2017	\$250,000						
65586	Visit Buffalo Niagara	Craft Beer	\$37,500					X	
67216	Western New York Book Arts	Workforce Development	\$27,000		X				
66473	Village of Williamsville	Amherst State Park Trail Enhancement Project	\$386,897	X					
<b>ADVANCED MANUFACTURING</b>									
63549	Village of South Dayton	PV AgriIndustrial Park	\$500,000			X			
<b>ENERGY</b>									
65310	Erie County Industrial Development Agency	Net Zero Energy Office and Light Manufacturing Building	\$3,000,000						



Western New York  
Regional Economic  
Development Council

# **A Strategy for Prosperity Progress Report**

**SEPTEMBER 2016**