

CREATING
JOBS

BUILDING ON OUR
STRENGTHS

INVESTING IN THE
FUTURE



A strategy for
prosperity

Progress Report 2013

WNY Regional Economic Development Strategic Plan
September 2013



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Western New York Regional Economic Development Strategic Plan

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Investing in Western New York

Our region is on the move.

There is positive change happening in Western New York. The progress is evident in our Council's strategies – all of which are focused on building on our strengths, creating jobs and investing in the future.

For the first time, we are combining strategic planning with the resources available to implement our plan. Since the inception of the new Regional Council approach, Western New York has invested **\$153 million** in strategic projects that build on our unique strengths, highlighted by investments in the medical campus, tourism and advanced manufacturing. All of this has been made possible by the strategic leadership and direction from Governor Andrew Cuomo.

BUILDING ON OUR STRENGTHS

The **Buffalo Niagara Medical Campus** continues to expand through initiatives such as **UB 2020 including the relocation of the new UB School of Medicine and Biomedical Sciences building**. As

CREATING JOBS

part of the **Buffalo Billion** initiative, **Albany Molecular Research Inc.** is moving into a new research center that is designed to attract additional innovators. The **Thomas R. Beecher Innovation Center** is transforming the old Trico building, while the privately funded **Conventus** medical office building is currently under construction. All this development has produced spin-off effects, including **\$91 million** in nearby real estate projects.

We are focused on growing local companies that export products or services outside of our region and bring dollars and jobs into our region. During the past 18 months alone we've committed **\$58 million in state investment** and have

induced **\$630 million of private sector investment**, creating over **2,150 jobs** and retaining more than **6,500 employees**.

INVESTING IN THE FUTURE

Transformative human investments in workforce training, like those being coordinated through the **Advance Buffalo** program, arm people looking for jobs with the skills needed to fill those jobs. Transformative physical infrastructure investments, like the **Robert Moses Parkway**, change the way that we connect with our waterfront and spurs spin-off private sector investment.

Our unique history, architecture, art and culture help drive the tourism economy and add greatly to our quality of life and the attractiveness of our region as a place to live and work. To better accommodate its **eight million** annual visitors, **Niagara Falls State Park** has begun to see **\$25 million** in capital improvements including renovations and/or restoration to Luna Island, Three Sisters Island, Cave of the Winds and Prospect Point. The success that we have seen on the Buffalo inner harbor at **Canalside** has also been phenomenal. This year there were more than **800 events** with crowds estimated at **800,000**. As a result of state investment at Canalside we have seen a virtual boom of private sector investment with nearby private sector investments of over **\$200 million**.

Our region is on the move, and the best is yet to come. We will continue to push forward with the implementation of our Council's strategies – while building on our strengths, creating jobs and investing in the future.

Sincerely,

Satish K. Tripathi

Howard A. Zemsky

REPORT OVERVIEW

How We Make Decisions

The Council had three threshold questions for any project:

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

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

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

Public input To date, nearly 3,000 voices have contributed to the planning process through collaborative, community-based engagement with the region's public and private partners.

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Outreach, News & Press



How We Organize Our Strategies

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

3 CORE STRATEGIES

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



Prepare Our Workforce



Implement Smart Growth



Foster a Culture of Entrepreneurship

SECTOR STRATEGIES

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



Advanced Manufacturing



Health | Life Sciences



Agriculture



Higher Education*



Bi-National Logistics



Professional Services



Energy



Tourism

*=This strategy will now be fully integrated into Workforce Development and Entrepreneurship strategies.

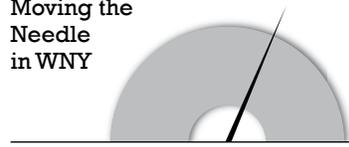
How We Measure Progress

This section presents two dashboards. The first shows a status of all 2011-2012 CFA funded projects including those that are moving forward, reasons for terminated projects as well as reallocations. The second shows quantifiable results of the region's specific strategies since the inception of the REDC. This section shows the percent change in economic indicators such as jobs, wages, and firms; and illustrates how WNY stacks up against NY state and the nation. To put the data in perspective, we track WNY trends over the past decade.

p 10-13



Moving the Needle in WNY



- Jobs
- Total Wages
- Firms
- Minorities in Workforce
- HS Graduation Rate
- Annual Average Wage



Reporting on Progress to Date

p 16-74

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

Reminders of why, through broadly inclusive public outreach and stakeholder involvement, a particular strategy has been chosen to ensure sustainable economic growth in WNY.

Why It Matters

Summaries of some of the region's most significant and effective economic development projects, with detailed progress reports that include highlights, milestones, and impact as they relate to REDC's strategies.

PROGRESS

Snapshots of progress made to date on priority projects funded in 2011-2012 through the REDC process.

PRIORITY PROJECT UPDATES

Synopses of some of the region's most important and exciting initiatives currently progressing that build off the region's momentum and further progress the REDC agenda for economic growth.

LOOKING AHEAD

Detailed timelines through 2014 for implementing some of these new key programs and projects.

IMPLEMENTATION AGENDA

Priority Projects

p 75

A preview of emerging priorities and next steps for the region illustrated through brief summaries of the REDC's proposed priority projects for 2013.

Opportunity Agenda

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Overview of how the REDC strategies are contributing to the fight against poverty and making WNY a more equitable place to live.

OPPORTUNITY AGENDA

State investment of approximately \$58M leveraged private investment of \$630M which in turn helped retain over 6,500 jobs and will lead to the creation of more than 2,150 NEW jobs.

EXECUTIVE SUMMARY

CREATING JOBS

“The expansion plans by Yahoo! are another sign of continued development momentum for Western New York”



“Steel manufacturer coming into Lackawanna”



“Rich Products to Renovate it’s Buffalo Headquarters into a Global Innovation and Customer Experience Center”



“TWC to Create 150 Jobs in Buffalo”



“Local Workforce is Key to FedEx Expansion”



Since the Governor designated the Regional Council and began aligning State resources with regional strategic plans, funding decisions have shifted from an Albany driven model to a regionally driven model. This has resulted in a highly engaged Council in helping to inform investment decisions. Development in Western New York has been robust. Collectively, **NYS invested \$58 million** to help induce these companies to grow in Western New York leveraging over **\$630 million in private investment**. These companies are retaining **6,500+ jobs** and have committed to add **2,150 new jobs**. All of these companies align with regional strategic target industries including advanced manufacturing, back office operations/financial services, health/life sciences and logistics. Recent Advanced Manufacturing announcements include **Welded Tube of Canada** and **Alita USA Holdings**, investments totaling over **\$150 million** which will create over **290 new jobs**. WNY experienced continued growth of high end back office operations, based on an exceptional workforce from local colleges/universities. **GEICO** hit a milestone of **over 2,500 employees** in the region. **Yahoo**, in addition to a data center expansion, chose WNY to locate a new technology customer service center that will employ over **150 new employees**. **Time Warner Cable** is expanding a business class technology customer service center with **150 new jobs**. Of particular note, a unique partnership between **Daemen College** and **Empire Visual Effects**, supported with State funding, is creating a new film post-production visual effects hub. Daemen will provide new degrees in animation and visual effects, and Empire Visual Effects, a post production company will hire the employees trained at Daemen to work in their new production facility. Empire Visual Effects is expected to be the first of many companies that will locate in this new hub of post production.



BUILDING ON OUR STRENGTHS AND INVESTING IN THE FUTURE

Implement Smart Growth

Economic strategies grounded in smart growth principles set the stage for regional success. By adhering to principles of growing effectively and efficiently, targeting development decisions, enhancing core public assets, and utilizing existing resources, WNY is reducing costs of new infrastructure and building sustainable communities that are attractive to the creative talent that drives today’s economy.

PROGRESS WNY is investing in infrastructure on smart growth principles; investing in downtowns, villages, neighborhoods, and brownfields; and protecting water resources, waterfronts and habitat.

Initiatives such as **One Region Forward** and the **Regional Smart Growth Coordinating Council’s Smart Growth Scorecard** are guiding development and coordinating projects of regional significance that drive sustainable development. Programs such as the **State Agency Resource Team**, **Small Business Green Retrofit Initiative**, and region-wide targeted and coordinated infrastructure and streetscape improvements are turning around some of the region’s critical downtown assets and creating a climate attractive to businesses. Accelerating the redevelopment of brownfields such as the Bethlehem Steel site in Lackawanna provides shovel-ready sites for new businesses such as **Welded Tube** in areas served by existing infrastructure. The work in progress for the complete revitalization of the waterfront in downtown Buffalo at **Canalside**, and **Buffalo Niagara Riverkeeper’s**

work to increase public access and improve the ecological health of the Buffalo and Niagara Rivers are prime examples of how WNY is balancing the need for economic development with the need to preserve and enhance the built and natural environment.

LOOKING AHEAD The **Better Buffalo Fund**, a public-private financing vehicle devoted to improving strategic areas in the City of Buffalo, will build upon the region's positive momentum. The Fund will improve physical infrastructure; foster dense, mixed-use redevelopment of the region's urban core, neighborhoods, and waterfront; and invest in transportation connections to improve access to employment and educational opportunities for all city residents.



Foster a Culture of Entrepreneurship

Entrepreneurial capacity depends on many factors including a concentration of new ideas, local education and talent, and dedicated local capital to support new start-ups. By building an ecosystem of networks that facilitate knowledge exchange and collaborative problem solving; and by attracting venture capital through structures and incentives that assist funders in connecting with good ideas, WNY is at the precipice of transformation into an innovation economy.

PROGRESS WNY is fostering a culture of entrepreneurship through initiatives that support and fund start-ups. By investing in endeavors such as **Launch NY**, **Bright Buffalo Niagara**, **Allstate Minority and Women Emerging Entrepreneurs Program**, and **UB's High-Tech Entrepreneurship Opportunity Program**, WNY is developing and sustaining new entrepreneurs, and strengthening connections between innovators and mentors, education and industry, helping to create paths from ideas to markets. At the same time, programs such as **Western New York Venture Association** and **Buffalo Angels** are attracting venture capital to commercialize the region's innovations.

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LOOKING AHEAD The **Buffalo Business Plan Competition**, the most ambitious annual business plan competition ever launched in the United States, will attract entrepreneurs to compete for \$5 million in prizes that will turn ideas into funded, high-growth enterprises in WNY. The competition will transform the perception of WNY into a top innovation center and an ideal place to grow a business and attract capital investments.

The WNY Regional Council selected the WNY Hot Spot and Business Incubator as the priority Innovation Hot Spot for our region. Led by the University at Buffalo Incubators, this multi-institutional, five-county, collaborative proposal nurtures the region's innovative climate and fosters commercialization of cutting edge products and services through a support network of educational institutions and the private sector.

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Prepare Our Workforce

New demands on the labor market require shifts in skills development and stronger partnerships between educators and employers. Unique partnerships in WNY are developing 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.

PROGRESS WNY is developing the region's talent pool; aligning education and skills training to a competency-based job market to increase productivity, labor force capacity, and job growth; and is engaging students, parents, educators, and business partners in the P-12 system to promote career and related opportunities. Aligning state and local resources through the **Workforce Investment Board Regional Plan**, and initiatives such as **The Buffalo Arts and Technology Center**, **Finishing Trades Institute of Western & Central New York**, and **Carolyn's House Culinary Training/YWCA's The Catering Crew** are expanding the supply of human capital, building sustainable career paths for disadvantaged populations, and fueling emerging industries such as healthcare and tourism. The 21 diverse colleges and universities of the **WNY Consortium of Higher Education** and their business partners have begun to address the skills gaps of college graduates, develop multi-skillset training, and foster a spirit of entrepreneurship – all critical if the region is to remain globally competitive. Innovative programs such as **Dream It, Do It** and **Say Yes Buffalo** strengthen the connections between education/training and college/career readiness with the ultimate goal of increasing the success rate of connecting job seekers with employment.

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LOOKING AHEAD The region seeks to expand training programs in high-growth industries and occupations to ensure employers can find the talent they need. This strategy is being launched through several new initiatives. The **WNY Skills Broker** will convene employers, educators, and workforce leaders to design more promising career pathways and associated training protocols in advanced manufacturing, life



Tourism

WNY is rich in cultural and natural assets that draw visitors from around the globe. Investing in the quality of tourism venues and public infrastructure will create more visitor-ready attractions. Developing a distinctive identity and brand that reflects the authenticity of WNY will increase awareness of the region on the national and global stage. The result of this two-pronged strategy will be increased visitor spending and lengthened visitor stays.

PROGRESS WNY has created a strategy to develop the tourism sector through both facilitating growth of quality tourism product and promoting the region’s assets. Investing in the quality of tourist destinations such as **Niagara Falls State Park, Frank Lloyd Wright’s Darwin Martin House Complex, The Buffalo Zoo, and the Richardson Olmsted Falls Culinary Institute** increase the area’s attractiveness to statewide, national and international audiences and increase overnight stays and dollars spent. Marketing initiatives such as **Path Through History** and the **Canadian Marketing Campaign** promote the region’s unique assets in order to increase tourists and tourism dollars.

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LOOKING AHEAD WNY will realize its potential as a top U.S. tourist destination by leveraging an unparalleled base of natural and cultural assets in a more systematic, creative, and collaborative manner. The strategies defined in the REDC Plan have been further refined and developed to target improvements to the **Niagara Falls Waterfront and Downtown Niagara Falls**. A **five county region-wide research, branding and marketing plan** will bolster the region’s image in order to ultimately increase visitor spending and improve perception of place. A **5-year tourism asset development plan** will help prioritize investments in those tourism destinations that will drive the greatest number of visitors to the region and help strengthen underdeveloped tourist sectors that have growth potential.



Advanced Manufacturing

Building upon the region’s significant strengths in the fields of medical devices, precision instruments, advanced materials, and energy storage, among others, advanced manufacturing offers high potential for growth in WNY. By strengthening connections between industry and academia, illuminating career paths in advanced manufacturing, promoting general awareness of the value of the sector, providing export assistance to small and medium manufacturers, and preparing an appropriately skilled workforce to meet labor needs, WNY has begun to accelerate the growth of specialized advanced manufacturing subsectors that are well positioned for high growth in a globally competitive market.

PROGRESS WNY is leveraging the research capacity of its world-class educational institutions to attract and accelerate the development of advanced manufacturing. Since 2012, New York State invested \$36 million which leveraged \$388 million in private investment. These developments in manufacturing helped retain 3,149 jobs and created 919 new jobs. Advanced manufacturing companies such as **Sentient Science** and research laboratories such as **Alfred University’s High-Temperature**

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Materials Characterization Laboratory increase access to applied research and scaled testing facilities for new product and process development, accelerating the development of the advanced manufacturing sector. **Alita USA Holdings**

“New factory slated for Buffalo, bringing 170 jobs”



recently announced that they will invest \$102 million to construct a fully-integrated steel pipe manufacturing facility in Buffalo, creating over 170 new high paying jobs.

LOOKING AHEAD WNY will create a new **Institute for Advanced Manufacturing Competitiveness** – a commercially viable enterprise that will conduct applied research and development to spur the growth of the region’s manufacturing sector. Geared primarily toward the region’s 1,500 small and medium sized manufacturers, and intended to draw forward thinking firms from across the country, the Institute will facilitate export growth by leveraging the region’s proximity to Canada, and will improve workforce readiness by training new workers and up-skilling incumbent workers to meet manufacturers’ current and future labor needs.



Health and Life Sciences

WNY has begun to accelerate health and life sciences commercialization by investing heavily in the sector and by leveraging the region's unique areas of excellence. 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. Further, the region's efforts to co-locate clinical and R&D functions are beginning to facilitate interaction, fostering greater knowledge exchange and collaboration among organizations and professionals.

PROGRESS WNY is stimulating business creation and job growth in the life sciences industry. The presence of the **Buffalo Niagara Medical Campus** and unique collaborative research institutes such as **The Jacobs Institute Center for Innovation in Medicine** and the **Roswell Park Cancer Institute Genome Project** provide support for bringing ideas born in the region's laboratories to the global market. They attract the type of talented professionals who are magnets for job growth and investment. And, they are globally unique assets that will make the region a destination for research and the cultivation of new medical products.

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LOOKING AHEAD Through investments in core infrastructure and equipment, WNY will attract companies to establish themselves in new high-tech facilities located on the **Buffalo Niagara Medical Campus**. The first significant investment, **Albany Molecular Research Inc.**, will spark the creation of a \$250M **Medical Innovation Hub**—a state-of-the-art, shared-user facility used for R&D and testing for drug screening, pharmaceutical development, technology optimization, business attraction, workforce training, and bioinformatics. The Hub will attract diverse companies and will become a place for innovation, commercialization, and economic development specific to enhancing human health through development of new therapeutics.



Agriculture

WNY produces the highest quality agricultural products contributing greatly to the regional economy. Programs and policies that create better access to markets for local producers, help to develop new products and processes, expand workforce development, and improve disconnects in local food systems, will capitalize on existing resources, boost the growth of the sector, and create more healthy communities.

PROGRESS WNY is making agriculture a more competitive sector through branding, innovation and career readiness. **Regional branding** efforts are underway to educate the public on the value and availability of locally produced food and agricultural products with the goal of increasing sales for local producers. **Farm Credit East** will assist food producers in accessing much needed capital to grow and sustain their businesses.

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LOOKING AHEAD **Ready to Grow**—an initiative that takes the first and most fundamental step in establishing a **Regional Food Hub** in the Western New York Region; **Growing Together**—an ongoing sustainable food access and food justice report for Erie and Niagara Counties; and other efforts including building a food hub in the Southern Tier and establishing a **Food Policy Council**, are addressing disconnects in the local food systems. These initiatives will better position agriculture as an economic driver—connecting local growers to regional wholesale markets, cultivating next-generation farms, and creating access to healthy food for all.



Bi-National Logistics

With a prime geographic location, robust transportation network, and skilled workforce, WNY is well-positioned to develop as a primary international hub for transportation, logistics and distribution. There are a number of practical opportunities which WNY is taking advantage to strengthen the region's status as a trade gateway to the global marketplace.

PROGRESS WNY is leveraging our international border location. Following an extensive stakeholder process, the **International Trade Gateway Strategic Plan** was finalized and rolled out in summer 2013. The initiative coordinates planning for key investments, advocates for public policy, develops a marketing strategy, and builds upon existing stakeholder relationships.

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LOOKING AHEAD The **International Trade Gateway Initiative** will create a non-profit, secure funding, and hire an executive director to oversee implementation of the Plan. Other near-term objectives include connecting with existing planning initiatives, identifying and cataloging customers, and completing a regional air service plan, a rail assessment, and workforce skills analysis for the sector.

OPPORTUNITY AGENDA

WNY is addressing the barriers to economic self-sufficiency that the region's most vulnerable populations face. **Moving Generations Forward** and **Immigrant and Refugee Manufacturing Employment Program** will advance the education and training strategy by providing manufacturing education, on-the-job training, and job placement for underserved populations. **Education to Employment** will advance the goal of removing foundational barriers by offering special programming and supports designed to improve the graduation and job placement rate of low-income single mother students attending Niagara County Community College.

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PROJECT DASHBOARD

CFA Activity

In 2011, WNY REDC was designated a top performer and received \$100.3 million in state awards towards 96 CFA projects. In 2012, we continued to create valuable and transformative projects with the receipt of \$53.8 million in state awards towards 58 projects. The Council remains committed to keeping projects moving forward and is pleased to report no concerns or delays on projects at this time.

Project Status	2011	2012	Total	% of Projects
 On schedule	85	58	143	92%
 Delayed	0	0	0	0%
 Concerns	0	0	0	0%
 Terminated	10	3	13	8%
TOTALS	95*	61**	156	100%

*One 2011 WNY CFA [Watt Fuel Cell] moved to the Long Island Region
 **Three Reallocation Projects were added to the original 2012 projects

Terminated Projects

Agency	CFA Year	Project	Award	Reason for Termination
DOL	2011	Buffalo Blends, Inc.	\$14,400	Applicants declined grant due to challenges related to grant requirements. All funds were reallocated towards DOL projects in the subsequent CFA cycle.
		Goodyear Dunlop	\$88,900	
		International Imaging Materials, Inc.	\$19,482	
	2012	People Inc. Unemployed	\$5,950	
		Catholic Charities of Buffalo NY, Inc.	\$79,884	
		Great Lakes Concrete	\$30,000	
DOT	2011	Main Line Track Rehabilitation, Carrollton to Salamanca	\$786,850	Applicant reported the loss of overhead coal traffic due to closure of power plants eliminated significant revenues and prevented the project from moving forward. Funds were reallocated towards a railroad bridge replacement project in Falconer, New York, which allowed STERA to run heavy duty rail and capture new heavy duty freight traffic.
EFC	2011	Ford Motor Company Storm Water Reuse	\$135,000	Applicant declined grant and the project continued without state assistance.
ESD	2011	Computer Task Group	\$1,000,000	Applicant declined Excelsior award as they could not move forward with the amount awarded.
		Ascion	\$800,000	Applicant declined Excelsior award and may revisit this project in the near future. Lack of suppliers in WNY region had prevented the project from moving forward.
		St. John Fruit Belt Capital	\$2,000,000	Delays with the implementation of this project triggered the WNYREDC to terminate this award and reallocate the funds towards 2012 reallocation projects.
	2012	Swain Recreation, LLC	\$350,000	Project was terminated by the applicant who could not take on the project. Funds have been reallocated towards 2012 reallocation projects.
HCR	2011	Dunkirk Meadows Workforce Housing	\$1,143,491	After the Town of Dunkirk withdrew its support for the project the sponsor did not want to proceed without the Town's support. Therefore the project was terminated and funds were reallocated towards 2012 projects.

Reallocation Projects

In 2012 the REDC had \$2.51 million available for reallocation from three priority projects that were terminated or had awards reduced. Therefore, the REDC Project Review Committee evaluated state agency and council member recommendations for reallocation and made suggestions to the REDC. The REDC then approved 2012 Reallocation funds towards the following three projects.

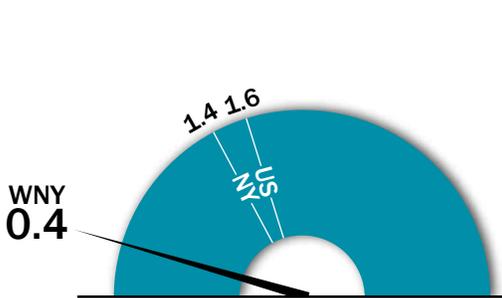
Project	Reallocation Amount
Buffalo Niagara Street Sustainable Corridor	\$510,000
Ellicott Street Connector	\$ 1,000,000
Farm Credit East Value Added Direct Marketing Agriculture Project	\$1,000,000
TOTAL REALLOCATED	\$2,510,000

MOVING THE NEEDLE IN WNY

The REDC plan establishes a framework for measuring the impact of the plan in line with the region's specific strategies. It outlines measures and benchmarks to track quantifiable results. The REDC developed metrics for measuring the impact of the plan against WNY baseline data and multi-year trends, and across statewide and nationwide trends to capture changes in educational attainment, job training, and workers placed in employment, as well as dollars invested, earned by workers, and spent by visitors. Further, the REDC is measuring firms created or attracted and jobs created or retained.

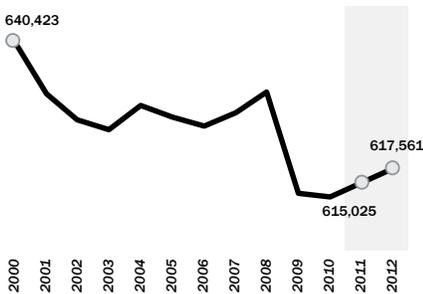
Jobs

% Change
in total number of jobs in WNY
2011-2012



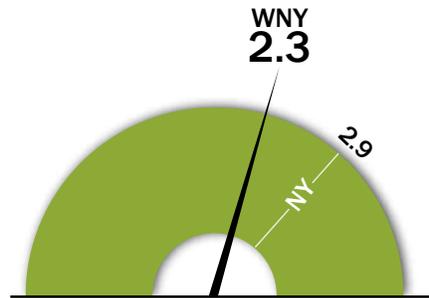
2011 to 2012
INCREASE
2,536

WNY Trend
Total number of jobs in WNY
2000-2012



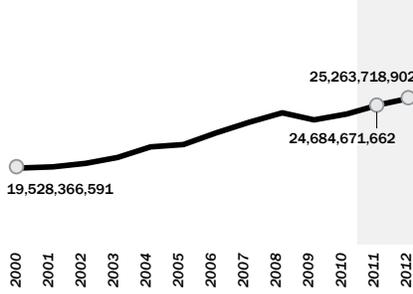
Total Wages

% Change
in total wages earned in WNY
2011-2012



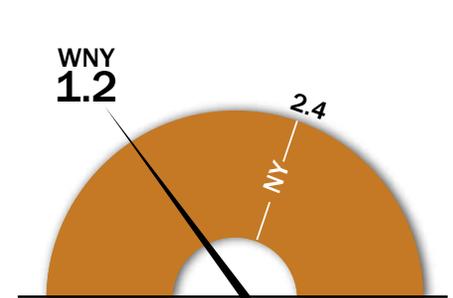
2011 to 2012
INCREASE
\$579 M

WNY Trend
Total wages earned in WNY
2000-2012



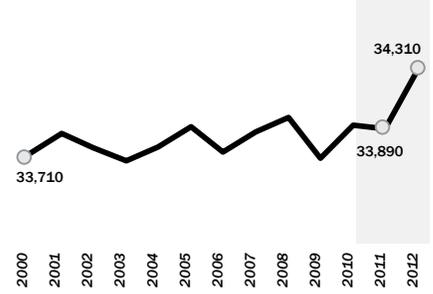
Firms

% Change
in total number of firms operating in WNY
2011-2012



2011 to 2012
INCREASE
420

WNY Trend
Total number of firms operating in WNY
2000-2012

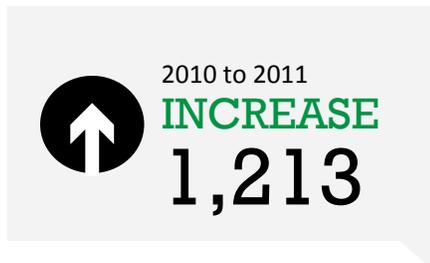
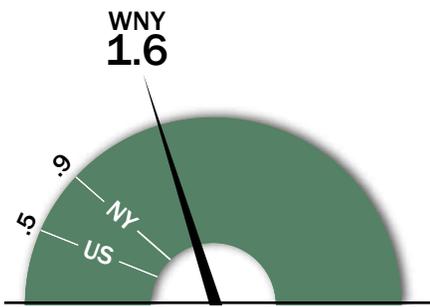


In the two years since the REDC has been in place, WNY has begun to see progress, albeit gradual, in every performance measure where current data is available. From increases in firms and jobs, to education rates and wages, WNY is moving the needle in the right direction. As projects grow in breadth and depth, we anticipate increased success in every indicator of prosperity.

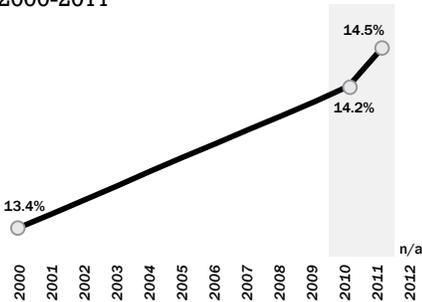
Some performance measures in education, smart growth, and tourism are not illustrated below. While the REDC is tracking this data, current numbers were not available at the time of the report to show progress since the REDC was established. This data will be available in subsequent reports.

Minorities in Workforce

% Change
in percentage of minorities making up total WNY labor population
2010-2011

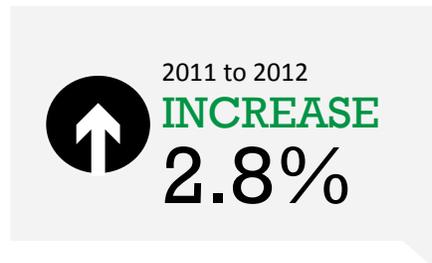
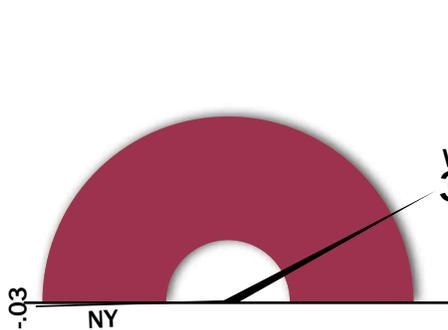


WNY Trend
Percentage of minorities making up total WNY labor population
2000-2011

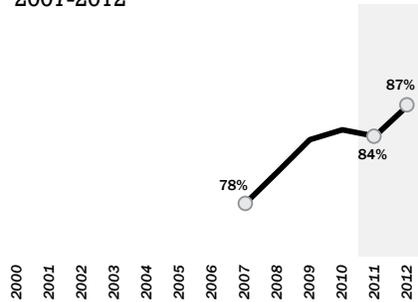


HS Graduation Rate

% Change
in rate of students who completed high school in WNY
2011-2012

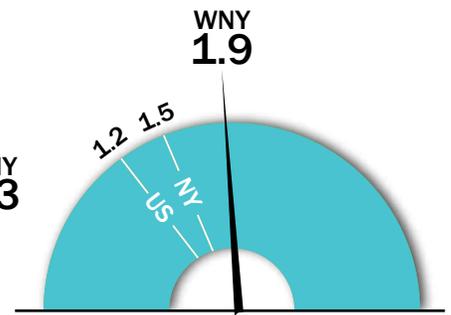


WNY Trend
Rate of students who completed high school in WNY
2007-2012

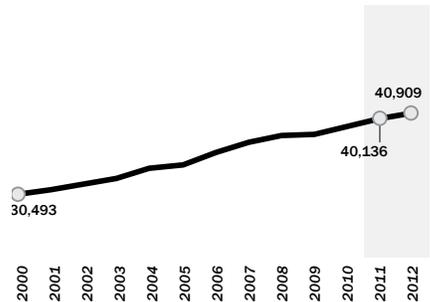


Average Annual Wage

% Change
in average yearly earnings in WNY
2011-2012



WNY Trend
Average yearly earnings in WNY
2000-2012



Data Sources: New York State Department of Labor, Quarterly Census of Employment and Wages (QCEW), 2000-2012; US Census Bureau, 2000 US Census; American Community Survey, 5-year Estimates, 2010, 2011; New York State Education Department, Cohort Graduation Rates Data, 2000-2012; US Bureau of Labor Statistics, Occupational Employment Statistics Reports, 2001-2012.

A COLLABORATIVE, COMMUNITY DRIVEN PROCESS

Outreach by the numbers

Stakeholder engagement and public participation have been strong components of the REDC process since the beginning, and are largely responsible for our progress to date. Public outreach through meetings, presentations, online and print media, and our wide-spread press coverage has garnered meaningful support and participation from all arenas of the public realm – from private companies and educational institutions, to community groups and concerned citizens.



WNY
Regional Economic
Development Council

PRESENTATIONS
62 to date
25 in 2013



PEOPLE REACHED
2,946 to date
1,100 in 2013

News & Press



Continuing Council Involvement...

Councilmembers continue to meet and lead the region through the implementation of the plan by driving the agenda items into action, monitoring the progress of existing initiatives, and participating in ongoing planning efforts. In 2013, the Council met 9 times.



Work Group Planning Continues...

Work groups are made up of strategic members of the public who augment Council knowledge and expertise. With guidance from the Council, the work groups continue to make recommendations and contribute content for the strategic plan, and work toward implementation. Each of the 10 groups addresses a distinct focus area of the region.



Workforce



Smart Growth



Entrepreneurship



Agriculture



Energy



Health/Life Sciences



Tourism



COMMUNITY STAKEHOLDERS

272 still engaged in the process and implementation



COMPANIES & ORGANIZATIONS

380 WNY REDC met with to date

273 in 2013

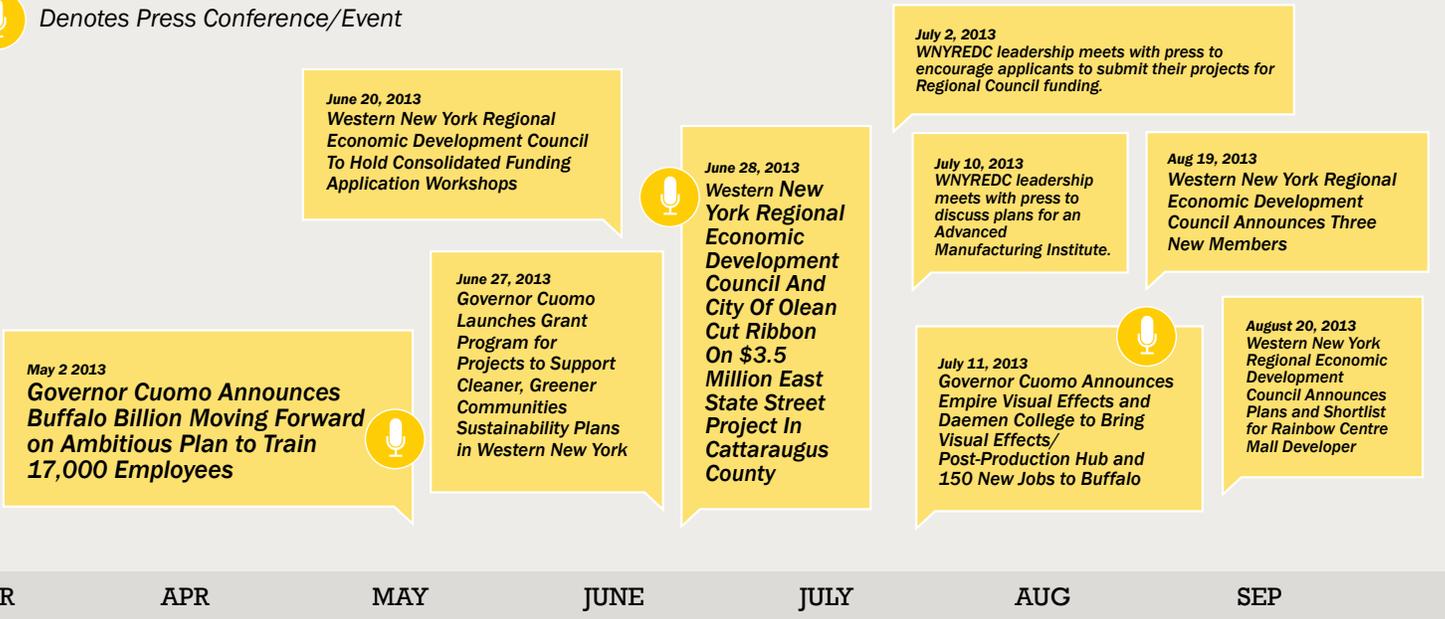


NEWSLETTERS

1,900 member distribution list



Denotes Press Conference/Event



MAR APR MAY JUNE JULY AUG SEP

Mar 22

May 2

June 12

July 11

Aug 20

Sep 18

Oct 3



Note: Higher Education will be fully integrated into Workforce Development and Entrepreneurship work group planning. Existing initiatives continue to focus on Professional Services and Bi-National Logistics.



Through community meetings and attendance at local events, **One Region Forward** is asking residents what they want to see in the region's future.

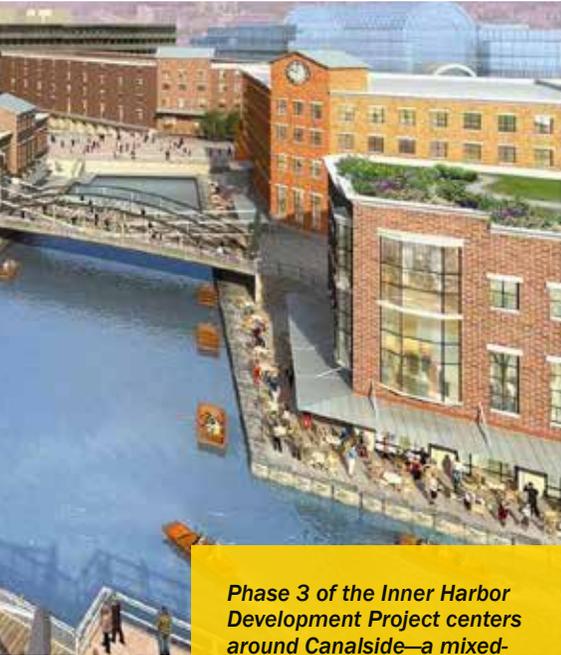


**WHY IT MATTERS:
Implement Smart Growth**

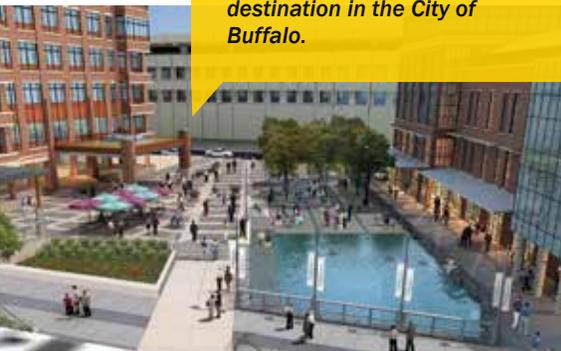
WNY as a region is challenged by the legacies of sprawl and population decline which include poverty, urban decay, inefficient infrastructure, environmental degradation, and related health challenges. Sprawl without growth has resulted in excessive and expensive infrastructure, with local governments and taxpayers bearing the cost. WNY leaders believe, however, that by building on its existing assets (people, natural resources, strategic location, and historic buildings and neighborhoods) and pursuing the principles of smart growth and sustainable development, the region has the opportunity to reverse these trends, grow the overall economy, attract residents, businesses and visitors, and enhance the health and quality of life of the community.

WNY is building upon smart growth strategies devised in our REDC planning process to make development predictable and concentrate investment in areas where infrastructure already exists. This multi-pronged approach involves preserving historic buildings and districts, reviving downtowns and main streets, reinvesting in established neighborhoods, redeveloping former industrial lands, encouraging walkability and multi-modal transportation, connecting disadvantaged communities with employment clusters, fostering mixed-use private investment, and protecting natural resources and water supplies.

Implement Smart Growth



Phase 3 of the Inner Harbor Development Project centers around Canalside—a mixed-use, urban entertainment destination in the City of Buffalo.



INVEST IN INFRASTRUCTURE ON SMART GROWTH PRINCIPLES

Implement smart growth by creating infrastructure conducive to sustainable, healthy and attractive development and enhanced quality of life to grow opportunities and bring in new visitors, residents and business to the region.

INVEST IN DOWNTOWNS, VILLAGES, NEIGHBORHOODS AND BROWNFIELDS

PROTECT WATER RESOURCES, WATERFRONTS AND HABITAT

INVEST IN INFRASTRUCTURE ON SMART GROWTH PRINCIPLES

WNY is working collaboratively to plan for a better future. One Region Forward, a Regional Plan for Sustainable Development, will serve as a roadmap for improving infrastructure and land use for our burgeoning economy, increasing access to healthy food, strengthening local neighborhoods, and planning for climate change. To guide implementation of the REDC's strategic plan and One Region Forward initiatives, the WNY Smart Growth Coordinating Council created a smart growth scorecard to drive decision-making on investments to ensure adherence to smart growth principles. These initiatives, which guide development decisions, ensure a bright and sustainable future for WNY.

Planning for a Sustainable Future in Buffalo Niagara: One Region Forward

One Region Forward is a collaborative, broad-based effort to guide and promote more sustainable forms of development in Erie and Niagara Counties. It is combining research and public engagement with planning and action to help us meet the economic, environmental, and social challenges of the 21st century. Led by a broad-based consortium of public, private and non-profit sector organizations, the primary deliverable of One Region Forward in 2015 will be a Regional Plan for Sustainable Development—a federally recognized document that will give our region priority status for funding opportunities today and into the future.

One Region Forward is developing a shared vision for a sustainable future in WNY.



The Smart Growth Score Card is a tool being used to prioritize projects of regional importance.

Smart Growth Scorecard

Project Name: _____ Location: _____ CFA Category: _____

1. Support of Existing Communities & Growth Centers
Does the project support the WNY Smart Growth Strategy and the WNY Smart Growth Council's commitment to address, through smart growth, urban development?

Question	Yes	No	Progress	Score
1.1. Will the project be located in a village, or a "third town center"?	Yes	No		
1.2. Will the project be located within a designated area of a "Third Center"?	Yes	No		
1.3. Will the project be located in a designated Opportunity Area or a Local Workforce Development Program area?	Yes	No		
1.4. Will the project be located in an environmental justice area or a hardship area (Census Tract with a poverty rate of at least 20%)?	Yes	No		
1.5. Will the project require an extension of the water and sewer system?	Yes	No		
1.6. Indicate how many service and amenities (see below) will be within 1/4 mile of the project location (see "I" cell for detailed list). (Library of Scores for amenities included)	0-10	1-5		
	0-10	1-5		

WEIGHTED: _____
TOTAL SCORE: _____

2. Community Character and Vibe
Does the project support the unique local community character and heritage?

Question	Yes	No	Progress	Score
2.1. Will the project reuse or rehabilitate an existing building?	Yes	No		
2.2. Will the project create or enhance community gathering spaces that are open to the public?	Yes	No		
2.3. Is the project consistent with the approved local comprehensive plan, and any other plans (e.g. plan, etc., see their neighborhood)? If the plan is more than 10 years old or no longer reflects the community's needs, does the project reflect current community values?	Yes	No		
2.4. Will the project contain a mix of different uses (e.g., housing, retail, office, community) (retail activities, restaurants) within the project site?	Yes	No		

WEIGHTED: _____
TOTAL SCORE: _____

The Plan will serve as a practical roadmap for improving mobility, promoting more efficient land use patterns, strengthening our basic infrastructure, growing a 21st century economy, ensuring broad access to healthy food, protecting housing and neighborhoods, and mounting our region's response to the challenge of global climate change. Work on the Regional Plan includes significant public engagement and Niagara counties' existing and emerging planning documents and frameworks including the Regional Economic Development Strategy, The Buffalo Billion Investment Development Plan, a five-county sustainability plan funded by the New York State Energy Research and Development Authority, and numerous other planning efforts undertaken in recent years at the local and county level.

PROGRESS To date, One Region Forward convened a large consortium of stakeholders consisting of a Steering Committee, Local Government Council, Private Sector Council and Community Congresses. The review of over 160 existing plans in Erie and Niagara counties was conducted to help develop a shared vision for our region. This shared vision and set of values has been presented back to the community for comment through large scale public forums and continues to receive feedback on One Region Forward's interactive website which has had 8,825 visits to date. In addition to the large scale public forums, One Region Forward conducted over 30 outreach presentations, directly reaching approximately 1,450 participants around the region thus far. Five Working Teams comprised of twenty or more regional experts and private citizens are also currently engaged in establishing goals for the future and developing implementation strategies aimed at reaching those goals in the areas of sustainable land use and development, transportation and mobility, housing and neighborhoods, food access, and climate change action.

Making Collaborative Strategic Choices: Launching the Regional Smart Growth Coordinating Council and the Smart Growth Scorecard

With representation from all five WNY counties, the Regional Smart Growth Coordinating Council was created to guide development and coordinate projects of regional importance that drive sustainable development in transportation, housing, and land use. The Council will work to implement the NYS Smart Growth Public Infrastructure Policy Act, develop CFA project prioritization criteria in the form of a "scorecard" to advance smart growth principles, guide implementation of the WNY Sustainability Plan & One Region Forward initiatives, and create web-based tools to assist communities with managing vacant properties and reinvesting along smart growth principles.

PROGRESS The Regional Smart Growth Coordinating Council was established in June 2013. The Council developed a smart growth score card in August 2013 that was used to assist with review and scoring of Round 3 CFAs.

INVEST IN DOWNTOWNS, VILLAGES, NEIGHBORHOODS AND BROWNFIELDS

WNY is focused on reinvesting in our central business districts, village centers, and main streets in accordance with local comprehensive plans. This strategy adopts principles of the NYS Main Street Program to promote reinvestment in public spaces, the reuse of vacant or underutilized buildings, historic preservation, walkable streets, energy efficiency, transit-oriented development, and mixed use, live/work development. Programs such as the State Agency Resource Team,

Small Business Green Retrofit Initiative, and region-wide targeted and coordinated infrastructure and streetscape improvements are turning around some of the city's critical downtown assets. Accelerating the redevelopment of brownfields such as the Bethlehem Steel site in Lackawanna provides shovel-ready sites for high-growth industries in areas served by existing infrastructure. Promoting this type of focused redevelopment fosters distinctive communities and creates a strong sense of place, mixes land uses and increases densities to support multi-modal transportation, and discourages sprawl, auto dependence, and greenfield development.

SART is coordinating a vision for smart growth in all areas of the region.

Revitalizing Downtowns through Inter-Governmental Cooperation: State Agency Resource Team (SART)

Government in WNY is highly fragmented, resulting in costly and often duplicative service provision, and leading to inefficient and piecemeal physical development. There are opportunities, however, to create efficiencies in local, county, and state government operations by employing new technologies to reduce costs and improve service delivery, and by engaging in greater inter-governmental cooperation and consolidation, particularly around region-wide issues. One such project taking advantage of these opportunities is the State Agency Resource Team (SART).

Grounded in smart growth principles, SART's focus is on community revitalization and improving the business climate in municipal downtowns. From an operations perspective, SART is led by the NYS Department of State—charged with coordinating state agencies to collaborate with each other, REDC, and with local governments to better implement smart growth strategies locally. By engaging local officials, SART seeks to identify strategies that local actions can help implement, develop an outreach plan for local officials, and host regional conversations about improving efficiencies of local government to grow business in downtown districts. SART's intended outcomes are to better understand commonalities across communities, prioritize projects locally and regionally, share best practices across communities and sectors, and establish a single point of contact with the State.

PROGRESS REDC and SART agreed to initially target one community in each county for downtown revitalization efforts. The communities were chosen based on several criteria such as the existence of a recognizable downtown, the municipality's planning capacity, and the likelihood of positive benefits from increased collaboration with state agencies. The five (5) target communities were identified as: City of North Tonawanda (Niagara), Village of Springville (Erie), City of Dunkirk (Chautauqua), City of Olean (Cattaraugus), and Village of Wellsville (Allegany).

SART began outreach and meetings with these municipalities to help communities understand the coordinated, smart growth vision for economic development. SART met with Olean's Mayor and Planning Director in July 2012. This was followed by a fall summit to discuss Olean's revitalization strategies and potential projects. Knowledge gained at this meeting helped guide Olean's CFA applications. SART has continued to roll-out the effort, recently meeting with leadership in North Tonawanda and Dunkirk.

Saving Energy and Encouraging Innovation: The Small Business Green Retrofit Initiative

The Small Business Green Retrofit Initiative targets small businesses and not-for-profit organizations in Erie, Niagara, and Chautauqua Counties that commit to making energy efficiency improvements identified in a NYSEDA Green Jobs-Green NY energy audit. The Green Retrofit Initiative provides incentive grant funding to businesses and not-for-profit organizations to make supplemental pre-retrofit building improvements that secure energy efficiency investments.

The Green Retrofit Initiative provides grant funding to small businesses and non-profits for energy efficiency investments.



PROGRESS To date, the Green Retrofit Initiative has contacted 111 small businesses about participating in the program. Thirty businesses have been referred to NYSERDA’s small commercial energy auditor, CJ Brown Energy, and have been approved for a free energy audit. Twenty businesses have received an energy audit and have reviewed results with CJ Brown Energy and People United for Sustainable Housing’s (PUSH Buffalo) Commercial Energy Advocate to begin developing pre-retrofit improvement measures.

Manufacturer, Welded Tube, has invested \$50 million on a new facility helping to redevelop a long-vacant brownfield in the City of Lackawanna.



Repurposing Brownfields for High Growth Industries: Welded Tube

Headquartered in Concord (Toronto), Ontario, Welded Tube is a manufacturer of steel tubing, whose process is comprised of taking flat steel and forming it into round tubing. After touring several sites, Welded Tube decided to invest approximately \$50 million on the construction of a new facility on 45 acres of the long dormant Bethlehem Steel site in the Tecumseh Business Park in the City of Lackawanna. This site is also a brownfield, meaning that the redevelopment or reuse of it was complicated by the lack of infrastructure and presence of contaminants such as hazardous waste and petroleum. The region’s economic development partners at all levels worked together to make the successful redevelopment of this vast formerly industrial land by Welded Tube a priority.

The major driver for Welded Tube’s expansion in WNY was its goal of increasing US sales by having a “Made in the USA” label and access to electricity and low cost hydro-power. Also instrumental to this project, was the availability of a low cost site within close proximity to the Canadian border, a productive workforce, and a strong vendor supply chain.

PROGRESS A public/private partnership made up of Buffalo Niagara Enterprise, Empire State Development, Erie County Industrial Development Agency, National Grid, New York Power Authority, the Department of Labor, National Fuel, City of Lackawanna, Erie County, Phillips Lytle, and Lumsden McCormick was influential in Welded Tube’s decision to locate in WNY. The partnership assisted Welded Tube with incentives, workforce recruitment, site related issues, cross border due diligence, and immigration. The NYS DEC Brownfield Cleanup Program provided the company with benefits for the cleanup and redevelopment of the site including liability relief and tax credits. Further, Erie County invested \$1 million in infrastructure to build roads and utility corridors. The additional infrastructure was not only necessary for this expansion, but will make this former brownfield more attractive to other companies considering locating in the Tecumseh business park.

Welded Tube’s \$50 million investment will occur in three phases, and consists of the construction of a 100,000 square foot manufacturing facility that will house a state-of-the-art pipe mill. Future phases of the plan call for construction of a 34,000 square foot hydro testing facility and a 30,000 square foot pipe threading and coupling facility. Phase 1 construction is nearly complete. Machinery installation began in April and was completed in June. All employees have been hired as of August 2013 and the company is on track to begin production in Sept 2013. The project will bring a total of 121 new jobs to WNY with an average salary of \$40,000.

The reconstruction of Main and Pearl Streets and reinvestment in underutilized buildings are improving the Theater District’s vitality.

Paving the Way for Private Investment: Investing in Smart Growth Infrastructure

WNY as a region is dedicated to enhancing the competitiveness and long-term sustainability of urban, suburban, and rural downtown centers. Public infrastructure investments and programs that focus on redeveloping parcels and improving existing structures are key to this goal as they encourage private investment, appeal to employers and employees, encourage people to live in and visit the region, leverage existing strengths, and create a sustainable 24/7 sense of vibrancy and economic vitality. Programs with dedicated funding sources such as the **Western Region Corporation Downtown Revitalization Revolving Loan Fund Program** and the **Theatre District New York Main Street Program** support housing and commercial building rehabilitation and target investment in neighborhoods



Main Street in downtown Buffalo is being transformed into an attractive, multi-modal business district.



The Theatre District NY Main Street program supports commercial building rehabilitation including entertainment venues like 710 Main Street Theatre.

The City of Olean's downtown corridor reconstruction provides opportunities for mixed-use development.



challenged by poverty and urban decay. These programs are complemented by robust infrastructure improvements. Projects such as **Buffalo's Niagara Street Sustainable Corridor** and **Olean's downtown corridor reconstruction** thoughtfully develop public spaces, enhance streetscaping to create a vibrant sense of place, connect neighborhoods to the downtown core, and support multi-modal transportation. Together these strategies generate a significant return on investment, decreasing vacancy rates and increasing assessment values and private investments.

PROGRESS In line with the City's master plan, the **City of Buffalo** has begun to connect its downtown districts and reestablish high quality multi-modal transportation along critical gateways and corridors through streetscape and infrastructure improvements. Collectively these investments will create a vibrant, walkable, mixed-use environment that retain 65,000 jobs, and attract 21st century businesses and talented human capital to drive the regional economy. The Niagara Street Sustainable Corridor and Community Integration Project will substantially change and improve transportation components along Niagara Street. Design work has begun on a plan to reconfigure Niagara Street to calm traffic, encourage bicycle and pedestrian use, and refocus the transportation function of the street to align with the evolving nature of the neighborhood. Significant improvements to three separate downtown Buffalo districts will increase connectivity between the City's business districts and abutting, distressed neighborhood. These projects include: Cars Sharing Main Street (500 Block) — a \$21 million project, on schedule to begin construction in fall 2013, that returns the street to two-way traffic and includes the installation of new curbs, sidewalks, street lighting, traffic signals, on-street parking, light rail station enhancements, and various landscaping improvements; the Genesee Gateway Streetscape Project — infrastructure such as pedestrian safety and beautification efforts, currently in design phase, that supports the recent private investment to buildings in this area, encourages further private investment, and transforms the area into a true gateway for Downtown Buffalo; and scheduled to go out to bid out this fall, the Pearl Street Two-Way Conversion and Chippewa Street Improvements.

In coordination with the Pearl Street and Cars on Main Street projects, the Theatre District New York Main Street Program (NYMS) will improve the theatre district's vitality, character and appearance. The goal of the program is to stimulate reinvestment in vacant and underutilized buildings by providing matching funds to spur progress and aid in the completion of renovations. The Theatre District NYMS Advisory Committee has recommended 13 projects in 11 buildings for grant funding. Three projects that directly support theatrical entertainment in downtown have been cleared following historic and environmental screening, and are ready for project set-up and bidding. The owners of two long vacant buildings have been encouraged to start mixed-use development projects, each in the \$4 million dollar range. A new restaurant opened this winter in space vacant for ten years with support from NYMS.

The **City of Olean** has several projects underway that align with local and regional smart growth principles intended to combat sprawl, increase investment in downtown, reduce vacancies and blight, and encourage mixed-use development for small-scale employment opportunities. The North Union Street project involves the redevelopment of four properties at the intersection of the City's downtown business district and the redesign of North Union Street and complimentary streetscape improvements. The City of Olean Urban Renewal Agency's (OURA) plan is to secure and stabilize the buildings for private development of retail and commercial space. OURA is issuing a Request For Qualifications/Proposals for redevelopment of the four properties. Complementing this effort is the redesign of North Union Street with streetscape improvements and traffic calming techniques that furthers the City's complete streets initiatives, and the Walkable Olean project. Building on the initial investment, Walkable Olean just received a \$6.5 million Federal Highway TIGER grant to fast-track completion.

The **Niagara Falls Downtown Stabilization Program** is a strategic approach to revitalizing the city's downtown mixed-use commercial district and adjacent residential neighborhood. The intersection of Third Street and Main Street in downtown Niagara Falls is the target for the capital component of this plan to reverse decades of population loss, and launch the city into an era of economic stability.



BEFORE



AFTER

Niagara Street is being transformed into an attractive pedestrian- and bike-friendly gateway to downtown Buffalo.

Demolition of blighted areas is already underway and the City is currently accepting applications for a commercial façade rehabilitation program. The program also centers on attracting and retaining young professionals, needed to complement the capital improvements, stabilize the population, and enhance the ability of Niagara Falls to compete in the modern knowledge-based economy. The program attracts young adults to the targeted commercial district by offering to assist with the repayment of student loans.

Western Region Corporation (WRC) is a local, not-for-profit organization that serves small businesses and entrepreneurs. WRC has established the Western Region Corporation Downtown Revitalization Revolving Loan Fund Program to provide low-interest gap-financing loans and grants to redevelop and improve downtown commercial centers in the WNY. The project is expected to leverage private investment, repurpose underutilized buildings, encourage MWBE, expand housing options and diverse business activity, and create new employment opportunities. Beneficiaries of the program will be selected through a WRC application process based on criteria consistent with WRC and the REDC goals. To date, the WRC Loan Guide Book has been developed and soft marketing of the fund to economic development partners has occurred. It is estimated that the Fund will be completely operational and begin accepting loan application in fall 2013.

PROTECT WATER RESOURCES, WATERFRONTS AND HABITATS

Providing, protecting, and improving public access to waterfront areas enhances quality of life for the region’s residents while drawing visitors and expanding our tourism industry. Infrastructure investments that allow the public to easily access the water’s edge while preserving open space and critical environmental areas add ecological and economic value and advance this agenda. The redevelopment of Buffalo’s waterfront with more than \$230 million in private investment, year-round cultural and recreational spaces, and retail, hotel and residential opportunities, combined with Buffalo Niagara Riverkeeper’s work to increase public access and improve the ecological health of the Buffalo and Niagara Rivers are prime examples of how WNY is balancing the need for economic development with the need to preserve and enhance the built and natural environment.

New Life for the Waterfront Downtown: Canalside

The Erie Canal Harbor Development Corporation (ECHDC) was created in 2005 with financial support from NYPA to spearhead Western New York’s waterfront development effort. ECHDC’s mission is to revitalize the waterfront and restore economic growth to Buffalo based on the region’s legacy of pride, urban significance, and natural beauty. ECHDC is currently leading Phase 3 of the Inner Harbor Development Project which centers around Canalside—a mixed use, urban entertainment destination in the City of Buffalo. With funding through NYPA Relicensing Agreement Funds, ECHDC is now able to make strategic investments in a number of public infrastructure projects.

Designed around a public and private investment strategy, Canalside consists of commercial (retail, lodging, and office), cultural, recreational, and residential space on approximately 20 acres over five City blocks near the foot of Main Street in downtown Buffalo. Canalside is continually adding to its year-round offerings and experiences, including restaurants, entertainment venues, retail outlets, cultural attractions, public spaces, and increased access to Buffalo’s waterfront, while appealing to a wide demographic of visitors and residents. Canalside is a multi-

modal destination accessible to pedestrians and bicyclists and by public transit.

In the summer of 2013, ECHDC is hosting over 800 events at Canalside, most of which are free and open to the public. Canalside programming includes cultural events, musical performances, fitness classes, educational events, and children's activities. These events are estimated to draw 800,000 visitors to the waterfront and solidify Canalside as the center of energy and excitement in downtown Buffalo.

PROGRESS Currently under construction are two private investment projects – **One Canalside** and the **HARBORcenter**. One Canalside is a \$30 million mixed-use project that is reusing and repurposing the former Donovan State Office Building. Expected to open in January 2014, One Canalside is being developed by Benderson Development and will consist of law offices, a hotel, and restaurant. East Canal Park – an outdoor public space and extension of the public canal system to Washington Street – will tie into the development taking place at One Canalside. Upon completion, East Canal will provide the public with waterside access space and a shaded seating area. This \$5.7 million project broke ground in April 2013 and is expected to be complete by the end of 2013.

Major public infrastructure and vast public programming at Canalside are attracting private investment and driving tourism.



Scheduled to open in fall 2014, **HARBORcenter** – a \$200 million, 650,000 SF, mixed-use recreation and entertainment facility - will feature two new, NHL-size ice rinks open for community use. In addition, there will be a hockey-themed, upscale restaurant and bar, a full-service Marriott hotel, additional retail space, and an 800-space parking structure. Directly connected to First Niagara Center (home of the NHL Sabres and NLL Bandits), the combined structure will be the only three-pad ice complex in the National Hockey League. Additionally, the structure will house a state-of-the-art, high-performance training center, which will be designed to help grow and develop the sport of hockey and create a market for sports tourism in the region.

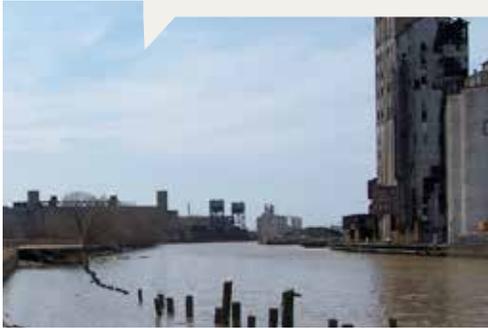
The Canals and Public Environments – a \$23 million public space investment under construction on the former location of the Memorial Auditorium, (“Aud Block”) – is an interpretive landscape of water features and site amenities that will help visitors understand the history and character of the former canal district and its significance to the City of Buffalo, New York State, and the nation. This project will interpret the historic alignment of the original Erie Canal as it terminated in downtown Buffalo. This public infrastructure project and placemaking effort is intended to continue to draw private investment to the waterfront while attracting local and out-of-town visitors. The Canals and Public Environments is targeted to open in 2014.

Completed in January 2013, the **Master Plan for the Grain Elevator and Bridges Project** studied Buffalo's extensive collection of Grain Elevators and Bridges along the Buffalo River Corridor and developed a phased implementation plan to illuminate each of the structures. Phase 1 of the plan to turn Buffalo's historic grain elevators into unique public art installations and collectively a major tourist attraction began with design work in June 2013. Phase 1's signature project, The Connecting Terminal Illumination (located across the Buffalo River from Canalside) will be a dynamic lighting installation with a contemplative artistic narrative, displayed through kinetic lighting and imagery. This Illumination is scheduled to premiere in September 2014. Phase 1 also includes Show Concept & Market Study, Skyway Illumination, Ohio Street Bridge Illumination, Michigan Street Bridge Illumination, General Mills Campus Illumination and Buffalo First Marina Illumination.

Ohio Street and Inner Harbor infrastructure improvements, led in partnership by ECHDC, NYS DOT, and the City of Buffalo, are intended to revitalize a 1.4 mile stretch of mainly vacant or underutilized land in the First Ward Neighborhood of downtown Buffalo. When completed, this project is expected to transform Ohio Street into a major waterfront arterial linking downtown to the Outer Harbor with bike paths, lighting, trees, and other streetscape improvements. Funding for the \$11 million dollar project is coming from a mix of Federal Highway funds and NYPA Relicensing Agreement funds. The project is expected to be completed in May 2015.

Reversing Environmental Degradation and Protecting Our Waterways for Future Generations: Buffalo Niagara Riverkeeper

Significant progress has been made towards delisting the Buffalo River as an Area of Concern.



Habitat restoration of the Riverbend site located in the South Buffalo Brownfield Opportunity Area is helping to revitalize a waterfront community.



Buffalo Niagara Riverkeeper is removing invasive species and planting native vegetation along the Buffalo River shoreline.



Buffalo Niagara Riverkeeper is a national leader in community-driven efforts such as industrial pollution remediation, green infrastructure solutions, improving connections to the water, and celebrating cultural and ecological heritage. Over the last five years, community leaders and foundations, concerned citizens, and federal, state and local agencies have invested over \$7 million in Buffalo Niagara Riverkeeper to help restore and protect our local waterways. Riverkeeper has used this investment to leverage over \$250 million from partners to help make progress in revitalizing our waterfront communities, increasing public access, and restoring our local waterways.

PROGRESS Riverkeeper is making strides to improve water quality, increase public access, and increase the ecological health of the Niagara River watershed, namely through three key projects: Healthy Niagara, Riverwalk Revitalization, and the Niagara River Habitat Conservation Strategy. Healthy Niagara is an initiative to advance the protection and restoration of water quality and ensure compatible land use development to protect the River’s natural resources. Key elements of the initiative are developing a Niagara River Atlas, a State of the Niagara River Watershed Report, and a Watershed Management Plan. The first phase of the project is 80% complete and includes data gathering, watershed characterization, inventory of existing conditions, and identification of problems and opportunities. Riverkeeper is also in the process of preparing a detailed 5-year master plan for the revitalization of the Riverwalk System – a portion of the Greenway Shoreline Trail within the City of Buffalo. Finally, the Niagara River Habitat Conservation Strategy will provide a science-based, collaborative blueprint to guide future efforts to protect and restore water quality, species communities, and ecological functions that define a healthy environment. The project is focused on identifying specific opportunities at two distinct geographic scales. The project focused on the entire 900,000 acre Niagara River watershed is 85% complete. Phase 1 of a more detailed examination within the Niagara River Greenway was completed in December of 2012. Phase 2 began in August 2013 and will continue throughout spring of 2015.

Progress made to date in restoring the Buffalo River is guided largely by the City of Buffalo’s Local Waterfront Revitalization Program (LWRP) and Remedial Action Plan (RAP), mandated by the Great Lakes Water Quality Agreement. Defined in the LWRP, the Buffalo River Greenway is a multi-purpose, open space corridor and trail system designed to improve access and management of the river’s recreational, cultural, and ecological assets. Riverkeeper is in the process of developing and adopting an Implementation Plan for the Greenway. Currently 80% complete, the Implementation Plan sets forth design guidelines for the Greenway concept, and confirms future access sites and private development opportunities along the Buffalo River. Schematic designs will also be created for a potential public access site near the Ohio Street Bridge. Further, since 2003, Buffalo Niagara Riverkeeper was selected by the US EPA to take over the coordination of the Buffalo River’s RAP and is working towards “delisting” the Buffalo River as an Area of Concern (AOC). Significant progress has been made in addressing the River’s impairments (i.e contaminated sediments, poor water quality, and loss of fish and wildlife habitat) through projects to remediate contaminated sediment and restore habitat. For example, the Buffalo River AOC Habitat Restoration of the Riverbend site includes design, implementation, and monitoring of habitat restoration in an effort to address the loss of fish and wildlife habitat. This effort will bring the Buffalo River AOC 10% closer to “de-listing” the river and will also improve public access. Work includes restoration and monitoring of 2,800 LF of shoreline, featuring 9.8 acres of riparian, grassland, and upland forest habitat, including establishment of native vegetation and removal of invasive plant species.

UPDATE ON PRIORITY PROJECTS

PRIORITY PROJECT STATUS UPDATE	CFA AWARD
<p>Buffalo Central Business District This initiative is improving streetscapes and infrastructure development in five key downtown areas in accordance with the City of Buffalo's Queen City Hub Plan. Designs will be completed by fall 2013 for the Genesee Gateway & Pearl Street project areas and construction is on schedule to begin in spring 2014.</p>	\$4,000,000
<p>Buffalo Niagara Street Sustainable Corridor and Community Integration Project This 2012 reallocation project was awarded \$510,000 by the WNY REDC in spring of 2013. The project will serve to improve transportation components within a section of Niagara Street, a rapidly developing corridor that covers 4.5 miles of business and residential areas, through enhanced safety, traffic calming, and encouraging bicycle and pedestrian use, which utilize the same approach as the city-backed "Complete Streets" movement. The project is moving forward on schedule.</p>	\$510,000
<p>Downtown Niagara Falls Stabilization Project NYMS To date, demolition is underway downtown at the epicenter of the project area near the intersections of Third Street and Main Street. Six students have been moved into the target area, and the city is accepting applications for their commercial facade rehabilitation program.</p>	\$450,000
<p>Hollywood Theatre Restoration The restored Hollywood Theatre building will be a multi-use facility for the visual and performing arts. Once building upgrades are complete the restoration of historic components will commence. The theater is on track to re-open in 2017.</p>	\$420,000
<p>Olean Central Business District The City of Olean has hired North Union Street design consultants and the preferred designs for the streetscape have been approved by the North Union Street Restoration Committee and presented to the Common Council. The City continues to work with the NYS Office of Historic Preservation (SHPO) and will begin construction upon final SHPO approvals. Project completion, including streetscape upgrades is on track for spring 2015.</p>	\$1,000,000
<p>Olean East State Street Re-construction The Olean East State Street project was completed in July 2013. The \$1M in state grants helped to leverage over \$2M in investments from the City of Olean and partners, who successfully completely urgently needed upgrades to the streets curbs, gutters, water & sanitary lines, and storm sewers.</p>	\$1,000,000
<p>Springville Center for the Arts: 5 East Main Street Springville Center for the Arts has begun construction on the interior of 5 East Main Street and expects to open the Arts Café by December 2013. Artist residencies and the green roof are on track for spring 2014 completion.</p>	\$394,810
<p>Springville Center for the Arts: 37 North Buffalo Street Capital Project Interior construction has begun on the 1869 Baptist Church, including elevator installation and roof replacement. The building is anticipated to open to the public as a multi-arts center in spring 2014.</p>	\$434,310
<p>Town of Ellicottville Regional Water Project Construction on the 350,000 gallon water tank and related water transmission that work to eliminate low flows and pressures in the Town & Village of Ellicottville and the Town of Mansfield has begun. The project is on track for completion by December 2014.</p>	\$268,000
<p>Wellsville Waterline Extension The Town of Wellsville is in the process of creating a water district to serve 15 businesses along New York State Route 417. Construction is anticipated to begin in January 2014.</p>	\$186,000
<p>Western Region Corporation Community Revitalization Program Western Region Corporation is creating and administering a community revitalization revolving loan/grant fund that will be available in communities in the 5 Western New York counties. The project is moving forward on schedule with the first set of loans anticipated to be made the second quarter of 2014.</p>	\$2,012,780

LOOKING AHEAD

WNY has made long lasting, high impact investments in targeted, strategic, and coordinated smart growth projects. The key to continued success is to build upon this already significant momentum to create opportunities for large scale change. The Better Buffalo Fund is the next step in this vital regional transformation. The Better Buffalo Fund will continue the city's positive energy by focusing on projects that attract and retain businesses and population through real, structural improvements in the business and residential environment; and that connect centers of activity with each other and their surrounding neighborhoods. These connections will also embrace the diversity of the city by reaching out to areas that have yet to experience the benefits of Buffalo's emerging economy taking into account where people live, work, and play. The Fund continues to focus our efforts on setting the stage for economic prosperity and significant growth into the future.

THE BETTER BUFFALO FUND

Building on Regional Success to Catalyze More Positive Change: The Better Buffalo Fund

The Better Buffalo Fund will establish a public-private financing vehicle devoted to improving strategic areas in the City of Buffalo and developing community-wide assets. Projects, which will be competitively selected, will be consistent with the existing vision for growth and sustainability laid out in the Buffalo Comprehensive Plan and other complementary plans. The Fund will improve physical infrastructure, foster mixed-use redevelopment of the region's urban core and waterfront, and invest in transportation connections to improve access to employment and educational opportunities. This revitalization strategy will increase density in core areas while creating vibrant, sustainable communities and reinforcing the neighborhoods surrounding our anchor employment centers, thus helping retain current residents and attract future generations to the region.

Five areas of investment have been drafted to establish the types of projects that will be funded through the Better Buffalo Fund. The areas include:

- Implementing Complete Streets, Improving Corridors, and Greening Gateways
- Revitalizing Target Neighborhoods
- Catalyzing Transportation and Transit Oriented Development
- Investing in Buffalo's Downtown: Implementing the Buffalo Building Reuse Plan
- Redeveloping the Waterfront as a vital regional asset

There are three primary goals of the initiative. The first is to promote smart growth and spatial efficiency. Regional leaders believe that physical investments can build the foundation for long-term growth and revitalization, and they seek to capitalize on the physical transformation required to facilitate economic development. The second is to enhance the region's competitive edge creating an economic climate conducive to attracting new developments which yield net social and economic benefits to the region. Buffalo will build its reputation as a vibrant, thriving city with modern amenities and infrastructure, high-quality services, and well-designed, friendly neighborhoods. The third is to increase collaboration between public and private sector investments to maximize efficiencies and leverage high impact results.

PROGRESS To date, there has been a full analysis of the existing planning framework, and engagement in outreach with partners and stakeholders to identify target priority areas for funding. A request for proposals has been developed and will be released fall 2013.

IMPLEMENTATION AGENDA 2013-2014

INVEST IN INFRASTRUCTURE ON
SMART GROWTH PRINCIPLES

Responsible Party: Niagara Falls Transportation Authority, Greater Buffalo Niagara Regional Transportation Council and University at Buffalo Regional Institute

One Region Forward

2013

- Quarter 4** Finalize and present the regional vision back to the public in a second round of Community Congress events
- Technical planning around the areas of housing, food access and climate change will continue, as will meetings of the five working teams
- Prepare baseline scenario analysis to help the two-county region understand the future fiscal and environmental impacts on the community if outward development pattern continues

2014

- Quarter 1** Continue engagement efforts with Local Government and Private Sector Councils, conduct final series of meetings with the five working teams, complete technical planning analysis around housing, food access and climate change planning and launch initial citizen planning school activities aimed at deeper engagement of neighborhood and grassroots leaders on issues of sustainability
- Quarter 2** Continue to conduct public education to the broader regional public via multimedia methods and engagement activities to create greater regional awareness of planning and development issues affecting Buffalo Niagara.
- Begin compilation of regional vision, performance indicators, goals, technical studies and implementation strategies into a draft RPSD
- Quarter 3** Formalize a draft Regional Plan for Sustainable Development that is presented to the public and circulated for input and feedback
- Quarter 4** Produce a final draft of the Regional Plan for Sustainable Development for adoption in early 2015

Responsible Party: Regional Smart Growth Coordinating Council

Smart Growth Score Card

2013

- Quarter 4** Beta test smart growth web tool to aid REDC and local, regional and state jurisdictions to make better project-level decisions to achieve Smart Growth principles

2014

- Quarter 1, 2, 3** Finalize web tool and support integration of the score card and web tool with regional smart growth initiatives such as One Region Forward and the WNY Sustainability Plan
- Continue to conduct public education to the broader regional public via multimedia methods and engagement activities to create greater regional awareness of planning and development issues affecting Buffalo Niagara.
- Begin compilation of regional vision, performance indicators, goals, technical studies and implementation strategies into a draft RPSD
- Formalize a draft Regional Plan for Sustainable Development that is presented to the public and circulated for input and feedback
- Quarter 4** Utilize improved score card to review and score Round 4 CFA

INVEST IN DOWNTOWNS, VILLAGES,
NEIGHBORHOODS AND BROWNFIELDS

Responsible Party: Empire State
Development
Better Buffalo Fund

2013

Quarter 4 Finalize target neighborhoods and complete streets
Kick off application process
Convene stakeholders
5 year strategy proposals submitted
BBF committee reviews proposals
Committee announces awards

2014

Quarter 1 Better Buffalo Fund projects begin implementation

PROTECT WATER RESOURCES,
WATERFRONTS AND HABITATS

Responsible Party: Erie Canal
Harbor Development Corporation
**Canalside/Downtown
Waterfront**

2013

Quarter 4 Opening of East Canal: December 2013

2014

Quarter 1 Opening re-used former Donovan State Office Building with Phillips Lytle, full-service law firm in the US & Canada, taking the upper 4 floors and the Marriot Courtyard taking the 3 floors with 96 rooms. There will be a restaurant on the ground floor looking out onto East Canal

Quarter 3 Opening of Historically Aligned Canals on Aud Block: Spring/Summer 2014;
Construction of temporary restaurant/beer garden on Aud Block: Spring/
Summer 2014
Connecting Terminal Illumination Premier: Fall 2014

Responsible Party: Buffalo Niagara
Riverkeeper
**Healthy Niagara,
Phase 1**

2013

Quarter 4 Phase 1 complete

2014

Quarter 1 Phase 2 awarded (projected)

Quarter 2 NYS contracting process (projected)

Quarter 3, 4 Create Project Advisory Committee; begin updating Watershed Characterization Report; Start data collection, including water quality sampling and stream visual assessments; Work with Scajaquada Creek working group to update Scajaquada Creek sub-watershed management plan and evaluate Green Infrastructure potential for Scajaquada Creek sub-watershed; Begin Municipal Workshop Series on watershed issues and local planning strategies and start process on municipal technical assistance and model ordinance development (all projected, based on potential award)

Responsible Party: Buffalo Niagara
Riverkeeper
**Riverwalk
Revitalization, Phase 1**

2014

Quarter 1 Completion of Riverwalk Revitalization Action Plan
Completion of Water Access Site Development Plans

Quarter 2 Completion of Implementation Strategy
Completion of Heritage Interpretation Plan

Responsible Party: Buffalo Niagara Riverkeeper
Buffalo River Greenway
 Implementation Plan

2013	
Quarter 4	Buffalo River Greenway Implementation Plan complete Ohio Street Overlook Schematic Design complete

Responsible Party: Buffalo Niagara Riverkeeper
Niagara River Habitat
 Conservation Strategy

2013	
Quarter 4	Complete Niagara River watershed strategy including development of Implementation Action Plans within each of the 11 sub-basins; Hold Technical Advisory Committee and public stakeholder meetings. Complete (2) two major field assessment components of Phase 2 Greenway strategy.
2014	
Quarter 1	Continue progress on Phase 2 Greenway strategy; identify critical threats to biodiversity within Niagara River Greenway, meet with municipal stakeholders. Initiate implementation plan for Watershed strategy results and search for implementation partners.
Quarter 2	Prepare for remaining field assessment components of Niagara Greenway strategy, including site and habitat assessment and Niagara Gorge seep mapping.
Quarter 3, 4	Perform field assessment components for Niagara Greenway Strategy, hold at least (2) two Technical Advisory Committee meetings and 1 public stakeholder meeting, identify implementation-ready opportunities, develop concept plans where possible, integrate and coordinate habitat strategy results within Healthy Niagara context to secure municipal support.

Responsible Party: Buffalo Niagara Riverkeeper
Buffalo River Remedial
 Action Plan Coordination

2013	
Quarter 4	Updating current Beneficial Use Impairment delisting criteria and developing monitoring protocols; continued participation in the Buffalo River Great Lakes Legacy Act project to ensure that dredging of contaminated sediment occurs.
2014	
Quarter 1, 2, 3, 4	Contaminated sediment in the River is remediated; habitat is restored/enhanced in and alongside the River; individual Beneficial Use Impairments are no longer "Impaired"; and the profile of the Buffalo River is elevated through stakeholder and public outreach efforts.

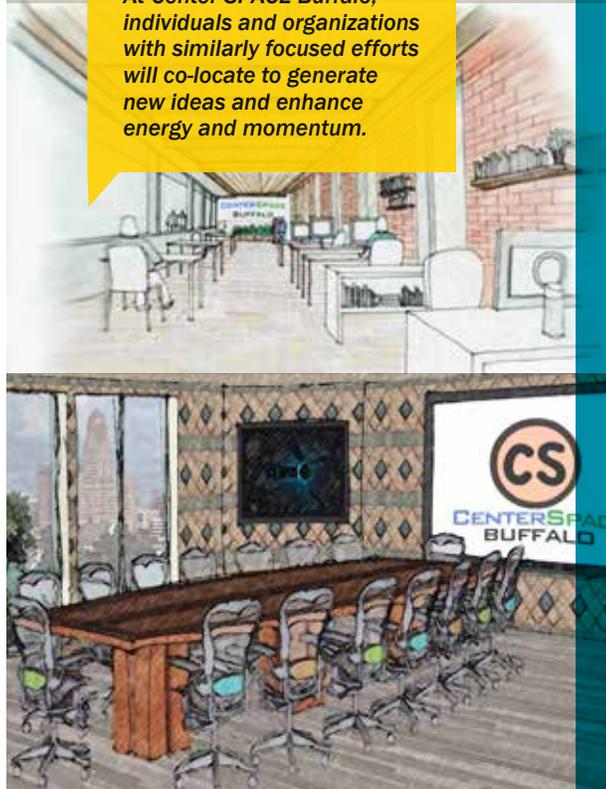
Responsible Party: Buffalo Niagara Riverkeeper
Buffalo River AOC
Habitat Restoration
Riverbend
 Phase 1&2

2013	
Quarter 4	100% habitat restoration construction completion for the 6.3 acre Phase One site.
2014	
Quarter 1, 2, 3, 4	Monitoring of the Phase One site implementation. Funding is secured from USDA FS - GLRI to begin design and implementation of 1.5 acres of the 3.5 acre Phase Two site. Additional funding to complete the remainder of Phase Two is under consideration.



**CENTERSPACE
BUFFALO**

At Center SPACE Buffalo, individuals and organizations with similarly focused efforts will co-locate to generate new ideas and enhance energy and momentum.



WHY IT MATTERS: Foster a Culture of Entrepreneurship

While currently lagging behind the nation in entrepreneurial activity, WNY is at the precipice of transformation into an innovation economy. Entrepreneurial capacity depends on many factors including a concentration of new ideas, local education and talent, and dedicated local capital to support new start-ups. Today, Western New York is poised to leverage its existing capacity to create new ideas, connect these ideas with people and industry, and spur economic growth. Initiatives that help to generate more start-up enterprises by facilitating applied R&D supports for aspiring entrepreneurs, fostering early-stage firm growth, attracting more venture funding, and making efforts to help minorities start new businesses will launch the region into a more desirable and sustainable knowledge-based economy.



Foster a Culture of Entrepreneurship



Foster a culture of entrepreneurship to grow from within and leverage the region's research & industry strengths by reducing burdens on small business and creating an ecosystem that supports entrepreneurs.

FOSTER AND SUPPORT ENTREPRENEURS

FUND ENTREPRENEURS



Allstate Minority and Women Emerging Entrepreneurs Program helps grow MWBE.



FOSTER AND SUPPORT ENTREPRENEURS

It is well documented that WNY needs to transition technology from the lab to the marketplace, turning ideas into products. Initiatives like Launch NY are designed to provide supports for aspiring entrepreneurs and accelerate formation of new high-growth businesses (targeting underrepresented populations) through investment capital, mentoring, and promotion. Helping to create a “culture” of entrepreneurship, National Grid’s \$490,000 investment in UB’s High-Tech Entrepreneurship Opportunity Program will facilitate the formation of new ventures and help grow small ventures within the high-tech cluster industries. Investing in endeavors such as Buffalo Bright Niagara and Allstate Minority and Women Emerging Entrepreneurs Program—aimed at developing and sustaining new entrepreneurs, and strengthening connections between innovators and mentors, education and industry—can help create paths from ideas to markets, and foster a culture of entrepreneurship in the region.

Growing Entrepreneurial Startups through Investment and Promotion: Launch NY

Launch NY is a new nonprofit Venture Development Organization (VDO) which began operations October 1, 2012. Launch NY was established to work with regional partners to provide a suite of resources to identify, develop, and fund entrepreneurial startups with growth potential attractive to venture capital and similar risk-oriented investors. Launch NY will provide high-potential startups with expert entrepreneurial services and investment capital; expand and promote complementary entrepreneurial support programs and services throughout the



region to engage more entrepreneurs, service providers, and investors; and engage with major service providers in the region to accelerate entrepreneurial activity and deal flow through shared programs, services, information systems, metrics, and promotional efforts.

PROGRESS Since its inception, the organization has hired a Chief Executive Officer, a Chief Investment Officer, a Controller and four Entrepreneurs-in-Residence and expanded its Board of Directors. It has engaged in extensive networking activities to develop the Upstate NY entrepreneurial ecosystem at 22 separate events (six for which it provided various levels of sponsorships) attended by 1,391 entrepreneurs, 293 investors, and 1,571 resource providers—over 3,200 attendees total. It is creating and implementing new innovative programs that will provide direct financial and support services to over 100 start-up companies to date engaged by Launch NY’s Entrepreneurs-in-Residence. Launch NY is insuring its sustainability with a long-range fundraising strategy and a comprehensive evaluation system to measure the organization’s success and impact.



Creating a Platform to Showcase and Cultivate New Ventures: Bright Buffalo Niagara Forum

Bright Buffalo Niagara is a premier venture forum that makes connections between the most promising new ideas and the capital needed to bring those ideas to market. Bright Buffalo Niagara aims to perpetuate this growth by serving as a resource to promote early-stage investments, quality deal flow, business partnering, and related entrepreneurial activities across the life sciences, energy, IT, and advanced manufacturing high-tech sectors. Participating entrepreneurs have the opportunity to meet with a wide variety of investment professionals. For investors, this program is a chance to explore the newest innovative ideas and expand investment portfolios, as part of a national effort toward building sustainable entrepreneurial ecosystems.

PROGRESS Approximately 100 early stage companies have presented at Bright Buffalo Niagara since it was established in 2009 attracting 250-300 attendees yearly made up of entrepreneurs, angel and venture capital investors, potential business partners, industry leaders, and elected officials. Since its inception, Bright Venture Forum participants have gone on to raise more than \$23 million in funding, and have gained invaluable exposure to national markets and potential future investors.

Early stage high-tech companies interested in raising capital to grow their venture and who wish to present at the annual entrepreneur showcase in fall 2013. Selected participants will be given either a 10-minute or one-minute slot to present their company to a panel of angel and venture capital investors. This year’s entrepreneur showcase will feature keynote remarks by Victor W. Hwang, CEO of Silicon Valley venture firm T2Venture Capital and author of *The Rainforest: The Secret to Building the Next Silicon Valley*, which highlights how communities can foster innovative economies.

An exceptional MWBE receives The Allstate Minority and Women Emerging Entrepreneur of the Year award.



Diversifying the Economy by Fostering MWBE: Allstate Minority and Women Emerging Entrepreneurs Program

Partially funded with a generous grant from the Allstate Foundation, the Allstate Minority and Women Emerging Entrepreneurs (MWEE) Program is a joint venture by the UB School of Management’s Center for Entrepreneurial Leadership and the UB Center for Urban Studies. The program’s mission is to construct a pathway that enables minority and women entrepreneurs to move their companies to the next stage of development. The program is designed to help participants forge relationships with successful business owners, learn more about the varied aspects of running a small business, formulate clear objectives and outcomes to guide the development of their business plan, devise realistic business goals and timetables and develop strategies for achieving them, and connect with existing organizations and resources (public and private) that can assist with the development of their businesses. Participants (protégés) work with a mentor and attend monthly business

development seminars and additional networking events to complete a revised or newly developed business plan. The Protégé of the Year receives the Allstate Minority and Women Emerging Entrepreneur of the Year award and a \$1,500 prize.

PROGRESS A record 32 business owners have been accepted into the 2013-14 program, up from 18 last year. Recruitment efforts aided in this expansion, and even created a waiting list for next year's program. Based on performance, the Program received its grant renewal, as well as a \$16,000 increase to pilot a new program based on MWEE principles.

UB's High-Tech Entrepreneurship Opportunity Program supports companies in the pre-seed stage of business formation.



Investing in Programs that Promote High-Tech Start-Ups: National Grid's Clean Tech Incubation Program Grant Award of \$490,000 to UB's High-Tech Entrepreneurship Opportunity Program

UB's High-Tech Entrepreneurship Opportunity Program is designed to promote innovation and growth in high-tech entrepreneurship throughout Western New York by directly supporting companies in the pre-seed stage of business formation—filling a critical gap for funding for technology to commercialize products, moving them from the lab to the marketplace. The investment from National Grid will allow UB to inventory, catalog, service, and case manage high-tech business start-ups with a special emphasis on those engaged with the Buffalo Niagara Medical Campus, and provide entrepreneurs with a network of business support resources. National Grid's Clean Tech grant is an important catalyst for the growing entrepreneurial "ecosystem" in upstate New York. It will begin to stimulate job creation and attract new investments by facilitating formation of new ventures or growth of high potential small ventures within high-tech cluster industries including life sciences, advanced manufacturing, and clean energy. The Clean Tech grant is being matched one-to-one by UB and related grants.

FUND ENTREPRENEURS

It is no secret that start-up firms need working capital; yet venture capital in Buffalo Niagara has long lagged peer regions, with less than \$5 million in venture capital invested annually. To better commercialize the region's innovations, programs such as Western New York Venture Association and Buffalo Angels attract venture capital through structures and incentives that reduce risks and make it easier for funders to connect with good ideas.

Connecting Good Ideas and Private Funding: Western New York Venture Association and Buffalo Angels

The Western New York Venture Association (WNYVA) is a member-based organization formed to promote investments in the region by identifying quality investment opportunities and by creating interaction between entrepreneurs and investors. WNYVA does this by conducting a series of investor forums featuring presentations by high potential companies. The Buffalo Angels, a division of WNYVA, is an angel investor network limited to accredited investors which holds follow-on meetings to collaborate on investment due diligence.



PROGRESS The WNYVA holds five forums per year featuring presentations by ten companies seeking private investment. So far in 2013, two companies have received funding from Buffalo Angels members as a result of their presentation, and three others are undergoing due diligence. Members of WNYVA have also organized an angel investor fund, Buffalo Angels, LLC, and are currently reaching out to high-net worth individuals to raise the \$2 million in aggregate membership units required to commence fund operations.

**PRIORITY
PROJECT UPDATES**

UPDATE ON PRIORITY PROJECTS

PRIORITY PROJECT STATUS UPDATE	CFA AWARD
<p>Center SPACE Buffalo By the fourth quarter of 2013 CenterSpace will commence the build out of the facility. The project is on track for completion by the 3rd quarter of 2014.</p>	\$150,000
<p>Launch NY By the fourth quarter of 2013, Launch NY will establish the initial investment fund and make first investment in a startup company. By second quarter of 2014, they will launch the Buffalo Breakthrough Business Challenge, an international business plan competition, engaging over 1,000 applications worldwide and awarding up to \$5 million in prizes by the end of the year. Through fourth quarter 2014, Launch NY will also continue to seek investments in startup companies and supporting upstate NY companies with coaching and mentoring.</p>	\$93,565

LOOKING AHEAD

The knowledge-based economy and global competition make it more important than ever that New York State becomes the leader in innovation and new business creation. To accelerate the commercialization of good ideas and the creation of new businesses to take these ideas to market, academic incubators will compete in each region to become New York State Innovation Hot Spots. Each Regional Council is charged with identifying an Innovation Hot Spot—a higher education/private sector high-tech innovation incubator for start-up companies. Innovation Hot Spots seek to overcome barriers between the lab and the marketplace, better enabling academia and businesses to develop commercially-viable ideas.

PRIORITY INNOVATION HOT SPOT

WNY Hot Spot and Business Incubator

The WNY Regional Council selected the WNY Hot Spot and Business Incubator as the priority Innovation Hot Spot for our region. Led by the University at Buffalo Incubators, this multi-institutional, five-county, collaborative proposal leverages resources to nurture the region's innovative climate and foster commercialization of cutting edge products and services by developing a regional support network that empowers entrepreneurship at colleges and universities and in the private sector. The proposed effort champions new programs made possible by broadening regional participation, and seeks to expand already successful programs to accelerate growth across the region. The project's 15 proposed programs will foster new start-up companies that produce high demand products and services, quality employment, and economic growth. The programming supports five of the eight WNY REDC target sectors, and two of three sectors identified in the Buffalo Billion Investment Development Plan, developing entrepreneurs in key sectors of the economy and providing them the tools to build high growth-oriented businesses.

The University at Buffalo Incubators will lead the WNY Innovation Hot Spot and Business Incubator effort and will designate a regional consortium of partners which include Alfred Technology Resources Inc. /Ceramic Corridor Innovation Centers (CCIC), SUNY Fredonia Technology Incubator, Harrison Place, and the Beecher Innovation Center at the Buffalo Niagara Medical Campus; and Satellite Hot Spot Incubators including Launch NY, Z80 Labs, and Buffalo State College.

LOOKING AHEAD

Buffalo Niagara is positioned to become a place where a diverse set of entrepreneurs are eager to start a business; where start-ups grow aggressively on account of strong sector networks for collaboration and easily navigable regulations; where entrepreneurs are strongly attracted by investment opportunities such as venture capital; and where opportunities such as training and support are inclusive and extend to MWBE. Key in this transition is the region's new high-profile business plan competition that is designed to attract talent and capital from around the world, converting ideas into funded, high-growth enterprises in WNY. The competition will transform the perception of Buffalo Niagara into a top innovation center and an ideal place to grow a business and attract capital investments.

BUFFALO BUSINESS PLAN COMPETITION

Attracting Start-Up Enterprises to WNY to Grow a Regional Center of Innovation: Buffalo Business Plan Competition

Buffalo Niagara is aiming to become a place where entrepreneurs from a multitude of backgrounds are eager to start a business, are ready to grow it aggressively because it is easier here than elsewhere, and are strongly attracted by investment opportunities.

To kick off this initiative, the region will inaugurate the most ambitious annual business plan competition ever launched in the United States. This competition will award a total of \$5 million in prizes, with a top award of \$1 million. It will attract entrepreneurs from the region, the nation, and from around the world to compete for prizes that will turn ideas into funded, high-growth enterprises in Buffalo Niagara.

The region's high-profile new business plan competition aims to:

- Improve regional innovation performance and attractiveness to entrepreneurs and investors
- Generate more start-up enterprises by facilitating more applied R&D and enhancing mentoring and other supports for aspiring entrepreneurs
- Support early-stage firm growth by strengthening networks for collaboration and streamlining regulatory processes
- Facilitate increased venture funding through structures and incentives that reduce risks and make it easier for funders to identify, assess and invest in market-viable businesses
- Provide inclusive opportunity through MWBE entrepreneurship training and tailored support for historically underrepresented groups to ensure entrepreneurship opportunities extend to all segments of the region's population

PROGRESS Stakeholders from the venture community, academia, and other organizations were brought together over the past year to define the structure for the business plan competition. Launch NY was awarded \$5.4M from WNY Power Proceeds Allocation Board to build and manage the program. An executive committee was formed and is working to finalize the competition structure, eligibility criteria, and award structure. A PR firm was selected to launch a major communications blitz to generate applications and create excitement around the competition. The competition will launch in January 2014, and will culminate with the competition finals and awards ceremonies in Buffalo in fall 2014.

IMPLEMENTATION AGENDA 2013-2014

FOSTER AND SUPPORT ENTREPRENEURS

Responsible Party: Launch NY Buffalo Business Plan Competition

2013

- Quarter 4** Managing Director for competition hired
- Competition structure and eligibility finalized
- PR blitz to announce competition and generate applications
- National/international road show to promote the competition

2014

- Quarter 1** Recruitment of judges for initial screening
- First round review of 1,000 online applications
- Quarter 2** Semifinalists selected to advance to next round
- Recruitment of judges for live presentations and finals
- Quarter 3** Semifinalists submit written business plans and give 10 minute pitches
- Competition finals and award celebration in Buffalo
- Quarter 4** Competition winners incubated; ongoing support through mentorship program
- Launch of 2015 competition

Responsible Party: Launch NY Launch NY

2013

- Quarter 4** Provide the first equity investments to promising high-potential start-up companies from the Launch NY Upstate Seed Investment Fund
- Fully implement Entrepreneur-in-Residence Program serving over 100 companies across the region
- Inaugurate 5-year fundraising campaign

2014

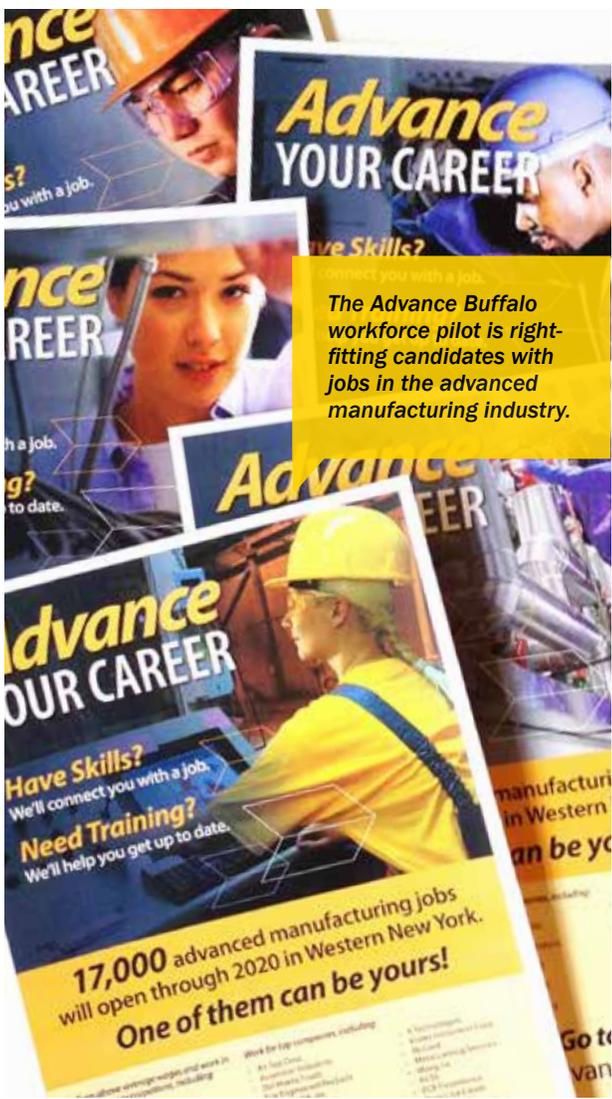
- Quarter 2** Implement the Entrepreneur Institute Program to institutionalize collaboration among Upstate NY entrepreneurial resource providers
- Quarter 3** Implement the Technology Transfer Accelerator Program to accelerate commercialization of university-based research in Upstate NY
- Quarter 4** Implement the Organizational and Leadership Development Services Program to attract entrepreneurial talent and venture capital attention to Upstate New York and assist companies with finding short-term and long-term solutions to business needs



Among other opportunities, graduates of Carolyn's House culinary training program are eligible to become employees of YWCA's social enterprise, The Catering Crew.



With college scholarships and support services for Buffalo Public School students, Say Yes to Education is building a strong and diverse workforce pipeline.



The Advance Buffalo workforce pilot is right-fitting candidates with jobs in the advanced manufacturing industry.



WHY IT MATTERS: Prepare Our Workforce

A changing economy has placed new demands on the labor market, requiring an adjustment in skills development at all levels, and stronger partnerships among educators and with industries and employers. This transition, however, is an opportunity for the region to expand the supply of human capital, build sustainable career paths for disadvantaged populations, and fuel emerging industries. By expanding apprenticeship models and educational training, establishing a sourcing portal for job and training opportunities, increasing support and accessibility for on-the-job training, and promoting transferable skills training programs, WNY will continue to develop and cultivate a talent pool of all types and levels of workers including members of underserved populations such as minorities, women, refugees, immigrants, ex-offenders, and veterans. By providing greater awareness of job opportunities in growing industries, the region is retaining and recruiting top-notch talent and further enhancing the diversity and competitiveness of the WNY knowledge workforce. The region is cultivating entrepreneurial values in P-12, through college and beyond. WNY industry and educational leaders understand the challenges that our changing economy is placing on workforce development in the region, and are facing these challenges head on.



Prepare Our Workforce



Prepare our workforce for jobs in regional strategic sectors and emerging markets through curriculum and resource alignment, skills development, partnerships and promoting career and related opportunities.

DEVELOP AND CULTIVATE THE WNY TALENT POOL INCLUDING WORKERS WITH ADVANCEMENT POTENTIAL, UNDEREMPLOYED, UNEMPLOYED, AND SPECIAL POPULATIONS

ENGAGE STUDENTS, PARENTS, EDUCATORS AND BUSINESSES IN THE P-12 SYSTEM TO BUILD AWARENESS



Dream It, Do It promotes careers in advanced manufacturing.

DEVELOP AND CULTIVATE THE WNY TALENT POOL INCLUDING WORKERS WITH ADVANCEMENT POTENTIAL, UNDEREMPLOYED, UNEMPLOYED, AND SPECIAL POPULATIONS

Increasing access to workforce development programs will lead to greater employment rates and job retention. Apprenticeships and trainings offered through programs such as the Buffalo Arts and Technology Center, Finishing Trades Institute, and Carolyn's House/ YWCA's The Catering Crew are not only powerful tools for employers to ensure employees have strong skills directly applicable to a job, but they also give job seekers a viable option for training which leads to sustainable employment. The Regional Workforce Development System has proven the success of on-the-job training programs; and the One-Stop Centers, with web-based access in non-traditional locations, are increasing access and customer use further connecting people with jobs.

Aligning State and Local Resources: Workforce Investment Board Regional Plan

The Workforce Investment Board (WIB) Regional Plan outlines several strategies that align with the REDC goals to expand the talent pool of workers in the region and right-fit employees to the region's changing needs. The Plan calls for expanding apprenticeship models in organizational settings to provide a bridge to employment for underserved populations. It seeks to establish a sourcing portal for job and training opportunities including enhancing existing One-Stop Centers with web-based access or kiosks in non-traditional locations where workers can find assessment, career planning, job listings, and training opportunities. It outlines a plan to increase support and accessibility for on-the-job training whereby funds



Dream It Do It is engaging students at the primary, secondary and post-secondary levels.

The Workforce Investment Boards are working with Dream It Do It to promote advanced manufacturing apprenticeships.



will be used to support apprenticeship programs and help businesses establish career ladders for workers. Further, funds for training will be reimbursed for businesses that hire and train underserved populations. The Plan calls for promotion of transferable skills training programs that address current and future needs of target industry sectors that can be delivered with flexible, staffable and alternative delivery methods. Specific activities within this initiative include creating multi-skillset and soft skills training programs, instituting flexible models for delivery of post-secondary education, (i.e. shorter time frames and alternate settings), and using technology to facilitate training and increase skills and productivity.

PROGRESS The four WNY Workforce Investment Boards’ (WIB) have been working to align their priorities with the Regional Plan’s strategies, while maximizing state and local resources by aligning WIB efforts across all five WNY counties. The Regional Workforce Development System is working closely with Dream It Do It Western New York to develop an overview of advanced manufacturing apprenticeships operated throughout the state and are sharing this information with local manufacturing groups. In addition, the WIBs are researching other successful apprenticeship models and surveying other industries to determine their interest in implementing apprenticeship programs. The WIBs are supporting these apprenticeship programs by actively recruiting, screening, and referring participants.

To strengthen portals for job and training opportunities, the One-Stops continue to promote the use of web-based services such as NYS Job Bank, JobZone, and CareerZone. One-Stop customers are being surveyed as a way to provide feedback to NYSDOL for future development or improvement of existing resources. A regionalized handout listing resources for customers will be developed once the survey process is complete. In addition, they continue to work to set policy, approve training providers, and manage the Eligible Training Providers List locally.

Buffalo Arts and Technology Center Breaks the Cycle of Poverty

The goal of The Buffalo Arts and Technology Center (BATC), to be located at 1219 Main Street in Buffalo, is to break the cycle of poverty in our community. The Center creates appropriate interventions for two generations: school age youth and adults. The Center will provide after school arts programming to high school students identified as at risk for not graduating. In partnership with Say Yes Buffalo, the Buffalo Public Schools and others , BATC will seek to both engage and support these teens . For adults, the Buffalo Arts and Technology Center will provide rigorous nine month, full day training courses (offered on a scholarship basis to unemployed and underemployed adults) in family-sustainable careers namely Medical Coding and Pharmacy Tech.

The Buffalo Arts and Technology Center will offer adults training in family-sustaining careers.



PROGRESS BATC has hired an executive director and four staff members. Two additional staff members will be hired by September 2013. Construction on the Center is underway with a completion date scheduled for late September 2013. State licensing will be complete when construction is finished.

Training Workers to Meet Demands for Skilled Labor: Finishing Trades Institute of Western & Central New York

The Finishing Trades Institute of Western and Central New York (FTI) provides innovative job training for members of the International Union of Painters and Allied Trades (IUPAT). With 1500 members and over 100 contractors, FTI provides OSHA approved Health & Safety classes, 4 DOL apprentice programs, and journeyman upgrading and retraining in 33 counties across Western, Central, and Northern New York. To support growing demands for skilled contractors, FTI is expanding its existing buildings training space in Cheektowaga (Erie County), to include additional electrical fixtures, machinery and equipment. The project will support apprenticeships for workers in priority job fields including welding, abrasive blasting, coating, drywall finishing, painting and decorating, glazing, and industrial applicator.

FTI is supporting the growing need for skilled members of the building trades.



PROGRESS The architect Roberts Shackleton Boy and construction manager Huber Construction have been selected for the project. The project was approved by the Cheektowaga Planning Board and is currently in the process of bidding for subcontractors.

Innovative Approaches to Connecting People and Jobs: Carolyn's House Culinary Training and YWCA's The Catering Crew

Carolyn's House is a supportive housing program of the YWCA of Niagara. The residence in Niagara Falls provides safe, affordable housing for homeless women and children with a broad range of supportive services. Included in these supports is a basic culinary training program, funded by the John R. Oishei Foundation, with a 16-week curriculum culminating in a certificate of culinary competency. The certificate can be used by graduates to leverage additional training at Niagara County Community College or to gain employment in the local hospitality service industry. In addition, graduates of the culinary training are eligible to become employees of the YWCA's social enterprise, The Catering Crew. A full service catering company, The Catering Crew employs Carolyn's House graduates to cater and/or work at the Niagara Falls International Airport Café—operated by the YWCA.

PROGRESS In July 2012, the YWCA was awarded 10 kW of low cost power from NYPA under the REDC process. The power is directed to the culinary training and the operation of the business attached to Carolyn's House with the goal of increased training and employment for low income women. Additionally, a satellite location of the Culinary Training program is approved for construction at the YWCA site in Lockport funded through the Urban Initiatives Program. The goal is to increase the number of low income women who will become employees of the Catering Crew and/or become employed in the food service industry in the community.



Carolyn's House's culinary workforce training program helps launch low income women into careers in Niagara Falls' local hospitality industry.

ENGAGE STUDENTS, PARENTS, EDUCATORS AND BUSINESSES IN THE P-12 SYSTEM TO BUILD AWARENESS

The region is improving the P-12 pipeline, reforming struggling urban schools, expanding access to scholarships, and realigning secondary and higher education with industry needs for skills and knowledge. By investing in the talent pipeline, initiatives such as Dream It Do It and Say Yes Buffalo will engage students, parents, educators, and businesses in the P-12 system in order to promote the connection between education, training, career, and college readiness; and to increase the success rate of connecting job seekers with employment.

A Holistic, Collaborative Approach to Success in Cultivating WNY's Future Workforce: Say Yes Buffalo

Announced in 2011 and established in 2012, Say Yes Buffalo is a landmark collaboration focused on building a diverse workforce for Western New York and serving as an anchor for the regional workforce pipeline. Beginning with the 2012-13 school year, Say Yes Buffalo began implementing support services to address academic, social, emotional, and health needs of students in the Buffalo Public School District. These include scholarships to attend vocational and/or 2 and 4-year colleges, an on-site Say Yes staff person devoted to student support, and after school and summer enrichment programming.

Say Yes has raised \$18.6 million to date toward local scholarships.



Dream It Do It initiatives cultivate local talent and promote careers in advanced manufacturing.



PRIORITY PROJECT UPDATES

PROGRESS To date, administrative staff (eight new positions) and in-school staff (fourteen new positions) have been hired and are in place. A Community Leadership Council and the Operating Committee have been formed to provide transparent cross-sector governance for the effort. Four community-based Task Forces have been launched (Postsecondary Pathways, Religious Leaders, Say Yes to Teachers and Birth to 8); and 100 community information sharing meetings have taken place. More than 1,600 students have applied for Say Yes scholarships and 200 members of the Class of 2013 participated in a summer bridge program to further prepare them for the transition to college. Say Yes has raised \$18.6 million locally toward scholarships, and 74 public and 29 private colleges have offered Say Yes scholarships.

Reaching the Next Generation of Manufacturing Professionals: Dream It Do It

Dream It Do It (DIDI) is a coordinated regional initiative to promote careers in the advanced manufacturing sector. The project seeks to expand DIDI into Erie and Niagara Counties to form Dream It Do It Western New York (DIDIWNY), and build capacity to support the initiative in the five county region. It also seeks to implement a marketing and communications plan to promote advanced manufacturing careers, provide internships and expand apprenticeship programs, and develop a tuition reimbursement program for students who want to stay in the western New York region to pursue a career in advanced manufacturing technology.

PROGRESS DIDIWNY has made significant progress toward growing regional marketing, events, internships, and apprenticeship opportunities in advanced manufacturing. In the first twelve months of programming, the newly established team has begun engaging the educational community at the primary, secondary, and post-secondary levels with overwhelming reception, reaching thousands of students in school systems throughout the region. The team has also established of a strong regional network of partners—critical to the success and growth of the program.

UPDATE ON PRIORITY PROJECTS

PRIORITY PROJECT STATUS UPDATE	CFA AWARD
<p>Buffalo Arts & Technology Center The Buffalo Arts & Technology Center has hired an Executive Director and is on track to complete construction by October 2013. Youth and adult classes will begin in fall 2014.</p>	\$800,000
<p>Dream It Do It Western New York Dream It Do It WNY has expanded to serve Erie and Niagara in addition to Cattaraugus, Chautauqua & Allegany counties. Over the past year, the organization has engaged and promoted advanced manufacturing careers to 2,636 students through internships, technology camps, technology tours, in school presentations and career fairs.</p>	\$500,000
<p>FTI of WCNY The Finishing Trades Institute will begin construction in fall 2013 on a new facility to support training workers in welding, abrasive blasting, coating, drywall finishing, glazing, and industrial applicator apprenticeships. The project is on schedule for spring 2014 completion.</p>	\$500,000

LOOKING AHEAD

The region seeks to expand training programs in high-growth industries and occupations to ensure employers can find the talent they need. This strategy will be energized via a newly launched regional “Skills Broker” that will convene employers, educators, and workforce leaders to design more promising career pathways and associated training protocols in advanced manufacturing, life sciences, and tourism. Through the Advance Buffalo Workforce Pilot Program, the Skills Broker is working to match qualified candidates to available jobs in advanced manufacturing, and when necessary, directing candidates to the proper training or “right-skilling” needed to fulfill job requirements. Ultimately, a workforce training center will be created where various educational providers will prepare Buffalo Niagara’s workforce to meet the needs of local manufacturers.

WNY SKILLS BROKER

ADVANCE BUFFALO WORKFORCE PILOT PROGRAM

WORKFORCE TRAINING CENTER

Matching People with Jobs and Connecting Jobs with People: WNY Skills Broker, Advance Buffalo Workforce Pilot Program and Workforce Training Center

The WNY Skills Broker will create an effective job matching and training program for the region’s high-demand careers. This program will address gaps in workforce skills to meet current and future market demand, and ensure opportunities for underrepresented groups in the workforce. The initial launch of this program is through the Advance Buffalo workforce pilot, led by the NYS Department of Labor in WNY, which is matching qualified candidates to available jobs in the advanced manufacturing field.

Efforts are underway to align advanced manufacturing education curriculum in the region to careers. The curriculum alignment focuses on the utilization of stackable credentials (from high school through college) and will form career pathways from entry level positions to more advanced, higher-skilled positions. Program design is also underway for the Workforce Training Center. The center will allow local educational providers to come together to offer a variety of training programs to ready the workforce for jobs in advanced manufacturing. Ultimately, this model will be replicated for the Tourism and Health/Life Sciences industries.

PROGRESS The Advance Buffalo workforce pilot was officially launched in July 2013, focusing on six careers in advanced manufacturing. Over 50 manufacturers have already signed up to participate in the pilot, with that number growing every day. These manufacturers are working with the program to post job openings in targeted job categories identified to have the highest current and projected need for a workforce pipeline. Further, the program works to align regional stakeholders (i.e. manufacturers, workforce development organizations, community organizations, educational providers, and government entities) to better support the development of the Workforce Training Center and overall efforts for curriculum alignment. The first curriculum alignment activity was completed for the field of welding, leading to the identification of four levels of welding positions. These position descriptions are creating a new common language that can be used by the skills broker to match job seekers to job openings, and by educational providers to create and refine curriculum to meet the needs of employers in the region.

IMPLEMENTATION AGENDA 2013-2014

DEVELOP AND CULTIVATE THE WNY
TALENT POOL INCLUDING WORKERS
WITH ADVANCEMENT POTENTIAL,
UNDEREMPLOYED, UNEMPLOYED,
AND SPECIAL POPULATIONS

Responsible Party: NYS
Department of Labor and Empire
State Development
**Skills Broker and
Workforce Pilot**

2013

- Quarter 4** Continue to conduct curriculum alignment meetings for manufacturing ob categories and use those key learnings in the creation of the Workforce Training Center curriculum and the implementation of the Advance Buffalo workforce pilot.
- Continue to meet with potential educational providers for the Workforce Training Center and refine the course offerings for the Workforce Training Center
- Begin placing Advance Buffalo job candidates in jobs.

2014

- Quarter 1** Continue placing Advance Buffalo training candidates in jobs
- Design a solution which will address transportation workforce pilot needs in the region (with applicability at scale to all workforce providers and job seekers). This solution will focus on economically getting training candidates to training and job seekers to employment opportunities in instances where public transportation is unavailable.
- Quarter 2** Analyze Advance Buffalo workforce pilot results and determine applicability to additional industry sectors (e.g., tourism or life/health sciences)
- Build collaborations within the region among workforce development providers who will apply for future funding opportunities together in the manufacturing area.
- Quarter 3** Scale the manufacturing workforce solutions and support the Workforce Training Center
-

ENGAGE STUDENTS, PARENTS
AND EDUCATORS AND BUSINESS
IN THE P-12 SYSTEM TO BUILD
AWARENESS

Responsible Party: Say Yes Buffalo
Say Yes to Education

2013

- Quarter 4** All 33,000 BPS students enrolled in Student Management System which will aggregate information provided by students, their parent/guardian and teachers with district data for their attendance, disciplinary and academic records to provide an Individual Growth Plan for every student to identify if they are on track to thrive in school and if not how we can provide supports to get them on track.
- 35 schools will have site facilitators in their buildings (adding 8 from previous year)
- 9,300 students will have access to quality after school programming in their school buildings (28 buildings/50% of District)
- Baseline measures will be released to track progress of Say Yes efforts on an annual basis (in November).
- An additional two community task forces will be launched (Health & Wellness and Community Based Organizations)
- At least five more private colleges/universities will be added to our higher education compact thereby providing many more scholarship opportunities for Buffalo students.

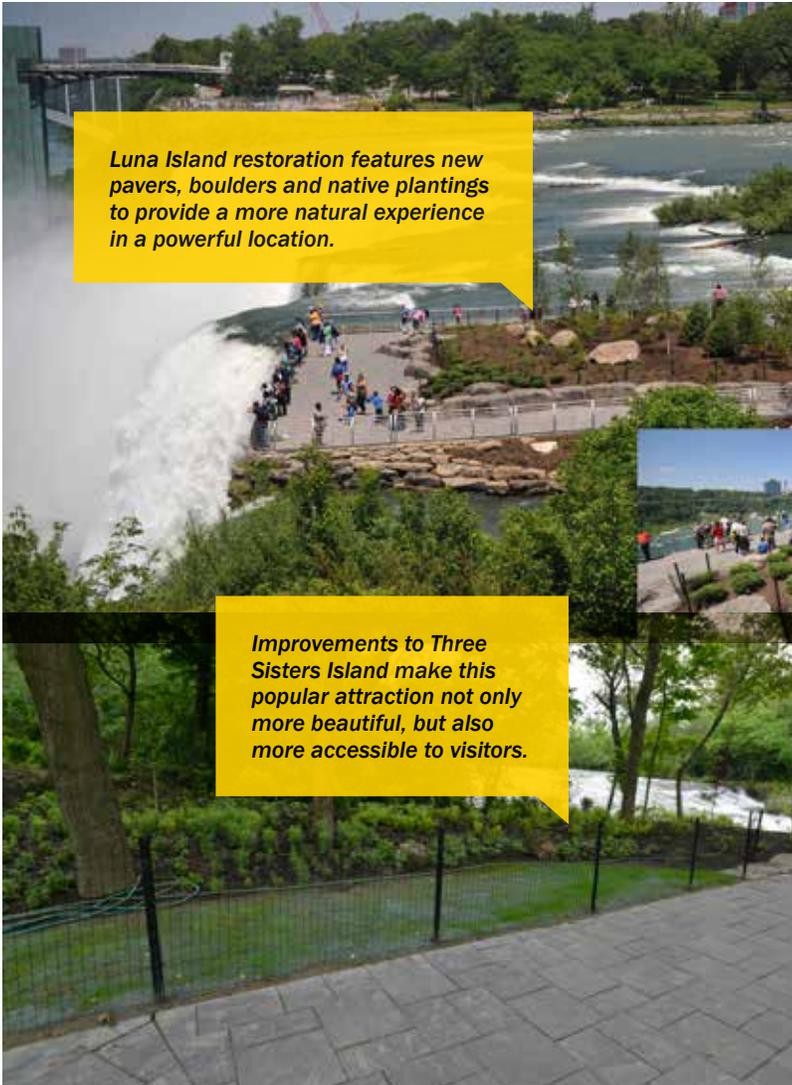
2014

- Quarter 1** At least 60% of eligible elementary school students and 40% of eligible high school students will be enrolled and active in after school programs
-
- Quarter 2** 100% of eligible public and charter school students in Buffalo will have applied for a Say Yes Scholarship and completed federal and state financial aid paperwork
-
- Quarter 3** One-to-two more administrative staff positions to be created and filled and eleven new Site Facilitators will be hired and placed into school buildings to support students, teachers and staff.
-
- Quarter 4** Say Yes and its partners' progress will be measured at the Fall Community Leadership Council meeting where data about the first full year of implementation will be released.
Say Yes Buffalo Scholarship fund will have secured at least \$30 million in commitments.
-



View of Martin House living room.

kc kratt, courtesy Martin House Restoration Corporation.



Luna Island restoration features new pavers, boulders and native plantings to provide a more natural experience in a powerful location.

Improvements to Three Sisters Island make this popular attraction not only more beautiful, but also more accessible to visitors.



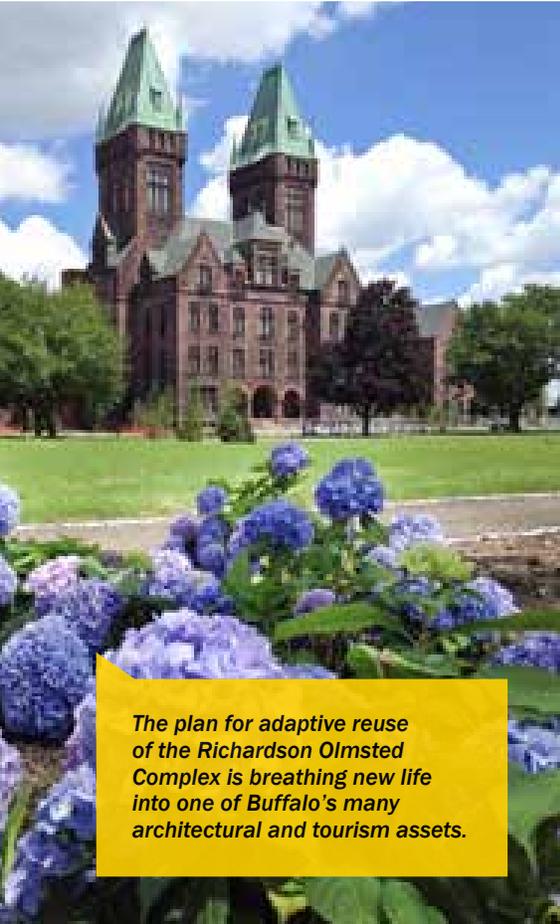
**WHY IT MATTERS:
Tourism**

Tourism is one of Western New York's biggest industry sectors yet it is underachieving with average visitor spending at only \$50 per day—lagging behind other states despite its strong array of tourism assets and prime geographic location. The internationally renowned natural wonder, Niagara Falls, is undoubtedly the region's anchor attraction, but Western New York is also rich in cultural and natural assets that draw visitors from around the globe. Abundant in key resources such as incomparable art and architectural treasures, a rich history as a center of manufacturing, a burgeoning agritourism and local food movement, and natural assets ideal for active and passive outdoor recreation, Western New York leaders have created a strategy around investing in the quality of tourism venues and visitor infrastructure such as hotels, transportation, wayfinding, and a skilled workforce in order to better attract statewide, national and international audiences, and to increase overnight stays and dollars spent. Beyond investing in infrastructure and attractions, there is a tremendous need to develop a distinctive identity and brand that reflects the authenticity of the region. These strategies will give the region the edge it needs to increase awareness of the region on the national and global stage, and increase spending and lengthen visitor stay.

SECTOR STRATEGY

WNY Industry Sector

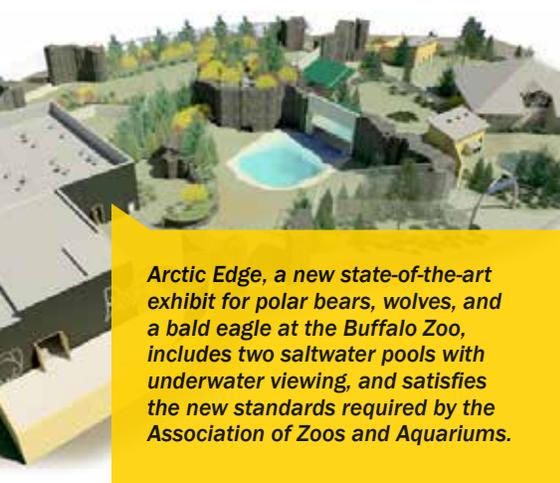
Tourism



The plan for adaptive reuse of the Richardson Olmsted Complex is breathing new life into one of Buffalo's many architectural and tourism assets.



NY State's Path Through History features Youngstown's Old Fort Niagara.



Arctic Edge, a new state-of-the-art exhibit for polar bears, wolves, and a bald eagle at the Buffalo Zoo, includes two saltwater pools with underwater viewing, and satisfies the new standards required by the Association of Zoos and Aquariums.

FACILITATE GROWTH OF QUALITY TOURISM PRODUCT

Visitors contribute more than \$2.2 billion to the regional economy each year. Nearly 12 million people visit WNY parks – including our leading attraction, Niagara Falls – each year. Tourism is one of our biggest industry sectors yet it remains an underachiever with average spending at only \$50 per day.

FACILITATE GROWTH OF QUALITY TOURISM PRODUCT

The sector's focus on increasing visitorship and extending length of stay requires dedicated resource commitment to quality tourism products. Western New York has outstanding world-class attractions, but lacks a consistency in quality of visitor experience. Further, the strategic objective to transform Niagara Falls from a visitor attraction to an international tourism destination requires maximum use of existing regional assets. Increased capital investments in attractions like Niagara Falls State Park, the Darwin Martin House, the Richardson Olmsted Complex, and the Buffalo Zoo, and investing in a skilled hospitality industry workforce through projects such as the Niagara Falls Culinary Institute are fundamental to enhancing the quality of visitor experience to encourage longer stays, cultivate repeat customers, and improve our image in the global tourism market.

Concentrating on Visitor Readiness to Grow the Tourism Sector: Tourism Asset Development

Visitor readiness is the ability of a destination to deliver outstanding and appropriate experiences at every point of contact with its visitors, at each stage of a visitor's experience. Western New York is a unique place with unparalleled offerings for visitors, but currently, quality tourism products are underdeveloped. Subsequently, WNY largely remains a hidden gem in an industry sector that is ripe for growth. The strategy of investing in our existing tourism assets such as Niagara Falls State Park, The Darwin Martin House Complex, The Richardson Olmsted Complex, and the Buffalo Zoo facilitates the development of high quality

The restoration of Frank Lloyd Wright's architectural masterpiece, the Darwin Martin House, represents significant cultural and economic benefits for the region.



Photograph by Biff Henrich/IMG_INK courtesy of the Martin House Restoration Corporation.

tourism assets and creates the opportunity to deliver safe, memorable, value-added experiences that meet or exceed the expectations of visitors to the region.

PROGRESS To better accommodate its 8 million annual visitors, Niagara Falls State Park has begun to see \$25 million in capital improvements. In June 2013, improvements to Luna Island and Three Sisters Island, including new pavers, native plantings, historically accurate railings and bridges, and uniform furnishings and lighting, were completed. Cave of the Winds has been renovated with updated elevators and mechanicals, and a redesigned tunnel that leads to the Niagara Gorge. The restoration of Prospect Point also broke ground in June. These recent improvements are the first phase of projects included in the 2012 Niagara Falls State Park Landscape Improvement Plan— developed to maintain important historic principles, while also accommodating contemporary uses, needs and demands. The goals of the Plan are to develop strategies for park rehabilitation that reflect the Olmsted/Vaux 1887 plan for the Niagara Reservation (with appropriate modifications for contemporary park use), to incorporate sustainable landscape management and maintenance practices into all rehabilitation projects, to restore the diverse forest and shoreline ecosystems with native planting, to achieve consistent site furnishings, railings, and paving throughout the park, and to increase universal access for all visitors.

Frank Lloyd Wright's Darwin Martin House Complex is a world class architectural masterpiece, considered the most substantial and highly developed of Wright's Prairie houses in the Eastern United States. Since 1992, The Martin House Restoration Corporation has worked to restore, preserve, and promote this National Historic Landmark and NYS Historic Site for the significant educational and economic benefits that it represents for the City of Buffalo and the region. The Martin House is viewed as a vital asset for WNY's cultural tourism industry, receiving unanimous support from both the public and private sectors. The Martin House's \$50 million restoration project is in Phase 5, having seen the reassembly of the original 1.5 acre urban site which involved the purchase of multiple structures and real estate parcels, the reconstruction of three buildings demolished in the 1950's, and the construction of a state-of-the-art visitor center adjacent to the historic site, which supports a large variety of tours and educational programming. Phase 5 also focuses on the second phase of interior work which will complete restoration of the main Martin House to its 1907 appearance. The extensive collection of original furnishings, entrusted to the NY SHPO Bureau of Historic Sites, will be reinstalled, as will many pieces of original art glass.

The 19th century **Richardson Olmsted Complex** is another part of building Buffalo's reputation as an architectural powerhouse. The historic former mental hospital, a state of the art facility when it was built, incorporating the most modern ideas in psychiatric treatment by Dr. Thomas Kirkbride, embodies the partnership between noted American architect H. H. Richardson and the father of landscape design Frederick Law Olmsted. Today, The Richardson Olmsted Complex Master Plan advances near and long term development of the National Historic Landmark. The buildings and grounds will be rehabilitated as a civic campus for public and private activities that include a boutique hotel, event/conference spaces, and the Buffalo Architecture Center. Its reuse is being powered by \$76.5 million in New York State funds that will leverage private development. To date, priority activities have directed resources to building and landscape stabilization and rehabilitation, and improved site parking and circulation. Design of the new north entry and landscape will begin this year. Construction of the hotel, event/conference spaces, and Buffalo Architecture Center will begin in early 2014 and are expected to open in spring 2016.

The Buffalo Zoo is the most visited cultural tourism destination in Erie County. Over the last decade, an investment of \$32 million in new exhibits and visitor amenities has helped the Zoo grow from 330,000 to 450,000 visitors annually, with 35% of visitors coming from outside Erie County. The Buffalo Zoo's Arctic Edge Exhibit is a new naturalistic habitat for polar bears, an Arctic wolf, and bald eagle that will replace the Zoo's dilapidated bear exhibit from the 1890s. The new exhibit is designed to satisfy the polar bear standards adopted by the Association of Zoos

The historic restoration and repurposing of the Richardson Olmsted Complex for use as a boutique hotel, event/conference spaces, and the Buffalo Architecture Center will continue to support Buffalo's burgeoning tourism sector.



The Buffalo Zoo's bear exhibit was originally built in the 1890s and was last updated in the 1930s. The adult bear in this photo has already been sent to another zoo, and the two new cubs will also be moved if a new exhibit is not built to current standards.



and Aquariums, which must be met if the Buffalo Zoo is to retain its current polar bears or receive any future bears. The project includes an Arctic Conservation Center, which will provide enhanced educational opportunities for the Zoo's visitors. To date, the Buffalo Zoo has completed the construction document phase and will bid the project for construction in early September. The Zoo has raised \$11.8 million toward the \$14 million required for design and construction. This includes two EPF Municipal Grants totaling \$776,000.

A New Downtown Anchor Prepares a Skilled Hospitality Workforce: The Niagara Falls Culinary Institute

Test Kitchen at NCCC's Culinary Institute in downtown Niagara Falls



In an effort led by USA Niagara, Niagara Community College (NCCC), the City of Niagara Falls, Niagara County, and the Cordish Company, the \$26 million, 90,000SF Niagara Falls Culinary Institute (NFCI) encompasses one third of the former Rainbow Centre Mall on Old Falls Street in downtown Niagara Falls. In addition to instructional space for up to 1,000 students and faculty in NCCC's culinary arts, hospitality management and tourism/event management programs, NFCI features Savor, a year round student operated fine dining restaurant; La Patisserie, a French pastry shop; the Old Falls Street Deli, featuring traditional New York style deli sandwiches and salads; the Wine Boutique, a traditional wine store that offers wines primarily found on the Niagara Wine Trail; and a Barnes & Noble culinary themed bookstore. There are currently 343 students registered for programs at NFCI (up 43% from this time last year). Over 40 FTE faculty and staff (College and College Association employees) have been hired to directly work on the Niagara Falls Culinary Institute project. The project seeks to advance NCCC's educational mission, grow the hospitality industry in the region, and contribute to "place-making" along Old Falls Street.

PROGRESS The *Mise en Place* tourism kitchen and the Small Business Development Center – an incubator commercial kitchen (rented on an hourly basis), and office space tailored to meet the needs of small business owners working in the food industry – will be incorporated into NFCI and will open later this fall. Access to a commercial kitchen is key for those seeking to launch a food product or catering business. It will allow Niagara County residents the opportunity to make and market food products that, by law, they cannot make in their own homes; and use the kitchen as needed to set up predictable production schedules and ensure the quality of their products. For the office space, a competitive application process will ensure that those businesses that would benefit the most and are the most likely to succeed under the incubator model, are selected for participation. The project leverages the resources of the NFCI and the expertise of the Small Business Development Center to advance NCCC's role in economic development by supporting local entrepreneurs and small businesses.

WNY's themes are aligned with statewide Path Through History Themes:

Scenic Wonders—Water, Rocks and Landscapes

War and Peace: Military Sites and Stories

Waterway to the West: The Erie Canal Transforms America

WNY's Underground Railroad: Gateway to Freedom

Industrial and Commercial Pioneering and Prominence

A Vast Architectural Museum

Arts for Everyone—A Western New York Legacy

A Region of Cultural Novelty and Authentic Americana



The Canadian Marketing Campaign aims to increase dollars spent in WNY by Southern Ontario tourists.



PROMOTE THE REGION'S ASSETS

Western New York's proximity to the Canadian border and wealth of cultural heritage attractions are two unique advantages upon which Western New York is working to capitalize. Using the statewide Path Through History platform, WNY is poised to become a significant destination for heritage tourism—the fastest growing sector of tourism for domestic and international travelers. Further, through a focused effort to increase promotion of WNY to the Southern Ontario market, Canadian travelers will extend their trip beyond a single shopping experience.

A Strategy for Heritage Tourism in Western New York: Path Through History

The state-wide Path Through History initiative, announced by Governor Andrew Cuomo in August 2012, presented the region with a prime opportunity to coordinate with statewide efforts to produce signage and wayfinding materials to market the region's unique cultural and historical assets in order to increase tourists and tourism dollars. Path Through History is designed as an integrated experience for visitors and residents—making connections between diverse historic and cultural sites, and providing residents and visitors opportunities to learn about and enjoy Western New York's significant role in the state's and nation's development.

PROGRESS In May 2013, WNY Tourism Work Group developed a shared vision (A Strategy for Heritage Tourism in Western New York Vision Plan) for heritage tourism in the region which identifies the themes that frame the story of WNY within the nation's history; and action steps that will improve the region's image, increase coordination and collaboration among sites, improve signage and wayfinding, and create greater awareness of the region's significant offerings. Our region's vision calls for the development of an integrated experience for visitors and residents that "connects the dots" across all five counties through themes, places, stories and people. Strategies that will be utilized to realize these goals are: following the nationally-recognized five principles for successful and sustainable heritage tourism; promoting WNY heritage as part of I Love NY's statewide promotion; creating digital paths to mirror heritage tourism paths; connecting hospitality training institutions with heritage tourist attractions; linking our region's Path Through History to complementary attractions, heritage areas/corridors, and themes/destinations through cross-regional efforts; providing resources to assist WNY Path Through History sites to shift from providing tourism products to interactive tourism experiences; providing capacity building to secondary attractions in order to increase the number and quality of visitor ready attractions; investing in strategic projects in line with economic development and tourism goals for the region; and updating the Vision Plan annually. Partnering with the company E-Brains, the Tourism Work Group has begun its signature project—a web based initiative aimed at creating digital newsletters that will focus on the historic themes and attractions of our region.

Capitalizing on the Region's Bi-National Visitors: Canadian Marketing Campaign

Despite WNY's success in attracting Canadian shoppers, there is tremendous untapped potential in the Southern Ontario market. According to a March 2012 study on the behavior of Canadian shoppers commissioned by Visit Buffalo Niagara (VBN) and Niagara Tourism & Convention Corporation (NTCC), and conducted by Longwoods International, a high proportion of Canadian visitors travel to Buffalo for a single transactional purpose and return home. Much of Buffalo and the surrounding area remains "terra incognita" to these travelers and, as a result, the opportunity for a deeper and more broadly distributed economic impact is routinely lost. The Longwoods study concluded that a consistent advertising and marketing presence in this key market could increase visitation and lengths of stay, and allow other WNY businesses to benefit from the presence of Canadian tourists.

PROGRESS In response to this opportunity, VBN is collaborating with the NTCC on a Canadian Marketing Initiative. The partners engaged a Toronto-based advertising agency, BBDO, to conduct research and focus groups in the Greater Toronto Area. The data collected has been used to produce a creative brief, creative platforms, and positioning concepts that were tested with consumers in Toronto and London, Ontario. Based on this feedback, BBDO is scheduled to begin the next phase of the Initiative—developing fully executed creative and tactical communications, and a media plan. Implementation of the plan in the southern Ontario market is expected to begin in September 2013. Both VBN and the NTCC have included the ongoing implementation of the Canadian Marketing Initiative in their 2014 Marketing Plans.

PRIORITY PROJECT UPDATES

UPDATE ON PRIORITY PROJECTS

PRIORITY PROJECT STATUS UPDATE	CFA AWARD
<p>Acquest Development - Inn at Fort Niagara Acquest Development will renovate and convert a two-story military barracks, a one-story theater, and a three-story Commandant’s House into a first class hotel including restaurant, banquet facilities, conference facilities, and spa at the Inn at Fort Niagara. The project is moving forward on schedule.</p>	\$400,000
<p>Allegheny State Park ASP Partners has been selected to serve as the project developer. Contract is still in negotiation. The first full service cottages are anticipated to become available to tourists at Allegheny State Park by the 4th quarter of 2013. All 28 cottages, as well as group camp offering programs, are expected to be on line by the conclusion of 2014.</p>	\$500,000
<p>Darwin Martin House Interior Restoration The final stage of Darwin Martin House interior basement level restorations, to include education programming space, are on schedule for completion by the fourth quarter of 2014.</p>	\$280,000
<p>Hospitality & Tourism Center The Niagara County Community College Culinary Institute project is complete. The first ever culinary themed Barnes & Noble bookstore, fine dining restaurant Savor, La Patisserie bakery & cafe, Old Falls Street Deli, and The Wine Boutique tasting studio featuring wines from the Niagara Wine Trail and around New York State, opened their doors to 300 culinary students in fall 2012. In spring 2013, the college opened its Small Business Development Center to the public.</p>	\$2,000,000
<p>Buffalo Zoo The Buffalo Zoo Arctic Edge Exhibit will be a dramatic new walk-through habitat focusing on the snowy, frozen climate of the Arctic Circle. The major attraction will be an enclosure housing several polar bears. Underwater viewing will enable visitors to get an up-close look at the bears’ swimming styles and playful antics. Other enclosures feature Arctic wolves, Lynx, and the majestic Bald Eagle. Construction will begin fall 2013 and be completed in summer 2015. Exhibit will open in fall 2015.</p>	\$800,000

LOOKING AHEAD

The Buffalo Niagara region will realize its potential as a top U.S. tourist destination by leveraging an unparalleled base of natural and cultural assets in a more systematic, creative and collaborative manner. The strategies defined in the REDC Plan have been further refined and developed to target improvements to the Niagara Falls Waterfront and Downtown Niagara Falls, a region-wide research, branding and marketing plan, and a 5-year tourism asset development plan.

REGIONAL DESTINATION BRAND DEVELOPMENT

Leveraging the Power of Niagara Falls and Building upon the Region's Unique Natural and Cultural Attractions: Regional Destination Brand Development

It is clear that the region's wealth of tourism assets creates tremendous opportunities for collective marketing to boost the tourism sector; however, the WNY REDC Plan identifies the biggest threats to successful tourism development in the region as the lack of cooperation (citing the need to transcend the status quo), the lack of a positive regional brand, the lack of cross-promotion of tourist assets and destinations, and the lack of strategic planning and sustainability around marketing region-wide. A research and branding development process for the five-county region is the first step in addressing each of the challenges related to cooperation, regional branding, cross-promotional marketing, and sustainability that have been identified as barriers to effective tourism sector development and growth. This branding exercise will lead to intentional and coordinated marketing across the five-county region in order to capitalize on the region's assets.

Never before presented as a five-county destination, WNY seeks to develop a regional brand and marketing strategy—leveraging the power of the global brand of Niagara Falls to bring more people to Western New York, and encourage visitors to extend their stay, visit multiple attractions, and increase tourism spending throughout the region. While regional marketing is understood as central to development of the tourism industry, the issue of image cuts across all sectors attracting companies, skilled workers, and university faculty and students, as well as tourists. This project seeks to ultimately bolster the region's image through branding and marketing of the region's natural and cultural assets in order to ultimately increase visitor spending and improve perception of place.

Regional Destination Brand Development Project Goals

To develop an authentic destination brand that drives additional awareness, overnight visitation, and increased spending.

To establish a clear brand promise that clarifies what the destination offers and sets it apart from the other competitive destinations.

To coalesce local tourism industry segments around a common destination brand.

To create long-term brand strategy that guides future sales and marketing of the destination as well as new product development

To develop a plan for how individual counties will integrate the region-wide brand with their individual brand promises.

PROGRESS As a first step in this branding exercise, the five counties have developed a RFP and are seeking a professional team to provide research, destination brand development, and marketing services in support of the development of the tourism industry. The successful team will be awarded an estimated \$300,000 contract to work in partnership with tourism professionals in the region to design a branding plan based on sound visitor, image and stakeholder research. Once the research is completed and the brand established, it will be important for the team to provide a roadmap for how the region will utilize the research and implement the chosen brand while integrating it with existing efforts. This includes developing a sustainable management plan and measuring the impact of the brand and marketing strategy.

REGIONAL ASSET DEVELOPMENT PLAN

Prioritizing and Facilitating Strategic Improvements in the Region's Attractions: 5-Year Tourism Asset Development Plan

Capital improvements to tourist attractions such as the Darwin Martin House and Buffalo Zoo have had undeniable benefits (namely increasing visitorship) to those particular organizations, as well as to the City of Buffalo. The region seeks to continue to upgrade and invest in the region's tourism "product" to increase the number and quality of attractions and amenities; and to expand and enhance programming at existing attractions to encourage longer stays and increased spending. To build upon the capital improvements already underway, an Asset Development Working Group, made up of leaders in the tourism sector, has assembled to better understand what types of capital improvements are critical to visitor readiness, how to better leverage public, private, and foundation funding, how to prioritize projects based on organizational capacity and visitor interest, and how to create greater synergies among attractions.

PROGRESS The group has developed an online survey to send to every tourist attraction, large and small, in the five county region. The purpose of the survey is to understand what types of capital improvements to tourist attractions are planned in the region in the near term, and at what stage in development these projects exist. It also seeks to gather information on the projected impact of the capital improvements, not only in terms of jobs, but also how each project will improve visitor readiness, i.e. increase patron capacity, create a more energy efficient facility, expand or add programmatic offerings, increase accessibility. The results of the survey will inform a 5-year tourism asset development plan for the region to help prioritize investments in those projects that will drive the greatest number of tourists to the region and help strengthen underdeveloped tourist sectors that have growth potential.

The City of Niagara Falls is beginning to redevelop the 3-block radius adjacent to the former Rainbow Centre Mall.



Schoellkopf Hall at DeVeaux Woods State Park is one of a number of historic landmarks prime for redevelopment to support the tourism industry.

NIAGARA FALLS DEVELOPMENT

Investing in the Tourist Experience in the City of Niagara Falls

On average, visitors to the Canadian side of Niagara Falls spend 40% more than visitors to the U.S. side. In addition, only 21% of U.S. visitors spend a night at the Falls (compared, for example, to 44% of those who visit Yosemite National Park). Building upon the aforementioned improvements to Niagara Falls State Park and the redevelopment of the Niagara Falls Culinary Institute, WNY leaders believe that by enhancing the Niagara Falls experience through major infrastructure improvements that create gateways and increase access to the Falls and Niagara River, and by increasing active outdoor recreational programming, the City can build upon its strengths and heritage, while also increasing visitor spending. Besides investing in the recreational experience, the City of Niagara Falls is dedicated to re-developing the 3-block radius adjacent to the State Park through projects such as the redevelopment of the Rainbow Centre Mall and increasing the number and quality of hotels.

PROGRESS For many years, the Robert Moses Parkway has been seen as a barrier separating city neighborhoods and the waterfront. The reconstruction of the Parkway will fully restore visual and physical access to the various natural and cultural features along the Niagara River and the Niagara Gorge. The State of New York will invest \$10 million dollars to remove the limited-access expressway that currently exists and replace it with an at-grade parkway that will reunite downtown Niagara Falls with its most valuable and famous asset, the Falls. The project will restore Frederick Law Olmsted’s original vision of a two-lane “Riverway” from the Upper Niagara to the terminus of Old Falls Street providing vehicular, bicycle, and pedestrian linkages and connections with the many attractions along the Niagara River Gorge and with the adjacent communities, neighborhoods and business districts to the east and north of the project area. The elevated embankments will be removed and the grade-separated interchange at John B. Daly Boulevard will be replaced with a modern roundabout to create a more fitting gateway experience into Niagara Falls State Park and downtown Niagara Falls. This \$10M state commitment is in addition to the previously awarded \$5M from NYS Multi-Modal Access Program, Executive Allocation. Building upon the increased access that will be created as a result of the Robert Moses Parkway reconstruction; and capitalizing on the world-class recreational assets in Niagara Falls, USAN has issued a Request for Expressions of Interest for enhancing the historic landmarks and creating linked outdoor recreation programming and support facilities along the Niagara Gorge and Niagara River’s 11-mile waterfront. The idea is to build upon the area’s existing strengths, increase visitors to the four state parks, and repurpose the under-utilized historic buildings and other real estate assets for unique lodging, restaurants, recreation, and retail experiences in order to increase overnight stays.

In fall of 2012, the Urban Land Institute (ULI) Advisory Panel, in a project sponsored by the USA Niagara Development Corporation (USAN), completed a week-long analysis and report of potential reuses of the 20,000 SF reuse-ready space on the two levels that remain vacant in the former Rainbow Centre Mall (partially developed and occupied by NFCI). ULI made a series of recommendations for repurposing the building and providing linkages to surrounding uses based on market assessment and building design. Following the study, in April 2013, USAN issued a Request for



Increasing Niagara Falls’ visitor spending on quality tourism products is a major component of the REDC tourism strategy.

Qualifications – part of a two-part RFP process. To date, two (2) qualified teams have been selected to submit an RFP. In a proposal led by Uniland Development Company, the former mall will be transformed into a year-round destination that includes a hotel, themed attraction, retail/restaurant space, and expansion of the NFCl. In a proposal led by Intertrust Development Inc., the building will become an upscale urban mixed-use entertainment development with themed franchised restaurants, retail plaza, attractions, hotel, and other amenities. Proposals will be evaluated in fall 2013 and the recommendation of a preferred developer will be presented to the USAN Board and City of Niagara Falls.

IMPLEMENTATION AGENDA 2013-2014

FACILITATE GROWTH OF
QUALITY TOURISM PRODUCT

Responsible Party: NYS Parks
Downtown Niagara Falls & Robert Moses Parkway

2013	
Quarter 4	Secure developer for Rainbow Mall Phase II construction Begin final design of Robert Moses Parkway South – “Riverway”
2014	
Quarter 1	Secure key downtown Niagara Falls parcel to redevelop with private partner
Quarter 2	Draft/approve development agreement for Rainbow Mall Phase II with private partner and the City of Niagara Falls
Quarter 4	Begin reconstruction of Robert Moses Parkway South – “Riverway”
2015	
Quarter 1	Begin construction of Rainbow Mall Phase II

Responsible Party: NYS Parks, USA Niagara and private developer
Niagara Falls Parks Programming

2013	
Quarter 4	Distribute RFEI for Niagara Falls State Park programming and development
2014	
Quarter 1	Distribute RFP for Niagara Falls State Park programming and development
Quarter 2	Secure private partner/developer for Niagara Falls State Park programming and development

Responsible Party: Empire State Development
Cultural Asset Development

2013	
Quarter 4	Conduct survey of current assets for visitor readiness and capital needs
2014	
Quarter 1	Draft 5-year Cultural Investment Plan

Responsible Party: Niagara Tourism and Convention Corporation
Tourism Marketing

2014	
Quarter 1	Engage consultant for research for Regional Tourism brand
Quarter 2	Complete Regional Tourism research
Quarter 3	Draft marketing strategic plan

SECTOR STRATEGY

WNY Industry Sector

Advanced Manufacturing

WNY retains significant strength in manufacturing – industries that produce high technology goods or use advanced technologies to produce goods. Our strategy centers around initiatives to connect manufacturers to the research and expertise they need to keep their edge and to maintain a highly skilled and well educated workforce.

LEVERAGE RESEARCH CAPACITY TO ATTRACT AND ACCELERATE THE DEVELOPMENT OF ADVANCED MANUFACTURING

BOOST COMPETITIVENESS THROUGH CAREER AWARENESS

LEVERAGE RESEARCH CAPACITY TO ATTRACT AND ACCELERATE THE DEVELOPMENT OF ADVANCED MANUFACTURING

Western New York has begun to accelerate the growth of specialized advanced manufacturing subsectors that are well positioned for high growth in a globally competitive market. The region’s research universities, such as the University at Buffalo, provide crucial resources for advanced manufacturing—supplying highly skilled workers and access to cutting edge knowledge produced by university faculty to new companies such as Sentient Science. Additions to the region like Alfred University’s High-Temperature Materials Characterization Laboratory increase access to applied research and scaled testing facilities for new product and process development, accelerating the development of the advanced manufacturing sector.

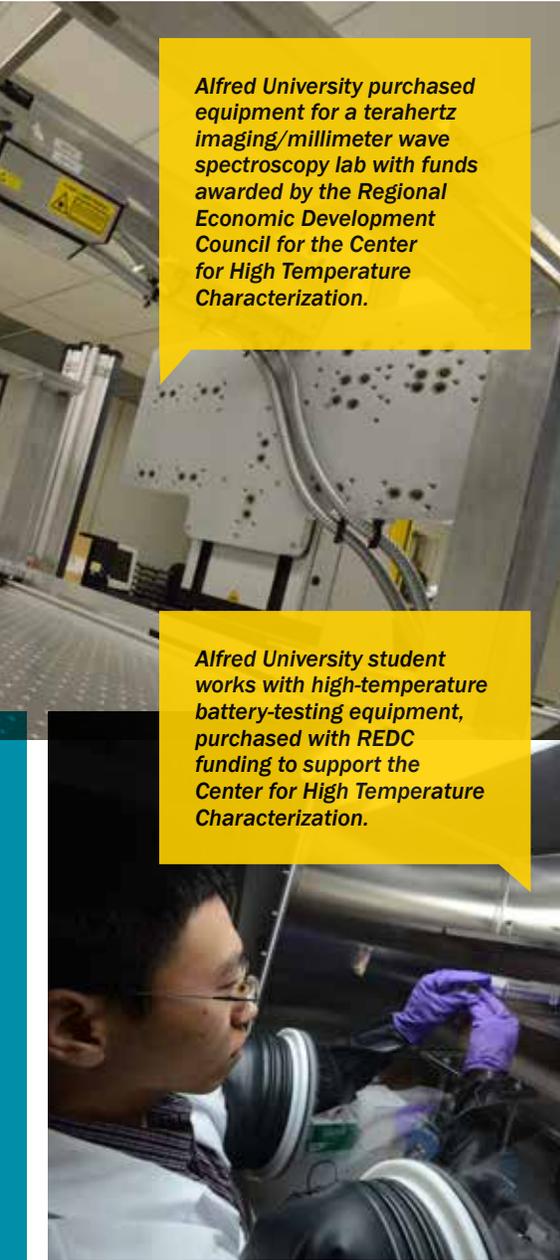
Investing in the Future of Manufacturing as a Key Economic Development Strategy

Manufacturing remains the third-largest employment sector in the Buffalo Niagara economy, representing 50,000 employees, \$6.3 billion in gross regional product (GRP) (11% of the total) and the two largest export industries in the region. WNY is beginning to see the resurgence of manufacturing with the majority of projects



WHY IT MATTERS: **Advanced Manufacturing**

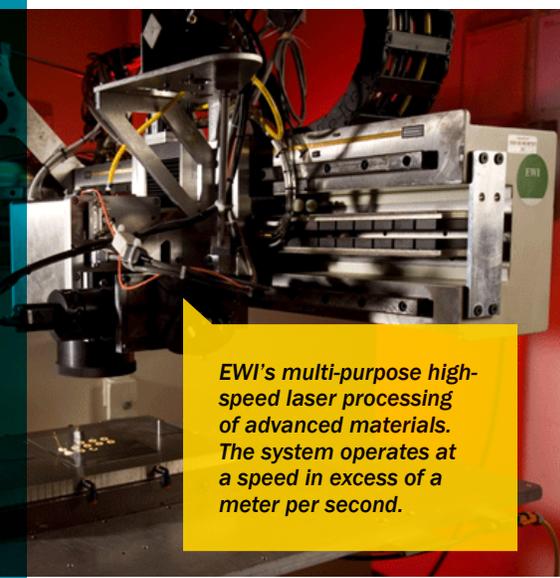
Advanced manufacturing is defined as manufactured products and manufacturing processes based upon innovative, cutting edge science and technology, usually executed by relatively high-skilled workers, who receive above average wages. Advanced manufacturing offers high potential for growth in WNY, building upon the region’s significant strengths in the fields of medical devices, precision instruments, advanced materials, and energy storage, among others. Advanced manufacturing firms, however, continue to be challenged in meeting their needs for skilled labor, research and technical expertise, and access to venture capital. They are also beset by burdensome regulation and a general misunderstanding of what advanced manufacturing has to offer the regional economy. To overcome these challenges, WNY has begun to strengthen connections between industry and academia, illuminate career paths in advanced manufacturing and promote general awareness of the value of this sector, provide export assistance to small and medium manufacturers, and prepare an appropriately skilled workforce to meet labor needs.



Alfred University purchased equipment for a terahertz imaging/millimeter wave spectroscopy lab with funds awarded by the Regional Economic Development Council for the Center for High Temperature Characterization.



Alfred University student works with high-temperature battery-testing equipment, purchased with REDC funding to support the Center for High Temperature Characterization.



EWI's multi-purpose high-speed laser processing of advanced materials. The system operates at a speed in excess of a meter per second.

supported by the Council coming from manufacturers who are investing in their facilities in the region to expand capacity and new ones choosing WNY as their home. Since 2012, New York State invested \$36 million which leveraged \$388 million in private investment. These developments in manufacturing helped retain 3,149 jobs and created 919 new jobs. Given the multiplier of manufacturing investments, these expansions have a ripple effect throughout the community.

Software and Sensor Company Chooses Buffalo to Expand R&D and Commercialize Products: Sentient Science

In June 2013, Sentient Science, a software and sensor company, began operations at its new advanced manufacturing and cutting-edge computational testing laboratory and company headquarters located in the former Butler Mansion on Delaware Avenue in Buffalo, having relocating from Idaho Falls, ID. Sentient has been in operation since 2001, focusing solely on research and development until recently, when its DigitalClone™ technology, developed to dramatically reduce friction and wear-based product issues with computational testing, prognostic maintenance, and design simulation, was validated and ready to commercialize. With the company ready to grow at a rapid pace, its leadership determined that a headquarters relocation was necessary to attract the top-tier talent that the technology requires. Sentient was attracted to WNY because of its active and symbiotic relationship with UB—confident that UB's PhD programs would offer the highly skilled and readily available workforce the company sought. Sentient was further drawn to the Buffalo region by incentives from Empire State Development, grants from the New York State Energy Research & Development Authority (NYSERDA), and diligent work at the federal level by Senator Charles Schumer. Sentient Science is projected to create 35 new positions over five years and plans to invest over \$13,000,000 in new offices, research space and equipment. This investment will facilitate production of virtual parts which can forecast wear and maintenance needs for various engine generation and aircraft firms.

PROGRESS The project on Delaware Avenue is complete and operations have begun, making Sentient Science's government sponsored technology and services available to commercial markets. The company hopes to eventually relocate operations to Schoellkopf Hall in the De Veaux Woods State Park in Niagara Falls, NY, a redevelopment project for which they have won a recent RFP from NYS Parks Department. Sentient has created several significant partnerships, some local, in recent months including a worldwide distribution agreement with Altair, its first commercial Digital Clone Live agreement with First Wind Inc. (operators of Steel Winds in Lackawanna), and awards with Moog, Zimmer, and Penoles among others.

Providing R&D for Renewable Energy Systems: Alfred University's High-Temperature Materials Characterization Laboratory

Many of the materials in new consumer product are ceramic-based requiring high temperature processing or functionality at high temperatures or in corrosive environments. In recent years, building upon its existing strengths as a top 20 specialized research institution in applied science, Alfred University's High-Temperature Materials Characterization Laboratory has expanded to improve capacity for testing applications for high-temperature materials, including labs in wind energy/fluid mechanics, thermal science/solar energy, and photovoltaic solar energy/alternative fuels and power conversion.

Upon completion, the project which includes renovating existing labs, constructing the McMahon addition, and installing new laboratory equipment throughout, will expand the capacity of the lab and will have significant impacts. By expanding the analytical, characterization, and processing capabilities, the facility will be unique in the United States as it will provide researchers with the tools needed to analyze and characterize materials at very high temperatures. This is a particularly valuable resource in the development of renewable energy systems and battery storage. The expansion also gives regional and statewide industries an edge in the renewable

energy field by providing a source of future engineers and researchers, as well as access to a high-temperature materials characterization laboratory where industries can test materials and systems. This will lead to retention of current jobs and creation of additional jobs as these industries grow.

PROGRESS Phase I of the project is already greater than 85% complete. Phase I laboratory equipment including a terahertz imaging/millimeter wave spectroscopy lab, equipment for making and characterizing high-temperature batteries, and laboratories for testing renewable energy materials and systems, has been purchased and installed. Alfred's expanded lab has already provided critical research support to several major NYS companies such as Corning, Delphi, Kodak, and General Electric, as well as smaller companies with a potential for growth, such as Solid Fuel Cell in Rochester, and TAM Ceramics in Niagara Falls.

PRIORITY PROJECT UPDATES

UPDATE ON PRIORITY PROJECTS

PRIORITY PROJECT STATUS UPDATE	CFA AWARD
<p>Alfred University High-Temp Materials Characterization Laboratory Design of the McMahon InFill Laboratory was completed in 2012. Construction of the facility and installation of equipment are on schedule for fall 2016 completion.</p>	\$2,800,000
<p>Alfred University Integrated Manufacturing Center Construction on the Advanced Materials Manufacturing & Training Center is on track to begin in fall 2013.</p>	\$500,000
<p>Milk-Bone Capacity Improvement The Milk-Bone Capacity improvement project is retaining 210 jobs at the company's manufacturing facility in Buffalo. Equipment ordering will conclude by December 2013 and construction on the railcar staging and unloading facility is on track to begin in spring 2014.</p>	\$460,000

IMPLEMENTATION NEW STRATEGIES

LOOKING AHEAD

Buffalo Niagara will drive innovation through applied and contract research, shared testing facilities, and enhanced technology transfer that enables new product and process development. WNY will be a nationally recognized hub of advanced manufacturing innovation, with particular emphasis on competitive areas such as advanced materials, metals, machinery, food processing, chemicals, medical device and pharmaceuticals.

INSTITUTE FOR ADVANCED MANUFACTURING

Accelerate Growth and Improve Competitiveness in Advanced Manufacturing

Buffalo Niagara will accelerate the growth of specialized manufacturing subsectors by actively supporting research and development activities. The competitiveness of the broader regional manufacturing industry will be improved by enabling cross-cutting productivity and export interventions. The key to this project is to drive innovation, facilitate export growth and improve workforce readiness. To advance these goals, Buffalo Niagara will create a new Institute for Advanced Manufacturing Competitiveness, a commercially viable enterprise that will conduct applied research and development to spur the growth of the region's manufacturing sector. This entity will be especially helpful to the region's 1,500 small and medium sized manufacturers, and is intended to draw forward thinking firms from across the country.

The Institute will facilitate export growth by leveraging the region's proximity to Canada, and will improve workforce readiness by training new workers and up-skilling incumbent workers to meet manufacturers' current and future labor needs. A high profile national talent search will recruit research engineers to the institute, while manufacturing consortiums and an expert advisory panel will select its cutting edge equipment. The state-of-the-art facility will be a shared services enterprise that provides support in commercializing applied research, developing more efficient operational processes, enabling entry into new markets, and workforce training.

PROGRESS The EWI was contracted to research and deliver a plan for the Institute. EWI is a manufacturing research and commercialization institute in Columbus, Ohio that provides innovation solutions through individual fee-for-service projects and cross-sector co-investment consortiums. EWI is a 100% self-sustainable non-profit enterprise, achieving its self-sufficiency by drawing in a broad base of customers, small and large, regional and non-regional.

A business plan for the Advanced Manufacturing Institute, which includes the technology focus areas and services model, will be delivered by EWI to the regional council in fall 2013. The technology focus areas of the institute were determined through a series of focus groups and interviews with area manufacturers. The high priority technology areas determined for the institute are: Agile/Flexible Automation, Advanced Materials, Additive Manufacturing Technologies, and Advanced Fabrication Technologies. The institute will deliver services through teaming arrangements with industry and partner organizations. Example partnerships include University at Buffalo and Alfred University for the Applied R&D service line, Insyte Consulting for the Process Excellence service line, World Trade Center Buffalo Niagara for the Export Assistance service line, and SUNY institutions for the workforce development service line.

The Institute will be located within the City of Buffalo. Official site announcement and construction commencement is scheduled for 2014. The search for an Executive Director will begin during the first quarter of 2014. Advisory boards will be created to assist the Executive Director in the areas of market needs, available technologies and workforce needs. The first pilot projects will be initiated at a leased space or partner location in the second quarter of 2014.

IMPLEMENTATION AGENDA 2013-2014

LEVERAGE RESEARCH CAPACITY
TO ATTRACT AND ACCELERATE
THE DEVELOPMENT OF ADVANCED
MANUFACTURING

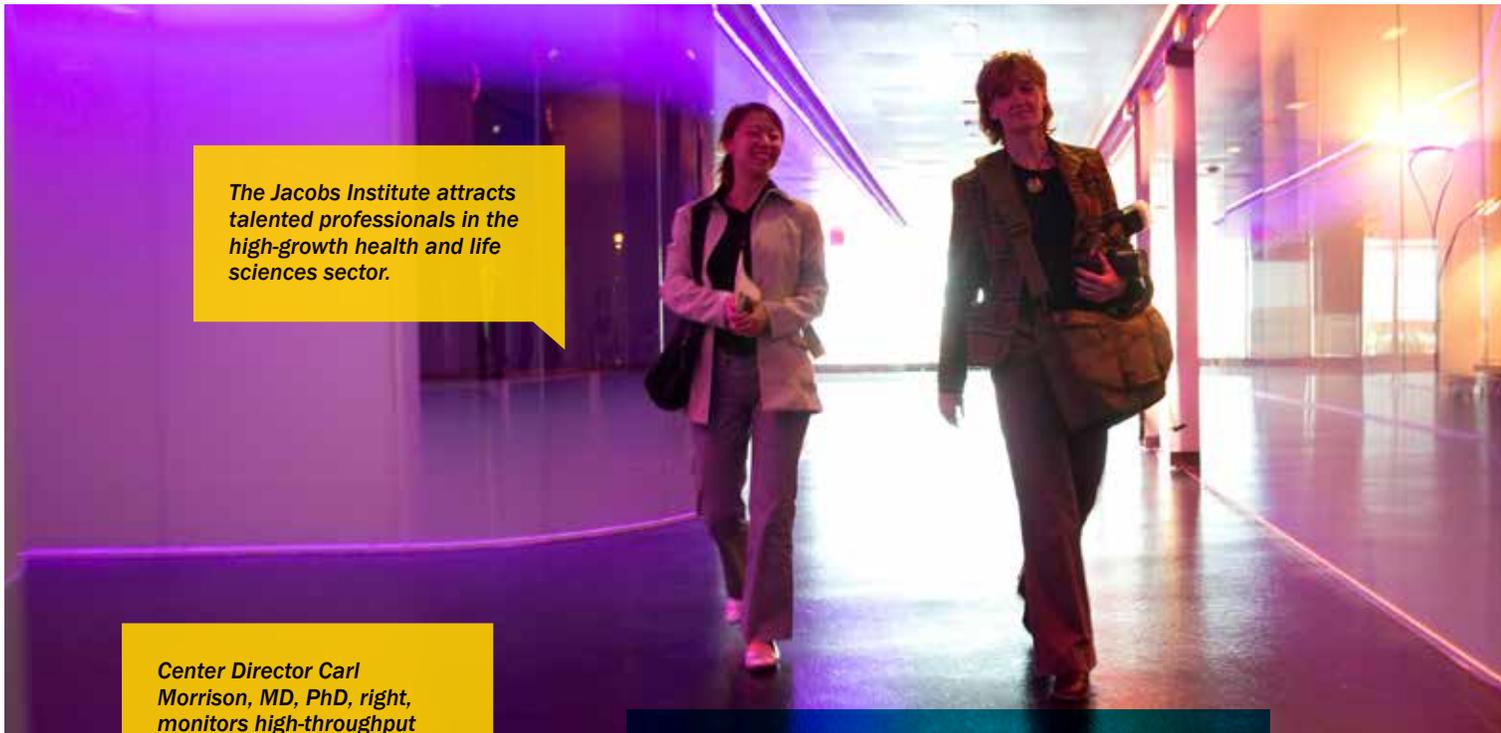
Responsible Party: EWI
**Buffalo Niagara
Institute for Advanced
Manufacturing
Competitiveness**

2013

- Quarter 4** Deliver fast-start business plan (including technology focus areas and key services)
Recruit executive director and technology leaders
Develop/plan pilot projects

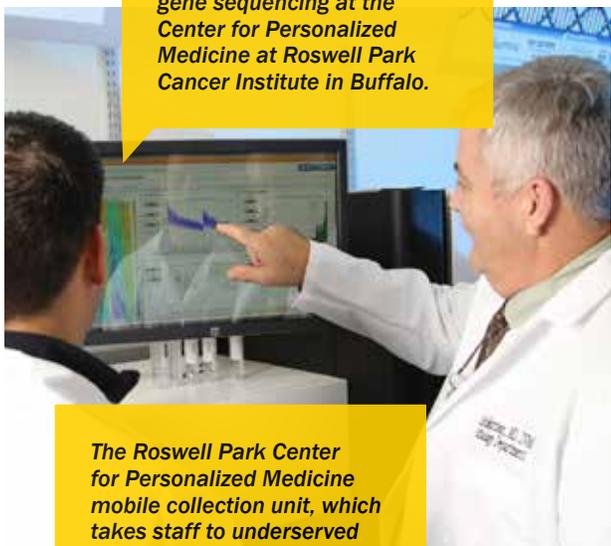
2014

- Quarter 1** Announce facility location and begin construction/renovation
Recruit anchor members (WNY and national)
Order long-lead experimental equipment
- Quarter 2** Member attraction
Initiate pilot projects (Lease space or utilize partner space if necessary)
Facility inspections and equipment installations
Recruit technical and operational staff



The Jacobs Institute attracts talented professionals in the high-growth health and life sciences sector.

Center Director Carl Morrison, MD, PhD, right, monitors high-throughput gene sequencing at the Center for Personalized Medicine at Roswell Park Cancer Institute in Buffalo.



The Roswell Park Center for Personalized Medicine mobile collection unit, which takes staff to underserved communities for educational outreach focused on health disparities and opportunities to participate in research.




WHY IT MATTERS: Health | Life Sciences

WNY is home to many infrastructure assets and R&D institutions that support, identify, and develop new technologies, treatment protocols, and other advances in medical devices and pharmaceuticals. As a result, life sciences R&D is strong bringing in approximately \$350 million in research funding. The industry has grown over 7% in the past decade, spurring the development of close to 1,000 new jobs, primarily in research and development, between 2001 and 2008. In 2009, Western New York's life sciences industry employed about 13,000 workers and involved 263 firms. There are several challenges, however, such as sluggish patent production and commercialization, the need for an increase in highly skilled workers, and deficiencies in collaboration and knowledge exchange that are barriers to the region achieving its full potential. In reaction to these challenges, WNY is looking for opportunities to accelerate health and life sciences commercialization in the region by leveraging its unique areas of excellence. The region is fostering a dynamic, innovative, entrepreneurial "best in class" environment for the health and life sciences sector that can attract and retain essential topnotch talent. The region's efforts to co-locate clinical and R&D functions, namely on the Buffalo Niagara Medical Campus, are beginning to facilitate interaction, fostering knowledge exchange and collaboration among organizations and professionals in the life sciences field.



WNY Industry Sector

Health | Life Sciences



The region has invested heavily in both health care and life sciences, especially in the Buffalo Niagara Medical Campus. The Campus currently has over 12,000 employees that will grow to more than 17,000 with the move of the UB School of Medicine, Millard Fillmore Gates and Children’s Hospital creating a critical mass of health science service, research and commercialization.

STIMULATE BUSINESS CREATION AND JOB GROWTH IN THE LIFE SCIENCES INDUSTRY



Students in New York State Center of Excellence in Bioinformatics & Life Sciences at Buffalo Niagara Medical Campus.

STIMULATE BUSINESS CREATION AND JOB GROWTH IN THE LIFE SCIENCES INDUSTRY

Public and private investments in the region’s life sciences industry have begun paying dividends in the form of job growth, increased synergies across multiple domains, and sparks of entrepreneurship around cutting-edge medical technology. The presence of the Buffalo Niagara Medical Campus and unique collaborative research institutes such as The Jacobs Institute Center for Innovation in Medicine and the Roswell Park Cancer Institute Genome Project provide support for bringing ideas born in the region’s laboratories to the global market. They attract the type of talented professionals who are magnets for job growth and investment. These are globally unique assets that will make the region a destination for research and the cultivation of new medical products.



Buffalo Niagara Medical Campus employs 12,000 people, in 6.5 million SF of clinical, research, and support facilities.

Entrepreneurship, Research, Academic, and Health Care Institutions Converge to Drive Economic Activity: Buffalo Niagara Medical Campus

Located on 120 acres in downtown Buffalo, the Buffalo Niagara Medical Campus (BNMC) is a consortium of the region’s leading health and life sciences institutions. In 2001, recognizing that the region’s major clinical care and medical

Gates Vascular Institute and Buffalo General Medical Center are anchor institutions that call Buffalo Niagara Medical Campus home.



Investments in public spaces and public art like this new mural, Beautiful Health Fphacze by local artist James Cooper III, help create a sense of place at BNMC.

Roswell Park Cancer Institute recently broke ground on its \$40 million, 142,000SF Clinical Sciences Center.



research and education institutions co-existed within blocks of each other in downtown Buffalo, these institutions, the City of Buffalo, Erie County, and adjacent neighborhoods, formed the BNMC to create a master plan for the development of this growing medical community. A strategy was put in place to nurture their coordination in order to promote wellness and economic development for the Buffalo Niagara region, to capitalize upon and foster further development of biomedical research, education, business and clinical organizations, and to become a magnet for attracting and retaining the best and the brightest workforce to the region.

Today, nine anchor institutions and more than fifty-five public and private companies on the BNMC employ a diverse workforce of 12,000 (a number projected to rise to nearly 17,000 by 2017) in 6.5 million square feet of state-of-the-art clinical, research, and support space. The world-class medical campus has a total economic impact of \$1.5 billion and growing. With another two million square feet currently under construction, the BNMC represents \$750 million in private and public investment. The BNMC attracts more than one million patients and visitors annually.

PROGRESS Last year, three projects were completed, totaling nearly \$400 million and adding almost 500,000 SF of clinical, research & development space, a 300-bed nursing home and a 2,000-space parking garage. Work has begun on a \$100 million, 287,000 SF medical office building and, excavators will soon prepare the site next to it for the \$243 million, 410,000 SF John R. Oishei Children's Hospital. Roswell Park Cancer Institute recently broke ground on its \$40 million, 142,000 SF. Clinical Sciences Center, and construction will begin this fall on the new \$375 million, 500,000 SF University at Buffalo School of Medicine.

There are many ambitious projects on the horizon as more private sector companies join those already being cultivated on the BNMC, including those in Thomas Beecher Innovation Center and the NYS Center of Excellence in Bioinformatics and Life Sciences. Renovations will begin shortly on the facility that will house drug manufacturer Albany Molecular Research Inc. (AMRI) and its partners – a move designed to increase the medical, research and educational partners seeking to coalesce around the Medical Campus institutions. As the University at Buffalo continues to increase its presence downtown, great plans are taking shape and being executed, and more collaborative models and partnerships are emerging.

Bringing Ideas Born in the Region's Laboratories to the Global Market: Roswell Park Cancer Institute (RPCI) Genome Project

The RPCI Genome Project, launched in 2012 with pilot funding from the REDC and reinforced by significant investments from both Roswell Park and private sector collaborator, Computer Task Group LLC, was established to create cutting edge medical resources benefitting residents in WNY and across New York state. Focused on applications related to oncology, the Project allowed RPCI to accelerate creation of the infrastructure for gene sequencing to support development of personalized diagnostic tools and therapies tailored to the needs and genetic characteristics of individuals with cancer, and to support ongoing research and community education related to the field of precision medicine.

PROGRESS RPCI Genome Project has led to the creation of a \$20 million, 5,000 SF Center for Personalized Medicine at Roswell Park Cancer Institute housing high throughput sequencing equipment, supported by an information technology infrastructure that includes a 1,600 processor supercomputing cluster. These energy and infrastructure enhancements have facilitated the completion and analysis of one of the first whole-genome sequencing studies ever conducted among patients with bladder cancer. The study of the sequences in these patients has led to the recognition of potential new drug targets not previously recognized in bladder cancer. In an ongoing collaboration with a local oncology practice, Western New York Oncology Associates LLC, RPCI Genome Project is compiling bladder cancer samples to be used to develop a novel diagnostic test for this very common form of cancer, for which no screening method currently exists. RPCI Genome Project has also led to the 75% completion of whole genome sequencing for a research study

that seeks to establish a method for determining, based on genetic factors, which of two main classes of chemotherapy will prove most effective for individuals with breast cancer. Further, the project has collected more than 100 DNA samples from consenting volunteers through a series of education/outreach events in disparate and underserved communities, informing residents about ways that personalized medicine may help to address health and medical research disparities.

RPCI has fully met job creation benchmarks, with 25 new positions created and implemented at Roswell Park. In addition, through a combination of quick mobilization, thoughtful strategic planning and leveraging of public-sector funds, Roswell Park has, in a very short time, joined the elite community of medical and oncology centers capable of performing and engaging in inter-institutional dialogues about high level genomic sequencing. This elevated profile has translated into membership in the New York Genome Center and to partnerships and interactions with pioneers in the field, including the My Cancer Genome program at Vanderbilt University.

Cross-Sector Collaboration Leads to Medical Innovation and Product Development: The Jacobs Institute Center for Innovation in Medicine

The Jacobs Institute Center for Innovation in Medicine is an independent, non-profit organization dedicated to sparking medical collaboration and innovation among clinicians, academics, researchers, entrepreneurs, and industry. Located in the heart of the Buffalo Niagara Medical Campus, the Jacobs Institute is strategically situated between University at Buffalo's Clinical and Translational Research Center and Kaleida Health's Gates Vascular Institute making the Jacobs Institute uniquely positioned to foster collaborations to develop the next generation of medical technology in global vascular devices.

The Jacobs Institute is developing the next generation of medical technology in global vascular devices.



Jacobs Institute encompasses three business lines devoted to streamlining the product development process by providing related functions. The Simulation & Robotics Laboratory realistically replicates surgical techniques performed in a human body, and uses catheter robots to help improve navigation and technical accuracy. The Prototyping and Product Development Laboratory will help develop and commercialize innovative product ideas generated from a unique blend of clinicians and scientists. The Training Laboratory, which will include multiple work stations and equipment, vascular models, simulation devices, imaging, and equipment necessary for maximizing physician training, will accommodate physicians learning new techniques, industry representatives, and students seeking to hone their surgical skills. It will be a preeminent east coast training facility, making Buffalo a destination for companies seeking a high-tech space and top-notch physician expertise.

PROGRESS Since moving into the newly-constructed facility in September 2012, Jacobs Institute has financed and installed a state-of-the-art audio visual system to telecast surgical procedures and showcase the world-class talent in the Jacobs Institute across the globe. The project has created 6 new, full-time professional jobs, including CEO, Executive Director, Director of Operations & Entrepreneurship, Director of Communications, Project Coordinator, and Project and Grants Manager. Further, Jacobs Institute has hosted 40 physicians and medical professionals for surgical training. Jacobs Institute continues to build partnerships with major global biodevice companies and has received 2 consigned C-ARMs and signed a research agreement with Toshiba. The Jacobs Institute has been established as one of four partners in an endovascular research program with a medical device company and has signed a partnership agreement with SUNY College of Nanoscale Science and Engineering.

UPDATE ON PRIORITY PROJECTS

PRIORITY PROJECT STATUS UPDATE	CFA AWARD
<p>Buffalo Niagara Medical Campus Ellicott Street Connector The WNY REDC reallocated \$1M in 2012 CFA funds to the Ellicott Street Tunnel project to support continuing growth and development on the Buffalo Niagara Medical Campus. The proposed underground Ellicott Street tunnel will serve as a utility and staff corridor between the Buffalo General Medical Center (BGMC) and the new John R. Oishei Children’s Hospital. The project is moving forward without delay.</p>	\$1,000,000
<p>Hauptman Woodward Crystallization Laboratory Hauptman Woodward has hired a Marketing Director to promote the facilities Crystallization Laboratory, and has begun the process of installing SONICC equipment. The project is on schedule for December 2014 completion.</p>	\$500,000
<p>Jacobs Institute Center for Innovation in Medicine To date, the Jacobs Institute has hosted over 80 physicians and medical professionals in their training lab, and has been established as one of four partners in a \$150K endovascular research program with Covidien.</p>	\$4,000,000
<p>Roswell Park Cancer Institute Genome Consortium The Roswell Park Cancer Institute Genomics Consortium facility has hired 25 employees and will hire 4 more by the conclusion of 2013. The facility is fully operational and the mobile biospecimine collection unit has been completed and deployed. The genomics research is on track for completion in the 3rd quarter of 2014.</p>	\$5,100,000

LOOKING AHEAD

Buffalo Niagara will accelerate health and life sciences commercialization in the region by leveraging its unique areas of excellence. This new level of commercialization will be achieved by creating an environment conducive for small, medium, and large health and life sciences companies to start, grow, and invest in Buffalo Niagara. The Buffalo Niagara Medical Campus will be home to a hub of innovation and commercialization, providing support for research and technology development.

MEDICAL INNOVATION HUB

Catalyzing the Growth of Health & Life Sciences

Buffalo Niagara will be one of the ten fastest growing regions for health and life sciences companies in the U.S., with a world-class research translation and commercialization process emulated worldwide. Investments in core infrastructure and equipment, will attract companies to establish themselves in new high-tech facilities located on the Buffalo Niagara Medical Campus. These strategic investments by the state, leveraged significantly with private investment, will build upon Western New York's leadership in life sciences research and increase the commercialization of innovations developing from that research.

Using the SUNY College of Nanoscale Science and Engineering (CNSE) model for nanotechnology innovation and commercialization, the innovation and commercialization ecosystem at BNMC will enable a state-of-the-art, shared-user facility for research, development and testing for drug screening, pharmaceutical development, technology optimization, business attraction, workforce training, and bioinformatics. While Albany Molecular Research Inc. (AMRI) is the first private-sector partner, this initiative will attract additional pharmaceutical companies, equipment and reagent suppliers, and research and development enterprises to establish a hub for innovation, commercialization, and economic development specific to enhancing human health through development of new therapeutics.

PROGRESS In December of 2012, the Governor announced that New York will invest \$50 million in state of the art biomedical research equipment and facilities, and has secured an agreement from a private company, Albany Molecular Research Inc. (AMRI), to locate in a new drug discovery research and development center at the Buffalo Niagara Medical Campus (BNMC).

In total, this public-private partnership is a \$250 million initiative, with \$200 million generated by private industry investment - the first of which is from AMRI and its medical equipment and systems partners - and \$50 million being invested by New York State, of which \$35 million will go toward new equipment and \$15 million toward improving existing lab space. In August 2013, BNMC announced the purchase of 847 Main Street to house AMRI and other companies.

IMPLEMENTATION AGENDA 2013-2014

STIMULATE BUSINESS CREATION AND
JOB GROWTH IN THE LIFE SCIENCES
INDUSTRY

Responsible Party: Buffalo
Niagara Medical Campus and
SUNY College of Nanoscale
Science and Technology
**Medical Innovation
Hub**

2013

Quarter 4 Begin construction at 847 Main Street

2014

Quarter 1 Equipment installed at 847 Main Street

Quarter 2 847 Main Street ready for occupancy; AMRI locates first employees onsite

Responsible Party: Buffalo Niagara
Medical Campus
**Medical Office
Building/Coventus**

2013

Quarter 4 Construction underway

2014

Quarter 1-4 Construction continues with opening slated for spring 2016

Responsible Party: Kaleida Health
**John R Oishei
Children's Hospital**

2013

Quarter 4 Site preparation and development

2014

Quarter 1 Continue site preparation and development

Quarter 2 Construction on the hospital begins

Quarter 3-4 Construction continues with opening slated for 2016

Responsible Party: Roswell Park
Cancer Institute
**RPCI Clinical Sciences
Center**

2013

Quarter 4 Construction underway

2014

Quarter 1-4 Construction continues with opening slated for fall 2015

Responsible Party: UB School of
Medicine
UB School of Medicine

2013	
Quarter 4	Site preparation
2014	
Quarter 1	Site preparation continues
Quarter 2	Construction begins
Quarter 3-4	Construction continues with opening slated for fall 2016

SECTOR STRATEGY

WNY Industry Sector

Agriculture

Agriculture is a vital industry sector in New York State and remains one of the region’s most viable enterprises.

WNY has a reputation for the highest quality fruit, vegetable and dairy products, and produces significant quantities of other products, such as grains.

MAKE AGRICULTURE MORE COMPETITIVE THROUGH BRANDING, INNOVATION & CAREER READINESS



WHY IT MATTERS: Agriculture

WNY is a rich agricultural region within one of the nation’s top producing states. Its moderate climate, fertile soils, entrepreneurial farmers and solid infrastructure give the region a competitive edge. The industry is primed for diversification and expansion in food processing, value-added products, tourism and untapped local and external markets. These opportunities are particularly important with growing concerns over local food system sustainability and community health. Meanwhile, rising costs, outdated and cumbersome state regulatory policies and global competition challenge farm sustainability, inhibit growth and threaten next-generation farming. Innovative programs can overcome these barriers and seize growth opportunities. WNY is employing new investment models to support often risky agricultural ventures. There is a desire to promote connections among farm businesses and research institutions to develop and promote innovative sustainable practices to increase quality, reduce energy use, and share information across the sector. Marketing and advocacy efforts are building public awareness and pushing policy change. The region is developing a new generation of farmers by working with secondary education and others to promote agricultural career choices.

MAKE AGRICULTURE MORE COMPETITIVE THROUGH BRANDING, INNOVATION & CAREER READINESS

Agriculture is an important contributor to WNY prosperity, but its impact could be greater through programs such as Farm Credit East which create access to capital, new products and processes, and new markets. The region continues to work toward the creation of a new marketing strategy through regional branding initiatives focused on promoting the value of local food and emphasizing the unique opportunities in WNY for agriculture products.

Building Capacity of Local Farmers: Farm Credit East Agriculture Development Fund

Farm Credit East (FCE) is a financial service cooperative for the Northeast agriculture industry and the largest lender to agriculture in New York State. It has provided \$4.69 billion in loans to capitalize agriculture business, with a current client base of over 13,000. It is also a leader in farm legislation and land preservation activities. Farm Credit East serves the commercial agriculture market which includes farmers, nursery and greenhouse operators, forest products businesses, fishermen, part-time growers, agribusinesses, and country home owners.

PROGRESS The Agriculture Development Program will be established to allow funding for capital expenditures including the acquisition, construction and/or renovation of agricultural structures, as well as the acquisition of machinery and equipment. The Program will also assist each prospective beneficiary with a business plan to analyze the proposed investment to predict financial and market



Regional branding initiatives connect local producers with consumers.

viability and sustainability prior to awarding funding. If funded, it will provide loan underwriting activities and grant administration including documentation of the farm investment, jobs retained/created and increased farm profitability. The Program is expected to result in agricultural retention and expansion; increased access to locally-grown product; the retention and creation of jobs; and stronger rural communities which will benefit from agricultural economic development. According to FCE's benchmarking programs, farmers that have completed value-added or direct to market strategies have increased sales by at least 50%.

Creating Awareness of Local Food Products: Regional Branding Initiatives

Collaborative efforts are underway to create and promote a regional branding and marketing program to educate the public on the value and availability of locally produced food and agricultural products with the goal of increasing sales for local producers. Organizations like Cornell Cooperative Extension, Southern Tier West Regional Planning and Development Board, and leaders in the agricultural community are joining forces with New York State to brand local and regional communities.

PROGRESS Fresh. Local. From the Ground Up. is a cross regional branding and marketing initiative to promote local produce retailers, local farmers, farm to school programs, and other activities that help increase awareness and access to local agriculture. Cornell Cooperative Extension is the lead agency for this initiative and is currently seeking funding for a regional website. Southern Tier West Regional Planning and Development Board is leading the Southern Tier Branding Initiative. This initiative is moving forward with design and creation of promotional materials. The 2014 implementation plan will be released in November 2013. A consultant from the Appalachian Sustainable Agriculture Project will align this branding campaign with best practices. The Southern Tier is seeking additional revenue to sustain the campaign past the 2014 market season. Taste NY, a NYS initiative, is an umbrella brand that encompasses various statewide agriculture initiatives. It promotes and markets products on its website and is developing a GIS map across all counties in NYS which shows farms to find fresh produce. Other initiatives include: I Love NY- NYS agri-tourism initiatives, Empire of Agriculture, Pride of NY, Fresh Connect, and Local Harvest.



WNY has a reputation for the highest quality fruit, vegetable, and dairy products.

PRIORITY PROJECT UPDATES

UPDATE ON PRIORITY PROJECTS

PRIORITY PROJECT STATUS UPDATE	CFA AWARD
<p>Farm Credit East Value Added Direct Marketing Agriculture The WNY REDC awarded Farm Credit East \$1M in 2012 reallocation funds in spring 2013. Funds will be used towards capital expenditures for the expansion of agricultural output. This will enhance the organizations current ability to address the capital needs of value added and direct to market producers who are interested in new business development and expansion.</p>	\$1,000,000
<p>Niagara Wine Trail In June 2013, state legislation passed to expand the Niagara Wine Trail across all of Orleans County and into Western Monroe County. The awardee is presently re-bidding the creation and installation of the wine trail signage.</p>	\$30,000



Farm Credit East's Agricultural Development Fund can be used for capital expenditures related to the enhancement and expansion of agricultural enterprises.

LOOKING AHEAD

A food system refers to all the interconnected food production, processing, distribution, consumption, and waste disposal activities within a community. This includes all the resources, technologies, stakeholders, relationships, policies and laws that shape and influence how food moves through the system—from farm to plate and back to the farm again. In a well-functioning community food system, interconnected systems work in an integrated manner to enhance the environmental, economic, social, and nutritional health of a particular place and its inhabitants. Research that critically examines the role of planning and policy in facilitating sustainable food systems, and initiatives such as food hubs and food policy councils position agriculture as an economic driver, cultivate next-generation farms, and create access to healthy food for all.

FOOD SYSTEMS AND FOOD HUBS

Establishing Regional Food Systems and Food Hubs

There are a number of efforts underway in our region that are addressing disconnects in our local food systems. Two such efforts are Ready to Grow—an initiative that takes the first and most fundamental step in establishing a Regional Food Hub in the Western New York Region; and Growing Together—an ongoing sustainable food access and food justice report for Erie and Niagara Counties. Other efforts include building a food hub in the Southern Tier and establishing a Food Policy Council.

PROGRESS Across the state and country, regional food hubs are being established in an effort to connect local growers to regional wholesale markets. In Erie and Niagara Counties, Field & Fork Network will execute the Ready to Grow project by leading a market analysis and feasibility study for the establishment of a food hub in the region. Following this study and analysis, Field & Fork will take the lead on establishing a business plan that will be used to create the path to an Erie and Niagara County food hub. Establishing a food hub in the Southern Tier is an effort by Southern Tier West Regional Planning and Development Board to implement the recommendations of a recent feasibility study. The study recommends a coordinated, systematic local foods scale-up initiative, through which markets, market access, and production all are projected to grow by two or three fold over the next three to five years.

Through research and stakeholder engagement, the Food Systems and Healthy Communities Lab (Food Lab) at the University at Buffalo is identifying assets and opportunities within the region's food system. In partnership with the University at Buffalo Regional Institute, the Food Lab aims to craft tools that local municipalities can use to strengthen food production; increase access to nutritious, culturally acceptable, and affordable food; and create linkages between food producers and consumers within their communities and the region. This research forms the basis of, among other initiatives, The Growing Together report—one of five components of the One Region Forward sustainability plan, which is funded by a \$2 million grant from the United States Department of Housing and Urban Development's (HUD) Partnership for Sustainable Communities Initiative. The work of the Food Lab and its partners, Erie County and Healthy Kids Healthy Communities Buffalo, has also led to the establishment of a regional Food Policy Council (FPC)—the first of its kind in the state. The creation of the FPC can be the first step in creating a process to continually assess disconnects in the food system, and identify opportunities for strategic interventions.

IMPLEMENTATION AGENDA 2013-2014

MAKE AGRICULTURE MORE COMPETITIVE
THROUGH BRANDING, INNOVATION &
CAREER READINESS

Responsible Party: Erie County
**Establishment of Food
Policy Council of
Buffalo-Erie**

2013

- Quarter 4** First meeting of the FPC (Early October)
Development of internal processes and procedures
Discussion related to web presence
- Public launch of the FPC at 2nd Food Policy Summit
Participation in public forum
Collection of public input to help develop an agenda for action
Discussion with policy makers to help inform and develop an agenda for action
TA and Networking with FPC members/experts from other model communities to develop local capacity

2014

- Quarter 4** 4th Meeting of the FPC (Early September)
"Growing Together" report will be ready for release by late 2014

Responsible Party: Field & Fork
Food Hub Study

2013

- Quarter 4** Project kickoff
Revise work plan

2014

- Quarter 1** Conduct preliminary interviews
Begin interviews and launch surveys
Complete interviews and close surveys
- Quarter 2** Convene producer/buyer meetings
Synthesize and analyze results; conduct secondary research
- Quarter 3** Present recommendations and agree to operating model
Modeling and final feasibility report completed
- Quarter 4** Business planning and site search underway
Business plan completed

SECTOR STRATEGY

WNY Industry Sector

Bi-National Logistics

Western New York is well-positioned to develop as a primary international hub for transportation, logistics and distribution. The region enjoys a prime geographic location, robust transportation network, a strong base of professional knowledge and skilled workforce. Strategic investments in this sector are likely to produce significant returns in jobs, firms and income.

LEVERAGE OUR INTERNATIONAL BORDER LOCATION

LEVERAGE OUR INTERNATIONAL BORDER LOCATION

WNY seeks to further leverage our unique border location to expand our export base creating economic and employment opportunities for the region. Exporting pays off. In the first year of economic recovery following the recession, increasing exports drove nearly half of U.S. output growth. Every \$1 billion in new exports generates approximately 5,000 additional jobs. Throughout the recession small and mid-sized firms who sold goods or services abroad experienced much higher revenue growth than non-exporters. Between 2007-2011, global companies in the region consistently earned three times more revenue than domestic companies. While the trade ecosystem in the region is strong, and exporting serves as an innovative economic development strategy, there are a number of practical opportunities that initiatives such as the Buffalo Niagara International Trade Gateway seek to address to strengthen the region's status as a trade gateway to the global marketplace.

The Buffalo Niagara International Trade Gateway Initiative

Industry leaders in WNY believe that strengthening the logistics sector should take the form of an International Trade Gateway. The International Trade Gateway Initiative is building upon the capacity of existing organizations and leveraging the advantages of the region – strategic geographic location and position as part of the third largest and fastest growing metropolitan region in North America, multi-modal transportation assets, logistics experts and cross-border professionals, and a strong trade and commerce history – to develop a broader economic development strategy that emphasizes growth in innovative industry clusters. Buffalo Niagara will grow



The Niagara Falls International Airport's Master Plan is providing a critical roadmap for one of this region's most important bi-national logistics assets.



WHY IT MATTERS: Bi-National Logistics

WNY's regional assets relative to trade and logistics are widely recognized. The region boasts a strong advanced manufacturing base. It enjoys a prime geographic location perched on the U.S.-Canada border within one day's drive of three-fifths of the Canadian and two-fifths of the US population. It has a robust transportation network possessing strong links and multi-modal connections for truck, rail, ship and air transport giving it the title of second largest port of entry along the nation's northern border, comprising 15 percent of trade between Canada and the US. The region possesses plentiful sites for assembly, storage, processing and distribution. It has a strong base of professional knowledge and skilled workforce comprised of customs brokers, third party logistics, warehousing, attorneys, insurance brokers, bankers and supply chain management. WNY is capitalizing on its strong position in the global trade, transportation, and logistics network. Action is being taken on coordinated, cross-border planning for key investments in transportation and logistics infrastructure, as well as improved operational relationships and effective promotion of WNY as an attractive location option. With the right planning, WNY is well-positioned to develop as a primary international hub for transportation, logistics and distribution.

into an international hub for transportation, logistics, and distribution by leveraging these strengths as a cornerstone of the strategy.

PROGRESS The International Trade Gateway Steering Committee was commissioned by the REDC to develop a strategic plan for the International Trade Gateway Initiative. Following multiple studies over the past decade and approximately 18 months of steering committee work with specific emphasis on stakeholder involvement and consensus building, the International Trade Gateway Strategic Plan was finalized and rolled out on August 1, 2013. The Plan prioritizes key investments, guides advocacy for public policy action on taxation, regulation and infrastructure, develops a marketing strategy, and focuses on building relationships among stakeholders. While the strategic plan was being developed, steering committee members continued to advance a number of initiatives already in motion including conversations with the Port of NY/NJ, Peace Bridge U.S. Plaza project and truck pre-inspection advocacy, Portageville Bridge replacement advocacy, and the Niagara Falls International Airport master plan.

PRIORITY PROJECT UPDATES

UPDATE ON PRIORITY PROJECTS

PRIORITY PROJECT STATUS UPDATE	CFA AWARD
<p>Niagara Falls Airport Master Plan The forecast and draft facility requirements were presented and discussed with the FAA New York Airports District Office (NYADO) at a meeting in August, the first of two coordination meetings with the FAA. The next stakeholder meeting discussing the results of the forecast and facility requirements analysis is scheduled for September 2013. Once the facility requirements have been commented on and finalized, the focus will shift towards the development alternatives. The alternatives analysis and recommended plan and final report will be completed by end of fall 2013. The final plan is scheduled to be submitted to the FAA in early 2014.</p>	<p>\$1,000,000</p>

IMPLEMENTATION AGENDA 2013-2014

LEVERAGE OUR INTERNATIONAL BORDER LOCATION

Responsible Party: Buffalo Niagara Partnership
International Trade Gateway Initiative

2013	
Quarter 4	Creation of a not-for-profit corporation to oversee implementation of the ITGO strategic plan <ul style="list-style-type: none"> a. Determine structure, objectives, funding, budget b. Recruit board of directors c. Finalize strategic plan; Secure funding Connect ITGO efforts with existing county and regional development organizations and on-going initiatives, including GBNRTC and One Region Forward Identify outreach targets ("customers") for ITGO and create database Completion of regional air service planning documents Complete NFIA slate of projects Inventory regional workforce development resources relative to trade-related industries
2014	
Quarter 1	Hire Executive Director
Quarter 2	Conduct regional rail assessment Create a regional soft infrastructure database/directory
Quarter 3	Upon completion of the regional workforce skills analysis, work with regional educational institutions to enhance offerings related to logistics, supply chain, trade, etc.

These strategies continue to be vital to our economic development planning and implementation, but were not identified as the highest need for focus in 2013. Higher Education will now be fully integrated into workforce development and entrepreneurship strategies, where work is being led by the WNY Consortium of Higher Education. Existing initiatives continue to move these strategies forward and new opportunities for WNY REDC may emerge in the coming year.

21 area colleges and universities make up the WNY Consortium of Higher Education



The **WNY Consortium of Higher Education** consists of 21 diverse colleges and universities representing \$3.2 billion in economic impact.

The Consortium, together with its economic development and business partners, has implemented several strategic initiatives geared toward cultivating a regional entrepreneurial ecosystem and building the college and career readiness of graduates. The Consortium launched the first annual WNY Student 2 Biz Challenge pitch competition where students submitted business plans around new innovations in six high growth industry sectors. Winners were connected with college faculty, institutional resources, and mentors to support the development of their businesses. The Consortium also introduced the Economic Development Portal, which includes over 200 links to resources for businesses. The P-16 Consortium – a group that includes representatives from Pre-K through college – began working to improve student learning outcomes and college readiness. A collaboration between the WNY Association of College Career Centers and the Consortium’s Faculty Development Group is addressing skills gaps of college graduates.

Higher Education



The Professional and Business Services industry is a large piece of our regional economy and continues to

grow, employing thousands of people in the region. Since 2012, **\$18 million in state investment** has leveraged **\$214 million in private sector investment** in this industry. These investments have helped to **retain over 3,100 jobs** and have helped to create almost **1,000 new jobs**. High end back office operations and technology service centers are locating and expanding in the region, primarily because of the access to a high quality, educated workforce. This links back directly to our wealth of higher education institutes in the region, and the high-quality graduates coming out of those institutes. The industry continues to progress as recent announcements by **GEICO**, **PHH Mortgage**, and **Yahoo!** continue to fuel the local economy.

Professional Services



Access to water and hydroelectric power, a strategic geographic position, a skilled workforce, manufacturing capacity, research institutions and industrial real estate give WNY the unique ability to attract and grow

companies and jobs in alternative energy. **Buffalo Niagara Medical Campus**, among the first in the nation to test electric vehicle charging stations in public right-of-ways and where alternative lighting technologies are being tested, is becoming a living laboratory for energy technologies. Buffalo State College and UB are partnering on the Smart Grid Laboratory, an instructional smart grid program. NYS efforts in planning and policy change, such as the **NYSERDA Cleaner Greener Communities** initiative, and proactive outreach from organizations such as **Buffalo Niagara Enterprise** continue to shape the way in which we engage the energy sector.

Energy



5 Yr Jobs Created/
Retained **524**

5 Yr Indirect Jobs
1,248

Total Investment
\$174,527,730

Total REDC Grant
Award Recommended
by REDC
\$25,000,000

Total Excelsior Jobs
Program Funding
Recommended by REDC
\$10,000,000

Proposed Priority Projects 2013

The Western New York REDC identified 16 priority projects that it recommends for state support. The projects vary in scope, representing the region's diversity; but are complementary to the REDC strategies, taking a regional approach or focusing on key strategic investments to boost economic growth within a particular county. The projects collectively support direct creation/retention of more than 524 jobs and 1,248 indirect jobs, and represent more than \$174 million in total investment. WNY's priority projects support investments in downtowns, waterfronts, and brownfields in Chautauqua, Cattaraugus, Allegany, and Erie counties, as well as transportation infrastructure in downtown Buffalo; strengthen our regional capacity to drive innovation and commercialization through computing infrastructure; train and prepare our workforce in Niagara Falls; attract and retain more visitors by investing in cultural and recreational tourism assets; drive advanced manufacturing in food production and sustainable energy; create opportunities for the life sciences sector through unique services to the fast-growing cancer research market; and help manufacturing and high tech companies grow with Excelsior Jobs Program tax credits. These projects represent critical opportunities to build upon the region's strengths and competitive advantages, and immediately accelerate job creation and economic growth.



Implement Smart Growth

Enhanced MetroRail Evaluation, *Niagara Frontier Transportation Authority*
Dunkirk Seawall and Lake Front Redevelopment, *City of Dunkirk*
Brownfield Land Acquisition, *County of Erie*
McNallie Building Rehabilitation, *Town of Randolph*
Rushford Elementary School, *Cuba Rushford Central School District*



Foster a Culture of Entrepreneurship

Computing Infrastructure, *University at Buffalo*



Prepare Our Workforce

Trades Job Training Facility, *City of Niagara Falls Development Department*



WNY Industry Sector: Tourism

Herschell Carrousel Factory Museum, *Carousel Society of the Niagara Frontier*
Darwin D. Martin House Interior Restoration, *Martin House Restoration Corporation*
Lockport Ice Arena, *Lockport Ice Arena & Sports Center, Inc.*
Historic Hollywood Theater, *Gowanda's Historic Hollywood Theater, Ltd.*



WNY Industry Sector: Advanced Manufacturing

Chautauqua Regional Water, *Chautauqua County*
Sustainable Advanced Manufacturing Center, *Alfred State College*
Rare Earth Recycling, *TAM Ceramics Group of NY, LLC*
Flying Bison New Brewery, *Matt Brewing Co., Inc.*



WNY Industry Sector: Health | Life Sciences

Clinical Implementation of Next Generation Sequencing, *Personalized Medicine Pathways, LLC*

Excelsior Projects 2013

5 Yr Jobs
Created/
Retained
419

Total
Investment
\$58,459,995

AlSher Pigments Inc.
Doilli Inc
Rigidized Metals

Enhanced MetroRail Evaluation

Buffalo, Erie County

The project will recommend infrastructure investments that will multiply the economic impact of the development occurring in downtown Buffalo while promoting smart growth principles. The project will address issues and opportunities presented by the burgeoning Canalside and Cobblestone Districts and at the Buffalo Niagara Medical Campus, namely how public transit can provide better connections between the city's tourism destinations and the health and life sciences clusters.



Implement Smart Growth



The study will analyze existing NFTA service and assets in the Canalside and Cobblestone Districts including MetroRail and bus service; the Erie Canal Harbor and Special Events Light Rail Stations; the former DL&W Terminal first floor, which now serves as the NFTA Metro Rail Maintenance Facility, the second floor of the Terminal—140,000 SF of vacant indoor/outdoor space, and other NFTA-owned property and rights-of-way. The study will recommend service adjustments and capital projects to address existing and near-term development and attractions for the Districts and transit demand generators along the Metro Rail line.

Total Project Cost: \$ 200,000

REDC Recommended ESD grant:
\$40,000

5 Yr Jobs Created/Retained: 0

5 Yr Jobs Indirect: 0

Applicant: Niagara Frontier Transportation Authority (NFTA)

Priority Project Funding

CFA #: 28627

Total CFA Ask: \$40,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$40,000	Planning Study	\$200,000
NYS Tax Credits	\$0		
Other State Funds	\$0		
Other Public Funds	\$160,000		
Total Public Funds	\$200,000		
Private Sources of Funds			
Private	\$0		
Not-for-Profit	\$0		
Total Private Funds	\$0	Total Cost	\$200,000

Budget Narrative

Funds will be used for the future planning study. NFTA will provide \$160,000 towards the total project cost.

Dunkirk Seawall and Lake Front Redevelopment

Dunkirk, Chautauqua County

This project targets waterfront redevelopment and tourism. Dunkirk Festivals will host more events along the waterfront once redevelopment is completed. The amenities in this project will help attract visitors to the Wright Park Beach for recreation. As part of the Sea Wall project, the City will attract small business to provide rental equipment for recreation, and local food and retail vendors to draw more visitors.



The City of Dunkirk will reconstruct the Lakefront Boulevard Seawall and redevelop Lakefront Boulevard into a tourist destination. The existing seawall is over 80 years old and needs replacement, not only for aesthetics, but for safety. The Project will support uses along the City's beaches and allow for increased lakefront recreational opportunities. New pedestrian and bicycle paths will be installed and will connect to the existing paths near Point Gratiot and in Wright Park. Other recreational amenities will greatly improve the visitor experience including: splash pad, playground, skating rink, outdoor showers, bike racks, drinking fountains, public bathroom reconstruction, and increased parking. The City will also work with businesses to rents bikes, kayaks, and paddle boats.



Implement Smart Growth

Total Project Cost: \$3,082,540

REDC Recommended ESD grant:
\$606,000

5 Yr Jobs Created/Retained: 0

5 Yr Jobs Indirect: 55

Applicant: City of Dunkirk, New York

Priority Project Funding

CFA #: 30205

Total CFA Ask: \$606,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$1,755,620	Construction/Renovation	\$2,652,920
NYS Tax Credits	\$0	Furniture & Fixtures	\$124,620
Other State Funds	\$0	Scoping & Pre-Development	\$295,000
Other Public (City to Bond Necessary Funds)	\$1,326,920	Administration	\$10,000
Total Public Funds	\$3,082,540		
Private Sources of Funds			
Private	\$0		
Not-for-Profit	\$0	Total Cost	\$3,082,540
Total Private Funds	\$0		

Budget Narrative

City is seeking 64% of project costs (\$ 1,755,620) from various REDC funding sources. It is offering to bond for the remaining funds required to complete the project (\$1,326,920).

Brownfield Land Acquisition

Lackawanna, Erie County

Brownfield redevelopment is an essential component of smart growth, as both seek to return abandoned and underutilized sites to their fullest potential as community and economic assets. Using smart growth principles in brownfield redevelopment can create greater benefits from the reuse of infill sites, reduce demand for land for development on the urban fringe, and improve the regional air and water quality.



Implement Smart Growth



Erie County will purchase approximately 94 acres of brownfield property on the former Bethlehem Steel site in the City of Lackawanna. The proposed project includes property acquisition, site remediation, site grading, access road, utilities and associated infrastructure to make the 94 acres of industrial zoned land shovel ready. The region has a dwindling amount of 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 US market. This site is very unique. It currently has rail facilities that connect to national and international rail carriers and a deep water port that accepts both national and international shipping vessels for loading and unloading cargo.

Total Project Cost: \$16,000,000

REDC Recommended ESD grant: \$6,400,000

5 Yr Jobs Created/Retained: 0

5 Yr Jobs Indirect: 60

Applicant: County of Erie

Priority Project Funding **CFA #: 32040**

Total CFA Ask: \$6,400,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$6,400,000	Property Acquisition	\$2,000,000
NYS Tax Credits	\$0	Construction/Renovation	\$2,000,000
Other State Funds	\$4,400,000	Site Preparation	\$2,400,000
Other Public Funds	\$4,900,000	Rail Relocation (PH1)	\$4,700,000
Total Public Funds	\$ 15,700,000	Waterline Installation	\$600,000
Private Sources of Funds		Rail Relocation (PH2)	\$1,800,000
Private	\$ 300,000	New Infrastructure	\$2,500,000
Not-for-Profit	\$0		
Total Private Funds	\$300,000		
		Total Cost	\$ 16,000,000

Budget Narrative

The total cost for Business Park 2 is \$16,000,000. Erie County is providing \$4,900,000 in Capital Bond funds, National Grid has provided \$300,000 and NYSDOT Multi-modal funding has provided \$4,400,000 for a total of \$9,600,000 in non CFA funding. Erie County is requesting \$6,400,000 in CFA funds to complete the funding necessary to redevelop this underutilized brownfield into a shovel ready business park.

McNallie Building Rehabilitation

Town of Randolph, Cattaraugus County

The project promotes smart growth in the revitalization of downtown Randolph by encouraging community and stakeholder collaboration in development decisions through long-term comprehensive planning. The project will maximize financial return by creating rentable living space for persons with low-to-moderate incomes and leveraging property owner's matching funds.



Photo credit: by Deb Everts, The Salamanca Press

This project will focus on 112 & 114 Main Street, the McNallie buildings, the anchor buildings of the already established target zone from a 2010 NY Main Street project. Long ignored and vacant, these buildings, now in the hands of experienced developers, will become the shining jewel in the downtown. Renovations include removing the old vinyl siding on store fronts and repointing bricks, repairing the windows and doors, adding attractive awnings and signage, and adding energy efficient upgrades.



Implement Smart Growth

Total Project Cost: \$327,463

REDC Recommended ESD grant:
\$65,493

5 Yr Jobs Created/Retained: 0

5 Yr Jobs Indirect: 20

Applicant: Town of Randolph

Priority Project Funding

CFA #: 28047

Total CFA Ask: \$65,493

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$65,493	New construction	\$304,618
NYS Tax Credits	\$0	Land Acquisition	\$22,845
Other State Funds	\$ 230,000		
Other Public Funds	\$31,970		
Total Public Funds	\$ 327,463		
Private Sources of Funds			
Private	\$0		
Not-for-Profit	\$0	Total Cost	\$327,463
Total Private Funds	\$0		

Budget Narrative

The requested amount leverages \$230,000 in other NYS program funds to make vital investment in the Town of Randolph's central business district

Rushford Elementary School

Rushford, Allegany County

In line with the Town of Rushford’s Community Plan, this adaptive reuse project creates new housing and commercial space in a historic former elementary school, while preserving the Town’s open spaces. The project will help consolidate and right-size the school district’s facilities and will add to the density in the Town’s commercial center. Repurposing the building will take the facility off state and local budgets and will create private sector development.



Implement Smart Growth



The former Rushford Elementary School, which sits on a campus of recreational fields and green space, will be redeveloped for senior housing and/or commercial offices. The building is in need of shell and infrastructure improvements including the design and replacement of the building’s roof and boiler, and restoration of the building’s masonry exterior, including brick replacement, cleaning, re-pointing, and resealing.

Total Project Cost: \$1,708,130

REDC Recommended ESD grant:
\$781,097

5 Yr Jobs Created/Retained: 7

5 Yr Jobs Indirect: 38

Applicant: Cuba Rushford Central School District

Priority Project Funding

CFA #: 32439

Total CFA Ask: \$781,097

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$1,281,097	Construction/Renovation	\$1,486,710
NYS Tax Credits	\$0	Architectural/Engineering	\$148,700
Other State Funds	\$0	Contractual Services	\$72,720
Other Public Funds	\$427,033		
Total Public Funds	\$1,708,130		
Private Sources of Funds			
Private	\$0		
Not-for-Profit	\$0		
Total Private Funds	\$0		
		Total Cost	\$1,708,130

Budget Narrative

The estimated total construction for the facility to be converted to senior apartments is approximately \$3,100,000. The Amount that could be generated in revenue from that project is approximately \$240,000 annually. The financing gap is \$1,708,130. The School District is seeking a means to reduce the renovation costs for future development and complete the building shell and infrastructure project, in order to make the overall plan viable.

Computing Infrastructure

Buffalo, Erie County

Fostering rapid innovation in the development of new products and processes is central to sustainable economic growth. High performance computation (HPC) and (big) data analytics, such as those at UB's Center for Computational Research (CCR) are an indispensable core tool in the quest for innovation across nearly every industry sector. CCR's expanded capabilities will serve as an engine for knowledge discovery, economic development and job creation in WNY across industry sectors, adding particular value to the region's developing Advanced Manufacturing, Health/ Life Sciences, Higher Education and IT sectors.



CCR proposes to expand its high performance computing and data analytics resources to provide WNY industry and organizations with on-demand, immediate access to advanced computing and storage infrastructure. Access to advanced computing resources, including personnel with expertise in high performance computing and data analytics is critical to small and medium sized businesses as few, if any, can afford the costs of advanced computing infrastructure or personnel with the requisite expertise. The proposed computation resources will foster innovation and will enable rational design and a reduced development cycle. The proposed project will be carried out by CCR, located in the NYS Center of Excellence in Bioinformatics and Life Sciences building in downtown Buffalo, NY.



Entrepreneurship

Total Project Cost: \$ 9,020,000

REDC Recommended ESD grant: \$3,000,000

5 Yr Jobs Created/Retained: 11

5 Yr Jobs Indirect: 236

Applicant: UB's Center for Computational Research (CCR)

Priority Project Funding CFA #: 30142

Total CFA Ask: \$ 3,000,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$3,000,000	Equipment and Machinery	\$9,020,000
NYS Tax Credits	\$0		
Other State Funds	\$0		
Other Public Funds	\$2,820,000		
Total Public Funds	\$ 5,820,000		
Private Sources of Funds			
Private	\$3,200,000		
Not-for-Profit	\$0	Total Cost	\$9,020,00
Total Private Funds	\$3,200,000		

Budget Narrative

All sources of funds will be applied to the purchase of equipment and machinery and the personnel resources to operate it.

Trades Job Training Facility

Niagara Falls, Niagara County

This project proposes to reuse a fire station as a trades jobs training facility for unemployed residents of Niagara Falls. The students trained at the facility will work on renovating City owned condemned properties which will then be sold below market rates and the profits will be returned to the program. Students who complete the certificate program will be assisted in securing employment following completion.



Prepare Our Workforce



The Niagara Falls Trades Job Training Facility Project will renovate a vacant, city-owned commercial structure at 3712 Highland Avenue, and create a trades employment center for The Isaiah 61 Project. 3712 Highland Avenue is a two story, 4,240 SF building that was once a fire hall. This project will return a dilapidated structure to the tax roll, prevent a costly demolition, and help the Isaiah 61 Project advance its successful home renovation/job training program in the City of Niagara Falls. The Isaiah 61 Project and the City of Niagara Falls started a home renovation/trades job training program with the Isaiah 61 Project in late 2012. Under employed city residents take part in an eight week apprentice program that teaches them on-the-job trades skills while the home is renovated for a first time home buyer, who must live in the home for at least five years.

Total Project Cost: \$ 661,000

REDC Recommended ESD grant:
\$ 132,000

5 Yr Jobs Created/Retained: 0

5 Yr Jobs Indirect: 360

Applicant: The City of Niagara Falls - Community Development Department

Priority Project Funding

CFA #: 32533

Total CFA Ask: \$132,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$132,200	Construction/Renovation	\$661,000
NYS Tax Credits	\$0		
Other State Funds	\$0		
Other Public Funds	\$528,800		
Total Public Funds	\$ 661,000		
Private Sources of Funds			
Private	\$0		
Not-for-Profit	\$0		
Total Private Funds	\$0	Total Cost	\$661,000

Budget Narrative

All of the funding will be used for construction related to the renovation of the firehouse. City of Niagara Falls will contribute \$478,800 and HUD (CDBG) will contribute \$50,000.

Herschell Carrousel Factory Museum

North Tonawanda, Niagara County

Herschell Carrousel Factory Museum is a family-friendly attraction and an unique cultural asset that interprets an industry significant to WNY’s history. The museum is a keystone for tourism development and downtown revitalization in North Tonawanda. It provides affordable recreational and learning opportunities that draw visitors and contribute to quality of life for residents; and its location adjacent to downtown North Tonawanda draws visitors to local restaurants and shops.



Restoration of the Allan Herschell Company office building at 39 Geneva Street will complete the restoration of this historic museum complex and contribute significantly to the goals of the Herschell Carrousel Factory Museum—to interpret the operation and contributions of the company to family recreation in the United States. The project will include foundation work and reconstruction of the original roof line, windows, doors, siding, mechanical systems, plumbing, painting, and site improvements.

Total Project Cost: \$268,900
REDC Recommended ESD grant: \$134,000
5 Yr Jobs Created/Retained: 4
5 Yr Jobs Indirect: 15

Applicant: Carousel Society of the Niagara Frontier

Priority Project Funding	CFA #: 26593
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Total CFA Ask: \$134,450

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$134,450	Arch/Engineering	\$22,750
NYS Tax Credits	\$0	Environmental, legal	\$5,900
Other State Funds	\$0	Construction/Renov.	\$235,250
Other Public Funds	\$0	Grant Administration	\$5,000
Total Public Funds	\$ 134,450		
Private Sources of Funds			
Private	\$134,450		
Not-for-Profit	\$0		
Total Private Funds	\$134,450	Total Cost	\$268,900

Budget Narrative

All of the requested funds will be used to leverage fundraising to fill the gap towards the renovation and revitalization of this historic structure.

Darwin D. Martin House Interior Restoration

Buffalo, Erie County

The development of significant tourism assets, such as Buffalo's world-class, architectural masterpiece, the Darwin Martin House, with investments in bricks and mortar projects are regional priorities. Investing in the Martin House will ensure long-term, sustainable benefits, both economically and in terms of our area's ability to market its art and architectural assets.



Based upon the performance of other Frank Lloyd Wright attractions and comparable historic sites in the U.S., independent expert consultants project a fully restored Martin House Complex will attract 50,000 to 80,000 visitors annually, generating an annual impact of \$17.6 million of which \$8.34 million will be the earnings and wages for 198 workers. The ripple effect from increased tourism spending will provide a healthy infusion to the regional and state economies. The Martin House also plays an important role as an urban destination and is a positive force in the revitalized Parkside neighborhood and the City of Buffalo at large. The Martin House has been undergoing restoration for 15 years, but is currently in the final major phase—the interior of the Martin House.

Total Project Cost: \$3,350,000
REDC Recommended ESD grant: \$750,000
5 Yr Jobs Created/Retained: 0
5 Yr Jobs Indirect: 38

Applicant: Martin House Restoration Corporation

Priority Project Funding	CFA #: 31018
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Total CFA Ask: \$750,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$750,000	Restoration	\$ 3,350,000
NYS Tax Credits	\$0		
Other State Funds	\$0		
Other Public Funds	\$400,000		
Total Public Funds	\$ 1,150,000		
Private Sources of Funds			
Private	\$2,200,000		
Not-for-Profit	\$0		
Total Private Funds	\$2,200,000	Total Cost	\$3,350,000

Budget Narrative

The requested ESD Grant Funds will join existing public resources and extensive private and philanthropic resources to complete this final phase of restoration.

Lockport Ice Arena

Lockport, Niagara County

The project is intended to reverse the tide of disinvestment in Lockport’s downtown and act as a catalyst for revitalization of the community. Further, the current market for such a facility is grossly underserved, thus the project will draw hockey tournaments infusing the city with local tourism dollars.



The project involves demolishing a long vacant supermarket and investing \$11 million in capital costs for the Lockport Ice Arena and Sports Center—a 90,000SF, two-pad hockey arena with related retail space located in the heart of downtown Lockport. The project will fill a specific need for ice time in the region, helping to increase youth access to hockey and figure skating, establish a pipeline for higher level hockey, and complement Buffalo’s new HarborCenter. The business plan projects that the arena will serve 21,000 skaters, employ over 25 individuals, and generate up to \$3,000,000 in annual tax revenue for Niagara County.

Total Project Cost: \$11,000,000
REDC Recommended ESD grant: \$2,000,000
5 Yr Jobs Created/Retained: 25
5 Yr Jobs Indirect: 78

Applicant: Lockport Ice Arena and Sports Center, Inc.

Priority Project Funding	CFA #: 31014
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Total CFA Ask: \$2,000,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$2,000,000	Construction/Renov.	\$10,600,000
NYS Tax Credits	\$0	Furniture & fixtures	\$400,000
Other State Funds	\$0		
Other Public Funds	\$0		
Total Public Funds	\$ 2,000,000		
Private Sources of Funds			
Private	\$4,400,000		
Not-for-Profit	\$4,600,000		
Total Private Funds	\$9,000,000	Total Cost	\$11,000,000

Budget Narrative

This project has received \$3,600,000 from the Grigg Lewis Foundation, a potential \$1,000,000 challenge grant from a local foundation and \$4,000,000 in bank financing. Additionally, the applicant is engaged in community fundraising to bridge the gap.

Historic Hollywood Theater

Gowanda, Cattaraugus County

The development of this project, along with other tourism resources, has the potential to mold the economic future of this rural tri-county area. Partnerships among historic sites, cultural attractions and outdoor adventure businesses have the ability to capture a growing tourism market. The re-opening of the historic theater will create jobs, encourage heritage tourism, and give local business owners an opportunity to capitalize on this unique historic asset.



This is a multi-phase restoration project of the 1926 Hollywood Theater in the Gowanda Village Historic District. Bringing the building into current code and ADA compliance along with updating MEP systems is being done with sensitivity to the building's strong historic character. Since nearly all of the theater's original features are still intact, there is a rare opportunity to restore and preserve a piece of history that is unique to the region. The outcome will be a fully occupied building on Main Street which will function as a regional multi-use facility for the visual and performing arts.

Total Project Cost: \$833,333

REDC Recommended ESD grant: \$166,667

5 Yr Jobs Created/Retained: 5

5 Yr Jobs Indirect: 17

Applicant: Gowanda's Historic Hollywood Theater, Ltd.

Priority Project Funding	CFA #: 26924
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Total CFA Ask: \$166,667

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$166,667	Architecture/Engineering	\$122,000
NYS Tax Credits	\$0	Construction/Renovation	\$657,933
Other State Funds	\$500,000	Contractual Services	\$53,400
Other Public Funds	\$0		
Total Public Funds	\$ 666,667		
Private Sources of Funds			
Private	\$166,666		
Not-for-Profit	\$0		
Total Private Funds	\$166,666	Total Cost	\$833,333

Budget Narrative

Total public funds requested from NYS in CFA Round 3 includes \$166,667 (ESD Grant Funds) and \$500,000 (NYS Parks). The private funds are already committed to the project.

Chautauqua Regional Water

Mayville, Chautauqua County

Formation and construction of the northern Chautauqua County Water District will supply water to approximately 36,000 residential users and a cluster of major WNY food processors.



These large water customers have stressed that in order to continue and expand their operations they need a stable, cost effective, and reliable supply of water to ensure their continued presence in the area. The formation and construction of the northern Chautauqua County Water District will consolidate the municipal water supplies in the northern part of the County from the Village of Brocton to the Village of Silver Creek, including the Towns of Dunkirk, Hanover, Pomfret, Portland, Sheridan and the City of Dunkirk. This will leverage existing infrastructure, reinforce all water delivery infrastructure, expand water service area and volume, and ensure safe, dependable, and quality water.

Total Project Cost: \$30,400,000
REDC Recommended ESD grant: \$6,100,000
5 Yr Jobs Created/Retained: 0
5 Yr Jobs Indirect: 275

Applicant: Chautauqua County New York

Priority Project Funding	CFA #: 27276
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Total CFA Ask: \$6,100,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$6,100,000	New construction	\$30,050,000
NYS Tax Credits	\$0	Land Acquisition*	\$150,000
Other State Funds	\$150,000	Soft Costs / Other	\$200,000
Other Public Funds	\$24,150,000		
Total Public Funds	\$ 30,400,000		
Private Sources of Funds			
Private	\$0		
Not-for-Profit	\$0		
Total Private Funds	\$0	Total Cost	\$30,400,000

Budget Narrative

The primary source of funds will be a \$23,750,000 General Obligation Bond Issue from Chautauqua County. The Chautauqua County Legislature is expected to approve this bond issue in an upcoming session. The County has received a \$150,000 ARC grant and has applied for a \$400,000 Local Government Efficiency Grant from DOS.

Sustainable Advanced Manufacturing Center

Wellsville, Allegany County

The project will create facilities that will train students in methods desired by advanced manufacturers. SAMC and the already operational zero energy residential learning laboratory will expand existing programs by 50%—exposing 90 -140 students annually to sustainable manufacturing techniques. The facility will also be used to train 40-50 individuals annually from existing manufacturers in the local area.



Advanced Manufacturing



The proposed SAMC will integrate Alfred State’s existing machine tool, welding, and drafting/CAD students into a highly energy efficient facility where students will be trained in state-of-the-art techniques in sustainable manufacturing, including lighting, HVAC, motor upgrade, process improvements through waste reduction and LEAN Six Sigma processes. The center will also be used for prototyping and to assist manufacturers in the development of new products and systems. The center includes high-end monitoring and automation systems and controls that monitor renewable energy, heat recovery systems, geothermal heating and cooling, small wind, photovoltaic systems and solar thermal for heating water.

Total Project Cost: **\$5,000,000**

REDC Recommended ESD grant:
\$500,000

5 Yr Jobs Created/Retained: **3**

5 Yr Jobs Indirect: **41**

Applicant: Alfred State College

Priority Project Funding

CFA #: 32053

Total CFA Ask: \$500,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$ 500,000	New construction	\$4,500,000.00
NYS Tax Credits	\$0	Production-machinery & equipment	\$500,000.00
Other State Funds	\$0		
Other Public Funds/	\$4,500,000		
Total Public Funds	\$ 5,000,000		
Private Sources of Funds			
Private	\$0		
Not-for-Profit	\$0		
Total Private Funds	\$0	Total Cost	\$5,000,000.00

Budget Narrative

Project will primarily be funded by a SUNY 2020 Grant of (4,500,000.00). The balance will be CFA Funding.

Rare Earth Recycling

Niagara Falls, Niagara County

This project’s scope will gain global recognition as the first rare earth recycling facility in the US. TAM Ceramics will collaborate with Dream It Do It WNY, Niagara County Community College and Orleans Niagara BOCES to develop skills training to fill job openings, and will work with Alfred University and University at Buffalo to develop advanced technologies, rare earth materials uses, and process efficiencies.



TAM Ceramics is a 107 year old manufacturing company engaged in advanced material, powder, and chemical processing. TAM Ceramics is partnering with ReNew to reclaim valuable rare earth materials such as magnets, and sell the rare earth materials to markets. ReNew owns the technology to reclaim the rare earths and will develop the supply chain. TAM will process components, also called post-consumer electronic waste, and convert them into usable and highly valuable rare earth materials. The potential customers are magnet alloy producers, and phosphor producers for catalyst products, polishing compounds, ceramics, batteries, and chemicals markets.



Advanced Manufacturing

Total Project Cost: **\$3,676,369**

REDC Recommended ESD grant:
\$500,000

5 Yr Jobs Created/Retained: **30**

5 Yr Jobs Indirect: **10**

Applicant: TAM Ceramics Group of NY, LLC

Priority Project Funding

CFA #: 30330

Total CFA Ask: \$750,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$750,000	Const.	\$550,000
NYS Tax Credits	\$0	M&E	\$3,016,369
Other State Funds	\$0	Planning	\$100,000
Other Public Funds	\$0	FF&E	\$10,000
Total Public Funds	\$ 750,000		
Private Sources of Funds			
Private	\$2,926,369		
Not-for-Profit	\$0		
Total Private Funds	\$2,926,369	Total Cost	\$3,676,369

Budget Narrative

Funding will be applied to planning, engineering, and construction of the new expansion. TAM Ceramics will contribute the balance of the funds.

Flying Bison New Brewery

Buffalo, Erie County

Moving the Flying Bison brewery will greatly increase the company's ability to grow the business. Across the nation growing numbers of small breweries are having positive effects on the communities where they are located. Flying Bison will be an attraction in downtown Buffalo and have a significantly positive effect on the overall neighborhood.



Advanced Manufacturing



The Flying Bison Brewery is looking to relocate from its current location on Ontario Street to a new location in the City of Buffalo. They have identified a potential site and are looking to purchase this building and make the necessary modifications for use as a brewery. As part of this project, the company will purchase additional brewing and bottling equipment to increase production. Flying Bison is growing and looking to sell in other markets which could greatly increase sales. They will also add a new tasting room to the brewery to allow people to visit the brewery and taste the beer.

Total Project Cost: \$2,540,000
REDC Recommended ESD grant: \$500,000
5 Yr Jobs Created/Retained: 5
5 Yr Jobs Indirect: 5

Applicant: Matt Brewing Co., Inc.

Priority Project Funding CFA #: 32601

Total CFA Ask: \$500,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$500,000	Property Acquisition	\$1,750,000
NYS Tax Credits	\$0	Site Preparation	\$70,000
Other State Funds	\$0	Equipment & Machinery	\$150,000
Other Public Funds	\$0	Construction/Renovation	\$320,000
Total Public Funds	\$0	Shipping/Installation	\$200,000
Private Sources of Funds		Furniture and Fixtures	\$50,000
Private	\$2,040,000		
Not-for-Profit	\$0		
Total Private Funds	\$2,040,000	Total Cost	\$2,540,000

Budget Narrative

Funding for acquisition and renovation costs are to be provided by state, private (\$475,000), and lenders (\$1,565,000).

Clinical Implementation of Next Generation Sequencing

Buffalo, Erie County

This is a continuation of an initiative to create the Center for Personalized Medicine (CPM) launched by Roswell Park Cancer Institute (RPCI). The initially funded genomic research has evolved from only sequencing for research to developing a comprehensive, clinically based gene test providing therapeutic results for cancer patients at time of diagnosis. Next Generation Sequencing clinical implementation is a critical next step for this work.



Health | Life Sciences



Initial goals of this project include establishing Next Generation Sequencing (NGS) genomic capabilities in a research setting while creating 45 jobs. RPCI will partner with Computer Task Group (CTG) and examine the genomic testing industry—a path evolved to capture a commerial opportunity leveraging RPCI’s cancer care, research, and genomic testing expertise. CTG’s health IT expertise, including being one of the top two largest electronic health record (EHR) implementers in the world, combined with CTG’s relationships with 600 U.S. hospitals and payers is being used to assemble assets that create unique services to a rapidly growing genomic testing market.

Total Project Cost: \$28,000,000

REDC Recommended ESD grant:
\$3,324,743

5 Yr Jobs Created/Retained: 15

5 Yr Jobs Indirect: 0

Applicant: Personalized Medicine Pathways LLC

Priority Project Funding

CFA #: 31980

Total CFA Ask: \$5,000,000

Sources of Funds		Uses of Funds	
Public Sources of Funds		Use	Amount
NYS Capital Funds	\$ 5,000,000	(M&E) 2 Ion Torrent Sequencers	\$1,500,000
NYS Tax Credits	\$ 0	(M&E) Bioinformatics Licenses	\$ 500,000
Other State Funds	\$0	(M&E) EMR integration solution enhancement	\$1,000,000
Other Public Funds	\$0	(M&E) Roswell and CTG Capital Investments	\$20,500,000
Total Public Funds	\$ 5,000,000	(M&E) disk storage, high performance computing cluster, capital project modification to computer room.	\$2,000,000
Private Sources of Funds		Contractual Services	\$2,500,000
Private	\$23,000,000		
Not-for-Profit	\$0		
Total Private Funds	\$23,000,000	Total Cost	\$28,000,000

Budget Narrative

This is a continuation of the Center for Personalized Medicine initiative at RPCI. Aside from funds granted by ESD through the CFA, the funding will be provided by both Computer Task Group and Roswell Park. CTG and RPCI plan to create a for profit LLC (Personalized Medicines Pathways LLC) which will “provide a commercial arm for sustainability of RPCI’s CPM and CTG’s genomic product line.

Other Council Priority Projects

Strategy: IMPLEMENT SMART GROWTH

CFA #	Applicant Name	Project Name	Total Funding Request
28486	Boys and Girls Clubs of Buffalo Inc.	Butler Mitchell Clubhouse	\$401,070
32390	Buffalo Neighborhood Stabilization Corporation	BNSC Vision Niagara Feasibility Study	\$20,000
25697	Chautauqua County Department of Planning Economic & Development	Northern Chautauqua County LWRP	\$65,000
32659	Chautauqua Home Rehabilitation and Improvement Corporation (CHRIC)	Village of Brockton Main Street	\$150,000
30922	City of Buffalo	Buffalo Green Code Implementation	\$225,000
27923	City of Lackawanna	City of Lackawanna LWRP	\$90,000
27920	City of Lackawanna	Recreational Trail	\$132,060
28377	City of North Tonawanda	Gratwick Marina Redevelopment	\$708,125
30370	City of Olean	Forness Park Pedestrian Bicycle Path	\$350,000
30511	Niagara Frontier Transportation Authority (NFTA)	Green Roof Bus Shelters	\$292,500
32585	North Park Theater Inc.	North Park Theater Restoration Project	\$70,000
32351	Polish Community Center of Buffalo Inc.	Hope House	\$2,150,000
30853	Town of Amherst Development Corp.	Pepper Tree Heights	\$7,500,000
31655	Rural Revitalization Corp dba NeighborWorks Home Resources	North Union Street Project	\$200,000
31143	Village of Cattaraugus	Emergency Water System Improvements	\$600,000
31534	Village of Depew	Sanitary and Storm Water System Engineering Study	\$50,000
31775	Village of Lancaster	Downtown Lancaster Revitalization Program	\$200,000
28429	Village of Lewiston	Village of Lewiston LWRP	\$20,250
28734	Village of Little Valley	Wastewater Treatment Facility Feasibility Study	\$25,000
30470	Village of Williamsville	Village of Williamsville & Erie County Water Authority Water System Consolidation Implementation Project	\$400,000
31530	Village of Williamsville	Sanitary Sewer System Study	\$30,000
27976	Village of Williamsville	Williamsville Meeting House Restoration Project	\$133,918
30254	Valley Community Association Inc.	Buffalo River Fest Park Lodge	\$950,000

Strategy: FOSTER A CULTURE OF ENTREPRENEURSHIP

CFA #	Applicant Name	Project Name	Total Funding Request
32303	Triad Recycling and Energy	Triad Recycling Expansion	\$500,000

Strategy: PREPARE OUR WORKFORCE 

CFA #	Applicant Name	Project Name	Total Funding Request
28951	Buffalo Arts and Technology Center	Industry-Demand Driven Training	\$100,000
31559	City of Buffalo Board of Education	Buffalo City School District	\$90,000
26875	Erie 1 BOCES	Advanced Manufacturing Training	\$100,000
30869	Erie Community College	Industrial Mechanical Technician Program	\$88,800
31399	Everywoman Opportunity Center Inc.	Project Fresh Start	\$200,000
31627	Ford Motor Company	Electrical Skilled Trades Training	\$72,000
28709	Jamestown Community College	Workforce Training	\$99,900
31710	K-TECHnologies	Existing Employee Training	\$55,577
31637	McHone Industries Inc.	Quality ISO 9000 Compliance Audit Project	\$25,900
26615	New York State Industries for the Disabled, Inc.	Cultivating Resources for Employment with Assistive Technology (CREATE)	\$84,500
29072	Niagara Thermal Products LLC	Existing Employee Training Program-Lean Six Sigma	\$31,250
32230	Rolite Manufacturing, Inc.	Metal Manufacturing Training	\$13,000

Strategy: TOURISM 

CFA #	Applicant Name	Project Name	Total Funding Request
28207	Buffalo Fine Arts Academy	Albright Knox Innovation Laboratory	\$100,000
27534	Central Terminal Restoration Corp.	Center for Restoration Arts Sciences	\$30,000
26761	City of Jamestown	The Greater Jamestown Riverwalk Trail	\$499,955
28722	Gowanda Area Redevelopment Corp.	Gowanda Zoar Valley Gateway Park	\$500,000
30844	The Lucy Desi Center for Comedy	National Comedy Center Development	\$500,000
31384	Market Arcade Film Arts Centre	Market Arcade Film Arts Centre	\$100,000
32295	Niagara Tourism Convention Corporation	Regional Marketing and Branding Study	\$300,000
32161	Reg Lenna Civic Center	Digital Projection System	\$75,000
30592	Silo City	Silo City Public Access Cultural and Recreational Waterfront Park	\$199,060
31492	Visit Buffalo Niagara	National Garden Festival	\$50,000

Strategy: ENERGY 

CFA #	Applicant Name	Project Name	Total Funding Request
29390	Buffalo Niagara Medical Campus Inc.	BNMC Green Commons	\$2,186,500
31669	NOCO Energy Corp.	River Road NGV Station and WNY NGV Fleet Additions	\$2,400,000
30776	We Care Transportation	Fleet Conversion to CNG	\$4,995,000

Regionally Significant Council Priority Projects

Strategy: IMPLEMENT SMART GROWTH



CFA #	Applicant Name	Project Name	Total Funding Request
27929	Allegany County	Comprehensive School Plan	\$67,669
27140	Blessed Trinity Catholic Church	Restoration of Blessed Trinity Catholic Church	\$327,349
31785	Buffalo Sewer Authority	Post Demolition Bioswales	\$13,544,920
32579	Chautauqua Home Rehabilitation and Improvement Corporation (CHRIC)	Village of Sherman Main Street Improvements	\$20,000
26878	Chautauqua Lake Snowmobile Club	New Groomer Project	\$139,600
29179	City of North Tonawanda	Erie Canal Bike Path Extension	\$144,707
28139	City of Olean	Bradner Stadium Renovation Project	\$461,560
29731	Erie County	Regional Niagara River/Lake Erie Watershed Management Plan Phase 2	\$761,745
32152	Erie County Division of Sewerage Management	Aurora North Pumping Station Elimination	\$5,000,000
32679	Frank Lloyd Wright's Fontana Boathouse	Secure Access	\$50,000
28625	Hamburg Development Corporation	Village of Blasdell Main Street Improvements	\$174,617
28609	Lumber City Development Corporation	Oliver Street Revitalization	\$200,000
28679	Massachusetts Avenue Project	Growing Green	\$60,000
27347	NeighborWorks Home Resources	North Union Street Project	\$350,000
29767	Niagara Arts and Cultural Center, Inc.	Grand Theater Restoration	\$500,000
30630	Nussbaumer Clarke Inc.	Mang Park Green Improvement Project	\$205,307
29683	PUSH Buffalo	Green Workforce	\$100,000
31916	South Center Chautauqua Lake Sewer District	Sewer District Consolidation Study and Preliminary Design	\$50,000
28997	Southern Tier West Regional Planning and Development Board	Stormwater Demonstration Site Project	\$172,800
27819	Town of Newstead	Newstead Recreational Trail Expansion Project	\$200,000
28432	Town of Porter	Town of Porter LWRP	\$34,250
29550	Town of Randolph	Revitalizing Downtown Randolph Phase II	\$200,000
30178	Village of Barker	Storm Drainage Improvement Project	\$600,000
31681	Village of Celoron	Improvements to Lucille Ball Memorial Park	\$166,821
29677	Village of Williamsville	Spring Street Green Infrastructure Project	\$3,001,860
30826	Town of Amherst	Amherst Parks Improvements	\$136,000
28434	Town of Amherst	Town of Amherst Nature View Park Trail Improvement Project	\$103,375
28495	Trinity Church	Trinity Window Protection Project	\$193,590
29436	University District Community Developmnt Association Inc.	Uptown Theater Project	\$150,000

Strategy: FOSTER A CULTURE OF ENTREPRENEURSHIP 

CFA #	Applicant Name	Project Name	Total Funding Request
28309	Bufflo Media Resources aka Squeaky Wheel	Digital Media Lab	\$22,314

Strategy: PREPARE OUR WORKFORCE 

CFA #	Applicant Name	Project Name	Grant Request
31527	Baker Victory Services	Lean Training through the University at Buffalo's Center for Industrial Effectiveness (TCIE)	\$10,450
32089	Buffalo Hearing Speech Center	Lean Training through the University at Buffalo's Center for Industrial Effectiveness (TCIE)	\$17,903
31659	Buffalo Wire Works	Lean Project Initiative	\$15,164
30647	Catholic Health System Inc.	Regional Training Center	\$5,800,000
31244	Community Health Care Association of New York State	Community HealthCorps	\$247,006
29823	Evolution Dental Science	Digital Clinical Technician	\$2,271,600
29304	Ford Motor Company	Buffalo Stamping Plant	\$20,000,000
28994	Goodwill Industries of Western New York Inc.	The Goodwill Job Center	\$91,000
32380	Just Buffalo Literary Center Inc.	After-School Writing Center	\$75,000
27997	Medaille College	Medaille College	\$47,754
31170	Niagara County Community College	Unemployed Worker Training Program	\$25,397
30906	Niagara County Community College	Learning Commons to Prepare the Workforce	\$5,000,000
31947	Niagara University	Niagara Works	\$99,500
31526	The Service Collaborative of WNY	Opportunity Corps	\$247,611
32667	Trek Inc.	Certified Lean Six Sigma BlackBelt	\$15,000
29336	Trocaire College	College Access Challenge Grant	\$50,000

Strategy: TOURISM 

CFA #	Applicant Name	Project Name	Total Funding Request
30564	Arts Services Initiative of Western New York	WNY Cultural Heritage Project	\$80,500
29834	Buffalo Philharmonic Orchestra	International Programming	\$100,000
28196	MusicalFare Theatre	The Next Stage Capital Equipment Purchases	\$15,081
32472	Riviera Theatre and Organ Preservation Society Inc.	Riviera Theatre Expansion	\$1,593,000
31312	Visit Buffalo Niagara	Canadian Marketing Initiative Year 2	\$250,000
30130	Zoological ociety of Buffalo Inc.	Arctic Exhibit Holding and Infrastructure	\$500,000

Strategy: AGRICULTURE 

CFA#	Applicant Name	Project Name	Grant Request
30539	Eden Regional Farm Museum	Southtowns Regional Farm Museum and Agritourism Project	\$350,000
28466	Eden Valley Growers	Food Hub Expansion	\$205,000

Strategy: ENERGY 

CFA#	Applicant Name	Project Name	Total Funding Request
28006	Boston Valley Terra Cotta	Terra Green Recycle and Efficiency	\$157,500
31846	Erie County Dept. of Environment & Planning	Erie County Energy & Sustainability Plan	\$400,000
29973	Erie County Division of Sewerage Management	Rush Creek Interceptor	\$5,000,000
29000	Jamestown Board of Public Utilities	Jamestown CNG Station & Fleet Conversion	\$1,360,000

Hot Spot, Excelsior, and Opportunity Agenda Projects

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Strategy: Innovation Hot Spot

CFA #	Applicant Name	Project Name	Total Project Cost	Total Funding Request
28193	University at Buffalo	WNY Hot Spot and Business Incubator	\$1,145,000	\$375,000

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Strategy: Excelsior

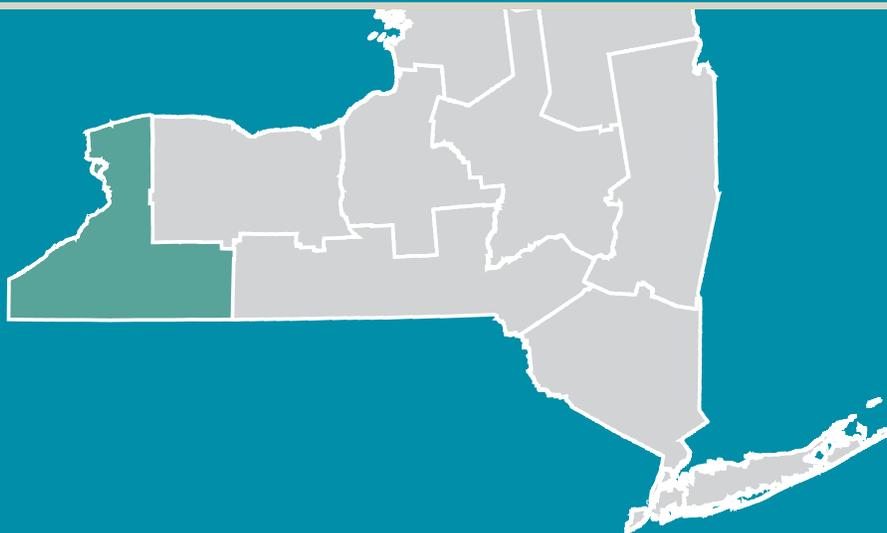
CFA #	Applicant Name	Project Name	Total Funding Request
29557	AlSher Pigments Inc.	New Manufacturing Facility	\$7,500,000
27744	Doolli Inc.	New Software Company	\$3,923,475
30245	Rigidized Metals	Building Expansion and New Equipment Acquisition	\$280,025

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Strategy: Opportunity Agenda

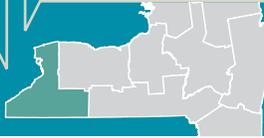
CFA #	Applicant Name	Project Name	Total Funding Request
32611	Buffalo Urban League	Moving Generations Forward	\$100,000
28828	Cornell Cooperative Extension of Niagara County	Growing the NYS Economy Through Intensive Good Agricultural Practices Training	\$88,623
31381	International Institute of Buffalo	Immigrant and Refugee Manufacturing Employment Program	\$90,000
30175	WNY Women's Foundation	Education to Employment	\$100,000

While poverty continues to be a pervasive issue affecting communities across the five counties of Western New York, the collaboration and coordination spurred by the WNY Regional Economic Development Council created multipronged strategies with which to tackle many of poverty's underlying causes.



1 in 7
WNYERS LIVE IN
POVERTY

Addressing poverty through collaboration, building upon capacity from within the region



Our Goal

The WNY Regional Economic Development Council will address the challenges and barriers to job connectivity, economic self-sufficiency and equal access to resources for the most vulnerable populations in our region, including the formally incarcerated, the unemployed, individuals living in poverty and individuals with no work experience.

The Opportunity

Themes and their related opportunities for growth are outlined below, as examples, to help guide current and future strategies, projects, and initiatives as they leverage the expertise and resources of the Regional Council and other state agencies. In addressing concentrated poverty in a concerted and collaborative manner, capacity for change is built from within the region and gives communities the tools necessary to deal with issues that once seemed intractable.

Education & Training

STRATEGIES

Expand **apprenticeship models**

Establish a **sourcing portal** for jobs and training

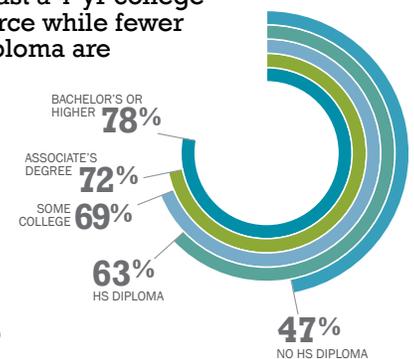
Increase support and accessibility for **on-the-job training**

Create **transferable skill training** programs

Invest in **career talent pipeline** initiatives

The region's incremental shift to a knowledge-based economy will continue to require a diverse, skilled, and educated workforce.

8 of 10 WNYers with at least a 4-yr college degree are in the workforce while fewer than half without a HS diploma are employed.



Participation in the Workforce by Educational Attainment of Population, Age 25+, 2010

Data Source: NYS Department of Labor, 2010

WNY's workforce is relatively homogeneous.

	WNY	NYS	US
WHITE	85%	56%	64%
BLACK	8%	14%	11%
HISPANIC OR LATINO	3%	15%	14%
ASIAN/PACIFIC ISLANDER	2%	7%	5%
NATIVE AMERICAN	1%	0.3%	1%
OTHER	1%	7%	5%

Data Source: 2007-11 American Community Survey

Governor Andrew M. Cuomo put forth a comprehensive agenda that builds on the success of fostering economic growth through quality jobs by making the state a more equitable place, with a focus on fighting poverty. While poverty continues to be a pervasive issue affecting communities across the five counties of Western New York, the collaboration and coordination spurred by the WNY Regional Economic Development Council created multipronged strategies with which to tackle many of poverty's underlying causes. For Western New York, workforce development is both a strategy at the heart of our economic development plan, as well as a key component in systemically dealing with economic inequality. By building on the success and expertise of the Regional Economic Development Council and leveraging the ongoing work of community stakeholders, we can overcome the challenges and barriers that prevent many in our region from entering the workforce and fully participating in our state's continued economic revitalization.

Transportation

STRATEGIES

Increase **access to public transportation** in rural and other underserved areas

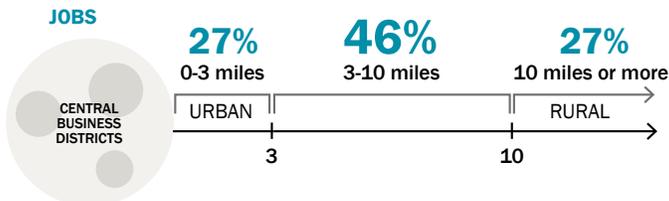
Enhance **coordination** between public transportation service areas and employment hubs

Improve **transportation services** for early morning/late night workers

Central Business Districts (CBD) have a relatively high concentration of jobs that are easily served by transit, walking and biking, but a high share of the region's jobs are located outside this core.

Jobs are spread across the suburbs, creating access challenges for workers living in urban and rural areas.

Share of jobs in proximity to central business district



Data Source: US Census Bureau. Longitudinal Employer Household Dynamics (LEHD) Origin-Destination Employment Statistics 2011, Version 7.0.

Many unemployed workers do not have access to public transit resulting in reliance on a personal vehicle to obtain and maintain employment.

Unemployed in WNY, 2011



44% OF UNEMPLOYED WORKERS IN WNY live more than 1/4 mile from a public transit stop

Data Sources: 2007-11 American Community Survey; Niagara Frontier Transportation Authority; Southern Tier West; Allegany County. (2012). Public Transit Access Locations.

Foundational Support for Success

STRATEGIES

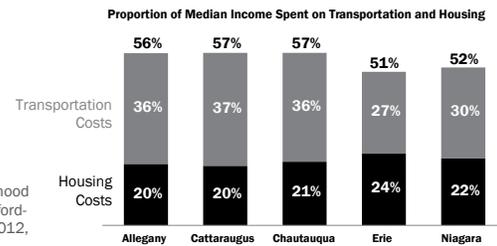
Facilitate access to **safe and affordable child care** in distressed areas and rural communities

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

Disinvestment in urban centers and rural communities combined with soaring housing, transportation, and childcare costs have contributed to cyclical pockets of poverty in WNY.

A typical family in WNY spends 52% of its income on transportation and housing.



Data Source: Center for Neighborhood Technology (CNT). (2009). H+T affordability index. Retrieved October, 2012, from <http://htaindex.cnt.org>.

The cost of childcare is out of reach for families living in poverty.

Average annual cost of childcare in WNY, 2012

\$9,850

Note: Assumes child care services are provided for at least 30 hours a week in a licensed day care center for a child between the ages of 1 1/2 and 2 years. The average represents an unweighted average across the five counties of WNY. Source: Child Care Market Rates 2011-13, reported by the NYS Office of Children & Family Services

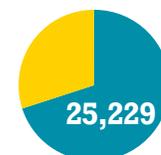
Poverty level threshold for family of three, 2012

\$19,090

Note: Poverty thresholds are issued annually by the Department of Health and Human Services.

39,898 families living in poverty, 2011

WNY's single parents with children under 18 are affected disproportionately.



25,229 Single parents with children under 18

Data Source: 2009-11 American Community Survey

Education & Training

By expanding apprenticeship models in organizational settings, establishing a sourcing portal for job and training opportunities and increasing support and accessibility for on-the-job training, WNY will continue to develop and cultivate the talent pool including workers with advancement potential, underemployed and special populations.

Apprenticeships can be a powerful tool for employers to train employees, to ensure they have strong skills directly applicable to the job and to give job seekers a viable option for training which leads to sustainable jobs.

One stop centers with web-based access in nontraditional locations can increase customer use and boost access to connect people with jobs. The Regional Workforce Development System has proven the success of on-the-job training programs and increasing access will lead to more employment and retention.

WNY continues to align education and skills training to a competency based job market for current, new and future employers. Transferable skills training programs are a high priority as regional businesses identified the need for multi-skills set training as critical to remaining globally competitive. Investing in career talent pipeline initiatives such as Dream It Do It, Say Yes Buffalo and the Buffalo Arts & Technology Center will engage students, parents, educators and businesses in the P-12 system to promote the connection between education, training, career and college readiness to increase the success rate of connecting seekers and jobs.

IMPLEMENTATION

The WNY Regional Council is pursuing the implementation of the following initiatives that will achieve our Opportunity Agenda education and training strategies starting with manufacturing. The region seeks to expand training programs in high-growth industries and occupations to ensure employers can find the talent they need. This strategy will be energized via a newly launched regional "Skills Broker" that will convene employers, educators, and workforce leaders to design more promising career pathways and associated training protocols in advanced manufacturing, life sciences, and tourism. Through the Advance Buffalo Workforce Pilot Program, the Skills Broker is working to match qualified candidates to available jobs in advanced manufacturing, and when necessary, direct candidates to the proper training or "right-skilling" needed to fulfill job requirements. Ultimately, a workforce training center will be created where various educational providers will prepare Buffalo Niagara's workforce to meet the needs of local manufacturers.

Transportation

Transportation can be a significant barrier to connect people with employment opportunities. It can be especially challenging for those who do not own a car in more remote areas or individuals with second or third shift working hours.

To ensure transportation is not a barrier to self-sufficiency, the region will work to increase access to public transportation in rural and other underserved areas by exploring viable options to fill the various transportation needs in the community. The region will collaborate in finding the right solutions by enhancing coordination between public transportation service areas and employment hubs and improving transportation services for early morning/late night workers.

IMPLEMENTATION

Public, private, and not-for-profit transportation service providers will be engaged in a dialogue aimed at identifying the services and options that exist today, identifying where the needs are, and developing strategies that address the need for improved transportation between rural areas and employment hubs, scheduling conflicts related to transportation options for early morning/late night workers, and enhanced coordination between employment centers and providers.

Foundational Support for Success

There are core elements that set the stage for success in connecting WNY residents with jobs. The region has identified these stabilizing factors as critical stepping stones to increasing opportunities for all.

Many families struggle to find safe and affordable child care which prevents individuals from finding employment to accommodate needs. The region will facilitate access to safe and affordable child care in distressed areas and rural communities to provide residents the freedom to pursue career options of all kinds.

The home environment is a vital foundation to build the path to success. Housing is a key component of the regional strategy to increase employment opportunities. WNY will expand the availability and access to affordable quality housing options close to employment hubs.

A fundamental strategy of the WNY REDC's Opportunity Agenda will be to encourage job creation and business investment in areas of high unemployment and poverty. Focused effort and investment can be catalytic in transforming key areas through collaborative problem solving and a shared agenda for change.

IMPLEMENTATION

Momentum is building in Western New York with actions to address the many foundational challenges facing our region's poor and underserved communities. Over the course of the next year, members of the WNY REDC and Opportunity Agenda work group will work together to identify those ongoing efforts and develop solutions where gaps exist. We will hold a forum with childcare providers, employers, and citizens to identify the challenges and opportunities for improving access to childcare in our region particularly in areas of high poverty. The Opportunity Agenda work group will work closely with Governor Cuomo's initiatives to preserve affordable housing in NYS such as the House New York program, the state's largest investment in affordable housing in at least 15 years. House New York will create and preserve more than 14,300 affordable housing units over five years in both urban and rural areas across the State.

The WNY Regional Council proposes at least three annual events or activities to engage the community in the ongoing planning and implementation of our Opportunity Agenda by including broad cross sections of the public in meaningful deliberations across our region. We will do this by:

- Reaching out to service providers, private industry, civic and community-based organizations to make them partners in public engagement.
- Network with our partners and colleagues about better ways to engage the public and to learn from best practices.
- Combine our efforts to engage the community with other ongoing and complementary efforts in the region such as those being pursued the WNY REDC, other state agencies, and our work group partners.
- Address the unique engagement needs of our urban, suburban, and rural communities.

Measuring Progress

Key metrics of the Opportunity Agenda include measuring progress of diversity in the workforce, educational attainment and average wages in the region.

Performance Measures		
% of Minorities in Labor Force increases		
Graduation Rate increases		
Number of Degrees Awarded increases		
Average Annual Wage Increases		

The WNY Regional Council selected the following applications as priority projects that support our regional Opportunity Agenda:

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Moving Generations Forward/Buffalo Urban League

The Buffalo Urban League's pre-manufacturing training program will advance the education and training goals of the Opportunity Agency by collaborating with partners in the Advance Buffalo pilot to prepare unemployed individuals for careers in advanced manufacturing. The partners will include: Erie BOCES #1, Erie Community College and Buffalo Public Schools Adult Learning Center. The program will be targeted to individuals who have been unemployed for 20 weeks or more, including individuals who face unique challenges in the labor market because of lack of skills, previous incarceration, educational needs and/ or social and environmental factors. Services will include outreach, recruitment, assessment, screening, orientation, pre-manufacturing training, basic skill development, GED preparation, computer literacy, job readiness, career exploration, life skills (including financial literacy and health and wellness), and supportive services. Of the 40 program participants, 30 (75%) are projected to enter advanced manufacturing training that will enhance their opportunities for employment in high quality careers.

Education to Employment/WNY Women's Foundation

Education to Employment will advance the Opportunity Agenda goal of removing foundational barriers to accessing the workforce by offering special programming designed to improve the retention and graduation rate of low-income single mother students attending Niagara County Community College (NCCC), leading to their employment in family-sustainable jobs. This initiative prepares students for careers in targeted health, tourism, and STEM industries by providing case management and wrap-around supports to address the most persistent barriers to student achievement. A total of 150 low-income single mothers studying within the targeted academic programs will receive intensive supports, including internships, work experience and placement assistance to complement their academic program. Peer mentoring opportunities, financial aid and career planning workshops, and study groups will be supported by childcare programs. Financial barriers will be addressed through stop-gap and emergency funding. Expected outcomes and deliverables are to implement NCCC campus-wide policy changes that address the challenges of single mothers; promote the success of single mothers on NCCC campus; decrease the drop-out rate among low-income single mothers by 15%; increase the number of year 1 program graduation and job placement rates by 40%; and create a collaborative learning network to share best practices with other WNY region colleges.

Immigrant and Refugee Manufacturing Employment Program/ International Institute of Buffalo

Immigrant and Refugee Manufacturing Employment Program will advance the Opportunity Agenda in the areas of education and training by providing an 8-week manufacturing training program that gives refugee and immigrant candidates the soft skills and manufacturing-specific training necessary for placement in entry level manufacturing jobs. The initiative includes training, placement, after placement follow-up, retention incentives, and assistance for employers who wish to take advantage of NYS DOL on-the-job-training wage credits. The International Institute of Buffalo will lead the initiative in partnership with the Buffalo Niagara Partnership Manufacturers Council, providing a strong link to employers. 120 trainees will complete the curriculum and 96 (80%) will be placed in jobs.

*BUILDING ON OUR
STRENGTHS*

*CREATING
JOBS*

*INVESTING IN THE
FUTURE*

A strategy for
prosperity

Progress Report 2013

**WNY Regional Economic
Development Strategic Plan
September 2013**

