

**A STRATEGY**

---

**FOR**

---

**PROSPERITY**

---

**PROGRESS REPORT**

---

**2014**

IMPLEMENT SMART  
GROWTH

PREPARE OUR  
WORKFORCE

FOSTER A  
CULTURE OF  
ENTREPRENEURSHIP

ADVANCED  
MANUFACTURING

AGRICULTURE

BI-NATIONAL  
LOGISTICS

ENERGY

HEALTH | LIFE  
SCIENCES

PROFESSIONAL  
SERVICES

TOURISM

THE NEW  
WNY



WNY Regional Economic Development Council  
Strategic Plan  
August 2014



# Acknowledgements

We would like to thank Lieutenant Governor Duffy for his years of leadership, dedication and commitment to the Regional Economic Development Councils.

**Chair** **Robert J. Duffy**  
Lieutenant Governor, New York State

**Regional Co-chairs** **Satish K. Tripathi**  
President, University at Buffalo

**Howard A. Zemsky**  
Managing Partner,  
Larkin Development Group

## Members

**Crystal Abers**  
Cattaraugus County Director of Economic Development, Planning and Tourism,  
Designee of Cattaraugus County Chair

**Deanna Alterio Brennen**  
President & CEO,  
Niagara USA Chamber of Commerce

**Aaron Bartley**  
Executive Director,  
PUSH (People United for Sustainable Housing) Buffalo

**Jeff Belt**  
CEO, SolEpoxy

**Robert T. Brady**  
Chairman & CEO, Moog

**Byron W. Brown**  
City of Buffalo Mayor

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

**Curtis Crandall**  
Chair of Allegany County Legislature

**Colleen C. DiPirro**  
President & CEO,  
Amherst Chamber of Commerce

**Paul A. Dyster**  
Mayor of Niagara Falls

**Dr. Charles Edmondson**  
President, Alfred University

**Matthew K. Enstice**  
President & CEO,  
Buffalo Niagara Medical Campus, Inc.

**Dottie Gallagher-Cohen**  
President & CEO,  
Buffalo Niagara Partnership

**Robert Gioia**  
President,  
The John R. Oishei Foundation

**Dr. Rosa Gonzalez**  
Owner/Assistant Professor & Chair,  
Emergency Management Program, R Gonzalez Consulting, Inc./Erie Community College

**Pamela R. Henderson**  
Managing Partner,  
Henderson-Woods, LLC

**Vince Horrigan**  
Chautauqua County Executive

**John R. Koelmel**  
President,  
HARBORcenter

**Thomas A. Kucharski**  
President & CEO,  
Buffalo Niagara Enterprise

**Brenda W. McDuffie**  
President & CEO,  
Buffalo Urban League, Inc.

**Michael Metzger**  
President,  
Blackstone Advanced Technologies LLC

**Jennifer J. Parker**  
President, Jackson Parker Communications &  
Founder of the Black Capital Network

**Mark Poloncarz**  
Erie County Executive

**Michael H. Ranzenhofer**  
State Senate, 61st District

**William Ross**  
Chair of Niagara County Legislature

**Robin Schimminger**  
State Assembly, 140th District

**Samuel Teresi**  
Mayor of Jamestown

**Dr. Raul Vazquez**  
Founder & CEO,  
Urban Family Practice, P.C.

## Executive Director

**Christina P. Orsi**  
Western New York Regional Director,  
Empire State Development

## Awards & Recognition

"A Strategy for Prosperity in Western New York" and its annual progress reports have been selected as an International Economic Development Council (IEDC) Excellence in Economic Development Silver Award recipient, in the category of "Partnerships with Educational Institutions"

2014 Best Practice Award, American Planning Association, NY Upstate Chapter

## Western New York Regional Economic Development Strategic Plan

Report Overview	4
Executive Summary	6
Project Dashboard	12
Performance Measures	13
Community Engagement	18
<b>CORE STRATEGIES</b>	
Implement Smart Growth	20
Foster a Culture of Entrepreneurship	32
Prepare Our Workforce	38
<b>SECTOR STRATEGIES</b>	
Tourism	42
Advanced Manufacturing	50
Health Life Sciences	54
Agriculture	58
Professional Services	61
Energy	62
Bi-National Logistics	63
<b>REGIONAL &amp; STATE PRIORITIES</b>	
Keep the Project Pipeline Flowing	65
Global Marketing and Exports	66
NY Rising Community Reconstruction Plan	70
Opportunity Agenda	72
Veterans' Participation in the Workforce	74
Collaborations with Local Governments	78
Collaborations with Other Councils	79
Cleaner, Greener Communities Sustainability Plans	80
NYSUNY 2020 Challenge Grants & Innovation Hot Spots	82
Proposed Priority Projects 2014	84

# Investing in Western New York

## Welcome to the new WNY.

The New York Times, The Wall Street Journal, The Washington Post, and The Toronto Star are all talking about what Western New Yorkers experience every day – a renaissance not seen in generations.

Ask one of the millions of people yearly who flock to Buffalo’s newly transformed waterfront or one of 12,000 employees on the Buffalo Niagara Medical Campus what the buzz is all about. Talk to one of the nearly 7,000 43North applicants who considered moving his or her start-up to Western New York as part of the

world’s largest business plan competition, or one of the first sixteen companies to relocate to one of our START-UP NY zones what the business climate is like. Chat with one of the 270,000 (and growing) young adults who call Western New York home about why Buffalo and Jamestown were recently ranked #1 on lists of best cities for college graduates. It’s because things are changing here. This is the new Western New York.

The new Western New York combines strategic planning and regional priorities with state resources and programs. Since the inception of Governor Cuomo’s Regional Council approach, Western New York has invested \$766.3M in projects that have leveraged \$2.9B, retained more than 12,000 jobs, and created more than 7,000 jobs.

Building on our strengths, these strategic investments are creating infrastructure for the 21st century, turning the region into a world-class destination for visitors, and enabling the region to compete on a global level in key industries such as advanced manufacturing, energy, and health and life sciences. The Buffalo Billion is helping to create three innovation hubs – clusters of high-tech companies – that will act as catalysts to draw business from around the world; while the new Buffalo Niagara Institute for Advanced Manufacturing Competitiveness will help our diverse array of advanced manufacturers grow and commercialize new innovations.

In Year 3 of the Regional Economic Development Council approach, we are advancing our strategies in new ways, multiplying the effects of state and private investment on the region and state. Building on our smart growth efforts with state programs like the New York Rising Community Reconstruction Program and the Cleaner Greener Communities Program, we are planning for more resilient and sustainable communities that maximize economic investment. The new Western New York continues to implement a comprehensive workforce development strategy in key industry sectors. Integrating this with our regional Opportunity Agenda and veterans’ participation in the workforce, we are honing in on underserved populations and working to alleviate poverty. We have always valued our strategic bi-national location, but more than ever we are focused on foreign direct investment and growing companies that export products or services outside of our region. We are collaborating with our colleges and universities in new and innovative ways using state programs like SUNY2020 and Innovation Hot Spot to advance our entrepreneurship strategy.

The secret is out about the new Western New York.

Residents live it. Visitors see it. Businesses thrive in it. The press is excited about it. In these pages, we invite you to learn more about it.

Sincerely,

Satish K. Tripathi

Howard A. Zemsky

**THE NEW  
WNY**

**BUILDING ON OUR  
STRENGTHS**

**CREATING  
JOBS**

**INVESTING IN THE  
FUTURE**

# REPORT OVERVIEW

## How We Make Decisions

Projects need to reflect the priorities that are most important to address Western New York's opportunities and challenges:

- Does it create, retain or fill jobs?
- Will it maximize return on investment?
- Is the project ready for implementation?
- 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 engagement** To date, the REDC has reached more than 8,600 people through collaborative, community-based engagement.

p 18

Outreach, News & Press



## How We Organize Our Strategies

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

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

### 3 CORE STRATEGIES



Prepare Our Workforce



Implement Smart Growth



Foster a Culture of Entrepreneurship

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

### SECTOR STRATEGIES



Advanced Manufacturing



Health | Life Sciences



Agriculture



Professional Services



Bi-National Logistics



Tourism



Energy

## How We Measure Progress



This section includes a dashboard on the status of all 2011-2013 CFA funded projects and regional performance metrics tracked by strategy since the inception of REDC in 2011.

p 12-17

Project Updates Dashboard

Moving the Needle in WNY



Progress on Core & Sector Strategies



## Reporting on Progress to Date

p 20-83

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

### EXISTING REGIONAL PRIORITIES

Narrative on the implementation and continuing work for existing strategies including the current status of priority projects and looking ahead.

Status of Past Priority Projects

Implementation Agenda 2014-2015

### 2014 REGIONAL PRIORITIES



Description of the strategies adopted to address regional priorities and progress in those priorities identified for 2014.

- Project Pipeline Flow
- Global and Marketing Export Strategies
- NY Rising Community Reconstruction Support
- Workforce Development and Opportunity Agenda
- Veterans in the Workforce
- Collaboration with Local Government to Transform the Regional Business Climate

### ONGOING STATE PRIORITIES



Update on the regional strategies and activities undertaken or planned in 2014 for ongoing State programs

- Collaboration with Other Regional Councils to Advance Projects and Shared Objectives
- Cleaner, Greener Communities Sustainability Plans
- NYSUNY 2020 Challenge Grants
- Innovation Hot Spots

## Priority Projects

p 84

A preview of emerging priorities and next steps for the region illustrated through brief summaries of the REDC’s proposed priority projects for 2014.

# EXECUTIVE SUMMARY

Significant progress has been made to implement core and sector strategies in 2014. We describe actions to encourage investment, create jobs, and leverage private sector support and resources. We highlight significant partnerships between the REDC and local employers, higher education, local governments and non-profits. We include an update on the status of past priority projects; and provide implementation agendas by strategy which describe significant actions needed to continue to implement our strategies through 2015.

JOB CREATION AND INVESTMENT

**\$766.3M** IN STATE FUNDING SINCE 2011

## A REGION FOR THE 21<sup>ST</sup> CENTURY

Smart Growth



### BUILDING A BETTER BUFFALO

Downtown Buffalo is experiencing \$100M in infrastructure improvements. Since 2006, more than 1,000 new housing units have come on line, with an additional 350 units in progress.

### REINVENTING BROWNFIELDS

Long plagued by the legacy of environmental degradation, WNY is reclaiming our land and planning for its highest and best uses.

### REDISCOVERING OUR TOWN AND VILLAGE CENTERS

Investing in traditional main streets contributes to our region's unique charm and creates efficient land uses that make us more sustainable.

### PROTECTING AND ENHANCING OUR WATERWAYS

We are making investments that preserve critical ecosystems while creating public access to our waterways.

### BRINGING OUR WATERFRONT TO LIFE

The \$250 million redevelopment of Buffalo's waterfront will provide year-round cultural and recreational spaces, retail, hotel and residential opportunities.

LOOKING AHEAD

### LINKING PEOPLE WITH JOBS

The Buffalo Billion Revitalization Strategy will focus on giving all residents of the City of Buffalo greater access to the city's burgeoning employment hubs.

## NO

## LONGER BUSINESS AS USUAL

Foster a Culture of Entrepreneurship



### ATTRACTING INNOVATORS FROM AROUND THE WORLD

With \$5 million in cash prizes, including a top award of \$1 million, 43North set out to turn the best new business ideas from around the globe into a reality for WNY.

### DIVERSIFYING THE ECONOMY BY SUPPORTING ENTREPRENEURS

From high-tech start-ups to small family-owned businesses, our range of support systems for entrepreneurs ensures a healthy and diverse business climate.

### CREATING PATHWAYS TO CAPITAL

We are making connections between the most promising ideas in the region and the capital needed to bring those ideas to market.

### NEW STATE PROGRAM TO GROW START-UPS

The power of START-UP NY to bring new companies and jobs to the region is already causing a buzz in WNY where three colleges and universities already established tax-free zones.

LOOKING AHEAD

**\$2.9B** IN PRIVATE SECTOR INVESTMENT SINCE 2011

RETAINED OVER

**12,000 JOBS**

AND WILL CREATE MORE THAN

**7,000 JOBS**

# GOOD JOBS FOR A SKILLED WORKFORCE

Prepare Our Workforce



## EXPANDING TRAINING PROGRAMS IN HIGH-DEMAND INDUSTRIES

WNY aspires to create the most flexible, inclusive and industry-driven workforce training environment to prepare workers for success and allow employers to grow.

## CHAMPIONING FUTURE GENERATIONS

We are providing greater awareness of job opportunities in growing industries and building a talent pipeline in P-12, through college and beyond.

### LOOKING AHEAD

## A HOLISTIC APPROACH TO DEVELOPING A DIVERSE AND TALENTED WORKFORCE

We are aligning skills with industry needs, expanding training programs at all levels of education, and providing at-risk populations with wrap-around services – all necessary to connect people with jobs.



# MADE GREAT

IN WNY



Advanced Manufacturing

## STRENGTHENING OUR MANUFACTURING BASE

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

## DEVELOPING THE TECHNOLOGIES TO COMPETE GLOBALLY

An increase in applied R&D will spur growth in the region's manufacturing sector.

## DRIVING INNOVATIVE COMPANIES TO WNY

### LOOKING AHEAD

A long-vacant brownfield will be transformed into a new hub for manufacturing innovation.



# INVESTING IN A WORLD-CLASS TOURIST DESTINATION



Tourism

## A NEW IMAGE FOR WNY

Building off the region's recent local and national media attention, we continue to bolster the region's image through coordinated branding and marketing of the region's unique assets.

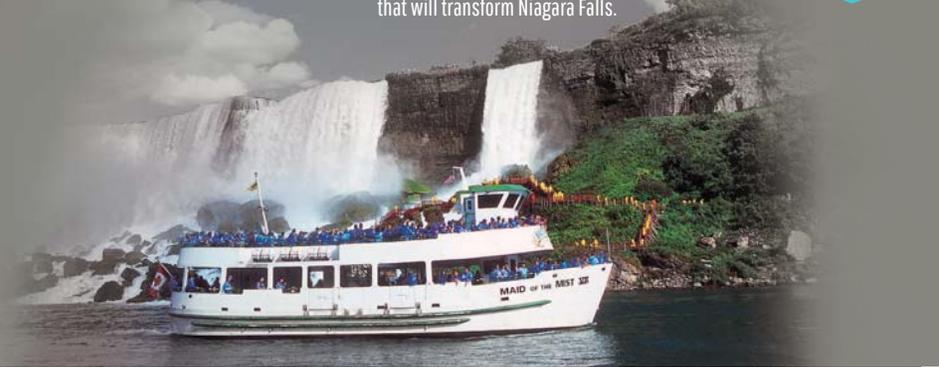
## A HOTEL BOOM TO SERVE OUR GROWING TOURISTS

Over the next five years, our region will see as many as twenty-six new hotels, eight of which are already under construction, with more than 2,000 rooms.

## HARNESSING THE POWER OF NIAGARA FALLS

The Buffalo Billion is creating opportunities for projects that will transform Niagara Falls.

### LOOKING AHEAD



# CONVERTING RESEARCH INTO JOBS

Health | Life  
Sciences



## THE BUFFALO NIAGARA MEDICAL CAMPUS IS A PRIVATE SECTOR MAGNET

With 8.5 million SF of existing or under construction clinical, research, and support space representing a \$750M public/private investment; 12,000 employees (a number that will rise to nearly 17,000 by 2017); and more than one million patients and visitors annually, the BNMC is a prime example of public funding leveraging private investment.

### NEW HUBS FOR MEDICAL INNOVATION

#### LOOKING AHEAD

Burgeoning clusters on the BNMC will further accelerate private sector development.



# GROWING LOCAL FOOD SYSTEMS

Agriculture



## SUSTAINABLE FOOD SYSTEMS HELP GROW THE ECONOMY

We are helping to facilitate sustainable food systems through research, policy, and access to capital.

### BUILDING AWARENESS OF LOCALLY GROWN PRODUCTS

The region is developing new marketing strategies focused on promoting the value of local food and emphasizing WNY's unique agricultural products.



# TAPPING NEW MARKETS



Professional  
Services

## INVESTING IN A DIVERSE CLUSTER OF PROFESSIONAL SERVICES

State investment of approximately \$95M in professional services companies leveraged private investment of nearly \$288M, which helped retain 4,800 jobs and will lead to the creation of more than 2,500 new jobs.



# POWERING INNOVATION IN WNY



Energy

## LEVERAGING OUR NATURAL AND HUMAN RESOURCES

Each component of the energy supply chain holds promise for innovation, job creation, and economic growth in WNY.



# REACHING A MARKET OF NEARLY 9 MILLION PEOPLE



Bi-National Logistics

## AN INTERNATIONAL HUB FOR TRANSPORTATION, LOGISTICS AND DISTRIBUTION

WNY has a prime geographic location, robust transportation network, strong base of knowledge, and skilled workforce. Coordinated, cross-border planning for investments in transportation and logistics infrastructure promote WNY as an optimal location.



# PRIORITIES

## REGIONAL & STATE

We are focusing on several other regional priorities that both complement and advance our core and sector strategies. We have also taken action steps to fully integrate local economic development strategies into ongoing state programs and, through those programs, are encouraging regional projects that have the greatest impact on the state (and our local) economy.

### Keep the Project Pipeline Flowing

Through initiatives like the Letter of Intent process and county-wide Summits, the REDC continues to offer outreach and technical assistance to ensure that the pipeline of regional projects is growing, aligning with our key strategies, and is geographically diverse.

GROWING OUR  
PROJECT  
PIPELINE

### Global Marketing

WNY is a global region. Our strategic location -- with the natural power and attraction of Niagara Falls, an abundance of fresh water, a border location, and geographic proximity to markets in the Midwest and Northeast--is undeniably one of our greatest strengths and provides opportunity for growth. Indicators show that exports to markets abroad and levels of foreign investment have been on the rise.

THE WORLD  
OF OPPORTUNITIES  
AT OUR DOORSTEP

### NY Rising Community Reconstruction Plan

Niagara County was chosen to develop the Niagara County Resiliency Plan—recovery and resiliency strategies and implementation—following severe flooding that impacted the county in 2013. Resiliency strategies around emergency response systems, education and outreach, environmental protection, flood risk areas, green infrastructure, and monitoring, that align with REDC smart growth principles, will help us build stronger communities that respond to global climate change.

BUILDING  
RESILIENT  
COMMUNITIES

### Opportunity Agenda

Collaboration and coordination spurred by the REDC have helped create strategies around education and training, transportation, and foundational support services such as child care and housing to tackle many of poverty's underlying causes. Through projects such as Moving Generations Forward and MOMS: From Education to Employment, WNY is addressing the challenges and barriers to job connectivity, economic self-sufficiency and equal access to resources for the region's most vulnerable populations.

WORKING  
TO OVERCOME  
POVERTY

### Veterans' Participation in the Workforce

The newly established Veterans One-stop Center of WNY (VOCWNY), which provides barrier-free access to a spectrum of veterans' services, is the primary vehicle to improve veterans' position and participation in the WNY economy. The Veterans' Work Group seeks to expand VOCWNY into the Southern Tier; strengthen and expand workforce and business development services provided by the VOCWNY; promote programs like Experience Counts; and continue to integrate veterans' strategies into the WNY REDC Plan.

A HOLISTIC APPROACH  
TO ADDRESSING  
VETERANS'  
NEEDS

### Collaborations with Local Governments & Collaborations with Other Councils

Local governments and planning organizations recently began to formally adopt the WNY REDC strategies in an effort to concentrate resources on projects with the greatest impacts on advancing our shared, regional agenda. At the same

A REGION  
GREATER THAN  
THE SUM  
OF ITS PARTS

time, the REDC is reaching beyond our five counties to better understand how shared projects such as collaborations with local colleges and a regional marketing initiative can be mutually beneficial.

### Cleaner, Greener Communities Sustainability Plans

The WNY Regional Sustainability Plan is a guide for integrated, sustainable solutions that align with REDC strategies—smart growth, energy and agriculture—to promote projects such as Buffalo Niagara Medical Campus' Green Commons and Allegany County's Comprehensive Planning School to improve both the economic and environmental health of our region. The Plan includes strategies around energy, land use and livable communities, transportation, agriculture and forestry, and waste management.

OUR ECONOMIC  
FUTURE  
THROUGH THE LENS OF  
SUSTAINABILITY

### NYSUNY 2020 Challenge Grants & Innovation Hot Spots

The recipients of the region's two NYSUNY 2020 Challenge Grants—UB School of Medicine and Biomedical Sciences and Retooling the Southern Tier—are helping to stimulate the health and life sciences and advanced manufacturing sectors. WNY Innovation Hot Spot, led by UB's Technology Incubator in collaboration with five other incubators and other entrepreneurial organizations, brings together a comprehensive set of services to help foster commercialization of new innovations.

PUBLIC UNIVERSITIES  
AS CATALYSTS FOR  
ECONOMIC  
DEVELOPMENT



# A BILLION DOLLAR COMMITMENT THAT INVESTS IN A BRIGHT FUTURE

# THE NEW BUFFALO

## The New Buffalo

### ...has burgeoning innovation clusters.

...converts research into jobs, advances biomedical research and embraces the innovation economy.

Medical Innovation & Commercialization Hub **p 56**

New York Genome Medicine Network **p 56**

IT Innovation & Commercialization Hub **p 61**

### ...advances manufacturing.

...attracts successful companies to WNY and competes globally.

Buffalo Niagara Institute for Advanced Manufacturing Competitiveness **p 51**

High Tech Manufacturing Innovation Hub at RiverBend **p 52**

### ...is a world class tourist destination.

...transforms downtown Niagara Falls, harnesses the power of place and brings our waterfront to life, promotes adventure and exploration, and markets our region to the world.

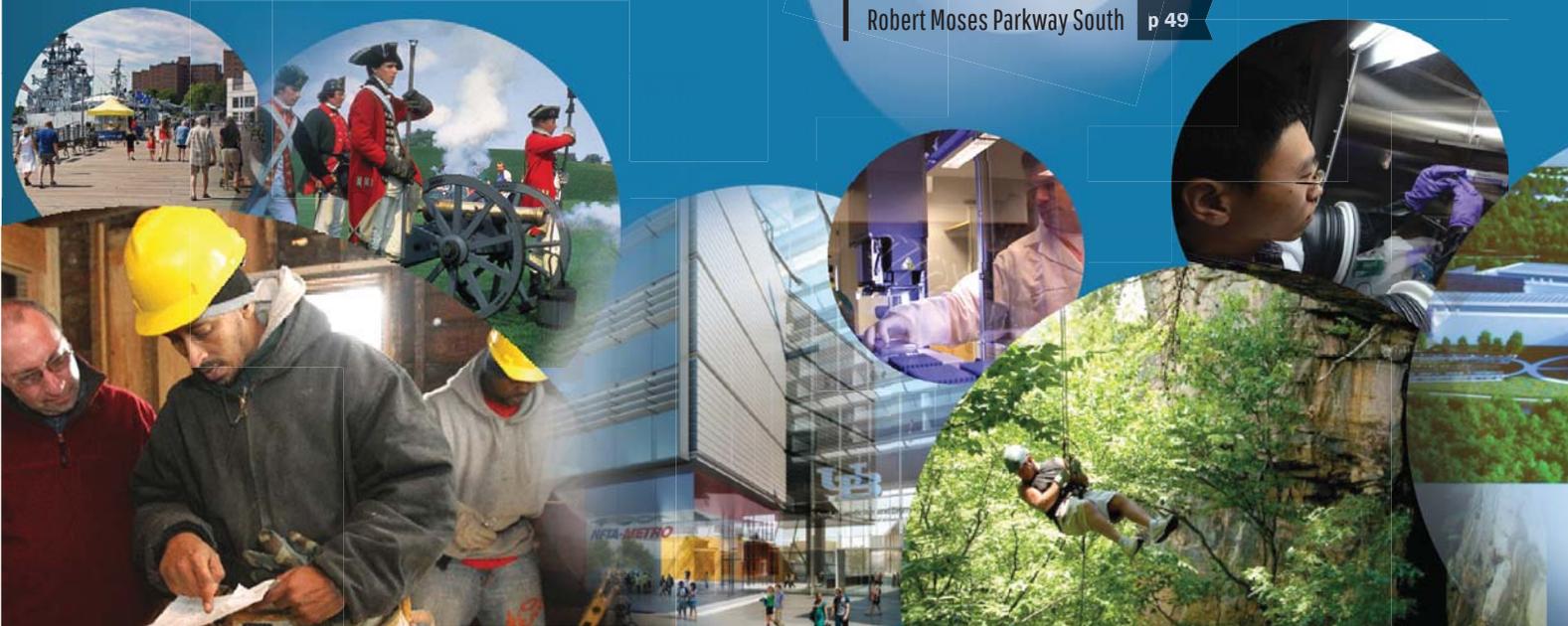
8-County Branding and Marketing **p 44**

Rainbow Centre Mall Reuse and Redevelopment **p 48**

Downtown Development Challenge **p 48**

Niagara Falls Parks Programming **p 48**

Robert Moses Parkway South **p 49**



## ...invests in people.

...aligns skills with industry, values diversity and champions future generations.

Workforce Training Center **p 40**

Burgard Middle College Program **p 40**

Pipeline Development Programs **p 41**

## ...fosters entrepreneurs.

...attracts innovators from around the world and collaborates with higher education.

43North **p 33**

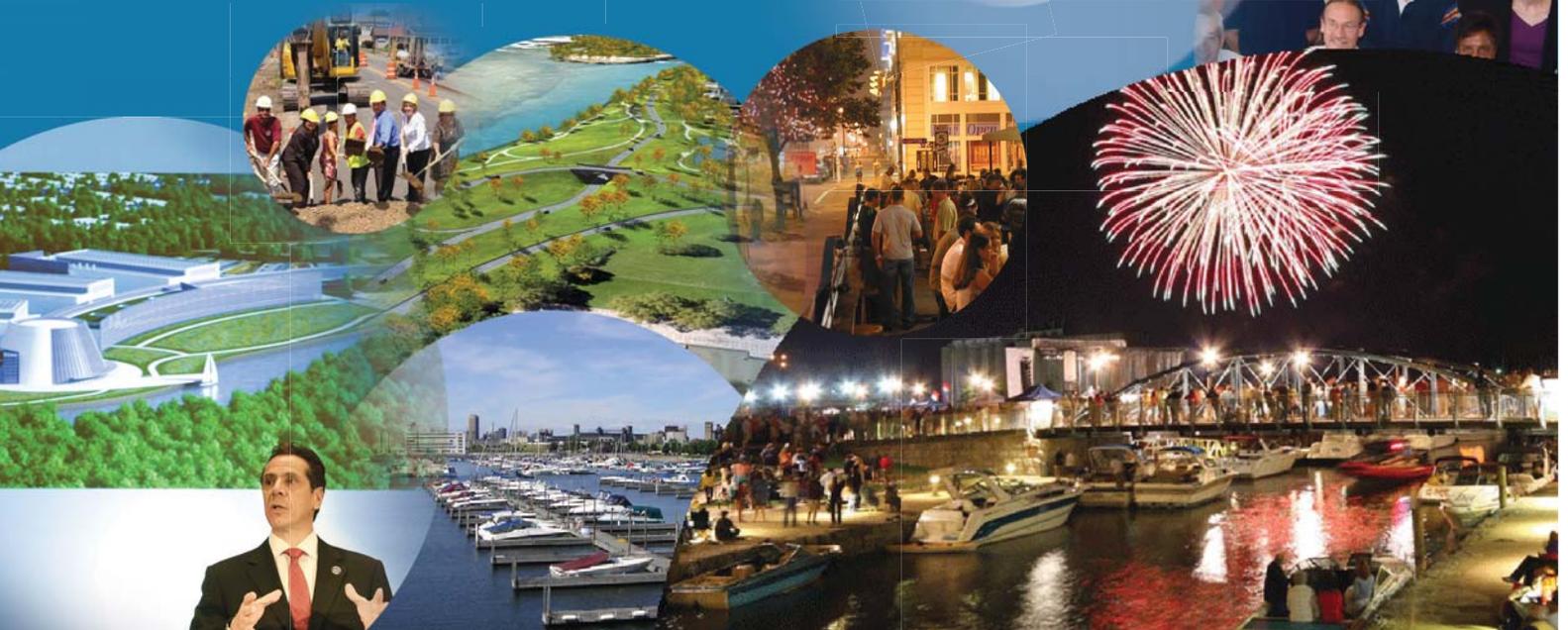
Empire Visual Effects/Daemen College **p 34**

## ...is a city for the 21st century.

...links people with jobs and leads people to the waterfront.

Outer Harbor State Park **p 27**

Better Buffalo Fund **p 29**



## CFA Activity

In 2011, WNY REDC was designated a top performer and received \$100.3M in state awards towards 96 CFA projects. We continue to create valuable and transformative projects with the receipt of \$53.8M in state awards towards 58 projects in 2012, and \$60.8M towards 81 projects in 2013. The Council remains committed to keeping projects moving forward and is pleased to report that 56 of 237 (24%) WNY CFAs are completed to date.

Project Status	2011	2012	2013	Total	% of Projects
 Completed	43	13	0	56	24%
 On schedule	36	39	55	130	55%
 Contract in Progress	0	1	19	20	8%
 Delayed	4	1	5	10	4%
 Concerns	1	1	1	3	1%
 Terminated	11	6	1	18	8%
<b>TOTALS</b>	<b>95*</b>	<b>61**</b>	<b>81</b>	<b>237</b>	<b>100%</b>

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

## Projects Terminated in the Past 12 Months

Agency	CFA Year	Applicant	Project	Award	Reason for Termination
HCR	2011	Southport Financial	Monteagle	\$1,865,401	Homes for Working Families (HWF) funds were replaced with New York State Housing Finance Agency (HFA) subsidy funds. Project is moving forward with non-CFA funding.
DOL	2011	Immco Diagnostics, Inc.	Unemployed Worker	\$50,000	Delays with project implementation resulted in award termination.
ESD	2012	Acquest Development, LLC	Inn at Fort Niagara Capital	\$400,000	Applicant declined award after difficulties obtaining financing for the pre-construction phase of the project.
ESD	2012	Del Monte Foods	Milk Bone Capacity Improvement Capital	\$460,000	Applicant declined award after the project for which the grant was issued was cancelled.
DOS	2012	City of Lockport	Restoration of Two of the Historic Flight of the Five Locks	\$100,000	Applicant declined award and the project is proceeding without state assistance.
DOL	2013	McHone Industries, Inc.	ISO 9000 Quality Management Systems Training	\$25,900	Applicant declined the award.

JOB CREATION AND INVESTMENT

**\$766.3M** IN STATE FUNDING SINCE 2011

**\$2.9B** IN PRIVATE SECTOR INVESTMENT SINCE 2011

RETAINED OVER **12,000 JOBS** AND WILL CREATE MORE THAN **7,000 JOBS**

HOW

IS

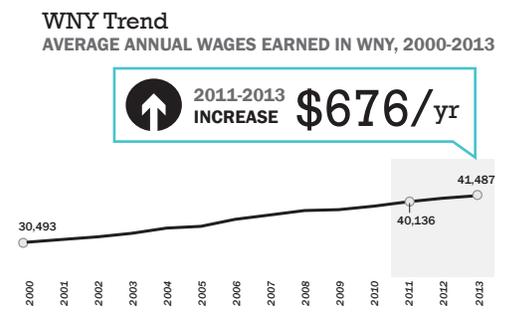
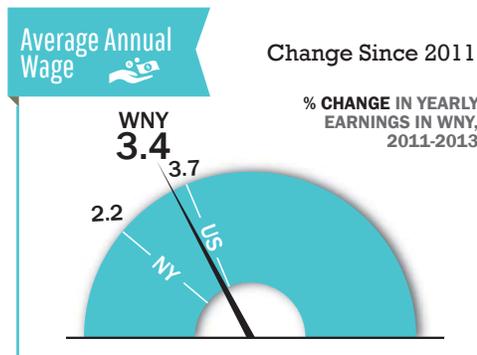
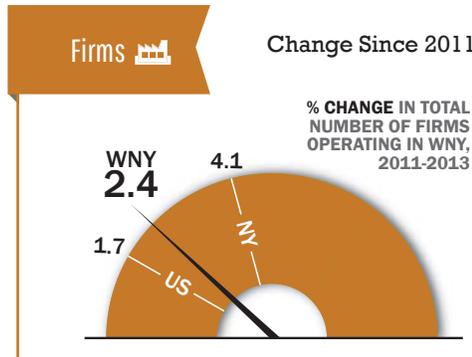
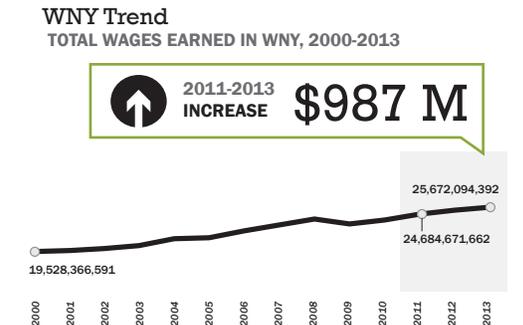
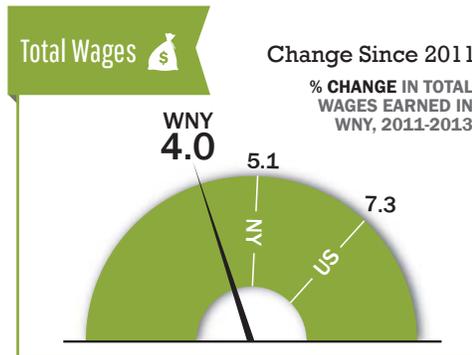
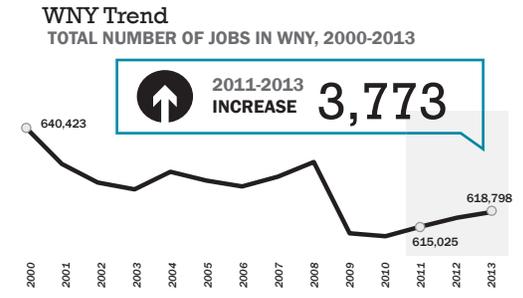
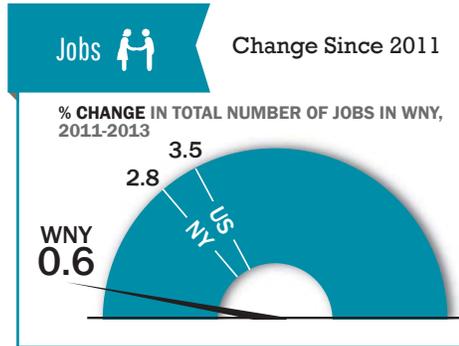
WNY'S

ECONOMY

DOING?

Moving the needle

We continue to look at traditional economic development indicators to track overall economic growth in the region over time; and compared to the state and the nation. Since 2011 (our baseline), WNY has seen growth in jobs, wages and firms. The economic health of the region as a whole is important to understand if and how strategic public investment is having a positive ripple effect across all counties and areas of the economy.



Source: Quarterly Census of Employment and Wages: NYS Department of Labor and U.S. Bureau of Labor Statistics

**3 Core Strategies**



**7 Sector Strategies**



**Indicators to Measure Our Progress**

The REDC plan establishes specific performance measures for each of the three core strategies and seven sector strategies.

**Our young adult population is growing.**



WNY's historic population loss has been driven by a decline in residents in their 20s and 30s. The WNY REDC Strategic Plan expressed the need to create job opportunities and build a quality of life desired by young people. We are proud to report that for the first time since 1980, we are beginning to see growth in our young population.

WNY Population Change  
Ages 20-34,  
2010-2012

**3.8%**

Source: ACS 1-Year Estimates (Erie, Niagara, Cattaraugus, Chautauqua counties); ACS 3-Year Estimates (Allegany County); U.S. Census Bureau



**Implement Smart Growth**

**Local Waterfront Redevelopment Plans**



Acres of Land Protected and Enhanced

IN 2011... —————> IN 2013...

**26,734**  
through 26 LWRPs

**26,734**  
There have been no new plans since 2011, so the number of acres remains the same.

Source: NYS Dept. of State and UB Regional Institute

**We'll be making progress if...**

...waterfront land protected and enhanced through the Local Waterfront Revitalization Program **increases.**

**Brownfields**

Total acreage of Brownfield sites in BCP Program

IN 2011... —————> IN 2013...

**1,105**

**1,310**

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

...remediated brownfield land **increases.**

**Vacancies**

# Vacant Dwelling Units and Commercial Properties

IN 2011... —————> IN 2013...



Dwellings

**26,994**   **27,930**



Commercial

**6,814**   **6,754**

Source: U.S. Post Office Vacancy Dataset; U.S. Department of Housing and Urban Development; TIGER/Line® Shapefile: U.S. Census Bureau; and UB Regional Institute

...the number of vacant dwelling units and commercial properties **decreases.**

**Businesses in Developed Areas**



% of Businesses Located within an Urbanized Area

IN 2012... —————> IN 2014...

**87.84%**

**87.13%**

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

...the share of businesses located in urbanized areas **increases.**

**Farms**



Total Cropland (acres)

IN 2007... —————> IN 2012...

WNY **505,656**

**510,418**

% CHANGE

**0.9%**

NYS **4,314,954**

**4,217,041**

**-2.3%**

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

...total cropland **increases.**



## Foster a Culture of Entrepreneurship

### New Businesses



# of New Businesses in WNY			
IN 2012...	IN 2013...		% CHANGE
<b>4,990</b>	<b>5,653</b>		<b>13.3%</b>

Source: New DBAs filed with Erie, Niagara, Cattaraugus, and Chautauqua County Clerks' Offices (Allegany County data not available).

**We'll be making progress if...**

...the number of new businesses **increases.**

### Academic R&D



R&D Expenditures			
IN 2011...	IN 2012...		% CHANGE
<b>\$367,075,000</b>	<b>\$372,108,000</b>		

Source: National Science Foundation (2012 data for SUNY Fredonia, Canisius College, and Daemen College were not available).

...R&D expenditures **increase.**



## Prepare Our Workforce

### Minorities in the Workforce



% of Employed Population that is Minority			
	IN 2011...	IN 2012...	% CHANGE
WNY	<b>13.3%</b>	<b>13.5%</b>	<b>0.2%</b>
NYS	<b>38.2%</b>	<b>38.6%</b>	<b>0.4%</b>
US	<b>32.4%</b>	<b>32.8%</b>	<b>0.4%</b>

Source: ACS 5-Year Estimates: U.S. Census Bureau

...the share of the employed people that are minorities **increases.**

### High School Graduates



Rate of Students Completing High School			
	IN 2011...	IN 2013...	% CHANGE
WNY	<b>84.5%</b>	<b>86.0%</b>	<b>1.5%</b>
NYS	<b>83.8%</b>	<b>85.2%</b>	<b>1.4%</b>

Source: NYS Education Department

...the number of high school graduates **increases.**

### Associate's and Bachelor's Degrees



# of Degrees Awarded			
	IN 2011...	IN 2012...	% CHANGE
Associate's	<b>5,965</b>	<b>5,962</b>	
Bachelor's	<b>12,369</b>	<b>12,806</b>	

Source: Integrated Postsecondary Education Data System (IPEDS): Institute of Education Sciences

...associate's and bachelor's degrees **increase.**



Advanced Manufacturing



Agriculture



Bi-National Logistics

	2011	2013	2011	2013	2011	2013
<b>Jobs per Industry</b> % CHANGE IN TOTAL NUMBER OF JOBS	67,020	66,476	2,210	2,322	14,997	15,128
	<b>-0.8% DECREASE IN WNY</b>		<b>5.1% INCREASE IN WNY</b>		<b>0.9% INCREASE IN WNY</b>	
	NYS -0.6% decrease		NYS 6% increase		NYS 1.6% increase	
<b>Total Wages per Industry</b> % CHANGE IN TOTAL WAGES PER INDUSTRY	\$3.7 B	\$3.8 B	\$56.8 M	\$63.2 M	\$561 M	\$593 M
	<b>2.6% INCREASE IN WNY</b>		<b>11.3% INCREASE IN WNY</b>		<b>5.7% INCREASE IN WNY</b>	
	NYS 1.3% increase		NYS 10.1% increase		NYS 6.2% increase	
<b>Total Firms per Industry</b> % CHANGE IN TOTAL NUMBER OF FIRMS	1,701	1,641	241	248	850	854
	<b>-3.5% DECREASE IN WNY</b>		<b>2.9% INCREASE IN WNY</b>		<b>0.5% INCREASE IN WNY</b>	
	NYS -1.3% decrease		NYS 3.5% increase		NYS 1.1% increase	
<b>Average Annual Wage per Industry</b> % CHANGE IN YEARLY EARNINGS	\$55,870	\$57,787	\$25,702	\$27,236	\$37,458	\$39,235
	<b>3.4% INCREASE IN WNY</b>		<b>6.0% INCREASE IN WNY</b>		<b>4.7% INCREASE IN WNY</b>	
	NYS 2% increase		NYS 4% increase		NYS 4.5% increase	
<b>Total 2-4 Yr College Degrees per Industry</b> % CHANGE IN TOTAL NUMBER OF RELATABLE DEGREES	3,542	3,519	3,104	3,137	3,959	3,934
	<b>-0.6% DECREASE IN WNY</b>		<b>1.1% INCREASE IN WNY</b>		<b>-0.6% DECREASE IN WNY</b>	

While jobs and firms have slightly decreased in WNY since 2011, this sector lost more than 10,000 jobs between 2008 and 2010 following the economic downturn. Manufacturing still represents nearly 11% of the regional economy, and, since this low point in 2010, the **region has seen incremental job growth.**

**In agriculture, WNY continues to make steady gains** in wages, jobs and firms—increasing at rates comparable to that of the state as a whole.

Since 2000, transportation and logistics jobs and firms in WNY decreased by 17% and 6% respectively. Incremental growth in wages, **jobs and firms since 2011 shows signs of recovery** for this industry that represents a relatively small piece (2.4%) of the overall regional economy.

Source: Quarterly Census of Employment and Wages: NYS Department of Labor; Integrated Postsecondary Education Data System (IPEDS): Institute of Education Sciences; Perkins Collaborative Resource Network; UB Regional Institute; NYS Office of Parks, Recreation & Historic Preservation; Tourism Economics.  
 Industry sectors defined by NAICS codes: Advanced Manufacturing = 31, Agriculture = 11, Professional Services = 52, 53, 54, 55, 56, Energy = 21, 22, Life & Health Sciences = 621, 622, 623, Tourism = 71, 72, Transportation & Logistics = 48



### Energy

2011 2,670 → 2013 2,469

**-7.5%** DECREASE IN WNY ↓

NYS -3.3% decrease



### Health | Life Sciences

2011 70,431 → 2013 69,849

**-0.8%** DECREASE IN WNY ↓

NYS 3.5% increase



### Professional Services

2011 107,415 → 2013 109,592

**2.0%** INCREASE IN WNY ↑

NYS 3.8% increase



### Tourism

2011 62,116 → 2013 66,297

**6.6%** INCREASE IN WNY ↑

NYS 9.4% increase

2011 \$221 M → 2013 \$209 M

**-5.5%** DECREASE IN WNY ↓

NYS -1.1% decrease

2011 \$2.8 B → 2013 \$2.9 B

**4.7%** INCREASE IN WNY ↑

NYS 7% increase

2011 \$5.2 B → 2013 \$5.6 B

**7.2%** INCREASE IN WNY ↑

NYS 4.1% increase

2011 \$1.1 B → 2013 \$1.2 B

**7.9%** INCREASE IN WNY ↑

NYS 12.6% increase

2011 120 → 2013 128

**6.7%** INCREASE IN WNY ↑

NYS 9.1% increase

2011 2,805 → 2013 2,764

**-1.5%** DECREASE IN WNY ↓

NYS 1% increase

2011 7,918 → 2013 8,369

**5.7%** INCREASE IN WNY ↑

NYS 3.9% increase

2011 3,735 → 2013 3,868

**3.6%** INCREASE IN WNY ↑

NYS 5.3% increase

2011 \$75,729 → 2013 \$74,339

**-1.8%** DECREASE IN WNY ↓

NYS -2.2% decrease

2011 \$39,943 → 2013 \$42,332

**6.0%** INCREASE IN WNY ↑

NYS 3.3% increase

2011 \$50,672 → 2013 \$53,143

**4.9%** INCREASE IN WNY ↑

NYS 1.6% increase

2011 \$30,356 → 2013 \$29,093

**-4.2%** DECREASE IN WNY ↓

NYS 2% increase

2011 4,767 → 2012 4,828

**1.3%** INCREASE IN WNY ↑

Energy represents a small piece of the WNY economy (0.4%), but **employees on average earn nearly 1.8 times the regional average**. Job losses since 2011 can be attributed to a relatively high replacement rate due to an aging workforce; and deregulation and consolidation of energy companies.

2011 5,739 → 2012 5,915

**3.1%** INCREASE IN WNY ↑

A slight decrease in jobs and firms since 2011 doesn't eclipse the fact that **WNY has gained 5600 jobs and over 100 health and life sciences firms since 2000**. We continue to increase degrees earned in related fields to meet projected demand.

2011 9,739 → 2012 10,077

**3.5%** INCREASE IN WNY ↑

In professional services, **WNY continues to make steady gains in wages, jobs and firms**—in most cases increasing at rates greater than that of the state. WNY has seen an increase in degrees that relate to professional services to meet job growth.

2011 5,069 → 2012 5,136

**1.3%** INCREASE IN WNY ↑

### Visitor Spending

2011 \$2.5 B → 2012 \$2.6 B

**4.0%** INCREASE IN WNY ↑

NYS 6.3% increase

### Visitor State Park Attendance

2011 12,496,634 → 2013 13,505,880

**8.1%** INCREASE IN WNY ↑

NYS 5.1% increase

**Tourism jobs increased by over 19%** since 2000 and continue to climb. The increase in jobs and firms since 2011 is supporting our growing number of visitors and visitor spending.

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

# 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.



PRESENTATIONS

**134** to date

**72** in 2014

## News & Press

February 5, 2014  
Governor Cuomo Announces the Launch of America's Largest Business Plan Competition



November 5, 2013  
Governor Cuomo Announces Finishing Trades Institute of Western & Central NY Breaks Ground on New State-of-the-Art Training Facility

November 21, 2013  
Governor Cuomo Announces New York State to Build High-Tech Manufacturing Complex in Buffalo

February 24, 2014  
Governor Cuomo Announces Creation of 500 New Information Technology Jobs in Buffalo



October 15, 2013  
Governor Cuomo Kicks Off Statewide Regional Economic Development Council Progress Tour in WNY

January 31, 2013  
Allegany County Economic Development Summit Held By Western New York Regional Economic Development Council

February 19, 2014  
Governor Cuomo Announces Groundbreaking for New Polar Bear Exhibit at Buffalo Zoo

November 15, 2013  
Governor Cuomo Announces Next Step in Redevelopment of Former Rainbow Centre Mall Property in Downtown Niagara Falls

January 16, 2013  
Governor Cuomo Announces EWI Selected as Advanced Manufacturing Institute Operator Under Buffalo Billion Initiative to Spur Economic Opportunity in WNY

February 21, 2014  
Governor Cuomo Announces 30 Day Budget Amendment to Support Creation of the NY Genomic Medicine Network

2013

2014

SEP

OCT

NOV

DEC

JAN

FEB

### Continuing Council Involvement...

Sep 18

Nov 4

Dec 9

Council members 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 the past year, the Council met nine 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 nine groups addresses a distinct focus area of the region.





PEOPLE REACHED

8,653 to date

5,707 in 2014



COMMUNITY STAKEHOLDERS

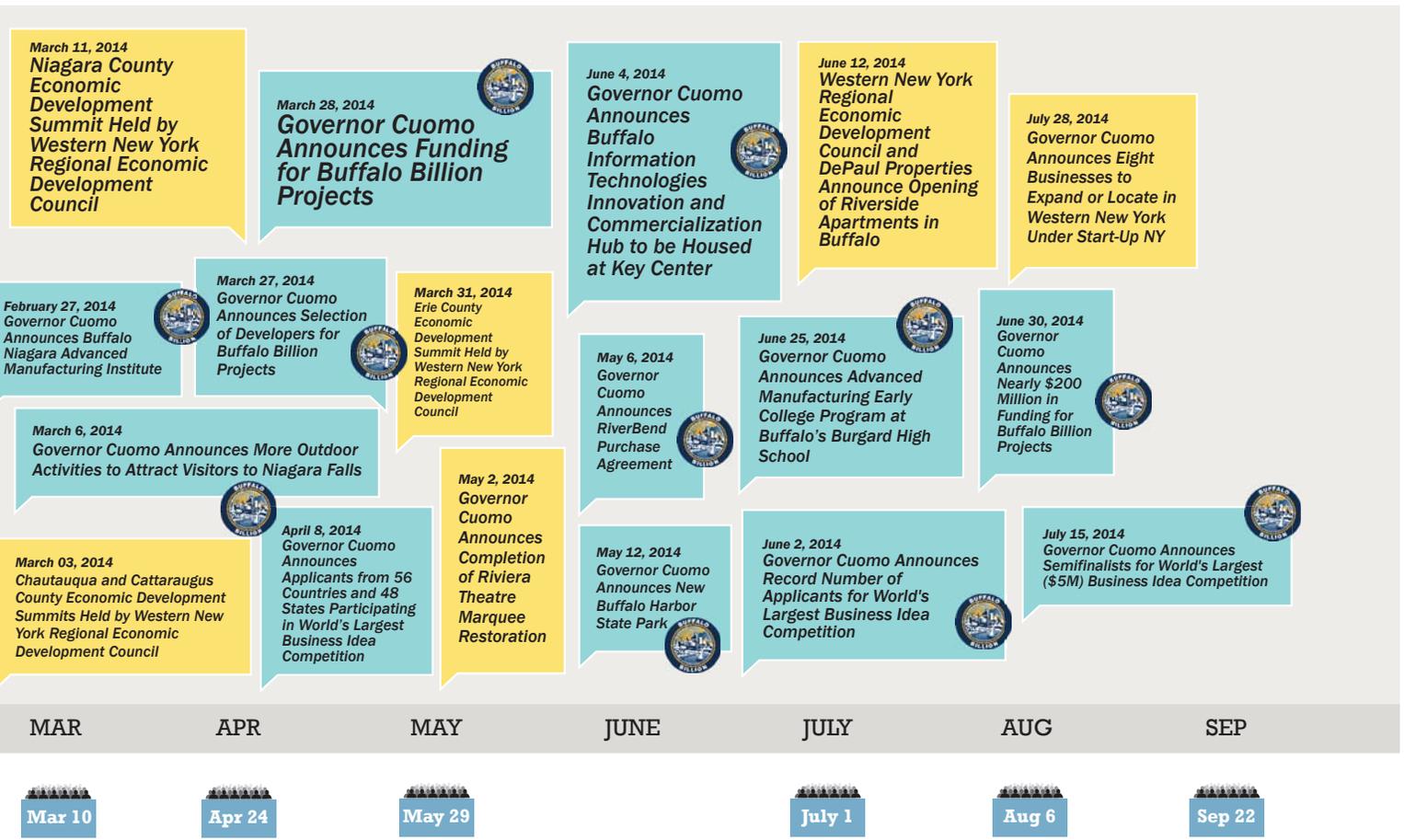
261 still engaged in the process and implementation



COMPANIES & ORGANIZATIONS

872 WNY REDC met with to date

492 in 2014



**Veterans**      **Global NY**      **NY Rising**

added in 2014



**BUFFALO GREEN CODE**



**CANALSIDE Buffalo**



**SMALL BOAT HARBOR Buffalo**



**BUFFALO RIVERWORKS**



**NFTA IMPROVEMENTS Buffalo**



**NORTH UNION STREET Downtown Clean**



**NORTH AUD BLOCK Buffalo**



**GRATWICK PARK North Tonawanda**

# A REGION

# FOR THE

# 21<sup>ST</sup> CENTURY

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, and enhancing and protecting core resources such as our waterways and historic town and village centers, WNY is reducing costs of new infrastructure and building sustainable communities that are attractive to the creative talent that drives today's economy.



## Smart Growth

INVEST IN  
INFRASTRUCTURE  
ON SMART  
GROWTH  
PRINCIPLES

INVEST IN  
DOWNTOWNS,  
VILLAGES,  
NEIGHBORHOODS  
AND BROWNFIELDS

PROTECT WATER  
RESOURCES,  
WATERFRONTS  
AND HABITAT

Strategies  
for  
Prosperity  
in WNY

INVEST IN  
INFRASTRUCTURE  
ON SMART  
GROWTH  
PRINCIPLES

## BUILDING A BETTER BUFFALO

Downtown Buffalo is experiencing \$100M in infrastructure improvements. Since 2006, more than 1,000 new housing units have come on line, with an additional 350 units in progress.

The **Buffalo Building Reuse Project** (BBRP) has contributed to this tremendous growth. In December 2010, in order to address vacancy rates and to leverage potential and existing investments in downtown Buffalo, the Buffalo Niagara Partnership, at the request of City of Buffalo Mayor Byron Brown, formed the BBRP. The BBRP developed recommendations to improve the competitiveness of downtown Buffalo in capturing new job and investment decisions in the near term, as well as to establish a process and management capacity for long-term sustainable development. The BBRP's major recommendations include 1.) increasing investment in public infrastructure and streetscape improvements that build a sense of place and consistency across downtown and connect downtown residents and workers to green space and abutting neighborhoods; and 2.) providing proper tools and financing assistance to encourage mixed-use and residential infill through the adaptive reuse of vacant and underutilized commercial buildings. Since 2012, the BBRP defined criteria for allocating



resources for public infrastructure improvements, hired dedicated staff, and developed programs, loans and grants to assist in the development of downtown Buffalo.

In May 2014, Mayor Brown announced the second round of the **BBRP Loan Program**. The Program—funded through a \$3M City-by-City grant from ESD—provides gap financing to small and mid-sized developers for adaptive reuse projects. In the first year of the program, developer TM Montante secured a \$750,000 loan for an \$8M adaptive reuse project known as **The Planing Mill**. Located in the heart of downtown Buffalo at 141 Elm Street, the 43,500SF, one-time lumber mill (one of the few intact mill complexes in downtown Buffalo) is being redeveloped as a mixed-use facility with twenty residential units and several thousand square feet of commercial retail space, part of which will be occupied by engineering firm, C&S Companies. Vacant since 2004, The Planing Mill, will pursue LEED Gold Certification and will incorporate solar energy into the design. The project is scheduled for completion by the end of 2014.

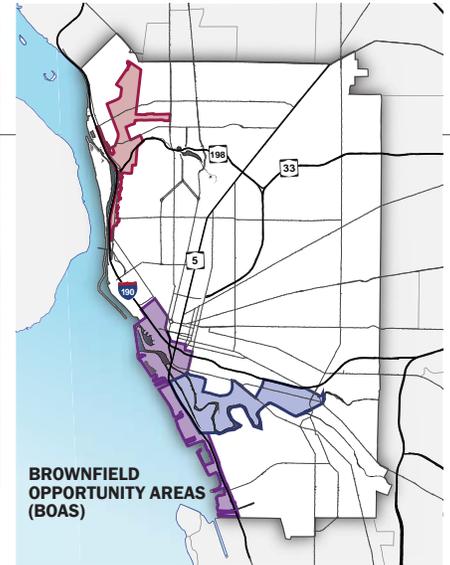
Also in 2014, Mayor Brown announced the roll out of the **Preservation Ready Survey of Buildings** for downtown Buffalo. The survey, completed by Pan American Consultants, provides a historic building inventory of properties in downtown and along a portion of the historic Belt Line Railroad Corridor. It also offers engineering and

environmental review for a sample of the properties. The survey is an economic development tool designed to help developers easily identify properties that have potential and may be eligible for historic preservation tax credit incentives. The study was funded through a State Historic Preservation Office grant and National Grid.

Also part of the BBRP, a process is underway for an **Infrastructure and Public Realm Master Plan** for downtown Buffalo. This strategic planning process will provide a guided approach to creating a more competitive and marketable downtown Buffalo real estate sector. The Master Plan will establish a roadmap for improving downtown Buffalo's streetscapes and public spaces, prioritizing catalytic projects that will have the most significant impact in attracting new businesses and development to downtown. Some outcomes of the project will be a prioritized master list of streetscape and public space improvements with a step-by-step, phased approach for implementation; a design vocabulary to highlight the uniqueness of various districts; sustainable design and infrastructure recommendations to manage stormwater; and recommendations for multi-modal transportation facilities and infrastructure.

With more than 4,000 residents and stakeholders already participating in the process, the City of Buffalo released

FORMER BETHLEHEM STEEL SITE



a draft of the **Buffalo Green Code** for public review. The Buffalo Green Code is a “place-based” development strategy intended to implement Buffalo’s Comprehensive Plan. The Green Code functions in two ways – it is the Land Use Plan designed to provide a framework for decision-making about physical development in the City for the next 20 years; and it represents the Unified Development Ordinance (UDO) – the city’s first comprehensive zoning rewrite since 1953. The UDO codifies the land use policies of the Comprehensive Plan and Buffalo Green Code planning documents, combining land use, subdivision, and public realm standards into a single, user-friendly document. The Green Code is based on the concept of place-based planning which puts emphasis on the “look, feel, form, and character,” of a place instead of the more conventional priorities of land use. The Green Code fully embraces the principles of smart growth and strives to create “place-types” that reflect the community use of space, as well as promoting mixed use development wherein residential, retail, office, recreational and institutional spaces coexist, creating diverse urban centers. The City anticipates adopting the Green Code by the end of the year.

INVEST IN  
DOWNTOWNS,  
VILLAGES,  
NEIGHBORHOODS  
AND BROWNFIELDS

## REINVENTING BROWNFIELDS

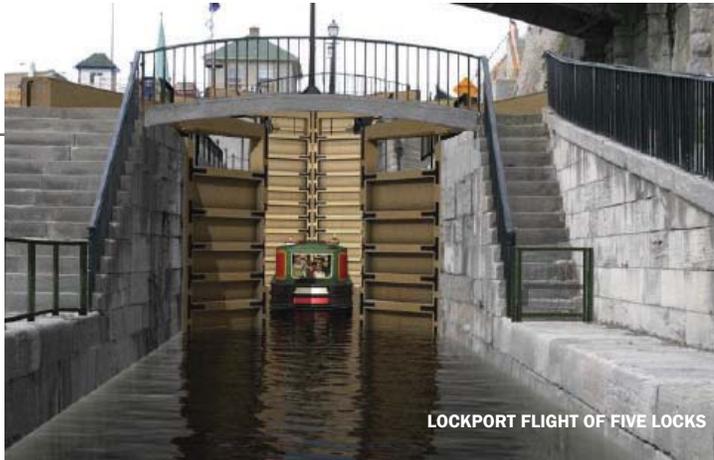
Long plagued by the legacy of environmental degradation, WNY is reclaiming our land and planning for its highest and best uses.

The **South Buffalo Brownfield Opportunity Area (BOA)** has almost \$1.7 billion in public and private investments since planning began in 2008, representing a return on investment of over 800 to 1 on the \$2 million in Brownfield Opportunity Area grants. The ecological foresight, rigorous site assessments, remediation efforts, and place-based design directly impacted the decision to locate the **Buffalo High-Tech Manufacturing Innovation Hub** on the RiverBend site in the South Buffalo BOA. In addition to the RiverBend announcement, in 2013 and 2014, the draft South Buffalo BOA Master Plan was completed and submitted to NYS DOS and the City of Buffalo for review. The

Golf Course Feasibility Study determined that a 9-hole golf course on the former Marilla Street landfill is feasible. And, the South Buffalo BOA received the New Partners for Community Revitalization’s 2014 Outstanding BOA award.

The **Buffalo Harbor BOA, Buffalo River BOA, and Tonawanda Street Corridor BOA** are simultaneously undergoing Step 2 processes under the NYS BOA Program. Comprising 1039 acres, the Buffalo Harbor BOA seeks to build upon recent waterfront enhancements and access, restore the watershed and waterfront heritage, and create continued opportunities for new waterfront investment. The 1,000-acre Buffalo River BOA, southwest of downtown, seeks to increase the tax base through sustainable development, expand recreational opportunities, and strengthen residential communities while ensuring the health of the River. Finally, the 650-acre Tonawanda Street Corridor BOA which represents the city’s rail corridor legacy seeks to transform brownfields into uses that complement the economy, environment, and community, and tie together historic “walk-to-work” neighborhoods while integrating the BOA with the citywide open space network.

Since its inception, the **Niagara County Brownfields Program** has secured \$4.92 million in grant funding for brownfield site assessments, planning, and cleanup efforts; completed 125 environmental site assessments; and created a local development corporation, the Niagara County Brownfield Development



LOCKPORT FLIGHT OF FIVE LOCKS



SPRINGVILLE CENTER FOR THE ARTS

Corporation, to manage and implement a Brownfields Cleanup Revolving Loan Fund program. In 2013, the program was used for asbestos abatement, contaminated soil removal, and building demolition at the former **39th Street School** site in Niagara Falls. Planned reuse of the site is for a \$13.5M, 50-unit affordable housing campus for veterans. In the City of North Tonawanda, the **Riviera Theatre** is using program funding for asbestos abatement, building demolition, and soil and groundwater remediation at the former Competition Transmission Site, adjacent to the historic theater.

Erie County and stakeholders are engaged in the redevelopment of the former **Bethlehem Steel** site — a 1,000-acre brownfield between NYS Route 5 and the shores of Lake Erie. Erie County is focusing on the redevelopment of approximately 180 acres along Route 5 as well as continuing the Shoreline Trail from Buffalo through Lackawanna. In 2013, the Rail Improvements and Relocation project, funded by a \$4.4 million NYS Multimodal grant, was completed. This project included a new main line to provide better rail access to the Port of Buffalo for businesses on the site. In 2013, Erie County also completed the installation of a new public water line. The water line services **Welded Tube of Canada**, a new \$55 million state-of-the-art steel manufacturer that opened for production in 2013, as well as other new companies locating on the site.

INVEST IN  
DOWNTOWNS,  
VILLAGES,  
NEIGHBORHOODS  
AND BROWNFIELDS

## REDISCOVERING OUR TOWN AND VILLAGE CENTERS

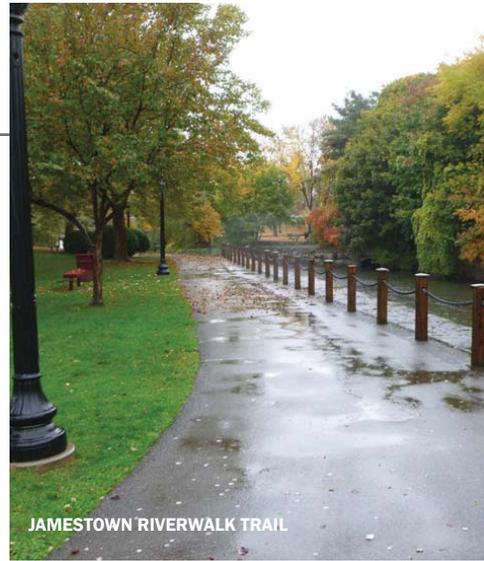
Investing in traditional main streets contributes to our region's unique charm and creates efficient land uses that make us more sustainable.

**Springville Center for the Arts (SCA)** is a nonprofit, community-based, multi-arts center located in the heart of downtown Springville. The only permanent year-round cultural provider in the area, SCA has been serving the greater Springville community with arts and cultural programming for over a decade. In 2007, SCA purchased 37 North Buffalo Street, a historic 1869 former Baptist Church. Phase 2 reconstruction of the building is underway which includes

the reconstruction of the south wing to include a gallery, elevator, bathrooms and classroom space. In addition to the overhaul of 37 North Buffalo Street, SCA recently acquired the property at 5 East Main Street to create an Art's Cafe — a coffee shop along with artist residency spaces, a workshop, and sales area. The project will save a historic downtown building that was in danger of demolition. More than \$800,000 in state funding through the CFA has been awarded to these two projects, providing space for the organization to grow in downtown Springville.

The **City of Olean** has several projects underway that align with local and regional smart growth principles. The reconstruction of East State Street was completed in 2013. This newly constructed road not only corrects significant safety issues and improves the City's transportation infrastructure, but has also been a catalyst for new development on this gateway corridor, including a recently constructed multi-million dollar recreation facility. Complementing this effort is the redesign of North Union Street with streetscape improvements and traffic calming techniques that further the City's complete streets initiatives, and the Walkable Olean project.

In the **City of North Tonawanda**, Lumber City Development Corp. was awarded 2013 NY Main Street funds to assist with the rehabilitation of mixed use properties in a target area on Oliver Street. The



Oliver Street program kicked off in 2014 and already has 6 applicants and 1 approved project. Once completed, the program will infuse over \$400,000 into historic Oliver Street. North Tonawanda also received state funding for continued work on docks, inlet dredging, lighting, landscaping, paving, utilities and signage at Gratwick Riverside Marina. Work under this grant will begin in the fall 2014 and be completed in the summer 2015. This project is leveraging local, state, federal, and private funds into the redevelopment of a premier Niagara River destination.

The **Lockport Locks Heritage District Corporation**, dedicated to guiding development around the historic **Flight of Five Locks**, was created to promote economic development and revitalize downtown Lockport. The Restoration of the Flight of Five is underway which includes the full restoration of Locks 69 and 70—operational for the first time in over a century. The restored historic Flight of Five with interpretive signage and the construction of an 1840s-era replica packet boat is expected to attract over 230,000 tourists annually. Since the announcement of the restoration, there has been over \$1 million in private investment adjacent to the project site. Future plans include The Harbor Marine Center—a \$3 million multi-modal transportation hub in downtown Lockport; and two lodging projects that involve the adaptive reuse of historic buildings.

PROTECT WATER  
RESOURCES,  
WATERFRONTS  
AND HABITAT

## PROTECTING AND ENHANCING OUR WATERWAYS

We are making investments that preserve critical ecosystems while creating public access to our waterways.

The multi-phase **Greater Jamestown Riverwalk Trail** project is designed to create connectivity between the city's central business district and the Chadakoin River. Improvements such as pathways, signage, scenic vistas, recreational areas, and informational kiosks create opportunities for residents to access their waterfront. In 2013, the City of Jamestown received a \$500,000 NYS Parks grant for the project, currently in design and construction.

**Buffalo Niagara Riverkeeper's** (Riverkeeper) coordination of partnerships and management of river restoration projects have leveraged \$7 million in grants, donations, and community investments into over \$200 million in financial commitments from partner organizations. In 2014, Riverkeeper and their partners completed Phase 1 of an ongoing effort to restore **Scajaquada Creek**, building a model for urban stream corridor restoration. Riverkeeper helped establish the **Niagara River Land Trust** to acquire, redevelop, and manage brownfields sites along waterways. The Land Trust is undertaking the transformation of a contaminated auto body repair shop along Scajaquada Creek into a canoe and kayak launch and public park. Riverkeeper completed a US EPA-funded strategic blueprint—spanning four counties and over 900,000 acres—for conservation and habitat restoration within the **Niagara River Watershed**; as well as restoring shorelines within the **Niagara River Greenway**. To increase public access to the waterfront, construction of the **RiverBend shoreline** will be completed in 2014. Riverkeeper is also involved in efforts to revitalize historic **Broderick Park** on the Niagara River; and the reforestation of **Griffon Park** in Niagara County.

PROTECT WATER  
RESOURCES,  
WATERFRONTS  
AND HABITAT

## BRINGING OUR WATERFRONT TO LIFE

The \$250 million redevelopment of Buffalo's waterfront will provide year-round cultural and recreational spaces, retail, hotel and residential opportunities.

Benderson Development Company's **One Canalside**, the \$30 million, mixed-use redevelopment of the former blighted eight-story Donovan State Office Building, officially opened in 2013. Phillips Lytle LLP, one of the region's preeminent law firms, cut the ribbon on its new 85,000SF, state-of-the-art offices occupying the top four floors of One Canalside. At the same time, the \$5 million **East Canal**—an outdoor public space project stretching between Washington and Main streets—was completed on-schedule and is now open to the public. **Courtyard by Marriott**, which occupies the first four floors and lower level of One Canalside, opened in 2014, bringing 102 new hotel rooms on line, a bistro café, conference rooms, a saltwater pool and front-row views of Canalside.

In 2014, Erie Canal Harbor Development Corporation (ECHDC) entered into a contract with Global Spectrum, one of the world's largest and most respected venue management companies, for public space management at **Canalside**—a mixed-use urban entertainment destination on Buffalo's waterfront. Global's extensive knowledge of how to successfully



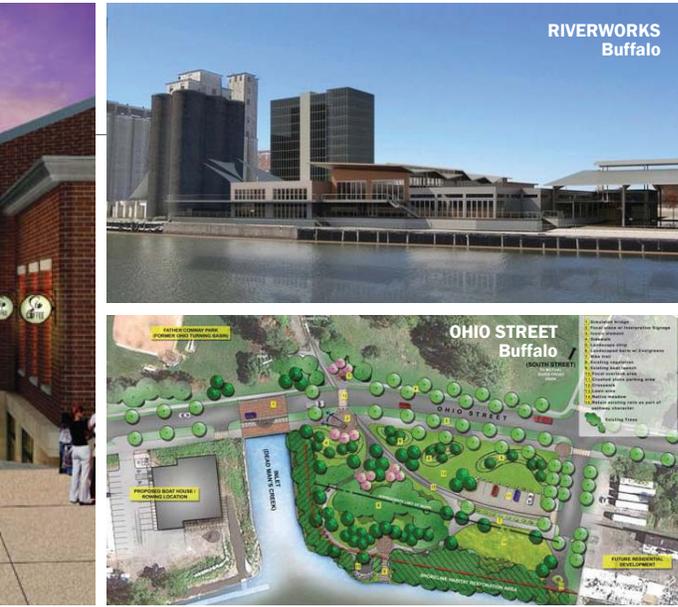
manage and operate destinations and venues will put Canalside on the path towards financial sustainability with staff dedicated to selling commercial rights, sponsorships and managing concessions. Global Spectrum is working with Buffalo Place to ensure a successful 2014 Summer Concert Series at Canalside. Global will also contract with Arts Services Initiative of Western New York for program development at Canalside—fulfilling ECHDC's mission to make Canalside a world-class destination for locals and visitors alike. Daily activities, music, fitness and family programming are all part of the 1,000 events and activities planned in 2014.

**HARBORCENTER**, a \$72 million, 650,000SF mixed-use recreation and entertainment facility is scheduled to open in Fall 2014. HARBORCENTER's two NHL-sized rinks combine with First Niagara Center—home of the Buffalo Sabres—to create the only three-rink complex in the NHL. Rink 1, with a seating capacity of 1,800, will be home to the Buffalo Junior Sabres, Canisius College, and Erie Community College. HARBORCENTER will also feature The Academy of Hockey—dedicated to being the premier development destination for hockey players and coaches; and IMPACT Sports Performance, HARBORCENTER's state-of-the-art training facility. Visitors to HARBORCENTER and Buffalo's waterfront will enjoy

HARBORCENTER's new sports bar, (716), retail space featuring Tim Hortons Cafe & Bake Shop, and the **Marriott at HARBORCENTER**. Scheduled to open in 2015, the Marriott will offer 205 rooms and suites, 5,000SF of meeting space for groups up to 450 persons, a fitness center, a business center and other amenities.

The **North Aud Block** (The Canals and Public Environment)—a \$23 million public space investment under construction on the former location of the Memorial Auditorium 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. Targeted to open in 2014 to coincide with the opening of HARBORCENTER, this project will interpret the historic alignment of the original Erie Canal as it terminated in downtown Buffalo.

With the construction of this public infrastructure project and placemaking effort underway, Erie Canal Harbor Development Corporation is focusing its efforts on the redevelopment of the area south of the canals, the **South Aud Block Redevelopment Project**. In 2013, Ehrenkrantz, Eckstut & Kuhn and Fontanese Folts Aurbrecht Ernst were hired for architectural design and engineering services related to the project. The redevelopment plan includes the reconstruction of Lake Street



(between Marine Drive and the existing Whipple Truss bridge), and Lloyd Street (between Marine Drive and the existing double Schwartz Arch bridge). These streets will be used for pedestrian traffic as well as outdoor programming, seating, and special events. Three buildings (the core and shell of two buildings and full build-out of a third building) will also be constructed consisting of up to 100,000SF of mixed-use space, including the **Explore & More Children's Museum**. Surrounding open space will be redeveloped to include the "milepost zero" trailhead for the Erie Canalway Trail, as well as signage to mark a nodal point along Erie County's Shoreline Trail – considered the start of the statewide Erie Canalway Trail.

The **Ohio Street Corridor** links major activity centers associated with Buffalo's developing waterfront. In 2014, construction began on a 1.4 mile stretch of Ohio Street – a \$12 million plan to turn Ohio Street into a tree-lined, riverfront parkway linking Buffalo's inner and outer harbors. With construction expected to be completed by the end of the year, Ohio Street will become one of the city's most complete streets. The project calls for a two-way picturesque parkway with streetscape lighting and landscaping along with bike and walking paths. The reconstruction will make Ohio Street more accessible while connecting the business community and local neighborhoods to the many points

of transformation along the waterfront including Canalside, the Cobblestone District and the Outer Harbor.

In September 2013, Governor Cuomo announced a plan for the transfer of almost 400 acres of land on the **Outer Harbor** from the Niagara Frontier Transportation Authority (NFTA) to the State, to increase future recreational opportunities, open space, and public access to the waterfront; and to attract businesses and further foster the redevelopment of Buffalo's waterfront. As part of this plan, New York State Office of Parks, Recreation and Historic Preservation (OPRHP) will own half (190 acres) of the property, encompassing the Small Boat Harbor and Gallagher Beach, and will operate it as a **new state park** with improvements funded through a \$10M Buffalo Billion investment and a \$5M NY Works investment. New York DOT recently completed improvements at Gallagher Beach, including a new pavilion, boardwalk, picnic tables and chess game tables. A conditions assessment and schedule of capital improvements for the state park for OPRHP has been prepared. Some of the most immediate improvements include a comfort station, play area, pavilions and furnishings, stormwater management, paving and pathways, break wall improvements, and the construction of docks, slips, boat launches and boat storage facilities.



The remaining 171 acres adjacent to the park is primarily unplanned but will ultimately feature mixed-use waterfront development. In 2014, ECHDC issued a Request for Proposals (RFP) to consultants to develop a master "blueprint" of land use and development recommendations for the remaining land. The selected consultant team is working with the public to plan for the redevelopment and dramatic transformation of Buffalo's Outer Harbor into a vibrant and accessible waterfront destination for residents and visitors.

The \$15 million **Buffalo RiverWorks** complex is designed to be a multi-event center along the Buffalo River on the site of the inactive GLF grain elevator. Developers are converting two grain storage warehouses into a 60,000SF covered event center that will house a performing arts space serving as the home base for the Queen City Roller Girls as well as several restaurants. A pair of outdoor rinks opened in 2014, in time to host the annual Labatt Blue Buffalo Pond Hockey Tournament and several curling exhibitions. A microbrewery is planned for a portion of the GLF grain elevator and future phases will see the remaining portion of the century-old elevator converted into a hotel. The complex which can accommodate up to 5,000 people is on track to become a waterfront destination for sports, and special events.

## STATUS OF PAST PRIORITY PROJECTS

### Buffalo Central Business District

*Provides streetscape and infrastructure improvements, in accordance with the City of Buffalo's "Queen City Hub" Plan, for three separate downtown Buffalo districts thereby advancing and improving connectivity between the City's business districts. The three projects are Cars Sharing Main Street-500 Block, Pearl Street Conversion and Genesee Street Gateway. The construction contracts were finalized and bids were received for the Cars Sharing Main Street Project-500 Block. Construction work started in late 2013 and will continue through spring 2015. The project is currently 25% complete along Main Street; 50% complete along East Mohawk Street and will start in the Roosevelt Plaza/Remembrance Park area on Genesee Street in March 2015. Genesee Street is being designed to "complete streets" standards and is incorporating as much of the City's pending Green Code as possible. Design will be completed by late summer 2014, with an October 2014 bid-letting anticipated. Construction will start in 2015 and be completed by the late fall of 2015. Pearl Street Conversion project is awaiting final SHPO review and design documents are being finalized. The project will be bid this fall and construction will start in spring 2015 and be completed by late fall of 2015.*

**CFA AWARD: \$4,000,000**

### Buffalo Niagara Street Sustainable Corridor and Community Integration Project

*Builds traffic calming measures at the intersection of Niagara Street and West Ferry Street. These measures consist of curb bump-outs and a reconstructed traffic signal system. The project is in the schematic design phase and traffic information is being collected. Schematic plans will be presented and vetted by adjacent property owners. Design will be finalized and the project is anticipated to go out to bid by spring 2015.*

**CFA AWARD: \$510,000**

### Chautauqua Regional Water

*Consolidates the municipal water supplies in the northern part of Chautauqua County. The plan provides for the engineering and legal framework necessary to construct an integrated system that will provide an economically efficient and robust water supply for current residential and commercial users and support additional economic development in the region. Chautauqua County and the participating municipalities are finalizing the regional water system implementation plan. Inter-municipal agreements and project designs are in process and environmental reviews are scheduled to be initiated by fall of 2014. Projected project completion is targeted for fall of 2015.*

**CFA AWARD: \$1,000,000**

### Downtown Niagara Falls Stabilization Project

*Revitalizes the city's downtown mixed-use commercial district and adjacent residential neighborhood. The blight demolition project is complete addressing a total of 54 blighted structures in the urban core. National Grid is beginning the installation of new lighting standards. The commercial façade rehabilitation program will focus on two private sector renovations on Third Street between Niagara and Main Streets. Since the time of award, nine vacant or under-utilized buildings (a total of 46,000SF of mixed-use space) were sold to local development groups. The City of Niagara Falls has expressed written interest in the purchase of 425 Third Street, a vacant lot that would connect the commercial district to additional parking and the 4th Street residential area.*

**CFA AWARD: \$450,000**

### Dunkirk Seawall & Lake Front Redevelopment

*Redevelops Lakefront Boulevard into a recreational attraction, to include bike paths, splash pad, playground and skating rink. Project design and planning are underway. The City received bids for the project that exceeded budgeted costs by almost \$1,000,000. Other funding sources are being sought and considered to close this gap.*

**CFA AWARD: \$341,000**

### East State Street Reconstruction

*The reconstruction of E. State Street: from Front St. to King St. in Olean. The project was completed in early July 2013, two weeks ahead of schedule. Work included new curbs, gutters, sidewalks, new road base and driving surface, and the installation of new water and sewer lines along the road. This newly constructed road not only corrects significant safety issues and improves the City's transportation infrastructure, but has also been a catalyst for new development on this important gateway corridor, including a recently constructed multi-million dollar recreation facility.*

**CFA AWARD: \$1,000,000**

### Enhanced MetroRail Evaluation

*A planning and feasibility study of transit improvements in the Canalside and Cobblestone Districts in the City of Buffalo. An RFP was sent out to procure a consultant in May 2014. A full list of involved stakeholders will be prepared following consultant selection. An additional \$100,000 in FTA planning funds was secured from the Greater Buffalo Niagara Regional Transportation Council (GBNRTC).*

**CFA AWARD: \$40,000**

### Manufacturer's Hanover Building & North Union Street Redevelopment

*The redevelopment of the 100-200 block of North Union St. in Olean to create a walkable environment including traffic circles, a narrower street, and better sidewalks, bike trails and pedestrian access. The design phase of the project is complete. The City of Olean, Cattaraugus County, and ESD continue to search for an appropriate tenant and/or developer for the building. While this search continues Phase I construction will begin in late 2014 with the assistance of a US DOT TIGER grant.*

**CFA AWARD: \$1,000,000**

### McNallie Building Rehabilitation

*Rehabilitation and renovation of the vacant McNallie Building in the Town of Randolph for future mixed-use. To date, the project has completed a negative resolution for phase one environmental assessment. SEQRA is currently being performed with no adverse conditions expected. A structural evaluation is underway to determine repair/replacement of critical envelope structure and construction will begin following the study. Schematic and conceptual architectural drawings are in process to confirm space planning assumptions. Developers are investigating Historic Tax Credits and have been in discussion with two groups interested in leasing and operating hotel and lounge.*

**CFA AWARD: \$65,493**

### Rushford Elementary School

*In line with the Town of Rushford's Community Plan, the project re-purposes a historic former elementary school for senior apartments and/or commercial medical offices. The project involves making infrastructure improvements including design and replacement of the building's roof and boiler, and restoration efforts on the building's masonry exterior. A successful bidder has emerged and the project is moving forward.*

**CFA AWARD: \$300,000**

### Springville Center for the Arts: 37 North Buffalo Street

*Rehabilitation of a former Baptist Church to reduce utility costs and expand the Center for the Arts. The project is moving on time and on budget. Work to date includes asbestos abatement, interior selective demolition, interior masonry repair, framing of the elevator and classroom addition, and basement lowering. Basement, roof work, elevator construction and masonry restoration continue this summer. Fall 2014 completion is anticipated.*

**CFA AWARD: \$434,310**

### Springville Center for the Arts: 5 East Main Street

Acquisition and renovation of an existing abandoned facility on the National Register of Historic Places to create an environmentally-friendly, completely integrated, mixed-use structure, revolving around the arts. After taking time to assess alternate structural options and a budget gap, the project is moving forward. To date, facade shoring, interior demolition and abatement, and all engineering is complete. The foundation contractor was selected and has begun work; and cornice repair is underway. The public bidding process has begun for structural steel improvements.  
CFA AWARD: \$394,810

### Western Region Corporation Community Revitalization Program

Establishes and maintains a revolving loan/grant fund to be used by five WNY counties to redevelop commercial structures, develop new buildings, and improve public spaces in downtown, rural, and neighborhood centers. The WRC Downtown loan fund received final authorization in May 2014 to utilize the loan fund for individual projects. The WRC board has been working with IDAs, developers, LDCs, and municipalities to market the fund. Several projects anticipate submitting an application for review.

CFA AWARD: \$2,012,780

### Town of Ellicottville Regional Water Capital

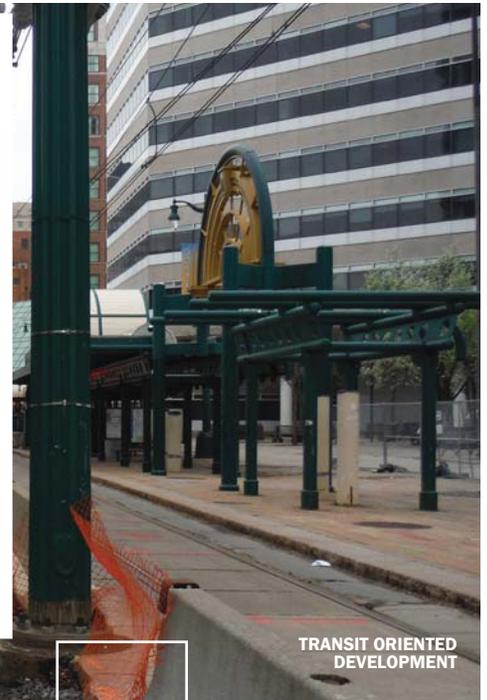
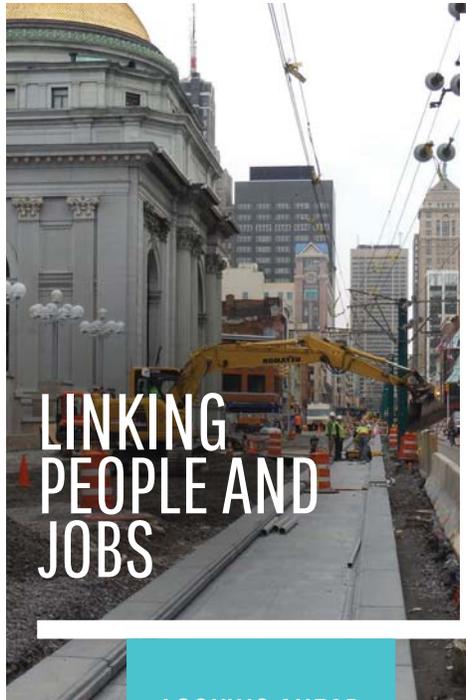
Construction of a 350,000-gallon water tank between Fillmore Drive and US Route 219, to increase water pressure and flow, creating the ability to better serve the growing tourist population. The Town Board completed the State Environmental Quality Review process and issued a Negative Declaration in April. State Historic Preservation Office indicated the project will have no impact on historic resources. The project went out to bid, the contractor was selected and the Town took title of the property in June. The anticipated time of completion is November 2014.

CFA AWARD: \$268,000

### Wellsville Waterline Capital

Construction of infrastructure to provide public water to businesses along Route 417, including connection to existing water main and installation of fire hydrants, ceasing the reliance on well water. The paper work required to create the water district (officially being called Dyke Water District SW-9) has started. The engineering firm has been identified. Establishing the bond money required is in process.

CFA AWARD: \$186,000



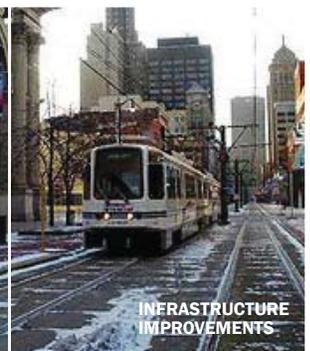
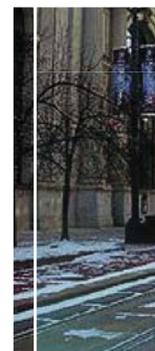
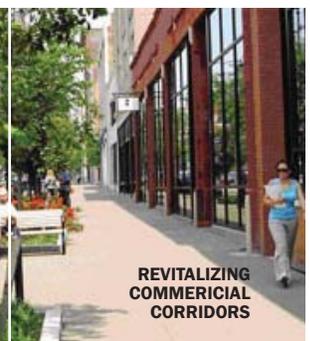
## LOOKING AHEAD

The Buffalo Billion Revitalization Strategy will focus on giving all residents of the City of Buffalo greater access to the city's burgeoning employment hubs.

BUFFALO BILLION INITIATIVE

We will build upon 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; that connect centers of activity with each other, anchor institutions, and their surrounding neighborhoods. The revitalization strategy will help build the city's reputation as a vibrant, thriving city with modern amenities and infrastructure, high-quality services, well-designed and friendly neighborhoods, and a wide array of assets which are accessible to all residents.

Beginning in 2014, Empire State Development will solicit **Transit Oriented Development (TOD)** capital project proposals for consideration under the **Better Buffalo Fund**. Proposals will be considered which promote adaptive reuse, new buildings, and dense development (housing, employment, and retail) within walking distance of



### BUFFALO BILLION INITIATIVE

The **Better Buffalo Fund** is a public-private financing mechanism focused on capital investments that improve access in target neighborhoods, revitalize commercial corridors, and develop community-wide assets in the City of Buffalo.

public transit. Further, projects should encourage the use of multi-modal transportation by implementing complete streets, and stimulate pedestrian activity through retail and neighborhood-oriented businesses and services, quality public spaces, and accessible walkways.

Funding under the Better Buffalo Fund will also be used to revitalize Buffalo’s commercial corridors and neighborhood retail districts helping to preserve the city’s urban fabric and breathe new life into urban neighborhoods. The program will be targeted at commercial and residential improvements such as façade renovations, residential building upgrades, and streetscape enhancements in strategic commercial districts. Improving our commercial districts will help attract new private investment and a dynamic workforce.

The City of Buffalo will soon face a shortage of shovel-ready light-industrial land for the projected growth in the manufacturing sector. Over the last decade the City has focused much of its industrial land reclamation efforts in South Buffalo, with remarkable success evidenced by the recent announcement of the **Buffalo High Tech Manufacturing Innovation Hub** on the RiverBend site. Funding under the Buffalo Billion will help us continue to focus on revitalizing brownfields in the City of Buffalo to increase density in the city’s core, create new employment clusters, and attract private investment.

We will also continue to employ the resources of the **State Agency Resource Team (SART)**—focused on community revitalization and improving the business climate in municipal downtowns. 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. Working with SART, we will continue to invest in infrastructure in key communities such as **City of North Tonawanda (Niagara), Village of Springville (Erie), City of Dunkirk (Chautauqua), City of Olean (Cattaraugus), Village of Wellsville (Allegany), and City of Jamestown (Chautauqua).**

## IMPLEMENTATION AGENDA 2014-2015

### Buffalo Niagara Riverkeeper

Responsible Party: Buffalo Niagara Riverkeeper

2014	Q 3&4	Ecotrust to complete economic impact study for Riverkeeper projects  Niagara River Riparian Restoration Program (Phase 2) – Year 1 site project design. Buffalo River Habitat Action Plan: Release RFP; and select and procure agreement for engineering, design and permitting for in-water habitat restoration of Riverfest Park and Blue Tower Turning Basin  Habitat Restoration RiverBend: Continue initial monitoring for Period of Establishment (POE) of Phase I and oversee performance of invasive species eradication treatments. Release Request for Construction Bids and select contractor for primary completion of Phase II Implementation  Griffon Park: Monitor implementation throughout POE. Coordinate volunteer maintenance efforts	
	Q 4	An additional 500,000 cubic yards of contaminated sediment removed from the Buffalo River  Niagara River Riparian Restoration Program (Phase 2) - Three removal events held aimed at eradicating invasive aquatic plants  Habitat Restoration RiverBend: close-out of Phase I and begin monitoring and administration of POE of Phase II	
	2015	Q 1	Implementation of the Niagara River Habitat Conservation Strategy  Completion of the Niagara River Greenway Conservation Strategy  In-water restoration at five locations throughout the Buffalo River conducted by the Great Lakes Legacy Act team  Niagara River Riparian Restoration Program (Phase 2) – Year 1 site project construction; Year 2 site selection
		Q 3	Phase 2 of an ongoing effort to restore Scajaquada Creek complete
	Q 4	Scajaquada Creek micro-park and paddle-sport launch open to the public	

### Better Buffalo Fund

Responsible Party: ESD

2014	Q 4	Program announcement Applications received
2015	Q 1	Round 1 projects awarded

### Buffalo Central Business District

Responsible Parties: City of Buffalo, BUDC

2014	Q 4	Finish construction along Main Street adjacent to LRRT track, including new LRRT stations at Fountain Plaza  Finish construction along East and West Mohawk Streets  Start work along Chippewa and Roosevelt Plaza/ Remembrance Park areas  Bid Genesee Street Gateway project  Bid Pearl Street Conversion project  BBRP Loan Program funding released  Infrastructure and Public Realm Master Plan released	
	2015	Q 2	Start construction Genesee Street Gateway project  Start construction Pearl Street Conversation project
		Q 4	Finish all construction on all Cars Sharing Main Street 500 Block project  Complete Genesee Street Gateway project  Complete Pearl Street Conversion project

### Walkable Olean

Responsible Party: City of Olean

2014	Q 3&4	Contract for Main and Union Street Project bid and awarded
	Q 4	Railroad grade modifications  Reconstruction from railroad tracks to Main St. to create one travel lane in each direction and bicycle lanes on Main St.  Reconstruction from State St. to railroad tracks to create one travel lane in each direction on State St. to accommodate water and sewer lines, a center median, and bicycle lanes  One roundabout to be constructed (intersection of North Union St. (NUS) & Olean Center Mall entrance)
2015	Q 3&4	Two roundabouts to be constructed (intersection of NUS & Wayne Streets & intersection of NUS & Main St.)
2016	Q 2&3	Two roundabouts to be constructed (intersection of Union & State Streets & intersection of NUS & Sullivan St.)

## Buffalo Waterfront

Responsible Party: Erie Canal Harbor Development Corporation

- |      |     |  |
|------|-----|--|
| 2014 | Q 4 | Outer Harbor Blueprint Master Plan complete<br>First phase of HARBORCENTER open to the public<br>Historically aligned canals open - activate skating on canals, holiday celebration, and winter programming<br>Design of skyway lighting commences<br>Procure and improve surface parking around Canalside |
| 2015 | Q 1 | Conclude design of S. AUD Block and D2 Parcel  |
|      | Q 2 | Construction begins on S. AUD Block<br>New route for water taxi announced<br>Summer programming announced<br>Extension of the wharf complete<br>Grain elevator lighting display at the Connecting Terminal complete<br>COB Streets at W. AUD complete<br>HARBORCENTER hotel opens                          |
|      | Q 3 | Activation of programming at water/ AUD Block/ East Canal Maritime Festival held<br>Skyway lighting construction begins<br>Outer Harbor development announced<br>Benderson opens D2 parcel   |

## Lockport Waterfront

Responsible Party: Lockport Locks Heritage District Corporation

- |      |       |   |
|------|-------|---|
| 2014 | Q 3&4 | Phase I construction complete<br>Operation of Locks 69 and 70 begin<br>Design completed for Replica Packet Boat<br>Grant request to be submitted to US Wildlife & Fisheries through Boater Infrastructure Grant (BIG) for Lockport Harbor Marine Center |
| 2015 | Q 1   | Construction to begin on the Locks Gateway Exhibits<br>Construction to begin on Locks Heritage Boutique Hotel<br>Guest Room and B&B initiative to be launched   |
|      | Q 2   | Design and engineering to be completed for Lockport Harbor Marine Center  |

## Jamestown Riverwalk Trail

Responsible Party: City of Jamestown

- |      |       |   |
|------|-------|---|
| 2014 | Q 3&4 | New lighting fixtures, replacement guard rails, and black steel fencing for trail installed |
| 2015 | Q 2   | Stair tower from 5th Street Bridge installed  |

# NO LONGER BUSINESS AS USUAL

Entrepreneurial capacity depends on many factors including a concentration of new ideas, local education and talent, and dedicated capital to support new start-ups. By building networks that facilitate knowledge exchange and collaborative problem solving, attracting capital through structures and incentives that assist funders in connecting with good ideas, and helping minorities start new businesses, WNY is creating a diverse and sustainable ecosystem necessary for the innovation economy.



**Foster a Culture of Entrepreneurship**

FOSTER AND SUPPORT ENTREPRENEURS

FUND ENTREPRENEURS

**Strategies for Prosperity in WNY**

FUND  
ENTREPRENEURS

## ATTRACTING INNOVATORS FROM AROUND THE WORLD

BUFFALO  
BILLION  
INITIATIVE

With \$5 million in cash prizes, including a top award of \$1 million, 43North set out to turn the best new business ideas from around the globe into a reality for WNY.

In 2014, with funding allocated by the **New York Power Authority (NYPA)** — a recommendation by the WNY Power Proceeds Allocation Board — WNY launched **43North**, the most ambitious business plan competition ever unveiled in the United States. 43North is designed to systematically generate new business ventures, support early-stage firm growth, and attract additional venture funding to the region. 43North will award \$5 million in cash prizes — including a \$1 million grand prize, six \$500,000 prizes and four \$250,000 prizes — to the best entrepreneurs, startups and teams from around the world. In addition to the \$5 million in prize money, the competition winners will relocate to Buffalo where they receive free incubator space for a year and

**43NORTH**  
BUFFALO'S GLOBAL BUSINESS PLAN COMPETITION

provide 43North with 5% non-dilutive equity in their company. They will receive guidance from mentors related to their field, and access to other exciting incentive programs such as **START-UP NY**. 43North operates through the support of **Launch NY**.

In 2013, 43North set off on an ambitious roadshow that took staffers to two dozen North American cities, from New York to Toronto to Los Angeles, as well as internationally to Israel and India. The competition gained great traction through an aggressive social media campaign that delivered 14 million+ social media impressions by major influencers within the startup world and received 100+ media hits. The competition received over 2,600 qualified submissions (surpassing its original goal of 1,000) from 96 countries and all 50 states when the competition closed. The winners — announced in October 2014 after

a vigorous judging process — will be entrepreneurial champions who are ready and willing to use their ideas to invigorate the existing business community, attracting additional startups to the region.

“Contest could make us all winners”

The Buffalo News

“...the world's largest business plan competition ...is the only substantial strategy in play to develop the Tor-Buff-Chester mega region. . .”

The Huffington Post

“...[43North]...is changing hearts and minds about Buffalo's image as a place for entrepreneurs.”

Business First of Buffalo

“Entrepreneurs and venture capitalists are focusing on cities like Buffalo...to bolster the local economy and fuel innovation”

Business Insider

“...43North [applicants] considerably more diverse than... typical tech environments.”

Business First of Buffalo

### 43NORTH BY THE NUMBERS

96

Applicants from 96 countries have entered 43North

100+

media hits including Business Insider, Forbes, The Globe and Mail, The Times of Israel, Toronto Star, Wall Street Journal, and many local outlets

14 million+

Social Media impressions

6,932

total applications from 96 countries and all 50 U.S. states

2,603

qualified submissions move on to next round of the competition

113

semifinalists move to the next stage

FOSTER AND  
SUPPORT  
ENTREPRENEURS

## DIVERSIFYING THE ECONOMY BY SUPPORTING ENTREPRENEURS

From high-tech start-ups to small family-owned businesses, our range of support systems for entrepreneurs ensures a healthy and diverse business climate.

### BUFFALO BILLION INITIATIVE

A new partnership between **Daemen College** and **Empire Visual Effects** (Empire VFX) is a prime example of how WNY's colleges

and universities are collaborating with the business community to foster entrepreneurship in exciting new industries while providing new opportunities for students. Empire VFX—a post-production, visual effects and animation company—will create at least 150 jobs over the next five years in its headquarters at the Tri-Main Center in Buffalo; and will help attract new and existing visual effects, animation, and post production companies to locate in WNY. Daemen College aims to create a pipeline for this growing post production industry through its new Visual Effects Certificate Program—the first of its kind in NYS, and one of the only visual effects training programs in the nation. A \$4.5M state capital grant as part of the Buffalo



### BUFFALO BILLION INITIATIVE

**EMPIRE VFX** In 2014 the company contributed high-profile visual effects to the 2-minute Pepsi commercial viewed during the Grammy awards.

Billion will provide space build-out and special computer and high-speed internet networks for Empire VFX. The funding will also allow Daemen College to establish technology infrastructure required to create a world-class visual effects training facility. In 2014, Empire VFX hired four full-time employees from the Daemen program and additional freelancers. The project is supported by several pieces of legislation Governor Cuomo championed and signed, designed to help attract post production work to communities, particularly in Upstate NY.

Since 2010, the **Thomas R. Beecher, Jr. Innovation Center** has offered a collaborative work environment for small to medium-sized life sciences and biotech companies seeking office, wet lab and/or research space offerings in a LEED-certified building on the Buffalo Niagara Medical Campus. The newest addition to this collaborative work environment is **dig** – a dynamic co-working space. Dig offers affordable, flexible space options for entrepreneurs who want to work with

a vibrant mix of people with different skill-sets and working across industries in an open environment. In addition to co-working and meeting space, members of dig have access to mentors, educational programming, and networking events.

For decades, the **UB School of Management Center for Entrepreneurial Leadership (CEL)** has recognized and supported the power of entrepreneurship to launch human potential, inspire innovation, produce jobs and invigorate the WNY economy. This past year more than 150 business owners graduated from one of many programs, and another 250 plus community business leaders have acted as mentors. This year, CEL launched **Taking Care of Family Business**. Through workshops and interactive educational programming and networking events, the initiative promotes and facilitates opportunities for relational and business growth that supports both the family and the family business. CEL also launched a new pilot program in support of minority and women entrepreneurs in Buffalo's Kensington-Bailey business district, made possible through a \$75,000 Allstate



Foundation grant and a partnership among CEL, the Bailey Avenue Business Association and UB's Office of Government and Community Relations. Participants in the **Allstate Entrepreneur Support Program** benefit from seminars, networking, mentoring and other resources that take place directly in the community, creating a long term support network for the business district. Future plans include initiating community based programs across Buffalo's inner-city business districts.

There are approximately 430 **Minority and Women Owned Business Enterprise (MWBE)** certified firms in WNY. In our region, we work closely with ESD's MWBE Division to increase the pool of certified MWBE firms and support state agencies in their efforts to meet the Governor's goal of 20% MWBE participation on state contracts. Collectively since 2011, ESD has exceeded (26%) the statewide MWBE participation goal, leading to \$8 million+ in expenditures to MWBE contractors. In April 2014, WNY held a MWBE Opportunities Expo which brought together contractors and NYS agencies to allow 200 MWBEs a "one-stop-shopping" opportunity. In addition to meeting procurement officers, the event featured

### MWBEs by the numbers

- 430**  
approximate number of MWBE firms in WNY
- 26%**  
WNY MWBE participation rate on state contracts
- \$8 million+**  
in expenditures to WNY MWBE contractors
- 200+ MWBEs**  
in attendance at Opportunities Expo held April 2014

workshops and panel discussions to share important information about NYS MWBE Certification and Business Development Resources, as well as basic government procurement training.

### FUND ENTREPRENEURS

## CREATING PATHWAYS TO CAPITAL

We are making connections between the most promising ideas in the region and the capital needed to bring those ideas to market.

**Z80 Labs** is a business incubator located in downtown Buffalo whose primary objective is to serve as a catalyst for the creation of a new technology economy in WNY. Z80 Labs welcomes startups primarily in IT, digital media, and life sciences from the Southern Tier, Finger Lakes, Central, and Western NY. In addition to providing space, mentorships, and access to venture capital, Z80 will invest \$1 for every \$2 a startup raises if it can attain meaningful funding. Z80 Labs is funded by Softbank Capital, with additional funding from a \$5 million Innovate NY grant award. Since its inception in July 2012, Z80 has supported nine companies, a third of whom have

## WNY Innovation Hot Spot

A Collaborative Network of Partners



p 83

been able to raise enough outside capital to receive matching funds from Z80.

The **Western New York Venture Association (WNYVA)** is a member-based organization that promotes investments in the region by identifying promising early-stage companies, increasing awareness of angel investing, facilitating interaction between entrepreneurs and potential investors, and engaging college students about entrepreneurship and angel investing.

**The Buffalo Angels**, a division of WNYVA, is an angel investor network of accredited investors which reviews investment opportunities and collaborates on investment due diligence. In 2013, four companies received aggregate funding in excess of \$725,000 from Buffalo Angels members; and WNYVA/Buffalo Angels held five forums, featuring presentations by ten companies, attracting 345 participants. In 2014, Buffalo Angels completed the initial sale of \$1,125,000 of membership units in Buffalo Angels, LLC—a member-managed angel investor fund. The formation of Buffalo Angels, LLC has increased capital available from members for potential investment and increased the number of Buffalo Angels members to almost fifty. To date in 2014, Buffalo Angels members have invested \$271,000 in two companies.

In 2011, the City of North Tonawanda received a \$200,000 grant from HCR's Community Development Block Grant fund for the **North Tonawanda Microenterprise Assistance Program**. Administered by the Lumber City Development Corporation, the program awards grants to microenterprises to support and foster a mix of goods and services that the community identified in the North Tonawanda Downtown Redevelopment Plan. The funding provides entrepreneurial assistance and capital microenterprises need to thrive,

while strengthening the breadth of goods and services in the city. Seven grants were awarded leveraging over \$500,000 in private investment and creating 33 new jobs. The microenterprises include restaurants, professional firms, manufacturing, and new product entrepreneurs.

In 2012, the **Small Business Development Center** (SBDC) opened in an accessible location at the **Niagara Falls Culinary Institute** (NFCI). Programs held for entrepreneurs at NFCI included a five part business series, a program

on the Affordable Care Act, and most recently, a workshop on crowdfunding for businesses and not-for-profits. The largest event entitled, Meet the Best Resources for Your Business, was held in 2013. SBDC has worked with 126 existing businesses and new entrepreneurs (26% of whom were minorities) from the retail, hospitality, and small manufacturing sectors. To date, five clients have reported an economic impact totaling \$87,764; 18 jobs have been created or retained; and several SBDC clients have food products being sold at the NFCI.

## STATUS OF PAST PRIORITY PROJECTS

### Center SPACE Buffalo

*Center SPACE provides shared space and services to social mission groups, acting as a center of community for social innovators, and helping to launch new entrepreneurial and collaborative projects. Due to the loss of a facility originally programmed for the development, CenterSPACE is exploring additional building and partnership options throughout the city and hopes to have a new agreement in place this year. Working with a tenant representative on building specs and lease negotiation, it also began refreshing its market survey based on the changing commercial landscape downtown. It also completed an identity and branding strategy with a marketing agency.*

CFA Award \$150,000

### Center for Computational Research (CCR) Computing Infrastructure

*The expansion of the University at Buffalo's CCR computing infrastructure on the Buffalo Niagara Medical Campus will enable WNY companies to be competitive throughout regional, state and global markets, fostering commercialization of innovative products through access to high performance computing and data analytics. The hardware has been purchased and installed. The cluster of computing infrastructure is on schedule to be in production and available to companies by October 2014.*

CFA AWARD \$1,000,000

### Launch NY

*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 that is attractive to venture capital and similar risk-oriented investors. Launch NY engaged in extensive networking activities to develop the Upstate New York entrepreneurial ecosystem at 119 events and workshops attended by 6,934 entrepreneurs, 1,382 investors, and 2,885 resource providers—11,200+ attendees total. In 2014, it launched the Upstate NY Entrepreneurial Resources website, a searchable website that gives entrepreneurs and start-up companies access to a complete directory of service providers and resources. Entrepreneurs-in-Residence (EIRs) provided mentoring and coaching support to 169 entrepreneurs and startup companies with 468 employees to help develop business strategies that lead to venture capital investments, growth, and job creation.*

CFA Award \$93,565

## NEW STATE PROGRAM TO GROW START-UPS

### LOOKING AHEAD

**The power of START-UP NY to bring new companies and jobs to the region is already causing a buzz in WNY where three colleges and universities already established tax-free zones.**

In March, Governor Cuomo approved the **University at Buffalo's** (UB) application to START-UP NY allowing planned tax-free zones on or near its North, South and Downtown campuses. UB will consider businesses that offer products or services that align with the academic focus areas of the university, and will target businesses that support the REDC's strategic industry sectors such as advanced manufacturing, clean energy, and health and life sciences. In 2014, the Governor announced that **16 companies** will expand or locate on the UB zone investing \$15.9M and creating an estimated 850 new jobs. Included in this new wave of businesses is **Liazon Corporation**, a leading provider of



UNIVERSITY AT BUFFALO



JAMESTOWN COMMUNITY COLLEGE  
July 10, 2013



BUFFALO STATE COLLEGE

## IMPLEMENTATION AGENDA 2014-2015

### 43North

Responsible Party: Launch NY

- |      |     |  |
|------|-----|--|
| 2014 | Q 3 | Semifinalists present their plans via webinar  |
|      | Q 3 | Finalists present their plans during a weeklong series of events in Buffalo<br>Winners are announced     |
| 2015 | Q 1 | The competition winners will relocate to Buffalo where they will receive free incubator space for a year |

### Start-Up NY

Responsible Party:  
Empire State Development

- |      |       |  |
|------|-------|--|
| 2014 | Q 3&4 | SUNY Buffalo State, University at Buffalo, and Jamestown Community College approved to date<br><br>Alfred State College, Fredonia State College, Erie Community College, and Niagara County Community College plans submitted and under review |
|      | 2015  | Q 1  |
| 2015 | Q 2   | A total of three private schools have their plans approved and are admitted to the program<br>100 additional jobs are created through START-UP NY  |
|      | Q 3&4 | A total of four private schools have their plans approved and are admitted to the program<br>100 additional jobs are created through START-UP NY for a total of over 1,000 new jobs  |

private online health benefits exchanges, projected to create 500 new jobs over the next five years and invest nearly \$5M related to its expansion in the former Fairmont Creamery building in downtown Buffalo. **BAK USA, LLC**, a manufacturer of tablet PC devices, is anticipated to invest \$840,000 and create 100 net new jobs on Michigan Avenue in Buffalo.

**Jamestown Community College (JCC)** campuses in Jamestown and Olean, and its North County Center in Dunkirk were approved to participate in START-UP NY, helping to stimulating business growth in Cattaraugus and Chautauqua counties. JCC will target manufacturing, biotechnology, information technology, and service-related business ventures. JCC has designated the Community Services Center on the Jamestown Campus as the location for START-UP NY businesses, with potential to expand to additional space. Prospective START-UP NY companies will be evaluated for

their fit with JCC's academic mission, their ability to enhance learning inside and outside the classroom through collaborative learning opportunities, internships, and classroom instruction, and their ability to create jobs for the local workforce.

Governor Cuomo also endorsed **SUNY Buffalo State's** START-UP NY plan. SUNY Buffalo State's plan provides 24,000SF of space in Buckham Hall for approved START-UP NY businesses. The plan requires that participating businesses align with the college's academic mission; provide internships and experiential learning opportunities for SUNY Buffalo State students; provide opportunities for faculty members and entrepreneurs to share intellectual capital; and leverage the expertise of the college's **Small Business Development Center.**



# GOOD JOBS

FOR A

# SKILLED

## WORKFORCE

A changing economy places new demands on the labor market, requiring an adjustment in skills development at all levels, and stronger partnerships among educators, 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.



### Prepare Our Workforce

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

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

### Strategies for Prosperity in WNY

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

## EXPANDING TRAINING PROGRAMS IN HIGH-DEMAND INDUSTRIES

WNY aspires to create the most flexible, inclusive and industry-driven workforce training environment to prepare workers for success and allow employers to grow.

**NYS Department of Labor (DOL)** is cultivating projects in priority job categories in WNY. Since 2011, several projects dedicated to up-skilling and right-skilling the long-term unemployed (LTU) in these priority categories were funded. **Erie 1 BOCES** of West Seneca

In the first three rounds of CFA funding, Department of Labor workforce development awards have resulted in:

26 → 2,109 → 1,852

PROGRAMS      PEOPLE TRAINED      JOBS PLACED OR  
RETAINED

received DOL funding for workforce development training in welding and industrial maintenance. To date, 29 LTU individuals completed training and 17 secured employment. Nine others are currently still in training. **Buffalo Public Schools Adult Education** is training 11 people for careers in welding through a program that runs through the summer. **Erie Community College (ECC)** was funded through DOL for an industrial maintenance mechanic training program. ECC is currently training six LTU individuals for careers in industrial maintenance. 14 more will be trained in a subsequent class. **Jamestown Community College (JCC)** received funding for the development of a Machinist Training Program to prepare LTU in career areas such as drafting and mechanical engineering. The program enrolled 25 students across these three JCC sites. Two cohorts have graduated 18 students, 16 of whom are now employed or furthering their education.

**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 100+ contractors, FTI provides OSHA approved Health & Safety classes, apprentice programs, and journeyman upgrading and retraining. State funding is supporting FTI's expansion of existing training space in Erie County to help fill the demand for skilled contractors in the region.

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

## CHAMPIONING FUTURE GENERATIONS

We are providing greater awareness of job opportunities in growing industries and building a talent pipeline in P-12, through college and beyond.

**Dream It Do It (DIDI)** is a coordinated regional initiative to promote careers in the advanced manufacturing sector. In 2012, DIDI expanded from Chautauqua County into Erie and Niagara Counties to form Dream It Do It Western New York (DIDIWNY), and, through partnerships with the Manufacturers Association of the Southern Tier and the Buffalo Niagara Partnership, built the capacity to support the initiative in the five county region. Since its

regional launch in 2012, DIDI established relationships with manufacturers, school districts, post-secondary institutions and community organizations and facilitated internships and teacher/counselor work experiences in manufacturing settings and manufacturing camps. DIDIWNY's marketing and communications campaign, aimed at promoting careers in advanced manufacturing, reached thousands of students in WNY.

**Say Yes Buffalo** is a landmark collaboration that brings educational institutions and philanthropic organizations together to provide holistic, year-round support to **Buffalo Public School District** students throughout their K-12 years and beyond. In the 2012-13 school year, Say Yes Buffalo began implementing support services to address academic, social, emotional, and health needs of students in Buffalo Public Schools. These include scholarships to attend one of nearly 100 vocational and/or 2- and 4-year colleges, an on-site staff person devoted to student support, and after school and summer enrichment programs. To date, donors have pledged over \$19M in support for Say Yes Scholarships. The number of Buffalo Public School graduates enrolled in 2- and 4-year colleges and universities increased by nine-percentage points for the Class of 2013, compared to 2012.

## STATUS OF PAST PRIORITY PROJECTS

### Buffalo Center for Arts & Technology (BCAT)

BCAT's mission is two-fold, focusing both on high school completion for at-risk youth, and providing training programs for careers in medical coding and pharmacy technician. This state investment funded the reconstruction of the Artlofts commercial space at 1221 Main Street in Buffalo where BCAT opened its doors in December 2013. The first medical coding class began in January 2014 and the first pharmacy tech class began in May. The youth program currently serves more than 45 students from Buffalo public and charter high schools.

CFA AWARD: \$800,000

### Dream It Do It WNY

Dream It Do It WNY is an initiative to promote manufacturing career opportunities. The DIDI program facilitated 168 students through kid camp opportunities, established 57 DIDI Champions within high schools in the region and reached 13,010 students through tours, presentation and career exploration opportunities. Summer activities include internships, teacher/counselor work experiences and a manufacturing camp project in Erie County. The expected project completion date is June 2016.

CFA AWARD: \$500,000

### Finishing Trades Institute (FTI) of Western & Central New York

FTI provides innovative job training for members of the International Union of Painters and Allied Trades (IUPAT). Expansion and upgrades to FTI's Buffalo training facility is on track for completion this year. The project will allow FTI to execute all training programs in-house, reducing overhead and increasing oversight. The project will allow for an increase in the level of training and number of apprentices from 180+ to approximately 500.

CFA AWARD: \$500,000

### Trades Job Training Facility (Isaiah 61 Capital)

The rehabilitation of a vacant dilapidated city-owned building for use as a Trade Job Training Facility. The City of Niagara Falls approved matching funds and negotiated a project labor agreement with the Niagara Falls Building Trades Council and a sale price with the Isaiah 61 Project. Bid packages for interior demolition and stabilization and roof reconstruction were released. A temporary ReClaim Store opened in April 2014 and will move to the Highland Avenue Fire House as soon as a certificate of occupancy is awarded. Project completion is scheduled for Fall 2014.

CFA AWARD: \$132,000



A HOLISTIC  
APPROACH TO  
DEVELOPING  
A DIVERSE  
AND  
TALENTED  
WORKFORCE

LOOKING AHEAD

BUFFALO  
BILLION  
INITIATIVE

We are aligning skills with industry needs, expanding training programs at all levels of education, and providing at-risk populations with wrap-around services – all necessary to connect people with jobs.

Burgard High School is partnering with Alfred State College to become an advanced manufacturing career hub with training for high school students in computer numerical control (CNC) machining, welding, and other trades. The school is launching a middle college program where students attend college courses taught by Alfred State professors in CNC machining and welding, and obtain an associate's degree from Alfred State College after completion of their 13th year of school. The program was developed in partnership with Say Yes and Dream It Do It to establish a pipeline of well-educated and well trained

workers for advanced manufacturing careers, meeting current and future demand of local employers. The program will launch in 2014 with enhanced reading and math courses taught over the summer, and the first cohort of students entering their freshman year in the fall.

Plans are further developing for a new **workforce training center** where local educational providers will come together to offer a variety of training programs to ready the workforce for jobs in advanced manufacturing. The efforts for the center are led by industry needs, with demand estimates indicating that between now and 2020 there will be nearly 17,000 job vacancies in Buffalo Niagara's manufacturing sector. The workforce training center will complement existing programs and provide access for all residents, creating a diverse and qualified workforce for area manufacturers. Over the past year, several summits were held to develop common language for curriculum and industry position descriptions. The site for the center and



BURGARD HIGH SCHOOL



### BUFFALO BILLION INITIATIVE

**ALIGNING SKILLS WITH INDUSTRY** WNY is upskilling and right-skilling its workforce in priority job categories required by growing industries.

an operator are under negotiation and will be announced in 2014.

A key piece to the success of the workforce training program is **pipeline development programs** for long term unemployed and people living in poverty. Through partnerships with social service organizations, historically underserved populations will overcome typical barriers to entry including preparation for GED and TABE testing, development of essential skills, and assistance with child care and transportation issues. These partnerships will address job readiness skills and provide continued wrap-around support services to help workers move up to the next rung of the career ladder. These efforts will ultimately enhance job retention and grow our workforce pipeline.

## IMPLEMENTATION AGENDA 2014-2015

### Burgard Middle College

Responsible Party: Alfred State College

2014	Q 3&4	First cohort of students has entered program and equipment is installed at Burgard Industry advisory committee is established Say Yes Family Support Specialist on site	
	2015	Q 1&2	Education Opportunity Center support services for siblings and parents in place Summer internship and permanent job opportunities identified
		Q 3	Second cohort of students enters program

### Dream It Do It

Responsible Party: Dream It Do It

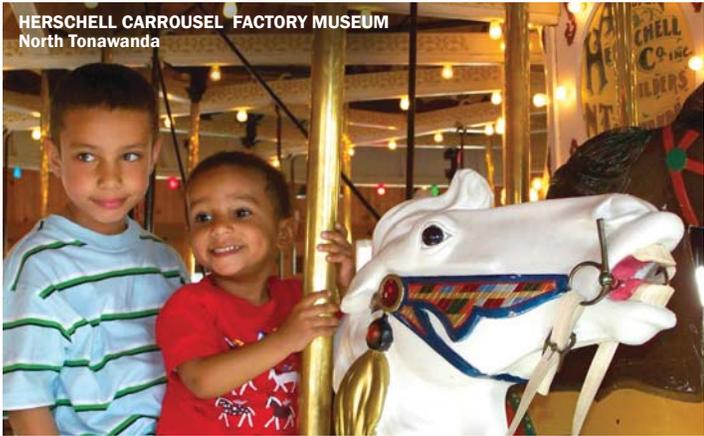
2014	Q 3&4	21 intern placements in Erie County, 15 in Chautauqua County and 34 in Cattaraugus County 12 students will utilize the tuition reimbursement program
	2015	Q 4



**DARWIN MARTIN HOUSE**  
Buffalo



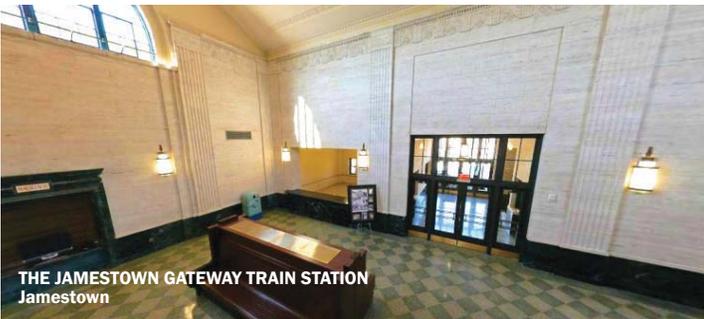
**MAID OF THE MIST**  
Niagara Falls



**HERSCHELL CAROUSEL FACTORY MUSEUM**  
North Tonawanda



**ALLEGANY STATE PARK**  
Salamanca



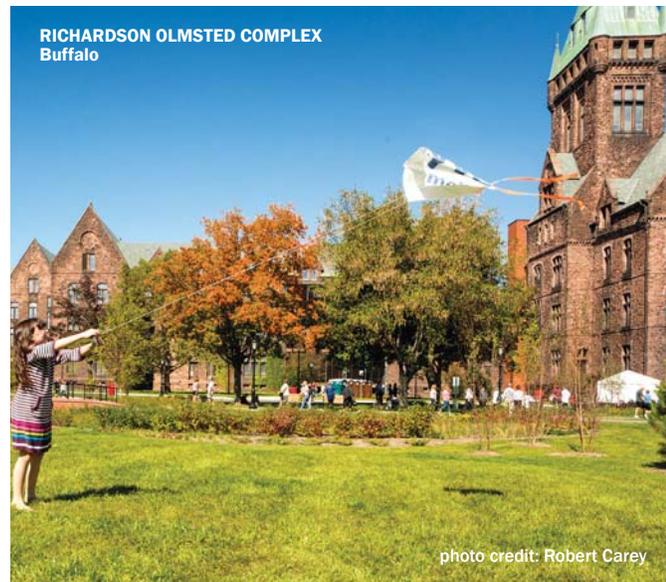
**THE JAMESTOWN GATEWAY TRAIN STATION**  
Jamestown



**HISTORIC HOLLYWOOD THEATER**  
Gowanda



**THE BUFFALO ZOO ARCTIC EDGE**  
Buffalo



**RICHARDSON OLMSTED COMPLEX**  
Buffalo

photo credit: Robert Carey

# INVESTING

## IN A WORLD-CLASS

# TOURIST

# DESTINATION

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 outdoor recreation, WNY leaders have created a strategy around investing in the quality of tourism assets, as well as developing a distinct identity and brand to reflect the authenticity of the region. These strategies are increasing awareness of the region on the national and global stage, and increasing visitor spending.



### Tourism

FACILITATE GROWTH  
OF QUALITY  
TOURISM PRODUCT

### Strategies for Prosperity in WNY

“Shocked and awed by the rebirth of Buffalo

The Toronto Star

“In Buffalo, NY, a new vitality is giving the once-gritty city wings”

The Washington Post

“Buffalo was brimming with energy...”

The Boston Globe

“Once Just a Punch Line, Buffalo Fights Back”

The New York Times

“...the Buffalo Billion’s initiatives will plant the seeds for future development...”

The Buffalo News

“Things are changing for the second-biggest city in New York state.”

The Economist

FACILITATE GROWTH OF QUALITY TOURISM PRODUCT

## A NEW IMAGE FOR WNY

Building off the region's recent local and national media attention, we continue to bolster the region's image through coordinated branding and marketing of the region's unique assets.

For decades the region has suffered from both low self-esteem and a negative national image. Image is not only central to development of the tourism industry, but is an issue that cuts across all sectors of the economy making it hard to attract companies, skilled workers, and university faculty and students as well as tourists. The region's battered image was a challenge identified in the REDC Plan, leading to the strategy that

**economic development projects should enhance the perception of the region.**

This strategy is working. In a place where in recent history one was hard-pressed to find even a positive local news story about the economy, these days WNY is repairing its image and garnering gushing press—both national and locally. People are thinking twice about not only visiting the region, but deciding to relocate their homes and their businesses.

### BUFFALO BILLION INITIATIVE

While the region is ecstatic about its recent media attention, we aren't resting on our laurels. More needs to be done to encourage longer stays, cultivate repeat customers and improve our image in the global tourism market, thus an initiative has been launched to further WNY's status as a diverse and dynamic tourism destination, building upon the broad array of visitor experiences that our region has to offer. Eight counties – Allegany, Cattaraugus, Chautauqua, Erie, Genesee, Niagara, Orleans and Wyoming – have formed a consortium to engage in a **Regional Marketing and Branding Study**.

In 2014, the consortium released a Request for Proposals (RFP) seeking a firm or team to provide destination positioning and a branding study in support of the development of the tourism industry throughout the region.

## RISING IN THE RANKINGS

### 52 Places to Go in 2014

The New York Times

### The 20 Best Small Towns to Visit in 2014

#### #1 Chautauqua

Smithsonian Magazine

### The “In” List for 2014

#### “Buffalove”

Washington Post

### Best Cities for College Grads 2014

#### Best Medium-Size City - #1 Buffalo

#### Best Small City - #1 Jamestown

[www.creditdonkey.com](http://www.creditdonkey.com)

The destination brand development project is being supported by a \$300,000 CFA award and matching funds from each of the counties. This branding exercise will lead to intentional and coordinated marketing across the eight-county region in order to capitalize on the region's assets and increase awareness of the region on the national and global stage. The goal is to develop a strong, clear brand promise that can unite the vast array of visitor experiences across the region, and can be sold to travelers in all key segments. Western New York's destination brand will capture the region's diversity and will allow for integration with existing brands under the larger regional brand umbrella. The firm will provide a roadmap for how the consortium, its partners and the entire region will implement the chosen brand, integrate it with existing efforts, and utilize the research and brand development to move the needle in the tourism market.



FACILITATE  
GROWTH OF  
QUALITY TOURISM  
PRODUCT

## BUILDING OUR ARTS & CULTURAL ASSETS

We are investing in the region's cultural tourism “product” to increase the number and quality of attractions.

Improvements to **Niagara Falls State Park** — part of a \$25M commitment from New York Power Authority (NYPA) — are ongoing to restore the vision of Frederick Law Olmsted to the nation's oldest state park consistent with the 2012 Niagara Falls State Park Landscape Improvement Plan.

The goals of the Plan are to develop strategies for park rehabilitation that reflect the Olmsted/Vaux 1887 plan for the Niagara Reservation; 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. Most recently completed is the primary viewing area of Prospect Point. Shovels are in the ground at several locations around the park including the North Shore Trail, the Lower Grove Trail, the Cave of the Winds Plaza Complex and parking lots at Prospect Point and Goat Island.

As a result of a multilateral agreement between NYPA and NYS Parks spearheaded by Governor Cuomo, the **Maid of the Mist** tour company (MOTM) invested \$32 million in the former Schoellkopf Power Station site at the Niagara Gorge to make it suitable for the winter storage and maintenance of its tour boats. MOTM tour boats were stored at the new site this winter and MOTM resumed operations in 2014 for the summer season. Public amenities such as elevator access and industrial interpretation to improve recreational use of the site and complement the MOTM excursions are under construction.

A multi-phase restoration project is in progress at the 1926 **Historic Hollywood Theater** in Gowanda. Nearly all of the theater's original features are still intact, providing a rare opportunity to restore and preserve a piece of history that is unique to the region. The building is being brought up to code and

ADA compliance along with updated mechanical electrical and plumbing systems. Once restored, it will be a fully occupied building on Main Street which will function as a regional multi-use facility for the visual and performing arts.

**Herschell Carrousel Factory Museum** is a family-friendly attraction and a 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. Restoration of the Allan Herschell Company Office Building to its original configuration will allow it to house the Museum and will open an adjacent building to be used for an Education Center with meeting and event space completing the restoration of this historic museum complex.

The **Richardson Olmsted Complex** Master Plan continues to advance, building Buffalo's reputation as an architectural powerhouse. The buildings and grounds are being adaptively reused as a civic campus for public and private activities, powered by \$76.5 million in state funds. The re-greening of the Olmsted designed South Lawn landscape in 2013 transformed two large parking lots at the Complex's south entry into a welcoming space for community gathering and recreation. A hotel, conference and event center, and architecture center for Buffalo will occupy the iconic Towers Building and its two flanking structures by 2016, with construction getting underway in 2014.

Jamestown continues its growth as a destination for comedy with the **Lucy Desi Museum**, the **Lucille Ball Comedy Festival**, the **Lucy Town Race Weekend**, & development of the first **National Comedy Center**. The Lucy Desi Museum welcomes 20,000 annual visitors, a number expected to rise to 122,000 with the completion of the National Comedy Center which will feature a comedy-based exhibit experience designed by renowned creative firms Jack Rouse Associates & Local Projects (best-known for the 9/11 Memorial) in a historic renovated train station in downtown Jamestown.

By Fall 2014, visitors to **Allegany State Park** will enjoy twenty-eight new two-bedroom, fully ADA compliant, year-round cottages equipped with full service kitchens, bathrooms, sitting rooms and porches located on the Parallel and Bova trails.



Holding over 175 events and attracting 80,000 people annually, North Tonawanda's historic **Riviera Theatre** is helping to create a regional destination. Funding through the CFA assisted with the restoration of the iconic marquee dedicated in 2014, and is allowing conversion to digital projection. The Theatre is undergoing a capital campaign to fund a \$6M expansion to house a lobby, concessions, black box theatre and rehearsal space. The increase in events and attendance helped to revitalize the Webster Street Canal Corridor which has added over a dozen new shops, restaurants and bars within walking distance of the Niagara River.

The **Path Through History** program was announced by Governor Cuomo in 2012. Since then, the WNY REDC has worked to create a project that will promote heritage tourism in our region based on Path Through History principles. The Tourism Committee has created a website focused on our regional Path Through History; and digitally delivered six newsletters promoting our region to thousands of people who expressed interest in visiting WNY. Following the last newsletter to be delivered in early September, the initiative will track how many people converted their interest into actual trips and determine economic impact as a result of their interest in our Path through History. Results of this work are expected by January 2015. Additionally, iconic Path Through History signage has been installed all over WNY and the state identifying locations of interest. Locations that received signage for this first round were selected by the Committee in cooperation with county tourism agencies.

FACILITATE GROWTH OF QUALITY TOURISM PRODUCT

## A HOTEL BOOM TO SERVE OUR GROWING TOURISTS

Over the next five years, our region will see as many as twenty-six new hotels, eight of which are already under construction, with more than 2,000 rooms.

The redevelopment of the Buffalo waterfront, the growth of the Medical Campus, the region's recent success in hosting large sporting events and conferences, and a push for cultural and recreational tourism has driven the demand for lodging from tourists, businesspeople, and Canadian shoppers.

The new **Courtyard by Marriott** and **Marriott at HARBORCENTER** both on Buffalo's waterfront, and the **Richardson Olmsted Complex**, won't be the only new hotels in town. In downtown Buffalo, the Hamister Group is renovating the historic **Tishman Building** in Lafayette Square. The \$75M project, **250 Delaware**, will not only serve as the new world headquarters



for **Delaware North Companies** but will also contain a 120-room hotel. There are also plans to convert the historic **Curtiss Building**, at Franklin and West Huron streets, into a 68-room luxury hotel.

In Niagara Falls, six new hotels are underway. In 2013, **The Hamister Group** announced a \$25.3M mixed-use hotel project. **Merani Hospitality, Inc.** plans to develop an upscale-rated \$17M hotel. The project will receive a \$2 million convertible loan from ESD's Upstate Regional Blueprint Fund and a \$750,000 capital grant from USA Niagara (USAN). The ESD Board has approved a \$550,000 grant for this \$3.8 million project. Construction has begun on the \$10.2M **Wingate by Wyndham Hotel** at Fourth Street and Rainbow Blvd in downtown Niagara Falls. The facility, which received \$980,000 incentive proposal from USAN for capital construction costs, will be located on the site of a former empty lot and includes retail space. Sai Lodging will develop a new \$6.9M project, **Fairfield Inn & Suites** on a vacant lot at Rainbow Blvd. in downtown Niagara Falls. In addition, a proposed \$10.3 million, **Courtyard by Marriott Hotel** will be located at 900 Buffalo Ave in the former Moore Business Forms office building.

## STATUS OF PAST PRIORITY PROJECTS

### Hospitality & Tourism Center

*The development of a small business development center and business incubator as part of the construction of the Niagara Falls Culinary Institute. The Niagara Falls Culinary Institute Project became operational in August 2013 and was completed in June 2014. The \$2M in state grants have helped to leverage over \$24M in additional funding from other Federal, state, local, and corporate partner sources. The project is home to 48 full-time permanent positions and over a dozen hospitality and tourism related programs, bringing more than 400 students, faculty and staff to downtown Niagara Falls daily.*

CFA AWARD: \$2,000,000

### Historic Hollywood Theater

*A multi-phase restoration project is in progress at the 1926 Historic Hollywood Theater in Gowanda. Phase V began May 2014. Duct work and air handling units are set for installation in October 2014, and paint and plaster work throughout the Theater House completed by July 2014. All work components in Phase V will be completed by March of 2015. The Theater will then move on to finishing phases of restoration.*

CFA AWARD: \$586,667

### Herschell Carousel Factory Museum

*The restoration of the Allan Herschell Company office building to be used as a carousel museum. To date, cost estimates were obtained. Over the next 2-3 months the architect will be selected, the drawings and bid documents will be completed, and a RFP for contractors will be released. The project will be completed by the end of 2014.*

CFA AWARD: \$201,725

### Darwin Martin House Interior Restoration

*The restoration of the interior basement level of the Darwin Martin House, a building designed by Frank Lloyd Wright and which holds a place on the list of National Historic Landmarks. The lower level interior restoration of the Martin House, which includes educational programming space, is scheduled to be completed January 2015.*

CFA AWARD: \$643,000

### Allegany State Park

*The construction of full service cottages on the Parallel and Bova trails in Allegany State Park. Partners entered a license agreement with NY State Parks and obtained necessary insurances and remaining financing. They contracted with a construction manager and selected sub-contractors and suppliers (including over \$400,000 of MWBE firms). Site work and cottage construction began on Parallel Trail featuring the first 13 cottages. Preliminary design work was completed for the layout for Bova Trail in the Red House section of the Park for the remaining 15 cottages. The first cottages were available for rent June 2014 and cottages continued to be added throughout the summer. All 28 cottages will be completed by September 2014.*

CFA AWARD: \$500,000

### Lockport Ice Arena

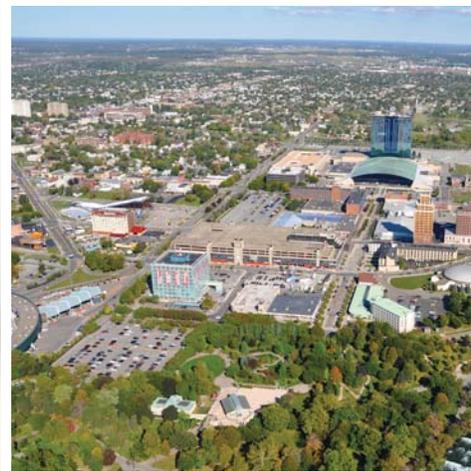
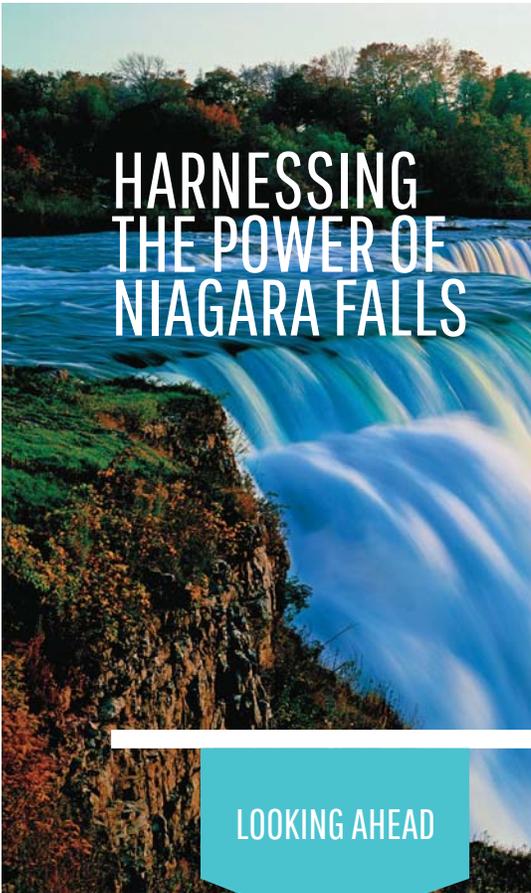
*The 90,000SF, two-pad hockey arena with related retail space—is expected to serve 150,000 visitors annually, generate demand potential of 4,778 room nights a year, and expects a \$1 million - \$2 million increase in bed and sales tax in Niagara County. The project involves demolishing a long vacant supermarket located in the heart of downtown Lockport and investing \$11 million in capital costs. 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. Games at the new arena will begin September 2014. The first "Showcase Tournament" is booked for January 2015. The new arena will be home to Lockport Express, a Junior A hockey team.*

CFA AWARD: \$1,000,000

### Buffalo Zoo

*Arctic Edge, Buffalo Zoo's new \$14 million polar bear complex, is over 35,000 square feet in size and replicates the snowy, frozen climate of the Arctic Circle. Two large exhibits will house polar bears while three smaller enclosures will feature arctic wolf, bald eagle and Canadian lynx to illustrate the diversity of species that have adapted to life in this harsh climate. The landscape will be naturalistic including two large saltwater pools, natural boulders and a variety of substrates. Construction of Arctic Edge began in November 2013 with demolition of the former bear pits. Work is currently underway to install the major utilities servicing the exhibit and to pour the concrete foundations of the bear holding building and life support complex. The exhibit is scheduled to be completed in July 2015 with a public opening in September 2015.*

CFA AWARD: \$776,000



BUFFALO  
BILLION  
INITIATIVE

The Buffalo Billion is creating opportunities for projects that will transform Niagara Falls.

USA Niagara will launch **The Power of this Place: The Niagara Falls Downtown Development Challenge**. One thing that Niagara Falls does not lack is a critical mass of people; but what it does lack is a sufficient cluster of amenities to entertain, captivate, and accommodate these visitors for longer visits and thus best capture tourism dollars. With \$20 million in state funding, to be matched by \$20 million City of Niagara Falls casino revenue funds, the competition seeks to attract proposals from development teams aimed at significantly growing tourism industry in downtown Niagara Falls with the goal of converting day visitors into overnight tourists, extending the stay of existing visitors, and increasing the spending of visitors. Major private investment can

be supported by the fund if it leverages public resources; creates significant downtown development, tourist amenities or destination attractions in the downtown area; and is consistent with the Buffalo Billion Investment Plan, the City's Comprehensive Plan and USA Niagara design standards. A successful proposal will be one that is catalytic in nature and authentic to the region, includes sustainable and cutting-edge design, and is realistic and responsible.

Niagara Falls has 11 miles of waterfront on the Upper and Lower Niagara River with four State Parks and underutilized historic structures. New York State, through a request for proposals, is seeking an unprecedented expansion of the amount and types of outdoor activities and experiences available to tourists and local residents. This exciting new **Niagara Falls Parks Programming** will be designed to increase the number of visitors and boost the tourism economy of the City of Niagara Falls by increasing and extending the stays of vacationers. Recreational activities in the area could

include an observation deck, horseback riding, bicycling, fishing, birding, rappelling and rock climbing, hiking trailheads, historic/interpretation, zip line/canopy tours, cross country skiing and upgrades to the Gorge Discovery Center.

The redevelopment of the remaining 200,000 square feet of the former **Rainbow Centre Mall** is the next step in the transformation of downtown Niagara Falls. The property's strategic location near Old Falls Street between Niagara Falls State Park and the Seneca Niagara Casino makes it an important development that could foster relationships between these areas and future development on adjoining parcels. Proposals for transforming the city-owned property have been submitted by Intertrust Development Inc., one of the largest hospitality business owners and developers in Western New York and Niagara Falls, Ontario; and Uniland Development Company, a leading builder, developer and manager of commercial real estate in Western New



## BUFFALO BILLION INITIATIVES

### DOWNTOWN NIAGARA FALLS

Major investments in tourist attractions and amenities in downtown Niagara Falls will entice visitors to stay longer and spend more.

York. A developer will be selected in fall 2014.

For many years, the **Robert Moses Parkway** has been seen as an obstacle between the neighborhoods in the City of Niagara Falls and the waterfront. The \$15-20 million reconstruction and reconfiguration of a one mile stretch of the underused parkway, south of Niagara Falls, 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, through the Buffalo Billion initiative, will invest \$11.5 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. Construction is expected to start in late 2014.

## IMPLEMENTATION AGENDA 2014-2015

### Regional Marketing and Branding Study

Responsible Party: USA Niagara

2014	Q 4	Consultant hired and study commences
2015	Q 2	Study complete Apply for CFA funds for implementation of brand

### Niagara Falls Downtown Development

Responsible Party: USA Niagara, NYS Parks

2014	Q 3&4	Announce the selection of developer and their plans for the comprehensive redevelopment of the remaining 200,000SF of the former Rainbow Centre Mall Release of RFP for the Downtown Development Challenge Announce private partner selected for Niagara Falls State Park recreation programming and real estate development Robert Moses Parkway North (Phase I) – Preliminary design kick-off Robert Moses Parkway South “Riverway” – Groundbreaking ceremony
2015	Q 4	Groundbreaking for the redevelopment project of the former Rainbow Centre Mall. Robert Moses Parkway North (Phase I) – Groundbreaking ceremony Robert Moses Parkway South “Riverway” – Ribbon cutting ceremony
2016	Q 4	Ribbon cutting for the redevelopment project of the former Rainbow Centre Mall. Robert Moses Parkway North (Phase I) – Ribbon cutting ceremony

# MADE

# GREAT

# IN WNY

Building upon the region's strengths in the fields of medical devices, precision instruments, advanced materials, and energy storage, among others, access to low-cost hydropower from Niagara Falls, and the region's significant research universities, advanced manufacturing—an export-oriented, innovation-fueled and opportunity-rich sector—is essential to the region's economic growth.



### Advanced Manufacturing

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

BOOST COMPETITIVENESS THROUGH CAREER AWARENESS

### Strategies for Prosperity in WNY

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

## STRENGTHENING OUR MANUFACTURING BASE

For more than 80 years, **Costanzo's Bakery** has been one of the area's leading suppliers of fresh bakery products. In 2013, nearly \$200,000 in Excelsior Tax Credits for a \$2.1M project to upgrade facilities and machinery helped significantly expand Costanza's retail presence. Costanzo's products are now delivered up to five days a week to local retailers, dozens of local delis, convenience stores and specialty markets throughout the region. Although still a local favorite, today 60% of Costanzo's sales come from across the U.S. and Canada.

**Empire Specialty Cheese** has invested \$6.37 million including \$650,000 in Excelsior Tax Credits to purchase and upgrade the former AFA Meat Processing Plant in Chautauqua County. The project, which involves building renovation and the purchase of new machinery and equipment, will accommodate new and existing cheese production. The project retains 46 full-time, permanent employees, is adding 204 new jobs, and is expanding its product line to multiple private labels. ESD provided a \$7M state incentive

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



**BUFFALO BILLION INITIATIVES**

**BUFFALO NIAGARA INSTITUTE FOR ADVANCED MANUFACTURING COMPETITIVENESS** This commercially viable enterprise will conduct applied research and development to spur the growth of the region's manufacturing sector.

package to assist **Ford** in a \$101M project to make significant upgrades to its Stamping Plant in Hamburg. The only remaining stand-alone Ford



stamping plant, the WNY facility will see new machinery to expand the plant's manufacturing capabilities, ensure the facility's relationship with the Oakville, Ontario assembly plant, and retain 640 full-time, permanent jobs.

In Dunkirk, as part of a \$48.6M capital improvement project to increase the **Nestlé Purina** Pet Care facility's capacity to create innovative products, NYS invested \$2M in Excelsior Tax Credits helping to retain 352 jobs and create 25 new ones.



In 2013, **Nowinski Pierogies** moved from northeast Pennsylvania to a former clothing factory in Westfield to begin manufacturing frozen pierogies for the WNY market. \$280,000 in Excelsior Tax Credits contributed to significant renovations and a facility expansion. Over five years, the company will add 50 new jobs.

Owned by dairy farmers throughout WNY, **Upstate Niagara Cooperative, Inc.** is a food and beverage cooperative that markets a wide variety of innovative dairy products.



Upstate Niagara Cooperative invested nearly \$3M in the construction of a facility to accommodate new upgrades. The state's investment of \$300,000 in this project will help retain 176 employees.

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

**DEVELOPING THE TECHNOLOGIES TO COMPETE GLOBALLY**

BUFFALO BILLION INITIATIVE

An increase in applied R&D will spur growth in the region's manufacturing sector.

**Buffalo Niagara Institute for Advanced Manufacturing Competitiveness (Institute)** is a new, state-of-the-art center aimed at spurring transformative growth in the high-tech manufacturing sector. The Institute, made possible through a \$45M Buffalo Billion investment, will allow companies an affordable way to tap into resources to test and develop new technologies, and improve existing products and processes.

The state's investment in facilities, machinery, equipment and operations will enable new product and process development with particular emphasis on

the region's growth sectors in advanced manufacturing including machinery, food processing, chemicals, medical devices and pharmaceuticals. The Institute will provide services and support to help local industry develop more efficient operational processes and facilitate entry into new markets.

**EWI**, who was contracted in 2013 to research and deliver a plan for the Institute, has been selected to operate the facility and provide applied R&D services in the areas of flexible automation and controls, advanced materials and testing, additive manufacturing and advanced fabrication. A local industry committee, made up of founding members of the center, is providing guidance on the initial technology investments being made by EWI. In addition, the Institute will provide services in Process Excellence, Export Assistance and Workforce Development through partner agreements with other local organizations and universities. The services provided by EWI and other partners at the Institute will make WNY manufacturers more competitive and position the region as a leader in manufacturing technology and innovation, helping to spur new economic opportunities and job creation now and in the future.

The Institute is continuing to build its team and announced the hiring of President Michael Ulbrich in June 2014. The Institute will open its doors in fall 2014 at its temporary home at 847 Main Street in Buffalo, with laboratories completely functional by first quarter 2015.

## STATUS OF PAST PRIORITY PROJECTS

### Alfred University - Integrated Manufacturing Center Capital

*The creation of the Advanced Materials Manufacturing and Training Center to substantially advance the speed with which new materials, and therefore new products and processes are brought to market. Phase I of the project is >95% complete. Most laboratory equipment has been purchased and installed. The expanded laboratory facilities are being used to support the research efforts of several NYS companies.*

**CFA AWARD: \$500,000**

### Alfred High Temperature Lab Capital

*Purchasing equipment and renovating facilities for the High Temperature Materials Characterization Laboratory. Phase II has begun with ground breaking for the McMahon In-fill Laboratories. The Laboratories will provide a central location for the user facilities of the Center for High Temperature Characterization. Construction and equipment installation are on schedule for fall 2016.*

**CFA AWARD: \$2,800,000**

### Rare Earth Recycling

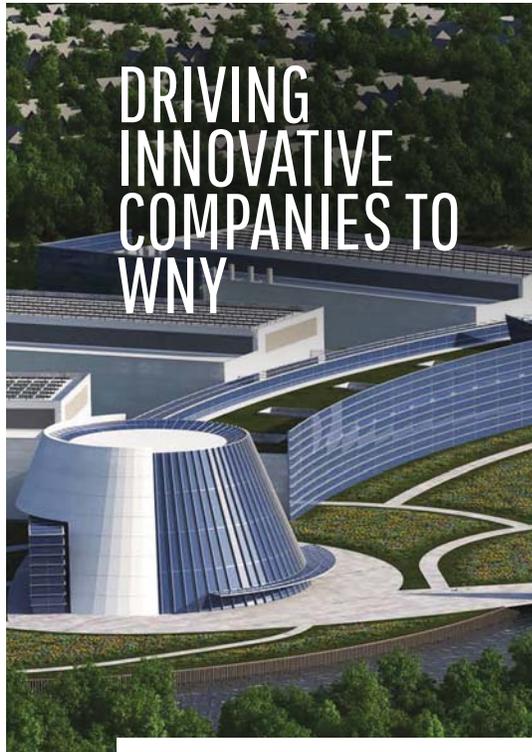
*The acquisition and installation of new M&E to recycle post-consumer electronic waste, converting it into usable and highly valuable rare earth materials. The company has refurbished a major kiln, purchased 2 belt filters, stainless steel processing equipment, and most of the pilot plant equipment to make samples on a small scale. Two newly hired full time engineers along with 6 other TAM Ceramics employees are dedicated to the project.*

**CFA AWARD: \$250,000**

### Alfred State Sustainable Advanced Manufacturing Center(SAMC)

*Construction of a facility to house the Center at Alfred's Wellsville campus. A SAMC advisor team of Corning Inc., Alostom, Dresser Rand, GE-Lufkin, and Harbec plastics has developed overall goals and is identifying plans to be a zero energy welding and machine tool operation.*

**CFA AWARD: \$500,000**



DRIVING  
INNOVATIVE  
COMPANIES TO  
WNY

LOOKING AHEAD

BUFFALO  
BILLION  
INITIATIVE

**A long-vacant brownfield will be transformed into a new hub for manufacturing innovation.**

In November of 2013, Governor Andrew Cuomo announced the \$225 million Buffalo Billion investment in the **Buffalo High-Tech Manufacturing Innovation Hub at RiverBend**, the largest single State investment in WNY. This state-of-the-art facility for high tech and green energy companies will be located in the City of Buffalo at **RiverBend**—a 90-acre site (formerly Republic Steel) located within the South Buffalo BOA which has been remediated and is ready for development.

The state's investment will be used to establish infrastructure and utilities at the site, construct 275,000SF of facilities, and purchase equipment. Two California-

based clean energy companies, Soraa and Silevo, will serve as the anchor tenants in the complex by relocating major parts of their respective operations to Buffalo. Soraa and Silevo will collectively invest \$1.5 billion into the project, creating 850 permanent jobs and at least 500 construction jobs.

**Soraa** is a California-based manufacturer of green LED lighting with the highest efficiency on the market. The company will relocate its corporate R&D and manufacturing operations to RiverBend, investing \$750 million and creating 375 jobs. **Silevo** is a California-based company that develops and manufactures silicon solar cells and modules, with an already established manufacturing plant in China. Phase 1 of Silevo's project involves a 200 megawatt production facility, establishing its sole North American manufacturing operations with a \$750 million investment and the creation of at least 475 jobs.



## BUFFALO BILLION INITIATIVES

**HIGH-TECH MANUFACTURING HUB AT RIVERBEND**  
Spurring high-tech and green energy businesses.

### IMPLEMENTATION AGENDA 2014-2015

#### Sustainable Advanced Manufacturing Center

Responsible Party: Alfred State College

2014	Q 4	Design work begins Construction contract bid
2015	Q 1	Construction begins
2016	Q 1	Center is operational

#### Buffalo Niagara Institute for Advanced Manufacturing Competitiveness

Responsible Party: EWI

2014	Q 4	New brand for the Institute is completed, including website launch and marketing materials Begin operations at new facility, install first wave of equipment and build technical team
2015	Q 1	Laboratories fully functional for project work
	Q 2	First round of founding member projects completed
	Q 1-4	Continue to build project pipeline, invest in equipment and technical staff/resources

#### High-Tech Manufacturing Hub at RiverBend

Responsible Party: NYPA and ESD

2014	Q 4	Groundbreaking and initial construction phase
2015	Q 1	Continued build out of site

The hub will create a cluster of green-energy businesses, serving as a powerful magnet for other businesses in the industry. It is expected that the hub will expand to six or more buildings that will be constructed over time to accommodate approximately 1,200 new manufacturing jobs in the field of biotech, high tech and green energy. The facilities and equipment will be owned by the **State University of New York (SUNY) Research Foundation**, ensuring a strong connection between university research and industry needs and enabling future RiverBend tenants to qualify for **START-UP NY** benefits.

In March 2014, Governor Cuomo announced that Buffalo-based LP Ciminelli was chosen as lead developer for the Hub at RiverBend. Construction is expected to begin in 2014 with the facility opening in 2015.

# CONVERTING RESEARCH INTO JOBS

WNY is accelerating health and life sciences by leveraging the region's unique areas of excellence in fields such as pharmaceuticals, medical devices, and personalized medicine. Through research institutes that can attract and retain a skilled workforce, WNY is fostering a dynamic, innovative, and entrepreneurial environment in the sector. The region's efforts to co-locate clinical and R&D functions are facilitating interaction, promoting knowledge exchange and collaboration.



Health | Life  
Sciences

STIMULATE  
BUSINESS  
CREATION AND  
JOB GROWTH IN  
THE LIFE SCIENCES  
INDUSTRY

Strategies  
for  
Prosperity  
in WNY

STIMULATE  
BUSINESS  
CREATION AND  
JOB GROWTH  
IN THE LIFE  
SCIENCES  
INDUSTRY

## THE BUFFALO NIAGARA MEDICAL CAMPUS IS A PRIVATE SECTOR MAGNET

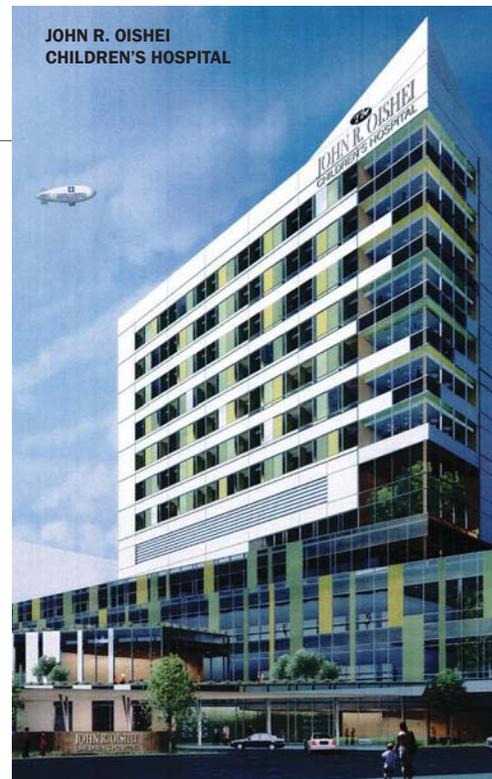
With 8.5 million SF of existing or under construction clinical, research, and support space representing a \$750M public/private investment; 12,000 employees (a number that will rise to nearly 17,000 by 2017); and more than one million patients and visitors annually, the Buffalo Niagara Medical Campus (BNMC) is a prime example of public funding leveraging private investment.

In an effort to make patient care more effective and efficient, Kaleida Health is building the new **John R. Oishei Children's Hospital**. It will be an integral part of the BNMC, linking with Roswell Park Cancer Institute, Gates Vascular Institute, the new UB Medical School

CENTER FOR  
PERSONALIZED MEDICINE



JOHN R. OISHEI  
CHILDREN'S HOSPITAL



UB MEDICAL SCHOOL GROUNDBREAKING



and more. This project will right-size and consolidate services in a 12-floor, 185-bed, free-standing, modern facility. Scheduled to break ground in 2014, the new hospital will provide a comprehensive range of specialized pediatric care and surgical services as well as a Women's Pavilion with related services. The new hospital will ensure pediatric and maternal services remain available for patients in WNY. It will be recognized as an innovative provider and partner, and the regional referral center for women and children's health care for Kaleida Health, WNY and beyond.

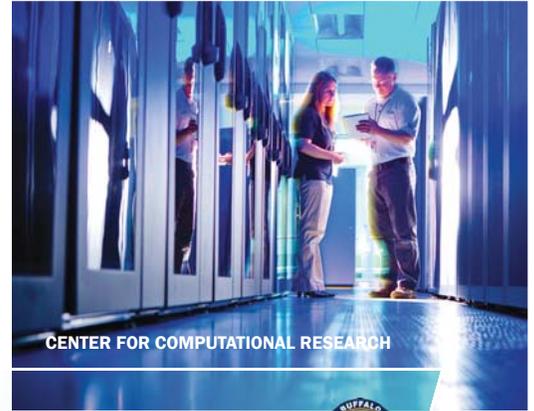
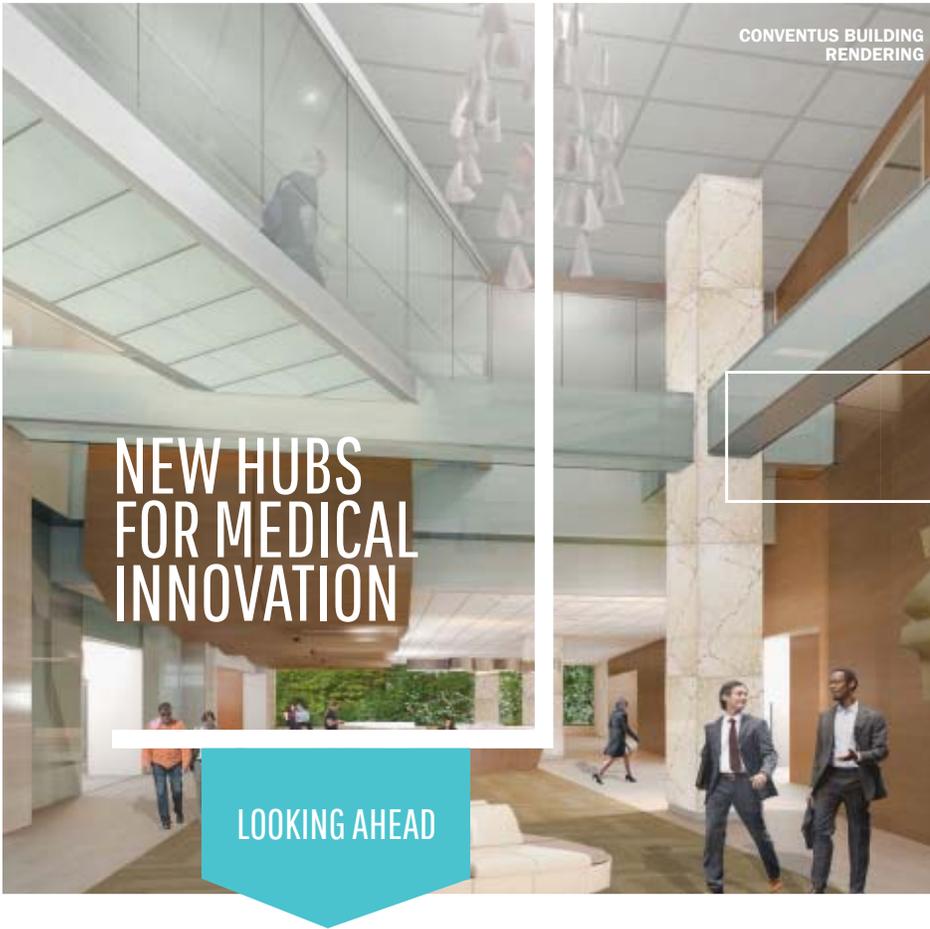
Currently under construction, the **Conventus** building, located on a 2-acre parcel, will be the northern gateway to BNMC. Upon completion in spring 2015, Conventus will offer more than 350,000SF of clinical, office and retail space bringing educational and research entities together in a synergistic environment.

Tenants will include Kaleida Health's Ambulatory Surgery Center, pharmacy and blood draw center, UBMD Physicians Group (a global provider of research and manufacturing services to the pharmaceutical and biotechnology industries), First Niagara Bank, and **Albany Molecular Research Inc. (AMRI)**, the anchor tenant for the new **Medical Innovation Hub**. As its name suggests, Conventus is a place that physicians, researchers, students, patients, and affiliated businesses can collaborate and innovate together.



In 2011, responding to the need to establish more targeted therapies for its patients, Roswell Park Cancer Institute (RPCI) began directing

significant resources toward the strategic development of the **Center for Personalized Medicine (CPM)** to support and develop a center of excellence in genomic medicine. Funded by \$16 million from RPCI and \$5.1 million from New York State, the 5,000SF lab, which houses information technology equipment including a 1,600-processor supercomputing cluster, was established in 2012. To date, CPM launched three next generation sequencing projects, completed a joint effort with WNY Urology Assoc. to bank bladder cancer samples for genomic testing, and piloted an education program to address disparities in genetic research participation. CPM continues to partner with Computer Task Group, regional patients, collaborating medical practices, and developing biotech businesses.



BUFFALO BILLION INITIATIVES

BUFFALO  
BILLION  
INITIATIVE

Burgeoning clusters on the BNMC will further accelerate private sector development.

The **Buffalo Institute for Genomics** links the **New York Genome Center (NYGC)** in Manhattan with the computational infrastructure at the **University at Buffalo (UB)** and research at **Roswell Park Center for Personalized Medicine**. UB will receive \$50 million from the Buffalo Billion to build out their existing computational infrastructure at the **Center for Computational Research** and expand their existing biomedical research capacity in order to accelerate recent advances in genomic medicine into clinical care. With supercomputing resources and expert staff, these Buffalo institutions will provide the NY Genome Center with rapid access to computational capabilities that will increase the speed of genomic research

and analysis critical to diagnosis of diseases. As genomic medicine emerges as a standard of treatment and as many drug compounds find new uses, there is potential to significantly reduce the cost of health care. The \$100 million project is expected to create more than 750 new jobs and spur the development of companies that focus on diagnostics and information technology essential to breakthroughs in personalized medicine on the Buffalo Niagara Medical Campus. Five companies focused on genomic medicine, including IBM and two others announced in the first wave of START-UP NY businesses, already committed to either moving to Buffalo or expanding in the area.

Governor Cuomo also announced the creation of a new **Medical Innovation and Commercialization Hub** on the BNMC. A \$50M Buffalo Billion investment in new equipment and lab space will leverage \$200M in private funding to create a state-of-the-art, shared-user facility for research, development and testing for

pharmaceutical development to be located on the top floor of the Conventus building. **Albany Molecular Research Inc. (AMRI)**, a global leader in drug research and manufacturing, is the initial anchor for the state-funded lab. AMRI, currently housed in temporary space at the Jacobs Institute, will move into the Conventus building in 2015. The Medical Innovation Hub will continue to attract 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.

## STATUS OF PAST PRIORITY PROJECTS

### Buffalo Niagara Medical Campus Ellicott Street Connector

The construction of an underground tunnel on the BNMC. It links existing buildings and services to the new John R. Oishei Children's Hospital, private-sector development, and the UB's new School of Medicine, providing infrastructure efficiencies for all parties. The \$1M state grant has leveraged close to \$500M in public and private funding from partners on BNMC.

CFA AWARD: \$1,000,000

### Hauptman Woodward Crystallization Laboratory

The expansion of the high throughput crystallization laboratory biotech services; and updating and replacing aging robotic lab equipment. With the SONICC installed in the HTLC laboratory and troubleshooting of the equipment complete, Hauptman-Woodward Medical Research Institute (HWI) plans to move forward quickly with the establishment of a for-profit entity, Harker-Bio, to begin offering crystallization services to large and small Pharma. As the only institute in the world able to offer this crystal detection, this company will have a major impact on the organization providing a new revenue stream to allow for expansion of the company and of HWI. The hiring process has begun and three positions have been filled including the CEO. In addition to HWI's in-house scientists who will play a role in the operations of Harker-Bio, over the next year HWI will hire an additional three technicians. Marketing materials have been developed and a web domain secured. Completion date for this project is expected to be December 2015.

CFA AWARD: \$500,000

### Jacobs Institute Center for Innovation in Medicine

The construction of a state-of-the-art medical device prototyping facility located on BNMC. The Jacobs Institute (JI) outfitted its Innovation to Commercialization Center (i2C) with balloon catheter manufacturing equipment used for product development. Lightweight lead vests, thyroid shields, and lead barriers updated JI's Training Center safety features. Workstations accommodate newly hired employees (2) and summer interns. JI purchased furniture for the Core Lab and additional equipment will be purchased by December 2014.

CFA AWARD: \$4,000,000

### Roswell Park Cancer Institute Genome Consortium

The renovation of a 5000SF lab to perform whole genome sequencing pilot projects. The Genome Project has created 29 new jobs in the RPCI Center for Personalized Medicine (CPM). Progress includes the completion of 3 next generation sequencing projects, completion of a joint effort with WNY Urology Assoc. to bank bladder cancer samples for genomic testing, and a pilot education program to address disparities in genetic research participation. By Q3 2014, CPM plans to launch a proprietary test for personalized medicine.

CFA AWARD: \$5,100,000

## IMPLEMENTATION AGENDA 2014-2015

### Buffalo Institute for Genomics

Responsible Party: SUNY RF on behalf of University at Buffalo

2014	Q 4	Installation of hardware and software in BIG computing center to perform enhanced data analytics
2015	Q 1	Collaborative computing and storage infrastructure between NYGC and BIG in full production mode NYGC data stored at BIG computing center R&D projects initiated at BIG shared labs - will perform targeted sequencing of patient cohorts in partnership with private sector collaborators
	Q 2	Continued R&D activities
	Q 3	Executive Director announced Procure shared lab equipment to perform R&D projects and validation of NYGC data Continued R&D activities
	Q 4	BIG (UB and industry partners) hires 63 new staff members by end of 2015

### Medical Innovation and Commercialization Hub

Responsible Party: FSMC

2014	Q 4	Continued build out of Conventus site for AMRI
2015	Q 1&2	Anticipated occupancy of Conventus site

# GROWING LOCAL FOOD SYSTEMS

WNY produces the highest quality agricultural products, but food production is only one part of our local food system. WNY is building connections between farmers, processors, retailers, researchers and consumers to create awareness around local products and create equity in our food system. WNY strives to create a well-functioning, integrated community food system to enhance the environmental, economic, social, and nutritional health of our region.



## Agriculture

MAKE AGRICULTURE  
MORE COMPETITIVE  
THROUGH  
BRANDING,  
INNOVATION &  
CAREER READINESS

## Strategies for Prosperity in WNY

MAKE  
AGRICULTURE  
MORE  
COMPETITIVE  
THROUGH  
BRANDING,  
INNOVATION  
& CAREER  
READINESS

## SUSTAINABLE FOOD SYSTEMS HELP GROW THE ECONOMY

We are helping to facilitate sustainable food systems through research, policy, and access to capital.

The **Food Systems Planning and Healthy Communities Lab** (the Food Lab) at the University at Buffalo in the School of Architecture and Planning, the only research laboratory in the United States dedicated to food systems planning, conducts research that critically examines the role of planning and policy in facilitating sustainable food systems and healthy communities. The Food Lab team conducts research in collaboration with research labs and centers within UB and elsewhere, as well as with community and planning organizations from across the United States; builds capacity of planners through education and training; and engages in community-based efforts to build sustainable food systems and healthy communities. In 2013, the Food Lab and its partners (American Farmland Trust, American



FARM CREDIT EAST



GRAPE DISCOVERY CENTER  
Chautauqua County

Planning Association, Cultivating Healthy Places, and Ohio State University) received a \$3.96M grant from U.S. Department of Agriculture for a new initiative, **Growing Food Connections**, which, through research and training, seeks to strengthen local and regional food systems by building the capacity of local governments to reconnect farmers with underserved consumers.

The first of its kind in New York State, the **Food Policy Council of Buffalo and Erie County (FPC)** was created in 2013 as a sub-commission of the Erie County Board of Health to provide local governments with an advisory body with expert information on policies that could improve the local food system, and a resource to local governments on all issues concerning food and its impact on the health of a community. Erie County government and county municipalities can draw on the expertise of the FPC to advise decision makers on food issues including obesity, limited food access and economic development opportunities. The steering committee for the Food Policy Council of Buffalo and Erie county is currently accepting applications for new Food Policy Council members with experience in the food system (farmers, processors, retail) and those with interests in food issues (consumer concerns, food access, nutritional issues).

The largest lender to agriculture in New York State, **Farm Credit East (FCE)** is a financial service cooperative for the Northeast agriculture industry and a leader in farm legislation and land preservation activities. 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. Farm Credit East was awarded \$1M in state funding to create a grant program for WNY farms that seek to add value to the products they grow, raise, and/or sell directly to consumers. Farms from across the WNY region can apply for up to \$50,000 in funding to help with purchasing equipment, machinery or building construction to assist in their value-added direct-to-market venture. Solicitation for applications to the program is underway and all funds are expected to be committed by December 2014.

In an effort to better connect local growers to regional wholesale markets, in 2013 Field & Fork Network, in partnership with New Venture Advisors and Cornell Cooperative Extension Harvest NY, kicked off a feasibility study for **Ready to Grow** – a food hub in WNY. In early 2014, growers and buyers across a 12-county region (Niagara, Erie, Chautauqua, Cattaraugus, Allegany, Wyoming, Genesee, Orleans, Monroe, Livingston, Wayne, and Ontario) were engaged in the process through surveys, interviews and meetings to gather information relative to the creation of a food hub and how this business should serve the grower and buyer communities. The research is being reviewed by the project’s advisory committee and a preliminary operating model was developed for further review. To date, the research and business analysis support the building a food hub in WNY.

MAKE  
AGRICULTURE  
MORE  
COMPETITIVE  
THROUGH  
BRANDING,  
INNOVATION  
& CAREER  
READINESS

## BUILDING PUBLIC AWARENESS OF LOCALLY GROWN PRODUCTS

The region is developing new marketing strategies focused on promoting the value of local food and emphasizing WNY’s unique agricultural products.

The **Niagara Wine Trail** has been successful in helping Niagara County wineries attract customers since its inception ten years ago. Today, 20 wineries – attracted to WNY’s unique geographical characteristics and micro-climate suitable for native and hybrid grapes and the production of fruit wines – make up the Trail. In 2013, Gov. Cuomo signed legislation extending the trail into Monroe and Orleans counties. This new reconfiguration and extension

eastward will draw new attention to the trail and will attract additional visitors to the wineries and other tourist attractions in the region. In addition, the expansion seeks to draw additional wineries to open along the trail. A \$30,000 state grant will provide designating signs to wineries located within five miles of the expanded wine trail.

The **Grape Discovery Center** opened its doors in 2013 after retrofitting an abandoned automobile repair shop into a welcoming tourist destination. This Lake Erie Concord Grape Belt Heritage Area’s Visitor Center showcases local grape products and educates visitors about historic regional grape development as well as the role that grape growing plays in the region’s cultural landscape and communities. NYS Office of Parks, Recreation and Historic Preservation awarded the grantee \$200,000 in Heritage Areas Systems Acquisition, Development & Planning funds in 2011 towards the completion of exhibits and displays for the Center.

WNY is a proud participant in Governor Cuomo’s initiatives to highlight the quality, diversity and economic potential of New York State’s food and beverage industry at events, tourism destinations and retail stores throughout the state. WNY participated in the **Taste NY** experience at the 2013 Great New York State Fair. Red Jacket Orchards (Geneva), Heintz and Weber Co. (Buffalo) and Upstate Niagara Cooperative (Buffalo) all participated at the Taste NY Marketplace tent. WNY is also playing an important role in New York State’s growing craft beer industry, another marketing initiative of Taste NY. In the past few years, four craft breweries have opened in the region and at least seven others are in the planning stages. WNY also is participating in Governor Cuomo’s **FreshConnect** program, which brings fresh food from New York farms to underserved communities throughout New York. There are close to a dozen FreshConnect program sites in the Buffalo metropolitan area alone.

## STATUS OF PAST PRIORITY PROJECTS

### Farm Credit East Value Added Direct Marketing Agriculture

*Farm Credit East will administer the Agriculture Development Program using grant funds to match loan funds to farmers for value-added products. Solicitation for applications to the program is underway and all funds are expected to be committed by December 31, 2014.*  
**CFA AWARD: \$1,000,000**

### Niagara Wine Trail

*Twenty wineries situated on the Niagara Escarpment make up the Niagara County Wine Trail. The Niagara Wine Trail is currently working with the NYS Department of Transportation to coordinate the locations of their new signage along the recently expanded wine route. Signs are expected to be installed within a year.*  
**CFA AWARD: \$30,000**

## IMPLEMENTATION AGENDA 2014-2015

### Ready To Grow: WNY Food Hub Project

Responsible Party: Field & Fork Network

2014	Q 4	Feasibility study completed
		Formal solicitation for the Food Hub operator
2015	Q 1	Operator selected
	Q 2	Business planning stage begins

### Farm Credit East

Responsible Party: Erie County

2014	Q 4	WNYREDC Agriculture Development Fund is operational and accepting applications. At least one award is expected before the end of 2014
2015	Q 1	Applications for assistance are accepting and awarded on a rolling basis

# TAPPING NEW MARKETS

The professional services industry is a large piece of our regional economy and continues to grow. High end, back office operations and technology service centers are locating and expanding in the region, due in large part to our competitively priced space, sophisticated telecommunications, and well-educated workforce.



## Professional Services

LEVERAGE EXISTING ASSETS AND FOSTER SYNERGIES BETWEEN INDUSTRIES AND EDUCATION

## Strategies for Prosperity in WNY

LEVERAGE EXISTING ASSETS AND FOSTER SYNERGIES BETWEEN INDUSTRIES AND EDUCATION

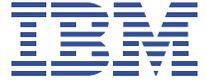
## INVESTING IN A DIVERSE CLUSTER OF PROFESSIONAL SERVICES

State investment of approximately \$95M in professional services companies leveraged private investment of nearly \$288M, which helped retain 4,800 jobs and will lead to the creation of more than 2,500 new jobs.

The **Buffalo Information Technologies Innovation and Commercialization Hub** is a major addition to WNY's high-tech network. The Hub, made possible with a \$55 million Buffalo Billion investment, will bring

BUFFALO BILLION INITIATIVE

cutting-edge software development jobs to downtown Buffalo. **IBM**, the hub's anchor tenant, is creating 500 new IT jobs and will train future and current industry workers, educate new IT staff through SUNY partnerships, and develop next generation IT software needed to



drive state-of-the-art discoveries in the areas of molecular research, genomics, energy efficiency development and defense. The hub is expected to open by the end of 2014 at the **Key Center** in Buffalo.

California-based **Ingram Micro**, a leader in technology and supply chain services, is expanding operations at its East Coast headquarters in Amherst where



the company employs 1500 people in sales, technical support, information technology, and credit and customer service. The \$17.4M project that received \$7.7M in Excelsior Tax Credits involves adding more office space and purchasing equipment to accommodate an additional 250 employees.

Work is progressing on converting the former Sheehan Memorial Hospital on Buffalo's east side into the **Compass East** mixed-use building, with telecommunications giant **Time Warner Cable** occupying 50,000SF on the building's main floor for its East Coast Business Class Services hub.



\$3.1M in Excelsior Tax Credits are helping the company invest in machinery and equipment and train new employees. The company will create 150 new jobs and retain 450 jobs.

**Yahoo** is expanding its East Coast data center complex in Lockport with the help of \$2M in Excelsior Tax Credits. The expansion will lead to additional data center capacity and a new 24-hour customer care call center, which together will result in 115 new jobs and a total capital investment of \$170 million.



# POWERING INNOVATION IN WNY

Building upon our potential to participate in the development of a broader range of renewable energy sources, WNY has begun to position itself as a global energy hub—a collaboration of private enterprise, public entities, academic resources, and entrepreneurs.



## Energy

POSITION WNY AS  
A GLOBAL ENERGY  
HUB

ENERGY EFFICIENT  
TRANSPORTATION  
INVESTMENT  
AND SUPPORT  
STRUCTURE

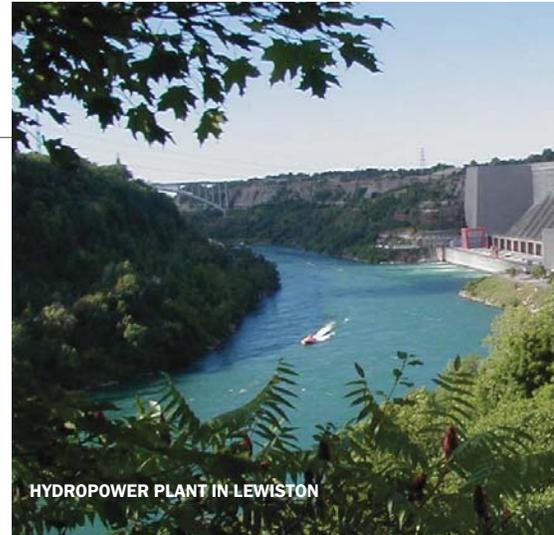
Strategies  
for  
Prosperity  
in WNY

POSITION WNY  
AS A GLOBAL  
ENERGY HUB

## LEVERAGING OUR NATURAL AND HUMAN RESOURCES

Each component of the energy supply chain holds promise for innovation, job creation, and economic growth in WNY.

The **Small Business Green Retrofit Initiative** targets small businesses and non-profit organizations in Erie, Niagara, and Chautauqua Counties that commit to making energy efficiency improvements as part Green Jobs-Green NY. Since 2013, there has been outreach to 220 small businesses and non-profits resulting in fifty CFA applications submitted to NYSERDA, forty-five of which received free energy audits completed and reviewed by CJ Brown Energy and **PUSH Green** to begin developing pre-retrofit improvement measures. Three small business owners have signed beneficiary agreements worth over \$225,000 in both energy efficiency upgrades and building improvement measures. Eleven other non-profits and small businesses are gathering estimates and developing their pre-retrofit work scopes — three of which combined total over \$500,000. The remaining applicants plan to utilize NYSERDA’s Small Business/Not-for-Profit Financing Program for their smaller work scopes.



HYDROPOWER PLANT IN LEWISTON

The Western New York Power Proceeds Allocation Act, effective March 30, 2012, created the **Western New York Power Proceeds Allocation Board (WNYPPAB)**, and required the **New York Power Authority (NYPA)** to establish the **WNY Economic Development Fund (Fund)**. As of May 2014, the Fund has accrued approximately \$36M, approximately \$13.6M of which has been approved for awards. Nearly \$1M in grants were awarded to four WNY businesses supporting the creation or retention of 86 jobs and more than \$9M in project investments during the first half of 2014.

Helping grow business in the region, NYPA administers the statewide **ReCharge NY** program, which utilizes some of the Niagara project’s power as part of the mix of hydropower and market-purchased power. Currently, 92 WNY companies have been awarded ~45MW of ReCharge NY power, supporting more than 27,000 jobs. NYPA also approved **low-cost hydro allocations** for five WNY businesses during the first half of 2014 in return for their commitment to create over 2,200 jobs and undertake capital investments of \$28.8M. Further, NYPA capitalized the **Niagara Economic Development Fund** providing low-interest loans to businesses locating or expanding in Niagara County. Currently, 13 loans have assisted 11 businesses expand and helped create more than 650 jobs. NYPA is working closely with ESD, NYS DOL, New York State utilities, local educational providers and labor organizations to formulate and implement a strategy to address WNY’s



energy and advanced manufacturing workforce development needs.

NYPA is also investing in capital improvements and technology upgrades to some of our critical energy infrastructure. A \$460M, multi-year Life Extension and Modernization (LEM) at the **Niagara Power Plant's** Lewiston facility is now underway, where all 12 pump-turbines will be replaced by 2020. Also of note are Buffalo Niagara and Niagara Falls International Airports where electric vehicle charging stations have been installed.

**ENERGY EFFICIENT TRANSPORTATION INVESTMENT AND SUPPORT STRUCTURE**

Over the last 25 years, NYPA has financed more than \$85M in completed energy efficiency and clean energy projects at 253 sites in WNY saving taxpayers nearly \$4.4M a year and reducing greenhouse (GHG) emissions by approximately 31,000 tons annually. In 2014, Governor Cuomo highlighted NYPA energy efficiency projects completed or are underway at 10 SUNY campuses. These projects will save SUNY \$3.5M and eliminate 21,000 tons of GHG emissions annually. NYPA announced in February 2014 that work is underway on Energy Master Plans for five NY cities including Buffalo to help lower energy costs and carbon emissions and support green industries and jobs.

### High-Tech Manufacturing Hub at RiverBend

Attracting two green energy companies



p 52

**REACHING  
A MARKET  
OF NEARLY  
9 MILLION  
PEOPLE**



**Bi-National Logistics**

LEVERAGE OUR INTERNATIONAL BORDER LOCATION

Strategies for Prosperity in WNY

WNY has a prime geographic location, robust transportation network, strong base of knowledge, and skilled workforce. Coordinated, cross-border planning for investments in transportation and logistics infrastructure promote WNY as an optimal location.

**In 2014, we focused our bi-national logistics efforts on Global NY. Read about WNY's Global Marketing and Export Strategies on page 66.**

#### STATUS OF PAST PRIORITY PROJECTS

##### Niagara Falls Airport Master Plan

Draft development alternatives are under review. The first of two public meetings were held this summer.  
**CFA AWARD: \$970,000**

# PRIORITIES

## REGIONAL & STATE

We are focusing on several other regional priorities that both complement and advance our core and sector strategies. We have also taken action steps to fully integrate local economic development strategies into ongoing state programs and, through those programs, are encouraging regional projects that have the greatest impact on the state (and our local) economy.



2014  
REGIONAL  
PRIORITIES

Keep the Project Pipeline Flowing

GROWING OUR  
PROJECT  
PIPELINE

Global Marketing and Exports



THE WORLD  
OF OPPORTUNITIES  
AT OUR DOORSTEP

NY Rising Community Reconstruction Plan



BUILDING  
RESILIENT  
COMMUNITIES

Opportunity Agenda

WORKING  
TO OVERCOME  
POVERTY

Veterans' Participation in the Workforce



A HOLISTIC APPROACH  
TO ADDRESSING  
VETERANS'  
NEEDS

Collaborations with Local Governments

A REGION  
GREATER THAN  
THE SUM  
OF ITS PARTS

Collaborations with Other Councils



ONGOING  
STATE  
PRIORITIES

Cleaner, Greener Communities  
Sustainability Plans



OUR ECONOMIC  
FUTURE  
THROUGH THE LENS OF  
SUSTAINABILITY

NYSUNY 2020 Challenge Grants &  
Innovation Hot Spots

PUBLIC UNIVERSITIES  
AS CATALYSTS FOR  
ECONOMIC  
DEVELOPMENT



# GROWING OUR PROJECT PIPELINE

We believe that the best way to do this is to...



## CFA

Encourage community members to **begin thinking about their CFA** applications early on in the process.



**Connect applicants** with the state agencies that align with their projects early on.



## CFA PROCESS

Continue to **educate and gather feedback** from communities about the CFA process and other funding opportunities such as Excelsior Tax Credits.



## Economic Development Strategies

Continue to **educate communities on the region's economic development strategies**.

We continue to ensure that the pipeline of regional projects is growing, aligning with our key strategies, and is geographically diverse.

In January 2014, the WNY REDC began a voluntary **Letter of Intent (LOI) process**. The LOI consisted of a brief online form used as a way to identify priority projects and offer CFA technical assistance to applicants well before the CFA application was released. Once a proposal was received, it was reviewed by ESD staff for strategic alignment and readiness. ESD provided technical assistance and guidance to applicants on alignment with the plan, coordinating efforts with other regional priorities, and connecting applicants to the appropriate state resources to help ensure a successful final application. In all, 45 LOIs were received between January and May that resulted in 17 CFAs.

To coincide with the release of the LOI, in the first quarter of 2014, the REDC held half-day **Summits**, one in each of the five counties in the region. Local committee members determined the best method for building the list of invited participants to ensure we were inviting stakeholders across the targeted industry sectors, key companies with significant employment or growth plans, elected officials, and other economic development departments and organizations. Through a combination of presentations, facilitated dialogue, and a Q&A period, we shared an overview of the REDC strategies using examples of previously funded projects that exemplified each of the strategies. We discussed state resources available to the counties. And, presenters introduced the new LOI, and CFA timeline and process. The Summits were a vehicle to help cultivate new projects, and introduce the LOI process. They were also a way to bring state agencies and community members together in the same room, helping connect projects to the appropriate state resources. Total attendance across the five Summits was 356. Participants included local government representatives, tourism professionals, members of business groups and industry sectors, representatives from colleges and universities, conservation and environmental professionals, workforce development professionals, economic development specialists, and others.

As in all previous years of the CFA process, we held **CFA Workshops** immediately following the release of the CFA, in geographically diverse areas of the region. The Workshops were a combination of presentations, Q&A, and break-out groups by project type. In this third round of CFA workshops, there were 209 participants.

In 2015, the LOI process will be open year-round to applicants helping to build a strong project pipeline. Some projects that participate in the CFA process will be invited to present a brief "pitch" at REDC meetings allowing Council members the opportunity to offer support for the project by encouraging the pursuit of a CFA and offering technical assistance to help insure a successful final application. New in 2015, we will conduct regular meetings with the heads of the five county economic development agencies ensuring that regionally significant projects are always on the REDC radar. The ten WNY REDC Work Groups will also continue to cultivate projects that align with each of our key strategies.



# THE WORLD OF OPPORTUNITIES AT OUR DOORSTEP



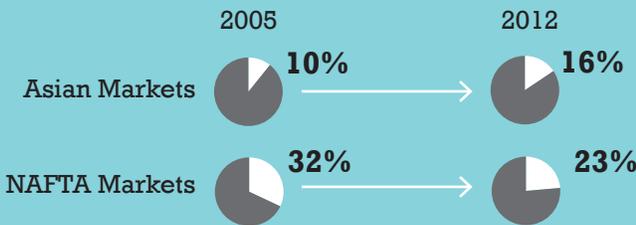
WNY is a global region. Our strategic location -- with the natural power and attraction of Niagara Falls, an abundance of fresh water, a border location, and geographic proximity to markets in the Midwest and Northeast--is undeniably one of our greatest strengths and provides opportunity for growth. Indicators show that exports to markets abroad and levels of foreign investment have been on the rise.

Regional exports as a share of Gross Domestic Product have grown, but growth has not kept pace with national trends

	2003	2012	2013 (estimates)
Rochester	12% →	14% →	14%
US	9% →	13.5% →	13.5%
Buffalo Niagara	9% →	12% →	12%
Syracuse	8% →	10% →	10%
Albany	5% →	9% →	9%

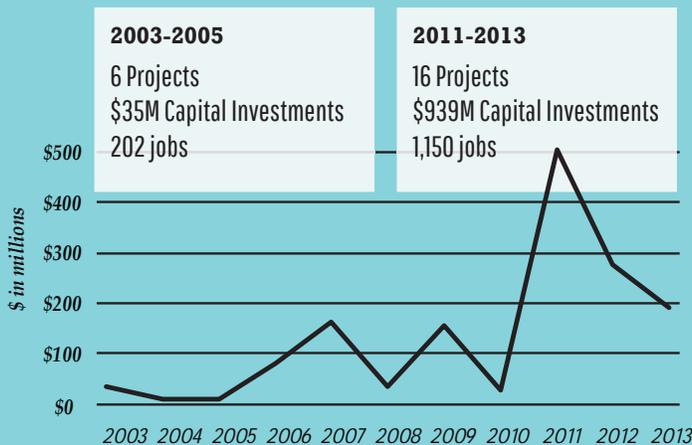
Source: U.S. Bureau of Economic Analysis, Brookings Institution, M&T Bank estimate 2013.

Asian Markets are growing in prominence while North American Markets are shrinking.



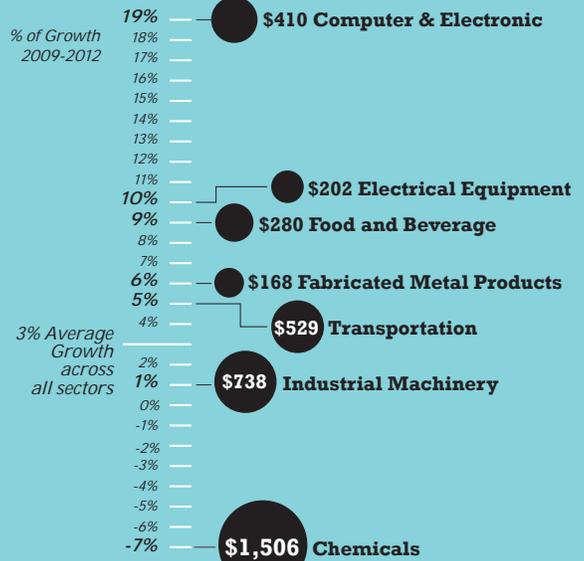
Source: U.S. International Trade Administration.

Foreign direct investments have been on the rise, in terms of project numbers, capital investments and new jobs for WNY.



Source: fDi Intelligence from The Financial Times Ltd.

While smaller-volume export sectors have been rapidly growing, exports in larger volume sectors have experienced decline or below-average growth.



Source: Brookings Institution.

WNY exports are at an all-time high, having grown 35% since 2003.

**\$8.0B**  
Buffalo Niagara Metro Area Real Exports, 2012 Dollars

Source: U.S. Bureau of Economic Analysis, Brookings Institution, M&T Bank estimate 2013.

Western New York is well positioned to be a competitive global force – a center for exports and foreign direct investment (FDI), with its access to water and hydroelectric power, a strategic position next to Canada, a skilled workforce, established industrial capacity, a relatively low cost structure, the presence of 21 colleges and universities, a large network of international alumni, and a foreign-born population that has grown at a rate 27 times that of the regional population overall. While export volumes here are strong and growing, and foreign direct investments are on the rise, indicators also suggest the region could do more to capitalize on its strengths and opportunities. Indeed, our competitive advantage and the future potential of exports and foreign direct investment will take a concerted effort and depend on our ability to provide capacity across the regional economy, particularly to those sectors targeted for growth by the REDC.

One of the fastest growing population segments in WNY is the foreign born, increasing 27% since 2000.

Exports play a significant and growing role in WNY, accounting for 12% of total regional output.

International students account for 1 out of 8 degrees awarded by local colleges and universities.

In 2012, export volumes totaled \$8 billion - a 10-year high - up 35% (or \$2 billion in real dollars) since 2003. Top exported goods are in the chemicals, machinery, pharmaceuticals, auto parts and metals sectors, while in service sectors, top exports include financial services, research and development, and educational services.

Export levels from WNY, relative to all goods and services produced, are competitive with other top metros. We stand near the middle of the pack of the 100 largest metros. However, growth levels – at 3% annually, on average – rank near the bottom of the 100 largest metros. Too many companies look only as far as the United States – a large, dynamic but limited market – to sell their products and services and propel business growth. A recent survey conducted by Buffalo Niagara Enterprise reveals that over one in three (37%) companies here do not export at all. Of those that

do, Canada and other North American locations have been top destinations, but this is a quickly changing landscape. Less than 10 years ago, about a third of exports from the region were destined for NAFTA markets. Today, these markets garner less than a quarter share. Meanwhile, Asian markets are quickly climbing in prominence. Despite this, half of companies here report no plans to export into any new markets over the next four years. Lack of knowledge of foreign markets is noted as a significant challenge, as are foreign policies and regulations. Strengthening international trade ties through trade shows, conferences, existing alumni networks and local international groups could expand pipelines into emerging global markets.

Bolstering supports for foreign direct investments also plays an important role in cultivating cross-border trade and export capacity, while attracting dollars to the region for capital investment and supporting the creation of new jobs.

Between 2003 and 2013, foreign investors infused \$1.4 billion in capital investments into the region as part of 37 projects, all of which supported the creation of nearly 2,300 new jobs. Two-thirds of total investments – \$939 million – occurred over the past three years, signaling the region’s growing competitiveness as a site for foreign investment. Moreover, with 6% of private sector jobs here in foreign-owned firms, the region reports a larger percentage than exists nationally.

At the same time, our standing against other metros reveals opportunity for greater global competitiveness, ranking only 70th nationally in FDI volumes. Only three investors over the past decade spurred more than one investment project in the region. Yet this top 10 percent of investors have created nearly a fifth of all projects, indicative of the potential value in cultivating relationships and repeat investments by those investors already here. All of this will not happen, however, by simply inviting companies to set up new facilities or getting a few more companies to export. It will require substantial, proactive, and concerted effort and leadership by business, government and academia on local, state and national levels. It will also require careful positioning, the development of wide networks and input from numerous additional entities around the world.

A survey of companies in Western New York was conducted by Buffalo Niagara Enterprise (BNE) during spring 2014 to gather information on global exporting activity, export markets, plans over future years, use of existing support services, exporting challenges and needs.

Thirty-six (36) companies responded. Some interesting findings include the following:

Only 10% of companies surveyed report plans to export into new markets in 2014 or over the next four years.

Top challenges companies say they face when considering new markets include foreign regulations, global marketing and distribution and knowledge of foreign markets.

Over half of companies surveyed say being introduced to prospective foreign business partners would help them increase exports.

85% of companies say they have not received export-related assistance from government or nonprofit providers, even though the large majority who get assistance report the quality as very good or excellent.



## Build relationships to gain an understanding of markets and industries.

Establishing Buffalo Niagara as one of the most attractive centers for both foreign direct investments and exports will require great effort and cooperation among the diverse group of constituencies. This is particularly true in the current economy where companies are extremely reluctant to export or expand and make new investments, and there is stiff competition from every other state and local government also focusing on exports and FDI.

### Strategies

#### STRATEGIES FOR INCREASING EXPORTS AND FOREIGN DIRECT INVESTMENTS

Retain international graduates of Western New York universities and leverage the personal networks of these graduates to attract trade & investment.

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

Identify the business intelligence and international export needs of regional companies to identify trade and reverse missions.

Create an international marketing brand that focuses on the available assets, excess capacity, and international brokerage support services that are already available across the Upstate NY region.

Unite the region around a competitive identity and communicate a consistent message to the world.

Generate higher quality business attraction leads that would have considered the region otherwise.

Make the location decision process for foreign companies as easy and risk-free as possible.

Brand and market upstate NY as a trade gateway to attract overseas trade & investment.

#### PERFORMANCE MEASURES

Increase in the number of companies in export assistance programs

Increase in the number of companies entering new export markets

Increase in foreign export sales

Increase in foreign students enrolled at colleges and universities within the region

Increase in the number of foreign companies new to the region

Increase in private investments (U.S. dollars) from FDI attraction projects

Increase in the number of pledged jobs (created and retained) from FDI attraction projects

Increase in the number of countries and cities from which FDI projects originate



A phased implementation approach is needed to fully execute this plan. The initial phase will build on the momentum that already exists in Canada and engage regional stakeholders, leaders and experts to provide input, expertise and oversight of the plan. The second phase will include understanding our brand and how that plays in the global marketplace. We will use that understanding to target European and Asian markets where we have had success in the past. The final phase will fully implement the strategies and identify growth markets and industries for future targeting. While implementation of this plan will be delivered by existing organizations, the second and final phases will require financial resources and in-kind contributions from partner organizations.

## WHICH ENTITIES COULD LEAD?

With \$1.8 million in operations, four full-time business development staff in and out of Canada, marketing capacities, and a track record of success, Buffalo Niagara Enterprise (BNE) is poised to lead aspects of this implementation. It has secured 64 Canadian project wins, \$512M in investments and 1,700+ in new and retained jobs for the region.

Staff at World Trade Center Buffalo Niagara (WTCBN) specialize in helping companies grow foreign exports. With 5 full-time staff, a budget of \$600k, and a position within WTC's global network, WTCBN has over 130 business members in the Golden Horseshoe area that export to over 200 countries. It is also one of a select number of offices in the U.S. certified in trade education.

To further this strategic plan, the formation of an investment and trade committee with representation from important internal constituencies and governed by a steering committee, will also be required to allow greater cooperation and commitment, and the development of a consensus and guidelines. The committee will also act as a clearinghouse, facilitating cooperation and communication that no one entity has the power to take on single-handedly.

## SHORT TERM

Establish a one-stop shop for both FDI and export projects, maintaining BNE and WTCBN as they act as ombudsman to guide firms through the process.

Prioritize industry clusters and target counties for FDI and exports using research, analysis and annual reviews.

Grow the understanding for local foreign-owned companies, identifying them by industry and source country.

Generate leads through new collaborative referral processes and lead generation programs, connections with ESD offices abroad, trade shows, Select USA and a new panel of industry experts.

Better meet the needs of potential investors through collaborative programs and services, while continuing to build the local advisory panel.

Fill supply chain gaps as part of attraction activities, designing an identification process and establishing informational visits with key businesses.

Track and report the process for qualified leads and projects, and maintain lead and opportunity pipeline reports.

Strengthen retention and aftercare through collaborative programs and services.

## MID TERM

Identify perceptions of the region through analysis around the regional brand.

Define a unified regional brand and key messaging by engaging marketing stakeholders, assessing best practices, and developing an integrated marketing campaign.

Develop and grow regional awareness, engaging the local and international media, industry trade shows and events, business websites and blogs, and vendors.

Generate leads through consultants in the U.S. and abroad, and connections with economic development organizations in areas with complementary industry profiles.

Prioritize site selectors through targeted materials that differentiate local options, a new site selector outreach program, and the engagement of executives for relationship building.

## LONG TERM

Develop goals for the aftercare program in the area of administrative services that facilitate the operation of foreign firms such as work permits and housing for relocating employers; operational services that support operations of foreign firms such as training and connections with local suppliers and strategic services that impact the company's future direction such as new product and service development.

## ALIGNING PROGRAMS, PLANS AND STRATEGIES



Bi-National  
Logistics

REGIONAL STRATEGIES OF WNY REDC



# BUILDING RESILIENT COMMUNITIES



## The NY Rising Community Reconstruction Program

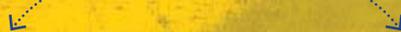
Providing communities with recovery efforts and resiliency planning



Severe flooding in Niagara County in July 2013



### COMMUNITY PROCESS



#### RECOVERY FUNDING

11 projects submitted  
\$5.5M in total project costs

#### RESILIENCY PLANNING

Risk Assessment Tool  
Resiliency Strategies  
Resiliency Projects

## The Niagara County NY Rising Countywide Resiliency Plan identifies future storm risk and presents strategies and projects to increase resiliency in future flood events.

The NY Rising Community Reconstruction (NYRCR) Program was established by Governor Cuomo to provide additional support for rebuilding and revitalizing communities impacted by Superstorm Sandy, Hurricane Irene, Tropical Storm Lee, and the severe summer storms of 2013. With the help of a consulting team led by the NYS Department of State, Niagara County was chosen to develop a NYRCR Niagara County Resiliency Plan—recovery and resiliency strategies and implementation—following severe flooding that impacted the county in 2013. The program has two goals: identify immediate recovery needs to compete for \$3M in state funding; and develop countywide, long-term resiliency strategies and implementation steps.

### A Community Driven Process

Beginning in March 2014, Niagara County formed a planning committee made up of government agencies, health and human services organizations, environmental organizations, emergency management, local businesses and others to consider current damage, future threats, and economic opportunities for the county. The planning committee held three public engagement meetings to identify critical areas for recovery efforts and gather feedback on resiliency strategies.

### Relationship to Regional Plans

Damage from storms and recovery and risks presented by climate change and land use changes are issues that cross jurisdictional boundaries and have regional implications. Niagara County comprises 20 municipalities, creating a need and an opportunity to coordinate projects that increase community resiliency on a countywide and regional level. Niagara County and its communities have participated in a number of countywide and regional planning initiatives—Niagara Communities Comprehensive Plan, The Niagara County Comprehensive Emergency Management Plan, One Region Forward, WNY REDC Plan, WNY Regional Sustainability Plan, and many others—that helped inform the Niagara County NYRCR.

### Assessment of Risk and Needs

The planning process helped identify and assess risk to high-value assets in Niagara County especially those whose loss or impairment would compromise critical facilities or essential community functions. An assessment of needs and opportunities was completed through the public process and through the review of existing data and plans. A Risk Assessment Tool was used to determine the county’s most vulnerable assets. 65 of the county’s emergency management, health and human service, transportation, and utility assets such as schools, water treatment plants, and fire stations were assessed based on their critical nature, their landscape attributes and their risk assessment to help determine their resiliency during extreme weather events.

The critical issues, needs, and risks informed the [strategies](#) and [projects](#) included in the NYRCR Plan. The Plan includes 61 proposed projects, identified as either recovery or resiliency projects. The projects represent short- and long-term actions that are linked to and help support the NYRCR Plan strategies. The 11 projects totaling \$5.5M identified as Recovery Projects were also included in the March 31, 2014, submission to the state for recovery funds.

## EXAMPLE PROJECTS

### Treatment Plant Modifications, City of Lockport

#### Recovery Project

The wastewater treatment plant was badly damaged by the flooding that affected Lockport on June 28, 2013 creating sewer backups in residential dwellings and businesses. The \$1M is for a replacement thickener tank which will increase the capacity of the wastewater treatment facility to handle storm surges and prevent overflows into Eighteenmile Creek, a designated EPA Superfund site. In addition, aging equipment at the wastewater facility will be updated creating greater resiliency in the system. The modifications will reduce future risk to this critical asset and to area water quality.

### Stream Restoration

#### Resiliency Project

Four projects proposed for stream restoration include Donner Creek, Niagara County Golf Course stream corridor, Bull Creek, and Cayuga Creek. In high volume storm events, storm-water can overwhelm local collection systems leading to flooding. Stream restoration projects will address localized flooding by restoring natural drainage patterns to streams and creeks which have been channelized, buried or otherwise impaired. This long-term sustainable strategy is more resilient than hard “gray” infrastructure solutions for capturing stormwater. Benefits include improved volume capacity, water quality, in-stream and riparian habitat, as well as improved downstream watershed water quality.

### Green Infrastructure Installation

#### Resiliency Project

There are several projects within Niagara County—led or supported by Buffalo Niagara Riverkeeper—that represent alternative approaches to stormwater management reducing volume loads on existing piped drainage structures. The City of Niagara Falls is undergoing a comprehensive green infrastructure planning approach as well as neighborhood-level solutions to alleviate the impacts of flooding and Combined Sewer Overflows, complemented by outreach to educate residents about the effects of stormwater on flooding issues. Niagara Falls Airport is also undergoing a feasibility study regarding on-site green infrastructure solutions to increase capture of stormwater runoff discharging into Cayuga Creek.

## Strategies from the NYRCR Niagara County Resiliency Plan

### Community Planning and Capacity Building

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

### Health and Social Services

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

### Infrastructure

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

### Natural and Cultural Resources

1. Undertake detailed floodplain and watershed studies across the county.
2. Maintain and enhance riparian buffers along waterways.
3. Preserve and protect upland natural resources including forested areas and critical watershed wetlands.
4. Preserve, protect and enhance soil quality to reduce agricultural runoff.
5. Conduct a county-wide stream feature inventory.

### Housing

1. Educate property owners about combined sewer backflow risks and mitigation techniques.
2. Educate communities and property owners in floodplains about flood mitigation techniques.

### Economic Development

1. Expand flood protection of under-developed parcels to spur economic growth.

## ALIGNING PROGRAMS, PLANS AND STRATEGIES





# WORKING TO OVERCOME POVERTY

WNY REDC is addressing 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 formerly incarcerated, the unemployed, individuals living in poverty and individuals with no work experience.

Workforce development is a strategy at the heart of our economic development plan and is a key component in systemically dealing with economic inequality. By building on the success and expertise of the REDC and leveraging the ongoing work of community stakeholders, we are overcoming the challenges and barriers that prevent many in our region from entering the workforce and fully participating in our state's continued economic growth. While poverty continues to be a pervasive issue affecting communities across WNY, the collaboration and coordination spurred by the WNY REDC has created multipronged strategies to tackle many of poverty's underlying causes.

## ALIGNING PROGRAMS, PLANS AND STRATEGIES

REGIONAL STRATEGIES OF WNY REDC



Prepare Our  
Workforce



Implement  
Smart Growth

## Strategies

### EDUCATION AND TRAINING

Expand apprenticeship models.

Establish a sourcing portal for jobs and training (amended this year, expand outreach and utilization around the sourcing portal for jobs and training).

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

Create transferable skill training programs.

Invest in career talent pipeline initiatives.

**NEW THIS YEAR** – Invest in extended case management to maximize job retention rates.

**NEW THIS YEAR** – Invest in “life skills” training programs.

### TRANSPORTATION

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

Enhance coordination between public transportation service areas and employment hubs.

Improve transportation services for early morning/late night workers.

### FOUNDATIONAL SUPPORT FOR SUCCESS

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

Expand the availability and access to affordable quality housing options close to employment hubs.

Encourage job creation and business investment in areas of high unemployment and poverty.



**2013-2014  
Activities**

**Moving Generations Forward (Awarded Opportunity Agenda Project)**

*Buffalo Urban League*, working in collaboration with Erie 1 BOCES, Erie Community College and Buffalo Public Schools Adult Learning Center, launched this pre-manufacturing training program to focus on 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 social and environmental factors. Services available through the program – pre-manufacturing training, basic skill development, GED preparation, computer literacy, job readiness, career exploration, life skills, and supportive services – are all aimed at preparing underserved populations for family-sustaining employment.

**Strengthening WNY's Safety Net**  
*The John R. Oishei Foundation*

A regional effort to strengthen human services across communities in WNY by assessing needs, services, gaps and opportunities for human service delivery. The goal is to ensure residents can readily access the services they need to get back on their feet and rebound especially in communities hit hardest by the economic downturn in 2008. In 2014, reports on twelve representative communities – selected for additional assessment and investment – were completed to spur action in these communities through opportunities to create a stronger human services safety-net.

**MOMS: From Education to Employment Initiative**

*WNY Women's Foundation*  
A partnership with Niagara County Community College, MOMS offers special programming and case management to low-income single mothers. The program seeks to improve retention, graduation, and employment rates for this target population in educational programs such as health, tourism, and STEM careers. The idea is to create systemic change within our region's community colleges that alleviates barriers to success for single mothers in developing family sustaining career pathways. Participating students earn an Associate's Degree or Workforce Development Certificate in order to secure well-paying jobs, or enroll in a four-year college. Since September 2013, 83 women have participated in the MOMs Program, 19 women have graduated with an Associate's Degree or Workforce Development Certificate, and there was a 93% retention rate from Fall to Spring Semester.

**The Buffalo Center for Arts and Technology (BCAT)**

An \$800,000 state grant helped leverage private funding for the construction of BCAT at 1221 Main Street in downtown Buffalo. BCAT's mission is two-fold – assisting with high school completion for at-risk youth, and providing training programs for careers in medical coding and pharmacy technician creating a pathway for family sustaining wages to unemployed and underemployed adults. BCAT opened in December 2013. The first medical coding class began in January and the first pharmacy tech class began in May. The youth program serves over 45 students from Buffalo public and charter high schools.

**The Isaiah 61 Project**

The project provides training and job placement in the construction trades to the unemployed or underemployed in Niagara Falls, while at the same time creating opportunities for first-time homeownership and earned income for the organization by rehabilitating vacant and dilapidated city-owned buildings in danger of being demolished. Isaish 61 received \$582,000 in REDC funds for the adaptive reuse of the Highland Avenue Fire House as a trades jobs training facility scheduled to be complete in fall 2014. The former fire house will also be home to a ReClaim Store, which opened a temporary location in April 2014 employing four people.

**Transportation Coalition Collaboration Action Team and Mobility Manager**  
*Chautauqua County Transportation Coalition*

The goal of the project is to better utilize all transportation providers in the county and to find the most efficient and cost effective modes of transit for residents – particularly seniors, low income and disabled populations – to get to work. An inventory of all transportation vendors was completed and the Action Team is now working with TEAM Services Inc. as it seeks to become a public transportation provider in order to help fill transportation gaps in the Findley Lake area.



# A HOLISTIC APPROACH TO ADDRESSING VETERANS' NEEDS

 **110,000+**  
VETERANS IN WESTERN NEW YORK

Veterans and the way they serve have changed significantly over the last decade at war. Those returning from Operations Enduring Freedom (OEF), Iraqi Freedom (OIF), and Operation New Dawn (OND)—veterans in their working prime—tend to be older, include more women, and be more geographically dispersed than generations of veterans preceding them. Many of these veterans and their families do not have the “ready-made” support system of a military base, making the local community a critical new “home base” for veterans and their families.

WNY has a disproportionately large share of veterans in NYS.

WNY's Population → **7%** of NYS Population

WNY's **Veteran** Population → **11%** of NYS Veteran Population

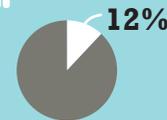
More than 57,439 veterans are under the age of 65, in their working prime.

That's 7% of the potential workforce in WNY, nearly double the prevalence of working age (18-64) veterans across NYS.

Younger, working age veterans are four times more likely to be female.



Females as % of WNY Population of Veterans



Age 18-54



Age 55 and older

Veterans are comparatively less educated than non-veterans.

Population age 25+ with bachelor's degree or higher



**20%**  
WNY Veterans



**29%**  
WNY Non-Veterans

One out of 14 veterans has a service-connected disability.



Of these, nearly a third have more substantial limitations, with a disability rating of 50% or more.

**19,840** WNY veterans between ages 18 and 64 are NOT in the labor force.

16,550 of these veterans are not actively seeking work, having dropped out of the workforce altogether perhaps discouraged by lack of opportunity or barriers to work.

Source: ACS 2012 5-Year Estimates: U.S. Census Bureau

WNY REDC seeks to improve veterans' position and participation in the WNY economy. To do this, veterans' leaders in WNY believe that all veterans and their families, in order to achieve their goals and full potential including economic well-being and self-sufficiency, should have barrier-free access to the services they need to address challenges at home during deployment and complete the transition to civilian life when they return home.

Strategy

**ESTABLISH A HOLISTIC APPROACH TO ADDRESSING VETERANS' NEEDS**

Provide a centralized source of information and address all veterans' needs

Provide barrier-free and convenient access to services and community resources

Use a collaborative care management approach to create individually tailored plans for veterans and their families to ensure a continuum of care

**IMPLEMENTATION**

In April 2013, **Veterans One-stop Center of Western New York, Inc. (VOCWNY)** opened as WNY's premier, community-based, independent, nonprofit collaborative, offering U.S. veterans, service members, and their families, the convenience of a barrier-free one-stop center to access a coordinated, individualized suite of services for veterans.

**Veterans One-stop Center of Western New York, Inc. (VOCWNY)**

Over the last 12 Months, VOCWNY has had over:  
 6,000 Visits by 2,700 Unique Visitors,  
 1,750 Veteran & Veteran Family Clients  
 3,250 Care Management Services Provided

→ **A centralized location and dedicated staff**

VOCWNY is a 501(c)3 nonprofit, veteran-run, membership corporation backed by the organizational stability of the Western New York Veterans Housing Coalition (WNYVHC) and Goodwill Industries of WNY, Inc. Most members of the Board of Directors are veterans or active duty members of the US Armed Services. VOCWNY is led by an Executive Director (President & CEO), three integrated care managers, three intake coordinators, a community relations and outreach professional, and a program and reporting support professional who oversees interns, supportive services and building services.

**Services across a spectrum of needs**

In addition to staff, the VOCWNY model is based upon partnering service providers. VOCWNY provides an integrated "basket" of services to veterans and their families through partnerships with independent service providers. These services include:

- Accredited Benefits Counseling
- Financial Counseling & Coaching Services
- Workforce Readiness & Development
- Education Resources & Services
- Peer Mentoring Services
- Housing & Emergency Services
- Readjustment Counseling Services
- Women & Family Services
- Legal Services & Veterans Treatment Court

**Collaborative Care Management and a Continuum of Care**

Helping veterans access the benefits and services available requires personalized assistance with an individualized continuum of care in an environment that is welcoming, affirming, and responsive to each veteran's specific needs. Integrated care management services are the heart of VOCWNY's ability to offer each client a holistic path to wellness. Regardless of a client's needs or entry point, the veteran and/or family is assigned an integrated care manager. These professionals make assessments, work with clients to develop personalized plans, and then follow through to assist in meeting goals. Integrated care managers monitor levels of accomplishment and work to adjust plans as circumstances change.



Strategy

**COLLABORATIVE AND COORDINATED DELIVERY OF SERVICES**

Create innovative public and private partnerships

Ensure services complement each other and avoid duplication

**Improving the way veterans access services**

WNY is fortunate to have a myriad of veterans' service providers from government entities and non-profits to membership organizations. VOCWNY is unique in that it brings these organizations and resources together in time, space, and effort to effectively improve the way that veterans access the services available to them. VOCWNY has partnerships with individually funded, focused, collaborative programs such as the **The Joseph P. Dywer Peer Support Program** that provides innovative peer support to cope with and overcome the psychological trauma experienced during intense armed conflict; and the **Supportive Services for Veteran Families Program**, a federally-funded VA Rapid Rehousing Program.

VOCWNY has defined relationships and in many cases a signed memorandum of understanding with a number of service providers. Some service providers offer office hours at VOCWNY, and others are contacted through referrals.

**On-site/Formalized Providers**

- Belmont Housing Resources for WNY
- Better Business Bureau
- Buffalo Niagara Vets Court
- Child and Family Services
- Compeer/Vet2Vet
- Consumer Credit Counseling
- Daemen College
- D'Youville
- Erie Community College
- Erie County Department of Social Services
- Erie County Department Mental Health
- Erie County Veterans Services Agency
- Goodwill Industries of WNY
- Medaille
- Mental Health Association
- NYS Dept. of Labor
- NYS Division of Veterans Services Agency
- Statler Center
- SUNY Buffalo State
- Trocaire College
- VA Healthcare for Homeless Vets
- VA WNY Medical Center
- WNY Veteran Housing Coalition
- Wounded Warrior Project

**Community Referral Agencies**

- AFL/CIO and other Unions
- American Legion
- Baker Victory Services
- BryLin
- Buffalo and Erie County Workforce Development Consortium
- CASH Coalition
- Cazenovia Recovery
- CLARO
- DAV
- Erie County Bar Association
- Home Assist Elder Care
- Horizon Health Services
- ITT
- Niagara County Veterans Services Agency
- Niagara University
- Paralyzed Veterans of America
- Strengthening Families
- Veterans Benefits Association
- Vet Center

Strategy

**COMPREHENSIVE OUTREACH AND INTAKE ACTIVITY**

Ensure outreach to veterans is active, welcoming and engaging

Increase outreach across diverse populations and geographies

**Outreach as a key component of VOCWNY**

VOCWNY has developed a sophisticated public relations campaign to reach veterans directly. Their outreach methods include traditional media and social media outlets; participation in veterans events such as the NY National Guard Family Readiness Yellow Ribbon Events, VA Homeless Veterans Stand downs, Hire our Heroes events (US DOL & Chamber of Commerce), and other civic events. VOCWNY also engages local Guard & Reserve units and advertises at bus stations and homeless shelters. VOCWNY's growing partnerships are critical to reaching veterans in need. Referrals from government entities, social service agencies, and veterans' organizations bring veterans into VOCWNY. VOCWNY provides educational resources to veterans' service organizations, discharge planners at jails, hospitals, and police departments, and agencies that service veterans as part of their general population. VOCWNY also educates public officials, serves on veterans-related committees, and participates on panels at local and national symposiums and conferences. Finally, VOCWNY facilitates Vet-to-Vet relationships as part of their outreach strategy understanding the importance of trust in building relationships and delivering results.

The Veteran's Work Group came together to help promote participation by veterans in the CFA, and develop strategies to encourage other potential CFAs to include veterans in workforce development goals. The Veteran's Work Group is working toward the following activities.

## LOOKING AHEAD

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

Currently, VOCWNY services all counties in WNY but the geographic center in Buffalo has been a challenge for veterans in the Southern Tier counties where support networks are smaller and where distance and the need for transportation can create barriers to service. VOCWNY seeks to invest \$300,000 per year to create satellite locations in Chautauqua, Cattaraugus and Allegany counties. The idea is to add capacity to reach veterans in these rural counties while better integrating all existing services. In these counties the VOCWNY will act as a connector and facilitator to other state, county and local services. Expanding into the Southern Tier will help access between 19,500 – 35,000+ additional veterans in some of our most remote rural areas—home to some of our most vulnerable vets with greatest needs for services and greatest barriers to care.

### Continue to Strengthen and Expand Workforce Development Strategies

To specifically promote veterans' participation in the workforce, VOCWNY will continue to work with providers of

employment and educational services to provide veterans with access to on-site employment counselors and job developers. Community partners such as Goodwill Industries of WNY and NYS DOL offer a suite of services such as vocational counseling and skills assessments, résumé preparation and job readiness training, occupational skills training/courses offered through affiliated and referral organizations, employment networking activities and focus groups, job search, advocacy and placement assistance, and promotion of military acquired skills for civilian career advancement.

VOCWNY also acts as an "education mentor," assisting clients on their individual paths to furthering their education. Tasks include filing education benefit applications, exploring career goals, selecting appropriate colleges and majors, financial aid planning, and supporting the transition to college. Education services are integrated with employment counseling services, building an educational component into the client's personalized plan.

### Promote existing programs like "Experience Counts" to Regional Employers

As part of Experience Counts, WNY is leveraging veterans' military skills and opportunities for employment through higher education, granting experiential credit for military service in certain fields such as nursing and law enforcement. Centralized police academies count military experience for 30 credit hours of 60 required for the academy. Several local employers recognize veterans' soft skills as well as technical skills (armed guard weapons training, forklift driving experience, and leadership skills). And, NYS accepts military drivers' licenses for some CDL credits/license. VOCWNY will continue to provide outreach, awareness, and education among veterans and stakeholders promoting not only the soft benefits of hiring veterans, but of the tax benefits.

### Enhance Businesses Development and Entrepreneurial Services

VOCWNY will continue to connect with business development providers to

better provide veteran-owned businesses and aspiring entrepreneurs access to existing services. To reach the 6% goal of awarding state contracts to service-disabled veteran-owned small businesses (SDVOSB), VOCWNY seeks to enhance and support the Government Technical Assistance Center and Procurement & Technical Assistance Center in assisting veterans with government contracts. VOCWNY conducts collaborative workshops for veteran entrepreneurs and works with the Small Business Development Center at Buffalo State, the US Small Business Administration, and others to prepare vets to not only be verified as SDVOSB, but compete and win local, state and federal contracts.

### Continue to Integrate Veterans Strategies into the WNY REDC Plan

VOCWNY will continue to serve as a Community Impact Organization for Veterans adding credibility and legitimacy to collaborative funding applications with partners who do not typically focus on veterans, especially those that pertain to workforce and entrepreneurship, by lending veteran cultural competency, and helping to shape community perception and narrative on veterans' issues.

## ALIGNING PROGRAMS, PLANS AND STRATEGIES

REGIONAL STRATEGIES OF WNY REDC



Prepare Our Workforce



Foster a Culture of Entrepreneurship



# A REGION GREATER THAN THE SUM OF ITS PARTS

## COLLABORATION IN THE REGION

### ALIGNING ECONOMIC DEVELOPMENT STRATEGIES WITH LOCAL PLANNING EFFORTS HELPS TO MULTIPLY THE IMPACT OF THE REDC

For the first time, regional and local bodies are working together to advance the same strategic economic development goals. Local governments and influential business, workforce development, and planning organizations recently began to formally adopt the WNY REDC strategies in an effort to concentrate resources on projects with the greatest impacts on advancing our shared, regional agenda. Council Members, many of whom hold positions in local government, continue to take leadership roles in aligning economic development strategies with local planning efforts.

#### LOCAL PLANNING EFFORTS AND HOW THEY ALIGN WITH THE REGIONAL STRATEGIES OF THE WNY ECONOMIC DEVELOPMENT COUNCIL

Implement Smart Growth



Prepare Our Workforce



Foster a Culture of Entrepreneurship



Advanced Manufacturing



Agriculture



Bi-National Logistics



Energy



Health Life Sciences



Tourism



#### Initiatives for a Smart Economy: Erie County Economic Development Strategy

June 2013

Erie County is concentrating its resources toward successful achievement of the REDC recommendations. The report outlines key initiatives that Erie County can undertake to achieve shared goals. It reinforces the linkages between plans by describing the tools Erie County will use to implement REDC strategies. The county's role is described through action items, lead and potential partner organizations, timelines, and where applicable, vision statements, and resources needed for successful implementation. Promoting complete streets, redeveloping the former Bethlehem Steel site, and supporting LaunchNY and Ready to Grow are just a few examples of the county's priority projects that align with the REDC.

#### Buffalo Niagara Partnership's Regional Agenda 2014

The Buffalo Niagara Partnership, the privately-funded economic development organization and regional chamber of commerce, has aligned many of the items on their Regional Agenda with REDC and Buffalo Billion initiatives. These economic development priorities will dictate the Partnership's advocacy efforts for the next year on behalf of the region's business community. In the Partnership's first regional agenda since the development of the Buffalo Billion Investment Development Plan, the majority of high-priority initiatives included strategically align. Projects include creating a Workforce Development Center and Institute for Advanced Manufacturing; positioning Buffalo Niagara as an International Trade Gateway; supporting 43North; and advocating for brownfield clean-up to turn contaminated property into sites for redevelopment.

#### One Region Forward: A Regional Plan for Sustainable Development Projected 2015

One Region Forward will serve as a roadmap for improving land use for our burgeoning economy, increasing access to healthy food, strengthening neighborhoods, and planning for climate change. It is a collaborative, broad-based effort to guide and promote more sustainable development in Erie and Niagara Counties. Led by a consortium of public, private and non-profit sector organizations, the primary deliverable will be a Regional Plan for Sustainable Development—a federally recognized document that will give our region priority status for national funding opportunities. Strategies such as investing in downtowns, villages and neighborhoods, protecting water resources, making agricultural production more competitive, and increasing sustainable energy are examples of shared goals between the two initiatives.

#### Buffalo and Erie County Workforce Investment Act Local Plan 2013-2014

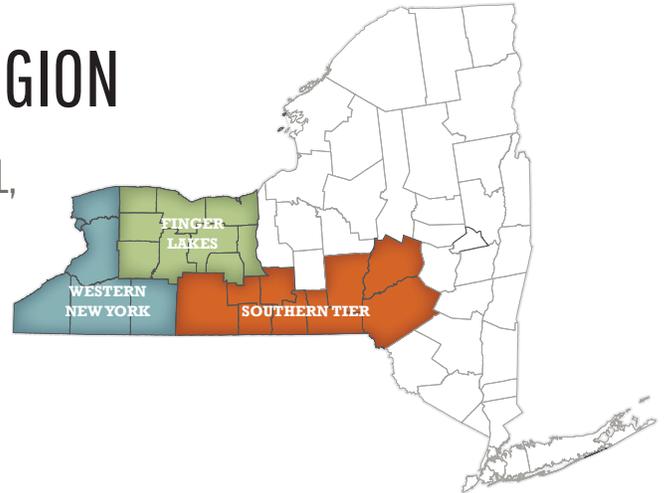
The Workforce Investment Act requires the development of a Local Plan which offers Workforce Investment Boards (WIB) the opportunity to re-evaluate their current system's delivery of employment and training services in light of economic shifts, new initiatives, new mandates, and its vision for the economic and workforce development of the area. The Local Plan is the key to supporting strategic activities that will result in achieving a workforce system that provides high-quality services to its business and job-seeking customers. In 2013-2014 the local demand list was developed with input from the REDC and targets all of the REDC industry sectors with a particular focus on occupations in health and life sciences and advanced manufacturing.



# COLLABORATION OUTSIDE THE REGION

BY SEEKING PROJECTS THAT ARE MUTUALLY BENEFICIAL, WE CAN MAXIMIZE STATE RESOURCES AND LEVERAGE ADDITIONAL FUNDING FROM OUTSIDE OUR REGION

By virtue of our geography, WNY is closely linked with our neighboring regional councils – Fingers Lakes and Southern Tier. For the first time we are reaching beyond our five counties to better understand how our strategies align and how shared projects can have a greater impact on the state.



## WNY and Finger Lakes



### SHARING INFORMATION AND RESOURCES

This year, when we developed our CFA Letter of Intent (LOI) process, the Finger Lakes REDC Regional Director reached out to understand how to manage this process and to learn how we created an online portal for LOI submissions. As a result, both WNY and Finger Lakes REDCs launched online LOI processes in 2014. The co-chairs of the two neighboring regional councils also met to discuss some of our shared strategies and implementation agendas. One topic that was of interest to both councils was a shared agenda around the new Global NY initiative. Going forward, the co-chairs will continue to meet annually.

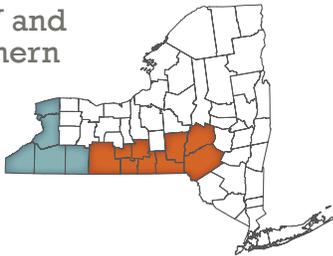
## WNY and Finger Lakes



### A SHARED STRATEGIC LOCATION

Three counties in the Finger Lakes REDC region have joined WNY to develop a Regional Marketing and Branding Study. The WNY REDC spans two I Love NY vacation regions: Greater Niagara and Chautauqua Allegany. When thinking about how to best brand WNY as a tourist destination, it was natural to include all counties adding in Genesee, Orleans and Wyoming for a total of eight counties that overlap two REDC regions. The regions realize that county boundaries mean little to tourists. What’s important is a navigable destination that can be packaged together to deliver a unique array of attractions and amenities that keep people spending money in the region longer, and keep them coming back for more.

## WNY and Southern Tier



### SHARED INVESTMENT

The WNY REDC counties Chautauqua, Cattaraugus and Allegany have much in common – natural environment, key resources and growing industry sectors – with other counties that border Pennsylvania. The WNY REDC sees tremendous opportunity to partner with the Southern Tier REDC, especially to build partnerships with our local colleges and universities to advance our shared manufacturing agenda. The Ceramics Corridor Innovation Centers (CCIC) is a business incubation program operated by Alfred Technology Resources Inc. (ATRI), whose mission is to create jobs by providing incubation program services and facilities to foster growth of entrepreneurial businesses in ceramics, glass, advanced materials and related technology-based industries. CCIC has two state-of-the-art incubator sites strategically placed near Alfred University in Alfred and in Erwin near Corning. CCIC has eight academic partners throughout WNY and the Southern Tier and, as part of the WNY Innovation Hotspot, will continue to grow partnerships to better serve the entire bi-REDC region. Retooling the Southern Tier, a SUNY2020 Challenge Grant in collaboration with Alfred State and Jamestown Community College, as well as colleges in the Southern Tier REDC – Broome Community College and Corning Community College – will create expanded training programs in manufacturing to provide more skilled and technical workers across the Southern Tier.



# OUR ECONOMIC FUTURE THROUGH THE LENS OF SUSTAINABILITY



We will continue to grow our regional economy, improve our communities, and support local industry while reducing greenhouse gas (GHG) emissions.

The WNY Regional Sustainability Plan is a guide for integrated, sustainable solutions that align with the WNY REDC's Plan to promote projects that will significantly improve both the economic and environmental health of our region. The Plan was developed by the Regional Planning Consortium with a grant from NYSERDA under the **Cleaner, Greener Communities (CGC)** program established by Governor Cuomo in 2011. Working groups with 140+ local representatives convened with public input to address six sustainability focus areas and their intersections with regional priorities.

The Smart Growth Coordinating Council helped develop the WNY Sustainability Plan and continues to guide and coordinate projects of regional importance that drive sustainable development in transportation, housing, and land use. The Council is working to implement the NYS Smart Growth Public Infrastructure Policy Act, guide implementation of the WNY Sustainability Plan and **One Region Forward** initiatives, and create web-based tools to assist communities with investing along smart growth principles. The Council developed project prioritization criteria in the form of a **Smart Growth Score Card** to assist with review and scoring of CFAs to ensure that the WNY REDC is guiding development and coordinating regional projects that drive sustainable development.

## 2013-2014 Activities

As part of the NYSERDA Cleaner, Greener Communities Program

### Buffalo Niagara Medical Campus Development of the Green Commons

The BNMC Green Commons project involves the adaptive reuse of vacant historic buildings for an Integrated Mobility Hub, energy efficient commercial spaces, and creation of a model home that demonstrates how to make energy improvements to existing buildings practical and tangible.

### Allegany County Comprehensive Planning School

Representative Teams (RTs) from each of the four municipalities will attend 15 classes of basic instruction on comprehensive planning content topics. At the end of the six-month course, each of the RTs will have compiled a local Comprehensive Plan that is suitable for adoption by their respective municipality.

### City of Lackawanna Comprehensive Plan Development

This Comprehensive Plan incorporates green innovations as a way to revitalize and create economic opportunities. The City is also creating a new Local Waterfront Revitalization Plan (LWRP) to help restore the natural environment and create a plan to revitalize the City's waterfront, which has been privately owned and inaccessible to residents for more than 100 years.

### City of Buffalo Buffalo Green Code Implementation Project

This project will advance Buffalo's new Green Code from an adopted set of regulations to a development regulatory system. The project will train various stakeholders on the Green Code principles and will create print and web-based materials.

## Strategies of the WNY Regional Sustainability Plan 2013



### Energy

1. Promote **energy efficiency and conservation** efforts throughout WNY in the most environmentally sound and cost-effective way, which provides access to such efforts for all incomes and business sizes and results in a real reduction of GHG emissions.
2. Increase **renewable energy generation** in the region, including technologies listed in the NYS Renewable Portfolio Standard. Applications would include solar water heating, photovoltaic, landfill gas, wind, biomass, hydroelectric, fuel cells, anaerobic digestion, tidal energy, wave energy, ocean thermal, ethanol, methanol, biodiesel, and fuel cells using renewable fuel; and geothermal.
3. **Upgrade the existing conventional energy infrastructure** in the region in an economically and environmentally sustainable way.
4. Support **innovative energy projects** that are consistent with the sustainability goals of the region and that encourage economic development.

### Land Use and Livable Communities

1. Increase the number of local municipalities that are developing, adopting, and implementing **“smart growth” policies**.
2. Develop a mechanism for **regional land use planning** assistance and collaboration.
3. Encourage and focus development in areas served by **existing infrastructure**.
4. Encourage the expansion of **location-efficient housing** that increases access to employment centers and transportation options.
5. Preserve, protect, and enhance the **viability of agriculture**, including agricultural lands and urban agriculture.
6. Encourage, enhance, and coordinate **regional park, greenway, and waterfront planning** to connect the public with the region’s natural resources and promote economic development and recreational opportunities.

### Transportation

1. Increase and improve **alternatives to driving alone** (public transit, car/vanpool, park and ride, bicycle, walking) through interagency partnerships and cooperative efforts, especially in serving transportation disadvantaged populations.
2. Improve **regional fuel efficiency**, especially in public and commercial fleets and through public and private investment in infrastructure and planning to increase the use of alternative fuels.
3. **Prioritize transportation infrastructure** projects in line with regional smart growth efforts in existing communities and corridors, especially through projects that exemplify **“Complete Streets” principles**.

### Agriculture and Forestry Goals

1. Strengthen the **economic viability of agriculture and forestry** enterprises.
2. Achieve more **efficient uses of energy inputs** and maximize use of agriculture and forestry byproducts for energy production.
3. Increase support from government officials and the public for the **protection of farmland**, continued use of farmland for agricultural purposes, and for strengthening the business climate for agriculture and forestry in the region.
4. Promote environmentally **sustainable management systems** for the agriculture and forestry sector.

### Water Management

1. Improve regional water quality through a focus on the identification and management of pollution sources and protection of **healthy watersheds**.
2. Improve **regional water management** systems and increase efficiency of infrastructure.

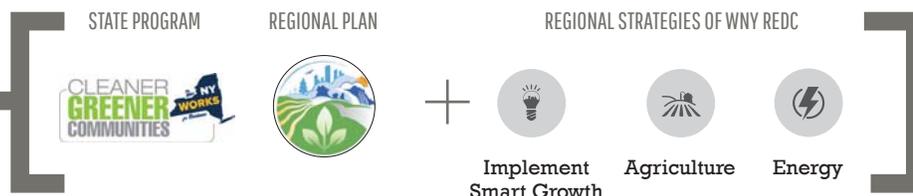
3. Address **regional water quantity** concerns through a focus on flooding, storm water/runoff, infiltration, and regional water use.
4. Ensure better coordination of water management with **land use and conservation planning** and decisions regarding where future development occurs, including public access to water resources.

### Waste Management

1. Reduce the amount of **municipal solid waste** that is disposed of (via landfills or incineration) by reducing waste generation and/or increasing recycling.
2. Maximize the diversion of organic waste from disposal facilities (landfills and incinerators) and the beneficial **reuse of the organic material**.
3. Reduce the amount of **construction and demolition (C&D) waste** that is disposed of by reducing waste generation and/or increasing recycling.
4. Increase the number of **waste transport vehicles** that use alternative fuels.

## ALIGNING PROGRAMS, PLANS AND STRATEGIES

The goals of the WNY Regional Sustainability Plan are aligned with the WNY REDC’s strategies





# PUBLIC UNIVERSITIES AS CATALYSTS FOR ECONOMIC DEVELOPMENT



WNY received a total of \$50M to stimulate the health and life sciences and advanced manufacturing through collaborative projects in geographically diverse areas of the region.

The University at Buffalo broke ground on its new **School of Medicine and Biomedical Sciences** on the Buffalo Niagara



Medical Campus (BNMC), projected to open fall 2016. The building will house state-of-the-art research laboratories and classrooms as well as advanced simulation centers for training in general

patient care, surgery and robotic surgery. Sky bridges will connect the building to BNMC's hospitals and health care facilities underscoring the programmatic connections in clinical education, patient care and research. UB will

hire 100 new medical faculty. Students, will benefit from a greatly enhanced learning experience and interaction with patients, faculty members and health care professionals outside of the classroom. The estimated 2,000 students, faculty and staff will be able to utilize the reconstructed Allen/Medical Campus

Metro station making the school and medical campus easily accessible to the public and promoting sustainable transportation options. The \$375 million medical school is being realized with both public and private support including a \$35M NYSUNY 2020 Challenge Grant.

A \$15M SUNY 2020 Challenge Grant was awarded to a collaborative effort, **Retooling the Southern Tier**, between Alfred State, Broome Community College, Corning Community College, and Jamestown Community College to create expanded training programs in manufacturing. This project responds to industry demand to provide more skilled and technical workers. Each campus has plans to make capital improvements, develop training programs, and expand academic programs, while leveraging outside funds at a ratio of 1:1. The initiative estimates that an additional 2,340 jobs will be added to the Southern Tier region by 2022, with an estimated 1,100 in the first 3 years. The grant funds a new \$4.6 million energy efficient Sustainable Advanced Manufacturing Center (SAMC), where students will be trained in state-of-the-art techniques in sustainable manufacturing. The SAMC advisor team of Corning Inc, Alstom, Dresser Rand, GE-Lufkin, and Harbec plastics has developed overall goals and is identifying plans on being a zero energy welding and machine tool operation. Construction is planned to begin January 2015 and will become fully operational by January 2016.

## ALIGNING PROGRAMS, PLANS AND STRATEGIES

REGIONAL STRATEGIES OF WNY REDC



Foster a Culture of Entrepreneurship



Advanced Manufacturing



Health Life Sciences



**The WNY Innovation Hot Spot and Business Incubator (Hot Spot) is a regional support network that empowers entrepreneurs at colleges and universities and in the private sector.**

**UB's Technology Incubator** serves as the lead entity for the Hot Spot. UB is joined by a consortium of incubators at Alfred University, SUNY Fredonia, Lockport's Harrison Place, the BNMC Innovation Center, and Buffalo's Z80 Labs in addition to other entrepreneurial organizations. These organizations serve different niches, but they all have something in common: they all want to do more to help entrepreneurs in WNY. This multi-

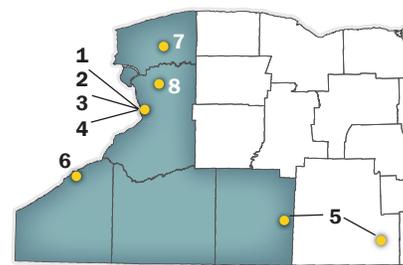


institutional project leverages significant cash and in-kind commitments and brings together resources to provide a comprehensive set of programs and services to help foster commercialization of innovative products and services. Through an unprecedented level of collaboration, and new and expanded programs and access to incubator facilities across the region's entrepreneurial ecosystem, startups will have increased access to programming independent of their affiliation with a particular incubator. In addition, the Hot Spot provides the WNY region with the means for sharing and implementing best practices such as client needs assessment

tools, access to financial and investment capital, and tracking performance metrics. Today, WNY incubates anywhere from 100-200 companies at any given time. The goal of the Hot Spot is to help these clients achieve sustainable growth and also to grow the number of startups in the region.

To date, the Hot Spot hired staff, created a memorandum of understanding among partners, and sponsored the Student 2 Biz regional student business plan competition. All programming has been planned and will be launched and fully operational by the end of 2014. Programs provided will be either new or expanded and will avoid duplication. Programs such as pre-seed workshops and pitch prep courses will help startups realize success in raising capital. Student programming such as student "hot desks" in incubators, and labs to help students develop business plans will supplement the entrepreneurial education they are getting in the classroom. The Hot Spot will ensure diversity by working with partners such as UB's Minority and Women Emerging Enterprising Program and creating points of access and engagement at multiple locations across the region.

**A Collaborative Network of Partners**



- 1 BNMC Innovation Center
- 2 UB Center for Entrepreneurial Leadership
- 3 UB Center for Excellence in Bioinformatics and Life Sciences
- 4 Z-80 Incubator Labs
- 5 Ceramics Corridor Innovation Centers
- 6 Fredonia Technology Incubator
- 7 Harrison Place Business Center
- 8 UB Office of Science, Technology Transfer, and Economic Outreach (STOR)  
Directed Energy (NYSERDA)  
UB Technology Incubator (Lead Partner)  
University at Buffalo BioSciences Incubator

PROPOSED

PRIORITY

PROJECTS

2014

JOB CREATION AND INVESTMENT FOR PROPOSED PROJECTS 2014

Direct Jobs 415

Indirect Jobs 2,624

Total Investment \$147,727,772

Total REDC Grant Award Recommended by REDC

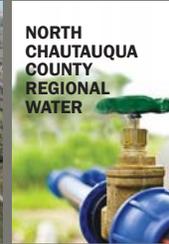
\$25,000,000



NFTA LIGHT RAIL REBUILD



BETHLEHEM STEEL REDEVELOPMENT



NORTH CHAUTAUQUA COUNTY REGIONAL WATER



SALAMANCA FIBER BUILD



SCAJAQUADA CREEK PADDLESPORT



CARS SHARING MAIN ST



GERARD PLACE



BUFFALO URBAN LEAGUE



GATES CIRCLE REDEVELOPMENT



TRAINING CENTER WELDING EXHAUST UPGRADE



OLEAN BUSINESS INCUBATION CENTER

Implement Smart Growth



NFTA Light Rail Vehicle MidLife Rebuild, Niagara Frontier Transportation Authority

Gates Circle Redevelopment Project, Gates Circle Holdings LLC

North Chautauqua County Regional Water Supply System, Chautauqua County

Salamanca Fiber Build, Southern Tier West Regional Planning and Development Board

Cars Sharing Main Street 400 Block, City of Buffalo

Bethlehem Steel Acquisition and Redevelopment, County of Erie

Scajaquada Creek Paddlesport Launch, Buffalo Niagara Riverkeeper

Prepare Our Workforce



Training Center Welding Exhaust Upgrade, Plumbers & Steamfitters Local 22

Gerard Place Education and Community Center, Gerard Place HDPC

Buffalo Urban League Center for Economic Advancement, Buffalo Urban League

Foster A Culture of Entrepreneurship



Olean Business Incubation Center, Cattaraugus Empire Zone Corporation

Excelsior Projects 2013-14

The WNY region did not have any Excelsior applications through the CFA open solicitation. Instead, in order to be most responsive to business needs and timelines, the REDC reviews Excelsior Jobs Program tax credit proposals year-round from high tech and manufacturing companies that are considering investing in the region.



WNY INDUSTRY SECTOR:  
**Tourism**



- Flight of Five Restoration,  
*City of Lockport*
- Buffalo Museum of Science  
Re-opening of Observatory,  
*Buffalo Society of Natural Sciences*
- Explore & More at Canalside,  
*Explore & More Children's Museum*
- National Comedy Center,  
*National Comedy Center Inc*

WNY INDUSTRY SECTOR:  
**Advanced  
Manufacturing**



- STEDO Manufacturing Loan Fund Project,  
*Southern Tier Enterprise Development Organization*
- Biorefinery Commercialization Center,  
*Alfred State College*

WNY INDUSTRY SECTOR:  
**Health | Life Sciences**



- Bridges to Sustainable Commuting,  
*Buffalo Niagara Medical Campus*



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

**\$24,171,248** FOR **24** COMPANIES, LEVERAGING **\$181,483,540** IN PRIVATE INVESTMENT, AND RETAINING/ CREATING A TOTAL OF **5,255 JOBS**

## NFTA Light Rail Vehicle MidLife Rebuild

Buffalo, Erie County

An enhanced system will meet NFTA's goals of reducing regional greenhouse gas emissions, facilitate continued development and enhanced services around Buffalo's primary tourism, education and medical assets and support compact, walkable communities. The project runs along Buffalo's Main Street and serves as a vital connection for the region's largest Central Business District, the Inner and Outer Harbor, Brownfield Opportunity Areas, Buffalo's Local Waterfront Revitalization Program Areas and current and future transit-oriented developments.

The project will rebuild NFTA's light rail vehicles and extend the useful life of the vehicles for another 20 years, improving the safety, reliability, frequency, and efficiency for the current 20,000 weekly and 6,000,000 annual riders. It will support the opportunity presented by the development pressure in the corridor driven by the rapidly developing Buffalo Niagara Medical Campus, Erie Canal Harbor and development throughout the City of Buffalo and the region. The rebuilt vehicles will have improved lighting, electronic announcements, updated electrical systems and new seating. In addition, the project will support economic development in the Southern Tier's transportation industry as all of the primary construction activities for this project will take place in Dansville and Hornell, NY.



Smart Growth

Total Project Cost: \$15,845,638

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

5 Yr Jobs Created/Retained: 0

5 Yr Jobs Indirect/Construction: 100

**Applicant:** Niagara Frontier Transportation Authority (NFTA)

Priority Project Funding

CFA #: 43460

**Total ESD Funding Request:** \$9,000,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$3,000,000
Other State Funds	\$5,391,380
Other Public Funds	\$7,454,258
<b>Total Public Funds</b>	<b>\$15,845,638</b>
Private Sources of Funds	
Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

Uses of Funds	
Use	Amount
1. Rail car rebuild	\$15,845,638
<b>Total Cost</b>	<b>\$15,845,638</b>

**Budget Narrative:** The requested \$3,000,000 ESD Grant Funds would leverage funding from Federal Transit Administration, NYS DOT, and NFTA totaling \$12,845,638.

# Gates Circle Redevelopment Project

Buffalo, Erie County

Through the redevelopment of a former hospital complex, vacant for nearly two years in an existing neighborhood, this project will enhance the quality of life by creating linkages to transportation, increasing greenspace, employing LEED design guidelines and expanding the types of services available to a neighborhood currently underserved. These principles are consistent with the City of Buffalo’s Comprehensive Plan, which states that Buffalo must protect and restore the physical fabric of the city.

Gates Circle is significant, locally and nationally, as one of Olmsted’s great parkway circles. Infrastructure build-out will be completed in 2016 at a cost of \$7 million. A mixed-use facility anchored by the YMCA health and wellness center, an urban grocery market, additional retail and common area space, and an office and data center are also proposed in Phase I with a total cost of \$47 million. Phase I activities will create 400 new full-time jobs. Over time, the hospital complex created two isolated neighborhoods. Development plans will reconnect these neighborhoods, employing complete streets design principals to create a vibrant urban district. This neighborhood district will be the first LEED-designed Neighborhood Development Project in WNY.



 **Smart Growth**

**Total Project Cost: \$46,945,299**

---

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

---

**5 Yr Jobs Created/Retained: 0**

---

**5 Yr Jobs Indirect/Construction: 90**

**Applicant:** Gates Circle Holdings LLC

Priority Project Funding CFA #: 39435

**Total ESD Funding Request:** \$5,000,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$3,000,000
Other State Funds	\$0
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$3,000,000</b>
Private Sources of Funds	
Private	\$43,945,299
<b>Total Private Funds</b>	<b>\$43,945,299</b>

Uses of Funds	
Use	Amount
1. Property Acquisition	\$1,750,000
2. Architecture and Engineering	\$6,379,553
3. Infrastructure Construction	\$7,007,804
4. Demo /Abatement/Environmental	\$3,307,140
5. Building construction	\$28,500,802
<b>Total Cost</b>	<b>\$46,945,299</b>

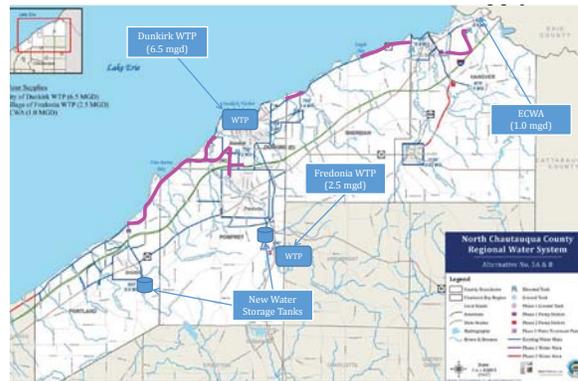
**Budget Narrative:** Requested CFA funding will be used for capital access and infrastructure costs only (e.g. roads, sewer/water, streetscape). Other project costs will be funded by the applicant and private financing.

# North Chautauqua County Regional Water Supply System

Chautauqua County

The Chadwick Bay Community Strategic Plan identified three critical areas to improve economic conditions - perception, human resource development, and infrastructure. This project will improve the economic environment and public health by providing reliable, quality water to 42,000+ residents and businesses. A cluster of WNY Food Processors and other users rely on their water systems for business operations including Cott Beverages, Nestle Purina Pet Care, Fieldbrook Farms, SUNY Fredonia and NRG Energy.

The Chautauqua County Regional Water Supply System will provide reliable, high quality potable water to nine communities in the County along Lake Erie through the North Chautauqua County Water District (NCCWD) by consolidating into one regional system. The existing water systems experienced water quality and quantity issues over the past decade - some requiring emergency measures to ensure adequate potable water supply. The NCCWD will construct a new two-million gallon water storage tank to increase available storage to the region and install a new water interconnection with a pump station between the Village of Fredonia and the City of Dunkirk - the two primary water suppliers for the system. The interconnection will permit water flow in both directions, resulting in supply redundancy for the region.



**Smart Growth**

**Total Project Cost: \$6,300,000**

---

**REDC Recommended ESD grant: \$1,260,000**

---

**5 Yr Jobs Created/Retained: 0**

---

**5 Yr Jobs Indirect/Construction: 125**

**Applicant:** Chautauqua County

Priority Project Funding CFA #: 39191

**Total ESD Funding Request:** \$1,260,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$1,260,000
Other State Funds	\$0
Other Public Funds	\$5,040,000
<b>Total Public Funds</b>	<b>\$6,300,000</b>
Private Sources of Funds	
Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

Uses of Funds	
Use	Amount
1. New Construction	\$5,125,000
2. Land Acquisition	\$50,000
3. Soft Costs	\$1,125,000
<b>Total Cost</b>	<b>\$6,300,000</b>

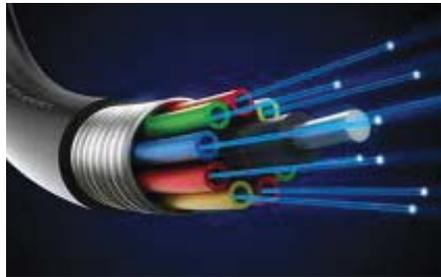
**Budget Narrative:** Chautauqua County will seek bond financing for the non CFA funds required for the project.

## Salamanca Fiber Build

City of Salamanca, Cattaraugus County

This project invests in an urban center in Cattaraugus County, enhancing the entire city with technology that is seen as common place in many areas of WNY and around the world. This project will create an environment conducive to growing jobs and long-term prosperity in the City of Salamanca, promoting smart growth and creating an area that is better prepared to encourage the expansion of existing business and attracting new business to the city.

DFT Communications will build 9 miles of fiber optic cable on Route 353 from Little Valley to Salamanca. The cable will supply voice and high speed broadband services directly to businesses along and near Route 353 and to businesses located in the City of Salamanca. The fiber will be installed on existing poles owned by National Grid, Verizon and the City of Salamanca where available. DFT will offer scalable data packages and discounts will be applied to data packages if voice services are bundled. The company will do its own marketing and public relations to roll out the services and make every effort to expand the system where financially feasible.



Smart Growth

Total Project Cost: <b>\$359,200</b>
REDC Recommended ESD grant: <b>\$112,078</b>
5 Yr Jobs Created/Retained: <b>10</b>
5 Yr Jobs Indirect/Construction: <b>2</b>

**Applicant:** Southern Tier West Regional Planning and Development Board

Priority Project Funding	CFA #: 39648
--------------------------	--------------

**Total ESD Funding Request:** \$120,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$112,078
Other State Funds	\$0
Other Public Funds	\$85,000
<b>Total Public Funds</b>	<b>\$197,078</b>
Private Sources of Funds	
Private	\$162,122
<b>Total Private Funds</b>	<b>\$162,122</b>

Uses of Funds	
Use	Amount
1. Infrastructure/Site Work	\$259,200
2. Machinery & Equipment	\$100,000
<b>Total Cost</b>	<b>\$359,200</b>

**Budget Narrative:** Cash equity for the project will be provided by DFT Telephone and Cattaraugus County. The remainder of the budget will be completed with the award of requested ESD Grant Funds.

## Cars Sharing Main Street 400 Block

Buffalo, Erie County

This project, based on smart growth principles, will serve to reconnect adjoining inner-city neighborhoods and their residents with downtown jobs and economic opportunities. By providing pedestrian connections to surrounding neighborhoods, the project will reinforce sustainable growth and development patterns that bolster employment opportunities.

Funding will be used to design and construct infrastructure improvements along one section of the Main Street Transit Mall from Mohawk to Court Street by restoring two-way traffic to share the track-bed with the light rail trains. This will combine with earlier sections underway and future blocks until the entire portion of Main Street from Tupper Street to the Buffalo River is again available for multi-modal travel. This will include enhancements to the above



ground light rail stations, additional on-street parking, reconnecting Court Street with Main Street including supply track panels, new traffic signals, installation of distinct pedestrian crosswalks, reconfigured sidewalks, improved paving, landscaping, and street furnishings.



Smart Growth

Total Project Cost: \$16,250,000

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

5 Yr Jobs Created/Retained: 0

5 Yr Jobs Indirect/Construction: 60

**Applicant:** City of Buffalo

Priority Project Funding

CFA #: 40594

Total ESD Funding Request: \$3,250,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$3,000,000
Other State Funds	\$0
Other Public Funds	\$13,250,000
<b>Total Public Funds</b>	<b>\$16,250,000</b>
Private Sources of Funds	
Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

Uses of Funds	
Use	Amount
1. Construction	\$13,024,000
2. Design, CI/CA, Admin	\$3,226,000
<b>Total Cost</b>	<b>\$16,250,000</b>

**Budget Narrative:** The requested ESD Grant Funds of \$3,000,000 will join the City of Buffalo commitment of \$1,250,000 for this project. The City also applied for a \$12,000,000 USDOT TIGER grant that if successful will be awarded in the Fall of 2014.

# Bethlehem Steel Acquisition and Redevelopment

Lackawanna, Erie County

This project will turn a vacant brownfield into a shovel-ready site, ultimately creating job opportunities in one of the poorest areas of Erie County. It will improve the physical infrastructure by providing pedestrian and bicycle access for this distressed community and improve access to public transportation. The redevelopment of this site will provide many local residents with employment opportunities within walking distance of their homes.

This project includes the purchase of approximately 180 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 roads, pedestrian pathways, utilities and associated infrastructure in preparation for making this industrial zoned land into shovel ready property. Expected deliverables include: new public roads, sidewalks, street lighting, and sewer lines available for new companies locating on the subject property.



Smart Growth

Total Project Cost: \$11,950,000
REDC Recommended ESD grant: \$3,000,000
5 Yr Jobs Created/Retained: 0
5 Yr Jobs Indirect/Construction: 60

**Applicant:** County of Erie

Priority Project Funding	CFA #: 42713
--------------------------	--------------

**Total ESD Funding Request:** \$5,750,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$3,000,000
Other State Funds	\$0
Other Public Funds	\$8,950,000
<b>Total Public Funds</b>	<b>\$11,950,000</b>
Private Sources of Funds	
Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

Uses of Funds	
Use	Amount
1. Property Acquisition	\$3,750,000
2. Infrastructure/Site Work	\$7,500,000
3. Construction/Renovation	\$700,000
<b>Total Cost</b>	<b>\$11,950,000</b>

**Budget Narrative:** Erie County will provide Capital Bond Funds for the non CFA funded project costs.

# Scajaquada Creek Paddlesport Launch

Buffalo, Erie County

Clean, healthy and accessible waterways are central to the economic recovery of WNY. Our “Blue Economy” will be fostered through smart growth projects like this that address historic contamination issues, reconnect citizens to their waterfront, revitalize urban neighborhoods, increase tourism, create green jobs, and provide live-work-play amenities young professionals seek.



Smart Growth

This project is located along a key gateway to the City of Buffalo’s Black Rock neighborhood on Niagara Street and an inlet of Scajaquada Creek, just before the creek joins Black Rock Canal. Phase 2 of this project builds on previous efforts to restore the waterfront brownfield; expand waterway access points along the Niagara River Greenway and Blueway Trail; improve opportunities for recreation and connections to nature in an economically disadvantaged neighborhood; and revitalize a key gateway to Black Rock. Phase 2 will include developing full site plans; conducting environmental remediation; secondary demolition of remaining structures; and construction of the park, including launch facilities and habitat restoration.



Total Project Cost: **\$652,800**

---

REDC Recommended ESD grant: **\$125,922**

---

5 Yr Jobs Created/Retained: **0**

---

5 Yr Jobs Indirect/Construction: **35**

**Applicant:** Buffalo Niagara Riverkeeper

Priority Project Funding

CFA #: 41713

**Total ESD Funding Request:** \$125,922

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$125,922
Other State Funds	\$150,000
Other Public Funds	\$263,328
<b>Total Public Funds</b>	<b>\$539,250</b>
Private Sources of Funds	
Private	\$113,550
<b>Total Private Funds</b>	<b>\$113,500</b>

Uses of Funds	
Use	Amount
1. Demolition	\$87,800
2. Site Remediation	\$303,183
3. Construction	\$73,750
4. 5-Year O & M	\$17,500
5. Architectural/ Engineering	\$41,416
6. Administration	\$67,453
7. Property Acquisition	\$61,698
<b>Total Cost</b>	<b>\$652,800</b>

**Budget Narrative:** In 2014, the applicant applied for funding to the Niagara River Greenway Commission’s Buffalo and Erie County Standing Committee to complete both Phase 1 and 2 of this project. Phase 1 was fully funded, but only partially funded Phase 2. The applicant is requesting CFA funding from ESD Grant Funds and NYS Canal Corp to fill the Phase 2 funding gap.

# Clean Business Incubation Center

Olean, Cattaraugus County

This project will create a continuum of services and office configurations to support business development at early maturity, and inspire and support entrepreneurial investment in Olean, fostering the generation of new ideas, businesses, and partnerships; encouraging retention of local talent, and creating a supportive entrepreneurial climate.

A public-private partnership will create the Olean Business Incubation Services Center at 301 N. Union St. in Olean’s city center. This project will allow for renovation of the 20,000 square foot facility for ADA compliance, energy efficiency, and professional appearance; equipment and technology acquisition; furnishings and other start-up costs.



The Center will provide an incubation suite of entry-level office space and shared services for emerging entrepreneurs, mentoring services for early-stage companies, co-working space and other business-service and support functions. The project offers natural linkages to nearby schools and colleges for experiential learning, research, student engagement, entrepreneurship training, and mentoring.



## Entrepreneurship

Total Project Cost: \$2,012,000

REDC Recommended ESD grant: \$402,000

5 Yr Jobs Created/Retained: 2

5 Yr Jobs Indirect/Construction: 20

**Applicant:** Cattaraugus Empire Zone Corporation

Priority Project Funding

CFA #: 40043

Total ESD Funding Request: \$402,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$402,000
Other State Funds	\$0
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$402,000</b>
Private Sources of Funds	
Private	\$1,610,000
<b>Total Private Funds</b>	<b>\$1,610,000</b>

Uses of Funds	
Use	Amount
1. Construction & Renovation	\$1,232,375
2. Machinery & Equipment	\$135,000
3. Furniture and Fixtures	\$135,000
4. Property Acquisition	\$300,000
5. Architectural/Engineering/Soft Costs	\$209,625
<b>Total Cost</b>	<b>\$2,012,000</b>

**Budget Narrative:** Private funding is secured for \$1,610,000. The requested ESD Funds will complete the capital budget for the project.

# Training Center Welding Exhaust Upgrade

Orchard Park, Erie County

Technology advancement for a skilled workforce is essential. This upgrade will enhance the organization’s ability to train people in industry required skills. Local 22 anticipates training 30+ new apprentices annually. Removing the noise and fumes will increase the students’ productivity, allowing them to focus on welding. By increasing the number of certified welders, the region will be better able to meet the needs of contractors with qualified workers.

Plumbers & Steamfitters Local 22 was formed in 1997 consolidating 3 WNY local unions. For the past 125 years they have provided signatory contractors with highly skilled plumbers, steamfitters and welders. Local 22 has a 5 year NYS Apprentice Program, 1500 members, 1360 journeymen and 140 indentured apprentices. The proposed project will fund upgrades to the Training Center, including the installation of a welding fume exhaust system for 22 welding booths, relocation of a new dust collection unit to remove unnecessary noise caused by large volume fans and enhancing training by providing an atmosphere that reduces and/or eliminates potential fume exhaust inhalation. Funding will also enable increases in tools for trainings, training modules and consumables that increase every year.



Prepare Our Workforce

Total Project Cost: \$144,260

REDC Recommended ESD grant:  
\$100,000

5 Yr Jobs Created/Retained: 150

5 Yr Jobs Indirect/Construction: 0

**Applicant:** Plumbers & Steamfitters Local 22

Priority Project Funding

CFA #: 39713

**Total ESD Funding Request:** \$144,260

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$100,000
Other State Funds	\$0
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$100,000</b>
Private Sources of Funds	
Private	\$44,260
<b>Total Private Funds</b>	<b>\$44,260</b>

Uses of Funds	
Use	Amount
1. Equipment and Installation	\$144,260
<b>Total Cost</b>	<b>\$144,260</b>

**Budget Narrative:** The applicant will provide the non CFA funded project costs.

# Gerard Place Education and Community Center

Buffalo, Erie County

The project aligns closely with the WNYREDC’s emphasis on creating a better match between job seekers and local available jobs. Training will prepare participants for employment in fields identified by the NYS DOL as having significant growth potential in the next decade, and align specifically with the Education and Training Agenda, creating a career talent pipeline in healthcare, and the Foundational Support for Success Agenda, creating jobs and investing in business opportunities in areas of high unemployment/poverty.

The Gerard Place (GP) Education and Community Center will serve as an Education, Training and Family Support Hub for Buffalo’s East Side. Renovation will enable GP to offer, in partnership with Erie 1 BOCES, on-site training in health care professions. Additional training opportunities in child care, maintenance, retail and food service will be available as a child care center, kitchen, and community recreation spaces are completed.



ESD funding will support renovation, including three new large classrooms, creation of a simulation room for hands-on clinical training required by Healthcare Programs, a computer lab for GED preparation and installation of an elevator. Outcomes include enabling training for the following annually: LPN Program – 60 trained /60 employed; Certified Nursing Assistant Program – 115 trained /92 employed; Home Healthcare Aide – 115 trained /104 employed.



## Prepare Our Workforce

Total Project Cost: <b>\$5,000,000</b>
REDC Recommended ESD grant: <b>\$1,000,000</b>
5 Yr Jobs Created/Retained: <b>0</b>
5 Yr Jobs Indirect/Construction: <b>500</b>

**Applicant:** Gerard Place HDFC

Priority Project Funding	<b>CFA #: 40389</b>
--------------------------	---------------------

**Total ESD Funding Request:** \$1,000,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$1,000,000
Other State Funds	\$0
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$1,000,000</b>
Private Sources of Funds	
Private	\$4,000,000
<b>Total Private Funds</b>	<b>\$4,000,000</b>

Uses of Funds	
Use	Amount
1. Construction	\$5,000,000
<b>Total Cost</b>	<b>\$5,000,000</b>

**Budget Narrative:** Requesting \$1,000,000 ESD grant funds. \$500,000 is committed from foundations and private fundraising. \$3,500,000 will be raised from additional private investments.

# Buffalo Urban League Center for Economic Advancement

Buffalo, Erie County

This project addresses challenges and barriers to job connectivity, economic self-sufficiency and equal access to resources for the most vulnerable populations in our region. Through this project, the Center will expand capacity for workforce development programs, encourage business development (particularly for MWBE), ensure the long-term stability of a historic building, and further the revitalization of the 500 Block of Main Street in the Central Business District of Downtown Buffalo.

This project represents Phase I of the development of the Center and includes all pre-construction services such as a feasibility study, site investigations and related land acquisition, pre-engineering and design. The overall, multi-phased project will ultimately have as an outcome the expansion and renovation of the historic E.B. Green designed building on 15 Genesee Street – the anchor property on the 500 Block of Main Street in the Central Business District in Downtown Buffalo.



The development of the Buffalo Urban League Center for Economic Advancement may necessitate the acquisition and development of additional land/property as determined by the feasibility study and site investigation. The project will also create or retain a minimum total of 155 jobs in the City of Buffalo.



## Prepare Our Workforce

Total Project Cost: \$500,000

REDC Recommended ESD grant:  
\$200,000

5 Yr Jobs Created/Retained: 155

5 Yr Jobs Indirect/Construction: 48

**Applicant:** Buffalo Urban League

Priority Project Funding

CFA #: 43349

**Total ESD Funding Request:** \$225,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$200,000
Other State Funds	\$0
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$200,000</b>
Private Sources of Funds	
Private	\$300,000
<b>Total Private Funds</b>	<b>\$300,000</b>

Uses of Funds	
Use	Amount
1. Architectural/Engineering	\$325,000
2. Property Acquisition	\$175,000
<b>Total Cost</b>	<b>\$500,000</b>

**Budget Narrative:** The requested ESD Grant Funds will be leveraged by a combination of anticipated grants from local foundations, as well as other private financing options, in order to secure necessary matching dollars.

# Flight of Five Restoration

City of Lockport, Niagara County

The Flight of Five is a major heritage tourist attraction that already supports several tourism related businesses, such as the Lockport Caves and the Erie Canal and Lockport Locks Cruises. The restoration will improve the most important infrastructure in the City of Lockport and the central point of all of the City’s original land use and development.



The historic Flight of Five locks, an engineering marvel from the mid-1800s visited by thousands of tourists annually, are located on the Erie Canal under the Pine Street Bridge in the heart of downtown Lockport. This project, Phase II of the Restoration of the Flight of Five, consists of the complete rehabilitation of two more of the locks, making them fully functional and bringing them back to their 1842 condition. The completion of the Restoration of the Flight of Five is expected to annually draw 230,000 visitors and generate \$17 million in spending in Niagara County. The restoration enhances the tourist center and downtown Lockport, resulting in greater density in downtown that benefits residents and business owners, while also creating a more interesting and positive visitor experience.



**Total Project Cost: \$3,586,000**

---

**REDC Recommended ESD grant: \$2,700,000**

---

**5 Yr Jobs Created/Retained: 0**

---

**5 Yr Jobs Indirect/Construction: 340**

**Applicant:** City of Lockport

Priority Project Funding CFA #: 39702

**Total ESD Funding Request: \$3,134,000**

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$2,700,000
Other State Funds	\$0
Other Public Funds	\$352,000
<b>Total Public Funds</b>	<b>\$3,052,000</b>
Private Sources of Funds	
Private	\$534,000
<b>Total Private Funds</b>	<b>\$534,000</b>

Uses of Funds	
Use	Amount
1. Construction/Renovation	\$2,747,603
2. Architectural/Engineering	\$808,240
3. Infrastructure/Sitework	\$30,157
<b>Total Cost</b>	<b>\$3,586,000</b>

**Budget Narrative:** The private funding is secured from the Gregg Lewis Foundation and the remaining non CFA public funding will be provided by Greenway Commission and municipal grant sources.

# Buffalo Museum of Science Re-opening of Observatory

Buffalo, Erie County

The renovation of the observatory at the Museum of Science would be an important expansion of tourism infrastructure and would improve the quality of the museum’s offerings and would increase the visitor experience at the museum, leading to greater chances of repeat visits and potentially causing people to extend their stay in the region.

The observatory is a highly visible component of the Museum of Science on Buffalo’s East Side. The project is to restore and renovate the observatory and provide safe, accessible access to the observatory rooftop viewing area at the Buffalo Museum of Science. Never renovated in its 69 year history, and in a state of disrepair, the observatory officially closed to the public in 1999. The initial phase of the project will rebuild/reinforce the supporting structure, lead abatement inside the dome, restoration of the telescope/ purchase of new telescope, replacement/ redevelopment of the stairway, elevator and stair structure leading up to the observatory that directly connects to the museum, replating/ replacement of the dome, signage, new lighting and electrical work.



<b>Total Project Cost: \$1,800,000</b>
<b>REDC Recommended ESD grant: \$350,000</b>
<b>5 Yr Jobs Created/Retained: 5</b>
<b>5 Yr Jobs Indirect/Construction: 20</b>

**Applicant:** Buffalo Society of Natural Sciences

Priority Project Funding	<b>CFA #: 40584</b>
--------------------------	---------------------

**Total ESD Funding Request: \$350,000**

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$350,000
Other State Funds	\$0
Other Public Funds	\$625,000
<b>Total Public Funds</b>	<b>\$975,000</b>
Private Sources of Funds	
Private	\$825,000
<b>Total Private Funds</b>	<b>\$825,000</b>

Uses of Funds	
Use	Amount
1. Demolition	\$100,000
2. Permits and Construction documents	\$150,000
3. Interior – Plumbing, electrical, HVAC	\$100,000
4. Infrastructure Upgrades (access/ ADA compliance)	\$650,000
5. Facility Improvements (repair to observatory and other structures)	\$800,000
<b>Total Cost</b>	<b>\$1,800,000</b>

**Budget Narrative:** The Museum has secured \$425,000 in funding from local foundations. Additionally, they anticipate securing \$625,000 from the City of Buffalo. The Museum will also commit \$150,000 from its own endowment toward the project. They are in process with the balance of the private fundraising.

## Explore & More at Canalside

Buffalo, Erie County

Explore & More was chosen to be the anchor attraction at Canalside because it would be a year-round, downtown draw for families, helping to drive economic development and tourism. Children’s museums are seen as excellent economic engines for urban areas, attracting residents and tourists alike. These institutions are an important attribute of a healthy city, attracting young people to an area who are often basing their relocation decision on a city’s list of family amenities.

Explore & More at Canalside will be a vibrant, exciting, unique, hands-on play experience for children and families as they learn more about WNY and the world around them. Located in the South Aud Block, this project builds a gold-standard children’s museum on Buffalo’s waterfront. A 40,000 SF museum that will attract some 225,000 visitors in its opening year and become the new “town square” for children and families from all walks of life to gather for fun, learning and community. With 20 years of proven and consistent sustainability and growth, Explore & More was determined to be the best choice for revitalizing the waterfront and bringing young families and children to the city.



Tourism

Total Project Cost: \$2,500,000

REDC Recommended ESD grant:  
\$500,000

5 Yr Jobs Created/Retained: 45

5 Yr Jobs Indirect/Construction: 198

**Applicant:** Explore & More Children’s Museum

Priority Project Funding

CFA #: 38864

Total ESD Funding Request: \$500,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$500,000
Other State Funds	\$0
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$500,000</b>
Private Sources of Funds	
Private	\$2,000,000
<b>Total Private Funds</b>	<b>\$2,000,000</b>

Uses of Funds	
Use	Amount
1. Construction/Renovation	\$2,500,000
<b>Total Cost</b>	<b>\$2,500,000</b>

**Budget Narrative:** The total cost of the fit-out of the Explore and More at Canalside museum will be \$2,500,000. This investment will complete the space and the next phase will be the installation of exhibits. The museum is requesting a \$500,000 grant to complete their funding package. The balance, \$2,000,000 is private funding that is in hand.

# National Comedy Center

Jamestown, Chautauqua County

The National Comedy Center (NCC) is an economic growth investment that fits the priorities of WNY REDC by its potential to increase development, create jobs, & contribute to its tourism industry. The project embraces smart growth by creating the comedy center campus in the urban core, utilizing existing infrastructure, revitalizing historic buildings, and contributing to the revitalization of the City of Jamestown.



The NCC will be located in the former Erie Lackawanna Railroad Station, built in 1932, that recently underwent a \$12M restoration. The NCC will create a comedy center by renovating two historic structures and building a third that will connect all three in the urban core of Jamestown, NY. The buildings will house experiential exhibits and performance, commercial, and retail space. The project will utilize smart growth principles by re-purposing older buildings and existing infrastructure.



AECOM prepared an economic analysis on NCC, reporting that it will draw an estimated 122,000 annual visitors. The analysis indicated the NCC is expected to have a recurring impact of \$20M in goods and services and \$6.5M in wages within a tri-county area, sparking further economic development.

**Total Project Cost: \$15,750,875**

---

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

---

**5 Yr Jobs Created/Retained: 35**

---

**5 Yr Jobs Indirect/Construction: 669**

**Applicant:** National Comedy Center Inc

Priority Project Funding CFA #: 41643

**Total ESD Funding Request: \$6,000,000**

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$3,000,000
Other State Funds	\$0
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$3,000,000</b>
Private Sources of Funds	
Private	\$12,750,875
<b>Total Private Funds</b>	<b>\$12,750,875</b>

Uses of Funds	
Use	Amount
1. Exhibit and Build Out	\$7,670,500
2. Machinery and Equipment	\$1,635,000
3. Infrastructure/Site work	\$1,350,000
4. Arch and Engineering	\$2,000,000
5. Construction and Renovation	\$3,095,375
<b>Total Cost</b>	<b>\$15,750,875</b>

**Budget Narrative:** The Center has commitments in hand as well as strong grant requests in process which total \$9,750,875 funding from local and regional foundations. In addition, the Center has executed a letter of intent with USBank to purchase the New Market Tax Credits that the Project intends to generate which will provide approximately \$3,000,000 of net equity to this phase of the project. The \$12,750,875 anticipated from these private sources accounts for approximately 81% of the total budget. The National Comedy Center is requesting \$3,000,000 to complete the funding necessary to complete Phase I.

## STEDO Manufacturing Loan Fund

Allegany, Cattaraugus, and Chautauqua Counties

The project will promote economic development in three counties by making loans to businesses that are involved in job creating and/or retention activities and projects in advanced manufacturing. Businesses receiving loans should be either startups, expanding businesses, or businesses in need of funding to stay in business or avoid job dislocations. In all cases, the proposed business loan fund will have a positive impact on jobs and investment in the region.

The project will fund the capitalization of a business revolving loan fund. The grantee will make loans for business projects being undertaken in Allegany, Cattaraugus, and Chautauqua Counties in the WNY region. The project will address a documented shortage of publicly funded business loan capital in these counties, and will enable business opportunities to move forward.



 **Advanced Manufacturing**

Total Project Cost: \$4,200,000

---

REDC Recommended ESD grant: \$2,100,000

---

5 Yr Jobs Created/Retained: 0

---

5 Yr Jobs Indirect/Construction: 200

**Applicant:** Southern Tier Enterprise Development Organization

Priority Project Funding CFA #: 39714

**Total ESD Funding Request:** \$5,000,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$2,100,000
Other State Funds	\$0
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$2,100,000</b>
Private Sources of Funds	
Private	\$2,100,000
<b>Total Private Funds</b>	<b>\$2,100,000</b>

Uses of Funds	
Use	Amount
1. Lending for Capital Projects	\$4,200,000
<b>Total Cost</b>	<b>\$4,200,000</b>

**Budget Narrative:** The loan fund seeks \$2,100,000 of ESD Grant Funds to assist manufacturers matching their investments on a 50/50 basis.

# Biorefinery Commercialization Center

Wellsville, Allegany County

This project emphasizes job creation and business investment in a rural area of WNY that is experiencing disproportionately high unemployment and poverty rates, and lack of opportunity compared to urban areas. The project will also expand the educational opportunities offered through Alfred State’s occupational studies program with hands-on training with high-tech commercial equipment that is used in the biotechnology industry.

The Center is a multi-functional facility designed to enable private firms to scale the production of bio-renewable materials and sustainable energy from lab-bench to commercial volumes. The Center will be built at Alfred State’s School of Applied Technology in Wellsville, in collaboration with SUNY ESF and Applied Biorefinery Sciences LLC. The Center will offer public and private entities access to shared infrastructure and services including material handling equipment, large reaction vessels, and the heat and power load to drive chemical processes. Companies incur minimal expenses while learning about production costs and process bottlenecks that can hinder the ability to bring product to market. The university also gains a unique educational tool for students to get hands-on learning alongside industry.



**Advanced Manufacturing**

**Total Project Cost: \$10,681,700**

---

**REDC Recommended ESD grant: \$500,000**

---

**5 Yr Jobs Created/Retained: 13**

---

**5 Yr Jobs Indirect/Construction: 130**

**Applicant:** Alfred State College

Priority Project Funding CFA #: 43197

**Total ESD Funding Request:** \$2,136,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$500,000
Other State Funds	\$6,636,000
Other Public Funds	\$2,000,000
<b>Total Public Funds</b>	<b>\$9,136,000</b>
Private Sources of Funds	
Private	\$1,545,700
<b>Total Private Funds</b>	<b>\$1,545,700</b>

Uses of Funds	
Use	Amount
1. New Construction	\$7,136,000
2. Production Machinery and Equipment	\$2,295,700
3. Soft Costs	\$1,250,000
<b>Total Cost</b>	<b>\$10,681,700</b>

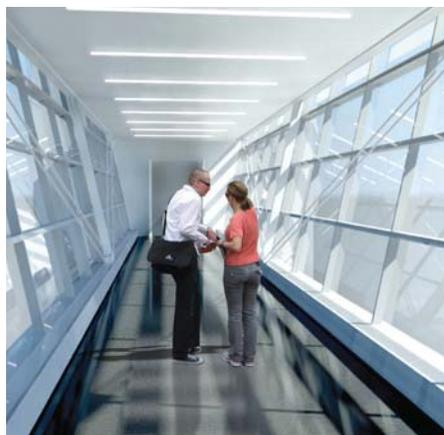
**Budget Narrative:** Private funding is committed in the amount of \$1,545,700. Other public funds in the amount of \$2,000,000 are anticipated from U.S Economic Development Administration (EDA). The project will apply for 2015 SUNY 2020 funding in the amount of \$6,636,000. An award of CFA funds would complete the budget for the project.

## Bridges to Sustainable Commuting

Buffalo, Erie County

A collaboration with the University at Buffalo, Ciminelli Development and the Buffalo Niagara Medical Campus (BNMC), this infrastructure investment project consists of two above ground pedestrian bridges connecting the new UB School of Medicine and Biomedical Sciences, the Conventus Medical Office Building, and the UB Research Institute on Addictions. The proposed bridges ensure the facilities will be physically connected, creating a coatless environment for medical education, research and care.

This project capitalizes on the public and private investments by maximizing the efficiency and effectiveness of campus staff. This is important for recruiting physicians and researchers in an increasingly competitive global environment. It will support regional land use and sustainability goals by directly connecting to the NFTA Station. The bridges will link new developments and the existing campus network such as NYS Genomics Project and proposed StartUp NY companies. It will allow the 15,000 campus employees and visitors a safe and accessible path from the station to their destinations. The potential land use impacts and reinvestment along Main St. and adjacent neighborhoods is significant. All partners have made investments to assure this network will be an inclusive, public connection from transit to hospitals for everyone.



Health | Life Sciences

Total Project Cost: \$3,250,000

REDC Recommended ESD grant:  
\$650,000

5 Yr Jobs Created/Retained: 0

5 Yr Jobs Indirect/Construction: 27

**Applicant:** Buffalo Niagara Medical Campus

Priority Project Funding

CFA #: 42714

Total ESD Funding Request: \$650,000

Sources of Funds	
Public Sources of Funds	
NYS Capital Funds	\$650,000
Other State Funds	\$1,600,000
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$2,250,000</b>
Private Sources of Funds	
Private	\$1,000,000
<b>Total Private Funds</b>	<b>\$1,000,000</b>

Uses of Funds	
Use	Amount
1. Architecture/Engineering	\$295,000
2. Construction/Renovation	\$2,955,000
<b>Total Cost</b>	<b>\$3,250,000</b>

**Budget Narrative:** Total public funds requested from NYS in CFA Round 4 includes \$650,000 (ESD Grant Funds) and \$1,600,000 (NYSERDA Cleaner Green Communities Phase 2 Implementation Grant). Private financing is secured for the remainder of the total project cost, \$1,000,000.

## Other Council Priority Projects

### Strategy: Implement Smart Growth

CFA #	Applicant Name	Project Name	Total Funding Request
39521	Village of Akron	Wastewater Infrastructure Engineering Planning Grant Program	\$30,000
42761	Town of Amherst	Form Based Zoning	\$161,250
39929	Village of Andover	Pre-Engineering Study	\$50,000
39938	Village of Brocton	Main Street Study	\$20,000
43510	Buffalo Sewer Authority	2015 Post Demolition Bioretention	\$1,957,325
39172	CODE, Inc.	Euclid Gardens Renovations	\$314,437
43050	CRA Infrastructure Engineering Inc.	Village of Lewiston Landing Phase 4	\$177,500
43459	Erie County Division of Sewerage Management	Rush Creek Interceptor Construction Project	\$5,000,000
43184	Lake Shore Central School District	Transportation Collaboration	\$72,357
40387	Town of Machias	Joint Sewer Operations - Town of Machias & Village of Arcade	\$400,000
38732	NeighborWorks Home Resources	Olean North Union Project	\$250,000
39780	City of Olean	North Union Street Green Infrastructure Improvement Project	\$949,480
41460	City of Olean	Allegheny River Linear Park Trail Extension	\$38,785
42826	People United for Sustainable Housing (PUSH) Buffalo	Community Sustainability Initiative	\$902,980
39255	City of Tonawanda	Main Street Development Program	\$187,225
39378	Town of Tonawanda	Lincoln Park Green Initiative	\$707,900
42393	TriMain Development	Green Infrastructure Projects	\$1,059,519
42465	Trinity Church	Window Protection Project	\$193,590

### Strategy: Prepare Our Workforce

CFA #	Applicant Name	Project Name	Total Funding Request
41812	Aktion Installation Inc.	Expansion & Training	\$79,560
41056	Allegheny County Community Opportunities and Rural Development ACCORD Corporation	ACCORDs ASSET Program	\$100,000
41057	Bear Metal Works Inc.	Expansion & Training	\$52,108
39691	Buffalo Erie County Workforce Development Consortium Inc.	Training for Tourism	\$100,000
41656	Catholic Charities of Buffalo	Hospitality and Tourism Training Institute (HTTI)	\$99,600
38976	Dimar Manufacturing Corporation	Expansion & Training	\$70,000
38733	Erie 1 BOCES	Unemployed Worker Training	\$100,000
38923	Erie Niagara Area Health Education Center Inc.	Medical Billing & Coding Program for Primary Care	\$20,000
40102	Jamestown Community College	Machinist Training Program	\$99,998
41968	Niagara County Community College	Unemployed Worker Training	\$63,375
40432	Orleans Niagara BOCES	Workers for Welding	\$80,620
39137	Research Foundation for SUNY Buffalo State	Advanced Manufacturing Technician Certificate	\$100,000
40589	Research Foundation of SUNY on behalf of the University at Buffalo Educational Opportunity Center	Employment Training for Allied Health Careers-Dental Assisting/ Medical Billing and Coding	\$52,710
39134	WNY Women's Foundation	Mapping Opportunities for Mothers: MOMs From Education to Employment Program	\$100,000

## Other Council Priority Projects, cont'd.

Strategy: Tourism 			
CFA #	Applicant Name	Project Name	Total Funding Request
42710	1891 Fredonia Opera House	Seamless Movie Screen, 16-Channel Sound Board & LED Color Lighting Instruments	\$11,893
37830	Alix Rice Peace Park Foundation	Alix Rice Peace Park Skatepark	\$128,888
43311	Arts Services Initiative of Western New York	Arts & Culture Matter: Regional Engagement Project	\$98,668
41052	Town of Bolivar	Municipal Pool Improvements	\$240,156
41424	Buffalo Fine Arts Academy	Albright Knox Art Gallery Marble Floor Restoration	\$380,000
38781	Buffalo Philharmonic Orchestra	Celebrate Finland!	\$100,000
40477	Burchfield Penney Art Center	Front Yard Project	\$49,500
41533	Town of Caneadea	Park Acquisition and Planning	\$82,491
40124	CODE, Inc.	Appleyard Greenway	\$338,886
41223	Erie County	Seneca Bluffs Natural Habitat Park	\$75,000
42335	Explore & More Children's Museum	Being Good Neighbors	\$100,000
39109	Gowanda's Historic Hollywood Theater Ltd.	Hollywood Theater Restoration	\$299,500
41979	Road Less Traveled Productions Ltd.	Program Coordinator	\$20,000
39666	Roycroft Campus Corporation	Print Shop Acquisition	\$315,000
39668	Roycroft Campus Corporation	Visitor Center	\$50,000
42560	Visit Buffalo Niagara	Canadian Marketing Initiative	\$250,000
42673	Western New York Book Arts Collaborative	Key Staff Position	\$35,250

## Regionally Significant Priority Projects

Strategy: Implement Smart Growth 			
CFA #	Applicant Name	Project Name	Total Funding Request
41655	Village of Allegany	Planning Study	\$30,000
43327	Clark Patterson Lee	Ripley Oddfellows Hall Community Space	\$583,000
41411	Village of Ellicottville	Wastewater Improvements for Economic Development	\$968,000
41824	Village of Forestville	Stormwater System Improvements	\$50,000
41633	Town of Grand Island	Development Ready Study	\$75,000
42065	Greater Lockport Development Corporation	Downtown Lockport Capital Improvements	\$250,000
39185	Jamestown Renaissance Corporation	STRIVE Jamestown	\$250,000
40994	Town of Newfane	Wastewater Plant Engineering Study	\$30,000
40050	Town of Niagara	Stormwater Mitigation Project Phase I	\$599,854
42378	City of Olean	Bradner Stadium & Forness Trail Recreation Project	\$765,396
39816	Town of Rushford	Pre-Engineering Report	\$50,000
41387	Village of Sinclairville	Public Water Improvement Project	\$600,000
38501	Village of Springville	Springville Revitalization	\$250,000
41745	Village of Westfield	Water Pollution Control Facility Upgrade Project	\$750,000
42463	Village of Williamsville	Long Street Green Infrastructure Project	\$1,698,300
42054	University District Community Development Association, Inc.	Bailey Business Technical Assistance	\$14,718

**Strategy: Prepare Our Workforce** 

CFA #	Applicant Name	Project Name	Total Funding Request
42493	Buffalo Arts & Technology Center Inc.	Pre-Training Literacy	\$100,000
41069	Erie Community College	Worker Training Program	\$100,000
42154	Evolution Dental Science	Digital Technician	\$325,000
41063	Frontier Science Technology Research Foundation Inc.	Existing Employee Training Program	\$30,000
39294	Goodwill Industries of Western New York Inc.	Collaborative Workforce Development	\$99,200
42268	HealthNow New York Inc.	Employee Training	\$99,725
42511	PLS III dba We Care Transportation	Hospitality & Service New Hire Training for Unemployed	\$97,750
42693	Transport National Development	Wendt/CNC Training	\$17,775
41499	Trek Inc.	Information Technology Enhancements	\$50,000
38710	University at Buffalo	Long-time Unemployed Worker Quality Assurance Training	\$55,952
42751	Massachusetts Avenue Project, Inc.	Growing Green	\$60,000

**Strategy: Tourism** 

CFA #	Applicant Name	Project Name	Total Funding Request
39510	Blessed Trinity Catholic Church	Restoration of a Community Anchor & Tourism Product	\$329,643
41428	Buffalo Fine Arts Academy	Albright Knox Innovation Lab	\$100,000
40344	Buffalo Society of Natural Sciences	Tifft Nature Preserve Visitor & Sustainability Center	\$225,000
41302	Burchfield Penney Art Center	Traveling Exhibition Program	\$36,000
42218	El Museo Francisco Oller Y Diego Rivera	Assistant to the Director	\$24,750
41207	Finger Lakes Tourism Alliance	Wine Water & Wonders	\$250,000
39712	Herschell Carrousel Factory Museum	Director of Development	\$15,900
22533	Hull House Foundation	Hull Family Home & Farmstead	\$449,750
43424	Just Buffalo Literary Center	40th Anniversary	\$100,000
43369	New York Golf Trail	Regional Expansion Canadian Marketing	\$100,000
39669	Town of Newstead	Skyline Park Enhancements	\$500,000
39491	City of North Tonawanda	Gratwick Marina Redevelopment	\$250,000
38902	Village of Springville	Park Land Acquisition	\$117,994
42695	Springville Center for the Arts	Arts Center Design Phase II	\$72,000
43421	Squeaky Wheel/Buffalo Media Resources, Inc.	Creation of Full Time Education Director Position	\$19,170
40277	City of Tonawanda	Ives Park Improvements	\$78,567
40552	Torn Space Theater	Site Specific Performance Series	\$20,000
39715	Village of Williamsville	Meeting House Improvement Project	\$147,600
43021	Young Audiences of Western New York	ArtWorks Hired to Create Inspired to Succeed	\$66,000
42936	Riverworks LLC	Buffalo RiverWorks	\$8,275,000

**Strategy: Energy** 

CFA #	Applicant Name	Project Name	Total Funding Request
42260	BF Compost LLC	Community Biosolids Composting Demonstration Project	\$680,000
42449	Covanta Energy	Niagara Rail Grants	\$2,700,000

**Strategy: Bi-National Logistics** 

CFA #	Applicant Name	Project Name	Total Funding Request
38738	Niagara Falls International Airport Stakeholders Group, Inc.	Fly to Niagara Falls Marketing Campaign II	\$100,000



WNY Regional Economic Development Council Strategic Plan

