



A strategy for  
**prosperity**  
PROGRESS REPORT



Western New York  
Regional Economic  
Development Council

SEPTEMBER  
**2015**

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## Welcome to the new Western NY.

In 2015, the WNY REDC has been all about action and implementation.

Our Council members and our work groups have spent years setting the stage for success by establishing strategies and planning for growth. Now, our talented and engaged municipalities, non-profit organizations, colleges and universities, and business leaders are implementing our region's strategies and plans. The results: our region's economic development efforts are more collaborative, more focused, more cost effective and less duplicative. Our wages, jobs and firms are increasing. Our image is changing. Young people want to live and work here. The progress documented in this report is proof.

\$272.5 million has been invested in Western NY through the CFA progress. 48 of our priority projects are off and running or completed. Through extensive outreach to the public and to local municipalities to build our project pipeline, it's evident that these projects embody the very things that our region agrees are most important to us: reversing sprawl; preparing residents for jobs in growing industries and attracting talented entrepreneurs and start-ups; inviting visitors to share in our abundance of cultural and natural resources; and building on the growth seen in the manufacturing, health and life sciences, and energy sectors. The 280 projects funded through the CFA are building a region that has cleaner water, sustainable and attractive downtowns, revitalized former industrial lands, and amenities like improved parks and tourism attractions. In other words, the CFA is building a community ripe for economic prosperity.

In Chautauqua, Allegany, and Cattaraugus counties, the REDC continues to focus on smart growth to ensure that we are growing the economy in a way that is cost effective for local municipalities and preserves the natural and agricultural land unique and valuable to these communities. Greater one-on-one outreach and conferences in the Southern Tier counties of our region have resulted in smart growth investments in more rural city, town and village centers.

There is no greater indicator of our region's action and implementation in 2015 than in the projects funded through the Buffalo Billion. All Buffalo Billion initiatives launched and are building tremendous momentum. Steel is in the ground at RiverBend for SolarCity's new manufacturing plant. Buffalo Manufacturing Works is open for business – helping local manufacturers identify, test, and implement new technologies. 43North winners are thriving in their incubator spaces in downtown Buffalo. The Better Buffalo Fund has invested in 21 neighborhood-transforming projects. Over 35 acres of vacant industrial land on Buffalo's east side have been purchased for a new manufacturing and energy business park. And, business planning is underway for the new Western NY Workforce Training Center – the business park's anchor.

In Western NY we believe that a healthy economy needs to affect our region's most vulnerable populations, but should also reach global magnitudes. That's why our REDC is helping the region progress and identify resources for projects that build upon the strategies outlined in our Opportunity Agenda and Veterans' Participation in the Workforce initiatives; while also engaging key stakeholders in advancing our Global NY strategies. We are collaborating with our prized colleges and universities on economic development like never before, and funding through NYSUNY 2020 and the Innovation Hot Spot only strengthens these collaborations.

Western NY is proof that solid planning and consensus building can lead to successful implementation. In this report you'll see that with the help of tremendous state support and a locally-born and locally-owned process and strategies that work, we are empowered to take action.

Sincerely,

Satish K. Tripathi

Jeff Belt

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## PROPOSED PRIORITY PROJECTS

**EXECUTIVE SUMMARY**

# How we're doing, how we got here and where we're going

Through significant action and implementation, our region's core and sector strategies and the state's priorities are advancing in Western NY. We show how we are building a strong project pipeline and engaging with local governments. We explain how our work groups are deeply engaged in fostering greater regional collaboration and implementing large, catalytic initiatives. We track performance metrics to show improvements in the overall economy as well as in our key enablers and sectors. We break down our Priority Projects and CFA projects by location, status, state investment and leverage. We describe how Buffalo Billion investments are progressing and how they are making fundamental changes to our economy.

## Bringing 5 Counties Together on One Plan for Prosperity

24 one-on-one meetings with local municipalities, three CFA workshops and a Technical Assistance Conference in the Southern Tier illustrate the level of outreach the REDC is engaged in across the region to align regional strategies with local needs and build a strong project pipeline.

## Moving the Needle in WNY

In Western NY, 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 7,500 jobs, 1,100 new firms and an additional \$1.9 billion in wages.



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



**WHAT NEEDS WORK**



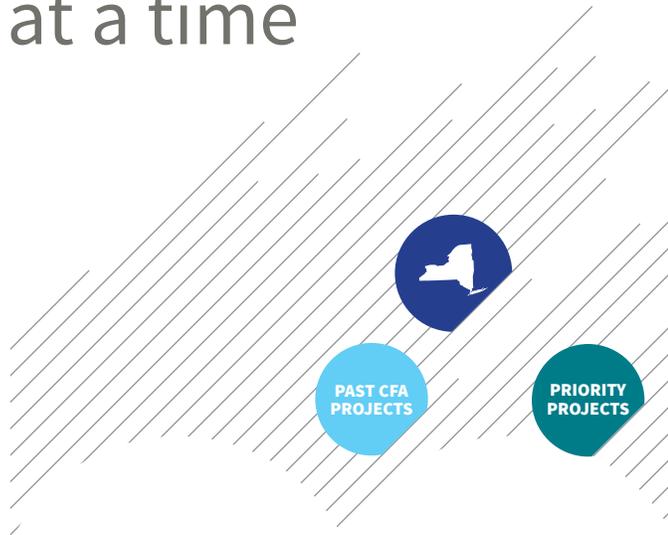
# WNY's strategies for prosperity



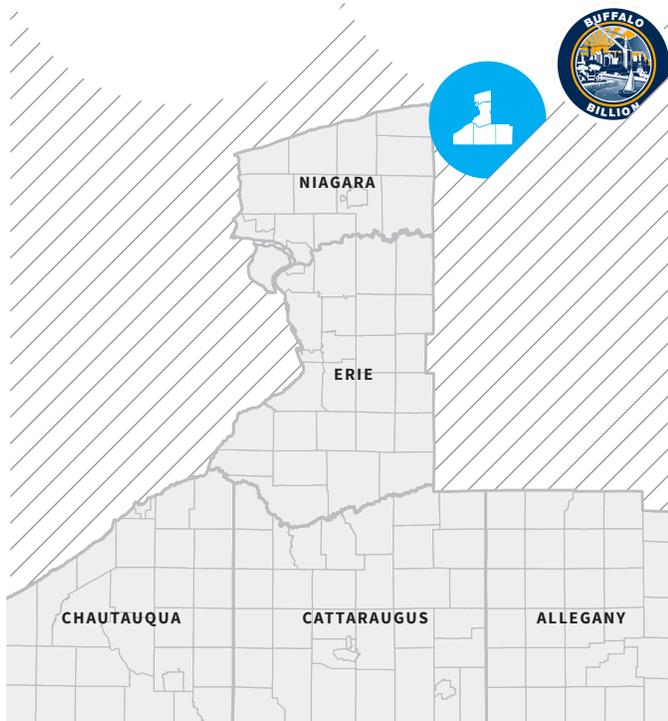


## EXECUTIVE SUMMARY

# Our strategies are transforming our region one project at a time



## STRATEGIES + PROJECTS



## IMPLEMENT SMART GROWTH

A region for the 21st century

**CFAs & Priority Projects.** The WNY REDC is committed to investing in sustainable communities that are attractive to the creative talent that drives today's economy. In fact, more Priority Projects were awarded in the smart growth category than in any other. Likewise, through the CFA and endorsed by the Council, state agencies are funding projects that improve our town and village centers, enhance our waterways and repurpose former industrial lands.



**State & Regional Priorities.** The WNY REDC has always understood the value of sustainability in economic development evidenced by the REDC's role in **One Region Forward**. Because of this commitment, we've seen more waterfront land protected, more brownfields in remediation and fewer vacant commercial addresses in recent years. This agenda has only become stronger and more diverse with help from state programs like **Cleaner, Greener Communities** and **NY Rising**.



## Buffalo Billion Initiatives

Much of the Council and related work group's focus in recent years has been implementing some of the region's signature, catalytic initiatives such as the **Better Buffalo Fund**, the **Northland Avenue Corridor** and the **Outer Harbor State Park**.



## Looking ahead

The Council will continue to align CFA projects with smart growth principles, guide the implementation agenda for **One Region Forward**, oversee Buffalo Billion implementation and cultivate **Cleaner, Greener Communities** and **NY Rising** projects while integrating those state initiatives into the regional smart growth agenda.



## FOSTER A CULTURE OF ENTREPRENEURSHIP

No longer business as usual

**CFAs & Priority Projects.** Priority Projects like **Launch NY**, **Center for Computational Research** and the **Olean Business Incubation Center** are helping to build an ecosystem of networks that facilitate knowledge exchange and attract venture capital.

**State & Regional Priorities.** With the number of DBAs filed in the region up by 67% since 2012 and academic R&D spending at nearly \$400 million, it's clear that the region's approach to growing start-ups is working. State programs like the **Innovation Hot Spot** allowed for new and expanded programming and greater access to incubator facilities across the region.



## Buffalo Billion Initiatives

**43North**, arguably the biggest start-up endeavor ever seen in the country, is championed by many of the Council's members. These regional entrepreneurial leaders help market, plan and provide mentoring all as part of an effort to bring more start-ups to WNY.



### Looking ahead

The Council will continue to encourage entrepreneurship and business assistance CFA applications, oversee **43North** implementation committees, and engage minority communities in entrepreneurial activity.



## PREPARE OUR WORKFORCE

Good jobs for a skilled workforce

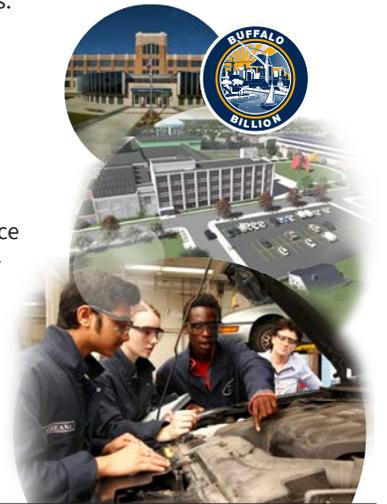
**CFAs & Priority Projects.** The WNY REDC is helping to facilitate unique partnerships to expand the talent pool of local workers and right-fit employees to the region's changing needs through curriculum and resource alignment, skills development and promotion of career opportunities. As a result, we are awarding more workforce Priority Projects and more strategic training programs are being funded through the Department of Labor.

**State & Regional Priorities.** Since the inception of the WNY REDC, workforce, especially as it relates to our advanced manufacturing, healthcare and tourism industries, has always been one of our region's key enablers when it comes to economic growth. Today, our region's high school graduation rate is up, we are granting more college degrees and have a larger proportion of minorities in the workforce—all helping to fuel our skilled labor pipeline. In addition, state priorities like **Opportunity Agenda** and **Veteran's Participation in the Workforce** help engage all segments of the population in our workforce development goals.



## Buffalo Billion Initiatives

WNY REDC and related work groups play a significant role in the region's major workforce pipeline-building programs—**Burgard High School Advanced Manufacturing Program** and the **Western New York Workforce Training Center**.



### Looking ahead

The Council will continue to cultivate workforce CFA applications, oversee the implementation of **Buffalo Billion** initiatives, engage with industry and seek out **Opportunity Agenda** and **Veterans** projects while integrating those state initiatives into the regional workforce agenda.



## ADVANCED MANUFACTURING

### Made great in WNY

**CFAs & Priority Projects.** By strengthening connections between academia and industry, raising awareness of export assistance, and growing R&D, the WNY REDC is supporting advanced manufacturing Priority Projects especially in the Southern Tier.



**State & Regional Priorities.** The region has been moving an aggressive, shared advanced manufacturing agenda forward targeted at increasing jobs, wages, firms and exports through initiatives that strengthen our workforce and boost R&D and commercialization activities to support growth of existing firms and attraction of new ones. The region added 500 advanced manufacturing jobs to the economy since 2011.



### Buffalo Billion Initiatives

Our Council members are helping to launch some of the region's most exciting new initiatives such as **Buffalo Manufacturing Works** and the **High-Tech Innovation Hub@Riverbend**.

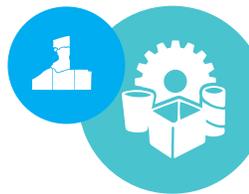


### Looking ahead

## Materials & Machinery Manufacturing

### CLUSTER ACTION PLAN

With the development of our new regional cluster plan, we honed in on some of our key advanced manufacturing sub sectors that are well-positioned for growth in a globally competitive market. We will continue the many efforts already underway and have identified attainable action steps to address gaps in services and to keep the momentum growing.



2009-2013

**Employment in this cluster's industries continues to grow.**

**702** Overall growth across all industries in this cluster

**Wages have been on the rise in industries across this cluster.**

**\$5,893** Increase in average wage in this cluster



## TOURISM

### Investing in a world-class tourist destination

**CFAs & Priority Projects.** Ten Priority Projects and many more supported by the Council and funded through state agencies are helping to enhance the quality of our tourism venues and support infrastructure that draws visitors from around the globe.

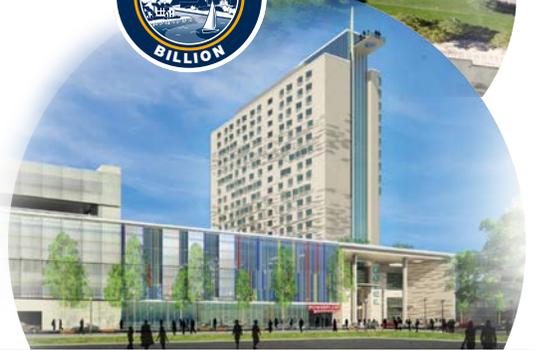


**State & Regional Priorities.** Through the WNY REDC, our region's tourism efforts are becoming more collaborative. We're expanding our brand beyond county borders and better capitalizing upon our region's biggest tourist attractions. Results of these efforts show that tourism jobs, visitor spending, and state parks attendance are all on the rise.



### Buffalo Billion Initiatives

The Buffalo Billion, through projects like **Robert Moses Parkway South** and the **Wonder Falls Resort**, is creating transformative opportunities for Niagara Falls.



### Looking ahead

The Council will continue to encourage impactful tourism, arts and cultural CFA projects, especially through the **Path Through History** initiative, and oversee the regional marketing and branding effort.



## HEALTH | LIFE SCIENCES

### Converting research into jobs

**CFAs & Priority Projects.** Since 2011, the WNY REDC has supported five Priority Projects on the **Buffalo Niagara Medical Campus** focused on commercialization and entrepreneurship to catalyze economic growth; and strategic infrastructure projects to help facilitate collaboration among member institutions.



**State & Regional Priorities.** Health represents a notable 11% of the WNY economy with jobs paying above the regional average. Through collaborative research institutes that can attract and retain a highly skilled workforce, WNY is fostering a dynamic, innovative and entrepreneurial environment for the sector.



### Buffalo Billion Initiatives

The region's efforts to co-locate clinical and R&D functions to foster greater knowledge exchange and collaboration can be seen in the new **Medical & Innovation Commercialization Hub, New York State Genomic Medicine Initiative** and the **IT Innovation & Commercialization Hub**.



### Looking ahead

The REDC will continue to enhance collaboration and commercialization efforts through **Buffalo Billion** initiatives and on the **Buffalo Niagara Medical Campus**.



## AGRICULTURE

### Growing local food systems

**CFAs & Priority Projects.** Priority Projects like the **Niagara Wine Trail** and **Farm Credit East** are creating better access to markets for local producers.



**State & Regional Priorities.** Agriculture is one of WNY's fastest growing sectors. Jobs increased by 10.1% between 2011 and 2014. **Looking ahead**, the REDC will capitalize on the region's abundance of resources to continue to grow the sector, preserve agricultural land and create more healthy communities.



## ENERGY

### Powering innovation in WNY

**CFAs & Priority Projects.** The focus of many of our state funded projects has been on integrating renewable energy sources into new developments like the Priority Project **Small Business Green Retrofit** initiative.



**State & Regional Priorities.** With employees in the energy sector earning twice the regional average, the importance of this sector can't be denied. **Looking ahead**, we'll continue to capitalize on our region's unique strengths in this sector to attract and grow companies and jobs in alternative energy.



## BINATIONAL LOGISTICS

### Reaching a market of nearly 9 million people

**CFAs & Priority Projects.** Priority Projects like the **Niagara Falls International Airport Master Plan** are helping the region further establish itself as a trade gateway to the global marketplace.



**State & Regional Priorities.** The **Global NY** work group members are advancing an agenda to create and retain jobs in NYS by attracting foreign direct investment (FDI) and helping New York companies export products and services. **Looking ahead**, the group will continue to progress this agenda by leveraging the region's foreign born population, marketing the region to the world, increasing export assistance to local companies and generating more FDI leads.

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## COMMUNITY-DRIVEN PROCESS

# The Council's reach extends across the region

*“. . .western New York is banking on a different recipe . . . a collaboration among elected officials, businesses and universities.”*

*- Bloomberg News, November 19, 2014*

## KEEPING THE PIPELINE FLOWING

### PROGRESS IN 2015

Building on successes seen in 2014, the voluntary **Letter of Intent (LOI)** was open year-round to applicants in 2015. 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. The WNY REDC also used the Priority Project Request Online Form as another way to identify quality projects and assist with project development prior to the CFA submission deadline. In all, 23 LOIs and WNY Priority Project Request forms were received which transitioned into 11 CFAs.

The WNY REDC held a **CFA Technical Assistance Conference** at the Chautauqua Suites Hotel and Expo Center in Mayville in March 2015. Like the Summits held in 2014, stakeholders such as local government representatives, tourism professionals, members of business groups and industry sectors, representatives from colleges and universities, conservation and environmental professionals, workforce development professionals, economic development specialists, and others were invited to engage with the Council

and state agencies. Following a review of the REDC strategies and CFA process, participants were encouraged to attend an “open house” with state agency representatives where, in small group settings, they could learn more about funding and programs, and discuss how a particular project might align with agency resources available through the CFA. Total attendance at the Conference was 87.

As in all previous years of the CFA process, the WNY REDC held **CFA workshops** immediately following the release of the CFA, in geographically diverse areas of the region (Buffalo, Olean and Niagara Falls). The workshops were a combination of presentations, Q&A, and break-out groups by project type. In this fourth round of CFA workshops, there were a total of 363 participants across all three workshops.

### FUTURE ACTION IN 2016

The LOI and Priority Project Request forms will continue to be used in 2016. CFA workshops will be held across the region and another CFA Technical Assistance Conference will be held in one of the Southern Tier counties.



**ESD staff worked with applicants to identify projects that can benefit their community.**

**23**

LETTERS OF INTENT  
AND PRIORITY  
PROJECT REQUEST  
FORMS IN 2015

**Applicants submitted CFAs for projects that would make a difference in their communities.**

**240**

ELIGIBLE CFAs  
SUBMITTED IN 2015

**The REDC and state agencies engaged with Southern Tier stakeholders at the CFA Technical Assistance Workshop in Chautauqua County.**

**87**

ATTENDED CFA  
TECHNICAL  
ASSISTANCE  
CONFERENCE IN  
2015

**Three CFA Workshops held across the region combined presentations, Q&A and break-out groups.**

**363**

ATTENDED CFA  
WORKSHOPS IN  
2015

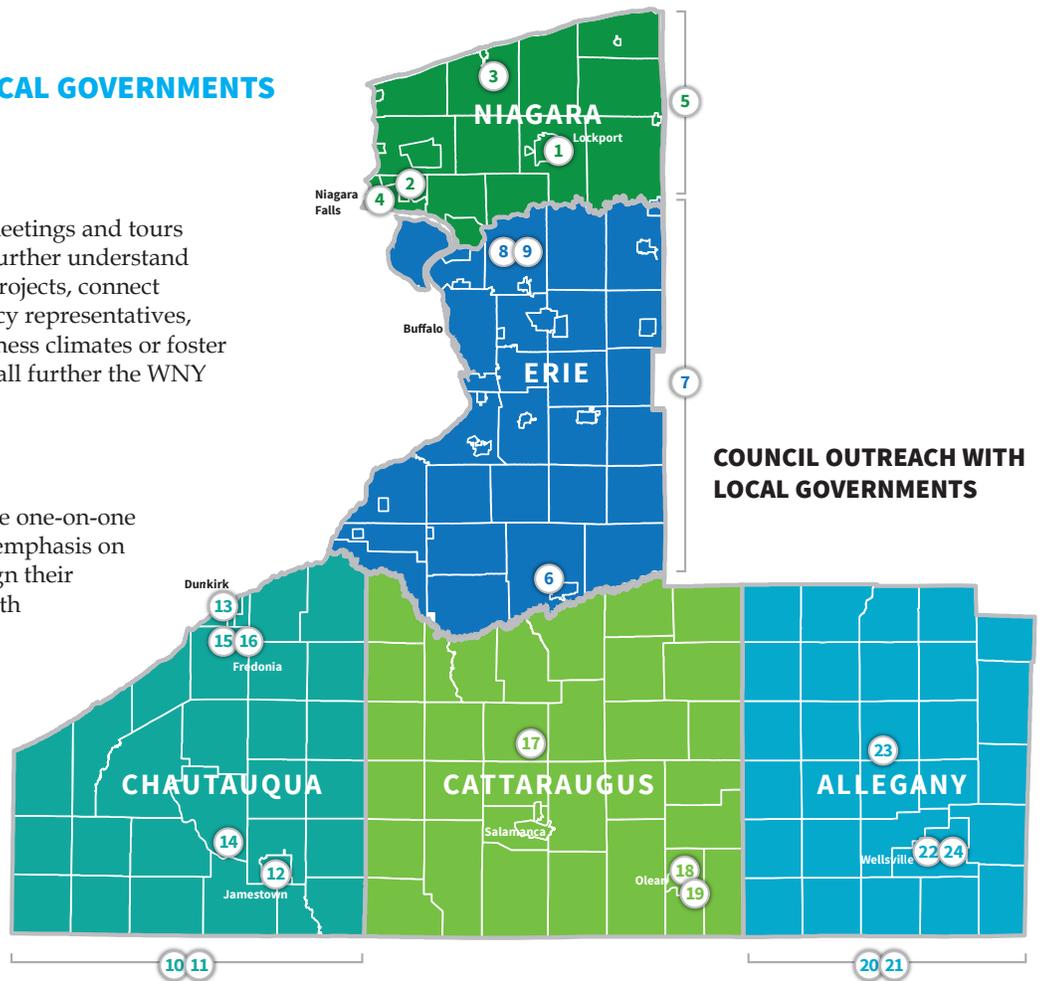
## COLLABORATION WITH LOCAL GOVERNMENTS

### PROGRESS IN 2015

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 smart growth goals.

### FUTURE ACTIONS IN 2016

The WNY REDC will continue these one-on-one meetings in 2016 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.



## NIAGARA COUNTY

### STRATEGIES PROMOTED BY COUNCIL



Smart Growth, Agriculture, Tourism & Workforce

- 1 **CITY OF LOCKPORT** Met about Priority Project **Flight of Five** and toured local business development, as well as newly opened Priority Project **Lockport Ice Arena**.
- 2 **TOWN OF NIAGARA** Met with town and NYS Homes and Community Renewal at invitation of the new supervisor to **explore opportunities**.
- 3 **VILLAGE OF WILSON** Toured abandoned plant. Discussed potential **Main Street grants** and needs for **state park along Lake Ontario**.
- 4 **CITY OF NIAGARA FALLS** Reviewed **business development areas** and priorities of the Mayor—a member of WNY REDC. Received updates on NYPA assisted **Old Stone Chimney** and Buffalo Billion project, **Robert Moses Parkway** reconstruction.
- 5 **NIAGARA USA CHAMBER** Presentation and Q&A on **WNY REDC strategies**.

## ERIE COUNTY

### STRATEGIES PROMOTED BY COUNCIL



Smart Growth, Advanced Mfg, Entrepreneurship, Health/Life Sciences & Workforce

- 6 **VILLAGE OF SPRINGVILLE** Reviewed **master plans** for community improvements.
- 7 **MEETING WITH ASSOCIATION OF VILLAGES** Invited by the **mayors of the 16 villages** in Erie County to gain understanding and coordinate for upcoming CFA.
- 8 **AMHERST CHAMBER OF COMMERCE GENERAL MEMBERSHIP** Presentation and Q&A on **WNY REDC strategies**.
- 9 **AMHERST CHAMBER OF COMMERCE EXECUTIVES** Presentation and Q&A on **WNY REDC strategies**.

## CHAUTAUQUA COUNTY

### STRATEGIES PROMOTED BY COUNCIL



Smart Growth, Advanced Mfg,  
Agriculture & Workforce

- 10 **CHAUTAUQUA COUNTY** Presentation on WNY REDC at the **Northern Chautauqua Community Foundation Local Economic Development Committee** Annual Meeting.
- 11 **CHAUTAUQUA COUNTY** Presentation and Q&A on WNY REDC strategies at **Chautauqua County Visitors' Bureau** Annual Meeting.
- 12 **CITY OF JAMESTOWN** Discussed **excursion trains, Route 60** expansion, and how to leverage the investments taking place at the National Comedy Center.
- 13 **CITY OF DUNKIRK** Discussed potential projects including the **revitalization of the downtown core, waterfront** and **art museum**.
- 14 **VILLAGE OF BEMUS POINT** Discussed **Bemus Bay Pops** expansion and retention, and other tourism initiatives.
- 15 **VILLAGE OF FREDONIA** Discussed potential projects including **downtown development; bicycle paths, traffic** and **safety improvements**; the soon-to-be-vacant **ConAgra plant** and related **infrastructure** issues; and participation in the **North County Water Project**.
- 16 **SUNY FREDONIA** Discussed possible **START-UP NY applications** for a glass recycling facility and new brewery; the status of the **Dunkirk LWRP**; the **recent land donation** to the College from Cott Beverage; the possibility of funding for a **jobs training certificate program** at the college; and possible utilization of the historic **Adams Art Gallery**.

## CATTARAUGUS COUNTY

### STRATEGIES PROMOTED BY COUNCIL



Smart Growth, Advanced Mfg,  
Agriculture & Workforce

- 17 **VILLAGE OF ELLICOTTVILLE** Discussed potential projects including **infrastructure**, upgrades to **sewage treatment facility**, and implementation of **Trail Master Plan**.
- 18 **CITY OF OLEAN** Discussed **North Union Street** redevelopment, historic district, and housing stock revitalization.
- 19 **CITY OF OLEAN** Participated in **Olean Mayor's Forum**.

## ALLEGANY COUNTY

### STRATEGIES PROMOTED BY COUNCIL



Smart Growth, Advanced Mfg,  
Agriculture & Workforce

- 20 **ALLEGANY COUNTY** Discussed issues and challenges in Allegany County as a whole with **Allegany County government and IDA**, and the need for a centrally-located hotel and retail site.
- 21 **ALLEGANY COUNTY** In a roundtable forum hosted by SUNY Alfred State in Wellsville, presented the CFA to **county and local government leaders in Allegany County**. The presentation was followed by an open discussion regarding opportunities, issues, and obstacles around **potential CFA Projects** in Allegany County.
- 22 **ALFRED STATE COLLEGE (WELLSVILLE CAMPUS)** Toured **School of Applied Manufacturing** and the site of the **Sustainable Advanced Manufacturing Center**.
- 23 **VILLAGE OF CUBA** Discussed **downtown revitalization**.
- 24 **VILLAGE OF WELLSVILLE** Discussed issues and challenges in the Village of Wellsville as they relate to **future development**, and the possibility of submitting CFAs to help meet some of the Village's needs. Also discussed **historic buildings, water systems**, and making the Village's **main street more walkable**.

## WORK GROUPS

# Our work group members drive strategies to action

*“A \$1 billion commitment . . . from Gov. Andrew M. Cuomo and a comprehensive planning process have helped spur the renaissance and reduce the region’s unemployment rate to . . . the lowest since 2007 . . .”*

*-The New York Times, July 20, 2015*

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. In the future, the REDC is considering consolidating work groups to avoid redundancies.



### Smart Growth WORK GROUPS

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#### 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.

#### 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.

#### Cleaner, Greener Work Group

Works to implement the region’s Cleaner, Greener Communities Sustainability Plan and identifies and cultivates CFA projects.

#### NY Rising Work Group

Assisted in the development of the NY Rising Plan in Niagara County and continues to cultivate recovery and resiliency projects.

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

**Aaron Bartley**, *PUSH Buffalo*

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

**Christopher Bauer**, *NYS Department of State*

**Jeff Belt**, *SolEpoxy*

**John Benoit**, *Niagara USA Chamber*

**Paul Beyer**, *New York State Department of State*

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

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

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

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

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

**Michael Cropp**, *Independent Health*

**Tom Dearing**, *Erie County*

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

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

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

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**Amy Fisk**, *Niagara County Department of Economic Development*

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

**Dottie Gallagher Cohen**, *Buffalo Niagara Partnership*

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

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

**Mark Geise**, *Chautauqua County*

**Tony Hazzan**, *NYSERDA*

**Carol Houwaart-Diez**, *United Way of Greater Niagara*

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

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

**James Klyczek**, *Niagara County Community College*

**Bonnie Lawrence**, *Erie County*

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

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

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

**Patricia Lombardi**, *New York Power Authority*

**Keith Lucas**, *City of Buffalo*

**Nadine Marrero**, *City of Buffalo*

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

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

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

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

**Glen Nellis**, *Town of Eden Supervisor, Association of Erie County Governments*

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

**Julie Barrett-O'Neill**, *City of Buffalo*

**Patricia O'Reilly**, *NYS Department of Homes and Community Renewal*

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

**Renee Parsons**, *NYS Department of State*

**Renata Kraft**, *Buffalo Niagara Riverkeeper*

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

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

**Mark Roundtree**, *Erie County*

**Jonathan Schultz**, *Niagara County Emergency Services*

**Mark Seider**, *Niagara County Soil and Water Conservation District*

**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*

**Kenneth Turner**, *American Red Cross of Western NY*

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

**Maria Whyte**, *Erie County*

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



## Entrepreneurship WORK GROUPS

### 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.

### MWBE Task Force

Helps engage minority communities in entrepreneurial activity.

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

**Julie Molenda**, *UB New York State Center of Excellence in Bioinformatics & Life Sciences*

**Vic Nole**, *Buffalo Niagara Medical Campus*

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

**Steve Poland**, *Z80 Labs*

**Ben Rand**, *Insyte Consulting*

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

**Sara Schumacher**, *Buffalo Niagara Partnership*

**Brian Straka**, *43North*

**Ed Tierney**, *Brand Mother*

**Thomas Ulbrich**, *UB Center for Entrepreneurial Leadership*

**Michael Ulbrich**, *Buffalo Manufacturing Works*

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

**Deanna Alterio-Brennan**, *Niagara USA*

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

**Robert Brady**, *Moog*

**Peter Burakowski**, *43North*

**Liz Callahan**, *Buffalo Niagara Partnership*

**Stephanie Caluori**, *Phillips Lytle*

**Martin Casstevens**, *UB Office of Science, Technology Transfer and Economic Development (STOR)*

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

**Charles Edmondson**, *Alfred University*

**Rebecca Farbo**, *Phillips Lytle*

**John Gavigan**, *43North*

**Dan Greene**, *43North*

**Pete Harvey**, *Visit Buffalo Niagara*

**Colleen Heidinger**, *43North*

**Jenna Kavanaugh**, *Buffalo Niagara Enterprise*

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

**Jack McGowan**, *Insyte Consulting*



## Workforce WORK GROUPS

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### Workforce Development Score Group

Reviews and scores all workforce CFA applications.

### Industry Advisory Group

Works to better align education, training and industry needs.

### 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

**Sri Bandla**, Lactalis

**Aaron Bartley**, PUSH Buffalo

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

**Margaret Boorady**, Buffalo Public Schools

**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

**Tim Chwojdak**, Precision Manufacturing Group

**Craig Clark**, Alfred State College

**Peter Coleman**, Green Buffalo Fuel/Hebeler

**Mike Confer**, Watson Bowman Acme Corp./BASF

**Angelo Costanzo, III**, Costanzo's Bakery, Inc.

**Jeff Croff**, Ford Motor Company

**Angela Cullen**, Buffalo Public Schools

**Jim Cuzzo**, NYS Department of Transportation

**Pat Curtis**, GM Components

**Carrie Czerwinski**, Jiffy-tite

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

**Paul Dyster**, City of Niagara Falls

**Nora Eberl**, Eberl Iron Works, Inc.

**Paul Emond**, General Motors

**Matt Enstice**, Buffalo Niagara Medical Campus

**Leonard Fiume**, National Grid

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

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

**Susan Gouthro**, GM Components

**Kathleen Granchelli**, YWCA Niagara

**Dennis Hall**, Goodyear Dunlop Tires NA

**Trent Hariaczyi**, McGard

**Jerry Harris**, Diversified Manufacturing Inc.

**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

**Laurie Irish Jones**, Irish Welding Supplies & Carbonic

**Karen Jones**, Buffalo State College

**Michael Laberta**, Workforce Development Institute

**Sally Lauck**, Community Steel Corporation

**Steve Levesque**, Buffalo Manufacturing Works

**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

**Fran McLaughlin**, Erie County Office of Veterans' Services

**Tom Murphy**, Alfred State College

**Kelly Navarro**, NYS Department of Labor

**Tony Newton**, Costanzo's Bakery, Inc.

**Rick Oleszak**, MOD-PAC CORP.

**Ayodele Olmo**, DuPont

**Greg Pastore**, Del Monte Pet Products

**Rick Patterson**, Watson Bowman Acme Corp./BASF

**Kathy Pede**, Rosina Foods

**Brian Perry**, Perry's Ice Cream

**Nadine Powell**, Buffalo Manufacturing Works

**Patrick Radtke**, UAW Local 897 (Ford)

**Jim Rogers**, NYS Department of Labor

**Bonnie Rose**, Niagara University

**Katherine Rougeux**, New York Power Authority

**David Rust**, Say Yes Buffalo

**Chris Sansone**, Buffalo Niagara Manufacturing Alliance; Keller Technology

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

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

**Kory Schuler**, Niagara USA

**Jerry Sheldon**, BNMA

**Jon Sieminski**, Jiffy-tite

**John Slenker**, NYS Department of Labor

**Michelle Sprague**, MOD-PAC CORP.

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

**Bruce Stolinski**, Rosina Foods

**Adam Switzer**, Precision Manufacturing Group

**Shawn Thompson**, PCB Piezotronics

**Joe Tomlinson**, Ford Motor Company

**Mark Travers**, Unifrax

**Jodi Warren**, Perry's Ice Cream

**Charlene Watson**, Burgard High School

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

**Eric Wolf**, Aurubis

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

**Don Zgoda**, McGard



## Tourism WORK GROUPS

### Tourism, Arts, and Cultural Score Group

Reviews and scores all tourism CFA applications.

### Regional Marketing and Branding Study Consortium

Oversees the 8-county regional marketing and branding effort and implementation of the plan.

### Path Through History Work Group

Implements Path Through History strategies and identifies and cultivates CFA projects.

**Crystal Abers**, Cattaraugus County

**Heidi Bamford**, WNY Library Resource Council

**Angela Berti**, NYS Office of Parks, Recreation and Historic Preservation

**Joni Blackman**, Fenton History Center

**Clinton Brown**, Erie Canalway Heritage Area

**Melissa Brown**, Buffalo History Museum

**Sara Capen**, Niagara Falls National Heritage Area

**Thomas Chambers**, Niagara Falls National Heritage Area

**John Dimura**, Thruway Authority

**Melissa Dunlap**, Niagara County History Center

**Robert Emerson**, Old Fort Niagara Association

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

**Michelle Henry**, Chautauqua County Historian

**Virginia Horvath**, SUNY Fredonia

**Patrick Kaler**, Visit Buffalo Niagara

**Michael Kimmelberg**, Seneca Nation of Indians

**Tod A. Kniazuk**, Arts Services Initiative of Western New York

**Tom Kucharski**, Buffalo Niagara Enterprise

**Brian McFadden**, Ellicottville Chamber of Commerce

**Lynne Menz**, Orleans County

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

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

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

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

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

**Mary Roberts**, Darwin Martin House

**Catherine Schweitzer**, Baird Foundation

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

**Mike Waterhouse**, Orleans County Tourism

**Seth Wochensky**, Springville Center for the Arts

**Thomas Yots**, Preservation Buffalo Niagara



## Advanced Manufacturing WORK GROUPS

### Buffalo Manufacturing Works Founders Council

Advises in the development and implementation of Buffalo Manufacturing Works.

### RiverBend Supply Chain Group

Assists in addressing supply chain needs for SolarCity.

### Materials and Machinery Manufacturing Cluster Work Group

Guides the development of the WNY REDC's new 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

**Dennis Elsenbeck**, National Grid

**Alan Everett**, Everfab

**Jim Frost**, MacLean-Fogg

**Dottie Gallagher Cohen**, Buffalo Niagara Partnership

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

**Chris Johnston**, Harper International

**Thomas Kucharski**, Buffalo Niagara Enterprise

**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 Dept. of Labor

**Laura Smith**, Buffalo Niagara Partnership

**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.

**William Baron**, Pfannenberg

**Jeff Belt**, Sol Epoxy

**Erin Cole**, (formerly) World Trade Center Buffalo Niagara

**George Bilkey**, Tam Ceramics

**Keith Blakely**, The InVentures Group

**Connie Buynacek**, Moog

**Michael Casale**, Niagara County Economic Development

**Dennis Elsenbeck**, National Grid

**Alan Everett**, Everfab

**Jim Frost**, MacLean-Fogg

**Dottie Gallagher Cohen**, Buffalo Niagara Partnership

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

**Chris Johnston**, Harper International

**Thomas Kucharski**, Buffalo Niagara Enterprise

**Larry Megan**, Praxair

**Michael Metzger**, Blackstone Advanced Technologies LLC

**Christina Orsi**, University at Buffalo

Since 2011, WNY has seen growth in jobs, wages and firms. Strategic investments are showing a positive effect across all counties and areas of our economy.

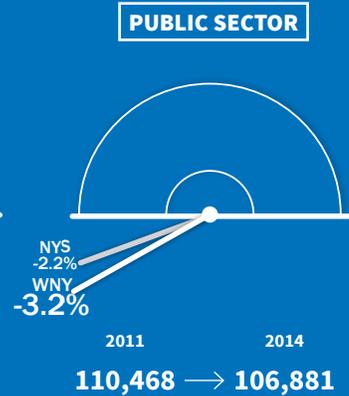
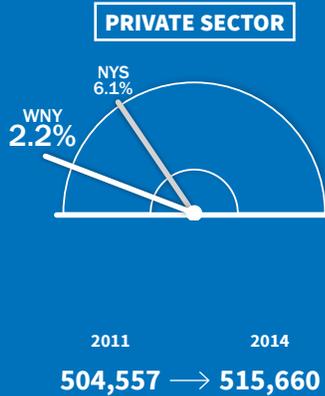
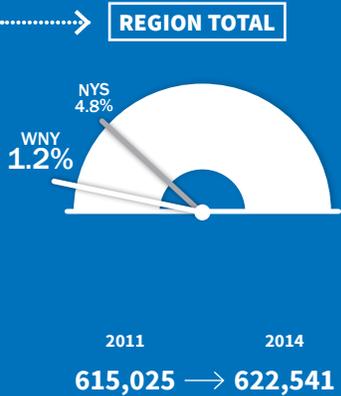
- 22** GENERAL ECONOMIC INDICATORS
- 24** QUALITY OF LIFE INDICATORS
- 26** CORE STRATEGY INDICATORS
- 28** KEY REGIONAL INDICATORS BY SECTOR



CANALSIDE IN BUFFALO

% CHANGE SINCE 2011

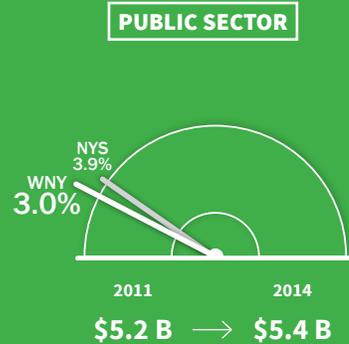
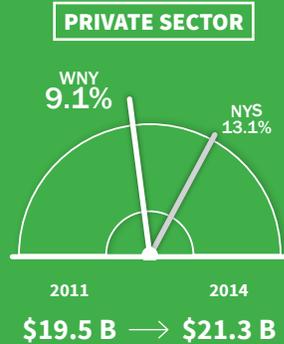
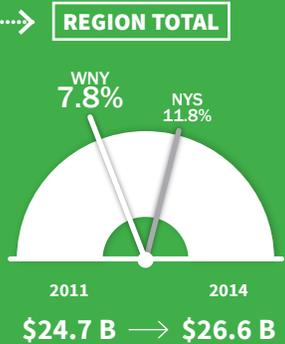
# Jobs



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

% CHANGE SINCE 2011

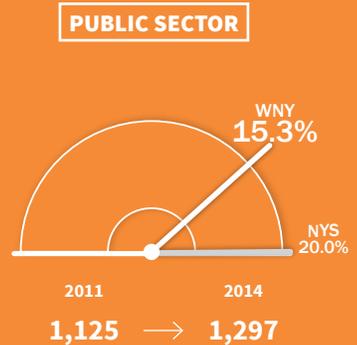
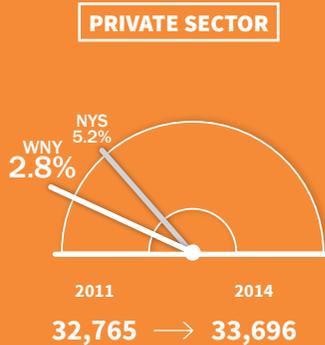
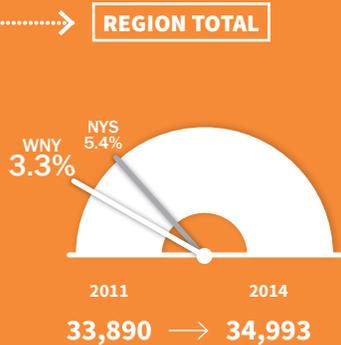
# Total Wages



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

% CHANGE SINCE 2011

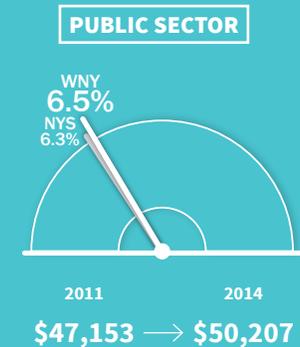
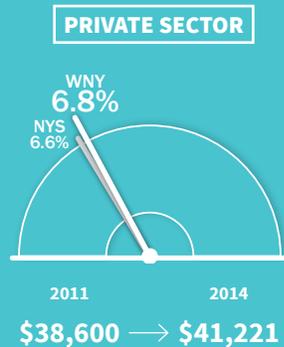
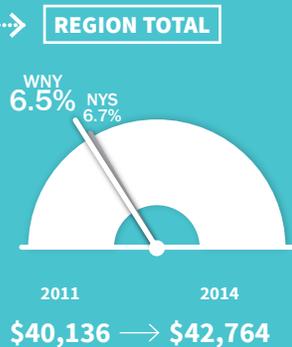
# Firms



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

% CHANGE SINCE 2011

# Average Annual Wages



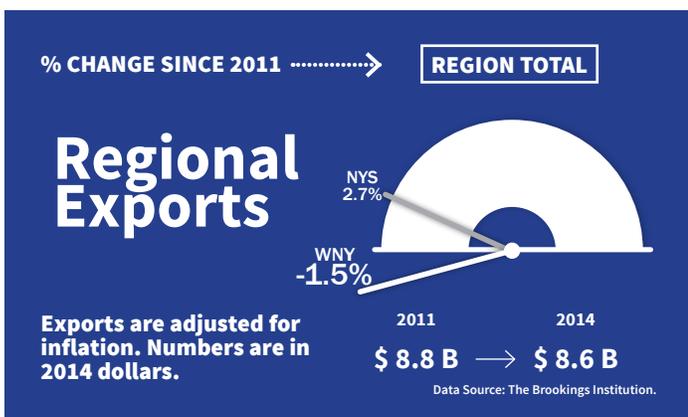
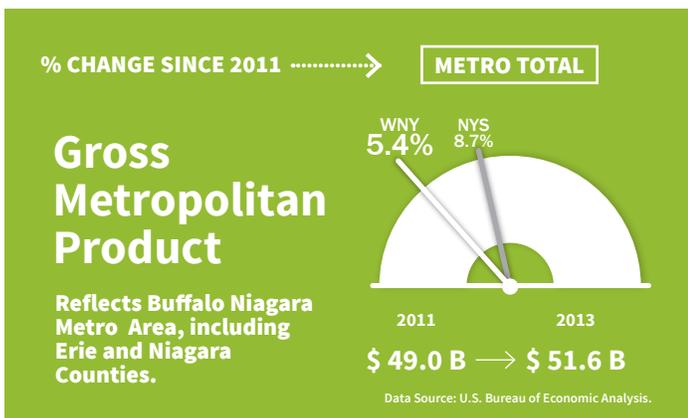
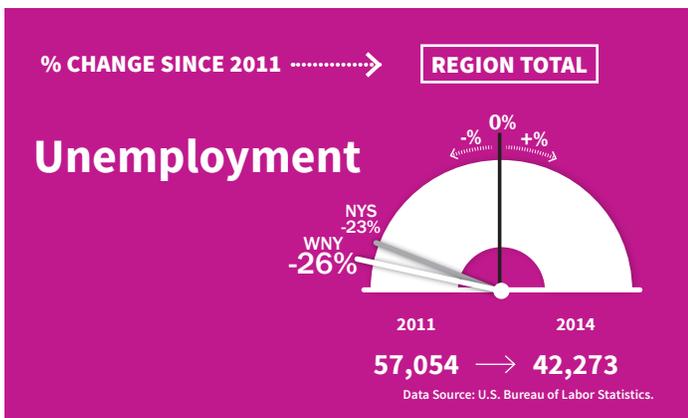
Data Source: NYS Department of Labor: Quarterly Census of Employment and Wages.

SINCE 2011  
**\$789M IN STATE FUNDING**  
**\$3.1B LEVERAGED**  
**OVER 14,000 JOBS RETAINED**  
**CREATING 7,500 JOBS**

# Transforming Our Regional Economy

*“Buffalo is emerging from years of financial malaise and attempting to reinvent itself as a tech hotbed. . . it is angling for the economic windfall that comes with recruiting young, energetic, smart people.”*

—USA Today, August 23, 2015



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 7,500 jobs, 1,100 new firms and additional \$1.9 billion in wages between 2011 and 2014. At the same time, unemployment rates fell as the number of individuals actively seeking work dropped by 14,781 since 2011. This 26% decline in the number of individuals who are unemployed outperforms what has happened statewide.

Private sector growth was responsible for the region’s net job gain. Private employers hired an additional 11,103 workers between 2011 and 2014, 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 13.1% since 2011 – almost 6 times the rate of growth of private sector jobs, indicating the addition of higher paying jobs.

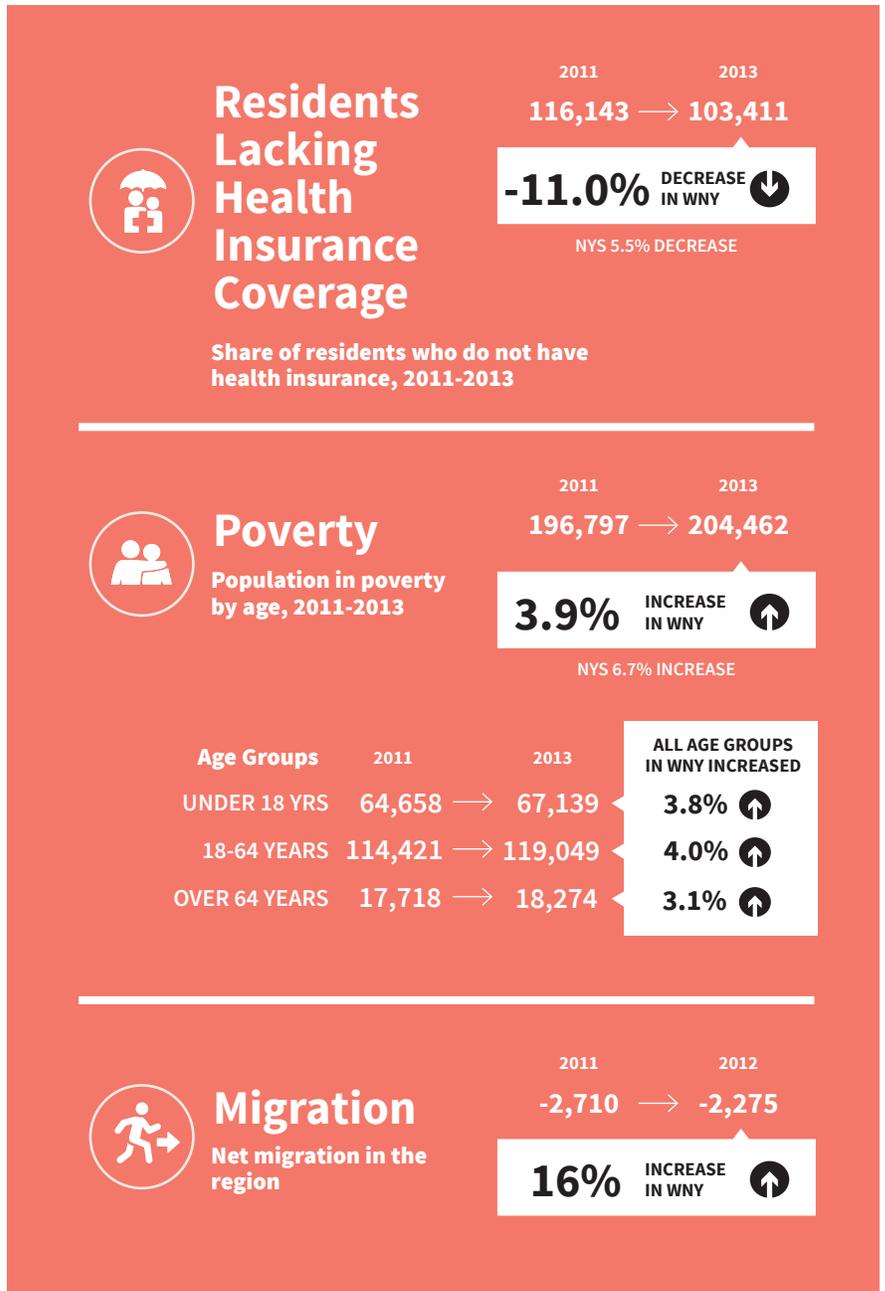
Industry output is spurring growth in WNY’s metropolitan core. Output expanded by 5.4% to \$51.6 billion in 2013. Global exports from the region, which could have propelled even greater economic growth, experienced a 1.5% pullback between 2011 and 2014, adjusted for inflation. This downward trend is expected to reverse as export strategies like identifying export needs of existing companies are implemented.

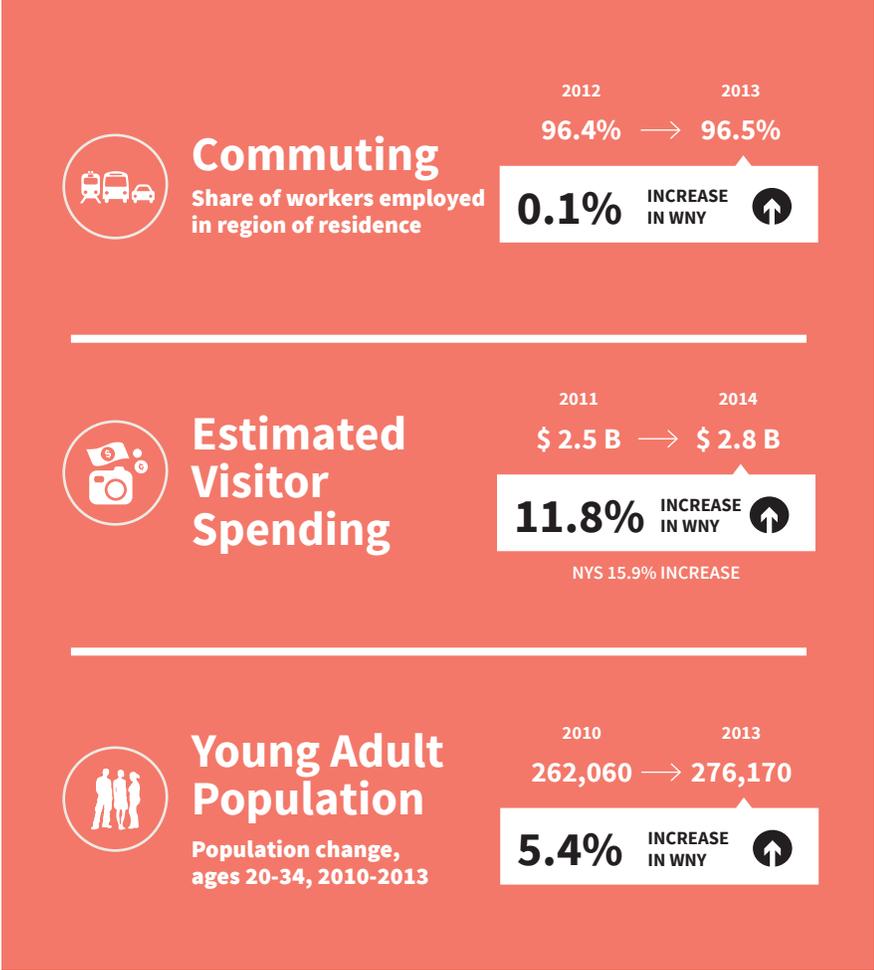
# Growing opportunities for residents across our region

Expanding employment opportunities in WNY is catching the attention of millennials. The population of young adults between the ages of 20 and 34 increased by over 14,100, reflecting growth of 5.4% between 2010 and 2013. Meanwhile, 435 fewer individuals are leaving the region—a 16% improvement since 2011.

Visitor spending, which supports tourism attractions and services, and enhances quality of life for all residents, rose by 11.8% between 2011 and 2014, as visitors pumped an additional \$300 million into the regional economy in 2014.

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 12,732 between 2011 and 2013. This represents a 11% decline, double the improvement that occurred statewide.





**Data Sources**

**Health Insurance Coverage**  
Source: U.S. Census: American Community Survey - Small Area Health Insurance Estimates, 2011-2013.

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

**Migration**  
Source: U.S. Internal Revenue Service: Statistics of Income Migration Data, 2011-2012.

**Commuting**  
Source: U.S. Census: American Community Survey - Public Use Micro Sample (PUMS), 2012-2013.

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

**Young Adult Population**  
Source: U.S. Census: American Community Survey, 1 year estimates (Allegany County 3 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 double digits 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 have declined slightly, supported by the region's growth in firms and jobs.

The number of new businesses in WNY increased by 67% between 2012 and 2014. The nearly 4,000 new businesses that were added are indicative of a more welcoming climate and economy for entrepreneurs. Indicators of innovation are also strong, with academic R&D growing by 8.7% between 2011 and 2013.

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 2.7% between 2011 and 2013, resulting in hundreds more college graduates that employers seek to fill jobs.

WNY's workforce is also slightly more diverse than it was a couple years ago, as the share of workers who are minority rose by 0.24 percentage points since 2011.



## IMPLEMENT SMART GROWTH



### Local Waterfront Redevelopment Plans

Acres of land protected and enhanced through LWRPs

2011 → August 2015  
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 → 2014  
1,105 → 1,497

**35.5% INCREASE IN WNY** ↑

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



### Vacancies



#### VACANT RESIDENTIAL ADDRESSES

2011 → 2014  
26,994 → 28,284

**4.8% INCREASE IN WNY** ↑

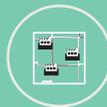


#### VACANT COMMERCIAL ADDRESSES

6,814 → 6,808

**-0.1% 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 → 2015  
87.84% → 86.36%

**-1.5% 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 → 2014  
5,369 → 8,958

**67%** INCREASE IN WNY

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



### Academic R&D

R&D expenditures

2011 → 2013  
\$ 367.0 M → \$ 398.9 M

**8.7%** INCREASE IN WNY

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



## PREPARE OUR WORKFORCE



### Minorities in Workforce

% of employed population that is minority

2011 → 2013  
13.31% → 13.55%

**0.24** PERCENTAGE POINTS INCREASE IN WNY

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



### High School Graduates

Rate of students completing high school

2011 → 2014  
80.6% → 81.7%

**1.1%** INCREASE IN WNY

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



### Associate's Degrees

# of degrees awarded

2011 → 2013  
5,965 → 5,977

**0.2%** INCREASE IN WNY

### Bachelor's Degrees

# of degrees awarded

12,369 → 12,844

**3.8%** INCREASE IN WNY

*PROGRESS* If number of degrees *increases*.

#### Data Sources

##### Local Waterfront Redevelopment Plans

Source: NYS Dept. of State and UB Regional Institute.

##### 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; U.S. Census Bureau: TIGER/Line@ Shapefile; and UB Regional Institute.

##### 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 (2013 data for SUNY Fredonia, Canisius College, and Daemen College were not available).

##### Minorities in the Workforce

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

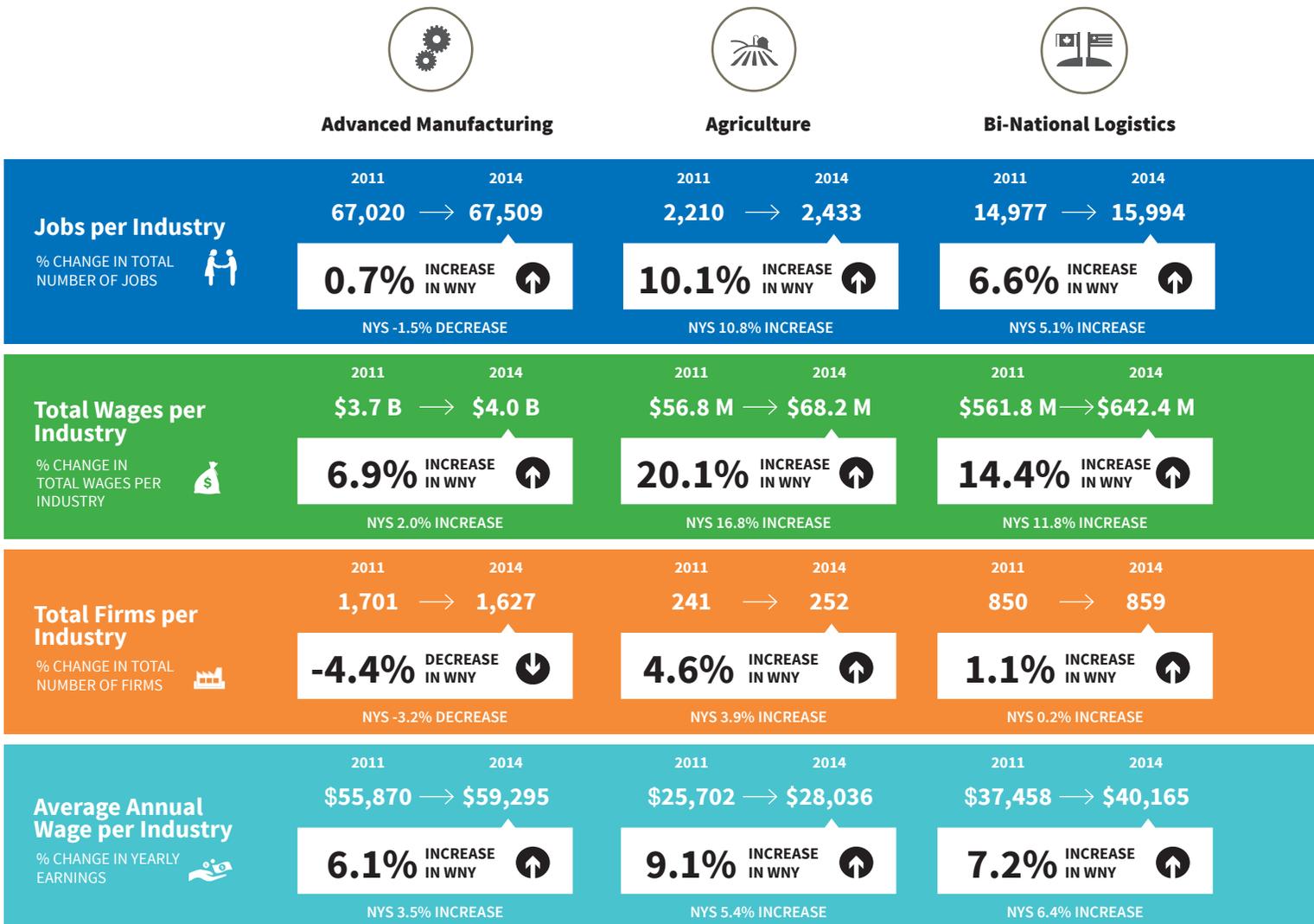
##### High School Graduates

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



WNY added nearly 500 jobs in advanced manufacturing since 2011, bucking a 1.5% statewide decline in this sector. Industry wages rose by an even greater 6.9% between 2011 and 2014. The sector's average annual wage—\$59,295 in 2014—is among the highest across sectors.

Agriculture is WNY's fastest growing sectors. Over 200 jobs were added between 2011 and 2014, expanding the sector by 10.1%. Growth in total wages (20.1%) was even more robust and outpaced statewide trends.

Nearly 1,000 transportation and logistics jobs were added in WNY since 2011, representing a 6.6% growth rate that exceeded statewide performance. Firms and wages are also on the rise.

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



### Energy

2011 → 2014  
2,670 → 2,530

**-5.2%** DECREASE IN WNY

NYS 0.8% INCREASE



### Health | Life Sciences

2011 → 2014  
70,431 → 69,705

**-1.0%** DECREASE IN WNY

NYS 5.7% INCREASE



### Professional Services

2011 → 2014  
107,415 → 107,933

**0.5%** INCREASE IN WNY

NYS 5.7% INCREASE



### Tourism

2011 → 2014  
62,116 → 67,209

**8.2%** INCREASE IN WNY

NYS 13.4% INCREASE

2011 → 2014  
\$220.8 M → \$219.8 M

**-0.4%** DECREASE IN WNY

NYS 5.2% INCREASE

2011 → 2014  
\$2.8 B → \$3.1 B

**9.0%** INCREASE IN WNY

NYS 11.6% INCREASE

2011 → 2014  
\$5.3 B → \$5.7 B

**9.1%** INCREASE IN WNY

NYS 13.4% INCREASE

2011 → 2014  
\$1.2 B → \$1.3 B

**14.5%** INCREASE IN WNY

NYS 21.7% INCREASE

2011 → 2014  
120 → 137

**14.2%** INCREASE IN WNY

NYS 13.4% INCREASE

2011 → 2014  
2,805 → 2,761

**-1.6%** DECREASE IN WNY

NYS 0.6% INCREASE

2011 → 2014  
7,918 → 8,304

**4.9%** INCREASE IN WNY

NYS 3.2% INCREASE

2011 → 2014  
3,735 → 3,872

**3.7%** INCREASE IN WNY

NYS 5.9% INCREASE

2011 → 2014  
\$82,683 → \$86,891

**5.1%** INCREASE IN WNY

NYS 1.6% INCREASE

2011 → 2014  
\$40,225 → \$44,309

**10.2%** INCREASE IN WNY

NYS 5.7% INCREASE

2011 → 2014  
\$49,008 → \$53,200

**8.6%** INCREASE IN WNY

NYS 7.7% INCREASE

2011 → 2014  
\$18,717 → \$19,815

**5.9%** INCREASE IN WNY

NYS 7.1% INCREASE

Energy continues to represent a relatively small (0.4%) part of the regional economy, with 2,530 employees who earn \$86,891 on average. This is over twice the regional average wage of \$42,764 and more than other sectors. Although job numbers declined slightly, the sector added 17 new firms since 2011.

Health represents a notable 11% of WNY's economy, with jobs paying above the regional average. Total wages increased 9% since 2011, although jobs and firms declined slightly.

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 of 8.2% between 2011 and 2014. Growth in total wages outpaced job growth, indicating slightly higher average annual wages for the sector's 67,209 employees in 2014. 137 firms in tourism were added since 2011, supported by a growing number of visitors and their spending.

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

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

32 PROGRESS OF PAST PRIORITY PROJECTS

40 STATUS OF PAST PRIORITY PROJECTS



2011 PRIORITY PROJECT  
**NORTH UNION STREET  
REDEVELOPMENT, OLEAN**  
*See page 41*

Photo credit: Chuck Banas

PRIORITY  
PROJECTS

## PROGRESS OF PAST PRIORITY PROJECTS

# Advancing our strategies for prosperity

*“Signs of a new Buffalo became obvious in no time: cranes all around town and local enthusiasm beyond typical civic pride.”*

—The New York Times, July 24, 2014



Western New York  
Regional Economic  
Development Council

2011-2014

**57** Past Priority  
Projects

**48** Completed or Underway

See where they are across WNY  
on page 40

### 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



2011 PRIORITY PROJECT



NIAGARA COUNTY COMMUNITY  
COLLEGE CULINARY INSTITUTE

See page 42







## PAST PRIORITY PROJECTS SMART GROWTH

### More work on this strategy in:

CFA Funded Projects, pg 46-51  
State Priorities, pg 60-63, 72-73  
Regional Priorities, pg 88-89  
Proposed Priority Projects, pg 102-109



## PAST PRIORITY PROJECTS FOSTER A CULTURE OF ENTREPRENEURSHIP

### More work on this strategy in:

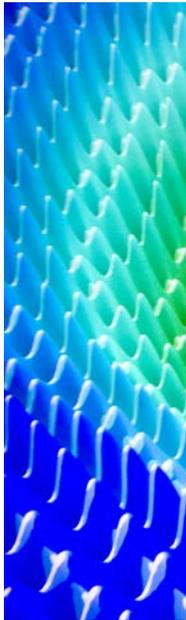
State Priorities, pg 66-67  
Regional Priorities, pg 90-91  
Proposed Priority Projects, pg 110-112

## A region for the 21st century

The **Buffalo Central Business District** project provides streetscape and infrastructure improvements for three downtown Buffalo districts thereby advancing and improving connectivity between districts. Construction work started in late 2013 on **Cars Sharing Main Street**—the transformation of downtown Buffalo’s Main Street to provide for vehicular traffic, the Metro Rail, sidewalks for dense pedestrian traffic, bicycle lanes, and short term parking for downtown visitors—and will continue through mid-fall 2015. It is anticipated that all heavy construction work will be completed by September and vehicular traffic will be returned to the street by October 2015. The **Genesee Gateway** project is being designed to complete green streets standards and is incorporating the City’s pending Green Code. The project was bid in May 2015. Construction will start in fall 2015 and be completed by the fall of 2016. Construction started in August 2015 to convert **Pearl Street** to two-way traffic. The conversion should be completed by late spring 2016. **Springville Center for the Arts (SCA)**, a nonprofit, community based, multi-arts center, received two priority project awards to allow the organization to grow while adaptively reusing buildings in the heart of downtown Springville. Exterior and interior reconstruction of a historic 1869 Baptist Church at **37 North Street** has been expanded from its original scope to create an art gallery, workshop space and a creatively-based preschool program allowing for an additional source of earned revenue while expanding multi-arts programming into rural, underserved areas. Upon completion, local residents and tourists can enjoy theater productions, local artist gallery exhibitions, workshops for youths and adults, concerts, cinema screenings and other events. SCA’s **5 East Main Street** project involves acquisition and renovation of an existing abandoned building on the National Register of Historic Places to create an arts cafe, artisan marketplace, and artist housing. The project will create an environmentally-friendly, completely integrated, mixed-use structure, centered on the arts. To date, the steel frame, subflooring and stairs are complete. The project is anticipated to be completed by the end of 2015.

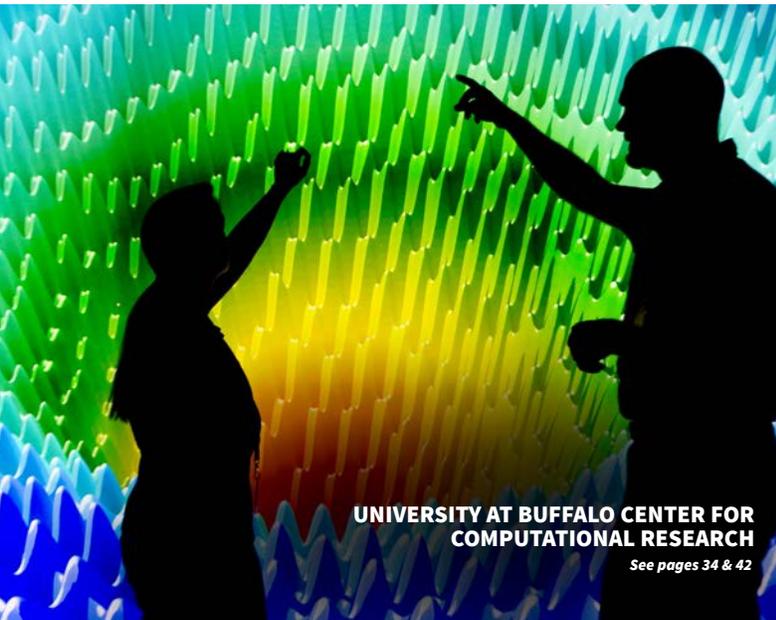
## No longer business as usual

**University at Buffalo Center for Computational Research (CCR)** purchased and brought online a new industry-focused high performance computing cluster in late 2014. The new infrastructure on the Buffalo Niagara Medical Campus is enabling WNY companies to be more competitive by fostering commercialization of innovative products through access to high performance computing and data analytics. CCR is currently working with a total of 14 industry clients. Client projects target a wide range of market sectors including IT, energy, national security, transportation, manufacturing, medical, chemicals, and media. Six companies have enrolled in the CCR industry cluster program in the past year. Sentient Science continues to be the heaviest user of the industry cluster and has run nearly 150,000 jobs consuming 4.2 million CPU hours. With the help of CCR, Sentient won a U.S. Department of Energy Small Business Innovation Research award, was recognized by the Wind Energy Update trade organization, has hired 11 additional staff in its Buffalo location, and has been awarded contracts to assess an additional 6,000 wind turbines resulting in an increase in computational activity. The **Olean Business Incubation Center** is a public-private partnership aimed at creating a continuum of services to support business development at early maturity. The 20,000 square foot facility at 301 N. Union St. in Olean’s city center is being renovated for ADA compliance, energy efficiency, equipment and technology, furnishings and other start-up costs. The Center will provide an incubation suite of entry level office space and shared services for emerging entrepreneurs, mentoring services for early stage companies, co-working space and other business service and support functions. The project offers natural linkages to nearby schools and colleges. As a partner to award recipient Cattaraugus Empire Zone Corporation (CEZC), Olean Business Development Corporation will manage the incubator once the renovation process is completed. CEZC closed on the property in August and construction started. Occupancy is anticipated in January 2016.





**BUFFALO CENTRAL BUSINESS DISTRICT**  
*See pages 34 & 41*



**UNIVERSITY AT BUFFALO CENTER FOR COMPUTATIONAL RESEARCH**  
*See pages 34 & 42*



**SPRINGVILLE CENTER FOR THE ARTS**  
*See pages 34 & 41*



**OLEAN BUSINESS INCUBATION CENTER**  
*See pages 34 & 42*



### PAST PRIORITY PROJECTS PREPARE OUR WORKFORCE

**More work on this strategy in:**  
CFA Funded Projects, pg 48-49  
State Priorities, pg 64-65, 74-75, 78-79  
Regional Priorities, pg 92-93  
Proposed Priority Projects, pg 113-114

## Good jobs for a skilled workforce

**Finishing Trades Institute of Western & Central New York**, which provides innovative job training for members of the International Union of Painters and Allied Trades, opened their doors in January 2015. The project will allow for an increase in the level of training and number of apprenticeships from 180+ to approximately 500. Since the grand opening, the facility has operated six days a week. Four New York State approved apprentice programs found the new and upgraded training space an exceptional fit for their training needs. The renovation of the former St. Gerard Parish Hall into an **Education and Community Center** will expand **Gerard Place's** services beyond transitional housing and supportive programs for homeless, single-parent families, to offer employment and educational training and a gymnasium for recreational use. When renovated, over 300 people will participate in the Allied Health vocational training classes. The project is in design phase and is expected to bid in September. External renovations will begin in October 2015 beginning with walkways and sidewalks to ensure the building is handicapped accessible.



**DREAM IT DO IT**  
See page 42



**FINISHING TRADES INSTITUTE**  
See pages 36 & 42



### PAST PRIORITY PROJECTS TOURISM

**More work on this strategy in:**  
CFA Funded Projects, pg 48-51  
Regional Priorities, pg 98-99  
Proposed Priority Projects, pg 115-122

## Investing in a world-class tourist destination

A multi-phase restoration project is in progress at the **Gowanda Historic Hollywood Theater** – a rural center for the visual and performing arts including cinema, plays, lectures, and other events. The final phase, which began in November 2014, involves completion of the HVAC and mechanical systems and intricate interior restoration work including ceiling plaster repair and paint restoration. The project will conclude in November 2015. The 90,000 square foot, two-pad **Lockport Ice Arena** opened in 2014. The new home of the Lockport Express, a Junior A hockey team, started hosting games in September 2014 and the first showcase tournament took place in January 2015. The new arena is expected to serve 150,000 visitors annually, generate demand potential of 4,778 room nights a year, and expects a \$1 million - \$2 million increase in bed and sales tax in Niagara County. The project involved demolishing a long vacant supermarket located in the heart of downtown Lockport and investing \$11 million in capital costs. Partnering with HaborCENTER in downtown Buffalo, the project will fill the need for ice time in the region, helping to increase youth access to hockey and figure skating, and establish a pipeline for higher level hockey.



**DARWIN MARTIN HOUSE**  
See page 42



**HISTORIC HOLLYWOOD THEATER**  
See pages 36 & 42



**LOCKPORT ICE ARENA**  
See pages 36 & 42

Photo credit: © 2014, East Niagara Post, Heather Grimmer



**PAST PRIORITY PROJECTS  
ADVANCED MANUFACTURING**

**More work on this strategy in:**  
Regional Priorities, pg 82-87, 94-95  
Proposed Priority Projects, pg 123-125



**FLIGHT OF FIVE RESTORATION**  
See page 42



**NATIONAL COMEDY CENTER**  
See page 42



**NIAGARA COUNTY COMMUNITY  
COLLEGE CULINARY INSTITUTE**  
See page 42



**ALFRED HIGH TEMP LAB**  
See pages 37 & 43

## Made great in WNY

**Alfred University's Center for High-Temperature Characterization** project will expand Alfred's NYS College of Ceramics thereby increasing enrollment; increasing the development and analysis of materials that are crucial to renewable energy systems; and significantly expanding highly specialized research and testing services to include unique high-temperature x-ray refraction, thermal analysis, electrical measurement, spectroscopy and thermal mechanical testing. The project, anticipated to be complete in December 2016, involves LEED-certified building renovations of the Students Engineering Project Lab building for relocated and new laboratories; construction of an 8,000-square-foot addition to the McMahon Building for five new high-temperature equipment suites and educational facilities; and the installation of specialized machinery and equipment. The Center currently operates as a user facility allowing companies from as far as the Capital Region to conduct proprietary research on a fee basis or retain services of University personnel. Upon project completion, fee-based services are expected to significantly expand with the attraction of industrial users from across the state and nation.



## PAST PRIORITY PROJECTS HEALTH | LIFE SCIENCES

More work on this strategy in:  
Regional Priorities, pg 96-97



## PAST PRIORITY PROJECTS AGRICULTURE

More work on this strategy in:  
Proposed Priority Projects, p 126-128

### Converting research into jobs

The **High Throughput Crystallization Laboratory at Hauptman-Woodward Medical Research Institute (HWI)** is an internationally recognized leader in the identification of crystallization conditions for proteins, but lacked a rapid method to identify tiny crystals relying on manual inspection of thousands of images. The Formulatrix SONICC is a state-of the art instrument that rapidly identifies crystals previously undetectable at the lab. Being the only institution in the world offering such technology as part of a business model for structural biology gives HWI a unique strategic business advantage. The SONICC also benefited HWI's commercial spin-off company, HarkerBIO, which is developing next generation therapeutics for a broad spectrum of health conditions based on technologies developed at the HWI. Working to ensure a broader revenue pipeline, in 2015 several Fortune 500 pharmaceutical companies can now be counted as HarkerBIO's customers. In June 2015, Albany Molecular Research Inc. announced a three-year collaborative agreement with HarkerBIO to co-market drug discovery services to global pharmaceutical and biotechnology clients.

**Jacobs Institute (JI) Center for Innovation in Medicine** is building-



out a 20,800 square foot medical device prototyping facility located on Buffalo Niagara Medical Campus. In the spring of 2014, the JI outfitted its **Innovation to Commercialization (i2R) Center** with balloon catheter manufacturing equipment used for product development. Lightweight lead vests, thyroid shields, and lead barriers were also purchased to update JI's Training Center safety features; and workstations accommodate newly hired employees. Additional purchases include audio-visual equipment, an electronic polling system, and a flow model for the Training Center. JI has developed a business plan for the i2R and began raising funds needed for its operationalization. Once the additional human resources are in place later this year, JI will purchase additional equipment for the i2R.

### Growing local food systems

The **Niagara Wine Trail** sign project will help visitors quickly and safely navigate the 22 member wineries located on the Niagara Escarpment. Legislation was passed updating the route and the name for the Niagara Wine Trail. The signs will reflect how the Wine Trail expanded and changed since its inception in 2004 as well as all state and federal regulations. Grantee Niagara Wine Trail, Inc. collaborated with NYS DOT to create guidelines for all wine trails throughout New York State so that signage across the state would be standardized. The signs were completed this summer and the installation process is being coordinated with



DOT. The wineries anticipate an increase in visitors and employees based on the experiences of other wine trails with similar projects. The largest lender to agriculture in New York State, **Farm Credit East (FCE)** is a financial service cooperative for the Northeast agriculture industry and a leader in farm legislation and land preservation activities. FCE serves the commercial agriculture market which includes farmers, nursery and greenhouse operators, forest products businesses, fishermen, part-time growers, agribusinesses, and country home owners. Their **Value Added Direct Marketing Agriculture** is a grants program for WNY farms to add value to the products they grow, raise or sell directly to consumers. Farms from across WNY applied for up to \$50,000 in funding to help with purchasing equipment, machinery or building construction to assist in their value-added direct-to-market ventures. Solicitation for applications to the program is underway and they received nine eligible applications. Two projects has been funded to date.

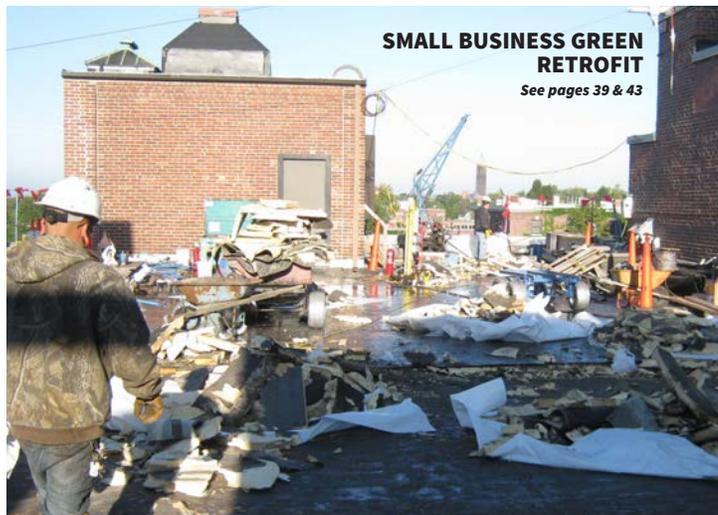




**PAST PRIORITY PROJECTS  
ENERGY**

## Powering innovation

Since its launch in March 2013, PUSH Buffalo’s **Small Business Green Retrofit** initiative has reached 270 small businesses and non-profits located in Erie, Niagara and Chautauqua Counties committed to making energy efficiency improvements. Of those contacts, PUSH submitted 70 applications to NYSERDA resulting in 60 completed energy audits – qualifying those businesses and agencies for the Building Retrofit Program. As of May 2015, two small business owners and two non-profits signed and completed their beneficiary agreements receiving a total of \$72,352 in grant reimbursement. Their work scopes have totaled \$196,884 in energy efficiency upgrades such as lighting retrofits, fixture upgrades, mechanical equipment, and insulation measures; and \$265,000 in capital improvements that reduce air infiltration by securing the building envelope. There are currently 10 small business owners gathering estimates and developing their pre-retrofit work scopes.



**PAST PRIORITY PROJECTS  
BINATIONAL LOGISTICS**

**More work on this strategy in:**  
State Priorities, pg 68-71

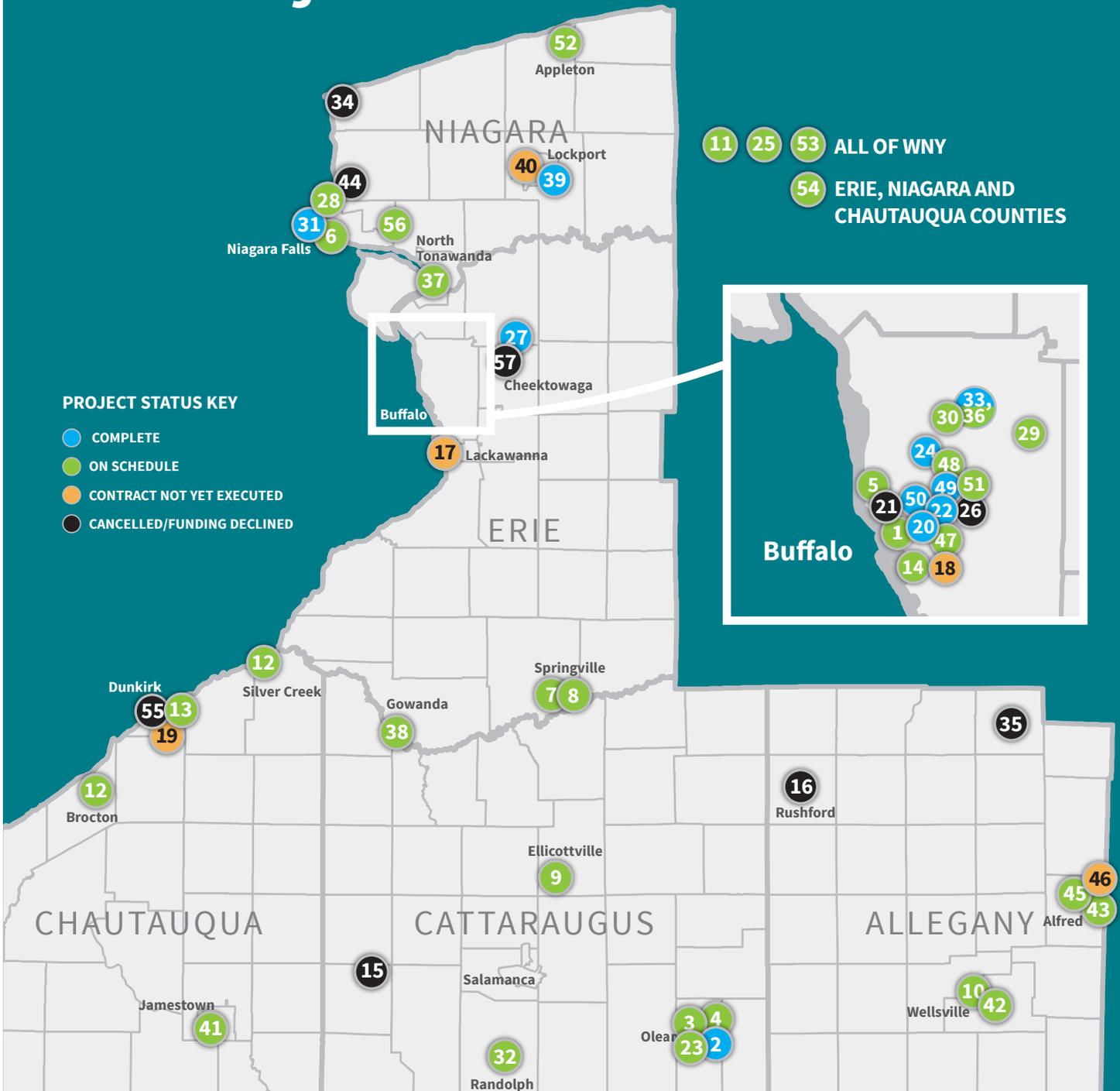
## Reaching a market of nearly 9 million people

Niagara Frontier Transportation Authority (NFTA) prepared a comprehensive **Niagara Falls International Airport (NFIA) Master Plan**. The Master Plan, completed and submitted to FAA for approval, reviews existing conditions and environmental features, forecasts future aviation demand, and uses unique dynamic analysis tools to identify future facility requirements to meet that demand. The planning process also included the involvement of regional public and private sector stakeholders. ESD funding helped leverage approximately \$600,000 in FAA, DOT, Bridge Commission and NFTA funds.



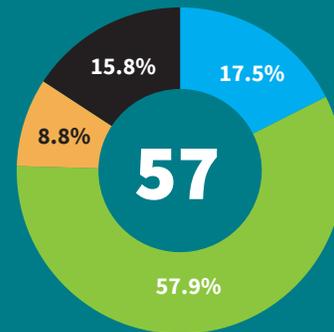
PRIORITY PROJECTS

# 57 Past Priority Projects



PROJECT STATUS KEY	2011	2012	2013	2014
<span style="color: blue;">●</span> COMPLETE	5	3	2	0
<span style="color: green;">●</span> ON SCHEDULE	11	10	8	4
<span style="color: yellow;">●</span> PROGRESSING SLOWER THAN ANTICIPATED	0	0	0	0
<span style="color: orange;">●</span> CONTRACT NOT YET EXECUTED	0	0	0	5
<span style="color: red;">●</span> CONCERNS NEED TO BE RESOLVED	0	0	0	0
<span style="color: black;">●</span> CANCELLED/FUNDING DECLINED	2	4	3	0
	<b>18</b>	<b>17</b>	<b>13</b>	<b>9</b>

57 PRIORITY PROJECTS, 2011-2014



75% 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	28627	Enhanced MetroRail Evaluation
15	2013	28047	McNallie Building Rehabilitation
16	2013	32439	Rushford Elementary School
17	2014	42713	Bethlehem Steel Acquisition & Redevelopment
18	2014	43460	NFTA Rail Car Rebuild
19	2014	39191	North Chautauqua County Regional Water Supply System

## FOSTER A CULTURE OF ENTREPRENEURSHIP

	YEAR	CFA #	PROJECT
	2011	7327	Launch New York
	2012	16250	CenterSpace Buffalo
	2013	30142	Center for Computational Research
	2014	40043	Olean Business Incubation Center

### PROJECT STATUS KEY

-  COMPLETE
-  ON SCHEDULE
-  CONTRACT NOT YET EXECUTED
-  CANCELLED/FUNDING DECLINED

## PREPARE OUR WORKFORCE

	YEAR	CFA #	PROJECT
	2011	7304	Buffalo Center for Arts & Technology
	2011	6725	Dream It Do It WNY
	2011	3952	St. John Fruit Belt
	2012	15712	Finishing Trades Institute of Western & Central New York
	2013	32533	Trades Job Training Facility (Isaiah 61 Capital)
	2014	40389	Gerard Place Education and Community Center

## TOURISM

	YEAR	CFA #	PROJECT
	2011	3493	Buffalo Zoo Arctic Edge
	2011	6373	Niagara County Community College Culinary Institute
	2012	13190	Allegheny State Park
	2012	14928	Darwin Martin House Interior Restoration (2012 Priority Project)
	2012	16592	Inn at Fort Niagara
	2012	16874	Swain Recreation
	2013	31018	Darwin Martin House Interior Restoration (2013 Priority Project)
	2013	26593	Herschell Carrousel Factory Museum
	2013	26924	Historic Hollywood Theater
	2013	31014	Lockport Ice Arena
	2014	39702	Flight of Five Restoration
	2014	41643	National Comedy Center

## **ADVANCED MANUFACTURING**

	YEAR	CFA #	PROJECT
	2011	4958	<b>Alfred High Temperature Lab</b>
	2012	17904	<b>Alfred University - Integrated Manufacturing Center</b>
	2013	30330	<b>Rare Earth Recycling</b>
	2013	32053	<b>Sustainable Advanced Manufacturing Center</b>
	2014	43197	<b>Biorefinery Commercialization Center</b>

### PROJECT STATUS KEY

-  COMPLETE
-  ON SCHEDULE
-  CONTRACT NOT YET EXECUTED
-  CANCELLED/FUNDING DECLINED

## **HEALTH | LIFE SCIENCES**

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

## **AGRICULTURE**

	YEAR	CFA #	PROJECT
	2011	4319	<b>Niagara Wine Trail</b>
	2012	19464	<b>Farm Credit East Value Added Direct Marketing Agriculture</b>

## **ENERGY**

	YEAR	CFA #	PROJECT
	2011	8413	<b>Small Business Green Retrofit</b>
	2012	17743	<b>Dunkirk Bioenergy</b>

## **BINATIONAL LOGISTICS**

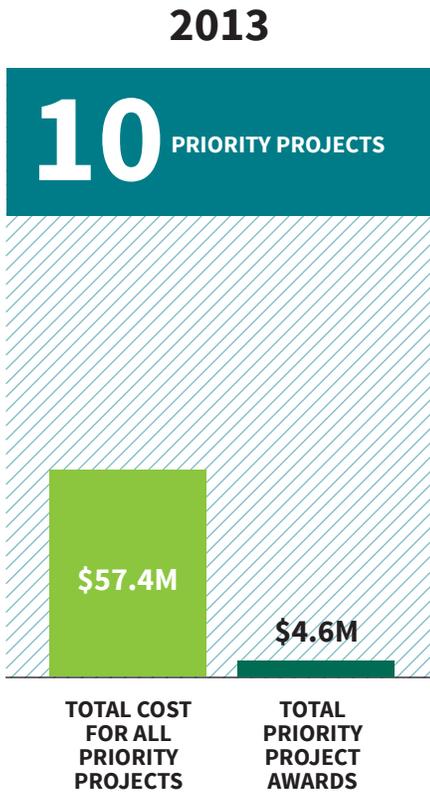
	YEAR	CFA #	PROJECT
	2011	5949	<b>Niagara Falls Airport Master Plan</b>
	2011	5103	<b>NFTA Buffalo Airport Parking Lot</b>



# Leveraging state investments for our region

At a project cost to award ratio of 6:1, these larger investments in Priority Projects (on average more than \$800,000 per priority project) guided by decisions made on the local level are resulting in the biggest bang for the buck.

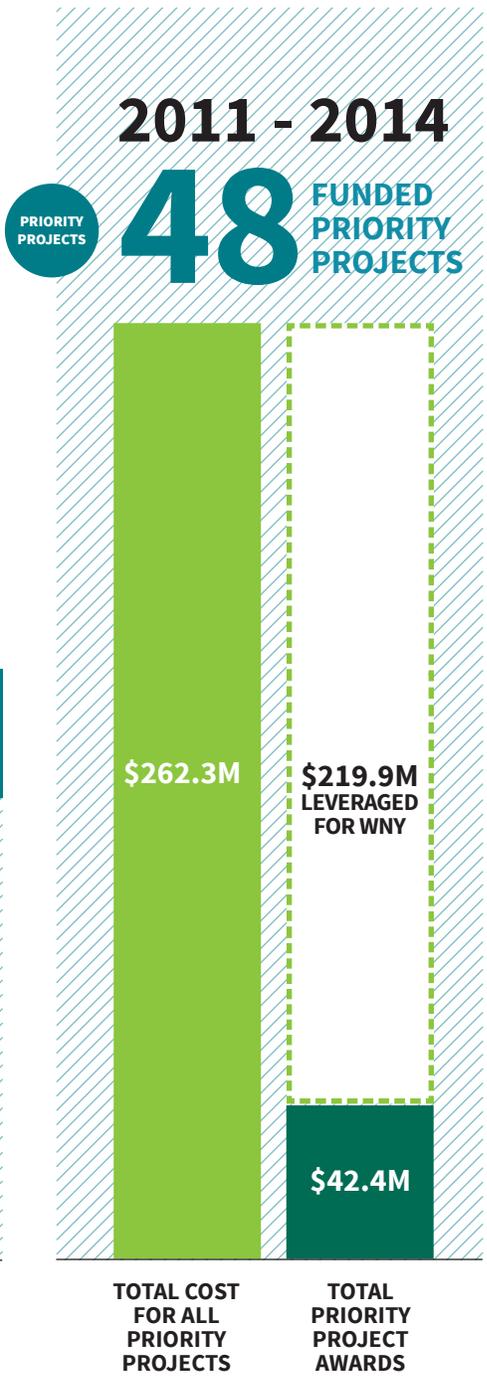




COST TO AWARD RATIO **12 : 1**



COST TO AWARD RATIO **8 : 1**



COST TO AWARD RATIO **6 : 1**

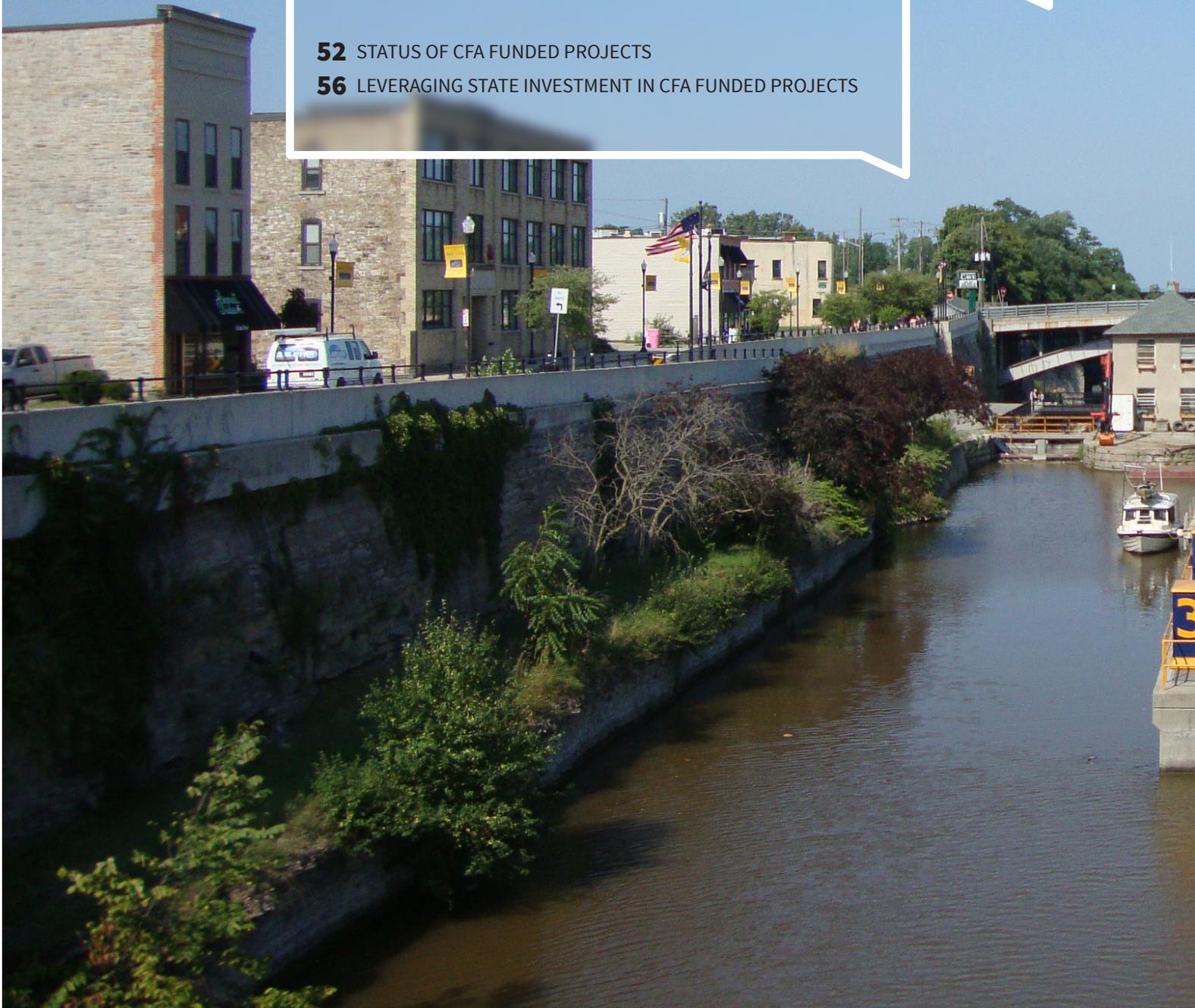


## PROGRESS OF PAST CFA FUNDED PROJECTS

Transforming our region through coordinated investments to grow our economy for the 21st century.

**52** STATUS OF CFA FUNDED PROJECTS

**56** LEVERAGING STATE INVESTMENT IN CFA FUNDED PROJECTS





2011 CFA FUNDED PROJECT  
**CITY OF LOCKPORT,  
NY MAIN STREET GRANT**  
See page 50

# Advancing strategies and creating jobs through targeted state investments

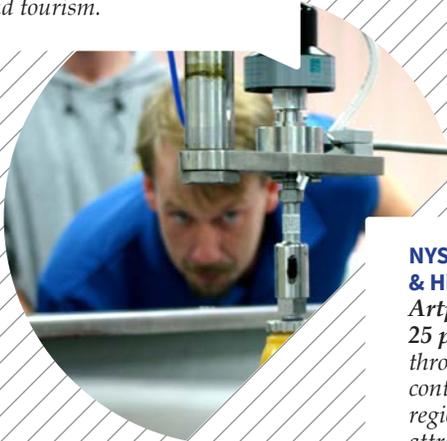
## NYS DEPARTMENT OF LABOR (DOL)

DOL invested \$1.1M in up-skilling and new-hire training through 31 programs at 30 companies like electronics manufacturer K-TECHnologies.



## NYS Department of Labor (DOL)

13 area training providers, like Erie Community College, received \$1.8M in DOL funds for 20 training programs to prepare long-term unemployed workers for jobs in manufacturing, healthcare and tourism.



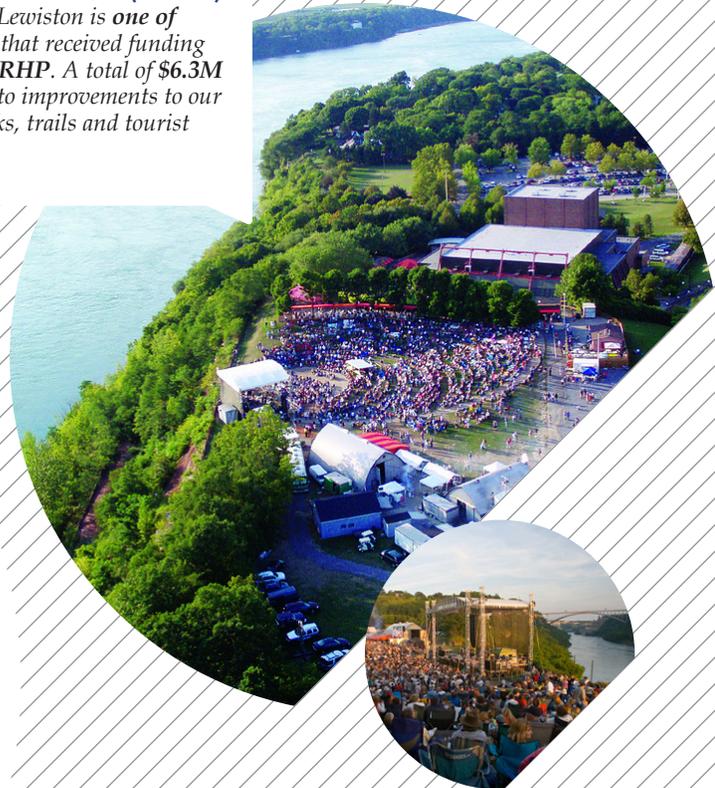
## NYS Homes and Community Renewal (HCR)

\$2.8M in Main Street funds awarded to 13 WNY programs are helping revitalize our region's main streets and village centers through projects like the Lafayette Lofts in Buffalo's Elmwood Village.



## NYS Office of Parks, Recreation & Historic Preservation (OPRHP)

Artpark in Lewiston is one of 25 projects that received funding through OPRHP. A total of \$6.3M contributed to improvements to our region's parks, trails and tourist attractions.



2011-2014



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

**NYS Council on the Arts**

NYS Council on the Arts awarded 26 grants totaling \$1.2M to 21 organizations like the 1891 Fredonia Opera House. Investments in equipment upgrades and expanded programming at our cultural attractions entice visitors to stay longer and spend more in our region.



**NYS Department of Homes and Community Renewal (HCR)**

\$1.4M from HCR's Rural Area Revitalization and Urban Initiatives programs funded 8 smart growth projects throughout the region like the Kronenberg Building in the Village of Hamburg.



**NYS Environmental Facilities Corporation (EFC)**

At the Tri-Main Center, green infrastructure improvements funded through the EFC will be used to reduce runoff and mitigate combined sewer overflows that contaminate the Niagara River. The Tri-Main's grant was just one of 9 Green Innovation Grants totaling \$7.4M that are making our region more sustainable and attractive to business.



**NYS Department of Homes and Community Renewal (HCR)**

5 HOME-funded projects from HCR totaling \$2.5M, like Heart of the City Neighborhoods' Green and Healthy Homes Program, provide assistance to low-income home buyers and renters helping create greater economic equity in the region.



**NYS Department of State (DOS)**

Improvements to the Town of Newfane's marina was one of 17 projects funded through DOS. DOS's \$2.4 investment in the region is protecting and enhancing our waterways through planning and implementation.





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



## Advancing strategies and leveraging state investments

### REDISCOVERING OUR TOWN AND VILLAGE CENTERS

As part of the vision for a vibrant historic district that serves as the heart of the community and attracts both residents and tourists, **Lockport Main Street, Inc.** received and administered a \$250,000 New York Main Street grant. With broad outreach to the business community, the grant helped renovate seven downtown buildings and create three new upper-level residential units. The **Village of Springville** strives to develop a dense downtown core where the community can live, work, shop and play with multi-use buildings, upper floor residencies and complete streets. Helping to realize this vision, a \$250,000 Main Street program was recently completed which included interior and exterior renovations to commercial and residential units, and streetscape enhancements. The **Village of Bemus Point** made infrastructure improvements including sidewalks and curbs, paving, lighting, landscaping, street furnishings, crosswalk improvements, and wayfinding signage along Lakeside Drive and Main Street in downtown Bemus Point with help from \$375,000 from DOS. The project provides safer access for pedestrians, supports the commercial district, and accommodates seasonal visitors whose business is vital to the local economy.

**A NEW IMAGE FOR WNY** Designed to entice Canadian visitors to stay longer and make return visits to WNY, Visit Buffalo Niagara and NiagaraUSA launched the **Canadian Marketing Initiative** with \$195,000 in CFA funding. In-depth customer analysis, conducted in the spring and summer of 2013, grounded the initiative in solid data and

research. The partners used this research to hone their message and identify best prospects, and launched an all-digital campaign in the Greater Toronto market in November 2013. The campaign resulted in more than 18,000 online engagements by Canadian consumers. The partners were awarded \$250,000 in Round 4 of the CFA for Phase 3 of the project. Visit Buffalo Niagara was also awarded \$50,000 for the **National Garden Festival (NGF)**. The project's goal was to market Buffalo as a horticultural tourism destination. Funding was used to broaden and deepen the Festival's impact by building a sustained consumer marketing and advertising campaign for the 2014 summer event; and bring this unique event to the attention of travelers throughout the world. During 2014, it is estimated the NGF attracted nearly 100,000 people from 30+ states, Canada and other international places of origin.

**BRINGING OUR WATERFRONT TO LIFE** As part of the Erie Canal Bike Path Extension project, the **City of North Tonawanda** is in the process of constructing a pedestrian/bicycle path along the historic Erie Canal with \$144,707 in funding from the Canalway Grants Program. The new path, which will connect a municipal waterfront park (Mayor's Park) with the terminus of the existing path at the intersection of Payne Avenue and Sweeney Street, will add approximately 1.1 miles of publicly accessible waterfront path providing the opportunity to extend the path to other city amenities in future stages. The City began the SEQ process, and submitted a short environmental assessment in February. The project went out to bid this summer. NYS Office of Parks,



Recreation and Historic Preservation (OPRHP) awarded the multi-phase **Greater Jamestown Riverwalk Trail** project \$500,000 to create connectivity in the city. Construction has begun on the development of new concrete sidewalk paths, branded signage trail markers, and scenic vistas of the Chadakoin River with a picnic grove, playground equipment, and informational kiosks.

#### **BUILDING OUR ARTS AND CULTURAL ASSETS**

Funded through two separate grants from the New York State Council on the Arts, the **Roycroft Campus**, center for the Arts and Crafts movement in America, has enhanced the Visitor Center through increased staffing, an electronic informational display and increased marketing efforts; and is in the process of purchasing and restoring the Print Shop building. Built in 1901, the Print Shop will become the heart of the Campus. Guests will enjoy hands-on experiences and learn about writing, printing and illumination. The building will also provide space for artist studios, exhibits, demonstrations, and classrooms, as well as rental space for long-term tenants and special events. A \$200,000 grant from OPRHP helped with the final phase of the **Grape Discovery Center** which opened in 2013. The former abandoned automobile repair shop has become a welcoming tourist destination in Chautauqua County showcasing local grape products and educating visitors about historic regional grape development as well as the role that grape growing plays in the region's cultural landscape and communities.

#### **PROTECTING AND ENHANCING OUR**

**WATERWAYS** The **Village of Williamsville** is using over \$1 million in Green Innovation

Grant funds to install bioretention basins, rain gardens, and a green wall as part of the reconstruction of Spring Street. This project will significantly reduce existing erosion and sedimentation observed in nearby Glen Park. The project broke ground this summer and the projected completion date is December 2016. A \$150,000 Canalway grant was awarded to Buffalo Niagara Riverkeeper for Phase 2 of the **Scajaquada Creek Paddlesport Launch Micro-Park** in Buffalo's Black Rock neighborhood. The project builds on previous efforts to restore the waterfront brownfield, expand waterway access points along the Niagara River Greenway and Blueway Trail, improve opportunities for recreation, help make connections to nature in an economically disadvantaged neighborhood and revitalize a key gateway to Black Rock. Phase 2 includes developing full site plans; conducting environmental remediation; secondary demolition of remaining structures; construction of the park including launch facilities; and habitat restoration. This CFA Round 4 project is in preliminary planning stages.

**REINVENTING BROWNFIELDS** Three rounds of CFA funding have benefited the **Gowanda Zoar Valley Gateway** – the former Peter Cooper Landfill Superfund site being transformed by Gowanda Area Redevelopment Corporation into recreational space on Cattaraugus Creek and gateway to the Zoar Valley. Studies, design and environmental remediation efforts are complete and construction has begun on the park.

**CFA FUNDED  
PROJECTS  
HELP ADVANCE  
STATE  
PRIORITIES**



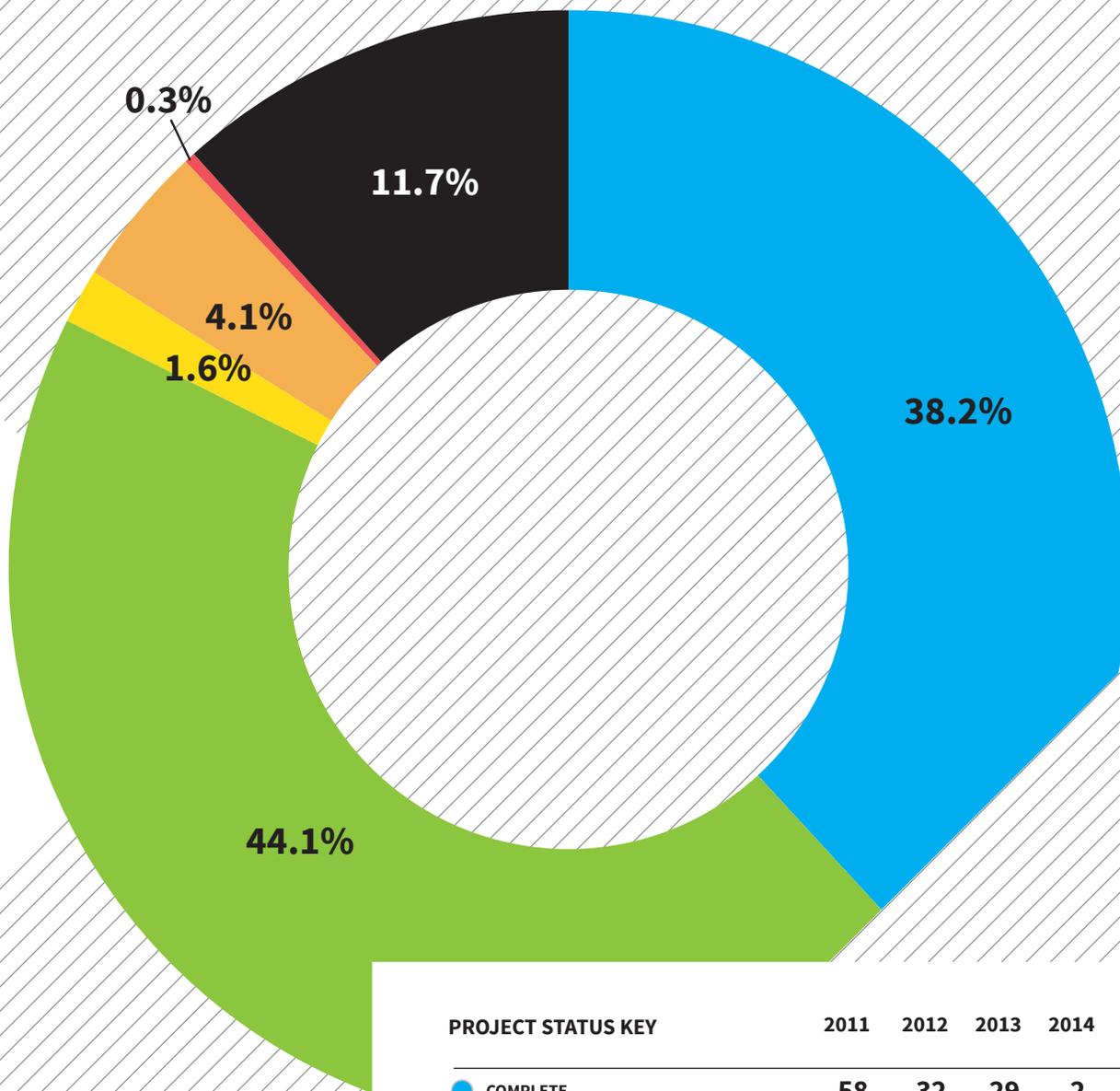
## STATUS OF PAST CFA FUNDED PROJECTS

# Keeping projects on track and seeing them through to completion

The Council remains committed to keeping projects moving forward and is pleased to report that we've seen a 109% increase since last year in the number of projects that are now complete (56 vs. 117). With 82% of all CFA projects complete or on schedule, we continue to endorse projects that show readiness to proceed and whose leadership has the capacity to achieve their stated goals.

**2011-2014**  
**ALL CFA FUNDED PROJECTS**  
(includes Priority Projects)

**82%**  
**OF ALL PROJECTS**  
**ARE COMPLETE**  
**OR ON SCHEDULE**



PROJECT STATUS KEY	2011	2012	2013	2014	TOTAL
<span style="color: blue;">●</span> COMPLETE	58	32	29	2	121
<span style="color: green;">●</span> ON SCHEDULE	23	20	41	56	140
<span style="color: yellow;">●</span> PROGRESSING SLOWER THAN ANTICIPATED	1	1	2	1	5
<span style="color: orange;">●</span> CONTRACT NOT YET EXECUTED	0	0	2	11	13
<span style="color: red;">●</span> CONCERNS NEED TO BE RESOLVED	0	0	1	0	1
<span style="color: black;">●</span> CANCELLED/FUNDING DECLINED	18	9	10	0	36
<b>TOTALS</b>	<b>100</b>	<b>62</b>	<b>85</b>	<b>70</b>	<b>317</b>

Note: Award Booklets 2011-2014 list 306 total projects. To date, there are 317 total CFA projects due to reallocations of terminated ESD projects and projects being split into two separate contracts.

\*Numbers in pie chart may not sum to total due to rounding.

## CFA Projects Delayed or Terminated

	Agency	Year	CFA #	Applicant	Project	Award	Reason For Termination/Delay
●	DOL	2011	5423	<b>Buffalo Blends, Inc.</b>	On the Job Training	<b>\$14,400</b>	Applicant declined the award.
●	DOL	2011	15939	<b>Catholic Charities of Buffalo NY, Inc.</b>	Existing Employee Training	<b>\$79,884</b>	Applicant declined the award.
●	Parks	2011	3128	<b>Central Terminal Restoration Corporation, Inc.</b>	Buffalo Central Terminal Canopy Restoration	<b>\$306,117</b>	Applicant declined the award.
●	HCR	2011	14122	<b>Cuba Community Development Corp.</b>	Home Rehab for Allegany County	<b>\$500,000</b>	Contract reassigned to Arbor Housing and Development.
●	HCR	2011	14188	<b>Cuba Community Development Corp.</b>	Cuba HIP 2011	<b>\$300,000</b>	Award was terminated due to challenges related to grant requirements.
●	HCR	2011	14066	<b>Empire Housing Center, Inc.</b>	Western New York Healthy Homes Project	<b>\$400,000</b>	Award was terminated due to challenges related to grant requirements.
●	DOL	2011	15712	<b>Finishing Trades Institute of Western and Central New York</b>	Existing Employee Training	<b>\$100,000</b>	Applicant declined the award.
●	EFC	2011	3890	<b>Ford Motor Company (Buffalo Stamping Plant)</b>	Stormwater Reuse	<b>\$135,000</b>	Applicant declined the award.
●	DOL	2011	6705	<b>Goodyear Dunlop Tires North America, Ltd.</b>	Worker Skills Upgrading	<b>\$40,004</b>	Applicant declined the award.
●	DOL	2011	6705	<b>Goodyear Dunlop Tires North America, Ltd.</b>	On-the-Job Training	<b>\$48,897</b>	Applicant declined the award.
●	DOL	2011	15959	<b>Great Lakes Concrete Products, LLC</b>	New Hire/OTJ Training	<b>\$30,000</b>	Applicant declined the award.
●	DOL	2011	6896	<b>Immco Diagnostics, Inc.</b>	Unemployed Worker Skills Training	<b>\$50,000</b>	Delays with project implementation resulted in award termination.
●	DOL	2011	7859	<b>International Imaging Materials, Inc.</b>	Worker Skills Upgrading	\$20,000	Applicant declined the award.
●	DOS	2011	18862	<b>City of Lockport</b>	Restoration of Two of the Historic Flight of the Five Locks	\$100,000	Applicant declined the award and proceeded without state assistance.
●	DOL	2011	31637	<b>McHone Industries, Inc.</b>	ISO 9000 Quality Management Systems Training	\$25,900	Applicant declined the award.
●	DOL	2011	6869	<b>Niagara Blower Company</b>	On-the-Job Training	\$9,600	Applicant decided not to move forward with the project.
●	HCR	2011	2478	<b>City of North Tonawanda</b>	North Tonawanda Microenterprise Assistance Program	\$200,000	HCR awaiting job reporting.
●	DOL	2011	3833	<b>People Inc.</b>	Unemployed Worker Skills Training	\$5,950	Applicant declined the award.
●	HCR	2011	2238	<b>Regan Development Corporation</b>	Dunkirk Meadows Workforce Housing	\$3,543,491	Applicant declined the award.
●	DOL	2011	32230	<b>Rolite Mfg., Inc.</b>	Unemployed Worker Skills Training	\$1,860	Applicant declined the award.
●	HCR	2011	7995	<b>Southport Financial</b>	Monteagle	\$1,865,401	Homes for Working Families (HWF) funds were replaced with New York State Housing Finance Agency (HFA) subsidy funds. Project is going forward with non-CFA funds.
●	HCR	2012	28486	<b>Boys &amp; Girls Clubs of Buffalo, Inc.</b>	Boys Girls Clubs of Buffalo Inc.	\$150,000	Environmental review incomplete; waiting for paperwork.

	Agency	Year	CFA #	Applicant	Project	Award	Reason For Termination/Delay
●	HCR	2012	31143	<b>Village of Cattaraugus</b>	Village of Cattaraugus Emergency Water System Improvements	\$600,000	Project underway; awaiting environmental review.
●	HCR	2012	15992	<b>City of Dunkirk</b>	City of Dunkirk Main Street Program	\$250,000	Project is delayed.
●	DOS	2012	31399	<b>Everywoman Opportunity Center</b>	Project Fresh Start	\$93,358	Applicant ended operations on 12/31/2013. Contract awarded to Massachusetts Avenue Project.
●	DOL	2012	32230	<b>Rolite Mfg., Inc.</b>	New Hire (On the Job) Training	\$2,820	Applicant declined award.
●	ESD	2012	3952	<b>St. John Fruit Belt Community Development Corporation</b>	Automotive Maintenance Training Facility	\$2,000,000	Delays with project implementation resulted in award termination.
●	ESD	2013	16592	<b>Acquest Development, LLC</b>	Inn at Fort Niagara Capital	\$400,000	Applicant declined award.
●	ESD	2013	7252	<b>Calspan Corporation</b>	Calspan Transportation Safety Campus	\$1,294,500	Applicant declined the award. Decided not to move forward with the project.
●	ESD	2013	16250	<b>CenterSpace, Inc.</b>	CenterSpace Buffalo Capital	\$150,000	Award was terminated due to readiness concerns.
●	ESD	2013	27534	<b>Central Terminal Restoration Corporation</b>	Center for Restoration Arts Sciences Capital	\$30,000	Applicant declined the award.
●	DOL	2013	32201	<b>Community Action Organization of Erie County, Inc.</b>	Family Development and Child Care Training	\$40,050	Award was terminated.
●	ESD	2013	16821	<b>Del Monte Foods</b>	Milk Bone Capacity Improvement Capital	\$460,000	Applicant declined the award. Decided not to move forward with the project.
●	ESD	2013	17743	<b>Dunkirk Bioenergy, LLC</b>	Dunkirk Bioenergy Capital	\$350,000	Applicant declined the award. Decided not to move forward with the project.
●	ESD	2013	28006	<b>Erie County IDA</b>	Boston Valley Pottery Capital	\$157,500	ESD is reviewing project revisions.
●	ESD	2013	5103	<b>Niagara Frontier Transportation Authority</b>	NFTA Buffalo Airport Parking Lot Capital	\$255,000	Applicant declined the award. Funding was secured by other sources.
●	ESD	2013	5103	<b>Niagara Frontier Transportation Authority</b>	NFTA Buffalo Airport Parking Lot Capital	\$625,000	Applicant declined the award. Funding was secured by other sources.
●	ESD	2013	28047	<b>Town of Randolph</b>	McNallie Building Capital	\$65,493	Award was terminated because the building collapsed.
●	ESD	2013	16874	<b>Swain Recreation, LLC</b>	Swain Recreation Capital	\$350,000	Applicant declined the award. Decided not to move forward with the project.
●	ESD	2013	30330	<b>Tam Ceramics, LLC</b>	TAM Rare Earth Capital	\$250,000	Applicant declined the award.
●	ESD	2013	32203	<b>Triad Recycling and Energy, Corp.</b>	Triad Recycling and Energy Capital	\$90,000	The project has been modified.
●	ESD	2014	32439	<b>Cuba Rushford Central School District</b>	Rushford School Capital	\$300,000	Applicant terminated the project after receiving no replies to the RFP to renovate the building.
●	HCR	2014	39185	<b>Jamestown Renaissance Corporation</b>	STRIVE Jamestown 2014	\$250,000	Grant agreement on hold.

# A cumulative effect of 4 years of state and private investment

2011

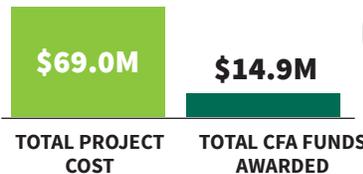
**82** CFA FUNDED PROJECTS\*



COST TO AWARD RATIO  
**5:1**

2012

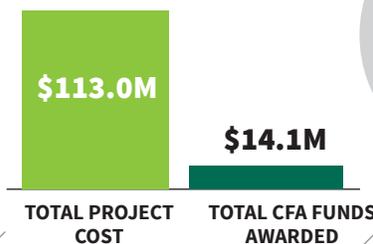
**53** CFA FUNDED PROJECTS\*



COST TO AWARD RATIO  
**5:1**

2013

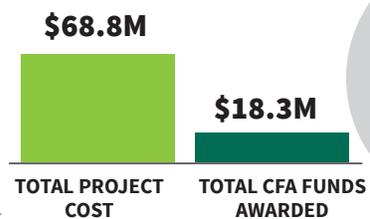
**75** CFA FUNDED PROJECTS\*



COST TO AWARD RATIO  
**8:1**

2014

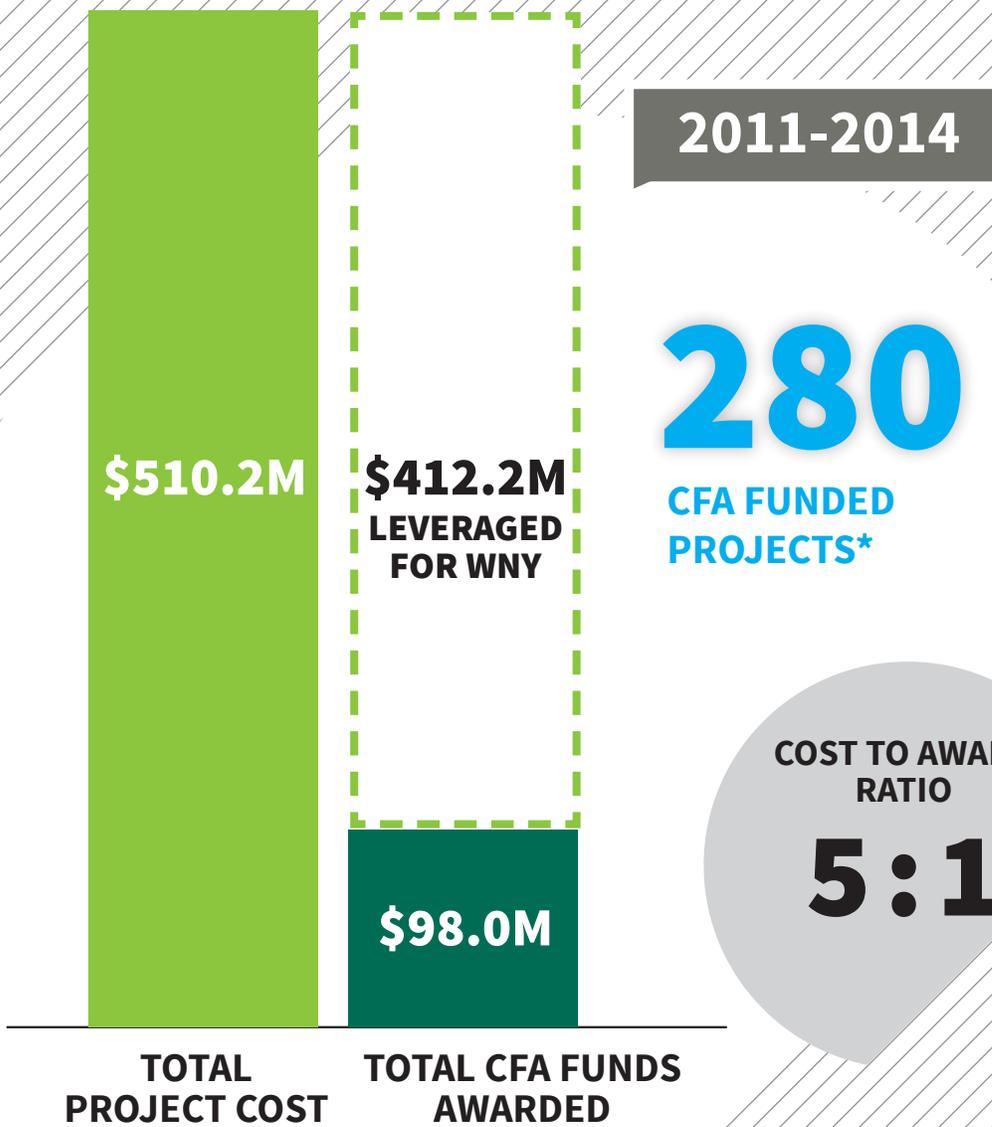
**70** CFA FUNDED PROJECTS\*



COST TO AWARD RATIO  
**4:1**

2011-2014

**1,174** CONSTRUCTION JOBS  
**820** PERMANENT JOBS  
**1,728** JOBS RETAINED



\*To date, WNY was awarded \$272.5 million through the CFA. The \$98 million total excludes Community Renewal Fund, Low Cost Economic Development Financing, NYSERDA Energy Efficiency Projects and Excelsior Jobs Credits and any projects that have been terminated.



## IMPLEMENTATION OF 2015 STATE PRIORITIES

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

- 60** CLEANER, GREENER COMMUNITIES
- 64** NYSUNY 2020
- 66** INNOVATION HOT SPOT
- 68** GLOBAL NY
- 72** NY RISING COMMUNITIES
- 74** OPPORTUNITY AGENDA
- 78** VETERANS IN THE WORKFORCE



**STUDENT SANDBOX,  
WNY INNOVATION HOT SPOT**

*See page 67*



**2015 STATE PRIORITIES  
CLEANER GREENER COMMUNITIES**

# Our economic future through the lens of sustainability

*“...the Queen City of the Lakes is suddenly experiencing something new: an economic turnaround, helped by the unlikely sector of renewable energy.”*

—The New York Times, July 20, 2015

Many of the strategies in the Western New York Regional Sustainability Plan are being implemented at the local level through county and municipal policies and programs and non-profit organizations and regional alliances. In 2016, the REDC, as part of the smart growth, agriculture and energy strategies will work to better coordinate efforts and align Cleaner, Greener projects with resources to help them grow.

## STRATEGIES

### ENERGY

- Promote energy efficiency and conservation efforts.
- Increase renewable energy generation.
- Upgrade existing conventional energy infrastructure.
- Support innovative energy projects.

### LAND USE AND LIVABLE COMMUNITIES

- Increase municipal smart growth policies.
- Develop a mechanism for regional land use planning assistance.
- Focus development in areas served by existing infrastructure.
- Expand housing that increases access to employment and transportation.
- Preserve, protect, and enhance the viability of agriculture.
- Encourage, enhance, and coordinate park, greenway, and waterfront planning.

### TRANSPORTATION

- Increase and improve alternatives to driving alone.
- Improve regional fuel efficiency.
- Align transportation projects with smart growth efforts.

### AGRICULTURE AND FORESTRY

- Strengthen the economic viability of agriculture and forestry.
- Achieve more efficient uses of energy inputs and maximize use of byproducts for energy production.
- Increase support for the protection and use of farmland for agricultural purposes.
- Promote environmentally sustainable management systems.

### WATER MANAGEMENT

- Improve regional water quality.
- Improve regional water management systems and increase infrastructure efficiency.
- Address regional water quantity concerns.
- Better coordinate water management with land use planning.

### WASTE MANAGEMENT

- Reduce solid waste disposed of via landfills or incineration.
- Maximize the diversion of organic waste from disposal facilities.
- Reduce the amount of construction and demolition waste.
- Increase the number of waste transport vehicles that use alternative fuels.

**ADVANCING REDC STRATEGIES**



IMPLEMENT SMART GROWTH



AGRICULTURE



ENERGY

## CLEANER GREENER COMMUNITIES STRATEGIES IN ACTION

### Allegany County Comprehensive Planning School

To address the need for affordable comprehensive planning in rural communities, and to promote best practices in the process of creating these plans, Allegany County was funded through the NYSERDA Cleaner, Greener Communities Program to provide planning and development services to local municipal governments by launching a Comprehensive Planning School. The program began in March 2015 with four communities committed to a series of classroom activities and meetings where community leaders gain the knowledge and tools needed to direct their own comprehensive planning processes based in smart growth principles. At the end of the process, the communities will have developed a local Comprehensive Plan that is suitable for adoption by their respective municipality.



### PUSH Buffalo Community Sustainability Initiative

Further enhancing PUSH's Green Development Zone—a community-driven, nationally recognized sustainability district on Buffalo's West Side—the organization received more than \$900,000 through the NYSERDA Cleaner, Greener Communities Program for renewable energy projects on three sites which will provide affordable energy options for residents and reduce the community's carbon footprint. Funds are also being used for a Community Solar Aggression Project that builds on the Green Jobs/Green NY program to build 250 solar photovoltaic installations for low-to-moderate income communities in WNY.



### City of Buffalo Green Code Implementation Project

The City of Buffalo is in the process of completing the Buffalo Green Code. The Green Code consists of a Land Use Plan that will guide the city's physical development over the next 20 years; and a Unified Development Ordinance—a comprehensive update of the city's 60-year old zoning code. When the Green Code is launched in January 2016, it will be a form-based code that will reinforce smart growth and sustainability principles. The Green Code Implementation Project, awarded \$125,000 through the NYSERDA Cleaner, Greener Communities Program, will advance the new code from an adopted set of regulations to a development regulatory system. The project is a multi-component program to train various stakeholders on the Green Code and to develop print and web-based materials.



## PROGRESS & FUTURE ACTIONS

	PROGRESS IN 2015	FUTURE ACTIONS IN 2016
<b>Cleaner, Greener Work Group</b>	Met to discuss how the REDC can be better engaged in the county-wide and region-wide efforts to advance the Cleaner, Greener Plan.	<p>Establish a stronger connection between the REDC Smart Growth Score Card and transportation.</p> <p>Encourage greater interaction between the WNY REDC and NYS Department of Transportation.</p> <p>Through the State Agency Resource Team and the Cleaner, Greener Work Group provide more direct technical assistance to potential applicants.</p>
<b>Multi-county or regionwide</b>	<p>WNY Sustainable Business Round Table, made up of 40 businesses, met regularly, established a Board of Directors and bi-laws, and members pledged to establish a formal business sustainability plan in an effort to create an environmentally and economically resilient region.</p> <p>The region received two NY Prize Community Microgrid awards for feasibility studies for the Buffalo Niagara Medical Campus and the Village of Westfield.</p> <p>Erie County and Chautauqua County Complete Streets policies were established.</p> <p>Buffalo Niagara Riverkeeper continues to implement policy and programs to protect and restore water quality and quantity in the region.</p> <p>Lake Erie Watershed Protection Alliance (Erie, Chautauqua and Cattaraugus Counties) received a \$250,000 annual appropriation from EPF (modeled on the Lake Ontario/Finger Lakes initiative) to address water quality issues south of Buffalo Niagara Riverkeeper's target area.</p> <p>The Erie and Niagara food hub feasibility study was completed.</p> <p>Several compressed natural gas (CNG) refueling stations (including Nexus Natural Gas—a consortium of seven local companies) were announced or opened. The region is seeing more electric vehicle (EV) charging stations being integrated into public infrastructure projects.</p>	<p>Enhance collaboration between the WNY REDC and WNY Sustainable Business Round Table.</p> <p>Continue to implement the Great Lakes Action Agenda.</p> <p>Work to implement the Erie and Niagara food hub.</p> <p>Local land banks—Buffalo Erie Niagara Land Improvement Corporation and Chautauqua County Land Bank—will create development opportunities on vacant land in urbanized areas.</p>
<b>Erie County</b>	<p>Erie County hired a Sustainability Coordinator to oversee the Green Team and develop a Climate Action &amp; Sustainability Plan; and an Energy Officer to evaluate top five buildings and top ten projects for energy conservation bonds.</p> <p>Erie County Parks Master Plan was updated and new waterfront sites were identified for public access.</p> <p>University at Buffalo announced the launch of RENEW—a university-wide, interdisciplinary research institute that will focus on the most difficult and complex environmental issues and their social and economic implications.</p> <p>Erie County is undergoing an argo-business park feasibility study.</p> <p>Erie County Legislature approved the Local Microbead Prohibition Law phasing out environmentally dangerous microbead products from store shelves by the end of the year.</p> <p>The Food Policy Council of Buffalo and Erie County was established.</p>	<p>Finalize and adopt Erie County Climate Action and Sustainability Plan.</p> <p>Complete design and begin implementation of an expanded Seaway Trail.</p>

<b>City of Buffalo</b>	<p>The City launched the Rain Check program to educate businesses and homeowners about water-smart landscaping; and the 34 and More plan to help the city increase its recycling rate beyond the national recycling rate of 34%.</p> <p>Buffalo became part of NYPA's Five Cities Energy Plan to help cities re-think the way they consume energy.</p> <p>The Buffalo Niagara Medical Campus continues their NYSERDA funded Transportation Demand Management program which has met goals to decrease car travel to the medical campus.</p>	<p>Begin implementation of the City of Buffalo's newly completed Energy Master Plan.</p> <p>Create a City of Buffalo parks, recreation and open space master plan.</p> <p>The City will continue to implement complete streets projects.</p> <p>Buffalo Sewer Authority will continue to implement their Combined Sewer Overflow long-term control plan.</p>
<b>WNY Southern Tier counties</b>	<p>Governor Cuomo announced a \$150 million agreement to repower and expand the Dunkirk Power Plant from coal to a 435 megawatt natural gas facility.</p> <p>Northern Chautauqua County LWRP was completed.</p> <p>Seneca Nation of Indians Community Planning &amp; Development Dept. launched an inter-territory public bus service to provide affordable public transportation for communities in the Southern Tier.</p> <p>An alliance was created that represents all communities around Chautauqua Lake; conceptual planning and engineering by Army Corp of Engineers is underway for update of waste water treatment plant and sewer integration project extending sewer services to 2000 residents.</p> <p>Chautauqua County is one of eight communities of opportunity involved in Growing Food Connections helping to bridge the gap between food production and food security through public policy.</p> <p>Conducting a feasibility study for a local meat and poultry processing facility in the Southern Tier.</p>	<p>Phase 1 implementation of Northern Chautauqua County LWRP.</p> <p>Implement the Chautauqua County Greenway Plan.</p>
<b>Niagara County</b>	<p>Niagara County received an EPA grant for Phase 1 and Phase 2 brownfield environmental assessments.</p>	<p>Begin implementation of The Greenway Commission-approved \$2.9 million bike path along the shoreline trail which will connect North Tonawanda to Niagara Falls.</p>



NYSUNY 2020

**2015 STATE PRIORITIES**  
**NYSUNY 2020 CHALLENGE GRANTS**

# Public universities as catalysts for economic development

*“Such newer industries as education, financial services, health care and high tech have helped attract well-educated young adults, and there’s the buzz of innovation in the air . . .”*

—The Huffington Post, June 11, 2015

With the help of the REDC, NYSUNY 2020 projects are well underway helping to advance some of our region’s key strategies and strengthening 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 2015	ACTIONS IN 2016
<b>WNY REDC</b>	Reviewed the region’s NYSUNY 2020 applications for alignment with REDC strategies.  UB presented to Council on project progress and strategic alignment.  Toured Sustainable Advanced Manufacturing Center at Alfred State.	Review the region’s NYSUNY 2020 applications for alignment with REDC strategies.  Presentations to the Council from ECC and Alfred State on project progress and strategic alignment.

## NYSUNY 2020 CHALLENGE GRANTS STRATEGIES IN ACTION

### University at Buffalo

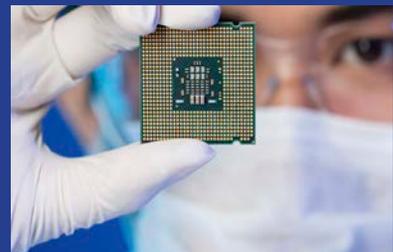
The University at Buffalo's new School of Medicine and Biomedical Sciences (SMBS), the largest medical education facility under construction in the U.S., has begun to take shape on the Buffalo Niagara Medical Campus. The \$375M project is being realized with help from a \$35M NYSUNY 2020 Challenge Grant (Round 1). Steel erection at the site of the 624,000 gross square foot, eight-story building is underway. When the building opens (projected August 2017), it will house medical education spaces, medical research labs, human anatomy lab, clinical competency labs, surgical labs, a vivarium, and the school's administrative offices helping to educate 40 more doctors in Buffalo every year inside and outside of the classroom. UB will hire 100 new medical faculty; and the estimated 2,000 students, faculty and staff who will call SMBS home will be able to utilize the reconstructed Allen/Medical Campus Metro station making the school easily accessible to the public and promoting sustainable transportation options.

### Retooling the Southern Tier

A \$15M NYSUNY 2020 Challenge Grant (Round 2) was awarded to a collaborative effort, Retooling the Southern Tier, between Alfred State, Broome Community College, Corning Community College, and Jamestown Community College to create expanded training programs in manufacturing and support the Southern Tier's economy by producing graduates for manufacturing employers in the region. The project includes the construction of Alfred State's new \$5 million, 16,000 square foot Sustainable Advanced Manufacturing Center on its Wellsville campus used to train welding and machine tool technology students. The Center will also be used for prototyping and assisting area manufacturers in the development of new products and systems. Construction began in June 2015 and move-in will begin in May 2016. A groundbreaking ceremony for the new 20,000 square foot manufacturing technology facility on JCC's Cattaraugus County Campus was held in June. The project is projected to be complete by summer 2016.

### Erie Community College

Funded by a \$5.75M, NYSUNY 2020 Challenge Grant (Round 3), Erie Community College will renovate and equip the Bretschger Building for the establishment of a new Associate of Applied Science (AAS) Degree in Nanotechnology. The program was established in response to the various large scale nanotechnology-related projects announced across upstate New York. Students will study electronic device and circuit behavior, basic chemistry and fabrication techniques used to create micron and submicron scale structures. Graduates will be able to enter the WNY job market with the skills necessary for sought-after positions in such fields as biotechnology, pharmaceuticals, solar energy and university research. The project is currently in its design phase. A project manager was hired in July 2015, and build-out will begin in September 2015. The first official cohort, expected to be around 30 students, will be welcomed in fall 2015.





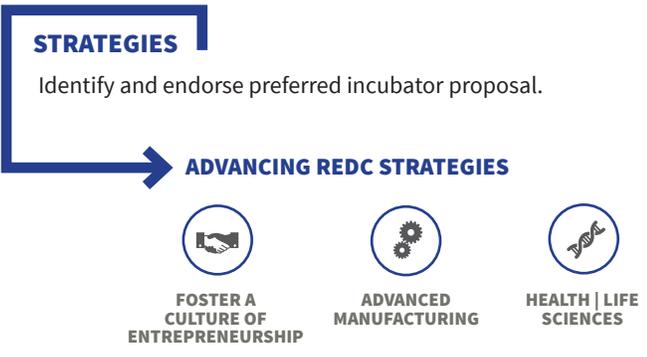
**2015 STATE PRIORITIES  
INNOVATION HOT SPOT**

# Giving innovative ideas a space to incubate and grow

*“This concept of exacting change through entrepreneurship is what’s driving Buffalo forward. It’s a bold venture for a city to bet on bright ideas and put them into action. But it’s a critical step, with potentially high reward, in restoring the brightness to America’s City of Light.”*

—The Detroit Free Press, November 10, 2014

It’s clear a more collaborative approach to growing entrepreneurs is working. The Hot Spot has allowed for new and expanded programming and greater access to incubator facilities across the region. The WNY REDC is instrumental in connecting the Innovation Hot Spot’s nine geographically diverse partner incubators not just with one another, but with additional regional assets, programs, and funding opportunities. Through IHS, disparate incubators are better able to work as a team and operate as broader entities with increased capacity.



## 9 PARTNER INCUBATORS IN 2015

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	

## INNOVATION HOT SPOT STRATEGIES IN ACTION

### The WNY Innovation Hot Spot

WNY Innovation Hot Spot (IHS) is a collaborative network of the region’s business incubators and organizations that support entrepreneurs. Operating with an overall goal of building stronger incubators in WNY, IHS grew this year to include nine partner incubators, with management from **UB Office of Science, Technology Transfer and Economic Outreach (STOR)**, and programmatic support for **UB’s New York State Center of Excellence in Bioinformatics & Life Sciences (CBLS)** and **UB Center for Entrepreneurial Leadership (CEL)**.

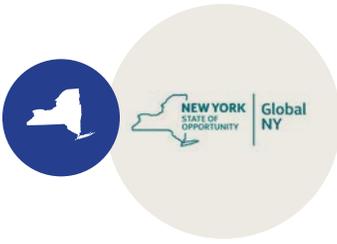
The Innovation Hot Spot designation enables a set of tax incentives designed specifically for growth-stage, incubated ventures; and a pool of funding to grow programming across incubators. In 2014-2015, IHS Tax Incentives were available to incubated ventures in their first five years of operations including state sales tax credits, and income tax credits for the company and its principals. The program is designed to allow ventures to move on to the **START-UP NY** incentives program upon graduation from the incubator. Another IHS initiative, the **Embedded Consultants Program**, subsidizes up to 80% of the cost for an entrepreneur to retain an outside expert to lead the venture past a milestone in its scalable development. Further, **The Startup Package** provides a vetted, trusted group of accounting, HR, legal, and marketing firms to incubated ventures at pre-negotiated rates. A program launched in 2014 to provide timely assistance to the 20+

incubator-based semifinalists in the 43North competition, **Pitch Prep** is a five-part series of hard and soft skills training sessions to help ventures present their best case to outside investors. **Student Entrepreneurship** is also an important part of IHS because it is viewed by incubator managers as a means to groom future incubator clients. Activities this year included an expansion of **Startup Weekend** to record participation; an expansion of **Student2Biz** to include teams from seven WNY colleges; and **Student Sandbox**—an accelerator program to fund and nurture eight teams of student-run ventures representing four colleges during summer 2015. During the nine week program, teams earned a seed investment and weekly stipends, worked from dig (a coworking space), and participated in the CEL course.



### PROGRESS & FUTURE ACTIONS

	PROGRESS IN 2015	FUTURE ACTIONS IN 2016
<b>WNY REDC</b>	<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 HotSpot 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>Encouraged Hot Spot incubators to attend ESD’s Technology and Digital Media Roundtable in Rochester.</p>	<p>Facilitate stronger incubators through awarding of NYS Business Incubator (NYSBI) designations.</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>Business Assistance and Entrepreneurship Score Group</b>	Scored NYS Business Incubator Program Applications.	Score NYS Business Incubator Program Applications.



**2015 STATE PRIORITIES  
GLOBAL NY**

# The world of opportunities at our doorstep

*“A number of factors including [WNY’s] access to an international border, a strong labor force, and low operations cost are gaining attention.”*

—*The Huffington Post*, June 11, 2015

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 New York companies export products and services. WNY companies are utilizing statewide programs like 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 higher quality business attraction leads that wouldn’t have considered the region otherwise.

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 already 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

5 WNY companies received STEP grants to exhibit their products in other countries.

The State Trade and Export Promotion (STEP) Global NY Exports Grant Program helps small businesses explore opportunities to export their products and services worldwide.



## WNY Small Businesses Explore Export Markets

5 WNY companies participated in the EMAS program to enter into or expand their sales in foreign markets.

The Export Marketing Assistance Service (EMAS) program helps small- and medium-sized businesses find sales agents or distributors across the globe.



**FOREIGN DIRECT INVESTMENT**

## Roswell Park joins Gov. Cuomo on Cuba trade mission

Roswell Park Cancer Institute joined the Governor on a Global NY trade mission to Cuba leading to an agreement between Roswell and Cuba's Center for Molecular Immunology (CIM) to develop a unique lung cancer vaccine with a clinical trial in the United States. The trade mission facilitated face-to-face connections and enabled the two parties to negotiate details of the agreement.



## WNY attracts start-ups from around the world

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

### STARTUP NY

- Natural Energy Systems, Inc.
- NuEnz
- GlucoGuide U.S. Corp
- Aesku.NY, Inc.
- ForaHealthyMe (U.S.A.) Inc.
- Joox America LLC
- Infonaut Holdings, Inc.
- BAK USA, LLC
- DaStrong, Inc.



### 43NORTH

- DaStrong Corp., Inc.
- triMirror

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**PROGRESS IN 2015****FUTURE ACTIONS IN 2016**

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**Global NY Work Group**

Worked with the REDC on business attraction leads interested in locating on former brownfield sites.

In collaboration with Buffalo Niagara Enterprise, conducted an online survey to gather information on exporting activity, export markets, use of existing support services and exporting challenges and needs. Responses are being collected.

Engage with higher education and local businesses to better understand what skills employers are looking for in international students; and encourage unpaid internships and sponsorships. Tap into international alumni networks at local colleges to attract FDI.

Better understand export activities in the region and market potential.

Using the research completed as part of WNY's Cluster Plan, identify opportunities for export in advanced manufacturing.

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**Buffalo Niagara Enterprise (BNE)**

Continued to develop their existing international brand and collaborated with World Trade Center Buffalo Niagara (WTCBN) to upload materials to WTCBN's global network portal.

Were a key partner in the development of 43North's international roadshow and marketing efforts which attracted applicants from 117 countries. 43North continues to share business leads developed through the competition with BNE.

Participated in the 2015 SelectUSA Investment Summit resulting in 80 new international contacts. Were invited to events hosted by the Japanese and Indian delegations.

As part of the SelectUSA Advisory Board, helped to identify trade missions and reverse investments.

Through a grant from Erie County and matching funds from National Grid, BNE has engaged a professional lead generation firm based in Montreal to provide quality leads from Southern Ontario and the Greater Toronto region.

In collaboration with Phillips Lytle LLP, hosted "Doing Business in the USA" panel.

Investigating EB-5 program for development of Bethlehem Steel site.

Revisited their Expanding into the U.S. Checklist for Canadian businesses considering expanding in the region.

Connect with U.S. Dept. of Commerce's worldwide investment specialists.

Will continue to be involved the marketing of 43North; and engage with business leads developed through the competition.

Canadian trade shows planned for 2016.

In partnership with WTCBN and Visit Buffalo Niagara, host an event for international students to help them network and introduce them to business opportunities in the region.

Identify additional resources to connect with contacts cultivated at SelectUSA.

Participate in SelectUSA Canada 2015 in November 2015.

Connect with START-UP NY to triage and assist good leads that may not necessarily qualify for START-UP.

Redesign existing website and translate materials into several languages.

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**PROGRESS IN 2015****FUTURE ACTIONS IN 2016**

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**International Trade Gateway Organization (ITGO)**

Worked with Port of New York & New Jersey to receive designation as International Strategic Gateway; strategic planning process underway.

Continue collaboration with CSX, Port of New York & New Jersey and ocean carriers on the International Trade Gateway.

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**U.S. Dept. of Commerce, International Trade Administration, Buffalo**

Participated in Barclay Damon, LLC and Federal Reserve Banks' New York EB-5 Forum in Rochester.

Presented to the Pacific Rim delegation.

Held reverse trade mission with Canadian Oil Sands Limited connecting buyers to companies in Buffalo, Rochester and Syracuse.

Continue ongoing conversations with local companies to understand and address exporting needs.

Pacific Rim trip planned for fall 2015.

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**Higher Education**

Niagara University launched a Global Tourism Initiative aimed at attracting tourism amenities/operators from overseas to Niagara Falls.

Study NY Consortium works to collectively attract international students through shared resources. Their annual meeting was held June 2015 in Niagara Falls.

WNY Consortium of Higher Education made up of 21 colleges and universities will develop an attraction package aimed at international students.

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## 2015 STATE PRIORITIES NY RISING COMMUNITIES

# Building Resilient Communities

A community-wide process helped develop a plan to recover from the effects of severe flooding in Niagara County and to build stronger communities that better respond to global climate change. With that in mind, the REDC is prioritizing projects that upgrade stormwater systems, protect critical watersheds and protect utility infrastructure.

### STRATEGIES

#### COMMUNITY PLANNING AND CAPACITY BUILDING

- Promote community acceptance of floodplain management principles and regulations.
- Municipalities and watershed organizations should work with local and State agencies to provide periodic training sessions on flood-related issues and long-term mitigation or resiliency strategies.
- Develop a countywide uniform Geographic Information Systems-based flood analysis mapping system.
- Analyze historical records of weather conditions and stream flow response to identify potential thresholds and trigger events that could lead to flooding.
- Develop a Niagara County-specific Green Infrastructure Tool Kit for use by municipalities, developers and homeowners.

#### HEALTH & SOCIAL SERVICES

- Improve emergency response system and provide evacuation assistance to communities.

#### INFRASTRUCTURE

- Utilize green infrastructure to mitigate flooding.
- Upgrade storm and sewage infrastructure to increase stormwater storage capacity during peak flow events and remove connections between storm and sewer systems.
- Protect utility infrastructure, especially power lines, routinely damaged as a result of wind, snow, and ice events, which can lead to sanitary lift station or sump pump failures and basement flooding.

#### NATURAL AND CULTURAL RESOURCES

- Undertake detailed floodplain and watershed studies across the county.
- Maintain and enhance riparian buffers along waterways.
- Preserve and protect upland natural resources including forested areas and critical watershed wetlands.
- Preserve, protect and enhance soil quality to reduce agricultural runoff.
- Conduct a countywide stream feature inventory.
- Educate property owners about combined sewer backflow risks and mitigation techniques.

#### HOUSING

- Educate communities and property owners in floodplains about flood mitigation techniques.

#### ECONOMIC DEVELOPMENT

- Expand flood protection of underdeveloped parcels to spur economic growth.
- Identify underdeveloped parcels served by existing sewer and water infrastructure to target for future development as part of a comprehensive countywide development strategy.

ADVANCING REDC STRATEGIES



IMPLEMENT  
SMART GROWTH

**NY RISING COMMUNITIES  
STRATEGIES IN ACTION**

**City of North Tonawanda, Webster Street Green Infrastructure**

The Webster Street Green Infrastructure Improvements project, funded by a \$574,500 Green Innovation Grant, is being used to design and construct green infrastructure drainage improvements on Webster Street providing aesthetic, economic and environmental enhancements to the City’s historic downtown business district. The project involves the creation of a narrow band along both sides of Webster Street with curb bump-outs and bioretention and infiltration areas including street trees and appropriate plantings within the terrace area of Webster Street. Permeable pavers with an underdrain filtration system link to the biofiltration areas replacing existing impermeable concrete sidewalk area, all in order to filter contaminants before being discharged into Tonawanda Creek. This will reduce pollutant discharges into the Erie Canal and Niagara River. The project builds upon the 2010 Manhattan Street Green Infrastructure improvement. The project addresses Niagara County NY Rising Plan that discusses the utilization of green infrastructure to reduce flooding.



**Belden Center Stormwater Project**

The Town of Niagara will use \$599,854 in NYS CDBG funds for the replacement of failing stormwater drainage systems including drainage, mill and resurface work in the Town’s residential Belden Center area where homes routinely experience flooding during heavy rain events. The project progresses an important strategy in the Niagara County NY Rising Plan—upgrading storm and sewage infrastructure to increase storm-water storage capacity during peak flow events and remove connections between storm and sewer systems. The project is in construction and due to be complete by 2016.



**PROGRESS IN 2015**

**NY Rising  
Planning  
Committee**

Met at least once per month to guide the development and implementation of the NY Rising Countywide Resiliency Plan for Niagara County.

Reached out to communities directly affected by the severe weather events of 2013 to identify projects that will improve resiliency and recovery in Niagara County.

Approved and submitted the Plan.

Promoted CFA funding to communities interested in projects that progress the strategies in the Plan.

Encouraged LWRP funding recipients and applicants to incorporate resilience strategies into their new or updated plans.

**FUTURE ACTIONS IN 2016**

Continue to provide outreach to Niagara County communities to align existing resources with identified recovery and resiliency projects.



2015 Opportunity Agenda

## 2015 STATE PRIORITIES OPPORTUNITY AGENDA

# Working to overcome poverty

*“ . . .affordable housing, a slew of new investments in growing fields and stable workforces have put places like Buffalo . . . on the map . . . ”*

—U.S. News and World Report, September 2, 2014

Preparing workers for jobs in some of our region’s key, higher paying industries, and workforce development that affects all segment of the population has always been a priority for the WNY REDC. As part of the Opportunity Agenda, we are combining workforce training with strategies that allow greater access to jobs and support services to help create greater equity in our communities.

### 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

**Catholic Charities** in partnership with Niagara University is conducting a 12-week course to train 36 immigrants and refugees for hospitality and tourism careers. The program provides the individuals with wrap-around services along with training as a means to self-sufficiency. Training involves all aspects of the hotel business, from front desk to housekeeping and maintenance, and includes shadowing and internships for the students. In June, Catholic Charities held the first graduation for 12 students of the program.

Through help from a DOL grant, **The Center for Industrial Effectiveness at the University at Buffalo (TCIE)** launched The Advanced Manufacturing Quality Specialist (AMQS) Certification Program in March to train dislocated workers from Erie County in the skills needed for production technician and quality inspector roles for entry- to mid-level positions in manufacturing. This program was created as a way to help skilled individuals who have lost their jobs return to the workforce; thus eligible individuals must possess at least an associate's degree and fit at least one description of a dislocated worker.

**Jamestown Community College** has provided 33 individuals with machinist training through funding from 2 rounds of the CFA DOL Unemployed Worker program. 24 individuals have found employment in manufacturing at companies such as Dresser Rand, Horschel Brothers, McHone, Empire Gas, Ring Precision, Jamestown Advance Metal, and Purina Foods; and others have pursued additional education. **Erie 1 BOCES** continues to be a leader in providing a diverse array of training programs in welding, machining and industrial maintenance for dislocated workers under the DOL Unemployed Worker training program. At the completion of each training program, BOCES in conjunction with DOL's Advance Buffalo program, offers a job fair for graduates. To date, the majority of graduates have been hired as a result of these events. Erie 1 BOCES created a successful model because the program is in direct alignment with local businesses with private sector representatives visiting the classes and offering suggestions on curriculum.

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



**38** PROGRAMS  
COMPLETED

**2,523**  
PEOPLE TRAINED

**2,259**  
WORKERS PLACED  
OR JOBS RETAINED



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## PROGRESS IN 2015

### Opportunity Agenda Work Group

United Way of Buffalo and Erie County, in partnership with NYS DOL and others, was awarded a \$2.9 million grant to fund the American Apprenticeship Initiative of Western New York. The program will enhance existing apprenticeships and create new registered apprenticeships for CNC machinists and semi-conductor technicians. Key industry partners in the initiative include Ford Motor Company and SolarCity. The program will serve a minimum of 300 new apprentices and incumbent workers.

Finishing Trades Institute of Western & Central New York—a Priority Project focused on expanding building trades apprenticeships—hosted the February REDC meeting and provided tours of the new facility.

Advocated for the addition of the Special Populations Training Program to the Department of Labor programs available through the CFA; and provided outreach to the community around this program.

Works with DOL on the Skills Broker—a program that matches manufacturers to job seekers; and is helping DOL replicate this model across the state.

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

Advises on integrating soft-skills training and pipeline development programs into the Workforce Development Center business plan.

## ACTIONS IN 2016

Focus on workforce training for underrepresented populations in the construction trades to help serve WNY's building boom.

Work with DOL to understand the successes and challenges of their registered apprenticeship program.

Better understand good regional models for car and van sharing, investigate Job Access Reverse Commute (JARC) funding, and advocate for the return of Buffalo CarShare to better link labor markets.

Connect with social services state agencies such as the NYS Office of Children and Family Services to better understand, collaborate and integrate their programs into regional economic development efforts.

Survey local businesses to help understand what concessions could be made to better accommodate vulnerable populations.

Better set Opportunity Agenda priorities so that when grant funding becomes available, the region is ready.

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## OPPORTUNITY AGENDA STRATEGIES IN ACTION

# Linking affordable housing, reliable transportation and jobs



### Transportation to Better Connect People and Jobs

**Buffalo Niagara Street Sustainable Corridor** and Community Integration Project is a major infrastructure project that improves vehicular safety, public transportation and mobility for pedestrians and bicyclists connecting this diverse neighborhood with employment hubs; and enhances the aesthetics to the corridor to better identify it as a major gateway to **Buffalo's central business district**. Named a Priority Project, phase three of the project, which consists of major traffic calming efforts and the City's first "100% capture" green streetscape and infrastructure project, links the Niagara Street/West Ferry Street intersection with the West Ferry Lift Bridge, Broderick Park and Rich Products—one of the city's biggest employers. The project is in design stages. Construction will begin in summer 2016 and will be complete by spring 2017.



### Access to Affordable Housing Close to Jobs

Funding through the state's affordable housing programs is allowing small cities in WNY to expand access to quality housing close to employment hubs. The Chautauqua County IDA received an Industrial Development Bond Cap allocation from the WNY REDC used to finance the renovation of the **Covenant Manor Apartments**. Located in the heart of the City of Jamestown—the business center for **Chautauqua County**—this mixed-use development saw the complete renovation of 88 affordable units and first floor commercial space bringing quality affordable housing in close proximity to job opportunities. The Bond Cap was closed in December 2014.

\$400,000 in Community Development Block Grant funds is helping the **City of Lockport** provide assistance to 20 low and moderate income households for the purchase of homes. Grants up to \$19,000 per household are being provided to assist with down payment and closing cost expenses for home purchases.





**2015 STATE PRIORITIES**  
**VETERANS IN THE WORKFORCE**

# A holistic approach to empowering Veterans

In 2015, the Veterans Work Group’s main focus was to expand the Veterans One-stop Center of WNY, Inc. (VOCWNY) to the Southern Tier counties of Chautauqua, Cattaraugus, and Allegany to add capacity to reach Veterans in these rural counties, while avoiding duplication of services by enhancing existing support networks. This expansion will continue 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 in the Southern Tier. Expansion of VOCWNY will establish a holistic approach to addressing Veterans’ needs, collaborate and coordinate delivery of services, and conduct comprehensive outreach and intake activities to reach the Southern Tier’s 19,500+ Veterans in order to increase Veterans 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



**PREPARE OUR WORKFORCE**



**FOSTER A CULTURE OF ENTREPRENEURSHIP**

## PROGRESS IN 2015

## ACTIONS IN 2016

### Veterans Work Group and VOCWNY

Developed strategic funding campaign for expansion into the Southern Tier in order to begin generating local equity of \$75,000 across all three counties.

Working with other funders for working capital to help fund this expansion.

Presented plan to the WNYREDC in June 2015.

Roll-out expansion beginning in Chautauqua County, then Allegany and finally Cattaraugus with a particular focus on workforce development in the Southern Tier by providing awareness and supportive employment activities. Identify and secure initial locations. Conduct aggressive outreach and engagement to Veteran population in Southern Tier. Develop provider and partner relationships. Begin initiating provision of direct service. Begin tracking performance metrics.

**VETERANS IN THE WORKFORCE  
STRATEGIES IN ACTION**

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

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



**Welcomed over 3,250 Veterans.**



Provided 3,750 care management services to over

**1,250**

Veterans and their families.

**\$1 million**

in resources leveraged an

**additional \$2.5 million**

through collaborative partnerships.



**651 Veterans**

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



**26% were placed in jobs.**

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



**840 Veterans**

and Veteran families were assisted with housing stability and nearly half of those were assisted with rapid rehousing and homeless prevention.

WNY received over **\$370,000** in direct temporary assistance through federal funding partnerships.



**96.8%**

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



## IMPLEMENTATION OF KEY REGIONAL PRIORITIES

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

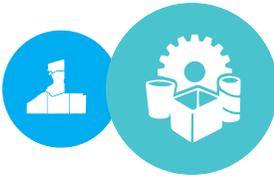
- 82** CLUSTER ACTION PLAN
- 88** SMART GROWTH
- 90** ENTREPRENEURSHIP
- 92** WORKFORCE
- 94** ADVANCED MANUFACTURING
- 96** HEALTH | LIFE SCIENCES
- 98** TOURISM





**BUFFALO BILLION INITIATIVE**  
**BURGARD HIGH SCHOOL**  
**ADVANCED MANUFACTURING**  
**PROGRAM**

See page 93



## IMPLEMENTATION OF KEY REGIONAL PRIORITIES

# MATERIALS & MACHINERY MANUFACTURING CLUSTER ACTION PLAN

### WHY THIS CLUSTER MATTERS IN WNY

Clusters refer to geographic concentrations of interrelated and interdependent industries. A more holistic cluster approach to targeting economic development initiatives can provide a more accurate picture of how the regional economy operates, and a better understanding of complete supply chains and ecosystems that support local businesses.

**Laying the Groundwork.** Advanced Manufacturing was chosen as a key sector strategy for the WNY REDC in 2011 and again in 2013 when it was selected as a core sector in which to invest as part of the Buffalo Billion Investment Development Plan (BBIDP). Since then, the region has been progressing an aggressive, shared advanced manufacturing agenda targeted at increasing jobs, wages, firms and exports through initiatives that strengthen our workforce (threatened by a looming retirement cliff and widening skills gaps), and boost R&D and commercialization activities to support growth of existing firms and attraction of new ones. The strategies are working. Since 2010, the entire sector, which represents 11% of the economy, saw incremental job growth after two decades of decline.

*"Henry Ford had River Rouge; Musk and SolarCity have a Buffalo solar panel manufacturing plant named Riverbend."*

—YAHOO! Finance, June 29, 2015

**Building Momentum.** Building on four years of work and tracking performance metrics for the manufacturing sector, in 2015 the region developed a cluster plan that targets the **materials processing** and **industrial machinery manufacturing**—a combination of two NYS-defined clusters dependent on high-technology products and processes.

**Why this Cluster?** In addition to all of the progress made, partnerships formed and initiatives launched to support advanced manufacturing, many of which have a particular focus on materials processing and industrial machinery (having previously been identified as industry strengths

# Materials & Machinery Manufacturing Cluster has potential to drive jobs and wealth for the region.



### CLUSTER WAGES

Total Wages

**\$2.0B**      **\$2.3B**  
2009 —————> 2013



Average Annual Wage

**\$55,578**      **\$61,472**  
2009 —————> 2013



Source: NYS Department of Labor, Unsuppressed data, 2013

### CLUSTER FIRMS

Total Firms

**914**      **868**  
2009 —————> 2013



Source: NYS Department of Labor, Unsuppressed data, 2013

## CLUSTER JOBS

Number of Cluster Jobs

**36,449** **37,151**

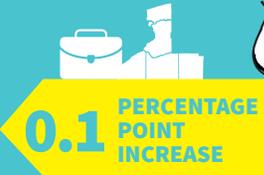
2009 → 2013



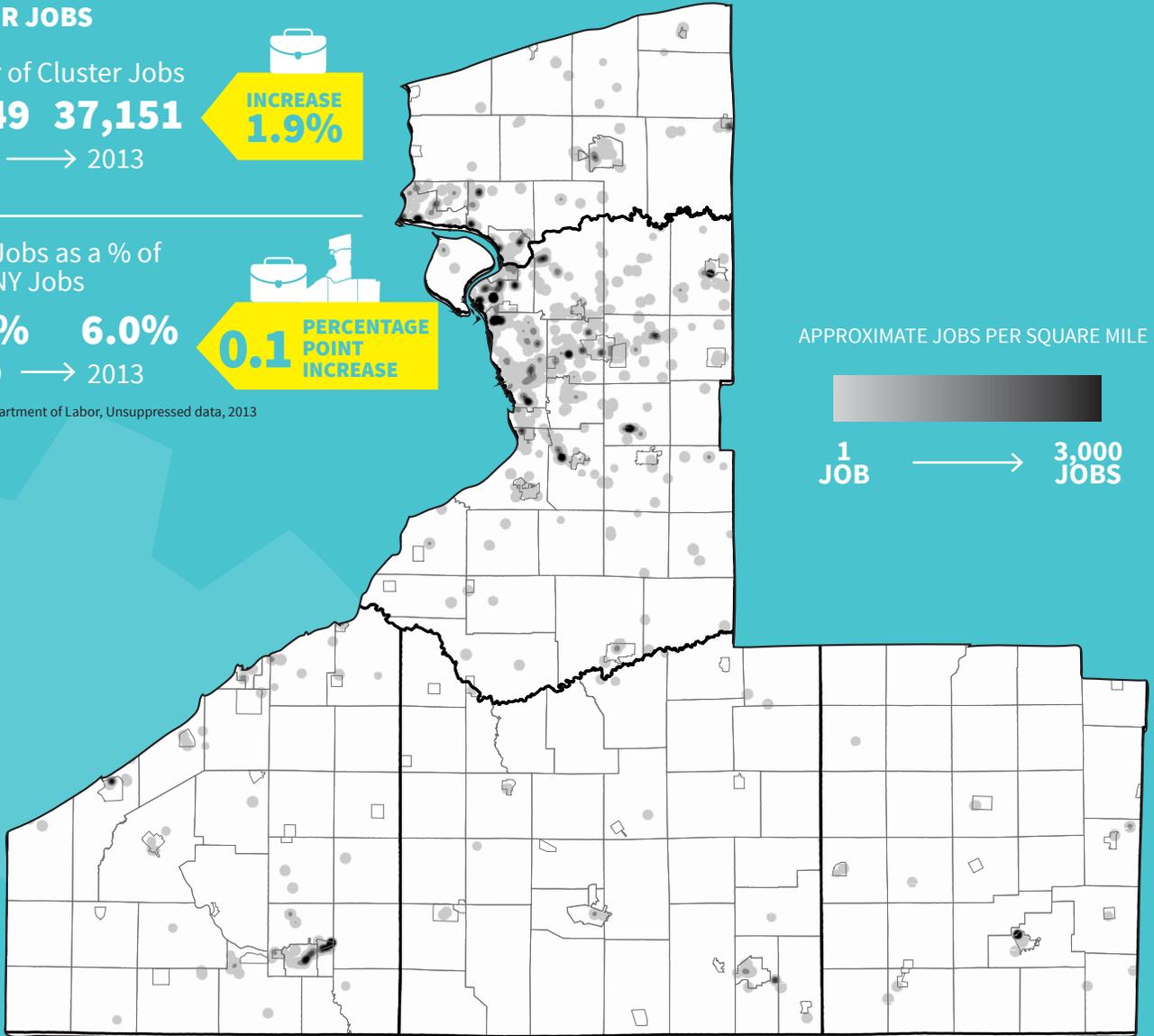
Cluster Jobs as a % of  
Total WNY Jobs

**5.9%** **6.0%**

2009 → 2013



Source: NYS Department of Labor, Unsuppressed data, 2013



## CLUSTER EXPORTS

Export Value of Cluster

**\$3.6B** **\$4.2B**

2009 → 2013



Source: The Brookings Institution

## CLUSTER PATENTS

Total Patents

**179** **253**

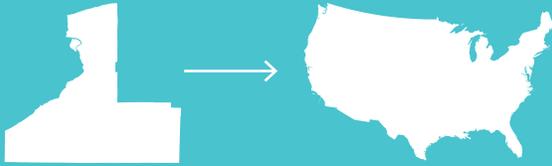
2009 → 2013



Source: U.S Patent Office

## LOCATION QUOTIENT

### EMPLOYMENT



**The Western New York region has a higher concentration of employees (LQ 1.29) in the cluster compared to the nation.**

*The Location Quotient (LQ) is a number that measures the relative concentration of an industry's employment or total wages in the region, as compared to the nation.*

*Figures above one indicate an above average concentration, or a regional specialization; the greater the number, the greater the specialization.*

**WNY has a large number of specialized industries in this cluster.**

2009-2013

**16**

Industries with a LQ of 1.0 or greater

**Employment in this cluster's industries continues to grow.**

**702**

Overall growth across all industries in this cluster

**Wages have been on the rise in industries across this cluster.**

**\$5,894**

Increase in average wage in this cluster

Source: NYS Department of Labor; Unsuppressed data, 2013

through the BBIDP), the most recent data shows that our newly defined cluster has some major competitive advantages for the region. The cluster represents high employment (37,000 jobs) and grew since 2009 by 1.9%. With an employment location quotient of 1.29 (or a higher than average concentration of employment compared to the nation) the region has a unique specialization in this cluster. Out of all of the NYS-defined clusters in the region, Materials Processing and Industrial Machinery Manufacturing have the highest regional export values. The cluster also represents high-wage jobs as its average annual wage at more than \$61,000/year (and growing) is nearly \$20,000 more than the region's average annual wage.

**What does this cluster look like in Western NY?** The cluster is made up of 868 firms. The more than 37,000 jobs in the cluster represent 6% of all jobs in the region. The value of cluster exports in 2013 was \$4.2B (an 11% increase since 2009). Indicating an increasing level of innovation in this cluster, an area of the economy in which the region has struggled in recent years, there were 253 patents filed related to this cluster in 2013 (up 41% since 2009).

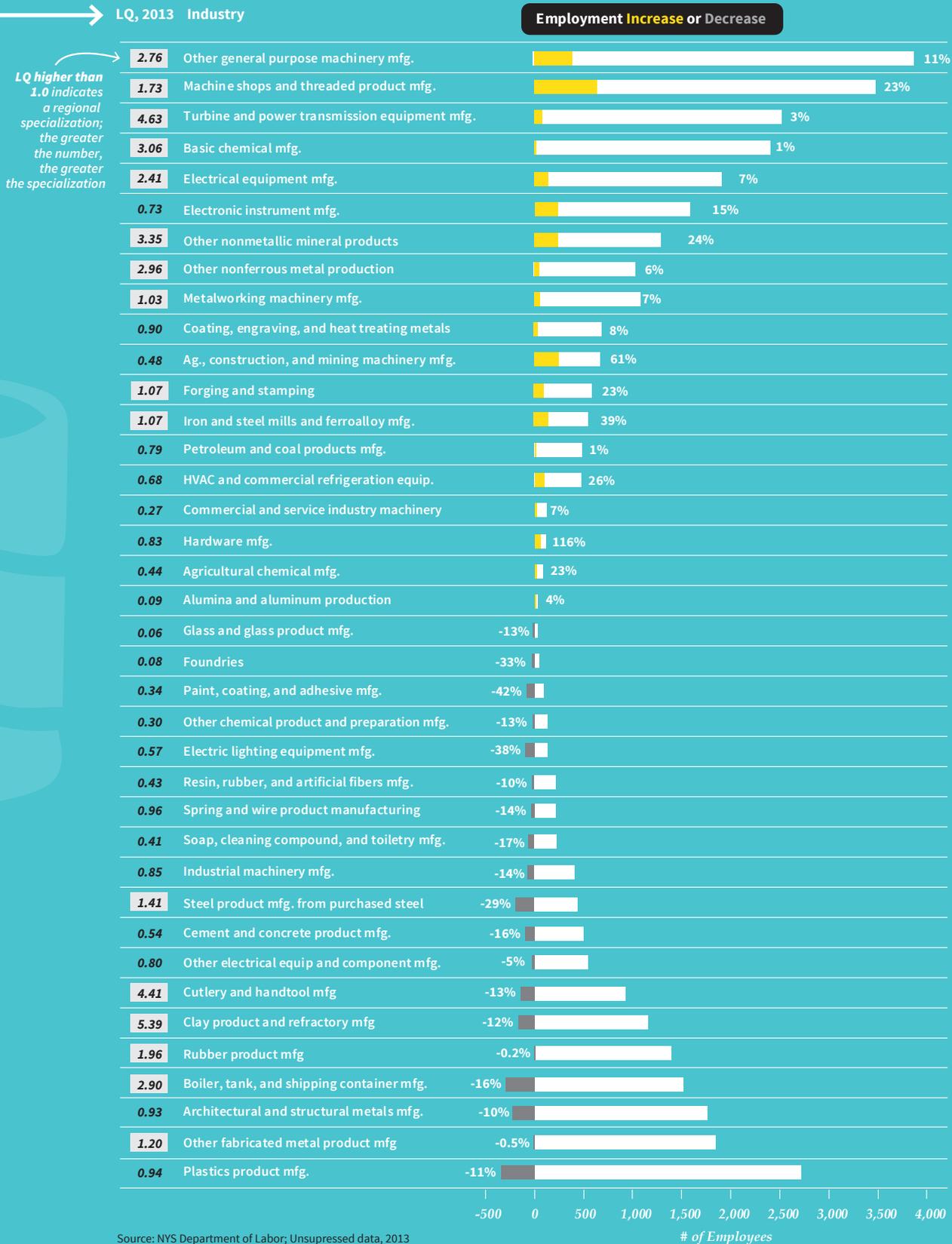
In cluster development, understanding the proximity of interrelated industries, their supply chains and worker talent pools is important for growth. The greatest density of cluster jobs and firms are along the Niagara River creating a corridor

stretching from the City of Buffalo up through the City of Niagara Falls. In Erie County other concentrations extend west from Lake Erie through the Town of Cheektowaga and beyond. Smaller concentrations can be found in the Southern Tier in Jamestown and Wellsville.

The cluster is made up of 38 industry groups. Underscoring the cluster's importance as a regional specialization, 16 of the industry groups have an employment location quotient (LQ) greater than 1. The two largest industry groups, Other General Purpose Machinery Manufacturing and Machine Shops and Threaded Product Manufacturing saw significant job growth since 2009 (11% and 23% respectively); but other prominent industries declined including Plastics Product Manufacturing which lost 11% of its jobs.

Our region's rich history of manufacturing and recent data trends support the importance of this cluster in WNY. But, the growth in this cluster has been greatly enhanced by the region's coordinated efforts to grow and attract companies, strengthen key enablers and build partnerships. We are dedicated to continuing the many efforts already underway and have identified attainable action steps to address gaps in services and to keep the momentum growing.

## GROWTH OF EMPLOYMENT BY INDUSTRY, 2009-2013



# WHAT'S UNDERWAY

## Grow existing or emerging companies

The WNY REDC reviews **Excelsior Jobs Program** tax credit proposals year-round to help companies expand in the region. The Buffalo Billion investment in **SolarCity** is projected to bring more than 3,000 jobs to WNY; and local work groups were formed to assist SolarCity with **supply chain**—helping to create opportunities for local companies. The **U.S. Dept. of Commerce, International Trade Administration** and **World Trade Center Buffalo Niagara** provide export support to regional manufacturers. Also assisting manufacturers with export needs is the region's more coordinated **Global NY** effort; and WNY companies are taking advantage of **STEP Global NY Exports Promotion Grants**. The new **Buffalo Manufacturing Works** is helping existing companies grow through innovation.

## Attract out-of-state companies

A competitive advantage for the region, our ability to provide **low-cost hydropower** and other energy incentives is helping to not only grow existing and emerging companies, but it also attracts out-of-state companies. **START-UP NY** and **43North** are attracting advanced manufacturing start-ups to WNY. **Buffalo Niagara Enterprise** targets advanced manufacturers through their website and trade shows; and engaged a professional **lead generator** to provide leads from Canada of which 75% were manufacturers. **LaunchNY**, a Priority Project, is supporting manufacturing entrepreneurs through mentorships and investment capital. As with exports, the region's **Global NY** efforts are helping attract FDI in the manufacturing realm.

## Strengthen key enablers for cluster growth

WNY REDC's key enablers—smart growth, workforce and entrepreneurship—are helping to attract and grow cluster companies. The **Northland Avenue Corridor** project will transform former industrial land into a new manufacturing hub. Other major brownfield cleanup projects like **RiverBend**, **Buffalo Bolt** business park in North Tonawanda, **Highland Avenue** in Niagara Falls, and **Harrison Place** in Lockport, enabled through state and county programs, are helping re-purpose land for new manufacturers. Planning for a **Workforce Development Center** is underway, but our existing training providers and assistance through DOL are already helping to fill in-demand jobs at cluster companies. Pipeline programs like Priority Project **Dream It, Do It** and **Burgard High School's Advanced Manufacturing Program** are helping to build a future workforce.

## Align and partner with anchor institutions, key regional assets and state-wide economic development entities

Through **NYSUNY 2020**, Alfred State, Jamestown Community College and Erie Community College are expanding training programs for jobs in high-demand advanced manufacturing fields. The University at Buffalo's **Center for Excellence in Materials Informatics** combines materials science, big data analytics and advanced manufacturing expertise to drive R&D activities. WNY manufacturers tap into **Insyte Consulting** (a member of the Regional Technology Development Centers), the federal **Manufacturing Extension Partnership** and Albany's **FuzeHub** for assistance with innovative solutions, commercialization, and business growth services.

## Enhance coordination of cluster growth activities

With a focus on advanced manufacturing since day one, the **WNY REDC** continues to be a major driver in coordinating growth activities. The REDC's **Industry Advisory Group** works to better align education, training and industry needs; and Buffalo Billion workforce and manufacturing **implementation groups** help guide and coordinate major investment areas. Buffalo Niagara Manufacturing Alliance, Greater Niagara Manufacturers Association, Buffalo Niagara Partnership and World Trade Center Buffalo Niagara host events to help communicate and coordinate manufacturing related-activity in the region.

# WHAT'S NEXT



*Since 2011, the WNY REDC endorsed Excelsior tax credit deals totaling more than \$33 Million for 25 cluster companies.*

Investigate **succession planning** and create a clearinghouse to better identify acquisition opportunities so that existing companies remain strong.

**Better support small- and mid-sized manufacturers** and explore the idea of creating a peer group for this cohort—giving them the support they need to grow.

Using data gathered for the Cluster Plan, provide **targeted outreach** to existing materials processing and industrial machinery manufacturers on available state programs and assistance.



*In WNY, 3 manufacturing companies joined START-UP NY; and 3 43North winners are providing innovative solutions to manufacturing processes.*

**Coordinate with 43North and START-UP NY** to take full advantage of the power they have in generating leads. This includes not only further engaging with and offering services to 43North finalists and semi-finalists and START-UP NY companies, but also connecting with unsuccessful manufacturing applicants still interested in relocating to WNY.



*SUNY Buffalo State launched a machine operators certificate program funded by JPMorgan Chase and NYS DOL to help fill high-demand manufacturing jobs.*

Build upon brownfield clean-up incentives by **accelerating shovel-ready sites** especially in urban areas and in rural centers.

Further **encourage smart growth principles in the Southern Tier** to help attract manufacturers close to existing infrastructure.

With the anticipation of SolarCity, a workforce development sub-group is being formed to help **connect residents with impending jobs**. As WNY continues to attract out-of-state companies, this model could be replicated to avoid poaching skilled workers from existing companies.



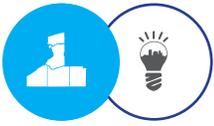
*Insyte Consulting provides customized solutions to help area manufacturers grow. On average, Insyte provides a return of \$37 for every \$1 of project cost.*

Tap into statewide **Centers for Advanced Technology (CATs)** which support research partnerships between academia and industry and technology transfer in commercial relevant technologies.



*A Buffalo Niagara Partnership event drew 350 people to discuss SolarCity's supply chain needs.*

Through technical assistance, **expand the manufacturing expertise** found in Erie and Niagara counties into the Southern Tier.



**KEY REGIONAL PRIORITIES**  
**SMART GROWTH**

# A region for the 21st century

*“This city is most definitely on the upswing, with great new developments and classic old buildings to go along with some very fine and funky neighborhoods.”*

— *The Toronto Star*, April 14, 2014

While WNY REDC continues to cultivate and support CFA projects that embody smart growth principles (especially in rural communities) in order to prevent the costly consequences of sprawl and create a more sustainable region, much of the Council and related work groups’ focus in recent years has been on implementing some of the region’s signature, catalytic initiatives. These include major **Buffalo Billion initiatives** and implementing the region’s sustainability plan, **One Region Forward**.

	<b>PROGRESS IN 2015</b>	<b>FUTURE ACTIONS IN 2016</b>
<b>Smart Growth Coordinating Council</b>	Revised the Smart Growth Score Card and assisted with review and scoring of CFAs to ensure that WNY REDC is guiding development and coordinating regional projects that drive sustainable development.	Further understand and develop smart growth principles to address the challenges we face in evaluating our diverse set of urban, suburban and rural applications.
<b>One Region Forward Implementation Council</b>	Launched an Implementation Council. The Implementation Council identified an annual agenda of initiatives, ran the second class of Citizen Planning School, and is providing extensive web-based outreach around Smart Growth funding sources.	Will issue the first One Region Forward report card, measuring the progress of plan implementation. Will continue educational programming, and develop platforms and programs to build capacity for local communities to implement elements of the plan.
<b>Better Buffalo Fund Advisory Group</b> 	Met regularly to develop guidelines and application, discuss potential applicants, review and score applications, make funding recommendations, and develop a Main Street technical assistance program.	Will continue to meet regularly to consult on the Main Street technical assistance program and to advise on round 2 of the program.
<b>Northland Avenue Corridor Advisory Group</b> 	Bi-weekly meetings serve to advance property acquisition, discuss potential tenants, and review the progress of the redevelopment plan. The Group reviewed consultant proposals, interviewed consultants and selected a team to develop a redevelopment plan and SEQRA process for the site. The Group also participates in community outreach.	Will continue to meet to guide decision-making as redevelopment of the site progresses and tenants are identified.



# THE NEW BUFFALO

## SMART GROWTH STRATEGIES IN ACTION

### Better Buffalo Fund

Under the Better Buffalo Fund (BBF), up to **\$30 million** in grants and loans is dedicated to Transit Oriented Development and Main Street projects. The fund is positioned to create vibrant, mixed-use, high-density neighborhoods; and create stronger transit linkages between neighborhoods and existing and growing employment centers, job training, and services. The first round of BBF funding, announced in October 2014, yielded 21 awards totaling \$11,722,500 contributing to the renovation of over 200 residential units and over 50,000 square feet of commercial space; and will leverage over \$78 million in matching funding. The second round of BBF will be launched in late 2015. In preparation, ESD and partners are providing several potential non-profit Main Street applicants with a range of technical assistance to better prepare them for administering a commercial corridor grant program in their neighborhoods.

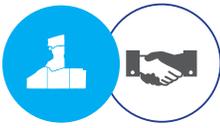
### Northland Corridor Project

The Northland Corridor on Buffalo's east side is the next major brownfield redevelopment project in the City of Buffalo. The project is envisioned to be a business park focused on the manufacturing and energy sectors anchored by the new Western New York Workforce Development Center. To date, ESD granted \$6.7 million in Buffalo Billion funds to Buffalo Urban Development Corporation (BUDC), the City of Buffalo's not-for-profit land reclamation and development agency, to purchase and perform site planning on 12 abandoned and underutilized parcels totaling 35 acres of land. Acquisition is complete and public outreach and redevelopment planning is already underway. The Corridor supports the region's smart growth strategy and will provide local residents with future employment and training opportunities within walking distance of their homes.

### Outer Harbor State Park

As part of the 2013 transfer of almost 400 acres of land on the Outer Harbor from the Niagara Frontier Transportation Authority (NFTA) to the State, New York State Office of Parks, Recreation and Historic Preservation (OPRHP) will operate half of the property as Buffalo Harbor State Park. With Phase I of the \$15 million project complete, patrons are experiencing two open-air picnic pavilions, a nautically themed destination playground, new park furnishings, improved lighting and walkways, landscaping and general utility upgrades. This fall, OPRHP starts work on the park's next phase—structural rehabilitation of both the marina break wall and the southern revetment including paving of the break wall and furnishing it with lighting, shade structures and benches—making it an exciting new place for walkers, bikers and fishermen.





**KEY REGIONAL PRIORITIES**  
**ENTREPRENEURSHIP**

# No longer business as usual

*“ . . . the competition is changing Buffalo’s internal psychology regarding startup businesses and its external perception as a place for smart people with big ideas.”*

—*Business First of Buffalo, June 2, 2014*

43North, arguably the biggest start-up endeavor ever seen in the country, let alone Western NY, is championed by many of the Council’s members. These regional entrepreneurial leaders help market, plan and provide mentoring all as part of an effort to bring more start-ups to WNY.

	<b>PROGRESS IN 2015</b>	<b>FUTURE ACTIONS IN 2016</b>
<b>43North Events Committee</b> 	Helped to coordinate and manage events for Finals Week.	Will continue to meet regularly to plan and coordinate events for the competition.
<b>43North Marketing Committee</b> 	Oversaw messaging and outreach efforts for the competition.	Will continue to meet regularly to further develop and enhance marketing efforts for the competition.
<b>43North Mentorship Committee</b> 	Oversaw programming and one-on-one mentoring offered to Year 1 winners.	Will continue to develop and enhance mentorship programs for future competition winners.
<b>MWBE Task Force</b> 	Helped engage the local community and encouraged the participation of women and minority entrepreneurs in 43North and other efforts in the region.	Will continue to engage with the MWBE community to advance entrepreneurship activity.
<b>WNY REDC</b>	43North hosted the May Council meeting which included a presentation and tour of the incubator space.	Will continue to support and invest in capital facilities and programs to attract entrepreneurs.  Will promote Innovate NY Fund and make more direct investments to early stage companies.



# THE NEW BUFFALO

## ENTREPRENEURSHIP STRATEGIES IN ACTION

### 43North

43North is a \$5 million annual business plan competition to systematically generate more start-up enterprises, support early-stage firm growth, and attract more venture funding. In early 2015, the 11 first round winning teams moved into the newly constructed incubator space on the Buffalo Niagara Medical Campus. In March, 43North launched its second round of the competition for an additional \$5 million in prizes. After launching the online application, embarking on a roadshow to attract national and international entrepreneurs, creating volunteer committees, and recruiting volunteer judges, the competition received 3,007 qualified applications from 117 countries and all 50 states. Of those, 110 finalists have been announced. Finals week is scheduled to take place in October 2015.

### Daemen College and Empire Visual Effects

A collaboration between Daemen College and Empire Visual Effects (a post-production and animation company), Daemen College's newly completed \$2 million state-of-the-art visual effects facility opened in December to help grow WNY's film and post-production industry. Located at the International Center of Excellence in Animation at the Tri-Main Center, the nearly 16,000 square foot facility features a 79-seat theater and screening room with high-definition and 3-D projection capabilities, surround sound and a color editing suite; a green screen stage for a range of film and video production projects; a visual effects training studio with industry-level equipment; and classroom and office spaces. Daemen launched a 16 week visual effects certificate program designed to educate students and to facilitate developing the specialized skills required for post-production work. Serving as a valuable link to employment opportunities, students who successfully complete the program are eligible to transfer into the studio environment at Empire Visual Effects. The program has trained 52 students to date, with two-thirds transitioning to Empire Visual Effects. An additional cohort of 10 students is due to complete the program in September.





**KEY REGIONAL PRIORITIES  
WORKFORCE**

# Good jobs for a skilled workforce

*“ . . .businesses and school districts are teaming up to launch career-focused programs tailored to modern workforce needs. . . ”*

—*The Buffalo News*, September 29, 2014

Since the inception of the WNY REDC, workforce, especially as it relates to our advanced manufacturing, health & life sciences, and tourism industries, has always been one of our region’s key enablers when it comes to economic growth. The WNY REDC continues to work to promote the CFA to existing training providers, but several spin-off groups have also formed to help implement the region’s major workforce pipeline-building programs.

**PROGRESS IN 2015**

**FUTURE ACTIONS IN 2016**

**Industry Advisory Group**



Met quarterly to further define training needs of manufacturers and potential structure for the WNY Workforce Training Center. Toured the facilities of several current training providers to understand how education and industry could better align.

Will develop a Workforce Training Center Working Group made up of members from the Industry Advisory Council that will help guide the development of the WNY Workforce Training Center’s business plan and long-term sustainability plan.

**Burgard High School Working Group**



Meets regularly to develop the program and continue recruitment of additional cohorts of students (Year 2 and beyond). Helped launch several aspects of the program including student empowerment and enrichment, and a career exploration series.

Will continue to meet to further enhance programming available to students and training available for staff, and manage all items that are key to program success.

**WNY REDC**

Select Council members were involved in the draft review process for the WNY Workforce Training Center business plan.

Business plan for the WNY Workforce Training Center will be presented to Council for feedback.

Will collaborate with Buffalo Niagara Partnership—one of seven regional site teams chosen to participate in the “Communities that Work Partnership”—a national, 15-month project to find strategies and best practices to boost workforce development and accelerate regional economic development.



# THE NEW BUFFALO

## WORKFORCE STRATEGIES IN ACTION

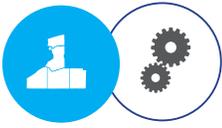
### Burgard High School Advanced Manufacturing Program

The region has been working to develop career pathways in the P-12 system, and to promote the connection among education, training, career and college readiness. This laid the groundwork for the Burgard High School Advanced Manufacturing Program to prepare high school students for careers in advanced manufacturing. Led by Alfred State College in partnership with Say Yes Buffalo and Dream It Do It Western NY, the program will allow students to take college level courses in machining, welding and other trades; and obtain an associate's degree from Alfred State College after completion of their 13th year of schooling. After months of partnership building, program design and curriculum development, and marketing to students and parents and guardians, the program launched in fall 2014 with its first freshman class. Equipment upgrades and installation and recruitment are ongoing as college level classes begin for the sophomore class starting in fall 2015.

### Western New York Workforce Training Center

Since the inception of the Buffalo Billion Investment Development Plan, workforce development partners have been working on curriculum alignment in order to form career pathways from entry level positions to more advanced, higher-skilled positions in advanced manufacturing. To complement this effort and to address gaps in the current education and training systems, program design is underway for a regional Workforce Training Center, to be located in the Northland Corridor, where local educational providers will come together to offer a variety of training programs to ready the workforce for jobs in energy and advanced manufacturing. A business plan is being developed that will identify an operator, training partners and industry partners; formalize training focus areas; begin site planning; design a sustainable business model, organizational structure and quick start-up timeline; and identify partners to provide wrap-around services for trainees and job seekers.





**KEY REGIONAL PRIORITIES**  
**ADVANCED MANUFACTURING**

# Made great in WNY

*“ . . . the new factory . . . could create as many as a thousand jobs in the Buffalo region and make New York state an important locus of green-energy innovation.”*

— *New York Magazine*, June 22, 2014

Along with encouraging Priority Projects and Excelsior Tax deals and creating a new manufacturing cluster plan to further strengthen this important industry base, our Council members are helping launch some of the region’s most exciting new initiatives such as Buffalo Manufacturing Works and our High-Tech Manufacturing Innovation Hub at Riverbend.

	<b>PROGRESS IN 2015</b>	<b>FUTURE ACTIONS IN 2016</b>
<b>Buffalo Manufacturing Works Founders Council</b> 	Transitioned from the Buffalo Billion Manufacturing Work Group into a new Founders Council consisting of industry and partner organizations who are advising on the initial investments and long-term plans of the organization.	The Founder’s Council will continue to guide the growth strategy and long-term plans of the organization.
<b>RiverBend Sub-Groups</b> 	A WNY contingent visited SolarCity operations in California to discuss major needs for the RiverBend facility. A Supply Chain Sub-Group has been formed to help address SolarCity’s supply chain needs.	In addition to the Supply Chain Sub-Group, Workforce and Infrastructure Sub-Groups will be formed. The sub-groups will continue to address company needs in preparation for facility opening in 2016 and continued workforce needs as they ramp up to full production in Buffalo.
<b>Advanced Manufacturing Cluster Work Group</b>	Met to develop a new WNY regional cluster plan focused on Materials Processing and Industrial Machinery Manufacturing.	Will help guide the implementation of the cluster action plan (pgs. 80-85).
<b>WNY REDC</b>	Buffalo Manufacturing Works hosted the June Council meeting which included a presentation, tour and demonstrations.	Assess opportunities to better coordinate various work groups to advance this strategic industry sector.



# THE NEW BUFFALO

## ADVANCED MANUFACTURING STRATEGIES IN ACTION

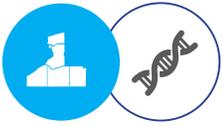
### Buffalo Manufacturing Works

Buffalo Manufacturing Works, a member-based, state-of-the-art facility in downtown Buffalo is creating an ecosystem to help local manufacturers identify, test, and implement technologies in order to create a competitive advantage for their products, and stimulate innovation and growth for the region's manufacturing sector. In 2014 and 2015, EWI was chosen as strategic operating partner developing key technology focus areas and a business plan for the facility. In 2014 and 2015, key staff was hired, space planning and construction was completed, equipment was purchased, and a Founders Council was recruited. Buffalo Manufacturing Works opened April 2015 at 847 Main Street. They beat their sales target in year one of operations and entered into their second year in July with a strong start in revenue. They have recruited 18 members ranging from start-ups to established multi-national corporations, and expect to have more than 30 members by the end of year two. Buffalo Manufacturing Works will also open an Additive Manufacturing Learning Lab in late 2015.

### High-Tech Innovation Hub at RiverBend

Construction has begun on the one million-square-foot SolarCity GigaFactory facility at RiverBend the former site of Republic Steel in South Buffalo. The SolarCity GigaFactory is located at the Buffalo High-Tech Manufacturing Innovation Hub at RiverBend owned by the State University of New York's Polytechnic Institute. SolarCity, the nation's #1 rooftop solar power provider, will spend approximately \$5 billion in the decade following the completion of the facility in connection with the creation and operation of the facility in New York. Replicating the model created in Albany at the College of Nanoscale Science and Engineering, New York State will invest a total of \$750 million through the Buffalo Billion and other state resources to establish infrastructure, construct the 1.2 million square foot facility and purchase required equipment. The project is expected to create more than 3,000 jobs in Western New York alone and a total of nearly 5,000 jobs in the state. The SolarCity facility will be the largest of its kind in the Western Hemisphere, with more than 1 gigawatt of annual solar capacity when it reaches full production. The factory will be online and ready to begin installing equipment as early as the first quarter of 2016.





**KEY REGIONAL PRIORITIES**  
**HEALTH | LIFE SCIENCES**

# Converting research into jobs

*“Leveraging the medical research and education campus as an economic development strategy”*

—*The New York Times, July 31, 2013*

The Buffalo Niagara Medical Campus is the hub for medical care and innovation in our region. In its early years, the focus was on expanding the institutions and their research capacity; now, with help from the WNY REDC, we are focused on commercialization and entrepreneurship to catalyze economic growth.

	<b>PROGRESS IN 2015</b>	<b>FUTURE ACTIONS IN 2016</b>
<b>WNY REDC</b>	<p>Supported CFA infrastructure projects on the BNMC like the Ellicott Street Connector, Bridges to Sustainable Commuting and the Green Commons to help facilitate collaboration between institutions.</p> <p>Engaged with some of the 24 health &amp; life sciences companies participating in START-UP NY, many of which are housed in the BNMC.</p> <p>UB presented to the Council on the medical school expansion for further opportunities for collaboration and alignment with REDC strategies.</p>	<p>Collaborate with medical campus leadership to help cultivate and support growth of the private sector and entrepreneurial community on the Buffalo Niagara Medical Campus.</p> <p>Continue to work with the health and life sciences community to identify projects that can improve access for all to the services and employment opportunities on the BNMC.</p> <p>Increase REDC interaction and support of the WNY Hot Spot incubators and their tenants focused on health and life science.</p>



## Medical Innovation & Commercialization Hub

A \$50 million Buffalo Billion investment in new equipment and lab space will leverage \$200 million in private funding to create a state-of-the-art shared user facility for research, development and testing for pharmaceutical development. Anchor tenant Albany Molecular Research, Inc. (AMRI), a global leader in drug research and manufacturing, was recently joined by a maker of equipment used in the drug-development process, PerkinElmer—the second partner at the Hub. AMRI employees are beginning to move into their new research space in the Conventus building, and a grand opening is anticipated in the coming months. At full capacity, the Hub is expected to create 250 new jobs.



## New York State Genomic Medicine Initiative

This \$100M initiative is combining the R&D strengths of the University at Buffalo (UB), Roswell Park Center for Personalized Medicine and the New York Genome Center to develop upstate New York as a national center for genomic medicine and jobs. UB's component of this initiative, known as the Buffalo Institute for Genomics & Data Analytics (BIG), is expanding the university's critical genomic research, compute-capacity, and healthcare data analytics to enable state-of-the-art academic and industrial genomic-based research. The end result is medical breakthroughs that also drive economic development. BIG has made substantial progress on many fronts, including fostering industry collaboration at both the local and national levels and engaging six companies, adding infrastructure to enable academic and industrial research, initiating pilot projects designed to improve the understanding of several diseases, hiring staff to support these innovative activities, and leveraging BIG to secure over \$30M in additional, external (non NYS) funding—leading to the creation and retention of additional high-tech positions and resulting in increased innovation and economic impact.



## IT Innovation & Commercialization Hub

The State has committed \$55 million through College of Nanoscale Science and Engineering (CNSE) for facilities and equipment at the IT Innovation and Commercialization Hub. In partnership with the the WNY REDC, State Data Center, College of Nanoscale Science and Engineering and University at Buffalo, it is expected that the Hub will create 500 new jobs and will function as a magnet for additional IT companies offering a range of analytics capabilities such as Advanced Analytics, Big Data, Watson Technology, Cloud Computing and Mobile Computing. IBM is the Hub's first anchor tenant, opening its first phase of operation in the Key Center in May 2015. IBM will train IT professionals, educate new IT staff through partnerships with the SUNY Polytechnic Institute, and develop next generation IT software needed to drive state-of-the-art discoveries in the areas of molecular research, genomics, energy efficiency development and defense.





**KEY REGIONAL PRIORITIES  
TOURISM**

# Investing in a world-class tourist destination

*“Known for its remarkable natural beauty and tourist kitsch, Niagara Falls [NY] is now evolving into a draw for those who love food as well as those who seek thrills.”*

—The New York Times, January 12, 2014

Through the WNY REDC, our region’s tourism efforts are becoming more collaborative. We’re expanding our brand beyond county borders and are capitalizing upon our region’s biggest tourist attractions.

**PROGRESS IN 2015**

**FUTURE ACTIONS IN 2016**

**Regional Marketing and Branding Study Consortium**



Conducted a comprehensive branding exercise, meeting repeatedly throughout the year, and is currently developing a marketing plan.

Will support the implementation of the brand.

**Path Through History Work Group**

Helped to review and provide feedback on newsletters, and promoted the website and events.

Will continue to provide outreach around Path Through History sites and programming.

**WNY REDC**

Priority Project, Lockport Ice Arena, hosted the August Council meeting. Experts presented workshop on best practices in tourism to Council members. Council discussed the recent critical mass of investments in tourism and revisited the state (including I LOVE NY), regional and local tourism strategies. Toured Flight of Five—a recent Priority Project funded with reallocation money.

The Council will help facilitate the implementation of the new 8-county brand, and will look for opportunities to support it through the CFA.

Progress on 8-county marketing and branding study was presented to the Council in August.



# THE NEW BUFFALO

## TOURISM STRATEGIES IN ACTION

### 8-County Branding and Marketing

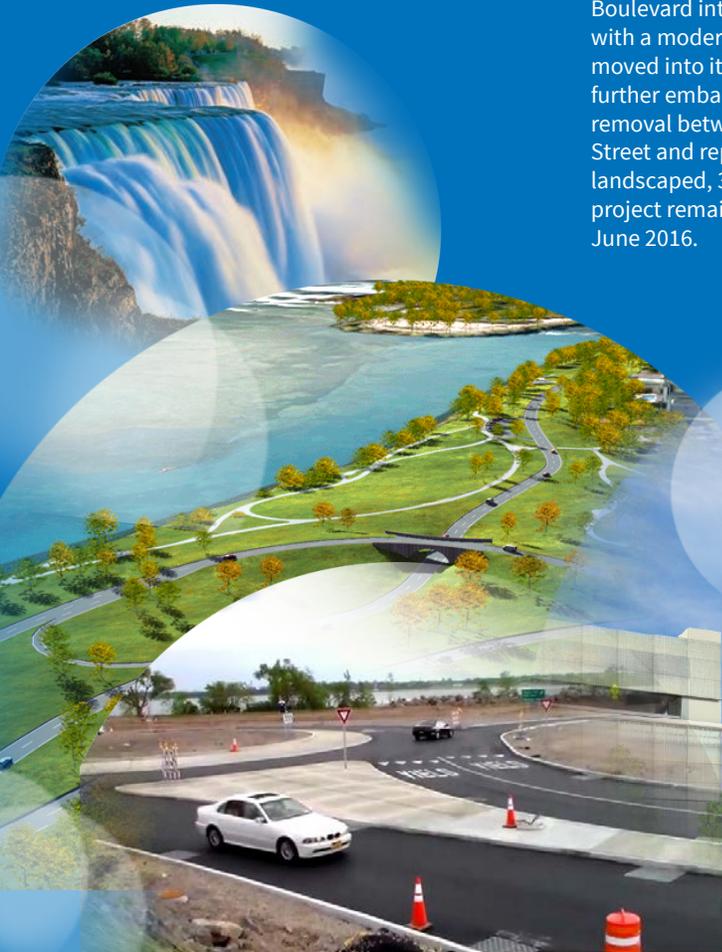
This initiative is a collaborative effort across eight counties—Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans and Wyoming—made possible through a CFA award of \$300,000. A consortium of tourism promotion agencies from each of the counties has come together to develop a regional destination brand to support the development of the tourism industry throughout the region. After a thorough RFP process, the group secured DCI out of New York City to conduct research and develop a new overarching brand for the eight counties.

### Robert Moses Parkway South

A \$11.5 million Buffalo Billion investment is assisting with the design, reconstruction and reconfiguration of a one mile stretch of the underused Robert Moses Parkway, fully restoring visual and physical access to the various natural and cultural features along the Niagara River and reuniting downtown Niagara Falls with its most valuable and famous asset, the water. All expressway features will be replaced with a pedestrian-friendly park road that evokes the characteristics of Frederick Law Olmsted’s original design. The first phase of construction is complete which involved the removal of the John B. Daly Boulevard interchange and replacing it with a modern roundabout. The project moved into its second phase involving further embankment and expressway removal between Daly Boulevard and 4th Street and replacing it with a two-lane landscaped, 30-MPH “Riverway”. The project remains on-track for completion by June 2016.

### Wonder Falls Resort

With support from the Buffalo Billion, the proposed \$150 million Wonder Falls Resort is the latest step in the State’s work to help transform the remaining 200,000 square foot, two-block area of the former Rainbow Centre Mall following the development of the new Niagara Falls Culinary Institute. Wonder Falls Resort will be a locally-themed entertainment complex involving an indoor waterpark highlighting natural features in the region; a new hotel tower with rooftop dining; an indoor family amusement facility; and various other retail, food and beverage venues. USA Niagara (USAN) is currently negotiating primary terms of the agreement with preferred developer, Uniland Development Company. Concurrently, USAN and Uniland are initiating a number of due diligence efforts including traffic analyses and SEQRA documents, a Phase I site assessment, site property/topographic survey, and geotechnical borings.



### Upcoming Projects

Downtown Development Challenge

Niagara Falls Parks Programming

PROPOSED PRIORITY PROJECTS

# New projects to advance our region



PROJECTIONS FOR WHAT PROPOSED PRIORITY PROJECTS WILL BRING TO OUR REGION

TOTAL PROJECT COST  
**\$235,720,279**

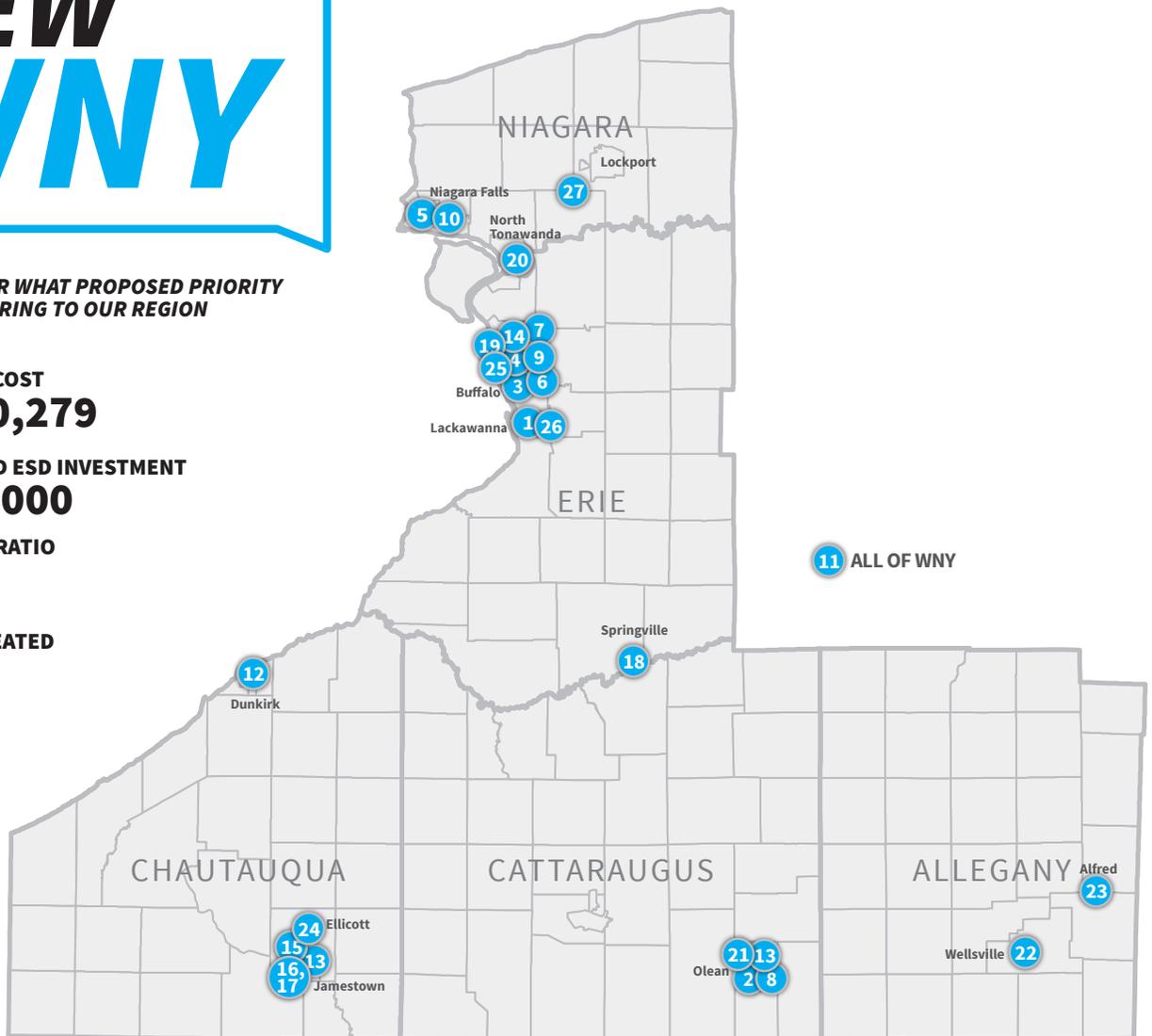
TOTAL PROPOSED ESD INVESTMENT  
**\$30,000,000**

COST TO AWARD RATIO  
**8:1\***

DIRECT JOBS CREATED OR RETAINED  
**401**

INDIRECT JOBS CREATED  
**861**

CONSTRUCTION JOBS CREATED  
**2,647**



\*The 8:1 cost to award ratio represents all 27 projects. The cost to award ratio for all projects excluding public infrastructure projects is also 8:1.

# 27 PROPOSED 2015 PRIORITY PROJECTS THAT ADVANCE OUR STRATEGIES, CREATE JOBS AND SPUR PRIVATE INVESTMENT.



## IMPLEMENT SMART GROWTH

- 1 **Bethlehem Steel Redevelopment**  
County of Erie
- 2 **Downtown Olean Revitalization**  
Olean Business Development Corporation
- 3 **Entertainment District/Franklin Street Corridor**  
City of Buffalo
- 4 **Gates Circle Infrastructure**  
Gates Circle Holdings LLC
- 5 **Highland Avenue Business Park Phase 1**  
City of Niagara Falls
- 6 **Historic East Village Revitalization Phase 1**  
Friends of Corpus Christi
- 7 **Main Street Campus Revitalization Project**  
University at Buffalo
- 8 **North 3rd Street Reconstruction Project**  
City of Olean



## FOSTER A CULTURE OF ENTREPRENEURSHIP

- 9 **Broadway Market**  
City of Buffalo
- 10 **MicroEnterprise Assistance**  
City of Niagara Falls Department of Economic Development
- 11 **WNY Small Business Fund**  
Excelsior Growth Fund



## PREPARE OUR WORKFORCE

- 12 **E-Works**  
Support Enterprises, Inc.
- 13 **Expansion of Manufacturing Technology Institutes on JCCs Jamestown and Cattaraugus County Campuses**  
Jamestown Community College



## TOURISM

- 14 **Buffalo Zoo Reptile House**  
Zoological Society of Buffalo Inc.
- 15 **Destination Hotel**  
Chautauqua Harbor Hotel LLC
- 16 **National Comedy Center Connector**  
National Comedy Center
- 17 **National Comedy Center Park**  
National Comedy Center
- 18 **Regional Sports Complex**  
HITS Foundation
- 19 **Richardson Development Project**  
WWS Planning
- 20 **Riviera Theatre Expansion**  
Riviera Theatre and Performing Arts Center
- 21 **William O Smith Recreation Center Complex Improvements Project**  
City of Olean



## ADVANCED MANUFACTURING

- 22 **Biorefinery Development and Commercialization Center Phase 2**  
Alfred State College
- 23 **Next Gen-Alfred Advanced Manufacturing Facility**  
Alfred Technology Resources Inc. DBA Incubator Works
- 24 **South County Industrial Park Expansion**  
Chautauqua County



## AGRICULTURE

- 25 **Farmhouse Community Food Training and Resource Center**  
Massachusetts Avenue Project
- 26 **Mushroom Compost Facility**  
Empire State Mushrooms
- 27 **Vineyard Expansion**  
Beau Vine Vineyards

# Bethlehem Steel Redevelopment

 **IMPLEMENT  
SMART GROWTH**



The project will accelerate the redevelopment of a long-vacant, major brownfield site in an urbanized area of the region. It addresses the need for vacant industrial-zoned property that can be utilized for the location of new and growing manufacturing companies, especially Canadian companies looking to establish a presence in the U.S. marketplace.

The project consists of the acquisition of approximately 100 acres along NYS Rte. 5 to coincide with the \$6,000,000 in Capital Bond Funds being provided by Erie County for site remediation, site grading, access roads, pedestrian pathways, utilities and associated infrastructure in preparation for converting the site into shovel ready property. The former Bethlehem Steel site has unique assets offering rail facilities that connect to national and international rail carriers and deep water ports that accept both national and international shipping vessels for loading and unloading of cargo. It is also located within three miles of Interstate 90 and within ten miles of international crossings into Canada.

## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$2,286,000
Other Public Funds	\$6,000,000
<b>Total Public Funds</b>	<b>\$8,286,000</b>

### PRIVATE SOURCES OF FUNDS

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

## USES OF FUNDS

### USE

Land Acquisition	\$2,286,000
Infrastructure/Sitework	\$6,000,000
<b>Total Cost</b>	<b>\$8,286,000</b>

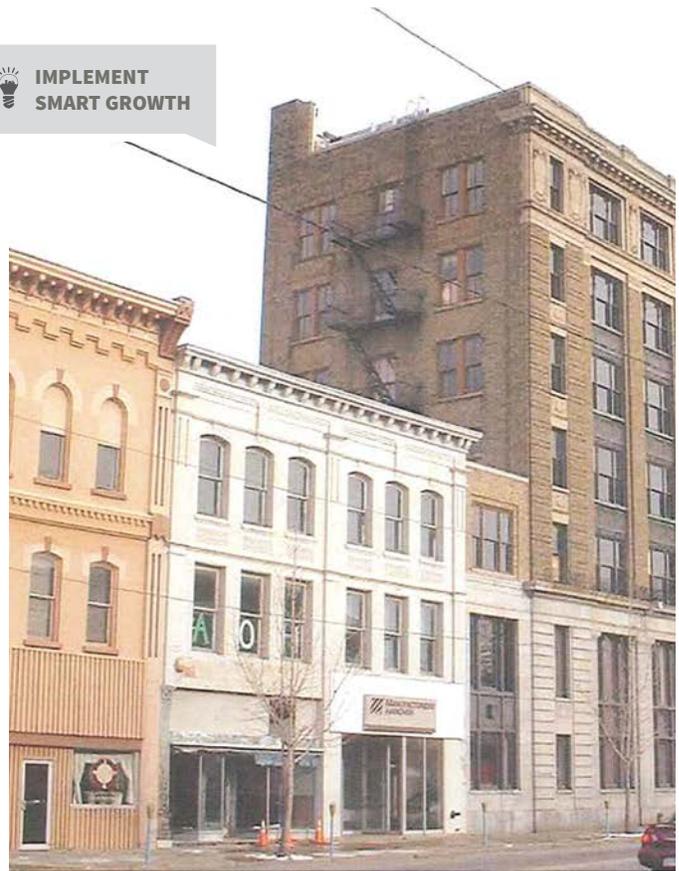
<b>CFA #</b>	<b>54631</b>
<b>APPLICANT</b>	<b>County of Erie</b>
<b>LOCATION</b>	<b>Lackawanna, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$8,286,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$2,286,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$500,000</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>0</b>
<b>INDIRECT JOBS CREATED</b>	<b>75</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>50</b>

Budget Narrative: Erie County will provide \$6 million in capital bond funds for project costs related to infrastructure and site work.

# Downtown Olean Revitalization

The project is part of the larger Walkable Olean initiative underway in the city. Funding will assist with the need for upper-level housing in the city center and the need to reuse vacant and underutilized downtown properties in order to create a destination neighborhood, encourage job recruitment and retention, and inspire entrepreneurship in downtown Olean.

This mixed-use development project leverages recent public and private investment in the city center. It builds upon the Walkable Olean street reconstruction project which has infused over \$9 million in federal, state, and local funding into a complete-street renovation, set to be finished by fall 2016. The intention of the project is to support commercial and residential facade improvements and serve as a demonstration project and model for commercial and residential renovation. It also seeks to renovate a minimum of 12 affordable housing units in the upper floors of buildings in the targeted area; and to remove renovation barriers from key landmark buildings, making them shovel-ready for development. Olean's city center is positioned to become a model of small-city economic development, with a planning and implementation process that can be replicated in other communities.



## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$46,000
NYMS	\$500,000
Other Public Funds	\$45,000
Equity (City of Olean)	\$23,900
<b>Total Public Funds</b>	<b>\$614,900</b>
PRIVATE SOURCES OF FUNDS	
Owner Funding	\$925,000
<b>Total Private Funds</b>	<b>\$925,000</b>

## USES OF FUNDS

USE	
Streetscape	\$50,000
Infrastructure/Site Work	\$211,000
Architecture/Engineering/Soft Costs	\$79,400
Construction/Renovation	\$1,154,500
Administration	\$45,000
<b>Total Cost</b>	<b>\$1,539,900</b>

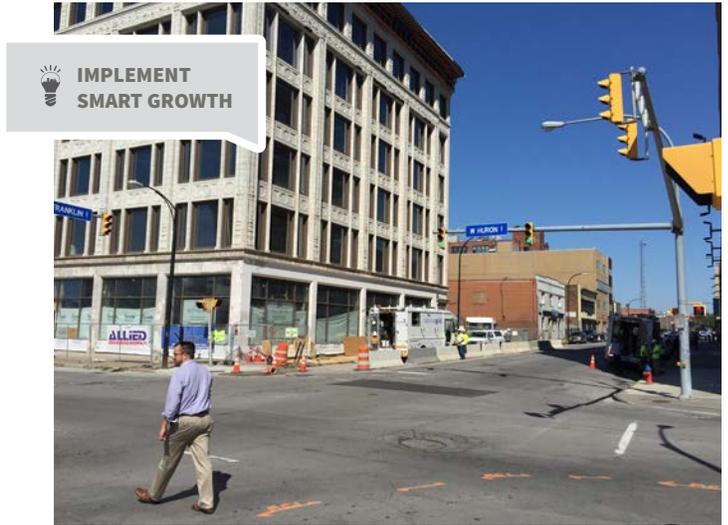
<b>CFA #</b>	<b>53699</b>
<b>APPLICANT</b>	<b>Olean Business Development Corporation</b>
<b>LOCATION</b>	<b>Olean, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$1,539,900</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$46,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>0</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>7</b>

Budget Narrative: This project shows significant private and equity financing (60%). In addition both the City of Olean and the Olean Urban Renewal Agency have committed significant funds to the project. The requested ESD Grant Funds and HCR funds will be used for architecture/engineering/soft costs, and infrastructure/site work.

# Entertainment District/ Franklin Street Corridor

This investment in infrastructure enhances the vibrancy and long-term economic sustainability of downtown Buffalo by creating environments that encourage private investment in previously blighted areas, and reinforcing the city as a regional center attractive to residents, employers and visitors.

The project will realize improvements to Franklin Street creating a connection between downtown’s Civic and Entertainment Districts and building upon infrastructure improvements already planned and/or implemented in these two distinct districts. The result will be much needed pedestrian and public realm upgrades, including the replacement of crumbling sidewalks, lighting upgrades, crosswalk improvements, and improved street pavement. An upgraded Franklin Street will provide residents and visitors with an inviting, walkable connection to and from the Buffalo Niagara Convention Center, first-rate hotels, restaurants and entertainment venues resulting in additional economic activity for area tourism attractions. This project is also located in a priority area as identified in the Buffalo Building Reuse Plan.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$760,000
Other State Funds	\$3,000,000
Other Public Funds	\$800,000
<b>Total Public Funds</b>	<b>\$4,560,000</b>

### PRIVATE SOURCES OF FUNDS

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

## USES OF FUNDS

### USE

Construction/Renovation	\$3,404,000
Architectural/Engineering	\$1,132,000
City Bond Sale Expense	\$24,000
<b>Total Cost</b>	<b>\$4,560,000</b>

<b>CFA #</b>	<b>56232</b>
<b>APPLICANT</b>	<b>City of Buffalo</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$4,560,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$760,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>0</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>27</b>

Budget Narrative: The requested ESD Grant Funds will be used for transformative streetscape improvement. Funding from DASNY and the City of Buffalo will complete the project.

# Gates Circle Infrastructure

This compact, pedestrian-friendly, mixed-use infill development project will enhance the quality of life for area residents by creating linkages to transportation, increasing green space, providing employment opportunities, and expanding the availability of goods and services.

The project is a \$120 million mixed-use redevelopment of the former Millard Fillmore Gates Hospital. The phased redevelopment includes a mix of residential units, office space, retail, a grocer, and a YMCA in 900,000 square feet of building space. A new street, aligned with Lancaster Avenue, will be extended eastward through the site and connect to Linwood Avenue (Lancaster Extension); and a connector road will be constructed between the Lancaster Extension and Lafayette Avenue (Lafayette Connector). Phase I of the project—demolition and environmental remediation— will be completed by the end of the year. Funding from ESD will help the project move forward with Phase II: construction of the Lancaster Extension and Lafayette Connector, installation of underground utilities, construction of an approximately 225,000 square foot mixed-use building, and completion of repairs to the parking garage.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$4,835,000
Other State Funds	\$2,650,000
<b>Total Public Funds</b>	<b>\$7,485,000</b>

### PRIVATE SOURCES OF FUNDS

Lending Institution	\$41,138,693
Cash Equity	\$10,000,000
<b>Total Private Funds</b>	<b>\$51,138,693</b>

## USES OF FUNDS

### USE

Infrastructure/Site Work	\$4,835,000
Construction/Renovation	\$43,502,682
Property Acquisition	\$1,500,000
Architecture/Engineering/Soft Costs	\$8,786,011
<b>Total Cost</b>	<b>\$58,623,693</b>

<b>CFA #</b>	<b>53452</b>
<b>APPLICANT</b>	<b>Gates Circle Holdings LLC</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$58,623,693</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$4,835,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>0</b>
<b>INDIRECT JOBS CREATED</b>	<b>135</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>345</b>

Budget Narrative: The requested CFA funding will be used for public access and infrastructure elements such as new road construction including extension of Lancaster Avenue, utilities, sewer, sanitary and project green space development.

# Highland Avenue Business Park Phase 1

The revitalization of the Highland Avenue Corridor will implement smart growth by accelerating brownfield redevelopment and making the site market ready for developers interested in utilizing the Brownfield Cleanup Program. Encouraging job growth, the project will make space available to entrepreneurs. The site also has potential to be redeveloped into a green manufacturing center—one of the goals of the Highland Brownfield Opportunity Area (BOA).

The City of Niagara Falls will transform a New York State designated BOA priority brownfield site in the Highland Avenue Corridor into a prosperous, economically diverse location capable of attracting new investment and employment opportunities. This redevelopment project is the first phase of developing a business park and would be a proactive step to drive future development in the neighborhood. The City will make 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.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$500,000
<b>Total Public Funds</b>	<b>\$500,000</b>

### PRIVATE SOURCES OF FUNDS

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

## USES OF FUNDS

### USE

Property Acquisition	\$100,000
Construction/Renovation	\$1,350,000
Architectural/Engineering	\$50,000
<b>Total Cost</b>	<b>\$1,500,000</b>

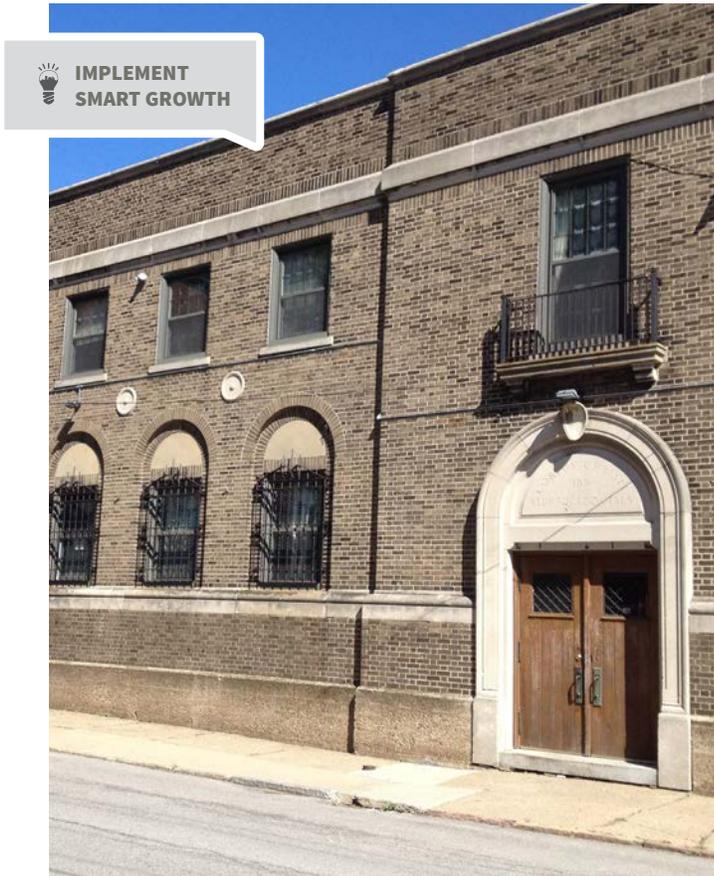
<b>CFA #</b>	<b>57444</b>
<b>APPLICANT</b>	<b>City of Niagara Falls</b>
<b>LOCATION</b>	<b>Niagara Falls, Niagara County</b>
<b>TOTAL PROJECT COST</b>	<b>\$1,500,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$500,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>0</b>
<b>INDIRECT JOBS CREATED</b>	<b>300</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>30</b>

Budget Narrative: The ESD Grant Funds will leverage a \$1,000,000 grant from National Grid.

# Historic East Village Revitalization Phase 1

The Historic East Village Revitalization Initiative is aligned with WNY REDC’s smart growth and tourism strategies. The Corpus Christi campus—a hub of the Broadway-Fillmore District/Polonia (one of Buffalo’s most historic neighborhoods)—presents an opportunity to invest in a neighborhood worthy of rediscovery. With Friends of Corpus Christi as the lead, the project will also develop the Sacred Sites Tourism Trail in collaboration with other churches and cultural centers in Buffalo.

Friends of Corpus Christi is launching an initiative to transform the Corpus Christi campus—five buildings over a three-block area including urban green space. The campus was designated as a historic site on the National and State Registers of Historic Places and is located steps away from the old world Broadway Market commercial area in the heart of the historic Polonia District. The campus envisions providing community facilities for workforce development opportunities, recreation, office space for community agencies and professionals, urban green space and green infrastructure, lodging and cultural/historic tourism. Friends of Corpus Christi will lead the effort to develop a master plan for the campus and acquire funding for phased implementation.



## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$50,000
Other State Funds	\$525,575
<b>Total Public Funds</b>	<b>\$575,575</b>
PRIVATE SOURCES OF FUNDS	
Private	\$228,475
<b>Total Private Funds</b>	<b>\$228,475</b>

## USES OF FUNDS

USE	
Contractual for Site Planning	\$100,000
Contractual for Tourism Planning	\$25,525
Contracted for Renovation	\$500,000
Matching Funds	\$178,525
<b>Total Cost</b>	<b>\$804,050</b>

<b>CFA #</b>	<b>56910</b>
<b>APPLICANT</b>	<b>Friends of Corpus Christi</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$804,050</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$50,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>10</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>0</b>

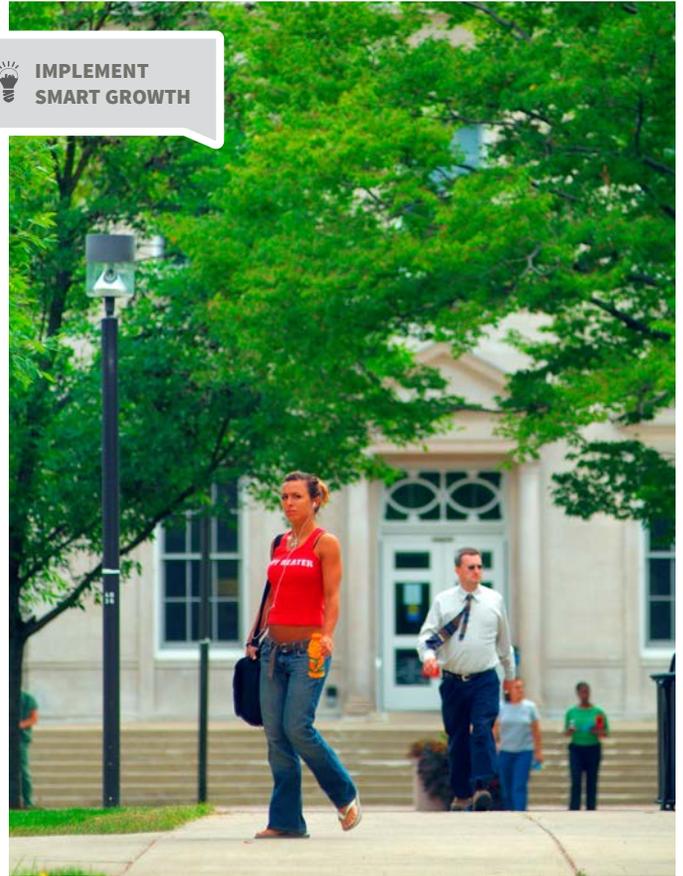
Budget Narrative: Other funding sources include individual donations, revenue from fundraising events and grants from private foundations.

# Main Street Campus Revitalization Project

UB will move forward with a key element of their campus master plan, which hinges on revitalizing their historic Main Street Campus in the City of Buffalo; and leveraging that investment to catalyze redevelopment of neighboring communities. The project will have powerful economic ripple effects through an influx of students, employees, and visitors. It will also impact development of minority businesses and housing in surrounding neighborhoods.

The project, which will move the graduate schools of Social Work and Education from the Amherst Campus to the Main Street Campus, involves restoring two historic buildings, constructing a new building, and transferring 1,500 graduate students and employees to replace the medical school moving to UB's downtown campus. Embedding these community-focused professional schools within the city will enhance clinical education while engaging with the social, economic, and educational challenges facing this community.

 **IMPLEMENT SMART GROWTH**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$4,835,000
Other State Funds	\$13,040,000
<b>Total Public Funds</b>	<b>\$17,875,000</b>

### PRIVATE SOURCES OF FUNDS

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

## USES OF FUNDS

### USE

Construction/Renovation	\$13,074,900
Architectural/Engineering	\$3,012,600
Furniture/Fixtures/Equipment	\$1,787,500
<b>Total Cost</b>	<b>\$17,875,000</b>

<b>CFA #</b>	<b>51635</b>
<b>APPLICANT</b>	<b>University at Buffalo</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$17,875,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$4,835,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>0</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>143</b>

Budget Narrative: The requested ESD Grant Funds will leverage funding from SUNY sources to complete the project.

# North 3rd Street Reconstruction Project

The project will preserve the identity of a historic neighborhood asset adjacent to downtown Olean, enhance natural resources, and advance the business district as a center for social and economic activity.

Located in the Oak Hill Park Historic District just west of North Union Street and the downtown business district, the project is an extension of the City of Olean Central Business District former priority project—transforming downtown’s main thoroughfare into a “complete street” and paving the way for further private investment. The project involves reconstructing the 200 block of North 3rd Street along with installing new sidewalks, granite curbing and street trees. A storm sewer line will allow better drainage and storm water reduction. Original brick pavers will be removed and reused. Preserving this brick street will slow down traffic, increase the value of homes in this section of the Oak Hill Park Historic District, retain Olean’s small town appeal and charm and, by extension, strengthen the Walkable Olean downtown revitalization efforts just east of this project.



## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$160,000
Budgeted Funds City of Olean	\$640,000
<b>Total Public Funds</b>	<b>\$800,000</b>
PRIVATE SOURCES OF FUNDS	
Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

## USES OF FUNDS

USE	
New Construction	\$800,000
<b>Total Cost</b>	<b>\$800,000</b>

<b>CFA #</b>	<b>52209</b>
<b>APPLICANT</b>	<b>City of Olean</b>
<b>LOCATION</b>	<b>Olean, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$800,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$160,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>0</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>5</b>

Budget Narrative: City of Olean capital funds will be used for 80% of the total project cost. The requested ESD Grant Funds will be used for infrastructure site work, construction, and renovation.

# Broadway Market

The Broadway Market is a regional attraction and neighborhood anchor. Once revitalized, the Market will aid in the creation of new food service entrepreneurs, will catalyze additional redevelopment in the Broadway-Fillmore neighborhood, and will enhance local food system sustainability and community health.

The Broadway Market—the City of Buffalo’s public market—is a unique community asset where people of all backgrounds come together to share a common experience: food. Famed for its ethnic, old world shopping atmosphere, the Broadway Market’s concept of selling fresh and unique products has remained unchanged since it first opened in 1888. Project activities that will strengthen the identity and user experience include resurfacing the market floor and creating the Broadway Market Commercial Kitchen that will act as a “Kutchina Demonstrata” or demonstration kitchen. The Kutchina Demonstrata will offer cooking demonstrations and classes in preparing healthy, economical meals that will affect positive changes in eating habits and nutrition; and will 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.



**FOSTER A CULTURE OF ENTREPRENEURSHIP**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$74,000
Other Public Funds	\$370,000
<b>Total Public Funds</b>	<b>\$444,000</b>

### PRIVATE SOURCES OF FUNDS

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

## USES OF FUNDS

### USE

Infrastructure/Site Work	\$74,000
Machinery/Equipment	\$120,000
Construction/Renovation	\$200,000
Furniture/Fixtures/Equipment	\$50,000
<b>Total Cost</b>	<b>\$444,000</b>

<b>CFA #</b>	<b>55377</b>
<b>APPLICANT</b>	<b>City of Buffalo</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$444,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$74,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>0</b>
<b>INDIRECT JOBS CREATED</b>	<b>10</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>10</b>

Budget Narrative: The ESD Grant Funds will leverage \$370,000 of local funding to improve the Broadway Market.

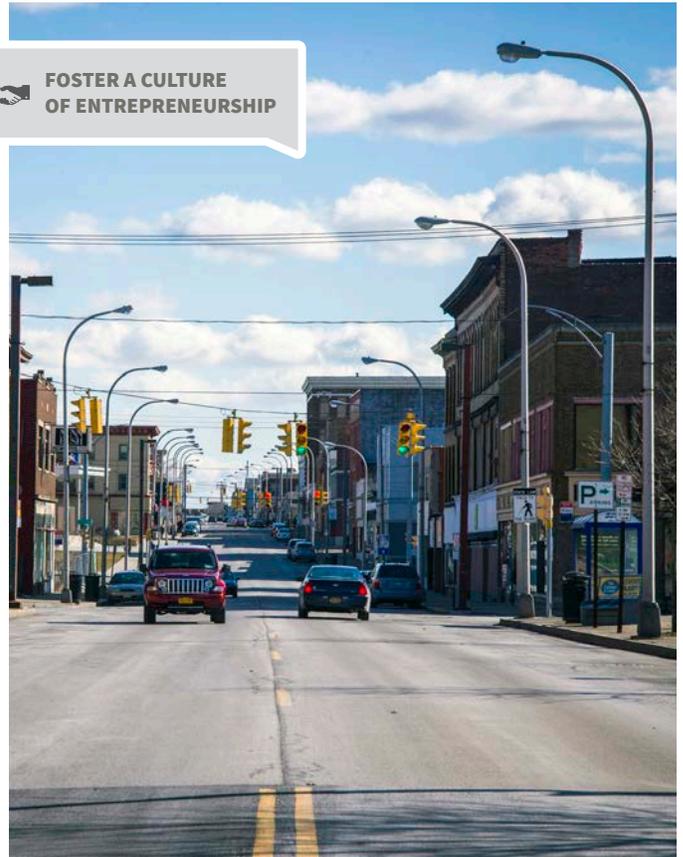
# Micro-Enterprise Assistance

The program aims to foster and support entrepreneurs aligning with the WNY REDC strategy. The program also enables smart growth by encouraging new or growing existing businesses within an already developed area. Given the 8 million tourists a year that come through Niagara Falls, the Micro-Enterprise Assistance program will only enhance the offerings to these guests.

The Niagara Falls Micro-Enterprise Assistance program is administered by the N.F.C. Development Corporation, whose mission is providing programs relieving and reducing unemployment, bettering and maintaining job opportunities, and providing aid to attract or retain business and industry within the City of Niagara Falls. The program will consider cash grants up to \$10,000 to qualified micro businesses located in Niagara Falls. A micro business (for the purposes of this program) has five (5) or fewer full time equivalent (FTE) non-seasonal employees, including the firm's owners. 20 micro-enterprise grants will be administered by the City of Niagara Falls' in 2015-16, creating new jobs, while fighting urban blight through the construction or re-use of existing commercial space.



**FOSTER A CULTURE OF ENTREPRENEURSHIP**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$100,000
City of Niagara Falls	\$100,000
<b>Total Public Funds</b>	<b>\$200,000</b>

### PRIVATE SOURCES OF FUNDS

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

## USES OF FUNDS

### USE

Construction/Renovation	\$200,000
<b>Total Cost</b>	<b>\$200,000</b>

<b>CFA #</b>	<b>58093</b>
<b>APPLICANT</b>	<b>City of Niagara Falls Department of Economic Development</b>
<b>LOCATION</b>	<b>Niagara Falls, Niagara County</b>
<b>TOTAL PROJECT COST</b>	<b>\$200,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$100,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>0</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>10</b>

Budget Narrative: The requested ESD Grant Funds will help provide grants to micro businesses in the City of Niagara Falls. The City will match NYS funding sources.

# WNY Small Business Fund

 FOSTER A CULTURE OF ENTREPRENEURSHIP

The project will inject capital into small businesses allowing greater engagement by all demographics in the regional economy’s growth, and greater participation in the region’s core industry sectors. It will allow small businesses to participate at a higher rate in the many downtown development efforts throughout the region, and it will grow disadvantaged and minority-owned businesses at greater levels.

This investment will help create a \$5 million revolving loan fund that over 20 years will provide more than \$19 million in small business financing and create/retain 3,000 jobs. The project will provide loans, typically under \$100,000, to small businesses that cannot access capital through traditional financing—reducing or eliminating significant obstacles to growth. Loans will be supplemented by advisory services to assist small businesses in realizing their growth goals. As this focus is in direct alignment with the goals of the Beverly Gray Business Exchange Center, Excelsior Growth Fund has been in discussions with the City of Buffalo to build upon their existing WNY presence and establish a new office in the complex.



## 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	\$18,500,000
<b>Total Private Funds</b>	<b>\$18,500,000</b>

## USES OF FUNDS

### USE

Loans	\$18,500,000
Soft Costs/Administration/Loan Loss/ Reserve Fund	\$1,000,000
<b>Total Cost</b>	<b>\$19,500,000</b>

<b>CFA #</b>	<b>55870</b>
<b>APPLICANT</b>	<b>Excelsior Growth Fund</b>
<b>LOCATION</b>	<b>Regional</b>
<b>TOTAL PROJECT COST</b>	<b>\$19,500,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,000,000</b>
<b>PAST CFA AWARD RECEIVED</b>	
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>0</b>
<b>INDIRECT JOBS CREATED</b>	<b>28</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>0</b>

Budget Narrative: The requested ESD Grant Funds will be used in combination with NYBDC funding to provide loans to small businesses.

# E-Works

While the manufacturing site will generate economic impact as a result of wages paid and materials produced and sold, the project’s main focus is on job creation and workforce readiness for individuals who face chronic unemployment and to create a diverse workforce that represents the community.

A partnership between Support Enterprises Inc., The Resource Center and E-Works, ESD funds will be used to purchase equipment to help the business collect, audit, and disassemble outdated technological devices and prepare them for recycling, refurbish them to be resold to domestic and foreign markets including charity organizations, or shred them to be sold for scrap value. The integrated workplace will provide supports needed for career growth and development for entry level workers, those entering the workforce for the first time, and individuals who have recently received vocational rehabilitation. At least 50% of the positions will be reserved for people with disabilities. The project also provides opportunities for internships and work study positions for students interested in recycling, sales, marketing and entrepreneurship.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$33,000
<b>Total Public Funds</b>	<b>\$33,000</b>

### PRIVATE SOURCES OF FUNDS

Resource Center	\$30,000
TRC Foundation	\$102,000
<b>Total Private Funds</b>	<b>\$132,000</b>

## USES OF FUNDS

### USE

Equipment/Machinery	\$135,000
Furniture/Fixtures	\$15,000
Architecture/Engineering	\$15,000
<b>Total Cost</b>	<b>\$165,000</b>

<b>CFA #</b>	<b>50744</b>
<b>APPLICANT</b>	<b>Support Enterprises, Inc.</b>
<b>LOCATION</b>	<b>Dunkirk, Chautauqua County</b>
<b>TOTAL PROJECT COST</b>	<b>\$165,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$33,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>34</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>0</b>

Budget Narrative: Private funding will be provided by the TRC Foundation and The Resource Center, an affiliated not-for-profit addressing the needs of developmentally disabled workers.

# Expansion of Manufacturing Technology Institutes

To address the need for education and training in high-demand manufacturing technologies in the Southern Tier, this project expands training programs and increases capacity at JCC offering the recent high school graduate, the older non-traditional student, the long-term unemployed, and the displaced worker with job-readiness training utilizing the latest equipment and technology.

The project will help JCC expand its advanced manufacturing courses (currently only offered at its Main Campus in Jamestown) and create a new Manufacturing Technology Institute that will extend manufacturing programs to JCC's Cattaraugus County Campus in Olean. ESD grant funds will provide necessary classroom equipment and supplies, technology infrastructure, and classroom and office furnishings for both the Olean and Jamestown campuses. These expansions will increase program enrollment by 50%, educating an additional 190 students annually. The Cattaraugus County Campus will also provide workforce training annually to an additional 30 to 50 incumbent employees from local manufacturers through JCC's Continuing Education department.



**PREPARE OUR WORKFORCE**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$985,750
SUNY 2020	\$8,985,500
<b>Total Public Funds</b>	<b>\$9,971,250</b>

### PRIVATE SOURCES OF FUNDS

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

## USES OF FUNDS

### USE

Land Acquisition	\$441,750
New Construction	\$6,627,000
Building Renovation	\$1,241,750
Machinery/Equipment	\$835,209
Furniture/Fixtures/Equipment	\$150,541
Demolition/Environmental Remediation	\$300,000
Soft Costs	\$375,000
<b>Total Cost</b>	<b>\$9,971,250</b>

<b>CFA #</b>	<b>53322</b>
<b>APPLICANT</b>	<b>Jamestown Community College</b>
<b>LOCATION</b>	<b>Jamestown, Chautauqua County; Olean, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$9,971,250</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$985,750</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>5</b>
<b>INDIRECT JOBS CREATED</b>	<b>5</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>75</b>

Budget Narrative: The requested ESD Grant Funds will combine with NYSUNY 2020 grant funds to purchase needed machinery and equipment, and furniture, fixtures and equipment.

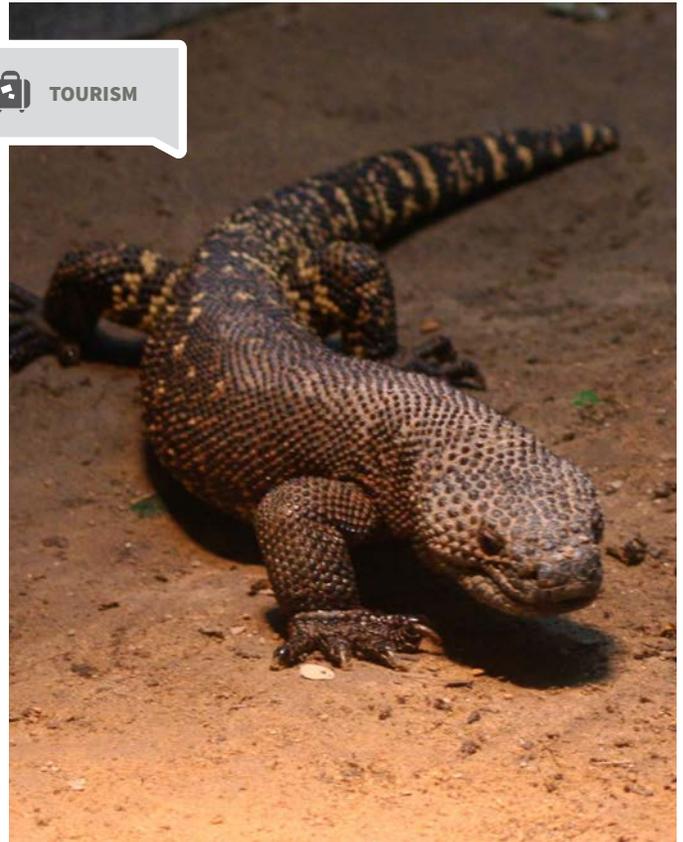
# Buffalo Zoo Reptile House



TOURISM

The project will contribute to the region’s need for tourism asset development. Renovations to one of the largest indoor buildings at the Zoo will increase visitation at this major tourist attraction, particularly in the winter.

The project will restore the Zoo’s Reptile House to its former glory as one of the best facilities in the country. 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. Twenty self-contained habitats will be fully fabricated reproductions of nature using castings, artistically sculpted elements, and live plants. Two new conservation pods will showcase the Zoo’s ongoing work breeding endangered amphibians. A naturalistic exhibit for eastern hellbenders will highlight the Zoo’s work with NYS Dept. of Environmental Conservation to reintroduce hellbender populations into local streams. The plan also includes an expansive area for Komodo dragons, the largest lizard in the world. The project will benefit the 450,000+ annual visitors to the Buffalo Zoo including 35,000 school children and expand the Zoo’s popularity as a major tourist destination.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$450,000
Other State Funds	\$550,000
City of Buffalo	\$267,000
<b>Total Public Funds</b>	<b>\$1,267,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$1,233,000
<b>Total Private Funds</b>	<b>\$1,233,000</b>

## USES OF FUNDS

### USE

Design/Engineering/Construction Administration	\$206,410
Construction	\$2,293,590
<b>Total Cost</b>	<b>\$2,500,000</b>

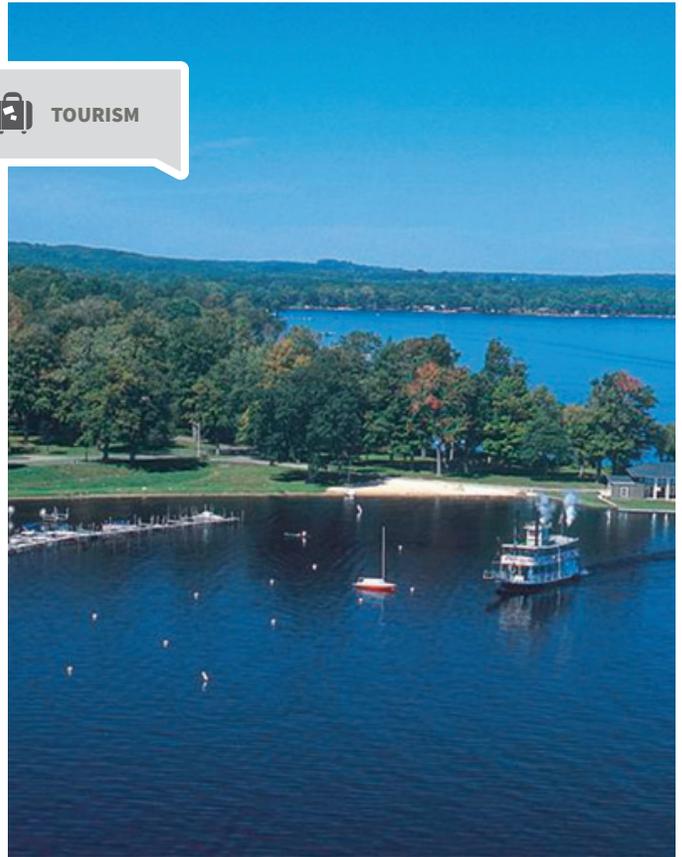
<b>CFA #</b>	<b>51168</b>
<b>APPLICANT</b>	<b>Zoological Society of Buffalo Inc.</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$2,500,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$450,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>5</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>40</b>

Budget Narrative: The requested ESD Grant Funds will be used towards design and construction of a the new Reptile House on the grounds of the Buffalo Zoo. Capital campaign funding will support the remaining project costs.

# Destination Hotel



TOURISM



This project will leverage one of the region’s most popular tourist destinations, Chautauqua Lake, and help to accommodate and grow travelers in this area. It also will also complement recent developments in the Jamestown area, bringing tourists to the new National Comedy Center and other regional attractions. Jobs created by the hotel will range from entry-level to management, providing opportunities for area residents of all experience levels.

The project will help develop a true destination resort hotel in Celoron modeled after the joint venture developers’ successful facilities in Watkins Glen, NY and Clayton, NY. The hotel’s main attraction will be its location, which will offer views of Chautauqua Lake and direct access to its shoreline providing a reason in every season to enjoy its natural resources. Conceptual plans call for a full service hotel designed, built and serviced to gain American Automobile Association Four Diamond accreditation. The hotel will have approximately 100 guest rooms, restaurant, bar, conference space, grand ballroom, business center, indoor pool, fitness center and manicured grounds allowing for outdoor events during the summer months.

## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$2,830,708
Other State Funds	\$255,000
<b>Total Public Funds</b>	<b>\$3,085,708</b>

### PRIVATE SOURCES OF FUNDS

Equity	\$5,989,292
Borrowed Funds	\$14,925,000
<b>Total Private Funds</b>	<b>\$20,914,292</b>

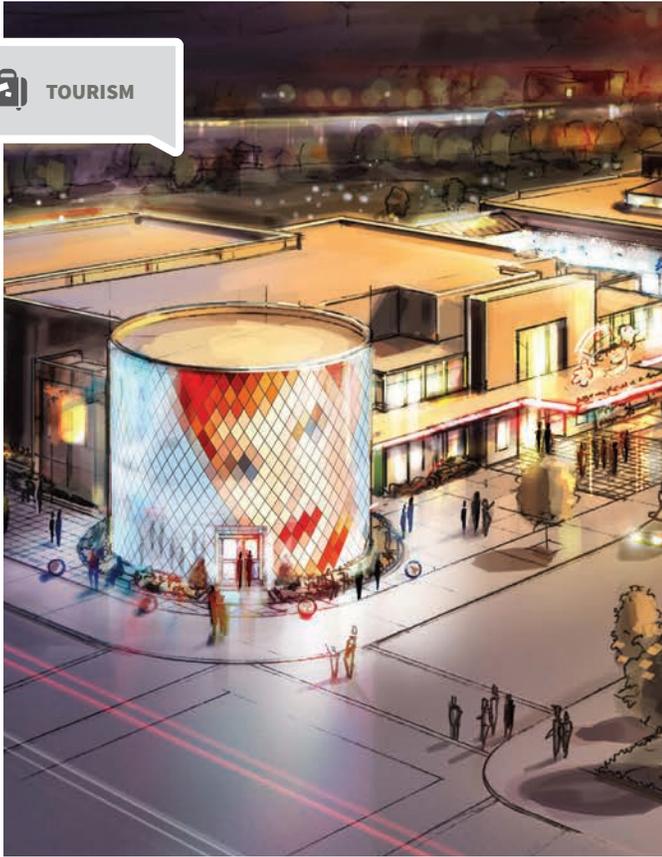
## USES OF FUNDS

### USE

New Construction	\$15,000,000
Land Acquisition	\$3,000,000
Furniture/Fixtures/Equipment	\$4,400,000
Soft Costs	\$1,600,000
<b>Total Cost</b>	<b>\$24,000,000</b>

<b>CFA #</b>	<b>52898</b>
<b>APPLICANT</b>	<b>Chautauqua Harbor Hotel LLC</b>
<b>LOCATION</b>	<b>Celoron, Chautauqua County</b>
<b>TOTAL PROJECT COST</b>	<b>\$24,000,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$2,830,708</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>75</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>100</b>

Budget Narrative: The requested ESD Grant Funds will address architectural, engineering costs and construction costs. State funding requested is less than 12% of total project cost.



The National Comedy Center will be an important contributor to tourism generation in the Southern Tier serving as a gateway to NYS and drawing visitors from southern and western regions of the U.S. In addition, The National Comedy Center is adding to the efficiency of downtown Jamestown’s core by repurposing two underutilized historic buildings and providing much-needed infill construction.

The National Comedy Center (NCC) is designed to be a national attraction based on the celebration of comedy (the craft and its contributors), and embodies Lucille Ball’s vision for her hometown of Jamestown. ESD funds will assist with the new connecting building on the corner of Washington and 2nd Streets that, along with the adaptive reuse of both the Erie-Lackawanna train station in Jamestown (an art-deco building on the national historic registry that recently underwent a \$12 million restoration), and a former electric public utility building, will provide the necessary total square feet of exhibit space for this world-class attraction. The project anticipates 114K visitors/year, resulting in \$17M in goods and services, \$6M in wages and 184 jobs in the tri-county area. One-time construction costs will generate \$55M in goods and services, \$24M in wages and 451 jobs.

Budget Narrative: More than 65% of the funding for this phase of the project is from private sources. CFA Funds are targeted for infrastructure site work, and furniture, fixtures, and equipment.

# National Comedy Center Connector

<b>CFA #</b>	<b>53248</b>
<b>APPLICANT</b>	<b>National Comedy Center</b>
<b>LOCATION</b>	<b>Jamestown, Chautauqua County</b>
<b>TOTAL PROJECT COST</b>	<b>\$20,070,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$2,000,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$1,500,000</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>40</b>
<b>INDIRECT JOBS CREATED</b>	<b>101</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>451</b>

## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$2,000,000
Other State Funds	\$2,825,000
Other Public Funds (Chautauqua County)	\$2,000,000
<b>Total Public Funds</b>	<b>\$6,825,000</b>
PRIVATE SOURCES OF FUNDS	
Gebbie Foundation	\$6,000,000
Lenna Foundation	\$500,000
Cummins JEP & Foundation	\$250,000
Watchfire Foundation	\$100,000
Federal NMTC Equity	\$3,325,000
Other Foundations	\$270,000
Sheldon Foundation	\$500,000
Darrah Fund	\$200,000
Johnson Foundation	\$100,000
The Oishei Foundation	\$1,000,000
Chautauqua Region Community Foundation	\$1,000,000
<b>Total Private Funds</b>	<b>\$13,245,000</b>

## USES OF FUNDS

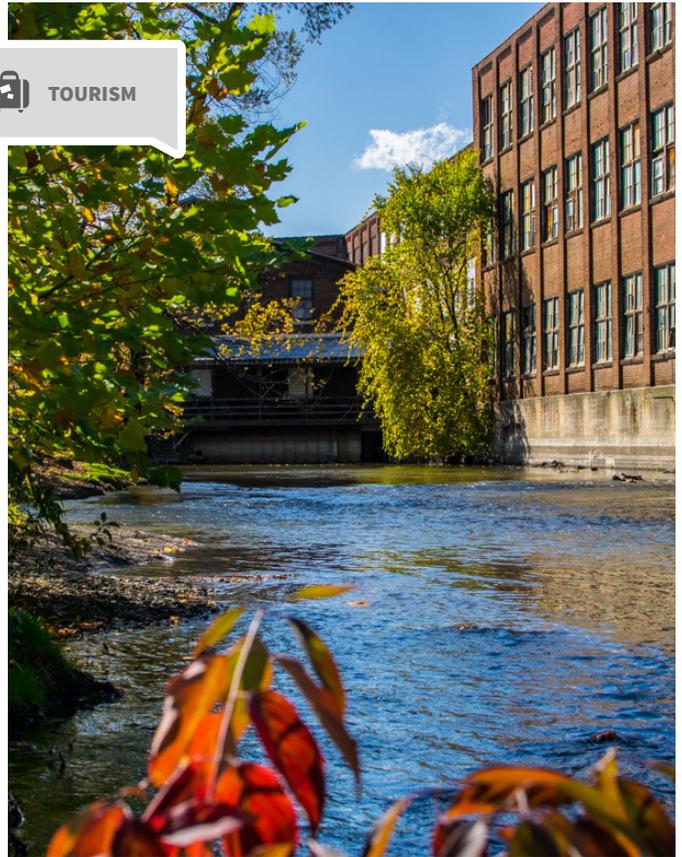
USE	
New Construction	\$1,800,000
Building Renovation	\$3,452,000
Furniture/Fixtures/Equipment	\$11,070,000
Demolition/Environmental Remediation	\$1,728,000
Soft Costs	\$2,020,000
<b>Total Cost</b>	<b>\$20,070,000</b>

# National Comedy Center Park

This new public space will contribute to the development of a unique, world-class attraction that will draw visitors to the region, create jobs, and spur economic development. The project also advances the region’s smart growth strategy through reinvestment in Jamestown’s urban center—creating an outdoor space for public use and utilizing large-scale green infrastructure.

The National Comedy Center Park, adjacent to the Chadakoin River, will be developed to serve as an extension of the National Comedy Center (NCC), and will provide exterior green public spaces where residents and visitors can enjoy a variety of activities including outdoor movies, live performances, and recreational space. The project will include the installation of two large digital screens for regular showings of comedic videos and live performances that will help generate a vibrant hub where the community can gather. The walkway and pedestrian mall area will utilize permeable pavements to reduce storm water runoff; and bio-swales, rain gardens and bio-retention systems will be employed throughout the site and showcased through informational signage.

 TOURISM



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$325,000
Park Acquisition, Development & Planning	\$500,000
Green Innovation Grant Program	\$500,000
<b>Total Public Funds</b>	<b>\$1,325,000</b>

### PRIVATE SOURCES OF FUNDS

Equity	\$40,000
Foundations	\$260,000
<b>Total Private Funds</b>	<b>\$300,000</b>

## USES OF FUNDS

### USE

Construction/Renovation	\$811,000
Equipment/Supplies	\$814,000
<b>Total Cost</b>	<b>\$1,625,000</b>

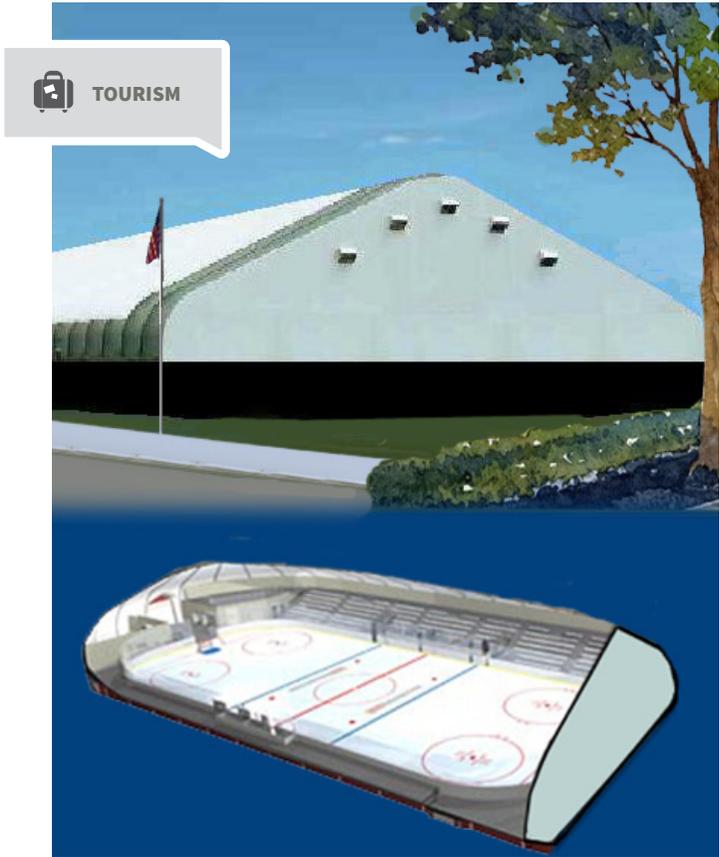
<b>CFA #</b>	<b>53239</b>
<b>APPLICANT</b>	<b>National Comedy Center</b>
<b>LOCATION</b>	<b>Jamestown, Chautauqua County</b>
<b>TOTAL PROJECT COST</b>	<b>\$1,625,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$325,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>40</b>
<b>INDIRECT JOBS CREATED</b>	<b>101</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>451</b>

Budget Narrative: The requested ESD Grant Funds will assist the development of a public space around the National Comedy Center. The non-public funding is readily available from private and philanthropic sources.

# Regional Sports Complex

This project will encourage reinvestment in the local central business district; and will address the need for an ice rink in accordance with the Village of Springville’s Comprehensive Master Plan. It will promote investment in public spaces and the reuse of vacant spaces, as well as encourage residential uses and assist in attracting new residents and businesses to the Springville area.

The HITS Foundation is dedicated to “Helping Individuals To Smile”, by providing financial, facility and program support for underprivileged children and adults. Recently, the Foundation purchased 4.3 acres in the commercial district in Springville, an area which is severely underserved. They also purchased site amenities and equipment to prepare for the creation of a Regional Sports Complex, with an ice rink, field house, basketball court and volleyball court. The Complex will include an educational area to provide support services, such as help with school work and healthy eating. Phase I of this project will be to construct a state-of-the-art building to house an ice rink to provide sports activities, as well as an education center to provide programs promoting health and wellness. The center will also house a snack shop, pro shop, locker rooms and offices for the Foundation.



 TOURISM

## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$450,000
<b>Total Public Funds</b>	<b>\$450,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$1,800,000
<b>Total Private Funds</b>	<b>\$1,800,000</b>

## USES OF FUNDS

### USE

Architectural/Engineering/Soft Costs	\$322,805
Construction	\$1,927,195
<b>Total Cost</b>	<b>\$2,250,000</b>

<b>CFA #</b>	<b>53835</b>
<b>APPLICANT</b>	<b>HITS Foundation</b>
<b>LOCATION</b>	<b>Springville, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$2,250,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$450,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>6</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>47</b>

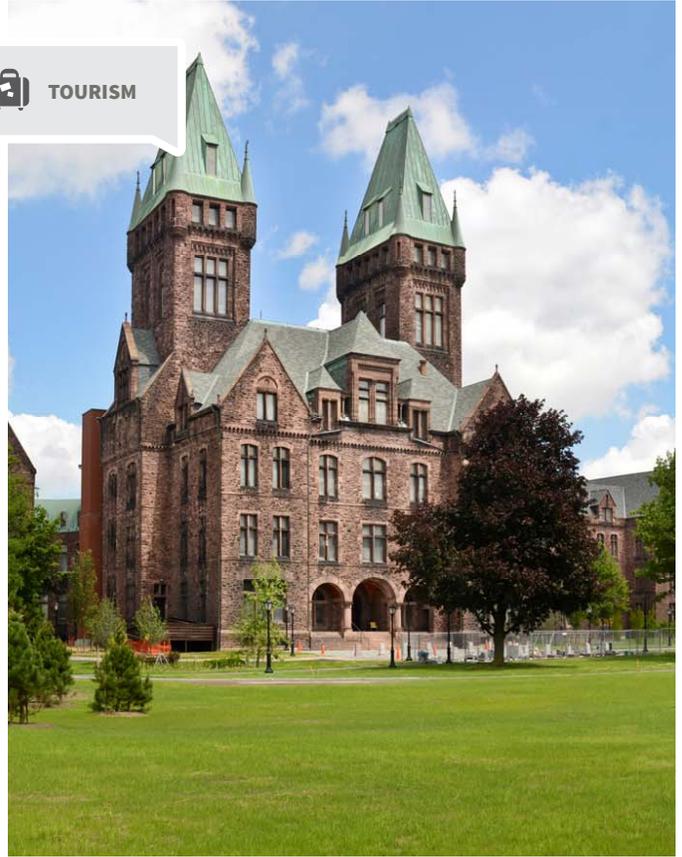
Budget Narrative: The requested ESD Grant Funds will be used for construction of the new facility. Private funds are being provided from the HITS Foundation.

# Richardson Development Project

The project supports the need for visitor support infrastructure (hotels and conference centers) and a skilled hospitality workforce to service the resurgence of the Buffalo waterfront, growth of the Medical Campus, recent success in hosting sporting events and conferences, and a push for cultural and recreational tourism.

The project includes the acquisition and installation of advanced communication technology and equipment at Hotel Henry Urban Resort and Conference Center, which is the core project for the restoration and reuse of the Richardson Olmsted Complex. One of Buffalo's most iconic buildings and a National Historic Landmark, the 140-year-old Richardson Olmsted Complex is being transformed into a vibrant new hub of activity that will strengthen the position of the Complex in the region. Construction for the hotel and conference center began in October 2014 and is expected to be complete in late 2016. The facility will provide guest accommodations and event/conference space, and feature advanced virtual communication technology that will enable users to interact directly (on-site) and globally (off-site).

 TOURISM



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$1,500,000
Other State Funds	\$5,250,000
<b>Total Public Funds</b>	<b>\$6,750,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$750,000
<b>Total Private Funds</b>	<b>\$750,000</b>

## USES OF FUNDS

### USE

Reconstruction, re-purposing, and build out of hotel/conference center spaces and interactive environments	\$ 6,996,000
Permitting/Legal/Architectural Design	\$504,000
<b>Total Cost</b>	<b>\$7,500,000</b>

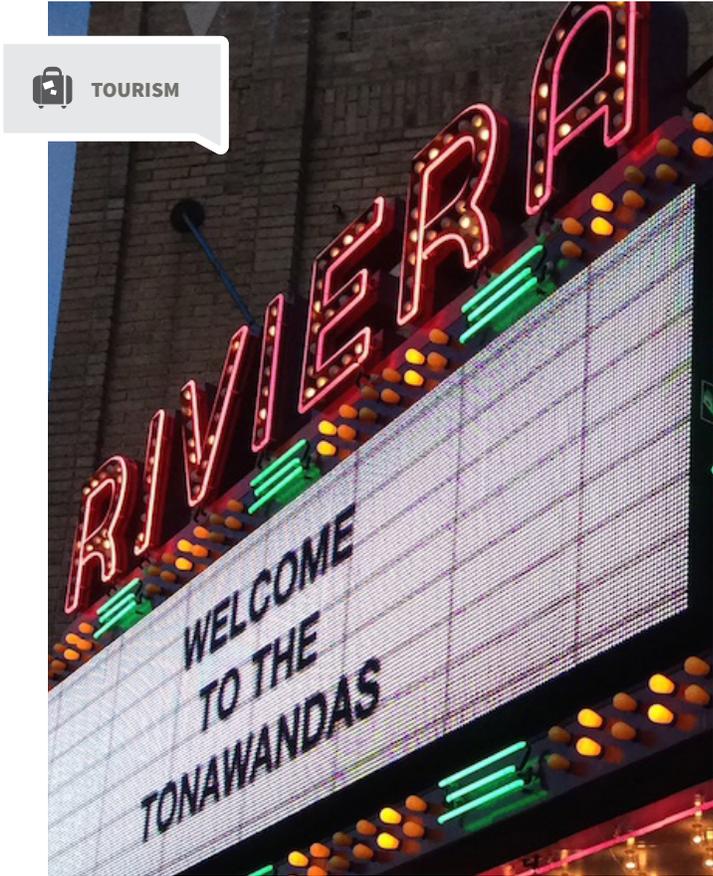
<b>CFA #</b>	<b>56209</b>
<b>APPLICANT</b>	<b>WWS Planning</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$7,500,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,500,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>0</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>500</b>

Budget Narrative: \$750,000 in cash equity for this project will be provided by the Hotel Operator, CityInn2-Buffalo LLC. The remainder of project funding will be completed with funding from other NYS resources.

# Riviera Theatre Expansion

Tourism asset development is an important part of the WNY REDC strategy. With the expansion and upgrades included in this project, the Riviera will rise in the performing arts community, as theaters across the region are growing in popularity. As the anchor to the City of North Tonawanda’s downtown business district, the theater promotes the REDC strategic goal of Smart Growth. It will increase economic impact on the City’s downtown and will stimulate infill development within the central business district.

The Riviera Theatre is a quality of life, historical, architectural, arts and cultural regional treasure and destination that anchors a vibrant and evolving downtown in the City of North Tonawanda. Built in 1926 and listed on the National and State Historic Registers, it is home to the original Mighty Wurlitzer pipe organ. It is important for the theater to identify new revenue sources so that its operations and efforts can be sustainable and continue to build upon its 100,000 annual visitors. This expansion will establish new revenue sources for the theater, provide visitors and performers with the modern comforts they require, attract more events and visitors to the theater, and preserve the historic theater for future generations to enjoy.



 TOURISM

## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$1,800,000
Other State Funds	\$200,000
Other Public Funds	\$550,000
<b>Total Public Funds</b>	<b>\$2,550,000</b>

### PRIVATE SOURCES OF FUNDS

Bank Financing	\$2,000,000
Foundations	\$1,000,000
“Set the Stage” Capital Campaign	\$530,000
<b>Total Private Funds</b>	<b>\$3,530,000</b>

## USES OF FUNDS

### USE

Construction/Renovation	\$5,730,000
Furniture/Fixtures/Equipment	\$150,000
Soft Costs	\$200,000
<b>Total Cost</b>	<b>\$6,080,000</b>

<b>CFA #</b>	<b>55331</b>
<b>APPLICANT</b>	<b>Riviera Theatre and Performing Arts Center</b>
<b>LOCATION</b>	<b>North Tonawanda, Niagara County</b>
<b>TOTAL PROJECT COST</b>	<b>\$6,080,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,800,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$42,343</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>14</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>40</b>

Budget Narrative: The ESD Grant Funds will be used for renovations and expansion of the theatre. Other public funds are in development. Private funding will be provided by bank financing, local foundation and an ongoing capital campaign.

# William O. Smith Recreation Center Complex Improvements

As the only covered ice rink in Cattaraugus and Allegany Counties serving the needs of recreational users and organized sports teams, the project helps protect and preserve the economic viability of this community asset and tourism generator, ensures continued public access to recreational activities for all populations, and builds upon other ongoing city-wide revitalization projects.

The project—part of the City’s comprehensive parks improvements initiative—makes upgrades to the William O. Smith Recreation Center located at War Vet’s Park. The project includes the installation of a new NHL-regulation concrete surface floor, a sub-soil heating and drainage system, and an indirect-style refrigeration plant. Ancillary rink improvements include two multipurpose locker rooms to serve this facility and nearby Bradner Stadium, rehabilitation of the adjoining swimming pool, and restoration of the pavilion in the park. A new sidewalk will connect the ice rink to the Stadium for shared use by both facilities. The project will incorporate green technology and energy efficiencies to promote sustainable community goals. The economic impact in rental fees and business patronage exceeds \$250,000 annually.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$420,000
Park Acquisition Development & Planning Funds	\$500,000
Other Public Funds	\$1,115,000
<b>Total Public Funds</b>	<b>\$2,035,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$65,000
<b>Total Private Funds</b>	<b>\$65,000</b>

## USES OF FUNDS

### USE

Building Renovation	\$1,487,000
Administration	\$20,000
Contractual/Consultants	\$45,000
Architectural/Engineering/Soft Costs	\$347,000
Other	\$201,000
<b>Total Cost</b>	<b>\$2,100,000</b>

<b>CFA #</b>	<b>53240</b>
<b>APPLICANT</b>	<b>City of Olean</b>
<b>LOCATION</b>	<b>Olean, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$2,100,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$420,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>0</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>8</b>

Budget Narrative: This project is primarily (53%) funded by funds currently available to the City of Olean. The requested ESD Grant Funds will be used for construction and renovation costs.

# Biorefinery Development and Commercialization Center (BDCC)

The BDCC 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 collaboration among Alfred State, SUNY College of Environmental Science and Forestry (SUNY ESF) and Applied Biorefinery Sciences LLC, the project is a multi-functional facility designed to enable private firms to scale the production of bio-renewable materials and sustainable energy from lab-bench 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 expenses 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.



ADVANCED MANUFACTURING

## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$2,007,000
Other State Other	\$3,712,000
Other Public Funds	\$4,643,000
<b>Total Public Funds</b>	<b>\$10,362,000</b>

### PRIVATE SOURCES OF FUNDS

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

## USES OF FUNDS

### USE

Architecture/Engineering	\$1,190,000
Infrastructure/Site Work	\$4,486,000
Equipment/Machinery	\$2,286,000
Training	\$2,400,000
<b>Total Cost</b>	<b>\$10,362,000</b>

CFA # 56366

APPLICANT Alfred State College

LOCATION Wellsville, Allegany County

TOTAL PROJECT COST \$10,362,000

RECOMMENDED ESD GRANT \$2,007,000

PAST CFA AWARD RECEIVED \$500,000

DIRECT JOBS CREATED OR RETAINED 13

INDIRECT JOBS CREATED 26

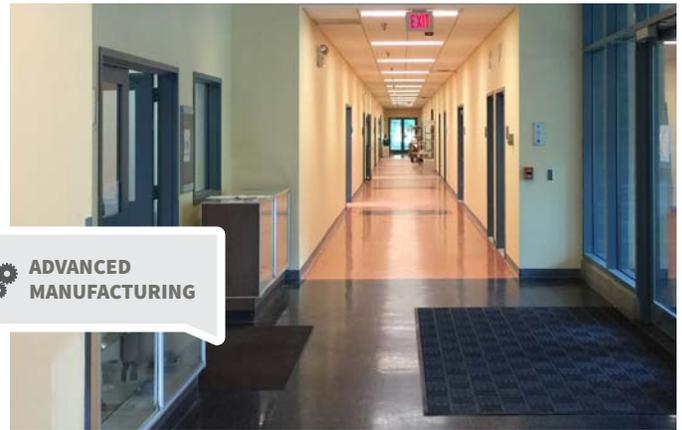
CONSTRUCTION JOBS CREATED 130

Budget Narrative: Requested ESD Grant Funds will be combined with other local, state and federal funding.

# Next Gen-Alfred-Advanced Manufacturing Incubator

As a member of the Innovation Hot Spot and the only advanced manufacturing incubator in Allegany County, this project will attract new start-ups and provide them with facilities, support and resources; and accelerate the development of the advanced manufacturing sector in the Southern Tier.

The two incubators formerly known as the Ceramics Corridor have evolved from a static business incubator model with a focus on ceramic start-ups to IncubatorWorks (IW), a dynamic incubator system with three facilities and an expanded vision to include advanced materials and manufacturing. The project—Next Gen Alfred—will transform a 30 year old facility by adding 5,000 square feet of high bay space, including a loading dock. With this addition, IW can better leverage the existing office and lab space for today’s advanced manufacturing needs. This update is critical not only to attracting innovative industry to Allegany County, but also in preparing the region for the clean energy businesses that will be coming to the region through the 76 West Initiative. This new space is expected to attract at least two new startups to IW.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$1,497,542
<b>Total Public Funds</b>	<b>\$1,497,542</b>

### PRIVATE SOURCES OF FUNDS

NYSEG	\$100,000
Equity	\$177,505
<b>Total Private Funds</b>	<b>\$277,505</b>

## USES OF FUNDS

### USE

Construction/Renovation	\$1,775,047
<b>Total Cost</b>	<b>\$1,775,047</b>

<b>CFA #</b>	<b>54769</b>
<b>APPLICANT</b>	<b>Alfred Technology Resources Inc. DBA Incubator Works</b>
<b>LOCATION</b>	<b>Alfred, Allegany County</b>
<b>TOTAL PROJECT COST</b>	<b>\$1,775,047</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,497,542</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>10</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>32</b>

Budget Narrative: CFA funding was also requested from the New York State Business Incubator Support Program to make programmatic enhancements to the services provided at the incubator.

# South County Industrial Park Expansion

The expansion of the South County Industrial Park will create an opportunity for manufacturing companies to locate or expand in the region improving the economic vitality of Chautauqua County. State investment will leverage private sector investment and maximize the potential of this employment hub.

The project will acquire 66+ acres of land to expand the South County Industrial Park (currently at capacity) and develop a shovel-ready site that can be marketed and developed into two or three buildings of 100,000 square feet each, with necessary parking, and other site amenities. The expansion builds upon the success of the Industrial Park and is a natural build out of the site meant to complete the original vision for the Park. The project will provide high-paying job opportunities for the more than 34,000 inhabitants within a bus route or bicycle ride of downtown Jamestown, the Village of Falconer and their more than 34,000 inhabitants.



## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$200,000
Total Public Funds	\$200,000
PRIVATE SOURCES OF FUNDS	
Private (Chautauqua County IDA)	\$800,000
<b>Total Private Funds</b>	<b>\$800,000</b>

## USES OF FUNDS

USE	
New Construction	\$250,000
Land Acquisition	\$600,000
Soft Costs	\$150,000
<b>Total Cost</b>	<b>\$1,000,000</b>

<b>CFA #</b>	<b>52683</b>
<b>APPLICANT</b>	<b>Chautauqua County</b>
<b>LOCATION</b>	<b>Ellicott, Chautauqua County</b>
<b>TOTAL PROJECT COST</b>	<b>\$1,000,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$200,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>0</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>10</b>

Budget Narrative: The requested ESD Grant Funds will be used to complete needed infrastructure and site work.

# The Farmhouse Community Food Training and Resource Center

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 involves the new construction of an 11,413 square foot multi-use, community food hub that will house a commercial teaching kitchen, a training space and library, increased cold and dry food storage, CSA distribution space, office space and one unit of affordable housing. Annually, the project will create employment and training for 40-50 at-risk youth; will provide food and agriculture-related information, resources and training to 15,000 individuals; will create new market opportunities for 6-10 local farms; will link community residents with emerging job opportunities in agriculture; will create a community hub for local food enterprise and food systems development; and will create a model for neighborhood-based, sustainable food systems development as a key component of community revitalization.

 AGRICULTURE



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$385,000
Other State Funds	\$663,249
Other Public Funds	\$150,000
<b>Total Public Funds</b>	<b>\$1,198,249</b>

### PRIVATE SOURCES OF FUNDS

Private	\$745,000
<b>Total Private Funds</b>	<b>\$745,000</b>

## USES OF FUNDS

### USE

Architectural/Engineering/Soft Costs	\$316,402
Construction	\$1,574,847
Furnishings	\$52,000
<b>Total Cost</b>	<b>\$1,943,249</b>

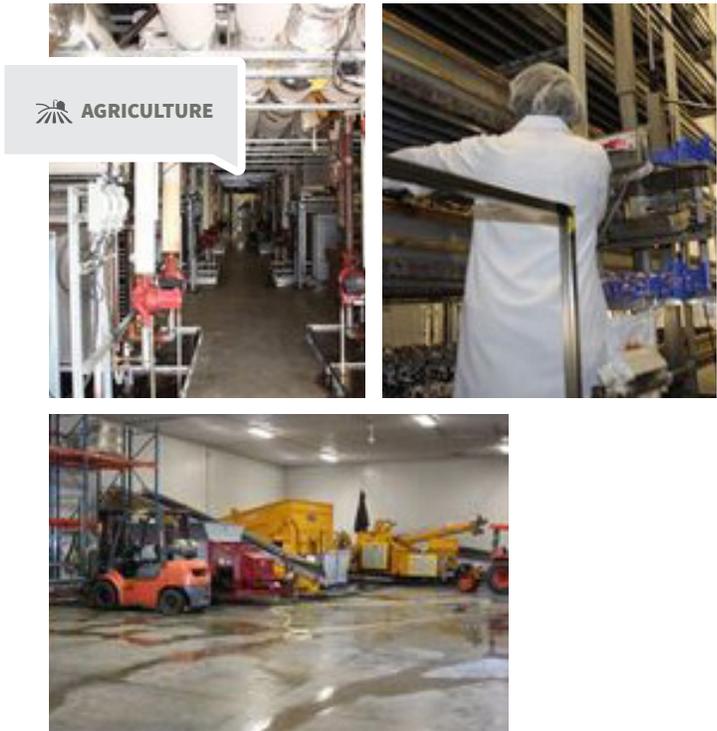
<b>CFA #</b>	<b>54787</b>
<b>APPLICANT</b>	<b>Massachusetts Avenue Project</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$1,943,249</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$385,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>2</b>
<b>INDIRECT JOBS CREATED</b>	<b>80</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>6</b>

Budget Narrative: In addition to the \$1,198,249 funds requested from various public sources, the Massachusetts Avenue Project, Inc. will raise \$745,000 from individual donors and foundations for the remainder of the project.

# Mushroom Compost Facility

Agri-business is a strategic industry for WNY and New York State. This first mushroom substrate and growing facility in New York is well supported by market trends and has the potential to be a local agri-business leader. A capital investment in excess of \$20 million will create 80+ jobs and have a significant economic impact on the region.

Empire State Mushroom LLC plans to build the most advanced mushroom growing and mushroom substrate facility in North America in Lackawanna, NY. The Phase 1 facilities will include a 57,000 sq ft mushroom growing facility and a 50,000 sq ft mushroom substrate facility. This will be the only sizable fresh mushroom production facility in New York State. The facility will supply upwards of 4 million pounds of fresh mushrooms into the Upstate NY retail marketplace. Market research shows a tremendous push towards buying local fresh produce and Empire State Mushroom will be able to supply local retailers with locally grown produce to meet customer demands and corporate mandates. To address the growing demands of the surrounding markets, in Phase 2 the company will sell to the target market cities within NYS and into other bordering and nearby state locations (including New England states and Michigan).



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$100,000
Excelsior	\$600,000
Brownfield Tax Credits	\$3,100,000
<b>Total Public Funds</b>	<b>\$3,800,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$24,800,000
<b>Total Private Funds</b>	<b>\$24,800,000</b>

## USES OF FUNDS

### USE

Construction/Renovation	\$22,700,000
Equipment/Machinery	\$1,000,000
Property Acquisition	\$600,000
Architectural/Engineering	\$4,300,000
<b>Total Cost</b>	<b>28,600,000</b>

CFA # 53309

APPLICANT Empire State Mushrooms

LOCATION Lackawanna, Erie County

TOTAL PROJECT COST \$28,600,000

RECOMMENDED ESD GRANT \$100,000

PAST CFA AWARD RECEIVED \$0

DIRECT JOBS CREATED OR RETAINED 144

INDIRECT JOBS CREATED 0

CONSTRUCTION JOBS CREATED 100

Budget Narrative: The ESD Grant Funds will leverage \$24,800,000 of private investment.

# Vineyard Expansion

 AGRICULTURE

This project will help support agriculture in a way that promotes business growth and will help local wineries capitalize on wine-centric tourism and sales of fine wines. This project will help realize an increase in the number of acres of grapes successfully harvested, an increase in the quality of the grapes and wine produced, and an increase in sales—not only at Beau Vine Vineyards (BVV) but at wineries throughout Niagara County.

BVV is expanding. New plantings are underway and more are planned over the next few years to meet the demand for grapes at local winery businesses as consumers are drinking more expensive and higher quality wines. An investment from ESD in equipment and infrastructure will meet the need for better harvesting, especially as it relates to variations in weather that cause fluctuation in crop volume, to sustain production growth. Other vineyards face the challenge that BVV faces in assuring a prompt harvest when the weather conditions and maturation of the grapes is ideal. BVV will lease out this new equipment to other area vineyards so that the entire region can increase quality and production to meet new demand.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$370,000
<b>Total Public Funds</b>	<b>\$370,000</b>

### PRIVATE SOURCES OF FUNDS

Equity	\$ 1,276,090
<b>Total Private Funds</b>	<b>\$1,276,090</b>

## USES OF FUNDS

### USE

Machinery/Equipment	\$500,000
Construction/Renovation	\$412,500
Property Acquisition	\$100,000
Furniture/Fixtures/Equipment	\$249,652
Architectural/Engineering	\$383,938
<b>Total Cost</b>	<b>\$1,646,090</b>

<b>CFA #</b>	<b>55231</b>
<b>APPLICANT</b>	<b>Beau Vine Vineyards</b>
<b>LOCATION</b>	<b>Lockport, Niagara County</b>
<b>TOTAL PROJECT COST</b>	<b>\$1,646,090</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$370,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS CREATED OR RETAINED</b>	<b>3</b>
<b>INDIRECT JOBS CREATED</b>	<b>0</b>
<b>CONSTRUCTION JOBS CREATED</b>	<b>30</b>

Budget Narrative: The ESD Grant Funds will leverage private investment of \$1,276,090.

**PROPOSED PRIORITY PROJECTS RELATING TO STATE PRIORITIES**

# Other Council Priority Projects

Score of 20

CFA #	Applicant Name	Project Name	Total Funding Request	REGIONAL CLUSTER PLAN	GLOBAL NY	OPPORTUNITY AGENDA	SUSTAINABILITY PLAN	NY RISING	VETERANS
<b>IMPLEMENT SMART GROWTH</b>									
56994	City of Buffalo	Cazenovia Park Casino Improvements	\$525,000				X		
57282	City of Buffalo	Niagara Street Revitalization Phase III/IV	\$6,027,500			X	X		
52501	City of Buffalo	Shelton Square – Erie Street Greenway Project	\$50,000				X		
55641	Buffalo Olmsted Parks Conservancy	Plan for the 21st Century	\$49,500				X		
54698	Buffalo RiverWorks	Buffalo RiverWorks Green Infrastructure Installations	\$900,000				X		
56024	Buffalo Sewer Authority	Scajaguada Creek Restoration	\$2,250,000			X	X		
56812	Town of Carroll	Frewsburg Water System Planning Study	\$50,000				X		
54539	Cattaraugus County	Cattaraugus County Site Redevelopment Assessment	\$50,000						
51568	Chautauqua County	Northern Chautauqua County LWRP Phase II	\$50,000				X		
53056	Chautauqua County	South and Center Chautauqua Lake Sewer Districts POTW Improvements	\$2,500,000				X		
55212	Clark Patterson Lee	Village of Bolivar Sewer Study	\$37,500				X		
55568	City of Dunkirk	City of Dunkirk New York Main Street Program	\$500,000			X	X		
55172	Ellery Sno-Cruisers	Class A Trail Groomer for Snowmobile Trail Maintenance - 2015	\$176,000						
51720	Erie County Environment and Planning Division of Sewerage Management	II Identification Flow Monitoring	\$100,000				X		
54307	Town of Evans	Lake Erie Beach Business District Revitalization Project	\$19,950				X		
53716	Village of Franklinville	Comprehensive Water Needs Analysis	\$50,000			X	X		
56298	Jamestown Renaissance Corporation	STRIVE Jamestown 2015	\$500,000			X			
54252	Jamestown Renaissance Corporation	Winter Garden Plaza Phase II	\$111,297						

CFA #	Applicant Name	Project Name	Total Funding Request	REGIONAL CLUSTER PLAN	GLOBAL NY	OPPORTUNITY AGENDA	SUSTAINABILITY PLAN	NY RISING	VETERANS
56897	LaBella Associates	Hamburg Underutilized Sites Strategy	\$30,000				X		
55984	Village of Little Valley	Sewer Project	\$600,000			X	X		
51499	City of Lockport	South Street Neighborhood Needs Assessment	\$50,000			X	X		
56777	Town of Lockport	Lockport Industrial Park Feasibility Analysis	\$19,000	X					
55186	Village of Middleport	WWTP Upgrades	\$13,600				X		
53681	Municipal Solutions Inc.	Bolivar Richburg Joint Water Improvements Water Tank Phase II	\$900,000				X		
54051	City of Niagara Falls	LaSalle Greenway Trail	\$410,000				X		
51138	City of Niagara Falls	Highland Community Park Improvements	\$500,000				X		
53259	Old 1st Ward Community Association Inc.	Seneca Street Main Street Technical Assistance	\$20,000			X	X		
55369	City of Olean	City of Olean Waste Water Treatment Plant Upgrades Project	\$4,000,000				X		
56914	Sardinia Historical Society	Historic Town Meeting House Restoration Plan	\$37,500						
54121	Kristen L. Segebarth	Lackawanna Recreational Trail Restoration	\$171,800				X		
56770	Village of Springville	Village of Springville Revitalization 2016	\$500,000			X	X		
54753	Village of Wellsville	Village of Wellsville Watermain Improvement Study	\$50,000			X	X		
51803	Town of Westfield	Welch Trail Recreation Area	\$200,000				X		
53713	WWS Planning	Cheektowaga Sewer Study	\$100,000				X		

#### FOSTER A CULTURE OF ENTREPRENEURSHIP

56462	Alfred Technology Resources Inc. DBA Incubator Works	Designated Business Incubator in Western NY	\$125,000	X					
53131	Fredonia Technology Incubator	Fredonia Technology Incubator	\$375,000	X					
51470	Greater Lockport Development Corporation	Harrison Place Building 3 Incubator	\$300,000	X					

#### PREPARE OUR WORKFORCE

54608	Boys and Girls Club of Northern Chautauqua County	Workforce Investment	\$42,000			X			
51954	Buffalo City School District	Welding	\$98,750	X		X			X
55875	Catholic Charities of Buffalo	Hospitality and Tourism Training Institute (HTTI) Year 2	\$100,000			X			
28658	Cattaraugus Community Action Inc.	Cattaraugus Community Action Inc.	\$100,000			X			X

CFA #	Applicant Name	Project Name	Total Funding Request	REGIONAL CLUSTER PLAN	GLOBAL NY	OPPORTUNITY AGENDA	SUSTAINABILITY PLAN	NY RISING	VETERANS
51102	Center for Employment Opportunities	Western New York Special Populations Training Program '15-'16	\$100,000			X			X
55939	Erie 1 BOCES	Unemployed Worker Training Program	\$100,000			X			X
56728	Erie Community College	Transportation Employment Program	\$60,300			X			X
52899	Gerard Place Housing Development Fund Company	Gerard Place Community Education Center	\$500,000			X			X
54071	HealthNow New York	Workforce Development Grant 2016	\$99,821						
57880	International Institute of Buffalo	Intensive Industry-specific Training for Refugees and Immigrants	\$185,620		X	X			X
53136	Just Buffalo Literary Center	Lit City	\$65,000			X			
57061	K-TECHnologies Inc	Training K-TECH	\$42,115	X					
57999	Niagara County Community College	NCCC Unemployed Worker Training Program	\$57,119			X			X
54940	People Inc.	Workforce Readiness for People with Disabilities	\$4,060			X			
55919	TurboPro Inc.	Training Application	\$4,253	X					
55907	University at Buffalo Center for Industrial Effectiveness (UB TCIE)	Manufacturing Production Technician (MPT) Training	\$99,660	X		X			X
52232	YWCA of Niagara Inc.	YWCA of Niagara Career Pathways	\$30,000			X			

TOURISM									
52556	Burchfield Penney Art Center	Burchfield Penney 50th Anniversary	\$150,000						
52575	Burchfield Penney Art Center	Marketing for BPAC 50th Anniversary Celebration	\$125,000						
56130	The Buffalo Erie County Historical Society DBA The Buffalo History Museum	Portico Stabilization and Reopening Park Entrance	\$44,250						
53101	Cattaraugus County Arts Council	Education Coordinator Position	\$27,750						
55267	Cuba Friends of Architecture	Expanding Capacity through Workforce Development	\$40,950						
50605	Gowanda's Historic Hollywood Theater Ltd.	Gowanda Hollywood Theater Restoration	\$382,775						
54654	Graycliff Conservancy, Inc.	Workforce Development	\$33,750						
57842	Hallwalls Inc.	Workforce Development Art Education Coordinator	\$21,000						
52974	LehrerDance	LehrerDance Multi-Year Expansion Project	\$30,000						
55590	Locust Street Neighborhood Art Classes Inc. Locust Street Art LSA	Workforce Investment Project	\$44,055						
54666	Museum of disABILITY History	MODH Expanding Disability Culture	\$28,080						
56814	The Niagara Arts and Cultural Center Inc.	NACC Workforce Investment	\$40,000						

CFA #	Applicant Name	Project Name	Total Funding Request	REGIONAL CLUSTER PLAN	GLOBAL NY	OPPORTUNITY AGENDA	SUSTAINABILITY PLAN	NY RISING	VETERANS
56913	Niagara County Historical Society DBA The History Center	Lockport Locks Attraction	\$125,008				X		
55269	Niagara Tourism Convention Corporation	Eight County Marketing Implementation	\$105,000		X				
51019	Niagara Tourism Convention Corporation	Florida Marketing Initiative	\$200,000						
51265	Reg Lenna Center for the Arts Inc.	WRFA MultiMedia Studio/Marquee Upgrade	\$93,820						
56051	Squeaky Wheel Film & Media Art Center	Youth Media Arts Leadership & Workforce Development Program	\$49,500			X			
54012	Visit Buffalo Niagara	Craft Beer Marketing Initiative	\$40,000						
56850	Young Audiences of Western New York	Young Audiences of Western New York State Strategic Planning	\$49,500			X			

#### ADVANCED MANUFACTURING

50776	Research Foundation for SUNY Buffalo State	Advanced Manufacturing	\$100,000	X		X			X
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#### HEALTH | LIFE SCIENCES

53291	Bertrand Chaffee Hospital	Parking Lot Transformation 2015	\$474,300				X		
54965	Kaleida Health	Occupational Skills Training for Health Care Workers	\$88,124			X			
56036	Kinex Pharmaceuticals, INC	Regulatory Affairs & Clinical Development Training	\$24,832						
57381	QuaDPharma, LLC	Improving Manufacturing and Quality Control Processes	\$92,643						

#### ENERGY

53590	Erie County	ECLIPSE Erie County Low Income Program for Sustainable Energy	\$2,985,175			X	X		X
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# Regionally Significant Priority Projects

Score of 15

CFA #	Applicant Name	Project Name	Total Funding Request	REGIONAL CLUSTER PLAN	GLOBAL NY	OPPORTUNITY AGENDA	SUSTAINABILITY PLAN	NY RISING	VETERANS
<b>IMPLEMENT SMART GROWTH</b>									
56140	AECOM	North Chautauqua Lake Sewer District Expansion Feasibility Study	\$30,000				X		
54295	Village of Akron	Collection System Study	\$30,000				X		
50897	Town of Amherst	Amherst State Park Historic Restoration Project	\$165,493				X		
54507	Village of Andover	Village of Andover Wastewater Planning Study	\$30,000			X	X		
50765	Buffalo Neighborhood Stabilization Co.	417 WASH	\$500,000			X			
52641	Buffalo Society of Natural Sciences	Tifft Enhancements	\$145,467				X		
55423	Village of Celoron	Lucille Ball Memorial Park Improvements	\$120,150				X		
53017	Chautauqua County	Chautauqua Lake Tributary Stabilization Program - Dutch Hollow Creek	\$482,179				X		
57116	Chautauqua County	Chautauqua Lake Tributary Stabilization Program - West Dutch Hollow Creek WDH05	\$275,888				X		
57135	Chautauqua County	Chautauqua Lake Tributary Stabilization Program - Goose Creek	\$39,690				X		
57134	Chautauqua County	Chautauqua Lake Tributary Stabilization Program - Ball Creek	\$66,174				X		
57133	Chautauqua County	Chautauqua Lake Tributary Stabilization Program - Prendergast Creek	\$58,039				X		
57124	Chautauqua County	Chautauqua Lake Tributary Stabilization Program - Bemus Creek	\$151,200				X		
53738	Chautauqua County Soil and Water Conservation District	Walnut Creek Restoration	\$167,250				X		
51434	Chautauqua Lake Snowmobile Club	Groomer Replacement	\$191,013						
50847	CODE, Inc.	Euclid Gardens Renovations	\$351,390			X	X		
55086	Village of Depew	Systemwide Infiltration and Inflow Study	\$100,000				X		
57322	City of Dunkirk	Recreation Center Feasibility Study	\$20,000			X			
52931	Erie County DEP	Western NY Stormwater Coalition MS4 Gap Analysis and Mapping Project	\$518,584				X		

CFA #	Applicant Name	Project Name	Total Funding Request	REGIONAL CLUSTER PLAN	GLOBAL NY	OPPORTUNITY AGENDA	SUSTAINABILITY PLAN	NY RISING	VETERANS
53712	Village of Franklinville	Sewer Needs Analysis	\$28,800				X		
54594	Town of Grand Island	Grand Island Business Districts Development Ready Study	\$50,000			X			
54129	Jamestown Urban Renewal Agency	WNY Excursion Train Feasibility Study	\$30,000						
53204	Village of Lancaster	Wastewater Infrastructure Engineering Planning	\$100,000				X		
56523	Town of Mina	Findley Lake Sewerage Project	\$2,500,000				X		
55511	Niagara County	Historic Court House and County Clerk Building Restoration of Exterior Steps	\$316,000				X		
53679	Old 1st Ward Community Association Inc.	Cooperage Stabilization Project	\$500,000				X		
53380	Town of Orchard Park	Orchard Park Yates Park Trail Improvement Project 2015	\$137,500				X		
53984	Town of Porter	Porter on the Lake Trail Project 2015	\$207,034				X		
57419	Village of Sloan	Wastewater Infrastructure Engineering Planning	\$100,000				X		
53054	South & Center Chautauqua Lake Sewer Districts	Sewer Extension for West Side Chautauqua Lake	\$100,000				X		
52124	Village of Springville	Village of Springville I/I & SSES Planning Grant	\$100,000				X		
53398	Village of Springville	Springville Park Land Acquisition	\$138,750				X		
51603	City of Tonawanda	City of Tonawanda I/I Planning and Investigation	\$100,000				X		
51596	City of Tonawanda	Intermodal Transit Hub	\$355,276				X		
52609	University District Community Development Association	Bailey Avenue Technical Assistance	\$19,010			X	X		
54310	Town of West Seneca	Collection System Study	\$100,000			X	X		
54316	Village of Westfield	Collection System Study	\$30,000				X		
52309	Western New York Mountain Bicycling Association	Allegany State Park Stone Tower Trail Construction Phase 1	\$74,100				X		
53759	WWS Planning	Long Street Green Infrastructure Extension	\$1,512,000				X		
55514	WWS Planning	Grand Island SSO Remediation	\$2,288,000				X		

#### FOSTER A CULTURE OF ENTREPRENEURSHIP

56462	Alfred Technology Resources Inc. DBA Incubator Works	Designated Business Incubator in Western NY	\$125,000	X					
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#### PREPARE OUR WORKFORCE

50873	Goodwill Industries of WNY	Capital	\$47,400			X			X
53387	Libera Inc.	Libera	\$75,910			X			

CFA #	Applicant Name	Project Name	Total Funding Request	REGIONAL CLUSTER PLAN	GLOBAL NY	OPPORTUNITY AGENDA	SUSTAINABILITY PLAN	NY RISING	VETERANS
<b>TOURISM</b>									
55487	Albright Knox Art Gallery	Historic Masonry Repointing of the Albright Knox Exterior	\$500,000						
56856	Alleyway Theatre	Workforce Investment	\$30,000						
54215	Arts Services Initiative of Western New York	2016 Initiative	\$49,500						
55862	BRRAlliance Inc.	BRRAlliance 1	\$32,000			X			X
54479	Buffalo Arts Studio	Community and Audience Development Coordinator	\$45,000						
57011	Buffalo Chamber Players Inc.	BCP Director Funding	\$21,000						
56859	Buffalo Inner City Ballet	After School Dance Enrichment Program	\$20,000						
52000	Buffalo Religious Arts Center	Buffalo Religious Arts Center Restoration Project	\$202,237						
55162	Buffalo Suzuki Strings	Grant Writer	\$39,975						
52448	CEPA Gallery	Westside Lots	\$75,000						
56123	Chautauqua Harbor Hotel LLC	Destination Hotel	\$255,000						
54525	Chautauqua Regional Youth Ballet	Workforce/Program Development	\$27,000						
52400	El Museo	El Museo Plan	\$45,800			X			
53011	Erie County	Buffalo and Erie County Botanical Gardens Restoration	\$500,000						
52316	Graycliff Conservancy Inc.	Graycliff Interior Restoration	\$398,451						
56087	International Institute of Buffalo	Buffalo's Cultural Calendar	\$33,334		X	X			
51918	Martin House Restoration Corporation	Frank Lloyd Wright's Martin House	\$120,000						
53250	National Comedy Center	National Comedy Center Marketing	\$525,000						
54095	Neglia Ballet Artists	Growth and Stabilization	\$49,500						
57488	Niagara County Community College	NCCC NFCI MarketNY Phase 2	\$68,062						
54097	City of Niagara Falls	Customhouse Harriet Tubman Plaza	\$201,725			X			
54362	Road Less Traveled Productions Ltd.	Workforce Investment Program - NYSCA	\$49,500						
52008	Roycroft Campus	Historic Roycroft Print Shop Acquisition	\$315,000						
55830	Torn Space Theater	Workforce Investment - Director of Development and Events	\$31,200						
55717	Visit Buffalo Niagara	Canadian Marketing Initiative	\$250,000		X				
<b>ADVANCED MANUFACTURING</b>									
53937	Wagner Precision Inc.	ISO 9001 Training Project	\$47,743	X					
<b>HEALTH   LIFE SCIENCES</b>									
54293	Evolution Dental Science	Operation Advanced Digital Dentistry	\$71,630						



**Western New York  
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**WNY Regional Economic Development Council Strategic Plan**

**A Strategy for Prosperity Progress Report September 2015**