

A STRATEGY

FOR

PROSPERITY

2015



**CFA Technical
Assistance**

Conference

Chautauqua County

March 11, 2015



Welcome

Vince Horrigan

County Executive, Chautauqua County



Overview WNY REDC, Regional Strategies & CFA Process

Jeff Belt, Co-Chair, WNY Regional Council &
Michael Ball, Deputy Director, WNY Empire State
Development

WNY Regional Economic Development Council

“A Strategy for Prosperity” aims to make fundamental improvement in the **WNY economy**, to ensure sustainable and long-term growth in **jobs** and **income** in our five-county region, and to contribute to the resurgence of the broader economy of NYS.

*A Collaborative,
Community Driven Process*

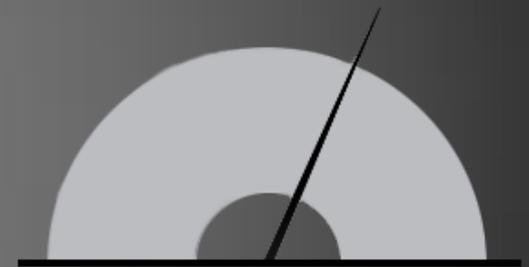


Organizing Our Strategies

3 Core Strategies

7 Sector Strategies

Measuring our Progress



Moving the Needle in WNY



A COLLABORATIVE, COMMUNITY DRIVEN PROCESS

Stakeholder engagement and public participation have been strong components of the REDC process since the beginning, and are largely responsible for our progress to date.



PRESENTATIONS

134 to date

72 in 2014



PEOPLE REACHED

8,653 to date

5,707 in 2014



COMMUNITY STAKEHOLDERS

261 still engaged in the process and implementation



COMPANIES & ORGANIZATIONS

872 WNY REDC met with to date

492 in 2014

ORGANIZING OUR STRATEGIES

WNY's regional plan is built on strengthening **core fundamentals** to set the stage for business growth and development across all of WNY's strategic **industry sectors**.

3 Core Strategies



Prepare Our Workforce



Foster a Culture of Entrepreneurship



Implement Smart Growth



7 Sector Strategies



Advanced Manufacturing



Agriculture



Bi-National Logistics



Energy



Health Life Sciences



Professional Services

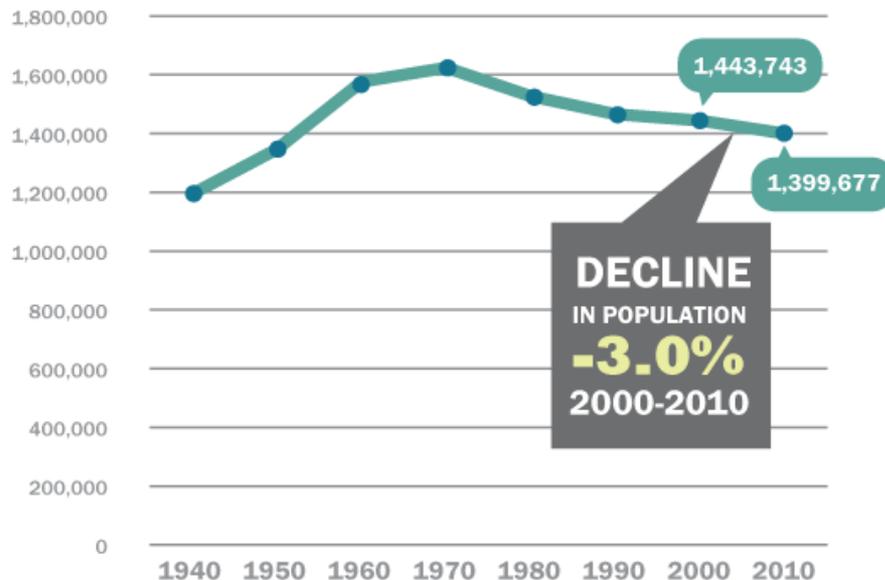


Tourism

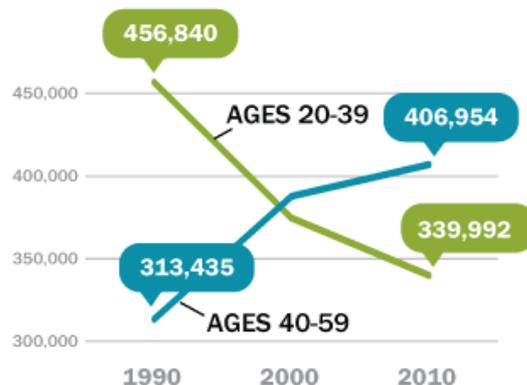
Our Region's Population: Shrinking & Aging

Demographic death spiral: losing our young adults.

The five-county WNY region is the only one in NYS to decline over the past 10 years.



WNY is losing its young people and not attracting enough new people.



Making Smart Decisions

Our Criteria

DECIDING ON THE STRATEGIES & PROJECTS

*Essential for all
projects*

Creates/Retains/Fills Jobs

Maximizes Return on Investment

Ready for Implementation

Inclusive

Promotes Smart Growth

Oriented to Young Adults

Builds upon Strengths

Regional Impact

Improves Region's Image



Prepare Our Workforce

CORE STRATEGY

MYTH:
No Jobs in WNY

VS

REALITY:
Disconnect between workforce and
jobs market

In manufacturing 50% of the
workers are 50 or older.

75% of all other workers are
under 50.

Manufacturing workers will be
retiring twice as fast as all
other workers.

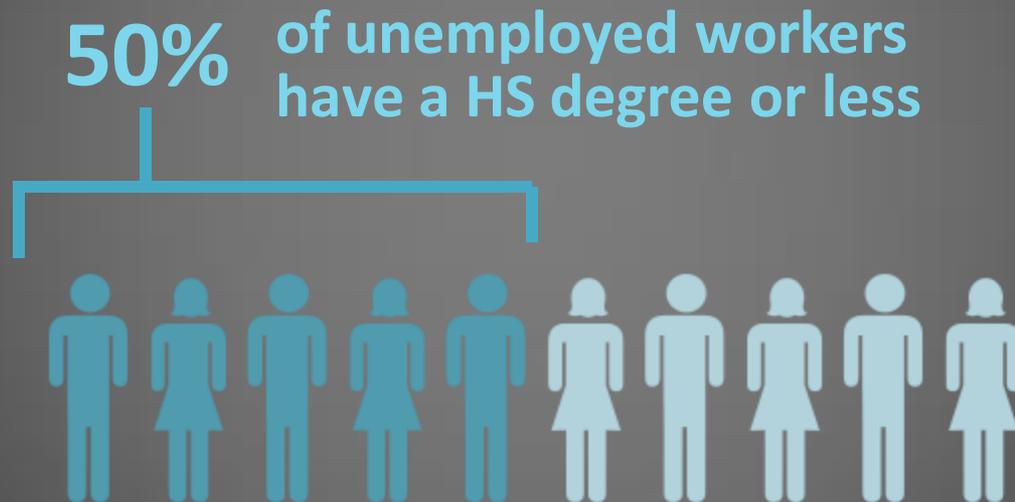




Prepare Our Workforce

CORE STRATEGY

Earn what you learn: Half of WNY's unemployed have only a high school degree or less.





Foster A Culture of Entrepreneurship

CORE STRATEGY

Despite high spending on academic research, we've seen little spin-off in the form of new business formation.



Buffalo-Niagara Falls MSA...

...ranks **in the top 15 MSAs** in Academic Research & Development funding.

...ranks **7th** in National Institutes of Health funding dollars and **4th** in Science & Engineering graduates

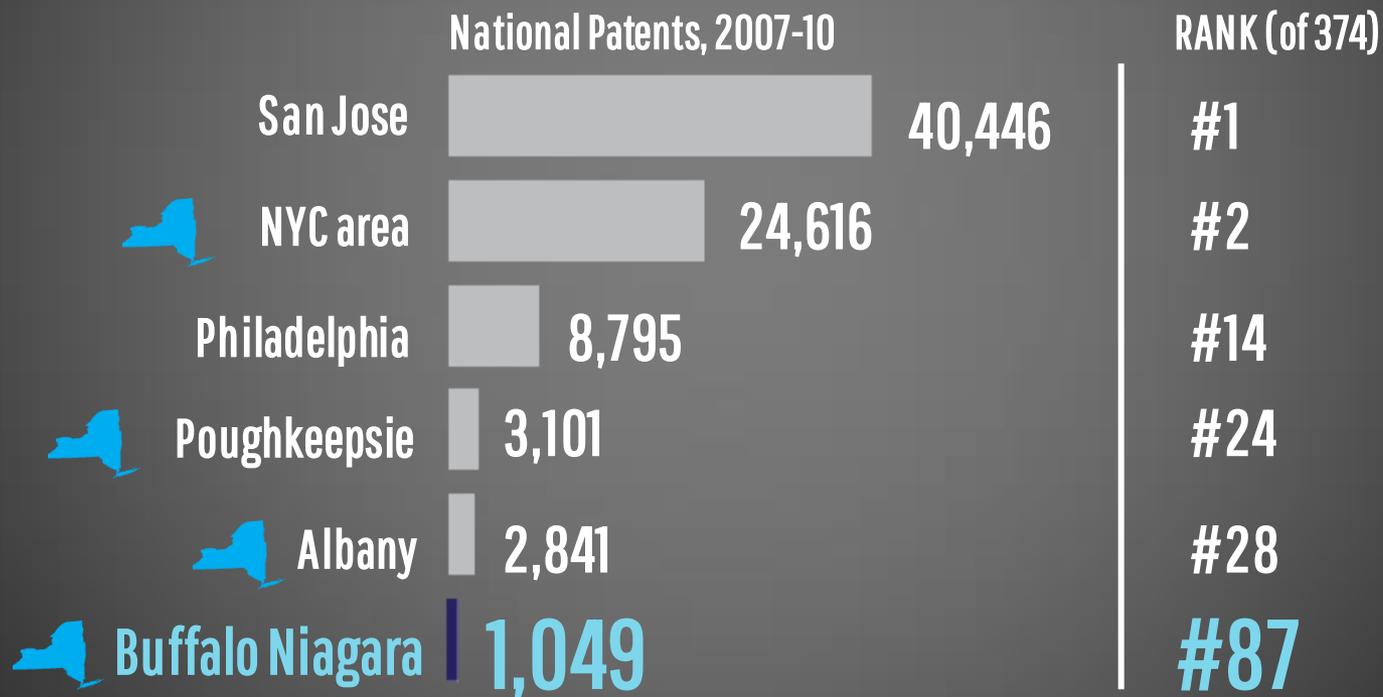
...rates **last** in net firm creation per 100,000 inhabitants and ranks **37th** in venture capital invested as a share of gross metropolitan product.



Foster A Culture of Entrepreneurship

CORE STRATEGY

A relatively low level of patent output compared to other places in state and elsewhere





WNY Industry Sector: **ADVANCED MANUFACTURING**

SECTOR STRATEGY

Low Productivity

— **9%** Lower than the US avg.

Slipping Exports

— Exports fell from
11.6% to 9.9%
as a percentage of GDP in the last three years
and are below the US avg. of 10.7%

Stagnant
Innovation

— Only **25%**
of surveyed local manufacturers felt their
company improves faster than its
industry

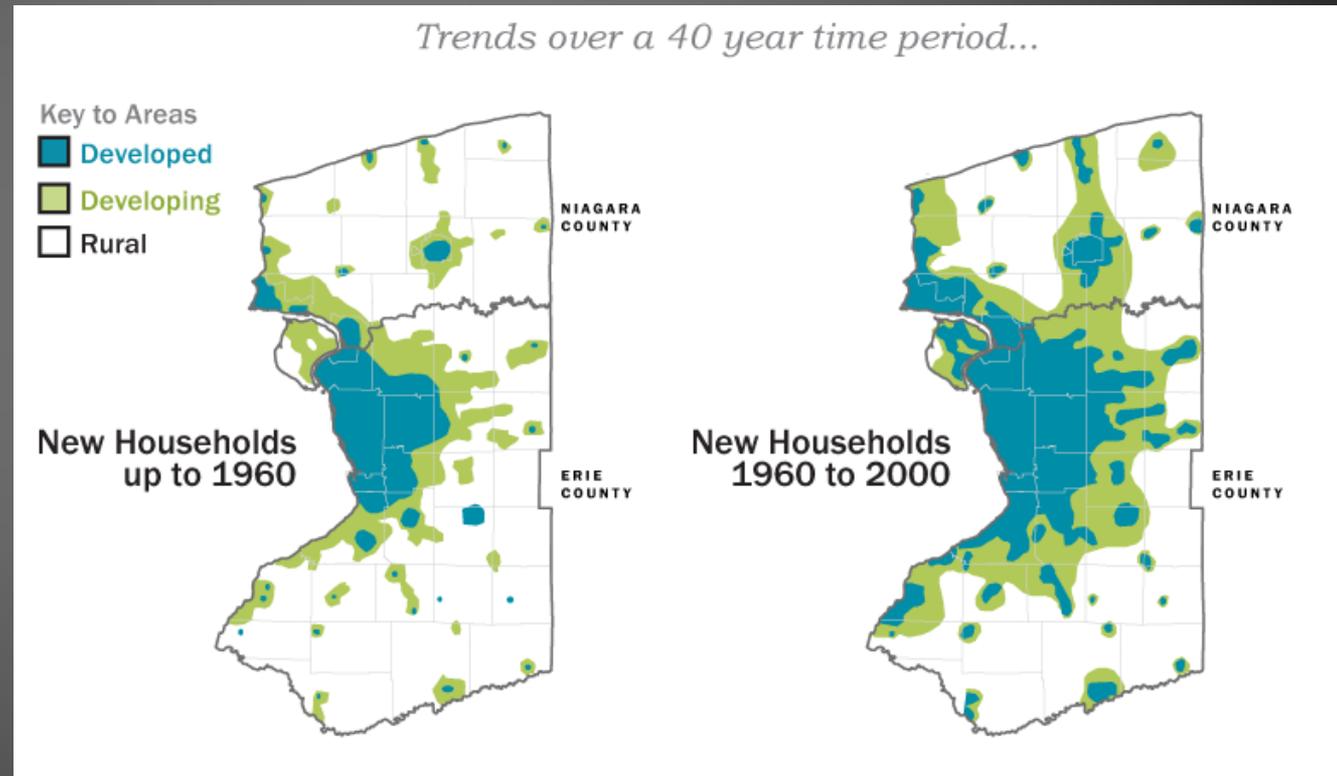


Implement Smart Growth

CORE STRATEGY

Since 1960 our region has lost more than 10% of our population while sprawling across 100% more land!

History of Developed Areas up to 1960 and up to 2000

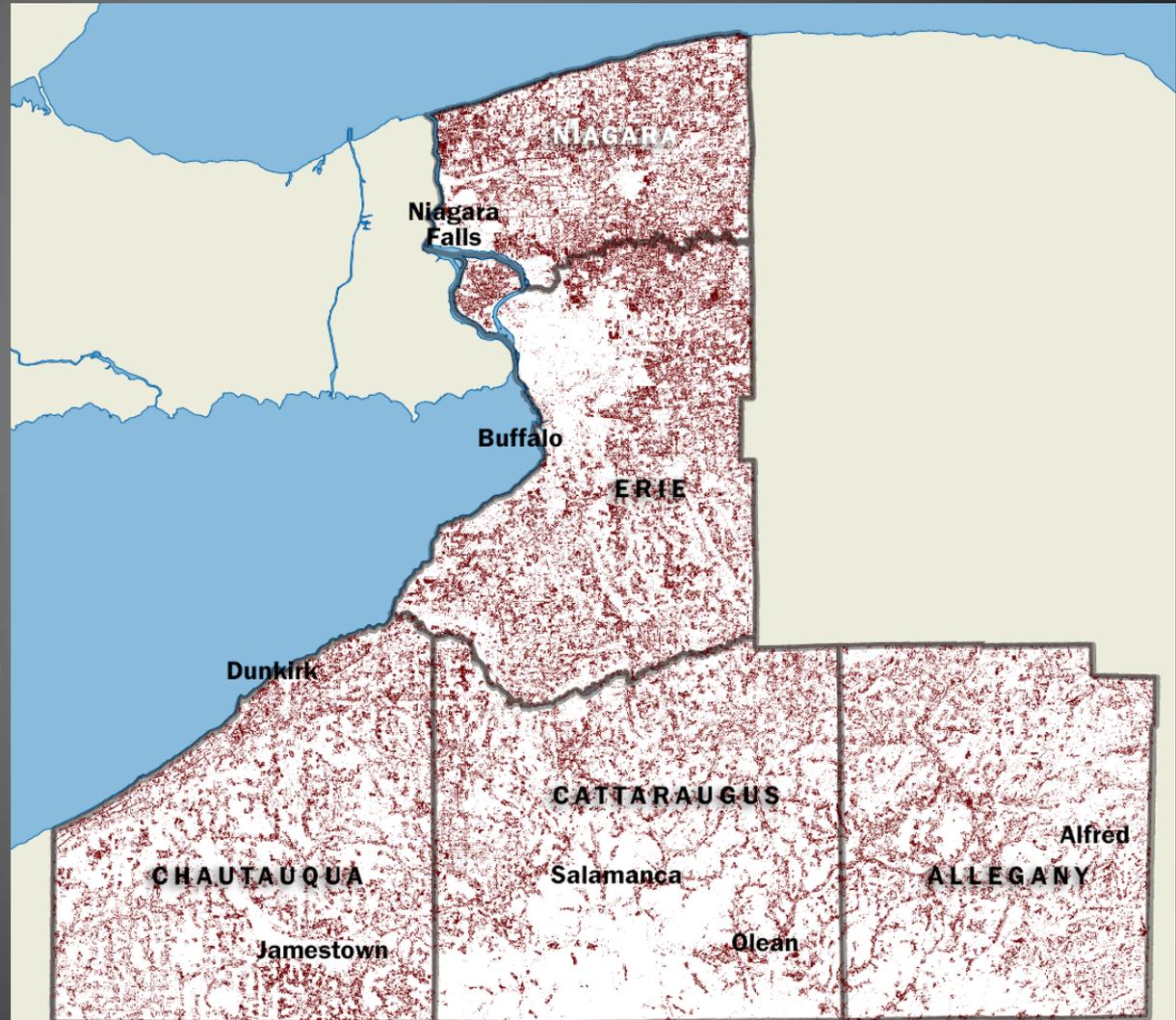




Implement Smart Growth

CORE STRATEGY

Loss of Agricultural Land in WNY, 1992 to 2011



We're still sprawling:

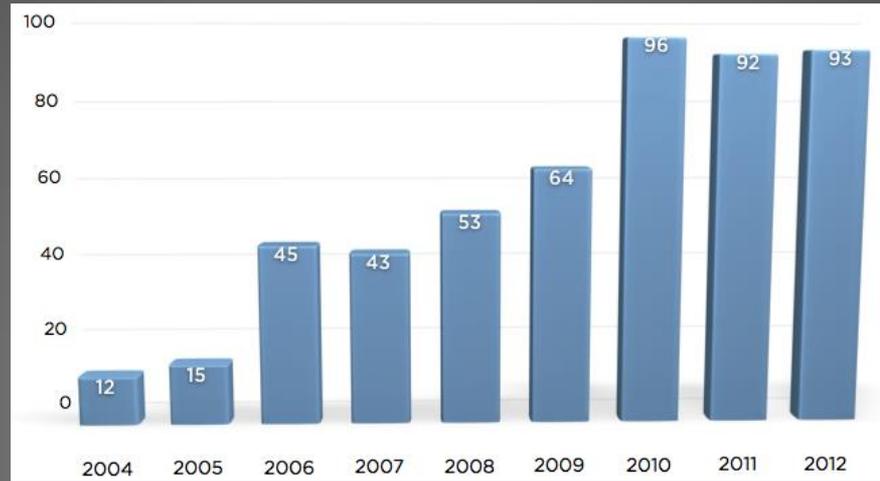
1. Each year, WNY converts over 41sq. miles of agricultural land to other uses.
2. Last year there was more green-field development than investment in built-up places, despite Buffalo's new-urbanism boom.



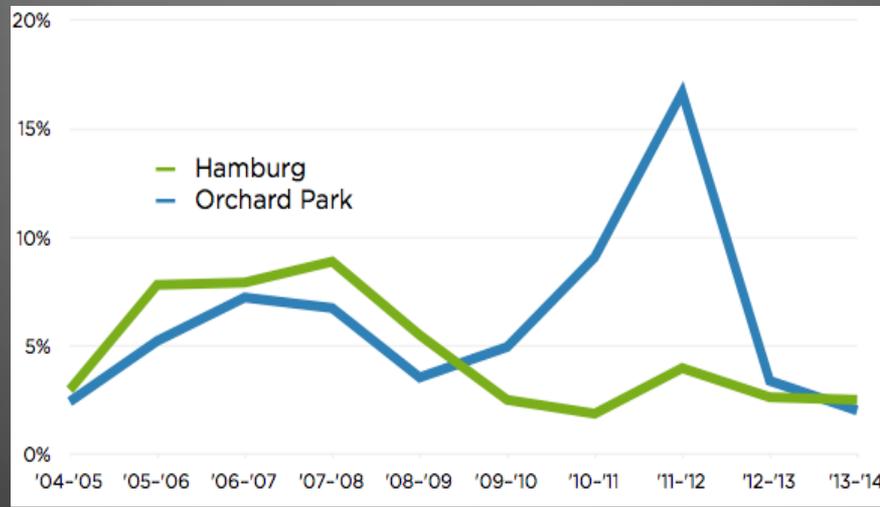
Implement Smart Growth

CORE STRATEGY

Walkable Downtowns: Investment Rises, Taxes Don't



Commercial Building Permits Issued in Hamburg New York +800%



Smart Growth stabilized Hamburg's property taxes before the Governor had to.

A note on taxes: Catt Co.
residential property taxes are
2.8 x those in Erie County!

MEASURING OUR PROGRESS

Moving the Needle in WNY

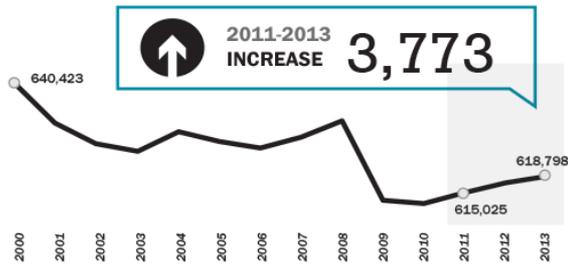


Since 2011, WNY has seen growth in jobs, wages and firms.

Jobs



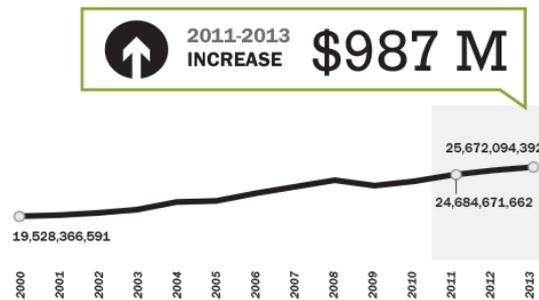
WNY Trend
TOTAL NUMBER OF JOBS IN WNY, 2000-2013



Total Wages



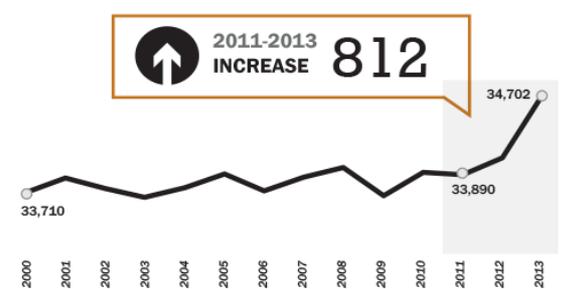
WNY Trend
TOTAL WAGES EARNED IN WNY, 2000-2013



Firms



WNY Trend
TOTAL NUMBER OF FIRMS OPERATING IN WNY, 2000-2013



EXCELSIOR JOB PROGRAM

IN THE PAST 12 MONTHS, THE WNY REDC HAS ENDORSED DEALS THAT

TOTALED

\$24M

FOR

24 COMPANIES

LEVERAGING

\$181M

CREATING AND RETAINING OVER

5,000 JOBS

JOB CREATION AND INVESTMENT



SINCE 2011, THE WNY REDC HAS

AWARDED **\$766.3M** IN STATE FUNDING

LEVERAGING **\$2.9B** IN PRIVATE SECTOR INVESTMENT

RETAINING OVER **12,000** JOBS

CREATING MORE THAN **7,000** JOBS

STRENGTHENING OUR MANUFACTURING BASE



**Advanced
Manufacturing**

*Examples in
Chautauqua
County*

Since 2011,
the state invested nearly **\$380M** in advanced manufacturing,
leveraging private investment of **\$2.1B**
while retaining **5,600 jobs**
and creating more than **2,500 new jobs.**

**Empire Specialty
Cheese** received
\$650,000 to
purchase and
upgrade the
former AFA Meat
Processing Plant
in Ashville

MAKERS OF PREMIUM ITALIAN SPECIALTY CHEESES
**EMPIRE SPECIALTY
CHEESE CO.**

\$2M helped increase
the **Nestlé Purina Pet
Care** facility's
capacity to create
innovative products



**Nowinski
Pierogies** received
\$280,000 for
renovations to a
former clothing
factory in
Westfield



GREATER JAMESTOWN RIVERWALK TRAIL



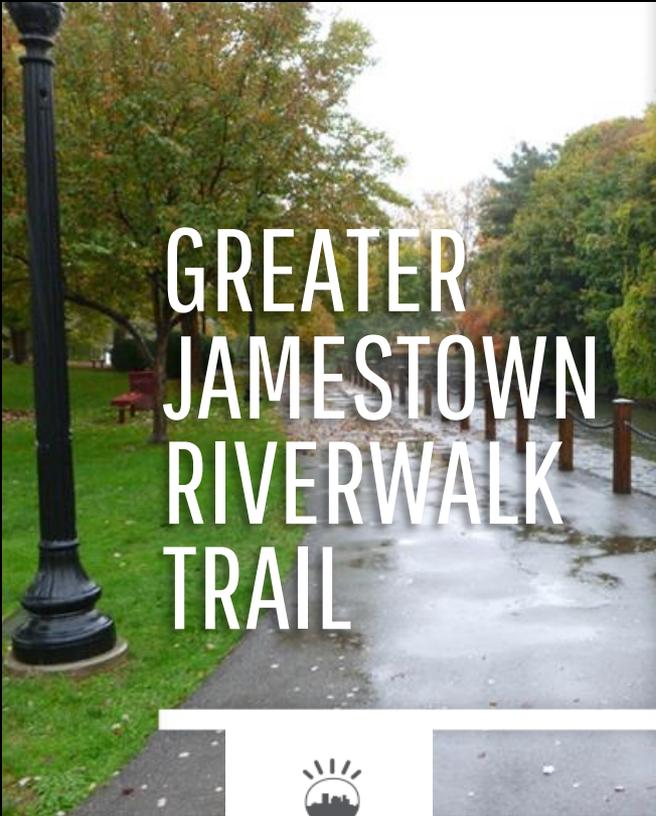
**Smart
Growth**

City of Jamestown

Awarded **\$500,000** NYS Parks grant

Capital improvements create opportunities for residents to access the Chadakoin River

Currently in design and construction phases



CITY OF OLEAN



**Smart
Growth**



\$2M state investment in
downtown
infrastructure and
complete streets

East State Street
reconstruction
completed in 2013

North Union Street
design complete; Phase
I construction to begin
late 2014



DUNKIRK SEAWALL & LAKEFRONT REDEVELOPMENT



**Smart
Growth**

City of Dunkirk

Awarded **\$341,000** through
the CFA

Redevelopment of **Lakefront
Boulevard** into a recreational
attraction

Project design and planning
are underway



START-UP NY



Foster a Culture of
Entrepreneurship

Governor Cuomo's initiative to transform college communities into **tax-free zones** for new and expanding businesses

All three JCC campuses were approved and will target manufacturing, biotechnology, information technology, and service-related business ventures.

SUNY Fredonia recently approved

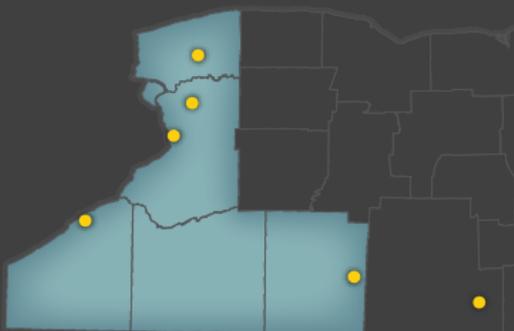


WNY INNOVATION HOT SPOT & BUSINESS INCUBATOR



Foster a Culture of Entrepreneurship

A Collaborative Network of Partners



A consortium of regional incubators including **SUNY Fredonia**

Brings together a comprehensive set of programs to **foster commercialization** of innovative products and services



MACHINIST TRAINING PROGRAM



**Prepare Our
Workforce**

Jamestown Community College



Grant awarded through the Department of Labor

Training for long-term unemployed in careers such as drafting and mechanical engineering

Students enrolled across three JCC locations

Two cohorts graduated 18 students; 16 are employed or furthering their education

DREAM IT DO IT



**Prepare Our
Workforce**



Initiative to promote careers in advanced manufacturing throughout the 5-county region

Partnerships with manufacturers and school districts

Has reached **13,000** students region-wide through career exploration opportunities.





8-COUNTY MARKETING AND BRANDING



Tourism

To encourage **longer stays** and **increase tourism spending**

Supported by a **\$300,000** CFA award and matching funds
from each county

FARM CREDIT EAST



Agriculture

Largest lender to agriculture in New York State

Awarded **\$1M** through the CFA

WNY farms can apply for up to **\$50,000** in grants for capital improvements

GRAPE DISCOVERY CENTER



Agriculture

Showcases **local grape products** and educates visitors on **regional grape development**

\$200,000 NYS Parks grant for exhibits

Adaptive reuse of former auto repair shop



NATIONAL COMEDY CENTER



Tourism

PROPOSED
PRIORITY
PROJECTS
2014



Chautauqua County

The Lucy Desi Museum welcomes 20,000 annual visitors, expected to rise to 122,000 with the completion of the National Comedy Center

Incorporates the former Erie Lackawanna Railroad Station

Mixed-use cultural, commercial and retail space in Jamestown's urban core

\$1M CFA grant for Nat'l Comedy Center



MANUFACTURING LOAN FUND



**Advanced
Manufacturing**

PROPOSED
PRIORITY
PROJECTS
2014



*Southern Tier
Enterprise
Development
Organization*

Revolving loan fund for manufacturing companies to create and retain jobs

Seeks to address a documented shortage of publicly funded business loan capital in the Southern Tier



THE CONSOLIDATED FUNDING APPLICATION

Streamlined approach to funding requests

A single portal allowing access to millions in resources from multiple state agencies

regionalcouncils.ny.gov

Apply Online

THE CONSOLIDATED FUNDING APPLICATION

Available Resources for Regional Councils

Direct Assistance to Businesses
& Other Organizations

Community Development

Waterfront Revitalization

Environmental Improvements

Energy Improvements

Sustainability Planning & Implementation

Education/Workforce Development

Low-Cost Financing

CFA Review and Scoring

Regional Council Statewide Endorsement Standard

For each CFA the Regional Council reviewer will determine the degree to which the application implements the regional strategic plan and assign the corresponding number of points.

IMPLEMENTATION OF THE PLAN

DEGREE

POINTS

The proposal is identified as a priority project by the Regional Council.

Priority

20

The proposal is identified in the plan and has regional benefits

Very Strong

15

The proposal advances the plan and has local benefits

Strong

10

The proposal is consistent with the plan and has project level benefits.

Moderate

5

The proposal has limited relationship to the plan.

Weak

0

REDC
Endorsement

20%

80%

Agency Technical
Review

LETTER OF INTEREST (LOI)

Begins identifying high quality CFA's early on

Allows access to greater technical assistance from state agencies

The LOI is encouraged but not required

Submit your LOI online only at
<http://regionalcouncils.ny.gov/content/western-new-york>

CFA ROUND V

Available now
LOI

Spring 2015
CFA
Application
Opens

Summer 2015
CFA
Application
Due

Fall 2015
Regional
Council
Updates and
Scores Due

Winter 2016
Round VI
Awards
Ceremony

No late
submissions



STATE AGENCY GALLERY WALK

- **Department of Labor** – Workforce development
Representative: Cesar Cabrera
- **Department of State** – Local government efficiency, sustainability planning and implementation, waterfront planning
Representatives: Chris Grant & Chris Bauer
- **Homes & Community Renewal** – Community development, main streets
Representative: Leonard Skrill
- **Environmental Facilities Corporation** – Environmental improvements, water and sewer infrastructure
Representative: JC Smith
- **Empire State Development** – Business assistance, community development, infrastructure to support industry
Representatives: Michael Ball, Jennifer Gregory, Lynn Marinelli & Diego Sirianni
- **Parks, Recreation & Historical Preservation** – Parks, historic properties, and heritage areas
Representative: Noelle Kardos



**Western New York Regional Office
Empire State Development**

716-846-8200

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**[www.regionalcouncils.ny.gov/
western-new-york](http://www.regionalcouncils.ny.gov/western-new-york)**