



A New Vision for
Western New York's
Economy

**Regional Economic
Development Councils**
Putting New York Back to Work



Governor Andrew M. Cuomo
Lieutenant Governor Robert J. Duffy



A Report On
Work in Progress

The First Rough Draft

October 3, 2011



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Lots of good work in a short time

- Six public forums – 500 participants
- Lots of on-line input – survey and comments
- 150+ participants in 11 working groups
- Clear guidance from the Council
- Strong leadership from our co-chairs



This is a work in progress

- Lots of holes to fill
- Lots of corrections to make
- Some of the details not yet included
- But a chance to see where we are...
- And think about what else we need.



Advanced manufacturing

- Strengthen connections between research and application in advanced manufacturing.
- Generate excitement about manufacturing to attract talent – inside and outside the region.
- Reduce the burden of taxes, regulation, and permitting; improve access to capital.

Agriculture

- Create a “Farm Regional Strategy” to promote innovation and make new connections among producers, businesses, schools, consumers.
- Establish a not-for-profit marketing entity to increase the value of agricultural products.
- Participate in a state-wide commission to review regulatory and permitting processes.

Energy

- Develop renewable energy businesses (wind, solar, geo-thermal, biomass) and promote conservation.
- Capture the value of NYPA hydropower for economic development in this region.
- Promote adoption of natural gas vehicles targeting high volume users, and developing infrastructure, education, and more.

Entrepreneurship

- Support business start-ups with regulatory “Advocate,” “Certified Start-up” designation, and “Jump Start” mentorship program.
- Improve access to capital with forgivable loan, “angel” tax credit, venture capital and “Jump Start” funds, grants, prizes, etc.
- Promote a culture of entrepreneurship with a wide range of educational, incentive, and competitive programs.

Health and life sciences

- Stimulate *further* growth in the life sciences with new space, entrepreneurial assistance, and access to capital.
- Reduce the cost burden of health care on the regional economy through advances in digitization and collaboration.
- Help recruit health care talent with assistance on spousal hiring and housing, targeted web messages, and resource catalog.

Higher education

- Improve the education-to-workforce “pipeline” to ensure the labor force we need and keep them in our region.
- Share research and expertise with the community with support for commercialization, fellowships for “serial entrepreneurs” + more.
- Grow higher education sector by improving recruitment + retention and market the “college town” as regional asset.

Job readiness

- Ensure job-seekers have the skills employers need by better aligning curricula with required competencies.
- Build job-readiness among the unemployed and special populations with programs for literacy, numeracy and basic job skills.
- Promote awareness among K-12 students about career opportunities and the value of education to long-term quality of life.

Professional services

- Create a Professional Services Council to tap best practices, ID workforce needs, collaborate w/ higher education, and promote research.
- Leverage our advantages of shovel-ready sites, fiber optic capacity, affordable real estate, and supply of able workers to attract companies.
- Position WNY as prime destination for relocating or expanding professional services firms from Toronto or NYC.

Smart growth

- Strengthen downtowns, villages, and “brownfields” to reduce cost structure, promote investment, improve quality of life.
- Protect water quality, waterfronts, and habitat as key resources in 21st century economic development.
- Make infrastructure investment decisions based on smart growth principles.



Tourism and marketing

- Establish a comprehensive marketing program for the region to attract visitors, residents, workforce, and business investment.
- Redefine tourism as a critical economic development priority for the region – because it changes our image, inside and out.
- Increase number, variety, quality, and accessibility of visitor attractions to promote repeat visits and extend length of stay .



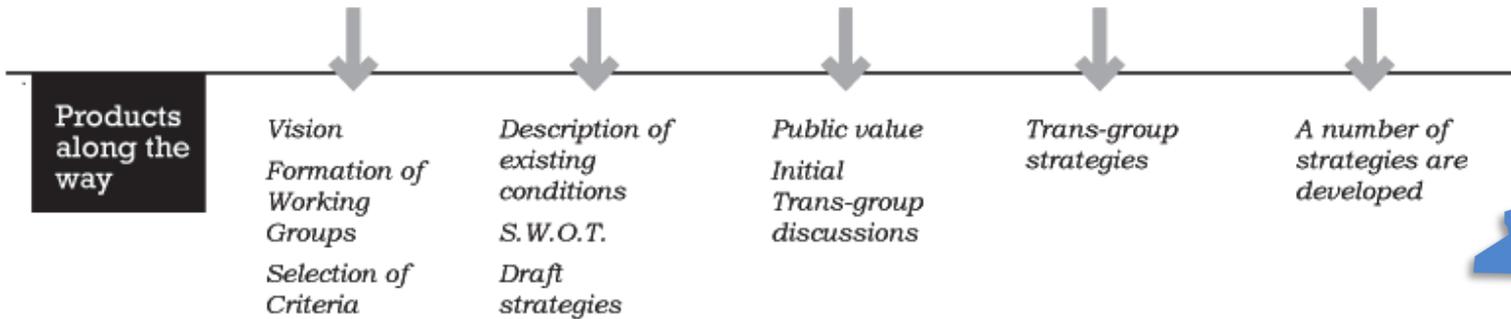
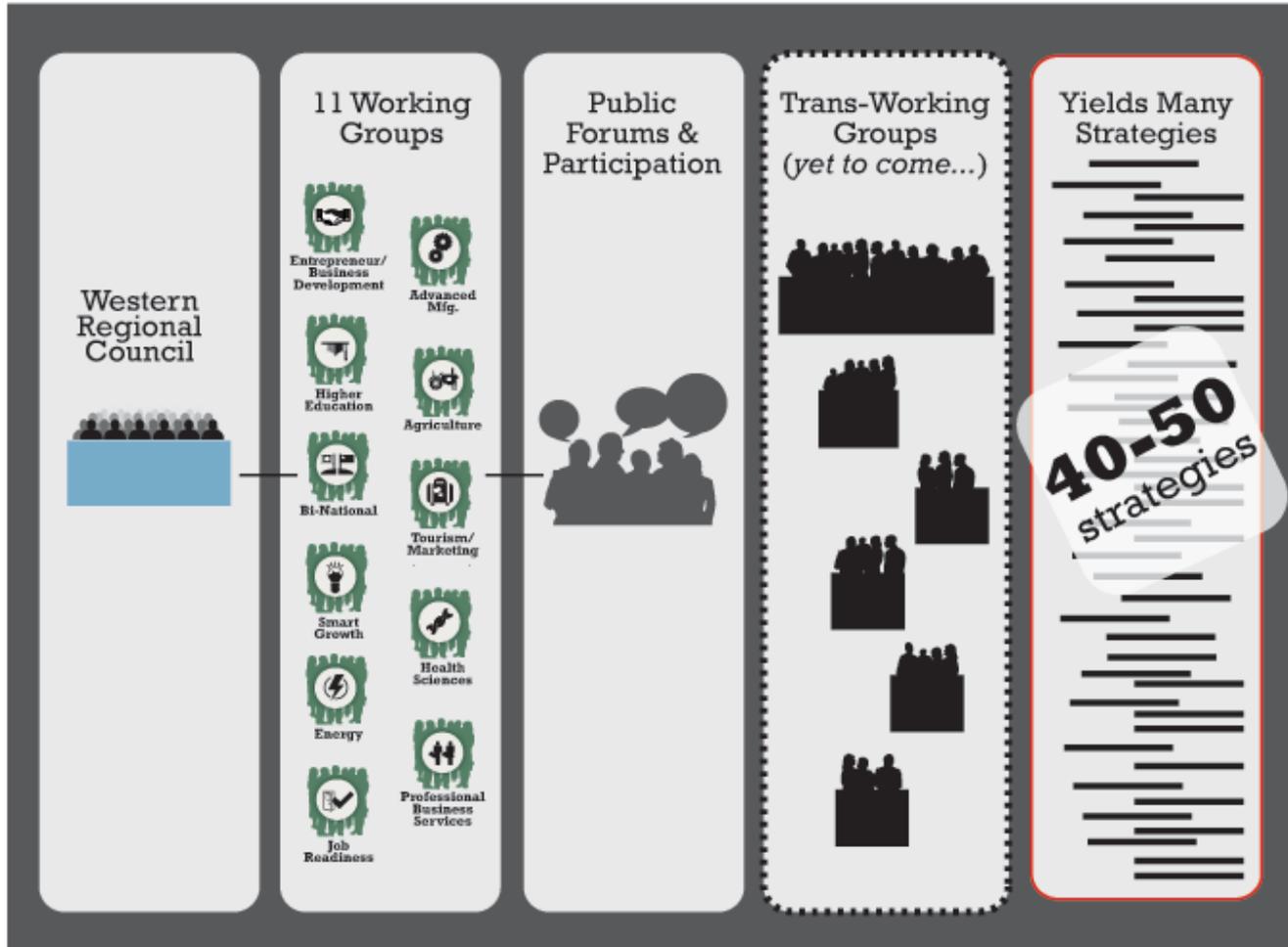
International transport + logistics

- Invest in multi-modal transportation capacity – air, rail, road, and water.
- Create regional centers for distribution and light manufacturing.
- Leverage our border position strategically and tactically to create business opportunities.
- Advocate for regulatory and tax policy changes to support growth in logistics.
- Link education, training, research in support of logistics/ supply chain industry.

The work is continuing – quickly

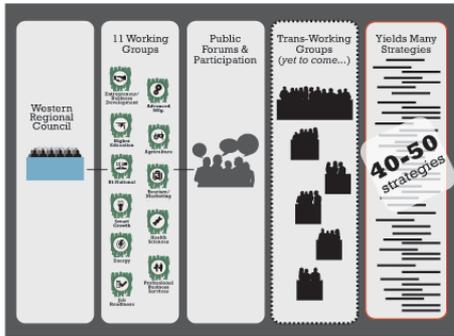
- Many groups are already into the details
 - Specific action steps
 - Time frames and sequences
 - Responsible parties
 - Performance measures
 - Benchmarks

PROCESS





PROCESS



ORGANIZED

...placed into larger strategic themes

- 1** labor
- 2** knowledge
- 3** place capital
- 4** collaboration
- 5** reform
- 6** reputation

Strategies give rise to themes

FILTERED

...through 8 criteria developed by council

8 CRITERIA

- 1** Promotes smart growth
- 2** Creates jobs
- 3** Maximizes financial return
- 4** Oriented to young adults
- 5** Builds upon strengths
- 6** Regional
- 7** Improves region's image
- 8** Inclusive

Strategies are filtered through criteria

PRIORITIZED & REFINED

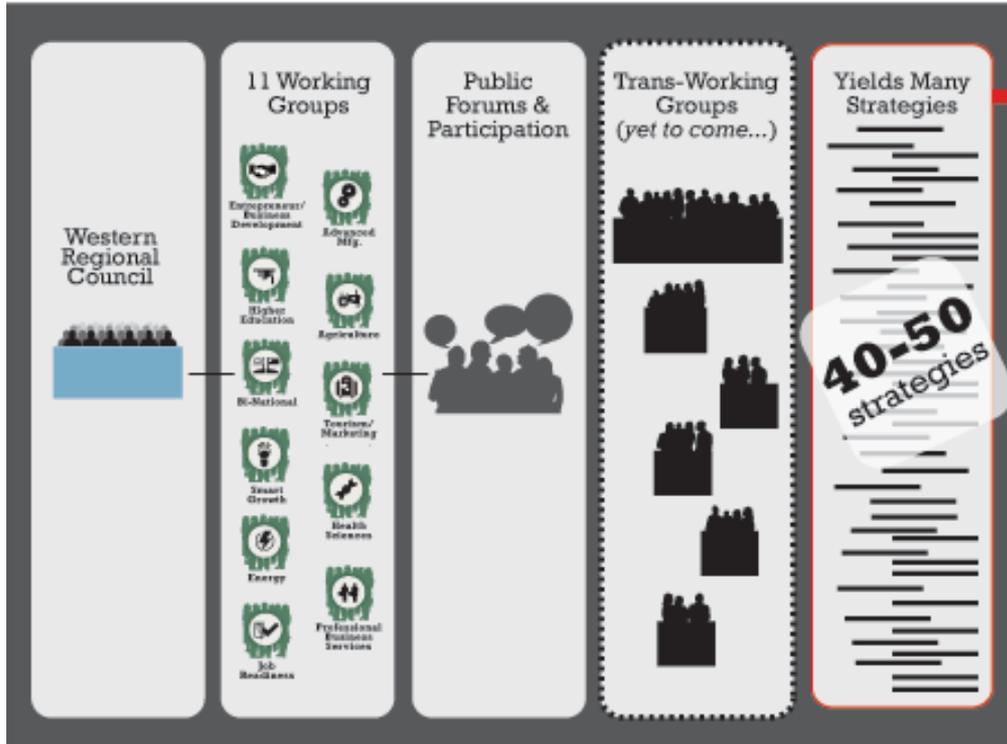
Top priority strategies are placed back into the six strategic themes

- 1** labor
- 2** knowledge
- 3** place capital
- 4** collaboration
- 5** reform
- 6** reputation

Top priority strategies are selected and moved back into thematic organization



PROCESS



ORGANIZED



FILTERED



PRIORITIZED & REFINED



A grocery list is not a plan

- Working group chairs met...
- To look at the work in progress.
- They found some connecting themes.

Cross-cutting themes...

- Labor
- Knowledge
- Fixed capital
- Collaboration
- Reform
- Reputation

Some questions for discussion

- Are these the right strategies?
- What's missing? What doesn't belong?
- Do these organizing themes make sense?
- What are opportunities for cross-group work?

We are eager to hear your comments.

EXCELSIOR