



A strategy for  
**prosperity**

**2017**  
PROGRESS  
REPORT

THE NEW  
WNY



Western New York  
Regional Economic  
Development Council

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## Welcome to the new WNY.

In 2017, Time Magazine reported that Buffalo was one of the top 25 cities in the U.S. where millennials are moving.

That's big news. One of the driving principles expressed in the Western New York Regional Economic Development Council (WNY REDC) Strategic Plan is the need to create job opportunities and build a quality of life desired by young people—reversing WNY's historic population loss driven by a decline in residents in their 20s and 30s. Since 2010, the number of young adults in the five WNY counties age 20-34 increased by 6.8%—the first time since 1980 we are beginning to see growth in our young population. But that's not all. WNY's economic strategies continue to propel other economic rebounds. Key indicators point to a growing and increasingly vibrant regional economy, with more jobs and firms and higher wages than just a few years ago. Other proof that our strategies are working is increased investment confidence in WNY. Our Consolidated Funding Application (CFA) projects are garnering a 5:1 cost to award ratio. In recognition of WNY's success, in 2016 Governor Andrew Cuomo announced his proposal for a \$500M expansion of the Buffalo Billion initiative to continue building on the economic growth, community revitalization and renewed civic pride in WNY.

What's driving our progress? Working hand-and-hand with New York State (NYS), our region has been successful in moving the needle on economic indicators and investment confidence by advancing local strategies that directly align with NYS's core strategies for economic development—Placemaking, Workforce, Innovation and Tradable Sectors.

Placemaking is the notion that where investment occurs matters. In WNY, the placemaking strategy is about focusing investment near existing infrastructure to better connect people with jobs, creating the types of vibrant neighborhoods that attract a talented workforce, enhancing our waterways, and repurposing former industrial lands. Our 2016 Downtown Revitalization Initiative (DRI) winner, Jamestown, exemplifies what we mean by placemaking. Jamestown's transformative projects range from adaptive reuse of existing structures, to streetscape improvements, to waterfront accessibility.

Workforce is the belief that people drive the economy. Targeted job training and education ensure that jobs in high-paying, in-demand, tradable sectors are filled in an equitable way. WNY aspires to create the most flexible, inclusive and industry-driven workforce training environment to prepare workers for success and help businesses to thrive. In 2016, many of our workforce development Priority Projects made great strides, while our signature project, the WNY Workforce Training Center (WTC) at Northland, will be open in 2018.

Innovation is the strategy of investing in the creation of synergies between research and commercialization to drive the economy forward. Our region grows innovation by investing in the support networks that attract entrepreneurs and ensure a healthy and diverse business climate. Projects like 43North and the region's Innovation Hot Spot, the WNY Incubator Network (WIN), are building a comprehensive ecosystem of entrepreneurial support.

Tradable Sectors are those subject to the demand of a global economy—creating greater output and higher-paying jobs. Three of WNY's tradable sectors—Tourism, Health and Life Sciences, and Advanced Manufacturing—were chosen because of their strong, concentrated presence in the region, growing national trends, and their ability to serve large global markets with high growth potential. In WNY projects that target our tradable sectors such as Buffalo Manufacturing Works and those that contribute to the growth of the Buffalo Niagara Medical Campus (BNMC) help create a competitive advantage for WNY.

While our indicators continue to improve, we have even bigger aspirations for WNY. We will continue to stay the course—investing in, planning for and implementing home-grown initiatives that align with NYS's overarching strategies for economic growth.

Sincerely,

Virginia Horvath

Jeff Belt

**Western New York  
Regional Economic  
Development Council  
Progress Report 2017**

**FREQUENTLY USED ACRONYMS**

<b>AMRI</b>	Albany Molecular Research, Inc.
<b>B</b>	Billion
<b>BIG</b>	Buffalo Institute for Genomics & Data Analytics
<b>BNMC</b>	Buffalo Niagara Medical Campus
<b>CCR</b>	Center for Computational Research
<b>CFA</b>	Consolidated Funding Application
<b>DOS</b>	Department of State
<b>DRI</b>	Downtown Revitalization Initiative
<b>EFC</b>	Environmental Facilities Corp.
<b>ESD</b>	Empire State Development
<b>FTI</b>	Fredonia Technology Incubator
<b>HCR</b>	Homes and Community Renewal
<b>HWI</b>	Hauptman Woodward Institute
<b>IBN</b>	Invest Buffalo Niagara
<b>IDA</b>	Industrial Development Agency
<b>JCC</b>	Jamestown Community College
<b>LOI</b>	Letter of Intent
<b>M</b>	Million
<b>MTI</b>	Manufacturing Technology Institute
<b>NFTA</b>	Niagara Frontier Transportation Authority
<b>NYS</b>	New York State
<b>NYSCA</b>	New York State Council on the Arts
<b>OBI</b>	Olean Business Incubator
<b>OPRHP</b>	Office of Parks, Recreation and Historic Preservation
<b>REDC</b>	Regional Economic Development Council
<b>R&amp;D</b>	Research & Development
<b>RPCI</b>	Roswell Park Cancer Institute
<b>SART</b>	State Agency Resource Team
<b>STEM</b>	Science, Technology, Engineering and Math
<b>SAMC</b>	Sustainable Advanced Manufacturing Center
<b>UB</b>	University at Buffalo
<b>VOCWNY</b>	Veterans One-stop Center of WNY, Inc.
<b>WIN</b>	Western New York Incubator Network
<b>WNY</b>	Western New York
<b>WTC</b>	Western New York Workforce Training Center

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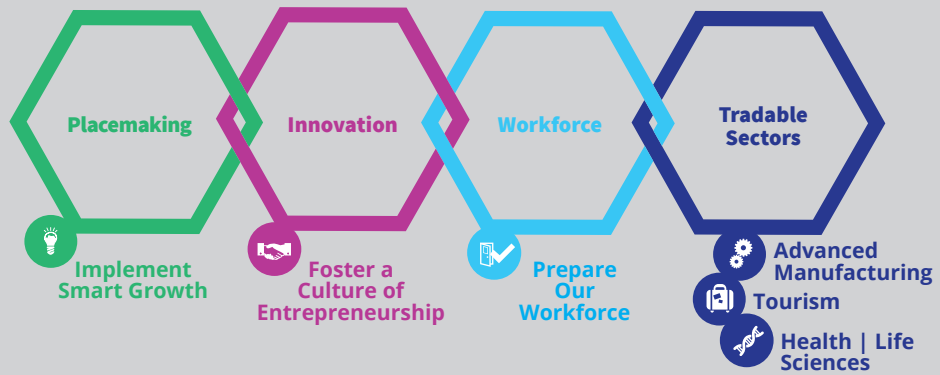
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New York State drives economic growth by investing in **placemaking**, **innovation**, our **workforce** and **tradable sectors**.



## Western New York Strategies for Prosperity

### CORE STRATEGIES



#### State and regional strategies aligned

The strategies outlined in the 2011 award-winning WNY REDC Strategic Plan and our 2012 Buffalo Billion Investment Development Plan remain the same. We have made tremendous progress on the implementation of each strategy. The results of our commitment to “staying the course” can be seen in our economic indicators and progress of our Priority Projects and Regional Priorities.



#### IMPLEMENT SMART GROWTH

*Invest in infrastructure on smart growth principles*

*Invest in downtowns, villages, neighborhoods and brownfields*

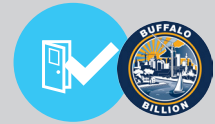
*Protect water resources, waterfront, and habitats*



#### FOSTER A CULTURE OF ENTREPRENEURSHIP

*Foster and support entrepreneurs*

*Fund entrepreneurs*



#### 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*

### SECTOR STRATEGIES



#### ADVANCED MANUFACTURING

*Leverage research capacity to attract and accelerate the development of advanced manufacturing*

*Boost competitiveness through career awareness*



#### HEALTH & LIFE SCIENCES

*Stimulate business creation and job growth in the life sciences industry*



#### TOURISM

*Facilitate growth of quality tourism product*



#### AGRICULTURE

*Make agriculture more competitive through branding, innovation & career readiness*



#### BI-NATIONAL LOGISTICS

*Leverage our international border location*



#### ENERGY

*Position WNY as a global energy hub*

*Energy efficient transportation investment and support structure*



#### PROFESSIONAL SERVICES

*Leverage existing assets and foster synergies between industries and education*

**EXECUTIVE SUMMARY**

# Strategic public investment is helping to grow the WNY economy

**2011-2016 ALL PROJECTS**

**497** ALL PROJECTS FUNDED THROUGH THE CFA

PAST CFA PROJECTS

**\$879.4M**  
IN TOTAL PROJECT COSTS

**\$170.7M**  
IN CFA FUNDS AWARDED

**\$708.7M**  
LEVERAGED

**5:1**  
COST TO AWARD RATIO

**89** OF THESE ARE PRIORITY PROJECTS

PRIORITY PROJECTS

**\$550.3M**  
IN TOTAL PROJECT COSTS

**\$66.3M**  
IN CFA FUNDS AWARDED

**\$484M**  
LEVERAGED

**8:1**  
COST TO AWARD RATIO



## Moving the Needle in WNY

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

**WHAT NEEDS WORK**

<b>Jobs</b>	<b>Average Annual Wages</b>	<b>Regional Exports</b>
<b>Total Wages</b>	<b>Unemployment</b>	
<b>Firms</b>	<b>Gross Metropolitan Product</b>	



**IMPLEMENT SMART GROWTH**

We are focusing investments and transforming places.

**CFA & Priority Projects.** WNY's placemaking principles closely align with those of NYS—helping to build attractive, resilient communities that spur private investment and population growth. WNY is proud of its range of completed smart growth Priority Projects especially the **Dunkirk Seawall**, **Niagara Frontier Transportation Authority (NFTA) Rail Car Rebuild** and the **Wellsville Waterline**; and of projects like **North Union Street** in Olean, the redevelopment of key properties on **7th and Niagara Streets** in Niagara Falls and **Springville Center for the Arts**, which made significant progress in 2016 and 2017. WNY has been successful in leveraging funding through powerful NYS agency placemaking programs helping municipalities like **Fredonia**, **Olean**, **Westfield**, and **Tonawanda** build upon their existing assets to catalyze growth in their communities.



**Implementation Agenda.**

Our smart growth indicators point to positive changes in the economic climate of the region. There has been a remarkable 6.8% increase in the number of young adults, as well as increases in the number of brownfields remediated and waterfront land protected; and a decrease in vacant commercial properties. Contributors to this upward trajectory, Buffalo Billion projects are making investments in commercial corridor revitalization, brownfield redevelopment, state park improvements, and access and activation of the waterfront.



**Looking ahead**

In the coming year, our focus will be on implementing the many transformative projects announced as part of Buffalo Billion Phase II including the revitalization of Buffalo's **East Side**, the redevelopment of the **Bethlehem Steel** site, the continued activation of the waterfront through the reuse of the **DL&W terminal** and **Erie Street** reconnection project, and reestablishing our town and village centers through the **Smart Growth Community Fund**.



## FOSTER A CULTURE OF ENTREPRENEURSHIP

We are growing entrepreneurs by the dozen.

**CFA & Priority Projects.** WNY's strategy to grow innovation involves investment in the support networks that attract dynamic entrepreneurs. Completed Priority Projects like the **Center for Computational Research** and **Launch NY** help drive commercialization of new innovation and grow new enterprises. In the past year, the **Open Business Incubator, Broadway Market** and the **City of Niagara Falls Micro Enterprise Assistance program** made strides to support local and more diverse small business growth.

### Implementation Agenda.

Increases in both the number of new corporation filings in the region and in academic research & development (R&D) are telling indicators of positive changes in the region's business and innovation climate. Through an extraordinary partnership of 10 of the region's incubators, the **Innovation Hot Spot** and **Business Incubator Support** programs are building a new ecosystem to support entrepreneurial activity. **43North**, the biggest business plan competition in the nation, is generating new business ventures and attracting venture capital. And, **Buffalo Information Technologies Innovation & Commercialization Hub** is creating a new innovation IT Hub with IBM, bringing cutting edge software jobs to downtown Buffalo.



### Looking ahead

Building on the region's increase in entrepreneurial activity, in Buffalo Billion Phase II, we will continue to invest in 43North and build a comprehensive network of entrepreneurial support through the new **Innovation Hub**—leveraging partner organizations on the BNMC to accelerate the growth of life sciences and technology start-ups.



## PREPARE OUR WORKFORCE

We are building the pipeline of the future.

### CFA & Priority Projects.

Aligning with NYS's core workforce strategy to advance economic development, the WNY REDC fosters job training and education to ensure that jobs in in-demand, high-paying, tradable sectors are filled in an equitable way. Completed Priority Projects like the **Buffalo Center for Arts and Technology** and the **Finishing Trades Institute of Western and Central New York** are contributing to the ever-growing network of training and apprenticeship programs. In 2016-2017, Jamestown Community College's two **Manufacturing Training Institutes** opened; while **Gerard Place's** expansion is well underway and, when completed, will offer vocational training to those most in need.



### Implementation Agenda.

The **Buffalo Niagara Labor Market Assessment** commissioned by Invest Buffalo Niagara (IBN) in 2017 identified, among other things, skills gaps and availability of workforce training opportunities. Helping to address these gaps and due to open in 2018, the **Workforce Training Center at Northland**, an anchor institution for the Northland Corridor, is an industry driven public-private collaborative with a comprehensive model to build the workforce for manufacturers, helping to ensure that our workforce indicators continue to increase. The WNY REDC's key veterans partner, the **Veterans One-stop Center of WNY, Inc. (VOCWNY)**, generated \$13.1M in economic impact, much of which is attributed to education, training and job placement.



### Looking ahead

Buffalo Billion Phase II projects including our **Workforce Development Challenge, Light Rail Extension** and **East Side Revitalization** initiatives, are a unique combination of projects that address each of the strategies in our Opportunity Agenda.



## ADVANCED MANUFACTURING

We are innovating to compete in the future.

### CFA & Priority Projects.

Manufacturing is a tradable sector that offers opportunity for growth in WNY. In this past year, Alfred State College's **Sustainable Advanced Manufacturing Center** and **Alfred University's Center for High Temperature Materials Characterization** opened; and **Ellicottville Brewing Company** started construction on their expanded facility. This sampling of priority projects is addressing training, research, product development and business expansion needed to grow the manufacturing sector.



### Implementation Agenda.

Our advanced manufacturing sector and our **Materials and Machinery Manufacturing Cluster** maintained stable employment since 2011 and demonstrate growing average wages that are well above the regional average. Celebrating its second anniversary in April 2017, **Buffalo Manufacturing Works**, which helps companies create competitive advantages for their products, initiated or completed 90 projects totaling more than \$3M, representing nearly \$25M in economic impact. At **Buffalo's High-Tech Innovation and Commercialization Hub at Riverbend**, the **Tesla GigaFactory** will ramp up production in 2018. **Cummins, Tulip Corporation** and **General Motors** are just a few examples of how Excelsior Tax Credits can assist with capital improvements to facilitate business growth in the sector and cluster.



### Looking ahead

The region will continue to advance action steps identified in our cluster plan, support infrastructure improvements and workforce training opportunities that connect people with manufacturing jobs, and help implement Buffalo Billion initiatives like Buffalo Manufacturing Works' expansion plans in the Northland redevelopment area.



## TOURISM

We are investing in destinations where one day isn't enough.

### CFA & Priority Projects.

Tourism-related industries are significant employers in the region. They are powered by a strong array of tourism assets. The WNY REDC continues to invest in these assets such as completed Priority Projects **Niagara Falls Culinary Institute, Herschell Carrousel Factory Museum, and Allegany State Park**; and ongoing Priority Projects the **National Comedy Center** and **Chautauqua Harbor Hotel**. Aligning with state priorities, our tourism assets such as the **Colored Musicians Club, Lit City, Palace Theatre** and **Erie Canal Museum** leveraged capital, marketing and operations dollars through state agency resources helping to enhance the quality of our tourism product to increase visitors and revenues.



### Implementation Agenda.

WNY continues to focus on Niagara Falls by funding and implementing projects like the **Riverway and Niagara Gorge Corridor** projects, restoration of the historic **Hotel Niagara**, and **State Parks Outdoor Recreation** as a catalyst for tourism growth throughout the entire region. Our regional strategies resulted in an increase in visitor spending and tourism jobs and wages.



### Looking ahead

The WNY REDC will continue to support capital improvements to regional tourism attractions, especially those announced as part of Buffalo Billion Phase II, including the redevelopment of key properties in **downtown Niagara Falls** and ecological improvements to the **Niagara Gorge**, as well as the completion of major tourism drivers like **Frank Lloyd Wright** masterpieces and the **National Comedy Center**.





## HEALTH | LIFE SCIENCES

We are doubling down on the cluster.

### CFA & Priority Projects.

The WNY REDC increased the number of health and life sciences Priority Projects in recent years. Working with OmniSeq LLC, the **Roswell Park Cancer Institute (RPCI) Genome Project** is making an impact on the care of hundreds of cancer patients. The **High Throughput Crystallization Laboratory at Hauptman Woodward Institute (HWI)** provides a service that identifies crystal hits too small to see microscopically, allowing scientific advances and a state-of-the-art facility to support high quality research jobs. The new **Surgical Simulation Center at University at Buffalo's (UB) Jacobs School of Medicine and Biomedical Sciences** will employ state-of-the-art equipment and virtual reality to train doctors and surgeons and allow industry members to conduct clinical studies.



### Implementation Agenda.

WNY has significant health and life sciences assets to generate commercial impact. Buffalo Billion initiatives like the **Buffalo Institute for Genomics (BIG)**, the **John R. Oishei Children's Hospital, Athenex** and **Albany Molecular Research Inc. (AMRI)** help to co-locate clinical and R&D functions to foster greater knowledge exchange and collaboration.



### Looking ahead

The WNY REDC will continue to work with colleges and universities and industry partners to enhance collaboration and commercialization efforts through Priority Project cultivation and selection, Excelsior deals, and through Buffalo Billion initiatives on the BNMC including the 2017 opening of **UB's Jacobs School of Medicine and Biomedical Sciences**.



## AGRICULTURE

We are growing specialty products.

### CFA & Priority Projects.

WNY REDC's seven agriculture-focused Priority Projects like **Farm Credit East's Value Added Direct Marketing** grant program, **BeauVine Vineyards** and **Massachusetts Avenue Project's** expansions contributed to the growth of firms, jobs and wages in the agricultural sector since 2011.



### Implementation Agenda.

Agriculture is WNY's fastest growing sector with much of the growth attributed to the growing number of small businesses with specialty products. By encouraging development in urbanized areas, the region is preserving farmland and supporting job growth in the agricultural sector.



### Looking ahead

The WNY REDC will continue to encourage agriculture-related Priority Projects that preserve agricultural land, promote workforce development, foster entrepreneurship in agriculture and create more healthy food systems.

### Downtown Revitalization Initiative

Building upon a newly completed massive streetscape improvement project, a DRI investment in Olean will help the City realize its vision for a vibrant optimistic community with increased population growth and private investment through adaptive reuse projects, business expansions, placemaking efforts and affordable housing.

## THE CITY OF OLEAN

Private/public partnerships, smart growth planning and policy, and the ability to implement set Olean up for success.



Olean, NY



# Transforming Our Region by the Numbers

Regional economic strategies continue to propel a rebound. Key indicators point to a growing and increasingly vibrant regional economy with more jobs and firms and greater productivity than just a few years ago.

The regional economy added over 16,300 jobs, nearly 1,600 new firms and \$3.7B in additional wages between 2011 and 2016. At the same time, unemployment rates fell as the number of individuals actively seeking work dropped by 22,846 since 2011.

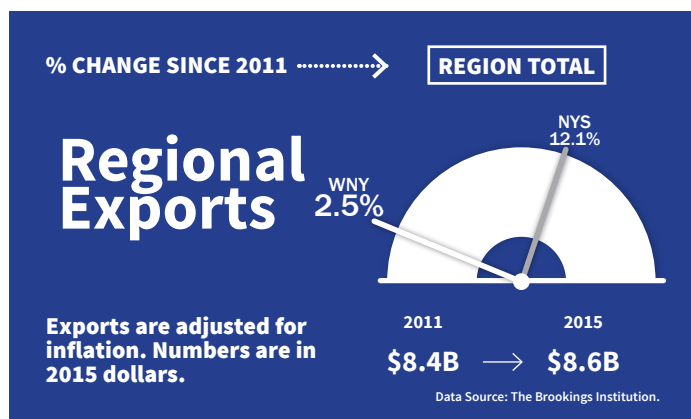
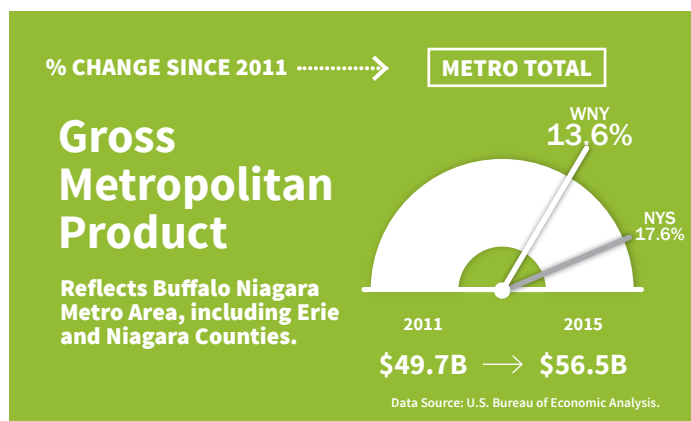
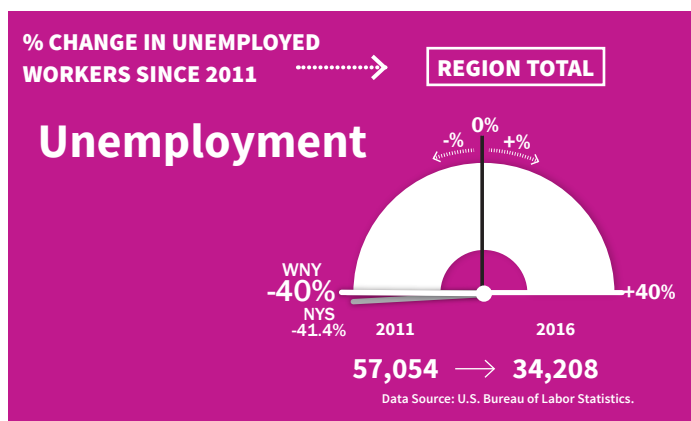
Private sector growth was responsible for the region’s net job gain. Private employers hired an additional 19,260 workers between 2011 and 2016, as the region’s public sector cut thousands of jobs, contracting 2.6% since 2011. Pay gains were also realized by the private sector, with total wages paid increasing 16.3% since 2011 – more than 4 times the rate of growth of private sector jobs, indicating the addition of higher paying jobs. Even adjusted for inflation, the region saw growth in total wages and total private sector wages.

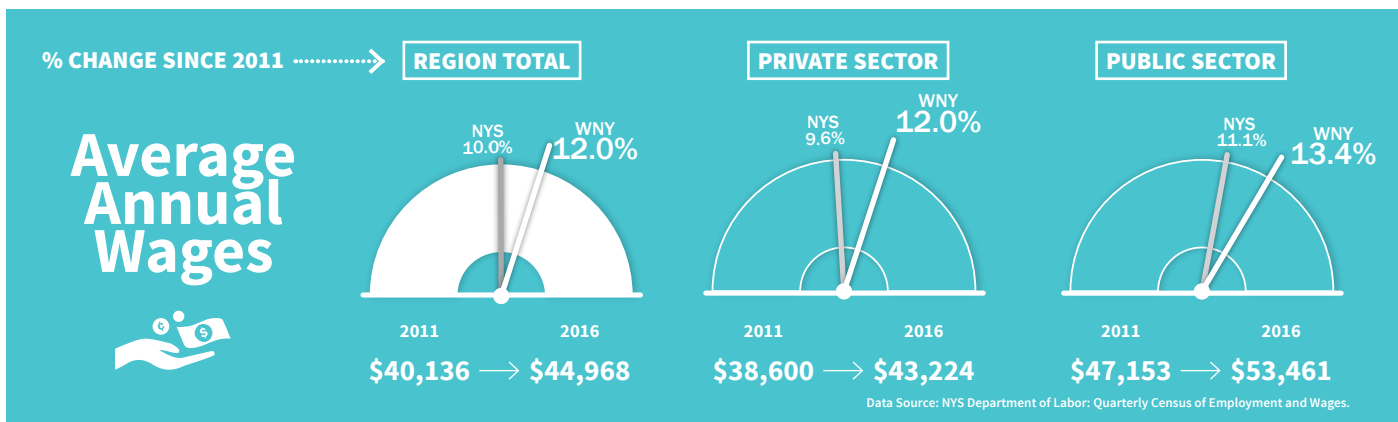
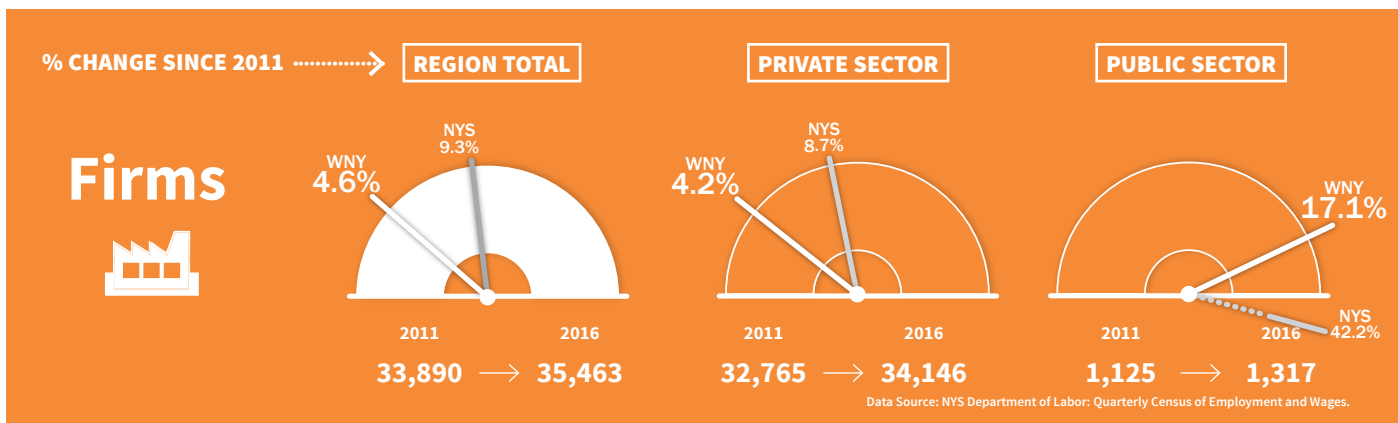
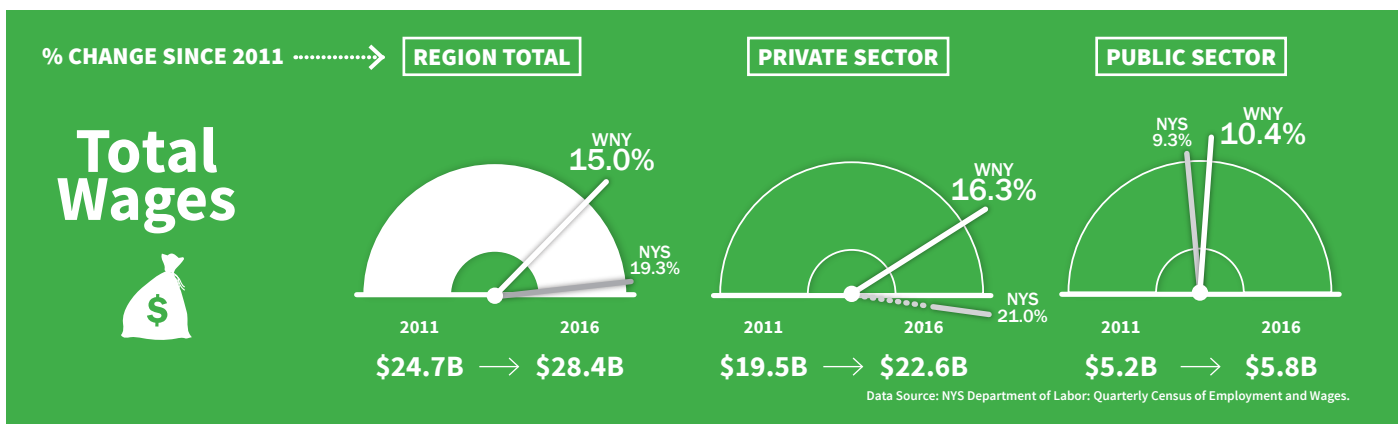
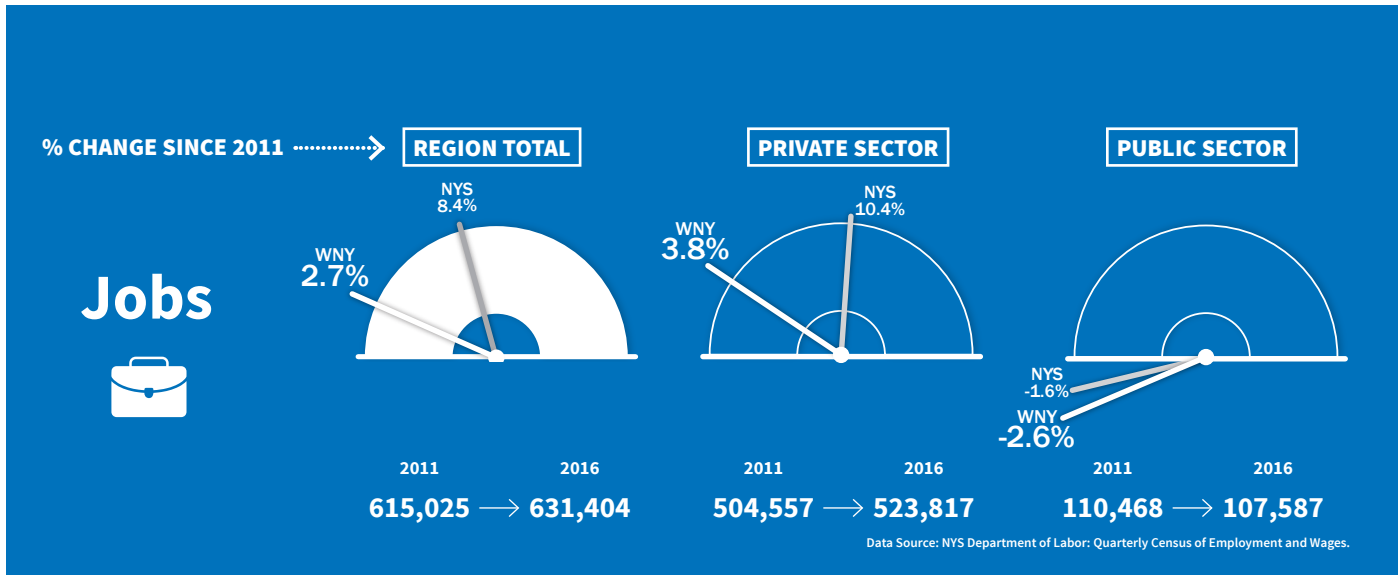
Industry output is spurring growth in WNY’s metropolitan core. Output expanded by 13.6% to \$56.5B in 2015. Global exports from the region contributed to production growth, increasing 2.5% between 2011 and 2015. This reverses a pullback in exports reported last year. Growth in exports is expected to continue as regional export strategies are implemented.

**“Earnings growth for new hires, in all demographic groups, has increased at twice the rate as overall earnings. There are opportunities for everyone.”**

— John Slenker,  
Labor Market Analyst, NYS DOL

The analysis uses Quarterly Workforce Indicators (QWI) data from the U.S. Census Bureau. Wage trends between 2010 and 2016 1st quarter were analyzed for the Buffalo Niagara Falls MSA by worker race, age and educational attainment.





# Growing opportunities for residents across our region

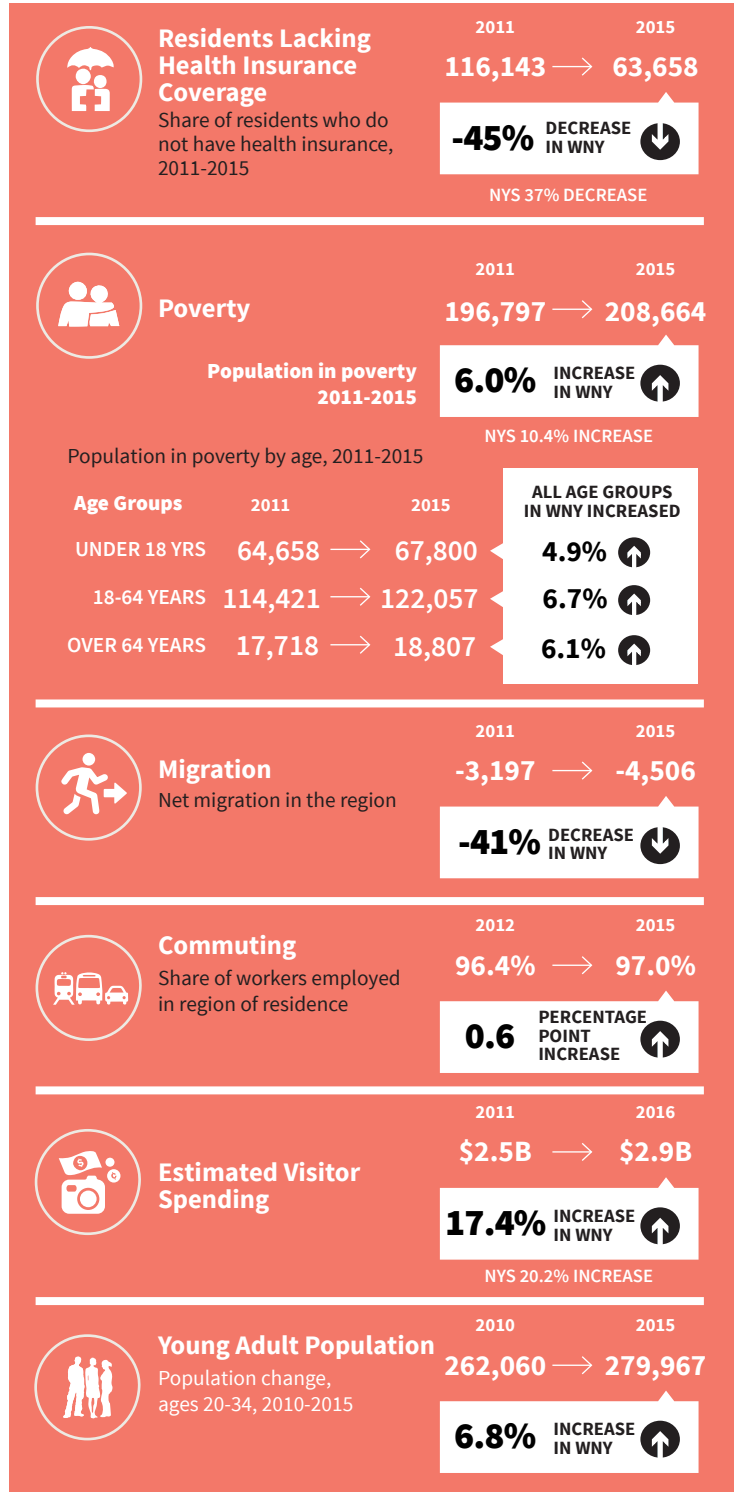
The population of young adults between the ages of 20 and 34 increased by nearly 18,000 reflecting growth of 6.8% between 2010 and 2015. Yet, overall, more people are leaving Western New York than moving in. Net migration loss was 4,506 in 2015, 41% more than in 2011. These trends speak to the continued importance of connecting economic development with training opportunities for residents.

Visitor spending, which supports tourism attractions and services, and enhances quality of life for all residents, rose by 17.4% between 2011 and 2016, as visitors pumped an additional \$431M into the regional economy in 2016.

Quality of life for workers and others is further supported by a growing number of residents who have health insurance coverage. The share of residents lacking health insurance dropped by 52,485 between 2011 and 2015. This represents a 45% decline, outpacing the improvement that occurred statewide.

**Data Sources**

**Health Insurance Coverage:** U.S. Census: American Community Survey - Small Area Health Insurance Estimates, 2015. **Poverty:** U.S. Census: American Community Survey, 5 year estimates. **Migration:** U.S. Internal Revenue Service: Statistics of Income Migration Data, 2014-2015. **Commuting:** U.S. Census: American Community Survey - Public Use Micro Sample (PUMS), 2014-2015. **Estimated Visitor Spending:** Tourism Economics, Inc. **Young Adult Population:** U.S. Census: American Community Survey, 1 year estimates (Allegany County 5 year estimates).



## PROGRESS / STATE OF THE REGION

### CORE STRATEGY INDICATORS

Notable improvements are reported for core strategy indicators reflecting the extent to which we are investing time, energy and resources in smart growth, entrepreneurship and workforce development. Vacant commercial addresses declined, supported by the region's growth in firms and jobs. Residential vacancies continue to grow, but are being combated by new investments in housing rehabilitation in the urban core and town centers. The number of new business filings increased by 76% between 2011 and 2016 indicative of a more welcoming climate and economy for entrepreneurs. Indicators of innovation are also strong with academic R&D growing 7.7%. A greater share of high school students are graduating and the total number of undergraduate degrees increased marginally.



### PREPARE OUR WORKFORCE



#### Minorities in Workforce

% of employed population that is minority

2011 13.3% → 2015 14.4%

**1.1 PERCENTAGE POINT INCREASE** ↑

PROGRESS

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



#### High School Graduates

Rate of students completing high school

2011 80.6% → 2016 84.6%

**4.1 PERCENTAGE POINT INCREASE** ↑

PROGRESS

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



#### Associate's Degrees

# of degrees awarded

2011 5,965 → 2015 5,657

**-5.2% DECREASE IN WNY** ↓

PROGRESS

If number of degrees **increases**.

#### Bachelor's Degrees

# of degrees awarded

12,369 → 12,769

**3.2% INCREASE IN WNY** ↑

#### Data Sources

**Local Waterfront Redevelopment Plans:** NYS Dept. of State and UBRI. **Brownfields in Remediation:** NYS Dept. of Environmental Conservation: Environmental Site Remediation Database (not included in analysis are projects in Voluntary Cleanup Program, Resource Conservation and Recovery, Environmental Restoration Program, and State Superfund Program). **Vacancies:** U.S. Department of Housing and Urban Development: U.S. Post Office Vacancy Dataset. **Businesses in Developed Areas:** ReferenceUSA; U.S. Census Bureau: TIGER/Line® Shapefile; and UB Regional Institute. **Farms:** U.S. Department of Agriculture: Census of Agriculture. **New Corporations:** Active corporation filings with the NYS Dept. of State. **Academic R&D:** National Science Foundation. **Minorities in the Workforce:** U.S. Census Bureau: American Community Survey, 5-Year Estimates. **High School Graduates:** NYS Education Department. **Associate's and Bachelor's Degrees:** National Center for Education Statistics: Integrated Postsecondary Education Data System (IPEDS).



### IMPLEMENT SMART GROWTH



#### Local Waterfront Redevelopment Plans

Acres of land protected and enhanced through LWRPs

2011 28,635 → July 2017 34,521

PROGRESS

If waterfront land protected and enhanced through LWRPs **increases**.

**21% INCREASE IN WNY** ↑



#### Remediated Brownfields

Total acreage of brownfield sites in BCP Program

2011 1,105 → 2017 1,614

PROGRESS

If remediated brownfield land **increases**.

**46.1% INCREASE IN WNY** ↑



#### Vacancies

VACANT RESIDENTIAL ADDRESSES

2011 26,994 → 2017 28,836

**6.8% INCREASE IN WNY** ↑

VACANT COMMERCIAL ADDRESSES

6,814 → 6,708

PROGRESS

If number of vacant housing and commercial units **decreases**.

**-1.6% DECREASE IN WNY** ↓



#### Businesses in Developed Areas

% of businesses located within an urbanized area

2012 87.8% → 2017 86.6%

PROGRESS

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

**-1.2 PERCENTAGE POINT DECREASE** ↓



#### Farms

Total cropland (acres)

2007 505,656 → 2012 510,418

PROGRESS

If total cropland **increases**.

**0.9% INCREASE IN WNY** ↑



### FOSTER A CULTURE OF ENTREPRENEURSHIP



#### New Corporations

# of new corporation filings in WNY

2011 1,711 → 2016 3,015

PROGRESS

If number of corporations **increases**.

**76% INCREASE IN WNY** ↑



#### Academic R&D

R&D expenditures

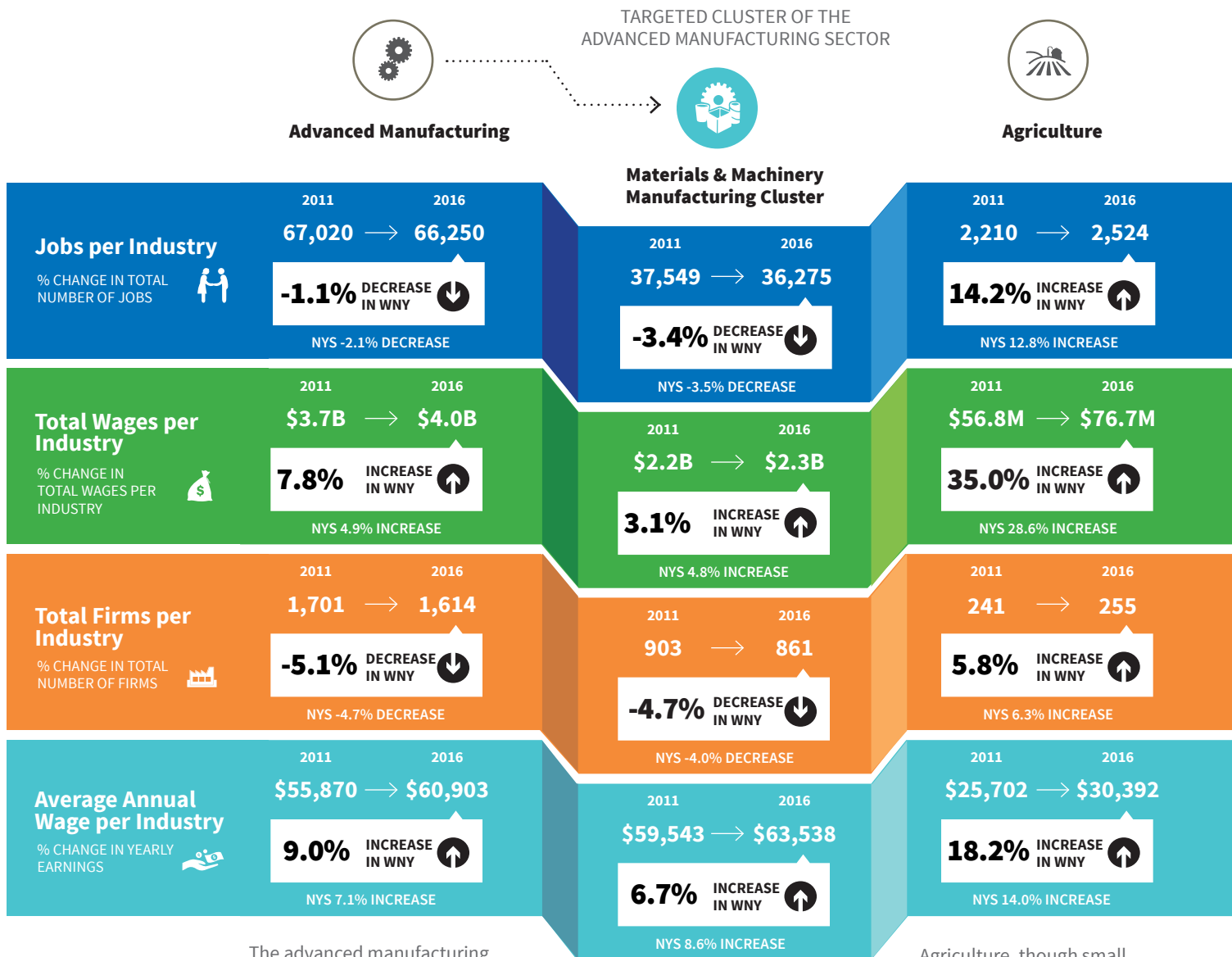
2011 \$367.1 M → 2015 \$395.2 M

PROGRESS

If R&D expenditures **increase**.

**7.7% INCREASE IN WNY** ↑

## STATE OF THE REGION: KEY REGIONAL INDICATORS BY SECTOR



The advanced manufacturing sector represents 10% of the total regional economy and jobs remained stable since 2011. Industry wages rose 7.8% between 2011 and 2016 and the sector's average annual wage—\$60,903 in 2016—is among the highest across sectors. There have been no large-scale business closures in recent years and the decline in number of firms may be attributed to mergers and consolidations, aging and retirement of small business owners, and efficiencies and streamlining of supply chains.

The Materials and Machinery Manufacturing Cluster, generally suppliers of other manufacturing industries, makes up more than half of the advanced manufacturing sector and 6% of the total WNY economy. Even under global pressure, the cluster dropped only slightly in employment since 2011, following statewide trends. Wages continue to grow and are well above the regional average.

Agriculture, though small, is WNY's fastest growing sector. Over 300 jobs were added between 2011 and 2016, expanding the sector by 14.2%. The nearly 6% growth in firms may be attributed to the growing number of small businesses with specialty products. Growth in total wages (35%) was even more robust and outpaced statewide trends.

Source: NYS Department of Labor: Quarterly Census of Employment and Wages; NYS Department of Labor. Sectors defined by NAICS codes: Advanced Manufacturing = 31-33, Agriculture = 11, Professional Services = 52, 53, 54, 55, 56, Energy = 21, 22, Life & Health Sciences = 621, 622, 623, Tourism = 71, 72, Transportation & Logistics = 48



### Bi-National Logistics



### Energy



### Health | Life Sciences



### Professional Services



### Tourism

2011 → 2016  
14,977 → 16,112

**7.4%** INCREASE IN WNY ↑

NYS 11.1% INCREASE

2011 → 2016  
2,670 → 2,371

**-11.2%** DECREASE IN WNY ↓

NYS -0.1% DECREASE

2011 → 2016  
70,431 → 71,259

**1.2%** INCREASE IN WNY ↑

NYS 10.9% INCREASE

2011 → 2016  
107,415 → 109,226

**1.7%** INCREASE IN WNY ↑

NYS 9.8% INCREASE

2011 → 2016  
62,116 → 69,389

**11.7%** INCREASE IN WNY ↑

NYS 19.0% INCREASE

2011 → 2016  
\$561.8M → \$667.6M

**18.8%** INCREASE IN WNY ↑

NYS 24.8% INCREASE

2011 → 2016  
\$220.8M → \$208.6M

**-5.5%** DECREASE IN WNY ↓

NYS 10.2% INCREASE

2011 → 2016  
\$2.8B → \$3.3B

**18.0%** INCREASE IN WNY ↑

NYS 19.5% INCREASE

2011 → 2016  
\$5.3B → \$6.1B

**16.6%** INCREASE IN WNY ↑

NYS 18.2% INCREASE

2011 → 2016  
\$1.2B → \$1.6B

**34.1%** INCREASE IN WNY ↑

NYS 37.3% INCREASE

2011 → 2016  
850 → 852

**0.2%** INCREASE IN WNY ↑

NYS 0.2% INCREASE

2011 → 2016  
120 → 127

**5.8%** INCREASE IN WNY ↑

NYS 14.3% INCREASE

2011 → 2016  
2,805 → 2,723

**-2.9%** DECREASE IN WNY ↓

NYS 1.6% INCREASE

2011 → 2016  
7,918 → 8,368

**5.7%** INCREASE IN WNY ↑

NYS 6.3% INCREASE

2011 → 2016  
3,735 → 3,876

**3.8%** INCREASE IN WNY ↑

NYS 6.8% INCREASE

2011 → 2016  
\$37,458 → \$41,434

**10.6%** INCREASE IN WNY ↑

NYS 12.3% INCREASE

2011 → 2016  
\$82,683 → \$87,976

**6.4%** INCREASE IN WNY ↑

NYS 10.3% INCREASE

2011 → 2016  
\$40,225 → \$46,921

**16.6%** INCREASE IN WNY ↑

NYS 7.8% INCREASE

2011 → 2016  
\$49,008 → \$56,179

**14.6%** INCREASE IN WNY ↑

NYS 7.6% INCREASE

2011 → 2016  
\$18,717 → \$22,480

**20.1%** INCREASE IN WNY ↑

NYS 15.4% INCREASE

More than 1,100 transportation and logistics jobs were added in WNY since 2011, representing a 7.4% growth rate. Firms are on the rise and total wages paid increased by 18.8%—more than double the job growth rate, indicating the addition of higher paying jobs.

Energy continues to represent a relatively small part of the regional economy with 2,371 employees who earn \$87,976, on average. This is nearly twice the regional average wage of \$44,968 and more than other sectors. A slight decline in job numbers can be attributed to recent consolidations.

Health represents a notable 11% of WNY's economy and job numbers are on the rise. Jobs pay above the regional average and total wages increased 18% since 2011. Hospital closings and consolidations likely account for the slight decline in firms since 2011.

Professional Services continues to report steady gains in jobs, firms and wages. Growth in average annual wage outpaced statewide trends. The sector represents a notable 17% of WNY's economy, in terms of job numbers.

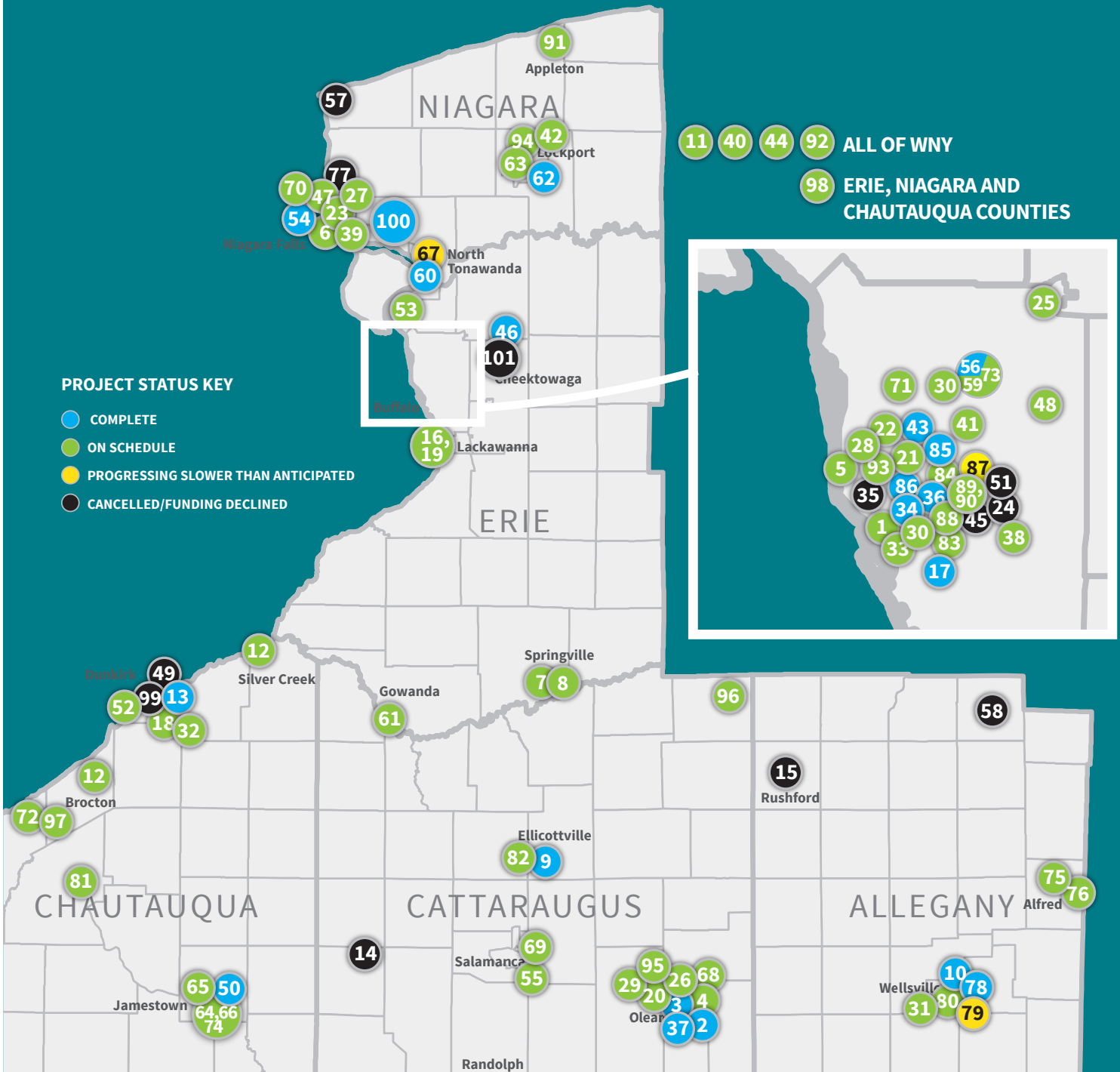
Tourism is WNY's second fastest growing sector with jobs increasing 11.7% between 2011 and 2016. Growth in total wages outpaced job growth, indicating higher average annual wages for the sector's 69,389 employees in 2016. 141 firms in tourism were added since 2011, supported by a growing number of visitors and their spending.

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



# STATUS OF PAST PRIORITY PROJECTS

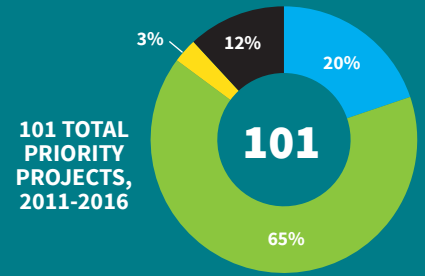
# 101 Past Priority Projects





**PROJECT STATUS KEY**

	2011	2012	2013	2014	2015	2016
<span style="color: blue;">●</span> COMPLETE	7	5	5	2	1	0
<span style="color: green;">●</span> ON SCHEDULE	8	8	4	5	17	24
<span style="color: yellow;">●</span> PROGRESSING SLOWER THAN ANTICIPATED	0	0	0	2	1	0
<span style="color: orange;">●</span> CONTRACT NOT YET EXECUTED	0	0	0	0	0	0
<span style="color: red;">●</span> CONCERNS NEED TO BE RESOLVED	0	0	0	0	0	0
<span style="color: black;">●</span> CANCELLED/FUNDING DECLINED	2	4	3	0	2	1
	<b>17</b>	<b>17</b>	<b>12</b>	<b>9</b>	<b>21</b>	<b>25</b>



**85% OF PRIORITY PROJECTS ARE COMPLETE OR ON SCHEDULE**

**IMPLEMENT SMART GROWTH**



	YEAR	CFA #	PROJECT
<span style="color: blue;">1</span>	2011	6349	Buffalo Central Business District I & II
<span style="color: blue;">2</span>	2011	6816	East State Street Re-construction
<span style="color: blue;">3</span>	2011	2051	Manufacturer's Hanover
<span style="color: green;">4</span>	2011	2051	North Union Street Redevelopment
<span style="color: green;">5</span>	2012	18934	Buffalo Niagara Street Sustainable Corridor and Community Integration Project
<span style="color: green;">6</span>	2012	18966	Downtown Niagara Falls Stabilization Project
<span style="color: green;">7</span>	2012	14752	Springville Center for the Arts: 37 North Buffalo Street
<span style="color: green;">8</span>	2012	14754	Springville Center for the Arts: 5 East Main Street
<span style="color: blue;">9</span>	2012	18182	Town of Ellicottville Regional Water Capital
<span style="color: blue;">10</span>	2012	14844	Wellsville Waterline
<span style="color: green;">11</span>	2012	15414	Western Region Corporation Community Revitalization Program
<span style="color: green;">12</span>	2013	27276	Chautauqua Water District
<span style="color: blue;">13</span>	2013	30205	Dunkirk Seawall & Lake Front Redevelopment
<span style="color: black;">14</span>	2013	28047	McNallie Building Rehabilitation
<span style="color: black;">15</span>	2013	32439	Rushford Elementary School
<span style="color: green;">16</span>	2014	42713	Bethlehem Steel Acquisition & Redevelopment
<span style="color: blue;">17</span>	2014	43460	NFTA Rail Car Rebuild
<span style="color: green;">18</span>	2014	39191	North Chautauqua County Regional Water Supply System
<span style="color: green;">19</span>	2015	54631	Bethlehem Steel Redevelopment
<span style="color: green;">20</span>	2015	53699	Downtown Olean Revitalization
<span style="color: green;">21</span>	2015	56232	Entertainment District/Franklin Street Corridor
<span style="color: green;">22</span>	2015	53452	Gates Circle Infrastructure
<span style="color: green;">23</span>	2015	57444	Highland Avenue Business Park Phase 1
<span style="color: black;">24</span>	2015	56910	Historic East Village Revitalization
<span style="color: green;">25</span>	2015	51635	Main Street Campus Revitalization Project
<span style="color: green;">26</span>	2015	52209	North 3rd Street Reconstruction Project

## IMPLEMENT SMART GROWTH, CONT'D.

### PROJECT STATUS KEY

- COMPLETE
- ON SCHEDULE
- PROGRESSING SLOWER THAN ANTICIPATED
- CANCELLED/FUNDING DECLINED

	YEAR	CFA #	PROJECT
<span style="color: green;">27</span>	2016	68588	7th Niagara Street Renovation
<span style="color: green;">28</span>	2016	68445	Allen Street Streetscape Project
<span style="color: green;">29</span>	2016	66593	BOA Downtown Redevelopment
<span style="color: green;">30</span>	2016	67936	Broadway-Michigan Mixed-Use Redevelopment Project
<span style="color: green;">31</span>	2016	65718	Burrous Building Stabilization and Redevelopment
<span style="color: green;">32</span>	2016	62587	Fredonia Barker Commons Project
<span style="color: green;">33</span>	2016	68035	Main Street Multi-Modal Access and Revitalization Project

## FOSTER A CULTURE OF ENTREPRENEURSHIP



<span style="color: blue;">34</span>	2011	7327	Launch New York
<span style="color: red;">35</span>	2012	16250	CenterSpace Buffalo
<span style="color: blue;">36</span>	2013	30142	Center for Computational Research
<span style="color: blue;">37</span>	2014	40043	Olean Business Incubation Center
<span style="color: green;">38</span>	2015	55377	Broadway Market
<span style="color: green;">39</span>	2015	58093	MicroEnterprise Assistance
<span style="color: green;">40</span>	2015	55870	WNY Small Business Fund
<span style="color: green;">41</span>	2016	65401	Beverly Gray Business Center
<span style="color: green;">42</span>	2016	65843	Harrison Place Business Incubator

## PREPARE OUR WORKFORCE



<span style="color: blue;">43</span>	2011	7304	Buffalo Center for Arts & Technology
<span style="color: green;">44</span>	2011	6725	Dream It Do It WNY
<span style="color: red;">45</span>	2011	3952	St. John Fruit Belt
<span style="color: blue;">46</span>	2012	15712	Finishing Trades Institute of Western & Central New York
<span style="color: green;">47</span>	2013	32533	Trades Job Training Facility (Isaiah 61 Capital)
<span style="color: green;">48</span>	2014	40389	Gerard Place Education and Community Center
<span style="color: red;">49</span>	2015	50744	E-Works
<span style="color: blue;">50</span>	2015	53322	Expansion of Manufacturing Technology Institutes
<span style="color: red;">51</span>	2016	67902	Alfred State Opportunity Center
<span style="color: green;">52</span>	2016	65164	Coburn Block Development
<span style="color: green;">53</span>	2016	65473	Erie 1 Boces High School Welding

## TOURISM



<span style="color: blue;">54</span>	2011	6373	Niagara County Community College Culinary Institute
<span style="color: green;">55</span>	2012	13190	Allegany State Park
<span style="color: blue;">56</span>	2012	14928	Darwin Martin House Interior Restoration
<span style="color: red;">57</span>	2012	16592	Inn at Fort Niagara

## TOURISM, CONT'D.

### PROJECT STATUS KEY

- COMPLETE
- ON SCHEDULE
- PROGRESSING SLOWER THAN ANTICIPATED
- CANCELLED/FUNDING DECLINED

	YEAR	CFA #	PROJECT
<span style="color: red; border: 1px solid black; border-radius: 50%; padding: 2px;">58</span>	2012	16874	Swain Recreation
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">59</span>	2013	31018	Darwin Martin House Interior Restoration
<span style="color: blue; border: 1px solid black; border-radius: 50%; padding: 2px;">60</span>	2013	26593	Herschell Carrousel Factory Museum
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">61</span>	2013	26924	Historic Hollywood Theater
<span style="color: blue; border: 1px solid black; border-radius: 50%; padding: 2px;">62</span>	2013	31014	Lockport Ice Arena
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">63</span>	2014	39702	Flight of Five Restoration
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">64</span>	2014	41643	National Comedy Center
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">65</span>	2015	52898	Destination Hotel
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">66</span>	2015	53248	National Comedy Center - National Comedy Center Connector
<span style="color: yellow; border: 1px solid black; border-radius: 50%; padding: 2px;">67</span>	2015	55331	Riviera Theatre and Performing Arts Center
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">68</span>	2015	53240	William O. Smith Recreation Center Complex Improvements
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">69</span>	2016	67805	Allegany State Park Lodging Improvement
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">70</span>	2016	67077	Aquarium of Niagara Penguin Exhibit
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">71</span>	2016	67791	Buffalo History Museum West Gallery Restoration
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">72</span>	2016	63782	Grape Discovery Center Museum Culinary and Visitor Center Expansion
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">73</span>	2016	66035	Landscape Restoration at Frank Lloyd Wright's Martin House
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">74</span>	2016	64478	National Comedy Center Gap Funding

## ADVANCED MANUFACTURING



<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">75</span>	2011	4958	Alfred High Temperature Lab
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">76</span>	2012	17904	Alfred University - Integrated Manufacturing Center
<span style="color: red; border: 1px solid black; border-radius: 50%; padding: 2px;">77</span>	2013	30330	Rare Earth Recycling
<span style="color: blue; border: 1px solid black; border-radius: 50%; padding: 2px;">78</span>	2013	32053	Sustainable Advanced Manufacturing Center
<span style="color: yellow; border: 1px solid black; border-radius: 50%; padding: 2px;">79</span>	2014	43197	Biorefinery Commercialization Center
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">80</span>	2015	56366	Biorefinery Development and Commercialization
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">81</span>	2015	52683	South County Industrial Park Expansion
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">82</span>	2016	66752	Ellicottville Brewing Company Expansion in Little Valley

## HEALTH | LIFE SCIENCES



<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">83</span>	2011	5732	Hauptman Woodward Crystallization Laboratory
<span style="color: green; border: 1px solid black; border-radius: 50%; padding: 2px;">84</span>	2011	4797	Jacobs Institute Center for Innovation in Medicine
<span style="color: blue; border: 1px solid black; border-radius: 50%; padding: 2px;">85</span>	2011	7855	Roswell Park Cancer Institute Genome Consortium
<span style="color: blue; border: 1px solid black; border-radius: 50%; padding: 2px;">86</span>	2012	19651	Buffalo Niagara Medical Campus Ellicott Street Connector
<span style="color: yellow; border: 1px solid black; border-radius: 50%; padding: 2px;">87</span>	2014	42714	Bridges to Sustainable Commuting

## HEALTH | LIFE SCIENCES, CONT'D.

	YEAR	CFA #	PROJECT
88	2016	67431	Center for Immunotherapy Equipment
89	2016	67962	Economic Development Using Medical Device Innovation
90	2016	67490	Jacobs School of Medicine Simulation Innovation Center

## AGRICULTURE



91	2011	4319	Niagara Wine Trail
92	2012	19464	Farm Credit East Value Added Direct Marketing Agriculture
93	2015	54787	Farmhouse Community Food Training and Resource Center
94	2015	55231	Vineyard Expansion
95	2016	65900	Downtown Olean Farmers Market
96	2016	66647	Edelweiss Dairy Facility Expansion
97	2016	65449	Westfield TimberFish Technology Demonstration Project

## ENERGY



98	2011	8413	Small Business Green Retrofit
99	2012	17743	Dunkirk Bioenergy

## BINATIONAL LOGISTICS



100	2011	5949	Niagara Falls Airport Master Plan
101	2011	5103	NFTA Buffalo Airport Parking Lot

### PROJECT STATUS KEY

- COMPLETE
- ON SCHEDULE
- PROGRESSING SLOWER THAN ANTICIPATED
- CANCELLED/FUNDING DECLINED

## Leveraging state investments for our region

YEAR	# Projects	Total Project Costs	Total ESD Capital Funds Awarded	Ratio of Total Project Cost to Total ESD Capital Funds Awarded
2011	15	\$103,749,306	\$23,093,565	5:1
2012	13	\$28,567,405	\$7,236,000	4:1
2013	9	\$6,724,208	\$4,581,892	12:1
2014	9	\$60,864,013	\$6,995,493	9:1
2015	19	\$142,579,157	\$14,917,000	10:1
2016	24	\$157,850,188	\$9,572,167	16:1
<b>TOTAL 2011-2016</b>	<b>89</b>	<b>\$550,334,277</b>	<b>\$66,396,117</b>	<b>8:1</b>

} \$483,938,160  
 leveraged for WNY

# Advancing strategies and leveraging state investments through Priority Projects



## PAST PRIORITY PROJECTS SMART GROWTH

### More work on this strategy in:

- CFA Funded Projects, pg 25-26
- State Priorities, pg 30-31
- Regional Priorities, pg 34-37
- Proposed Priority Projects, pg 52-60

## A region for the 21st century

Progress Made Since 2011

**Dunkirk Seawall & Lake Front Redevelopment** (CFA#30205), a project that reconstructed the 70 year old Lakefront Boulevard Seawall, opened to the public in the summer of 2015 complete with a new block wall, stairs, sidewalk/bike path, railings, drainage outflow, and handicapped accessible ramps, making the beaches accessible for the first time. Empire State Development (ESD) funds leveraged federal, state, and NFTA funding to rebuild and modernize four **NFTA-Metro Light Rail Vehicles** (CFA#43460) to extend their useful life by an additional 20 years. This completed project is part of the rebuild and modernization of the entire NFTA-Metro Rail fleet, allowing NFTA-Metro Rail to continue to provide safe, reliable, frequent, and high capacity transit service to over 20,000 weekly riders. The **Town of Wellsville** completed the extension of their waterline (CFA#14844), providing public water to businesses along Route 417, ceasing reliance on well water and promoting economic development opportunities in this rural village.

Progress Made 2016-2017

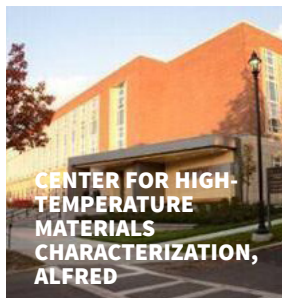
In October 2016, Gov. Cuomo announced the completion of **North Union Street Redevelopment** (CFA#2051), also known as Walkable Olean. This project, which creates a more walkable central business district through streetscape improvements and green infrastructure, was named Project of the Year by the New York State Chapter of the American Public Works Association. In July 2017, the City of Niagara Falls selected a developer for vacant and underutilized properties at **7th and Niagara Streets** (CFA#68588). The \$5M mixed-use project at the gateway of downtown will include a new headquarters for the Niagara Global Tourism Institute as well as 16 market-rate apartments, a café and other commercial space. With plans to open this year, **Springville Center for the Arts** is in the final phase of construction at **5 East Main Street** (CFA#14754), which will ultimately transform a collapsed and abandoned building in downtown Springville into the Springville Arts Cafe—a restaurant, community and performance space—and two housing units for the Artists in Residence Program.



NORTH UNION STREET REDEVELOPMENT, OLEAN



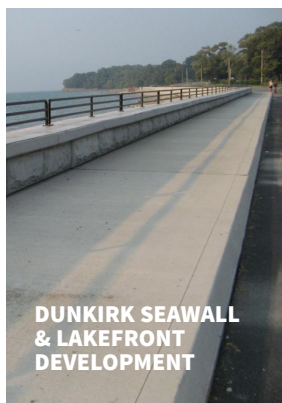
SPRINGVILLE CENTER FOR THE ARTS



CENTER FOR HIGH-TEMPERATURE MATERIALS CHARACTERIZATION, ALFRED



BUFFALO CENTER FOR ARTS & TECHNOLOGY



DUNKIRK SEAWALL & LAKEFRONT DEVELOPMENT



**PAST PRIORITY PROJECTS  
FOSTER A CULTURE OF  
ENTREPRENEURSHIP**

**More work on this strategy in:**  
State Priorities, pg 28-29, 32-33  
Regional Priorities, pg 38-39  
Proposed Priority Projects, pg 61



**PAST PRIORITY PROJECTS  
PREPARE OUR WORKFORCE**

**More work on this strategy in:**  
State Priorities, pg 30-31, 32-33  
Regional Priorities, pg 40-43  
Proposed Priority Projects, pg 62-63

## No longer business as usual

Progress Made Since 2011

**Launch NY** (CFA#7327) is a venture development organization aimed at identifying, supporting and investing in high-growth, high-impact companies to catalyze the entrepreneurial culture and drive job and wealth creation. Since being named a Priority Project in Round 1, Launch NY committed a total of \$447,500 in 10 Upstate companies resulting in \$525,000 in follow-on and co-investments. **UB Center for Computational Research (CCR)** (CFA#30142) purchased and brought online a new industry-focused high performance computing cluster in late 2014. CCR is enabling WNY companies to be more competitive by fostering commercialization of innovative products through access to high performance computing and data analytics.

Progress Made 2016-2017

In September 2016, the **Olean Business Incubator (OBI)** (CFA#40043) celebrated its grand opening. OBI, a new member of the WNY Incubator Network and the only business incubator within a fifty mile radius of downtown Olean, provides space and a full program of services for entrepreneurs and anchor tenants to develop new enterprises and ideas. In February 2017, the Buffalo Common Council approved funds to match the City's ESD grant for improvements to the **Broadway Market** (CFA#55377) – the City's public market, a regional attraction and East Side neighborhood anchor. The funds will be used for establishing free wi-fi in the market, renovating and repairing its expansive cement floor, establishing a Buffalo police substation on the market's second floor, and adding a commercial kitchen to be used communally by tenants and to attract additional vendors. In 2016, the City of Niagara Falls awarded four small businesses grants through the **Micro Enterprise Assistance** program (CFA#58093). The funding will be used for building improvements and equipment to help these small businesses locate or expand in the City.

## Good jobs for a skilled workforce

Progress Made Since 2011

**Buffalo Center for Arts & Technology (BCAT)** (CFA#7304) opened in downtown Buffalo in 2013. Since then, BCAT has been advancing its mission to increase high school graduation rates through arts education; and provide unemployed and underemployed adults with training in medical coding and pharmacy technical work. **Finishing Trades Institute of Western & Central New York** (CFA#15712), which provides innovative job training for members of the International Union of Painters and Allied Trades, opened its doors in January 2015. The project will increase the level of training and number of apprenticeships from 180+ to approximately 500.

Progress Made 2016-2017

To create expanded training programs in manufacturing and support the Southern Tier's economy by producing graduates for manufacturing employers in the region, Jamestown Community College (JCC) opened the expanded **Manufacturing Technology Institute (MTI)** (CFA#53322) on the Jamestown campus in January 2017; and its new MTI facility on the Olean campus in September 2016. Both facilities will be used to increase education programs by 50% and will train an additional 190 students annually. Construction began in 2016 on **Gerard Place** (CFA#40389). ESD funds are assisting with the renovation of the former St. Gerard Parish Hall into an Education and Community Center which will expand Gerard Place's services beyond transitional housing and supportive programs for homeless, single-parent families, to offer employment and educational training. When renovated, over 300 people will participate in the Allied Health vocational training classes.



## PAST PRIORITY PROJECTS TOURISM

### More work on this strategy in:

CFA Funded Projects, pg 25-26  
Regional Priorities, pg 46-47  
Proposed Priority Projects, pg 64-69

## Investing in a world-class tourist destination

### Progress Made Since 2011

Completed in 2014, the **Niagara Falls Culinary Institute** (CFA#6373) a 90,000 square foot, mixed use facility in a portion of the former Rainbow Centre Mall, features state-of-the-art teaching kitchens, a student-run fine dining restaurant and community education kitchen, as well as commercial space for ventures such as a wine boutique, pastry shop and book store. The project grows the hospitality industry in the region and contributes to the revitalization of Old Falls Street. **Herschell Carrousel Factory Museum** (CFA#26593) completed its project in 2016 with the restoration of the Allan Herschell Company Office Building to its original configuration to house the museum, as well as the restoration of an adjacent building for an Education Center. The museum is a keystone for tourism development and downtown revitalization in North Tonawanda. By fall 2014, visitors to **Allegany State Park** (CFA#13190) were enjoying 28 new two-bedroom ADA compliant, year-round cottages located on the Parallel and Bova trails. Additional funding for 15 one-bedroom cottages in Round 6 (CFA#67805) will continue improvements to the State Park and encourage longer stays and repeat visitors.

### Progress Made 2016-2017

Following a 2015 groundbreaking, in 2017 the **National Comedy Center** (CFA#41643, #53248, & #64478) announced that all capital funding has been secured, including federal New Market Tax Credits and Buffalo Billion Phase II funding. The Center is scheduled to open in 2018. The \$20.4M project will be the first complex in the U.S. dedicated to the art of comedy and is expected to draw 114,000 visitors annually. In February 2017, ground broke on the **Chautauqua Harbor Hotel** (CFA#52898) located on the banks of Chautauqua Lake in Celeron. Scheduled to open in summer 2018, the 135-room destination resort hotel will leverage one of the region's most important tourist destinations and accommodate growing travelers attracted to recent investments such as the National Comedy Center in Jamestown.



## PAST PRIORITY PROJECTS ADVANCED MANUFACTURING

### More work on this strategy in:

Regional Priorities, pg 44-45  
Proposed Priority Projects, pg 70-74

## Made great in WNY

### Progress Made Since 2011

In August 2016, Alfred State College opened its new 16,000 square foot **Sustainable Advanced Manufacturing Center** (SAMC) (CFA#32053) on the Wellsville campus to train welding and machine tool technology students; and for prototyping and assisting area manufacturers in the development of new products and systems.

### Progress Made 2016-2017

In April 2017, the Inamori School of Engineering at Alfred University dedicated the **Center for High-Temperature Materials Characterization** (CFA#4958) which is helping to increase the development and analysis of materials that are crucial to renewable energy systems. **Ellicottville Brewing Company** (EBC) (CFA# 66752) started construction on its expanded facility in Little Valley. The renovation of a vacant, 75,000 square foot building will help EBC increase their production to 110,000 barrels/year and will house a museum, restaurant and tasting room.



## PAST PRIORITY PROJECTS HEALTH | LIFE SCIENCES

**More work on this strategy in:**  
Regional Priorities, pg 48-49  
Proposed Priority Projects, pg 75



## PAST PRIORITY PROJECTS AGRICULTURE

**More work on this strategy in:**  
Proposed Priority Projects, pg 76

## Converting research into jobs

Progress Made Since 2011

Since 2011, the **RPCI Genome Project** (CFA#7855) is making an impact on the care of hundreds of cancer patients. Working in collaboration with OmniSeq LLC, a molecular-diagnostics company spun out of RPCI in 2015, the team built a database to compile and analyze the detailed genetic data of consenting citizens. This enabled the creation of three separate cancer diagnostic tests. The most recent is OmniSeq's Immune Report Card, which helps oncologists select the best immunotherapy for their patients based on their own individual genetics. The RPCI Genome Project generated 50 new jobs and led to improved care and treatment selection for more than 1,600 cancer patients tested to date. RPCI has secured a role in the Oncology Research Information Exchange Network, a consortium over 15 top North American cancer centers.

Progress Made 2016-2017

The **High Throughput Crystallization Laboratory at HWI** (CFA#5732) hosts the SONICC system—provided as a service identifying crystal hits that are too small to see microscopically. It is the only system of its type openly available to the general academic user community. The system allowed scientific advances and provides a state-of-the-art facility to support high quality research jobs in Buffalo. HWI formed a partnership with four major pharmaceutical companies and two international centers where data acts as a 'Rosetta Stone' linking key results together. In collaboration with research partner, Google, HWI produced automated image classification ability to considerably enhance current capabilities and lead to new research and employment opportunities. The new **Surgical Simulation Center** (CFA#67490) located at UB's Jacobs School of Medicine and Biomedical Sciences will include an "operating room of the future," a 17-bed simulation and animal studies training center and four robotic bays, employing state-of-the-art equipment and virtual reality to train doctors and surgeons. UB is partnering with industry and philanthropy to leverage ESD funding for the center. Expected to open in the fall 2018 academic semester, the center will allow industry members to conduct clinical studies, while also providing training in Fundamental of Laparoscopic Surgery and Fundamental Use of Surgical Energy.

## Growing local food systems

Progress Made Since 2011

Farm Credit East, the largest lender to agriculture in NYS, received Empire State Development (ESD) funding for its **Value Added Direct Marketing Agriculture** (CFA#19464)—a grant program for WNY farms to add value to the products they grow, raise, produce or sell directly to consumers. Farms from across WNY can apply for funding to help with purchasing equipment, machinery or building construction to assist in their value-added direct-to-market ventures. 11 projects have been funded to date.

Progress Made 2016-2017

**BeauVine Vineyards, LLC** (CFA#55231) will expand its operation by adding a grape processing building and additional acreage to increase its grape crop for wine production in NYS. The grape processing building broke ground in 2016 and is expected to be completed by the end of 2017. ESD funds are assisting with equipment and infrastructure required for better harvesting and to sustain production growth. Massachusetts Avenue Project's **Farmhouse Community Food and Resource Center** (CFA#54787) is under construction and is expected to be completed in 2017. The new 11,413 square foot food hub will house a commercial teaching kitchen, training space and library, community supported agriculture distribution space and two affordable housing units to provide job training in the agriculture sector and promote sustainable economic growth in our region's food system.



# Advancing strategies and leveraging state investments



## REDISCOVERING OUR TOWN AND VILLAGE CENTERS

Technical assistance sponsored by the WNY REDC in 2016 helped the **Village of Fredonia** secure a \$311,000 Office of Parks, Recreation and Historic Preservation (OPRHP) Environmental Protection Fund grant in Round 6 for the Fredonia Barker Commons Project (CFA#62587). As part of the long term plan for reinvestment in the mixed-use commercial corridor, improvements to Barker Commons – the central feature of the Fredonia Commons Historic District – will include safe pedestrian access, gateway elements, new landscaping and walkways, updates to lighting fixtures and rehabilitation of two historic water fountains. This systematic plan to update the Commons, which was also named an ESD Priority Project in Round 6, receiving \$15,000 in capital funds, will enhance quality of life and increase pedestrian activity.



In 2017, the **Olean Business Development Corporation** selected four downtown properties to receive funding for renovations through their \$300,000 Round 5 NYS Homes and Community Renewal (HCR) Main Street grant (CFA#53699). The goal of Olean’s Main Street program is to restore existing structures and create new commercial and residential space while maintaining the historic character of the district. One of the projects slated for funding includes the formerly condemned 321 N. Union Street, a former Prohibition-era speakeasy.

## A NEW IMAGE FOR WNY

2017 marks the 100th anniversary of the formation of the American Federation of Musicians Local 533 that led to the creation of the **Colored Musicians Club**. A \$37,500 Round 6 ESD Market New York grant was used by Visit Buffalo Niagara (CFA#66172) to promote this momentous anniversary in Buffalo’s cultural history and highlight Buffalo’s role as a center of African American heritage tourism to those outside the region.

In June 2016, Mayor Byron Brown designated nearly a mile stretch of Washington Street in downtown Buffalo as the literary corridor of Buffalo. A Round 5 \$41,000 NYS

Council on the Arts (NYSCA) grant awarded to the Just Buffalo Literary Center is helping to fund **Lit City** (CFA#53136) a major public art initiative to help illuminate this designation and highlight Buffalo’s renowned literary legacy. Unveiled in February 2017, 15 Lit City banners were installed to honor Buffalo novelists, poets, playwrights and essayists. The next phase of the project will include public art such as murals, sculptures and engravings.

## BRINGING OUR WATERFRONT TO LIFE

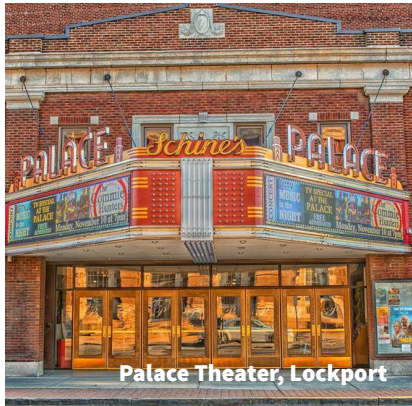
The City of Olean, in partnership with neighboring municipalities, used Round 4 Department of State (DOS) Local Waterfront Revitalization Program funding of nearly \$40,000 to create the **Allegheny River Public Access and Recreation Plan** (CFA#41460). The plan explores strategies to improve waterfront access, promote the underutilized river corridor, and attract recreation-based businesses to strengthen the tourism economy. A draft plan was submitted in March 2017. As a result of the plan, in Round 6 the City of Olean received a \$45,000 ESD Market New York grant to support the **Allegheny River Canoe Kayak Launch** (CFA#67027). The City of Olean will purchase and install two portable launches to expand recreational opportunities and support the concept of a regional system of launches along the river.



**Welch Trail Recreation Area, Westfield**



**City of Olean's North Union Street Green Revitalization**



**Palace Theater, Lockport**



**Lincoln Park Green Initiative, Tonawanda**



**Erie Canal Museum, Lockport**

**Town of Westfield** is using a \$200,000 Round 5 grant awarded through the OPRHP Recreational Trails Program for the Welch Trail Recreation Area (CFA#51803). Located along the Chautauqua Creek, the project will create a multi-use trail by adapting an historic rail bed and expanding the use of existing site amenities to connect the public to the waterfront. The Trail will also create linkages to the larger regional trails system, as well as Westfield's commercial district, attracting visitors and promoting economic vitality in the Town.

**BUILDING OUR ARTS AND CULTURAL ASSETS**

In Round 6, a \$423,000 ESD Market New York grant is supporting the expansion and modernization of the historic **Palace Theatre** (CFA#63339) in downtown **Lockport**. In addition to improvements such as systems upgrades, additional seating, new rigging, improved concessions and expanded orchestra pit, the theater will add 21,000 square feet through the purchase of an adjacent property creating two new second floor residential apartments and an outdoor event space on the theater's rooftop. The proposed upgrades are projected to enhance the overall theater experience for patrons and attract additional high-profile shows increasing annual attendance figures from 85,000 to 125,000+ and generating an economic impact of more than \$3.5M annually.

Building upon the **City of Lockport's** ongoing efforts to restore the Flight of Five locks (named an ESD Priority Project in Round 4) to leverage the City's Erie Canal heritage assets for economic development, the Lockport Locks Heritage District Corporation received Round 6 grants totaling \$160,000 from both the Canalway Grant Program and NYSCA (CFA #65881) for updates and improvements to the **Erie Canal**

**Museum**, located at the base of the Flight of Five. The Museum will be completely fitted with new state-of-the-art exhibits to add an important interpretive element that tells the story of the Erie Canal and Lockport's rich industrial history.

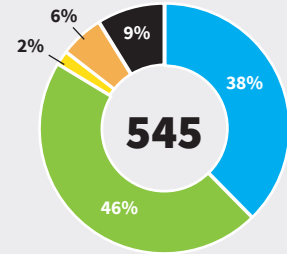
**PROTECTING AND ENHANCING OUR WATERWAYS**

A Round 4 Environmental Facilities Corporation (EFC) Green Innovation Grant Program award of \$865,000 supported the **City of Olean's** North Union Street Green Revitalization project (CFA#39780). This project, completed in October 2016, integrated green infrastructure, including stormwater street trees, bioretention, porous pavement, and rain garden, into the larger \$8.85M roadway reconstruction project (named an ESD Priority Project in 2011) to create a more walkable community and revitalize the City's central business district. The project set the bar for greener streetscape design and contributes to the protection of the Olean Creek and Allegheny River, which run through downtown Olean.

The **Town of Tonawanda** received a Round 4 EFC Green Innovation Grant Program award of \$700,000 for the **Lincoln Park Green Initiative**. Design is complete and the majority of construction is anticipated to be completed by the end of 2017 on a 1.5 mile porous pavement path and strategically placed rain gardens to minimize and manage storm runoff and to capture, filter and infiltrate stormwater before it enters the Ellicott Creek. This project creates a multi-use path for bikes and pedestrians that links to the new Tonawanda Rail-to-Trail along a former railroad corridor just west of Lincoln Park.

## AGGREGATED STATUS OF ALL CFA PROJECTS

STATUS	2011	2012	2013	2014	2015	2016	TOTAL
<span style="color: blue;">●</span> Complete	66	41	51	30	17	0	205
<span style="color: green;">●</span> On schedule	14	11	20	32	94	80	251
<span style="color: yellow;">●</span> Progressing slower than anticipated	1	0	0	5	3	1	10
<span style="color: orange;">●</span> Contract not yet executed	0	0	1	2	6	22	31
<span style="color: red;">●</span> Concerns need to be resolved	0	0	0	0	0	0	0
<span style="color: black;">●</span> Cancelled/funding declined	19	8	13	2	4	2	48
<b>TOTALS</b>	<b>100</b>	<b>60</b>	<b>85</b>	<b>71</b>	<b>124</b>	<b>105</b>	<b>545</b>



Note: Award Booklets 2011-2016 list 534 total WNY projects. To date, there are 545 total CFA projects due to reallocations of terminated ESD projects and projects being split into two separate contracts.

## LEVERAGE OF STATE INVESTMENTS IN ALL CFA PROJECTS

YEAR	#CFA FUNDED PROJECTS	TOTAL PROJECT COST	TOTAL CFA FUNDS AWARDED	COST TO AWARD RATIO
2011	81	\$218.6M	\$62.6M	3:1
2012	52	\$70.1M	\$14.9M	5:1
2013	72	\$108.7M	\$12.5M	9:1
2014	69	\$79.7M	\$18.5M	4:1
2015	120	\$214.4M	\$34.7M	6:1
2016	103	\$187.8M	\$27.5M	7:1
<b>2011-2016</b>	<b>497</b>	<b>\$879.4M</b>	<b>\$170.7M</b>	<b>5:1</b>

**\$708.7M leveraged for WNY**

\*To date, WNY was awarded \$418.4M through the CFA. The \$170.7M total excludes Community Renewal Fund, Low Cost Economic Development Financing, NYSEERDA Energy Efficiency Projects and Excelsior Jobs Credits and any projects that have been terminated.

## JOB CREATION

The CFA process has helped WNY retain over 9,405 jobs and create close to 4,134 new ones. These jobs are attributed to the 497 total projects endorsed through the WNY REDC and awarded through state agencies in the six CFA rounds. Also included in these job numbers, projects awarded Excelsior Tax Credits throughout the year from the bank of credits awarded to the WNY REDC in each CFA round.



Western New York Regional Economic Development Council

### Jobs from six CFA rounds

	2011	2012	2013	2014	2015	2016	2011-2016
<b>RETAINED</b>	<b>3,055</b>	<b>1,272</b>	<b>1,671</b>	<b>472</b>	<b>591</b>	<b>2,344</b>	<b>9,405</b>
<b>CREATED</b>	<b>1,048</b>	<b>929</b>	<b>703</b>	<b>584</b>	<b>348</b>	<b>522</b>	<b>4,134</b>

As NYS's chief economic development agency, ESD works hand-and-hand with the WNY REDC on job-creating projects throughout WNY. Since 2011, ESD invested \$2.1B in 89 Priority Projects, Excelsior Tax Credits, Buffalo Billion investments and other grants and loans in projects that total \$6B.

These projects retained 49,435 jobs and created 18,761 jobs.



Empire State Development





wny  
**innovation**  
hot spot partner

## IMPLEMENTATION OF 2017 STATE PRIORITIES

# Innovation Hot Spot



The WNY Incubator Network (WIN) (CFA#53096) and NYS Business Incubator Support Program recipient, Fredonia Technology Incubator (FTI) (CFA#53131), have allowed for new and expanded programming and greater access to incubator facilities across the region. The network of incubators work together to help new ventures grow quickly, achieve greater profitability, and become more attractive to investors. The WNY REDC helps connect the ten geographically diverse partner incubators not just with one another, but with additional regional assets, programs, and funding opportunities.

## WNY Incubator Network

Managed by the UB Business & Entrepreneur Partnerships, WIN is a collaborative effort of business incubators that expands entrepreneurial services, helps startups, and grows wealth in the region. WIN has several core programs. **Innovation Hot Spot** tax incentives are available to incubated ventures in their first five years of operation and include state sales tax credits and income tax credits for the company and its principals. The program is designed to allow ventures to participate in START-UP NY upon graduation from the incubator. The **Embedded Consultants Program** cost shares the expense of incubator client companies that retain outside experts to address development milestones. Through **Pitch Prep**, WIN convenes local business leaders to provide entrepreneurs with several rounds of coaching on their business pitches, before pairing them with a venture capitalist to provide additional insight. A network of vetted, trusted services providers offer **discounted rates** to incubator companies.

### STRATEGIES

Identify and endorse preferred incubator proposal.

### ADVANCING REDC STRATEGIES



FOSTER A  
CULTURE OF  
ENTREPRENEURSHIP



ADVANCED  
MANUFACTURING



HEALTH | LIFE  
SCIENCES

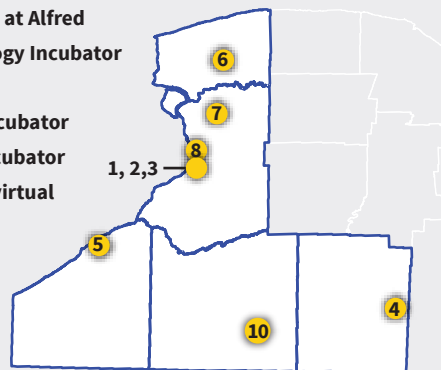
### PROGRESS

In Round 6, WIN was renewed and approved to continue operations as the WNY Innovation Hot Spot through 2021. Entrepreneurs supported by WIN initiatives raised more than \$15M in funds and created 32 new jobs. Beecher Innovation Center was designated as an official NYS Certified Business Incubator. Grew number of partner incubators to 10 with the establishment of the Olean Business Incubator, which fills a crucial void in Cattaraugus County.



# 10 PARTNER INCUBATORS IN 2017

- 1 43North Incubator
- 2 Thomas R. Beecher, Jr. Innovation Center
- 3 Z80 Incubator Labs
- 4 Ceramics Corridor at Alfred
- 5 Fredonia Technology Incubator
- 6 Harrison Place
- 7 UB BioSciences Incubator
- 8 UB Technology Incubator
- 9 Directed Energy (virtual incubator)
- 10 Olean Business Incubator



To date, 20 growing ventures in WNY were assisted by the Innovation Hot Spot tax incentives program; assisted by the Embedded Consultants Program, 16 projects have been completed, with several more in process; and several dozen companies participated in the Pitch Prep program and raised more than \$20M in outside investment.

WIN is an active partner in attracting entrepreneurship programs to fill ecosystem gaps in WNY, including the Critical Path Life Sciences Accelerator, U.S. Small Business Administration Growth Accelerator, and UB’s anticipated I-Corps initiative.

WIN partners are actively involved in regional entrepreneurship programs including Bright Buffalo Niagara, Startup Weekend, the Student 2 Biz competition and Student Sandbox.

### FUTURE ACTIONS

Provide additional support to companies born out of regional institutions including UB, Roswell Park, and HWI.

Connect regional entrepreneurial strategies to the region’s growing platform of support initiatives.

Tie regional entrepreneurship strategies to broader statewide initiatives.

## Fredonia Technology Incubator

Located in Dunkirk’s central business district, FTI grows new, innovative companies into successful business ventures. With a focus on arts and technology based start-ups, FTI provides administrative and business services, mentoring, networking, professional consulting, educational opportunities, access to capital, and work ready space. CFA funding assisted FTI with the development of community partner collaborations, expansion of educational outreach, enhancement of student innovation and entrepreneurship programs, and market research for expanded services including social entrepreneurship and co-working space.

### PROGRESS

Developed new entrepreneurial educational programs to address the needs of underserved communities.

Expanded outreach efforts to include the Hispanic community, veterans, women-owned businesses, students, and young professionals.

Became a key member of local economic development efforts that enhance services for local entrepreneurs and small businesses.

Hired additional staff to support new programs, such as the Fredonia Student Business Competition.

### FUTURE ACTIONS

Continue outreach to underserved populations.

Implement an enhanced marketing program aimed at cultivating the entrepreneurial spirit in the community and recruiting entrepreneurs to FDI.

Implement a certificate program in entrepreneurship to enhance existing Entrepreneurial Education Program.



Ensuring that economic prosperity is reaching all segments of our population, particularly through investments in workforce development and smart growth, continues to be a focus of the WNY REDC. The WNY Workforce Training Center is the largest initiative in the region designed to address nearly all of the Opportunity Agenda strategies. Other large-scale, regional investments made through Phase II of the Buffalo Billion will continue to transform the region – increasing educational opportunities, connecting people with jobs through public transit, and encouraging job creation in areas of high poverty.

## STRATEGIES

### EDUCATION

- Expand apprenticeship models.
- Expand outreach and utilization around the sourcing portal for jobs and training.
- Increase support and accessibility for on-the-job training.
- Create transferable skill training programs.
- Invest in career talent pipeline initiatives.
- Invest in extended case management to maximize job retention rates.
- Invest in “life skills” training programs.

### TRANSPORTATION

- Increase access to public transportation in rural and other underserved areas.
- Enhance coordination between public transportation service areas and employment hubs.
- Improve transportation services for early morning/late night workers.

### FOUNDATIONAL SUPPORT FOR SUCCESS

- Facilitate access to safe and affordable child care in distressed areas and rural communities.
- Expand the availability and access to affordable quality housing options close to employment hubs.
- Encourage job creation and business investment in areas of high unemployment and poverty.

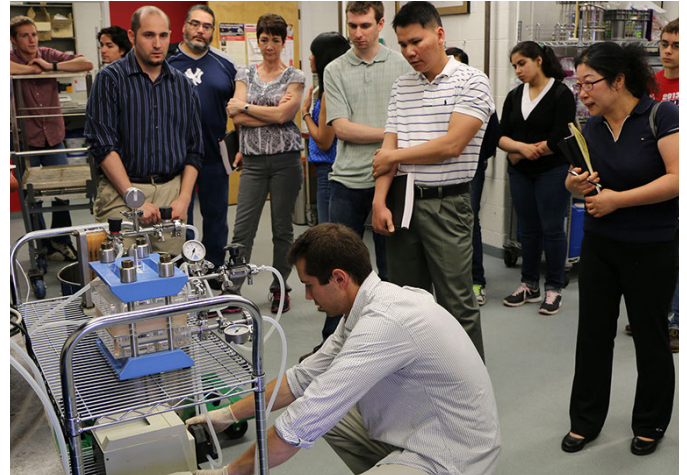
## ADVANCING REDC STRATEGIES



PREPARE OUR WORKFORCE



IMPLEMENT SMART GROWTH



## Workforce Development Challenge

The Workforce Development Challenge is designed to promote and invest in innovative approaches to workforce training for underserved populations while ensuring the region’s workforce pipeline is being responsive to industry demands. The Workforce Development Challenge will help scale up organizations doing high impact, results-oriented workforce training that can demonstrate strong outcomes in training, job placement and retention. The Workforce Development Challenge will facilitate partnerships with community and neighborhood-based organizations with proven track records, trust and outstanding abilities for outreach and recruitment. It will also support target sectors ripe for growth in jobs and career ladder opportunities for entry-level and mid-skill workers, while funding best practice models that maximize collaboration among industry, employers and workforce trainers.

### PROGRESS

- Developed review committee.
- Developed program guidelines and application.

### FUTURE ACTIONS

- Launch Round 1 of the Workforce Development Challenge.
- Provide substantial outreach to encourage participation.
- Announce Round 1 awards.
- Projects commence and are completed in 12 months.
- Projects are assessed to track progress against their stated goals, and awarded follow-on funding if warranted.



## Light Rail Extension

Extension of Buffalo’s NFTA Metro Rail line into Amherst is the single-biggest infrastructure project in the region specifically aimed at connecting people and jobs. The project will connect all three UB campuses and the BNMC to the Metro Rail. It will provide a convenient transit connection from downtown destinations, like Canalside and Key Bank Center, to the large concentrations of employment and housing in Amherst and Tonawanda. The project will increase transportation options for residents and workers in areas that currently have the region’s highest concentrations of transit riders and are projected to experience the most growth in population and jobs.

### PROGRESS

Present the Locally Preferred Alternative to NFTA Board of Commissioners.

Vote to approve the Locally Preferred Alternative with the region’s Metropolitan Planning Organization—the Greater Buffalo Niagara Regional Transportation Council.

Secure funds from NYS for environmental review and preliminary design.

### FUTURE ACTIONS

Undertake Federal Environmental Impact Statement process and preliminary engineering.



## East Side Revitalization

To encourage job creation, business investment and revitalization on the City of Buffalo’s economically distressed East Side, the Buffalo Billion Phase II plan outlines three core strategies. The first reinforces core neighborhood-based, historic regional assets. The second targets infrastructure and small business improvements along four commercial corridors to create stronger linkages between these assets, connect people and jobs, and enable small business growth and private investment. Finally, investments will be made to expand upon the redevelopment of the Northland Corridor to include additional acquisitions, remediation and redevelopment of land and buildings along the corridor to solidify the establishment of a strong employment, innovation and training hub for the East Side.

### PROGRESS

Issued RFP for consultants to develop Strategic Actions Plans for each of the four commercial corridors.

Governor Cuomo announced a three-year initiative targeted at Cheektowaga and Buffalo’s East Side to create home ownership opportunities and prevent foreclosures and zombie properties.

### FUTURE ACTIONS

Identify historic regional assets for improvements.

Develop Strategic Action Plans for each of the four corridors that identify a unified vision and a prioritized list of improvements and initiatives to foster revitalization.

Enter into purchase agreements for the acquisition of additional properties along the Northland Corridor.

Review environmental information on the properties and complete additional investigations if warranted.



## IMPLEMENTATION OF 2017 STATE PRIORITIES

# Veterans in the Workforce

## Veterans One-stop Center of Western New York (VOCWNY)

IN 2016



# Engaged 2,199 Veterans

55% were post-9/11  
Veterans

THROUGH DEC 2016

# \$13.1M in economic impact for WNY

\$2.9M impact through investments in educating and training veterans\*.

\$8.2M impact by putting veterans back to work.

\$2M impact in healthcare and other benefits received by veterans through the VA.

*\*Funding of the GI Bill and increased incomes resulting from the education and training veterans received.*

WNY REDC seeks to improve veterans' position and participation in the regional economy by strengthening and expanding workforce development strategies, promoting existing programs like "Experience Counts" to employers, and encourage business development and entrepreneurial services including the Service Disabled Veteran-Owned Business Act which established a 6% goal for participation on state contracts by certified service disabled veteran owned firms. The WNY REDC is working with successful, holistic initiatives like the VOCWNY, which provides barrier free access to services that address challenges at home, during deployment and in the transition to civilian life, helping veterans and their families achieve their goals and economic well-being and self-sufficiency.

### STRATEGIES

Through the VOCWNY, establish a holistic approach to addressing veterans' needs that improves collaborative and coordinated delivery of services and ensures comprehensive outreach and intake activities.

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

Continue to strengthen and expand workforce development strategies.

Promote existing programs like "Experience Counts" to regional employers.

Enhance business development and entrepreneurial services.

Continue to integrate veterans strategies into the WNY REDC Plan.

**ADVANCING REDC  
STRATEGIES**



**PREPARE OUR  
WORKFORCE**



**FOSTER A CULTURE OF  
ENTREPRENEURSHIP**

## Veterans One-stop Center of WNY, Inc.

Opened in 2013, VOCWNY is WNY's premier, community-based, independent, non-profit 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. VOCWNY established a holistic approach to addressing veterans' needs; collaborative and coordinated delivery of services; and comprehensive outreach and intake activities to empower veterans to increase participation in the workforce. In 2016-2017, the VOCWNY committed to increasing accessibility, achieving operational excellence, diversifying program offerings, and changing the conversation.

### PROGRESS

To provide greater access to the nearly 18,000 veterans who call Niagara County home, the VOCWNY opened a satellite office in Lockport, bringing the total to three offices strategically located in WNY.

Added an Outreach & Engagement Advocate who meets veterans in the community to decrease barriers and increase accessibility to services.

Implemented WarriorServe, a secure, online case management system that increases the ability to provide holistic support.

VOCWNY is one of a handful of sites across the nation to pilot this technology.

Added Operation Family Caregiver, which provides support to military caregivers, to the suite of family and peer support services through the PFC Joseph P. Dwyer Peer Support Program in Erie and Niagara Counties.

Continued to increase the number of non-traditional, engagement-driven volunteer opportunities.

Added additional programming to Bridges of WNY program.



IN 2016

**\$1.9M** in resources leveraged an  
**additional \$2.0M**  
through collaborative partnerships.



**98.4%**

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

Empowered veterans to change the conversation by using media opportunities to talk about post-traumatic strength, or to get business suits out into the veteran's community, helping to ready them for the workforce.

Continue to effectively meet the needs of veterans who face housing issues. Worked within the community to meet Buffalo Mayor's Challenge to End Veteran Homelessness, becoming one of fewer than 31 sites in the nation to achieve "functional zero" in October 2016. This means there is capacity to house more veterans than those that experience homelessness; and that within 30 days any veteran who accepts an offer of housing is housed.

#### FUTURE ACTIONS

Increase accessibility to rural veterans within current footprint of VOCWNY; and increase access to the western half of Niagara County by opening a satellite office in the City of Niagara Falls.

Offer programmatic depth and diversity focusing on preparing our workforce and fostering a culture of entrepreneurship through "Vetworking" networking events and expanding the Dwyer Program and other programs through short, intense, and impactful events.

Change the conversation to one of post traumatic strength/post traumatic growth and highlighting success in veterans education and employment opportunities; focus on veterans with the greatest return on investment and biggest return on empowerment/impact.

Strengthen provider and partner relationships through increased collaboration with like-minded, data-driven, results oriented, and impact focused organizations.

Maintain "Functional Zero" through achieving the end to veterans homelessness in the Cities of Buffalo, Niagara Falls, Tonawanda and Lockport and the Counties of Erie, Niagara, Genesee, Wyoming, and Orleans.

## Veterans Efforts in the WNY Southern Tier Counties

The concept of a VOC in WNY's Southern Tier counties, based on the Erie County model, has been a catalyst to bring together numerous veterans support organizations and agencies and to add capacity to reach veterans in these rural communities, while avoiding duplication of services by enhancing existing support networks. This opportunity resulted in better coordinating and optimizing veteran benefits and workforce development across the entire WNY Southern Tier spectrum.

#### PROGRESS

The PFC Joseph P. Dwyer Peer Support program was initiated in Chautauqua County. A kick-off event was held at Bergman Park in Jamestown in July 2017.

Three service officers supporting Chautauqua County filed over 400 claims for local veterans for Compensation and Non-Service Connected Pension with Aid & Attendance resulting in hundreds of thousands of dollars in revenue for the county.

The Chautauqua County Veterans Services (VSA) filed over 200 claims for burial & death benefits resulting in recognition for deceased veterans, and thousands of dollars in assistance with burial and funeral costs.

Law NY utilized the Equal Justice Works/AmeriCorps Veterans Legal Corps Fellow grant to hire additional staff to provide free legal assistance to low-income veterans. The additional staff provided outreach to the community as part of the Chautauqua County Joint Veterans Coalition and provided legal services to over 200 veterans.

VOCWNY collaborated with Chautauqua Opportunities Inc. to provide housing stability to veterans throughout the five-county region.

Coordinated with existing partners in the region, such as colleges and universities, to increase services to rural veterans.

#### FUTURE ACTIONS

The Dwyer program, funded through December 2018, will continue for Chautauqua County. The program is in the process of creating support groups for multiple demographics, as well as numerous events.

The Chautauqua County VSA will continue filing claims, and providing access to VA benefits in support of our 10,000+ Veterans.



# IMPLEMENTATION OF KEY REGIONAL PRIORITIES Smart Growth

Invest in infrastructure on smart growth principles  
Invest in downtowns, villages, neighborhoods and brownfields  
Protect water resources, waterfront, and habitats



## Better Buffalo Fund

The Better Buffalo Fund is a grant and revolving loan fund designed to foster transformation of the City of Buffalo's commercial corridors and facilitate economic development and job growth.

### PROGRESS

Connected with nearly 400 representatives from organizations all over the city through email blasts, one-on-one project consultations, meetings with community groups and Better Buffalo Fund information meetings.  
Offered extensive technical assistance to four non-profits to help prepare them for future Better Buffalo Fund rounds.

Through two funding rounds, ESD received 91 applications and awarded 35 projects a total of \$20,852,542 leveraging \$202,609,831 in matching funds and contributing to the renovation of 550 residential units and 190,000 square feet of commercial space.

Construction is progressing on several Buffalo Main Streets Initiative projects including **65 Grant Street**, historic **Parkside Candy**, the former **St. Margaret's School**, **1225 Niagara Street** and along **Lovejoy** and **Seneca Streets**. Transit Oriented Development projects are nearing completion as well including **Bellamy Commons**, **Siano Building**, **Lisbon Commons**, **Turner Brothers Lofts**, **Niagara Gateway Apartments**, **The Mattress Factory**, former **School 77**, and **The Alexandre Apartments**.

### FUTURE ACTIONS

Round 3 applications accepted and awards announced 2017/2018.



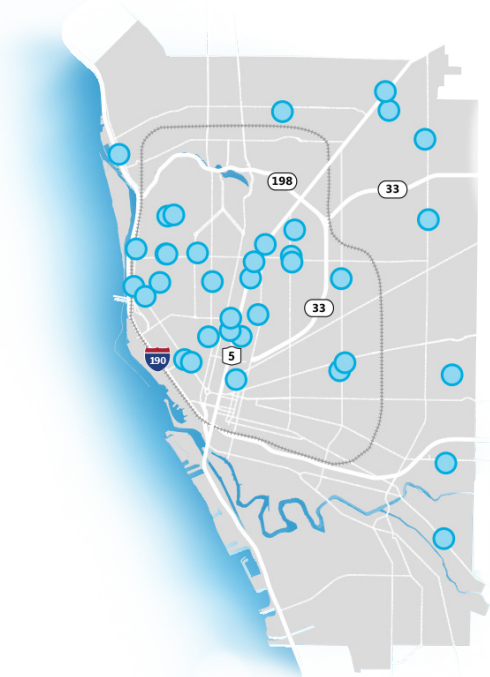
**Better Buffalo Fund is made up of two complementary initiatives.**

**BUFFALO MAIN STREETS INITIATIVE & TRANSIT ORIENTED DEVELOPMENT**

Modeled on the NYS Main Street program and administered by NYS HCR, assists building owners with the preservation and creation of housing and renovation of commercial properties in established business corridors.

Provides gap financing for adaptive reuse or infill capital projects which promote dense development (housing, employment, and retail) within 1/2 mile walking distance of highly-used transit stops.

**IN TWO ROUNDS  
\$20,852,542  
AWARDED TO 35 PROJECTS**





## Investing on Buffalo's East Side



### Why this place?

Nearby businesses, existing community assets, accessible labor force, close to walkable residential neighborhood.

Northland's important North-South connections to some of the City's focus areas for investment and employment hubs can't be overlooked. Northland is less than 3 miles from the Buffalo Niagara Medical Campus, less than 4 miles from downtown Buffalo and the Larkin District and less than 5 miles from the Tesla plant at Riverbend.



## Northland Corridor

The Northland Corridor project includes the acquisition and redevelopment of vacant and underutilized properties to establish an integrated workforce and employment campus, anchored by the Workforce Training Center (WTC) at Northland.

### PROGRESS

- Buffalo Urban Development Corporation purchased 35 acres.
- Hired property management and leasing company.
- Completed environmental assessments, buildings analysis, redevelopment strategy, and began environmental abatement.
- Completed State Environmental Quality Review process for the entire campus.
- Site plan approval from the Buffalo's Planning Board.
- Hired final design team for 683 Northland Avenue.
- Designed street and right-of-way infrastructure.
- Architectural/engineering design work/space planning for 683 Northland.
- Hired construction management team for 683 Northland Avenue.
- Completed the Federal Section 106 Consultation process and executed a Memorandum of Agreement with the State Historic Preservation Office outlining mitigation/interpretation to offset razing of selected portions of structures within the Northland Corridor.
- Began demolition of the main plant building at the former Houdaille Engineering complex at 537 E. Delavan Avenue.
- Acquired, cleared and remediated a blighted and contaminated property at 577 Northland Avenue.
- Assisted the City of Buffalo in moving forward with the demolition of a blighted industrial facility at 1689 Fillmore Avenue.
- Completed construction documents, competitively bid, and awarded a contract for the \$5M in right-of-way and street improvements on Northland Avenue between Fillmore and Grider. Work began July 2017.
- Completed a public art/mural project at 537 E. Delavan Avenue in cooperation with the Albright-Know Art Gallery, featuring Shantel Martin and issued a Call for Artists for a public art installation for a campus gateway feature at 577 Northland, in cooperation with the City of Buffalo's Art Commission.
- Continued an active community outreach process. In 2016-2017, there were two additional public meetings, three meetings with the Northland Stakeholders Advisory Committee, meetings with potential Minority- and Women-Owned Business Enterprises for contracting opportunities, and completion of the inaugural Northland Newsletter.
- Began schematic design work for the relocation of the next major anchor tenant to the campus, Buffalo Manufacturing Works, to be housed in a portion of the space at 683 Northland Avenue remaining after the completion of the Workforce Training Center.
- Construction of street and right-of-way infrastructure.

### FUTURE ACTIONS

- Selective demolition of dilapidated buildings and hazardous waste sites.
- Initial steps for historic interpretation and mitigation of building demolitions.
- Progressive development for new users on the campus.
- Associated housing and neighborhood improvements on adjoining streets.
- Began construction of WTC.



## IMPLEMENTATION OF KEY REGIONAL PRIORITIES Smart Growth

*Invest in infrastructure on smart growth principles*

*Invest in downtowns, villages, neighborhoods and brownfields*

*Protect water resources, waterfront, and habitats*



### Buffalo Harbor State Park

As part of the 2013 transfer of almost 400 acres of land on the Outer Harbor from the NFTA to ESD subsidiary Erie Canal Harbor Development Corporation, Buffalo Harbor State Park was designated as the 180th State Park in New York's system and the first in the City of Buffalo.

#### PROGRESS

Completed Phase I including two open-air picnic pavilions, a nautically themed destination playground, new park furnishings, improved lighting and walkways, landscaping and general utility upgrades.

Completed Phase II including structural rehabilitation of both the marina break wall and the southern revetment including paving of the break wall and furnishing it with lighting, shade structures and benches.

Buffalo Harbor State Park is fully open to the public.



### Downtown Jamestown

As winner of the 2016 Downtown Revitalization Initiative (DRI), Jamestown aspires to transform its downtown through adaptive reuse projects, complete streets strategies, waterfront reclamation initiatives and tourism drivers.

#### PROGRESS

A team of consultants worked with the Jamestown DRI Local Planning Committee to create a Strategic Investment Plan.

Through analysis of previous planning studies, additional research and public outreach, the community identified 12 projects intended to revitalize downtown Jamestown that were submitted to the State for consideration.

#### FUTURE ACTIONS

Begin to implement revitalization projects. These include: redevelopment of the former KeyBank Building; downtown programming and activities; excursion train infrastructure and depot; Hilton Double Tree Hotel refurbishment; Greater Jamestown Riverwalk enhancements; streetscape and pedestrian improvements; revitalization of the Reg Lenna Center for the Arts; Jamestown Brewing Company development; Little Theater upgrades; Furniture Mart Building redevelopment; Jackson Center upgrades; and acquisition of riverfront development property.



**Reg Lenna Center for the Arts**



**DoubleTree Hotel and Conference Center**



**KeyBank Building**

## What's Next?

The **revitalization of Buffalo's East Side** will focus on three strategic pillars: 1) reinforcing core, **neighborhood based, historic assets** 2) infrastructure and small business improvements through **commercial corridor redevelopment**, and 3) placemaking around the **Northland Corridor**, to solidify a strong employment, innovation and workforce training center on the East Side.

Leveraging the \$100M Buffalo River cleanup, the **Buffalo Blueway** will create a network of access and recreation, to re-brand from Rust to Blue. To enhance access and facilitate greater public use and enjoyment of **Buffalo's Outer Harbor**, a series of improvements will facilitate active and passive recreational uses and future recreational programming on the Lake Erie waterfront.

The **Erie Street Waterfront Connection** will re-join downtown and the waterfront by consolidating unconnected public spaces into a single linear public space along a shared, multi-use path.

The **DL&W Canalside-Cobblestone** project will activate the Buffalo River's edge at Canalside by extending rail service and creating a new destination on the waterfront. **Light Rail Extension** expands the NFTA Metro Line greatly enhancing connectivity between population centers and jobs in the City of Buffalo, Tonawanda, Amherst and all three UB campuses.

Beyond Buffalo, the redevelopment of the **Bethlehem Steel site** continues to transform the 1,000 acre site in Lackawanna into a modern industrial park. And the region's **Smart Growth Community Fund**, modeled on the DRI, will transform downtown cores in cities, towns and villages.





**IMPLEMENTATION OF  
KEY REGIONAL PRIORITIES**

**Foster a Culture of  
Entrepreneurship**

*Foster and support entrepreneurs*  
*Fund entrepreneurs*



**43North**

43North is the most ambitious start-up competition ever unveiled in the U.S. The competition is designed to systematically generate new business ventures in WNY, support early-stage firm growth, and attract additional venture funding to the region. With \$5M in cash prizes available annually, including a top award of \$1M, 43North turns some of the best new business ideas from around the globe into a reality for the region.

like the signature 43North Week, Unlikely Mixers networking events, and events aimed at bringing more women and minorities into the fold, like the Think Big series and The Pitch business competition.

Used data from IBN and other sources to hone in on startups that have high potential and could be a strong fit for the strengths of our community.

Inspired more than 3,000 students per year from 40 schools through the Students to Startups program.

Shaped perceptions of Buffalo as a city on the rise for entrepreneurship by generating more than 1,000 media stories in outlets like the New York Times, Wall Street Journal, USA Today, Forbes, and Fortune. Attracted more than 60 million social media impressions and 1 million video views.

**PROGRESS**

Completed three successful competition rounds; planning and executing round 4.

Developed sponsorship-based relationships with dozens of local and national organizations.

Attracted 29 winning startups doing ambitious work, ranging from creating implantable biosensors to monitor the effects of chemotherapy in real time (Efferent Labs), to developing targeted cancer treatments (Oncolinx, which just sent its treatment to the International Space Station for testing), to making throwable balls that allow SWAT teams to see 360 degree video of live shooter situations (Bounce Imaging), to harvesting the byproduct of maple syrup production —water—from trees near Ellicottville, NY, bottling it with Mayer Brothers and distributing it with Try-It (Asarasi).

Together, winning companies have raised \$40M of additional investment.

43North has given WNYers paths to participate in our entrepreneurial ecosystem as founders, investors, employees, customers, suppliers, service providers and mentors for startups through programming

**FUTURE ACTIONS**

Continue to run competition annually including application process, semi-finalist and finalist selection processes, and Finals Week events.

Award an additional \$400,000 to winners as incentivized follow on funding.

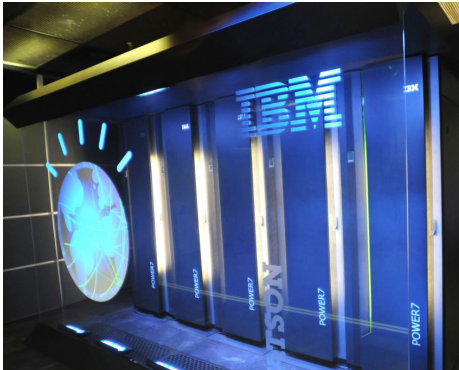
Expand and continue supporting The Pitch as part of Finals Week.

Increase marketing and targeted outreach efforts year-round.

Work with partners to market the region and attract follow-on start-ups.

Begin enhanced mentoring and follow-on funding programs.





## Buffalo Information Technologies Innovation & Commercialization Hub

The Buffalo Information Technologies & Commercialization Hub (IT Hub) will expand Buffalo Niagara's undersized tech sector—helping to spur innovation across other sectors of the economy—and bring cutting-edge software development jobs to downtown Buffalo.

### PROGRESS

Continue to work with local colleges and universities to establish programs for recruiting, internships, and residencies. Build out of permanent space at 40-50 Fountain Plaza south tower completed.

### FUTURE ACTIONS

IBM will ramp up its operations over the next several years resulting in 500 jobs.

## What's Next

Leveraging the extensive resources on the BNMC and at partner organizations including UB, 43North, and RPCI, the **Innovation HUB** will provide comprehensive, seamless support to accelerate growth of life science and technology start-ups. Successfully growing start-ups requires several key components including research to generate new innovations, business expertise and support, funding, access to incubators and specialized equipment, and a talented workforce. The Innovation HUB will house technology start-ups at a new **Innovation Center**, provide funding through the **Buffalo Innovation Fund** to leverage successful venture capital, and deliver **mentoring and expertise** to new businesses.



**Generating and supporting start-ups to accelerate Buffalo's innovation economy through...**





**IMPLEMENTATION OF KEY REGIONAL PRIORITIES**

**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

**ABOUT THE BUFFALO NIAGARA LABOR MARKET ASSESSMENT 2017**

Commissioned by **Invest Buffalo Niagara**, the 2017 Buffalo Niagara Labor Market Assessment supports an understanding of the regional economy and workforce across the five WNY counties as well as Orleans, Genesee and Wyoming counties in the Finger Lakes region. Using quantitative data combined with innovative survey approaches and public engagement methods including online surveys of both employers and workforce trainers, the study provides insights for a range of users from current and prospective employers interested in talent attraction and payroll trends, to workforce trainers building a pipeline ready for a changing economy, to individuals seeking career advancement in the region.

Full reports available online:  
[http://info.buffaloniagara.org/lma\\_opportunities](http://info.buffaloniagara.org/lma_opportunities)

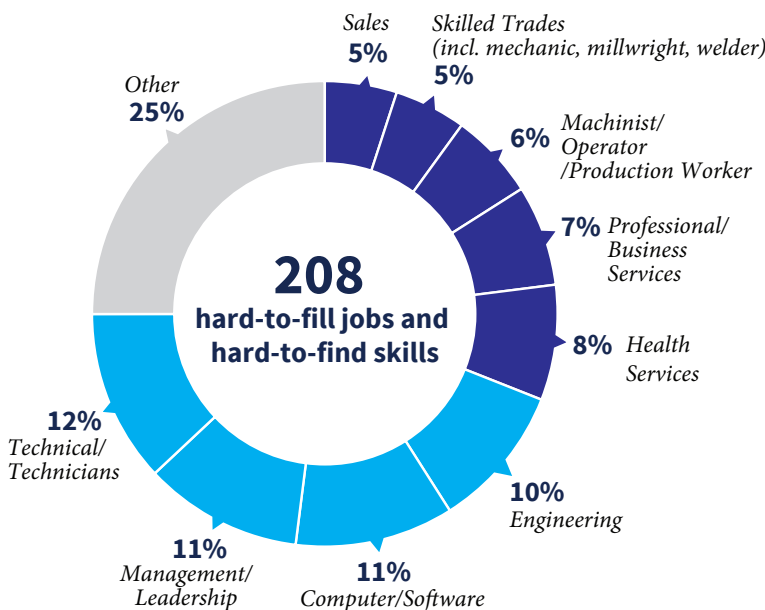


**Where do skill gaps exist?**

Over 100 employers surveyed reported a total of 208 hard-to-fill jobs and hard-to-find skills.

Almost half fall under the umbrella of Engineering, Computer/Software, Management/Leadership and Technical/Technicians.

BREAKDOWN BY TYPE OF HARD-TO-FILL JOBS AND HARD-TO-FIND SKILLS IN BUFFALO NIAGARA, 2016



**Occupational categories where shortages are projected due to a lack of emerging talent.**

Occupational Group	Projected annual...		Potential surplus/deficit
	...openings	...degrees	
Education, Training, and Library	1,230	4,512	3,282
Management	690	2,792	2,102
Healthcare Practitioners and Technical	1,190	2,743	1,553
Arts, Design, Entertainment, Sports, and Media	210	1,155	945
Architecture and Engineering	180	750	570
Community and Social Services	290	742	452
Business and Financial Operations	850	1,217	367
Personal Care and Service	170	447	277
Legal	160	306	146
Computer and Mathematical	420	482	62
Life, Physical, and Social Science	90	87	-3
Installation, Maintenance, and Repair	70	55	-15
Sales and Related	50	2	-48
Production	50	0	-50
Healthcare Support	340	275	-65
Transportation and Material Moving	140	74	-66

Possible shortages due to lack of emerging talent

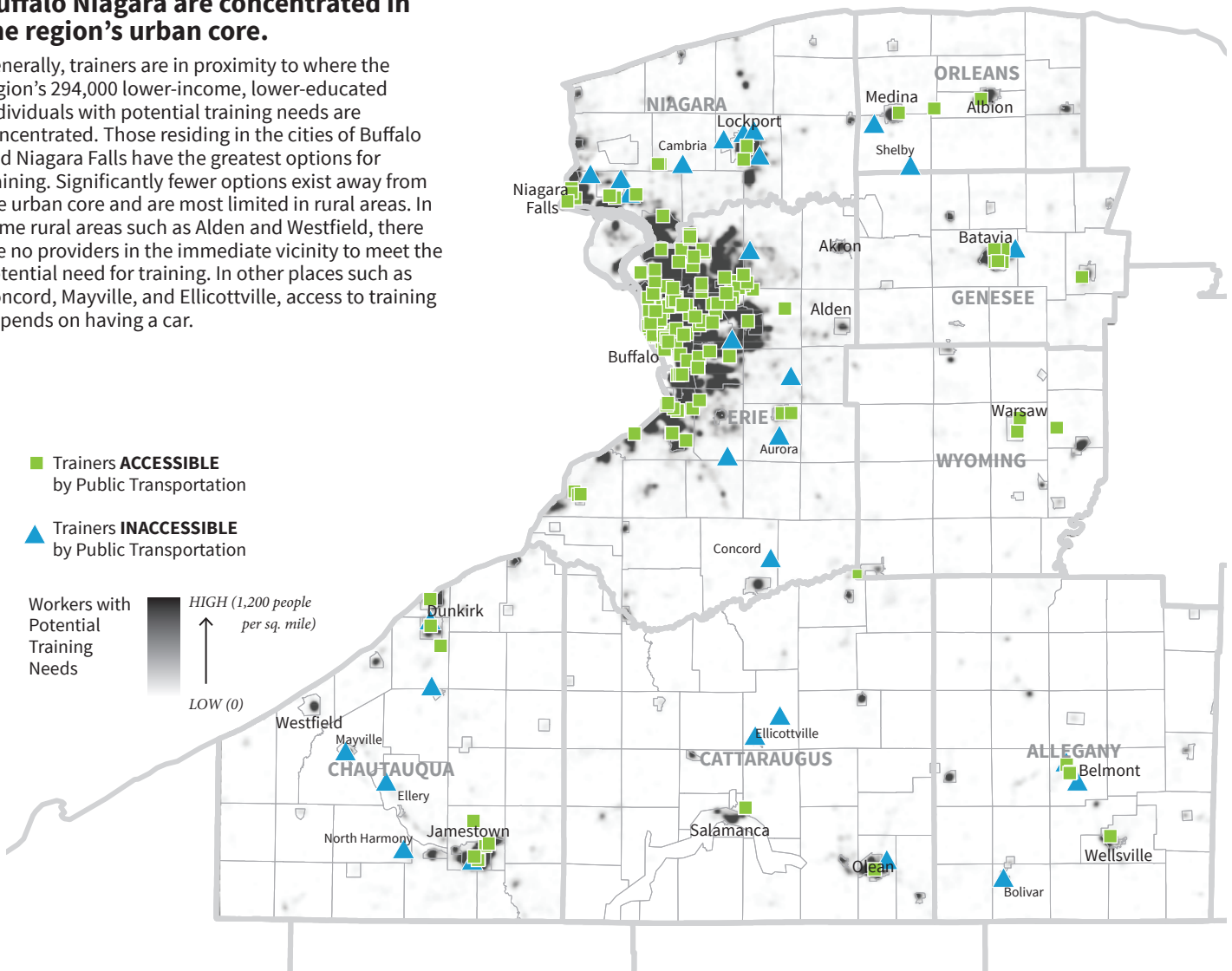
Refer to page 16 of the LMA/17 "Where Are Our Opportunities" for assumptions. [http://info.buffaloniagara.org/lma\\_opportunities](http://info.buffaloniagara.org/lma_opportunities)



# How available are workforce training opportunities?

**The large majority of trainers in Buffalo Niagara are concentrated in the region's urban core.**

Generally, trainers are in proximity to where the region's 294,000 lower-income, lower-educated individuals with potential training needs are concentrated. Those residing in the cities of Buffalo and Niagara Falls have the greatest options for training. Significantly fewer options exist away from the urban core and are most limited in rural areas. In some rural areas such as Alden and Westfield, there are no providers in the immediate vicinity to meet the potential need for training. In other places such as Concord, Mayville, and Ellicottville, access to training depends on having a car.



Sources: See Data Sources and Notes.



**IMPLEMENTATION OF  
KEY REGIONAL PRIORITIES**

**Prepare Our  
Workforce**

# Where is there programmatic capacity to fill skill gaps?

GREATEST OPPORTUNITIES TRAINERS SEE FOR EXPANDING THE REACH, EFFECTIVENESS AND IMPACT OF THEIR TRAINING PROGRAMS, 2016

**Trainers see stronger connections and the building of partnerships as the greatest opportunity to expand the reach, effectiveness and impact of their programs.**

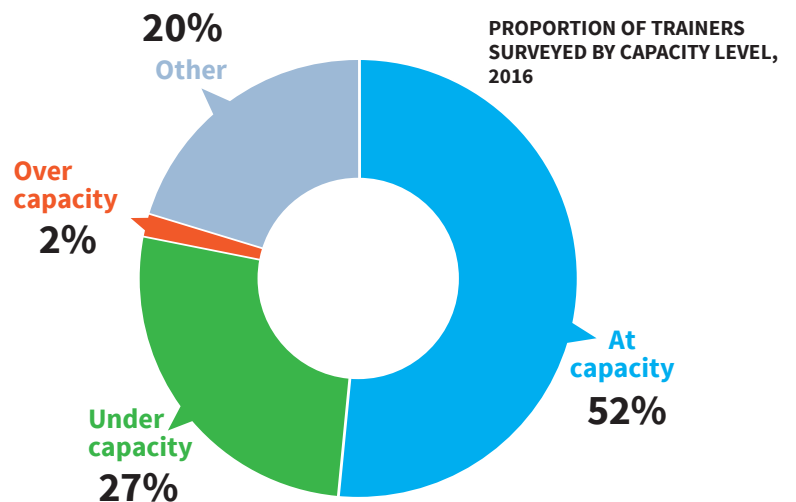
Seven out of 10 trainers see opportunities for better connections with local employers and industries. Nearly the same percentage think they can better connect with underserved populations and promote collaboration with other training programs.

RANK	OPPORTUNITIES FOR IMPROVING TRAINING PROGRAMS	% AGREEING WITH STATEMENT
#1	Grow employer demand for trained workers	71%
#2	Connect more closely with local employers/industry	70%
#3	Connect with underserved populations	65%
#4	Promote collaboration with other training programs and institutions	65%
#5	Increase program capacity/staffing	51%
#6	Explore demand for training beyond the current geographic scope	25%

Source: UBRI analysis of findings from the 2016 Survey of Buffalo Niagara Workforce Trainers.

**A majority of trainers operate at capacity. A quarter are operating under capacity, with room to grow program enrollment.**

While the majority of trainers (52%) reported being at capacity, a quarter (27%) said they are under capacity. Only 2% are over capacity. One trainer described over 160 applicants for a class with 18 slots, and another mentioned waiting lists for its programs. Some trainers reported their capacity varies by program, funding, time of year, and whether the program is offered online, which makes it easier to size to demand. Greater connections between trainers could help to expand program capacity where needed and bridge disconnections between trainers.



Source: UBRI analysis of findings from the 2016 Survey of Buffalo Niagara Workforce Trainers.

## Workforce Training Center at Northland

An anchor institution for the **Northland Corridor**, the Workforce Training Center (WTC) at Northland is an industry driven public-private collaborative. The WTC brings together area residents, employers, educational institutions, community and faith based organizations, and state and local government to close the employment skills gap and to create economic on-ramps to training, apprenticeships, and career placement for energy and advanced manufacturing careers.



### PROGRESS

Partners signed Memorandum of Understanding.

ESD and the Economic Development Group, Inc.—the selected operator for the WTC—is developing the training program and business plan for the training center.

Worked to develop curriculum with State University of New York partners.

Completed design work and began preliminary construction with installation of temporary electrical service and asbestos and hazardous material abatement.

Awarded subcontracts for several additional early bid packages at 683 Northland Avenue including structural steel and elevator.

Completed the National Register Part 1 process for nomination of 683 Northland Avenue on the National Register of Historic Places.

Completed Federal and State Historic Resources Part 2 documents for submission to the State Historic Preservation Office and National Park Service, final approval is pending.

Secured Letters of Intent for Historic Preservation Tax Credit investments totaling over \$12M for financing the WTC.

Obtained amended approval from the City of Buffalo Planning Board for the renovation and development of 683 Northland.

Obtained approval from NYS Department of Environmental Conservation for an application for Brownfield Cleanup Program and Brownfield Clean-up Program Tax Credits for 683 Northland, and obtained approval for Remedial Investigation Work Plan.

Established Advisory Group.

A candidate with a deep resume in labor training was named the chief executive officer of the WTC. Stephen Tucker, previously the assistant executive director at the Partners for a Competitive Workforce in Cincinnati, was selected through a national search.

### FUTURE ACTIONS

Establish recruitment, placement and wrap-around services structure.

Establish Board of Directors.

Finalize curriculum.

Purchase and install equipment.

Hire staff.

Begin student recruitment.

Begin wrap-around services and pre-manufacturing training.

WTC scheduled to open 2018.

## What's Next?

The new **Workforce Development Challenge** will ensure the pipeline for workforce is keeping up with industry demands. The Challenge will promote and invest in innovative approaches to workforce training for underserved populations by helping to scale up organizations doing high impact, results-oriented workforce training. **Say Yes Buffalo** will continue to strengthen the regional workforce pipeline by offering unprecedented educational opportunities for an entire generation of Buffalo Public School students.





## IMPLEMENTATION OF KEY REGIONAL PRIORITIES

# Advanced Manufacturing

*Leverage research capacity to attract and accelerate the development of advanced manufacturing*

*Boost competitiveness through career awareness*



## Buffalo Manufacturing Works

Operated by EWI, Buffalo Manufacturing Works is a state-of-the-art facility in downtown Buffalo that creates an ecosystem to help local manufacturers identify, test, and implement technologies to create a competitive advantage for their products, expand into new markets and boost productivity, and stimulate innovation and growth for the region's manufacturing sector.

### PROGRESS

- Facility celebrated its second anniversary in April 2017.
- \$18M in capital equipment installed and commissioned including the launch of \$6M in unique, best-in-class metal additive capabilities.
- Initiated or completed 90 funded projects totaling more than \$3M representing nearly \$25M in economic impact.
- Successfully piloted a technology roadmapping offering with Insyte Consulting and two local manufacturers, resulting in the launch of a new Advanced Manufacturing Implementation Strategy service.
- Added a Rapid Feasibility Service to help manufacturers expedite the evaluation of possible solutions to technical challenges.
- Expanded the Additive Manufacturing Learning Lab by adding new curriculum, events, and a new industry-standard credential.
- 25 local companies across various industries and company sizes became EWI members; ongoing events and public tours brought 3,000+ visitors.
- 20 people are employed at the Buffalo operation.
- Replicating the Buffalo Manufacturing Works model, the opening of EWI Colorado grew the portfolio of EWI technical capabilities.

### FUTURE ACTIONS

- Continue to recruit top engineering talent to Buffalo.
- Collaborate with a national partner to create a fund to provide matching dollars that can de-risk the innovation process for small to medium sized manufacturers through the unique combination of access to capital and best-in-class technical expertise.
- Launch the Innovation Capacity Building Program, a comprehensive initiative designed to help small and medium sized manufacturers realize their innovation potential through business assessments, technology workshops and on-the-floor audits.

## Buffalo High-Tech Innovation Hub at Riverbend

NYS is investing in a 1.2M square foot, high tech solar panel manufacturing facility which will house the Tesla Gigafactory. Tesla is the number one producer of solar panels in the country in one of the fastest growing industries in the world. The Tesla facility will be the largest of its kind in the Western Hemisphere, producing more than one-gigawatt of annual solar capacity. Tesla will partner with Panasonic at the facility and will spend \$5B in NYS over the next decade in connection with the creation and operation of the facility.

### PROGRESS

- In 2014, SolarCity acquired Silevo, which had a previous deal with NYS to locate a solar manufacturing facility in Buffalo, and committed to keeping the facility in Buffalo.
- NYS acquired the 88-acre RiverBend site and an additional 96 acres of land from the City of Buffalo as the size and scope of the project increased by four-fold.
- Buffalo High-Tech Manufacturing Innovation Hub broke ground in September 2014 and the facility was completed in 24 months. SolarCity took control of the plant in September 2016.
- Tesla acquired SolarCity in November 2016 for \$2.6B. Tesla announced partnership with Panasonic.

### FUTURE ACTIONS

- Work focuses on the interior fit out process, including installation of specialized solar panel manufacturing equipment.
- Production to ramp up 2017/2018.

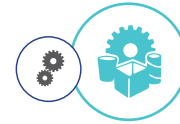
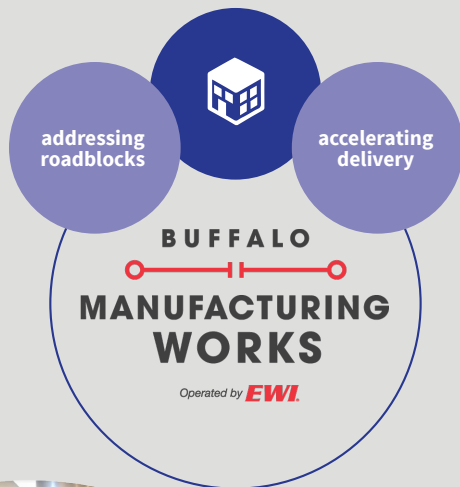


## What's Next?

Building on its success, Buffalo Manufacturing Works will accelerate the growth of **small- and medium-sized manufacturers**, develop a **loan fund**, and **expand its capacity** to deliver a full suite of services tailored to the needs of Buffalo Niagara manufacturers. To facilitate this growth, EWI will move the Buffalo Manufacturing Works operation to the **Northland Corridor** to customize a facility that integrates partnerships and serves as an anchor tenant for the new commerce park. Finally, EWI will expand its Additive Manufacturing Learning Lab to become the **Advanced Manufacturing STEM Learning Lab**, helping to grow the region's advanced manufacturing workforce pipeline.

### *Supporting the growth of Buffalo's small and mid-size manufacturing companies*

**Buffalo Manufacturing Works as the cornerstone of a growing ecosystem.**



## Materials & Machinery Manufacturing Cluster

### Investing in the Cluster

ESD capital grants and Excelsior deals awarded to manufacturers are helping to grow jobs in the Cluster.

**Cummins'** Jamestown Engine Plant, which manufactures engines for the heavy-duty truck market, received \$2M in Excelsior tax credits in Round 4 to install a new engine block machining line in its current facility. As a result of the \$95M project, the Jamestown plant is the only Cummins facility to produce the X15 series which it began making in 2016. Full production of the line (approximately 40,000 units) began in 2017.

In March 2017, **Tulip Corporation** completed their new manufacturing plant in Niagara Falls. Tulip's 82,500 square foot, \$11.7M facility is located on a Highland Avenue parcel that underwent \$25M in contaminant cleanup after being vacant for nearly four decades. Tulip, which specializes in thermoplastic injection molding to serve a variety of different industries, was awarded an incentive package from the state including \$300,000 in Excelsior Tax Credits in Round 5 helping to retain 80 local jobs.

In December 2016, Governor Cuomo announced that ESD will invest \$7M in Excelsior Tax Credits and capital grants in three Upstate NY **General Motors** plants, including the WNY plants in Tonawanda and Lockport. General Motors, a global automotive company, is investing \$296M in the Tonawanda site for a new engine line which will retain 854 jobs and create 67 new jobs. At the Lockport plant, General Motors will invest \$32M for new components production, retaining 320 jobs. The projects are anticipated to be completed in December 2018.





## IMPLEMENTATION OF KEY REGIONAL PRIORITIES

# Tourism

*Facilitate growth of quality tourism product*



## Riverway and Niagara Gorge Corridor

The removal of key segments of limited-access expressways along the Upper Niagara River and the Niagara Gorge corridor will greatly enhance the resident and visitor experience by increasing access to and better uniting Niagara Falls, River and Gorge with adjoining neighborhoods to create a single magnificent destination.

### PROGRESS

Riverway project construction began fall 2014 and opened to traffic in 2015.

By July 31, 2017, substantial completion of Riverway Project; final landscaping completed September/October 2017.

Niagara Gorge Corridor (Parkway Removal Main Street to Findlay Drive): completed final Design Report/Environmental Assessment and issued Finding of No Significant Impact; began final design April 2017.

Projects helped spur \$50M in private investment with four new hotel projects along the Upper Niagara River.

### FUTURE ACTIONS

Final design and contract letting of Niagara Gorge Corridor Parkway removal from Main Street to Findlay Drive late Spring 2018.

Niagara Gorge Corridor Parkway removal from Main Street to Findlay Drive ground breaking in late Spring/Summer 2018 followed by 24-30 month construction period.



## Wonderfalls Resort

The redevelopment of the remaining two-thirds of the former Rainbow Centre Mall (vacant for more than a decade) into the Wonder Falls Resort—a locally-themed entertainment complex—is a key element in the transformation of downtown Niagara Falls.

### PROGRESS

Selected preferred developer for the project. USA Niagara Development Corporation is negotiating primary terms of the agreement with preferred developer.

USA Niagara Development Corporation and preferred developer completed a number of due diligence efforts including traffic analyses and SEQRA documents, a Phase I site assessment, site property/topographic survey, geotechnical borings, and more detailed market analysis.

### FUTURE ACTIONS

Finalize project scope and enter into formal development agreement.

Complete preliminary and final design and secure site plan approval from the City of Niagara Falls.

Begin construction.



## Hotel Niagara

The historic Hotel Niagara will undergo a complete restoration, in line with state and federal historic rehabilitation standards; and will be redeveloped for mixed-use to expand quality lodging and street-level retail offerings enhancing the pedestrian character of downtown Niagara Falls and contributing to the City's visitor experience.

### PROGRESS

Site acquired by USA Niagara Development Corporation.

Issued request for proposals for a developer. Announced Brine Wells as preferred developer.

Signed a basic terms sheet that will be incorporated into the Land Disposition and Development Agreement.

### FUTURE ACTIONS

Development agreement signed by USA Niagara Development Corporation and preferred developer.

Renovation work begins.

Re-opening of hotel – 2019.



## Niagara Falls Parks Programming

The project will expand the amount and types of public outdoor recreational offerings—and facilities to support such activities—along the Niagara River to entice visitors to extend their stays in the region.

### PROGRESS

Completion of \$75M in State Park improvements that will facilitate outdoor activities.

Completion of the \$35M improvement to create winter storage and maintenance facilities for the Maid of the Mist, which created new summer public elevator access to the base of the Niagara Gorge.

Completion of \$23M Riverway Project.

Issuance of request for proposals for master operator of outdoor recreational program on June 30, 2017.

### FUTURE ACTIONS

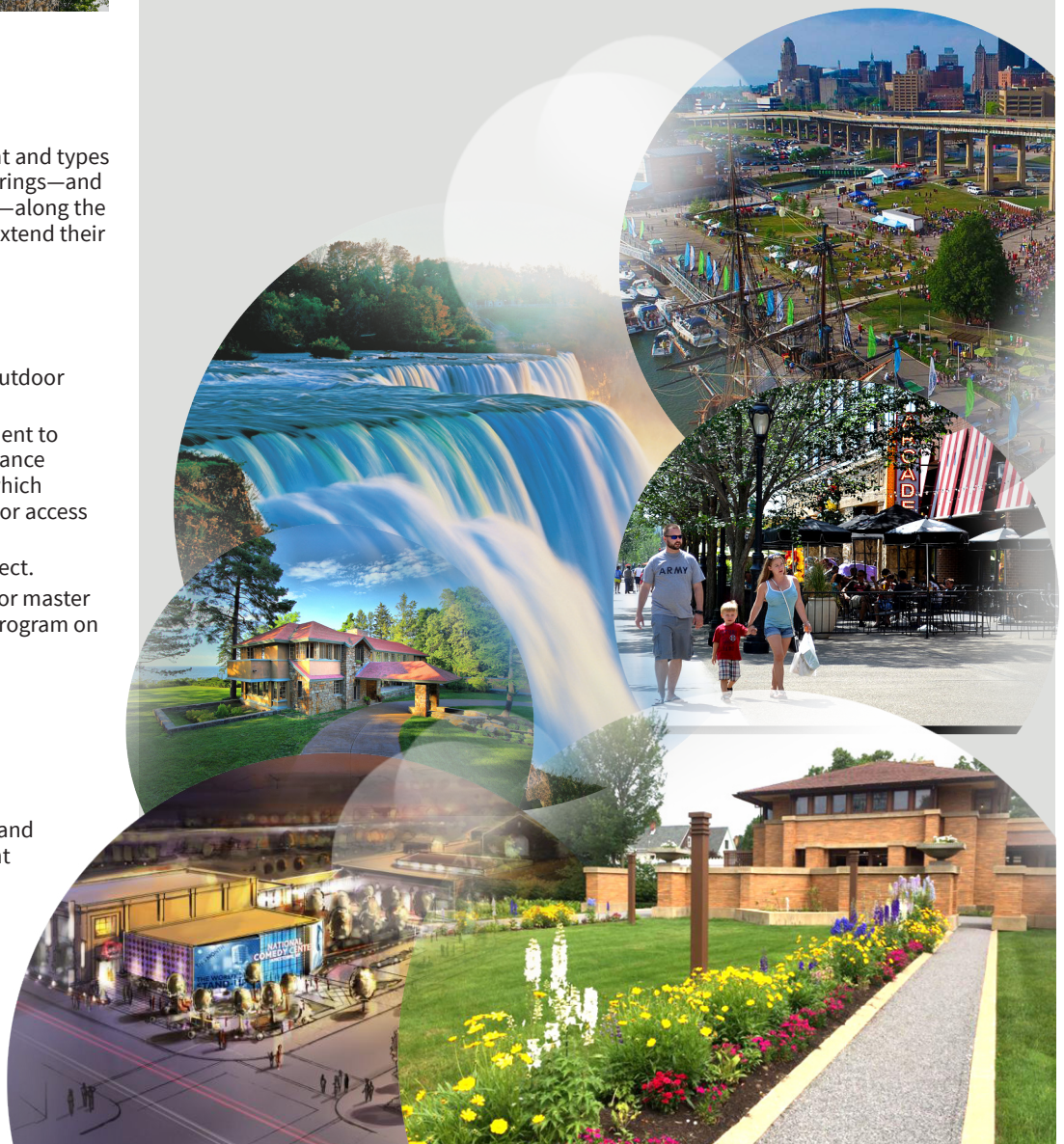
Selection of preferred operator.

Entering into lease and concession agreement for outdoor recreation and associated real estate development with preferred operator.

Planning and environmental review and five-year phase-in of recreation components and facilities.

## What's Next?

Continued **Niagara Falls Redevelopment** will include the acquisition of key underutilized properties and ecological restoration of the **Niagara Gorge**. **Frank Lloyd Wright's Buffalo Legacy** will be sustained through the completion of the full restoration of two masterpieces. The completion of the **National Comedy Center** will result in a major cultural destination, putting Jamestown on the international stage. **Expanded marketing initiatives** will ensure Buffalo continues attracting visitors, businesses and workers.





## IMPLEMENTATION OF KEY REGIONAL PRIORITIES

# Health | Life Sciences

*Stimulate business creation and job growth in the life sciences industry*



## John R. Oishei Children's Hospital

Located on the BNMC, the new John R. Oishei Children's Hospital, will right-size and consolidate services in a 12-floor, 185-bed, free-standing, modern facility becoming the only comprehensive pediatric healthcare facility for Buffalo Niagara.



### PROGRESS

Hospital broke ground.  
Forged major collaborations including the opening of a connection bridge to Buffalo General and joint hematology/oncology floor with RPCI.  
Garnered significant community support raising \$50M publicly for the project.  
Construction complete 2017.

### FUTURE ACTIONS

Training and orientation of employees.

## Athenex

Athenex is a global specialty oncology pharmaceutical company focused on the development and commercialization of next generation cancer therapies whose headquarters will become the second anchor at the Buffalo Medical Innovation and Commercialization Hub.



### PROGRESS

The ribbon was cut on Athenex's office space in Buffalo in February 2016.  
The preliminary site design, survey, cultural resources investigations, and other environmental reviews for the Dunkirk manufacturing facility completed in April 2017 with the issuance of a Negative Declaration pursuant to the State Environmental Quality Review Act.  
Final Plans for Athenex manufacturing facility issued site plan approval by the Town of Dunkirk.  
Athenex selects design builder for Dunkirk manufacturing facility.  
Lab in Buffalo completed.

### FUTURE ACTIONS

The Dunkirk manufacturing facility will begin construction in 2017. Construction is expected to take approximately 24 months.

## Buffalo Institute for Genomics

UB's component of the New York State Genomic Medicine Initiative, known as the Buffalo Institute for Genomics & Data Analytics (BIG), is supported by a Buffalo Billion investment to expand current capabilities in biomedical research to accelerate and scale industrial partners resulting in increased jobs and expansion of the Medtech ecosystem.

### PROGRESS

BIG has current collaborations with two key industry partners: Garwood Medical Devices LLC and Circuit Clinical. Both of these organizations are tightly aligned with the infrastructure and expertise at UB.

BIG has a robust pipeline of partner companies that are on their way to develop key jobs locally. These contracts should be finalized before the end of the calendar year providing an additional 200 positions.

A key component of the mission of BIG is the development and expansion of the infrastructure at UB in order to attract and partner with industry. As a result, a Biorepository is being initiated which will leverage the new Medical school as well as pull together the service offerings across multiple Core labs within the University. The pilot programs that were previously announced will actively utilize this new infrastructure as capability is built out.

The Genomic Data warehouse project is on its 3rd release since inception and links the analytical information to the pilot clinical study.

### FUTURE ACTIONS

Continue to build the business development pipeline with strategic partners (expect 3-4 before the end of 2017).

Create and build out the Biorepository working with key partners to validate the business model.

Create internships with our partner companies to provide experiential learning for UB students.





## Albany Molecular Research Inc.

Albany Molecular Research Inc. (AMRI) conducts research in early-stage drug discovery—working on a contract basis to help companies and scientists take promising drug therapies from the lab to the clinical-trial stage. AMRI’s move to the Conventus Building on the BNMC helped launch the Buffalo Medical Innovation and Commercialization Hub.

### PROGRESS

Moved into the seventh-story of the Conventus Building and began operations in Buffalo in 2015.

Collaborative agreements with Buffalo-based start-up companies HarkerBIO and the New York Center for Nanomedicine Research to jointly market their services to international pharmaceutical and biotech firms.

Strategic collaboration with PerkinElmer Inc. The Massachusetts-based maker of equipment used in the drug-development process will provide and manage equipment for AMRI and future partners in the Hub.

Buffalo site was selected to participate as a Dedicated Chemical Biology Consortium Center for the Experimental Therapeutics Program, centered at the Frederick National Laboratory for Cancer Research.

Collaboration agreement with Buffalo-based CUBRC to enable drug discovery against multi-drug resistant pathogens and pursue large government-funded R&D programs.

Non-exclusive commercial license agreement with the Broad Institute of the Massachusetts Institute of Technology and Harvard for the use of CRISPR-Cas9 gene editing technology.



### FUTURE ACTIONS

Continue to meet hiring goals of 55 jobs.

## What’s Next?

The new building for **UB’s Jacobs School of Medicine and Biomedical Sciences** is the largest medical school under construction in the U.S. The eight-story, 624,000 gross square foot building will include state-of-the-art laboratory space; an expanded patient care simulation center for clinical, surgical and robotic surgery training; and administrative offices. The NFTA Metro Allen/Hospital station will be integrated into the building, providing a direct connection to public transportation and easy access to downtown Buffalo and UB’s South Campus. Jacobs School of Medicine and Biomedical Sciences building opens Fall 2017.



PROPOSED PRIORITY PROJECTS, 2017

# New projects to advance our region



PROJECTIONS FOR WHAT PROPOSED PRIORITY PROJECTS WILL BRING TO OUR REGION

TOTAL PROJECT COST  
**\$95,865,076**

TOTAL PROPOSED ESD INVESTMENT  
**\$20,000,000**

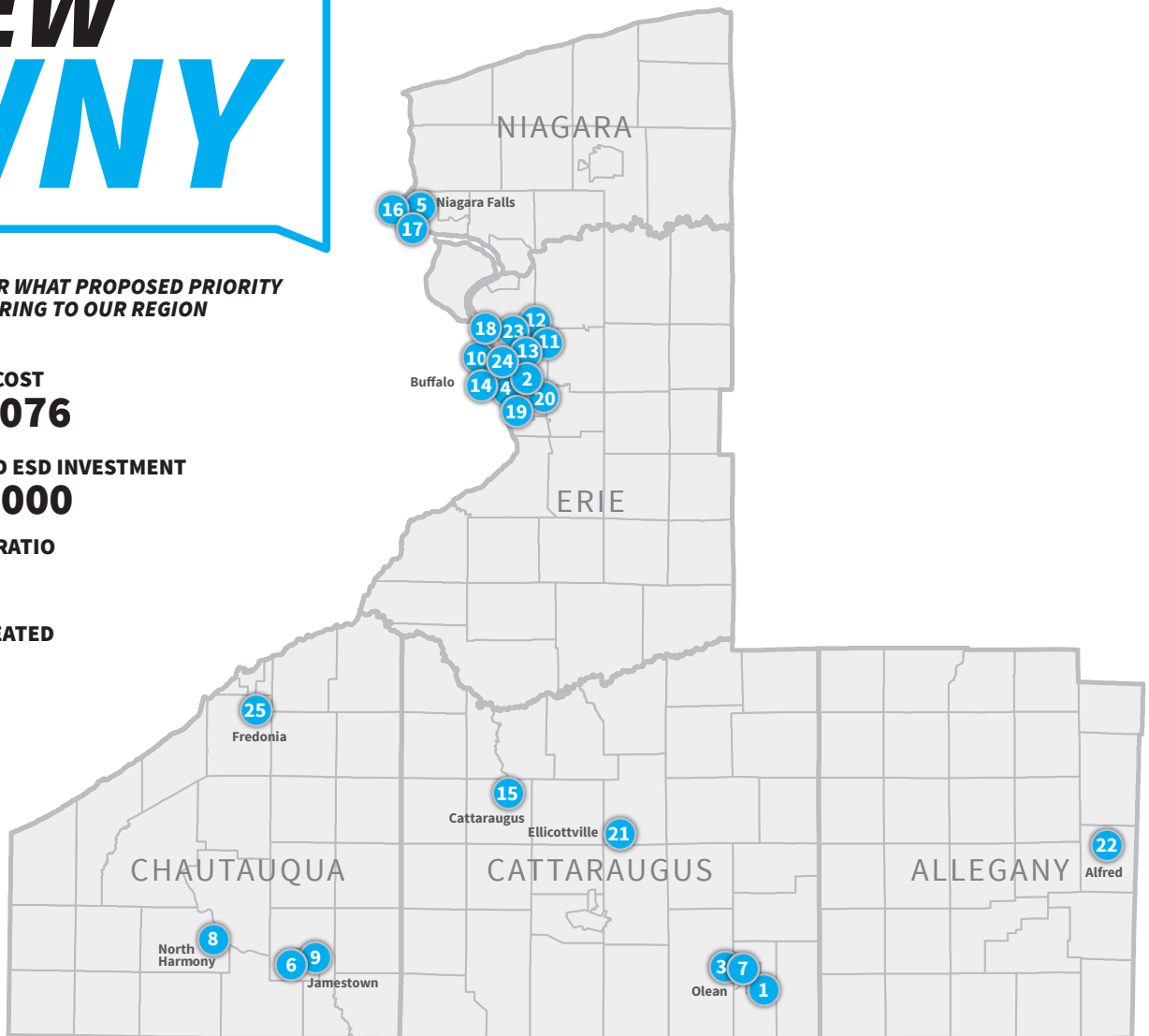
COST TO AWARD RATIO  
**5:1\***

DIRECT JOBS CREATED  
**195**

DIRECT JOBS RETAINED  
**290**

INDIRECT JOBS CREATED  
**748**

CONSTRUCTION JOBS CREATED  
**557**



\*The 5:1 cost to award ratio represents all 25 projects. The cost to award ratio for all projects excluding public infrastructure projects is also 5:1.

25 PROPOSED 2017 PRIORITY PROJECTS THAT ADVANCE OUR STRATEGIES, CREATE JOBS AND SPUR PRIVATE INVESTMENT.

 **IMPLEMENT SMART GROWTH**

- 1 **Bradner Stadium Forness Park Trail**  
City of Olean
- 2 **Broadway Market Exterior Restoration Project**  
City of Buffalo
- 3 **Manny Hanny Stabilization Project**  
City of Olean
- 4 **Seneca Street Infrastructure Project**  
City of Buffalo
- 5 **Southend Gateway District Revitalization**  
City of Niagara Falls
- 6 **STRIVE 2017 - 10-12 West 2nd Street**  
Jamestown Renaissance Corporation
- 7 **Walkable Olean Phase III Intersection Improvement Project**  
City of Olean
- 8 **Water Quality Improvements for West Side Chautauqua Lake**  
North Harmony
- 9 **West 2nd Street Streetscape Improvements - Public Piazza**  
City of Jamestown

 **FOSTER A CULTURE OF ENTREPRENEURSHIP**

- 10 **Expansion of High Performance Computing Infrastructure**  
Center for Computational Research

 **PREPARE OUR WORKFORCE**

- 11 **Gerard Place Community Center Phase II**  
Gerard Place Housing Development
- 12 **SMART 71 Training Center Expansion**  
Sheet Metal Air Rail Transportation (SMART) Union

 **TOURISM**

- 13 **African American Cultural Center Urban Cultural Campus Project**  
African American Center of Buffalo Inc
- 14 **Buffalo and Erie County Naval & Military Park 2017 Project**  
Buffalo and Erie County Naval & Military Park
- 15 **Historical Cattaraugus Hotel**  
Historical Cattaraugus
- 16 **Jellyfish Exhibit and Marketing**  
Niagara Aquarium Foundation
- 17 **Niagara Falls National Heritage Area Shuttle**  
Niagara Falls National Heritage Area
- 18 **Richardson Olmsted Campus Utility Infrastructure Project**  
Richardson Center Corporation

 **ADVANCED MANUFACTURING**

- 19 **Linde Buffalo Plant Operations Update**  
Linde LLC
- 20 **Industrial Support Inc. (ISI) DryRoom Assembly Expansion**  
Industrial Support Inc
- 21 **Fitzpatrick & Weller Inc. Facility Renovation**  
Fitzpatrick & Weller Inc
- 22 **Southern Tier Business Center at Alfred University**  
Alfred University
- 23 **Style Craft Plant Expansion**  
Style Craft Buffalo LLC

 **HEALTH | LIFE SCIENCES**

- 24 **Division of Integrated Immuno-Oncology**  
Roswell Park Cancer Institute

 **AGRICULTURE**

- 25 **AgriAmerica Fruit Products Juice Factory**  
AgriAmerica Fruit Products LLC

# Bradner Stadium Forness Park Trail

This project extends a pedestrian/bicycle path from an existing concrete pathway along the entire east side of Bradner Stadium (located one-block from Olean’s City Center) and then south into Forness Park, enhancing walkability and connectivity and improving quality of life for local residents and tourists.

The trail will travel east through Forness Park and loop around Forness Pond near an entertainment complex called “Good Times of Olean,” providing a non-motorized route for employees and customers. The path will enhance the safety and accessibility for patrons using local recreational areas and create a connection to not just Bradner Stadium, but also the War Vets Park, the William O. Smith Recreation Center and Ice Complex and the 5.6 mile Allegheny River Valley Trail that links Olean and the Town of Allegany. Investment will be focused on these existing assets, helping to revitalize a distressed area and supporting the preservation and protection of existing open space.

 **IMPLEMENT  
SMART GROWTH**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$59,714
Other State Funds	\$200,000
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$259,714</b>

### PRIVATE SOURCES OF FUNDS

Private	\$38,854
<b>Total Private Funds</b>	<b>\$38,854</b>

## USES OF FUNDS

### USE

Site Preparation	\$59,714
Planning	\$3,000
Construction/Renovation	\$197,774
Design	\$23,080
Architectural/Engineering/Soft Costs	\$15,000
<b>Total Cost</b>	<b>\$298,568</b>

<b>CFA #</b>	<b>75113</b>
<b>APPLICANT</b>	<b>City of Olean, NY</b>
<b>LOCATION</b>	<b>Olean, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$298,568</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$59,714</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>11</b>

# Broadway Market Exterior Restoration Project

The city-owned Broadway Market is a regional community asset where people of all backgrounds come together to share a common experience: food. The restoration of the Market’s original Streamline/Art Moderne exterior aligns with REDC’s smart growth approach to development, concentrating investment in areas where infrastructure already exists and reinvesting in established neighborhoods.

Over the past few decades, the original exterior aesthetics of the historic Market have been concealed under obtrusive awnings and a finishing system commonly referred to as dryvit, all of which have become faded, chipped, torn and shabby. The restoration work will remove the awnings and dryvit; repoint and repair the original brick; repaint concrete portions; and replace aging signage and electrical work. Expected outcomes include the recreation of a vibrant, competitive public market that capitalizes on ongoing nearby investment and development and encourages the growth of a healthy, diverse neighborhood with small business and employment opportunities for residents. The Market will be re-established as a viable and vibrant public shopping hub and attractive regional destination.

 **IMPLEMENT SMART GROWTH**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$120,000
Other State Funds	\$0
Other Public Funds	\$480,000
<b>Total Public Funds</b>	<b>\$600,000</b>

### PRIVATE SOURCES OF FUNDS

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

## USES OF FUNDS

### USE

Construction	\$522,000
Design and Contingency	\$78,000
<b>Total Cost</b>	<b>\$600,000</b>

<b>CFA #</b>	<b>73580</b>
<b>APPLICANT</b>	<b>City of Buffalo</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$600,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$120,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>1</b>
<b>INDIRECT JOBS</b>	<b>50</b>
<b>CONSTRUCTION JOBS</b>	<b>10</b>

# Manny Hanny Stabilization Project

This project represents a public/private partnership designed to undertake the restoration and redevelopment of one of Olean’s most prominent and significant assets, the former Manufacturers’ Hanover Bank building. Using smart growth principles, Olean has focused on making downtown walkable and pedestrian friendly and is now poised to invest in preserving a historic downtown anchor.

Crucial renovation and remediation efforts will address severe roof damage, moisture infiltration issues and hazardous terra cotta impairment that occurred over 20 years of building vacancy. Basic structural preservation and much-needed repair will ensure the viability of the adaptive reuse of this long-neglected historic building by a private developer who is interested in establishing a chic boutique hotel at the site. Asbestos and mold abatement will also be required. Outcomes will include job creation, increased tourism/longer stays and the growth of a vibrant “24-hour” commercial district. The impact of the Manny Hanny Stabilization Project on Olean’s overall economy will be dramatic and will accelerate the renewal of Olean’s downtown.

 **IMPLEMENT SMART GROWTH**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$2,068,560
Other State Funds	\$500,000
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$2,568,560</b>

### PRIVATE SOURCES OF FUNDS

Private	\$7,774,240
<b>Total Private Funds</b>	<b>\$7,774,240</b>

## USES OF FUNDS

### USE


Architectural/Engineering/Soft Costs	\$2,262,553
Construction/Renovation	\$8,080,247
<b>Total Cost</b>	<b>\$10,342,800</b>

<b>CFA #</b>	<b>75510</b>
<b>APPLICANT</b>	<b>City of Olean Department of Community Development</b>
<b>LOCATION</b>	<b>Olean, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$10,342,800</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$2,068,560</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$200,000</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>8</b>
<b>CONSTRUCTION JOBS</b>	<b>12</b>

# Seneca Street Infrastructure Project

A significant one-mile section of Seneca Street between Hamburg and Michigan Streets will be revitalized through the design and construction of infrastructure and streetscape improvements; promoting smart growth by building on the unique and inherent strengths of this vital, distinct and dynamic neighborhood.

The project seizes the opportunity to significantly enhance the safety, accessibility, and attractiveness of the corridor that connects visitors and workers from the Downtown urban core to the rapidly developing business, cultural, and entertainment area along Seneca Street. Improvements will include sidewalk and curb reconstruction, landscaping, street lighting, mill and overlay, striping, streetscape furnishings, signage/wayfinding, iconic features, and street lights. A safe, easily accessible, inviting corridor will be created leading to the addition of new small businesses in the neighborhood; increased job opportunities; and a larger number of patrons to Seneca attractions and businesses. Improved walkability and bikeability will enhance community pride and help to build a positive sense of place.

 **IMPLEMENT SMART GROWTH**



## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$500,000
Other Public Funds	\$2,350,000
<b>Total Public Funds</b>	<b>\$2,850,000</b>
PRIVATE SOURCES OF FUNDS	
Private	\$0
<b>Total Private Funds</b>	<b>\$0</b>

## USES OF FUNDS

USE	
Architectural & Engineering Soft Costs	\$240,000
Streetscape Construction	\$2,610,000
<b>Total Cost</b>	<b>\$2,850,000</b>

<b>CFA #</b>	<b>75056</b>
<b>APPLICANT</b>	<b>City of Buffalo</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$2,850,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$500,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>5</b>
<b>CONSTRUCTION JOBS</b>	<b>48</b>

# Southend Gateway District Revitalization

Revitalization of Niagara Falls’ South End Downtown Gateway will directly complement and support ongoing redevelopment efforts in core neighborhoods and business districts and will provide a spark for long-term, comprehensive city-wide renewal. Smart Growth principles will help reverse decades of neglect, restoring a walkable/bikeable downtown, and adding new connections to the waterfront.

Projects could include property acquisition, blight removal and renovation/new construction of commercial and mixed-use properties in the city’s South End. The effort leverages private investment where both need and potential are the greatest. Redeveloping this gateway section significantly improves the city’s “first impression” and general perception for its multitude of visitors. The target area is on the north side of Niagara Street, across from the Seneca Niagara Casino, and less than 1/2 mile from Niagara Falls State Park. High traffic counts and proximity to Niagara Falls’ entertainment and tourist destinations makes this a logical area to promote re-investment by current owners in addition to incentivizing high-quality infill activities.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$2,000,000
Other Public Funds	\$300,000
<b>Total Public Funds</b>	<b>\$2,300,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$7,700,000
<b>Total Private Funds</b>	<b>\$7,700,000</b>

## USES OF FUNDS

### USE

Building Acquisition	\$530,000
New Construction	\$6,500,000
Land Acquisition	\$300,000
Demo/Remediation	\$1,000,000
Architectural & Engineering Soft Costs	\$1,670,000
<b>Total Cost</b>	<b>\$10,000,000</b>

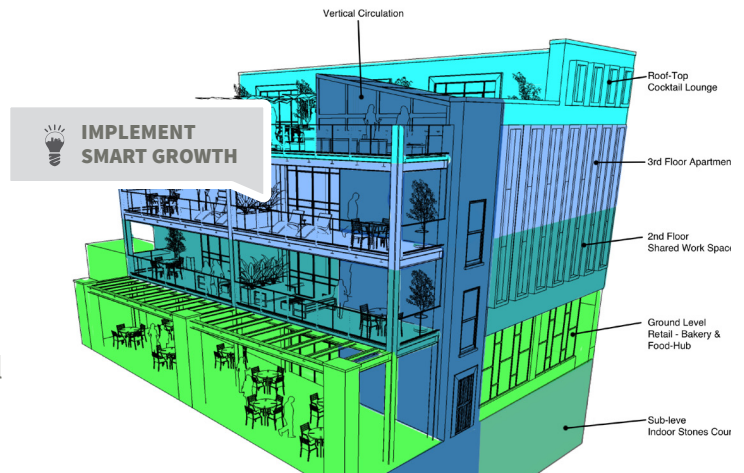
<b>CFA #</b>	<b>72894</b>
<b>APPLICANT</b>	<b>City of Niagara Falls</b>
<b>LOCATION</b>	<b>Niagara Falls, Niagara County</b>
<b>TOTAL PROJECT COST</b>	<b>\$10,000,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$2,000,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>10</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>20</b>



# STRIVE 2017 - 10-12 West 2nd Street

This project will rehabilitate a long-vacant building at 10-12 West 2nd Street within eyesight of the National Comedy Center (NCC) in downtown Jamestown. It will draw patrons deeper into the central business district, enhancing and extending their visit. The effort will add to the ongoing resurgence of Jamestown's urban core and will positively affect its long-term economic development.

The infrastructure and mechanicals of the building will be updated and a full build out for the anchor tenants will be completed. A locally owned and operated bakery, a public market and shared work space are planned along with apartments and a gathering area with rooftop access. Because the NCC will not provide on-site food or beverage, it will rely upon the market force of regional, national and international visitors to drive entrepreneurs towards building businesses that will be synergistic to the center's operation. STRIVE 2017 follows the previously successful anchor grant projects and focuses on economic investment and community revitalization.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$550,000
Other State Funds	\$1,270,000
Other Public Funds	\$830,000
<b>Total Public Funds</b>	<b>\$2,650,000</b>

### PRIVATE SOURCES OF FUNDS

Financing	\$699,582
Owner/Investor Equity	\$225,210
Local Foundation Support	\$425,000
<b>Total Private Funds</b>	<b>\$1,349,792</b>

## USES OF FUNDS

### USE

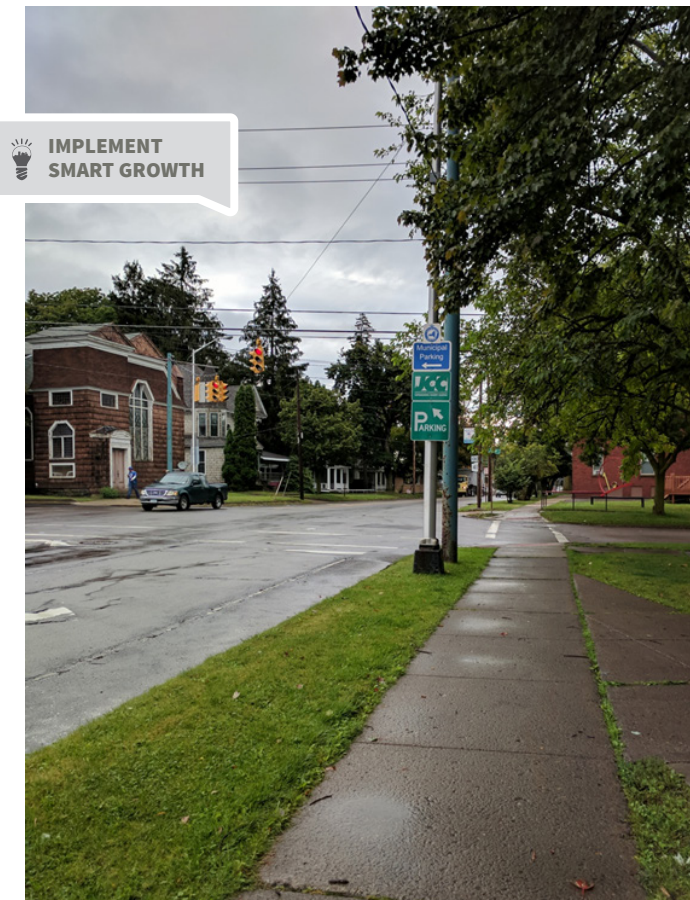
Construction/Renovation	\$3,749,582
Administration	\$25,000
Engineering/Soft Cost	\$225,210
<b>Total Cost</b>	<b>\$3,999,792</b>

<b>CFA #</b>	<b>73535</b>
<b>APPLICANT</b>	<b>Jamestown Renaissance Corporation</b>
<b>LOCATION</b>	<b>Jamestown, Chautauque County</b>
<b>TOTAL PROJECT COST</b>	<b>\$3,999,792</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$550,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$750,000</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>6</b>
<b>INDIRECT JOBS</b>	<b>12</b>
<b>CONSTRUCTION JOBS</b>	<b>22</b>

# Walkable Olean Phase III Intersection Improvement Project

This project consists of planning and implementing traffic-calming techniques and design for the intersection of Barry and East State Streets in Olean to increase walkability and pedestrian/bicyclist safety. Smart Growth principles will be implemented to improve connectivity and livability in the downtown area.

East State Street was improved at North Union during Phase I of the Walkable Olean Project, but a key section is still unsafe for pedestrians and bicyclists. This next phase of “Walkable Olean” includes a road diet that will shorten the “peering distance” for crossing pedestrians and install ADA-compliant crosswalks and rectangular rapid flash beacons. A traffic circle and a red light with underground traffic-detection sensors are also being considered. Lincoln Park, the area’s “town square,” will also receive new park furniture to welcome pedestrians. Olean’s vision is to become a vibrant city where residents are optimistic about opportunities to work, learn and thrive. This project and nine others planned for Olean’s Central Business District are focused on placemaking and strive to stimulate activity in the downtown area.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$47,217
Other State Funds	\$242,500
<b>Total Public Funds</b>	<b>\$289,717</b>

### PRIVATE SOURCES OF FUNDS

Private	\$310,283
<b>Total Private Funds</b>	<b>\$310,283</b>

## USES OF FUNDS

### USE

Planning	\$25,000
Design	\$25,000
Construction/Renovation	\$550,000
<b>Total Cost</b>	<b>\$600,000</b>

<b>CFA #</b>	<b>76529</b>
<b>APPLICANT</b>	<b>City of Olean Department of Community Development</b>
<b>LOCATION</b>	<b>Olean, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$600,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$47,217</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>8</b>

# Water Quality Improvements for West Side Chautauqua Lake

The project includes the design and construction of wastewater collection systems on the west side of Chautauqua Lake. This addition of public sewers will reduce the amount of phosphorus entering Chautauqua Lake, a critical cultural and recreational attraction, which has been designated an impaired waterbody.

The project will provide public sewers for a portion of the unsewered west side of Chautauqua Lake in the Town of North Harmony. The proposed sewer design consists of a grinder pump/pressure sewer collection system with gravity sewers in site-specific locations. Chautauqua Lake serves as the primary attraction of Chautauqua County and is a major economic engine that provides a robust tax base for the local government. Extension of sewers will improve the water quality of the lake, thereby boosting its regional economic impact on tourism; increasing the value of the housing stock and fostering business activities typically tied to a viable Lake. This project will ultimately result in the creation of jobs and increased economic investment and community revitalization benefiting the entire region.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$3,000,000
Other State Funds	\$10,888,000
<b>Total Public Funds</b>	<b>\$13,888,000</b>

### PRIVATE SOURCES OF FUNDS

Private (Cash Equity)	\$3,000,000
<b>Total Private Funds</b>	<b>\$3,000,000</b>

## USES OF FUNDS

### USE

Construction	\$12,666,000
Engineering and Legal	\$4,222,000
<b>Total Cost</b>	<b>\$16,888,000</b>

<b>CFA #</b>	<b>74919</b>
<b>APPLICANT</b>	<b>O'Brien Gere</b>
<b>LOCATION</b>	<b>North Harmony, Chautauqua County</b>
<b>TOTAL PROJECT COST</b>	<b>\$16,888,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$3,000,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>17</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>36</b>

# West 2nd Street Streetscape Improvements - Public Piazza

The Public Piazza Project will convert a vehicle-centric area of downtown Jamestown into an appealing piazza with a pedestrian-friendly feel while maintaining multi-modal function. The Piazza adds to the walkability of the city and provides connectivity to built and natural amenities such as the National Comedy Center (NCC) and the Chadakoin River.

The project will create an area on 2nd Street between the NCC and the Northwest Arena that is aesthetically pleasing and allows for closing of the street for special events. It will provide opportunities for commercial activity and job growth by drawing from the Arena's 250,000 annual visits and 114,000 annual patrons of the NCC. Attractive pavers, up-lighting of buildings and trees and installation of an overhead canopy of digital festival lighting combine to enhance the tourist experience. The area will project a vitality that will inspire entrepreneurs to open pop-up commercial businesses. People from all walks of life will be attracted with an array of programming and amenities. This project will help local businesses maximize their earning potential by adding opportunities for supplementary tourist spending.



 **IMPLEMENT SMART GROWTH**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$140,089
Other State Funds	\$0
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$140,089</b>

### PRIVATE SOURCES OF FUNDS

Local Foundations	\$560,356
<b>Total Private Funds</b>	<b>\$560,356</b>

## USES OF FUNDS

### USE

Streetscape New Construction	\$396,760
New Lighting Fixtures & Equipment	\$170,507
Demolition & Environmental Remediation	\$46,042
Other Soft Costs	\$87,136
<b>Total Cost</b>	<b>\$700,445</b>

<b>CFA #</b>	<b>74571</b>
<b>APPLICANT</b>	<b>City of Jamestown</b>
<b>LOCATION</b>	<b>Jamestown, Chautauqua County</b>
<b>TOTAL PROJECT COST</b>	<b>\$700,445</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$140,089</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>5</b>
<b>CONSTRUCTION JOBS</b>	<b>5</b>

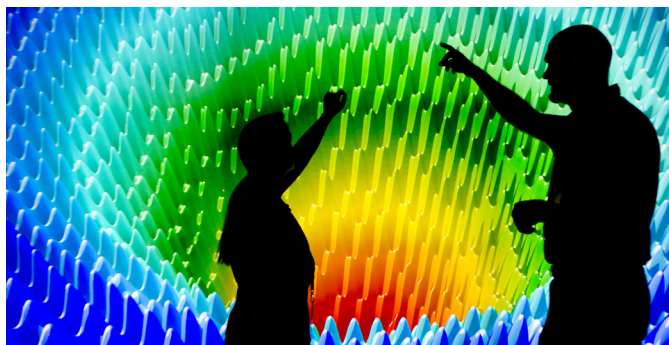
# Expansion of High Performance Computing Infrastructure

UB's Center for Computational Research (CCR) will expand its high-performance computing (HPC) resource to provide WNY industry with access to advanced computing equipment, with an emphasis on emerging technologies for data analytics (machine learning and neural networks). The initiative will allow companies to foster innovation, reduce time to market and improve existing processes.

This expansion will: 1) Provide NY State's industrial community with access to state-of-the-art HPC and data analytic resources to foster economic development; 2) Support improved productivity and development of new products; 3) Assist industrial partners in solving their data analytics, modeling and simulation problems; 4) Provide the WNY research community with access to HPC resources to facilitate research and attract external research dollars to WNY; and 5) Lead HPC outreach and education. The capital investment will also support high-tech workforce training by giving access to students who can learn the cutting edge technologies in demand for companies in life sciences and advanced manufacturing. This training then allows the students to compete for jobs locally, keeping them in the region long term.



**FOSTER A CULTURE OF ENTREPRENEURSHIP**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$1,440,000
Other State Funds	\$4,000,000
Other Public Funds	\$2,000,000
<b>Total Public Funds</b>	<b>\$7,440,000</b>

### PRIVATE SOURCES OF FUNDS

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

## USES OF FUNDS

### USE

Equipment and Machinery	\$7,440,000
<b>Total Cost</b>	<b>\$7,440,000</b>

<b>CFA #</b>	<b>72297</b>
<b>APPLICANT</b>	<b>Center for Computational Research (UB)</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$7,440,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,440,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$1,000,000</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>2</b>
<b>INDIRECT JOBS</b>	<b>169</b>
<b>CONSTRUCTION JOBS</b>	<b>0</b>

# Gerard Place Community Center Phase II

In partnership with the Buffalo Public Schools, Gerard Place plans to establish an Education and Community Center with extensive training space in the former St. Gerard Parish Hall and School, adjacent to its residential facility. Workforce training programs will strive to meet the region’s growing employment needs in the fields of healthcare, research and education.

This second phase of the project will complete the first floor renovations including the industrial kitchen, integrated training space and ancillary space needed for the culinary arts training program. A childcare center will also be built. Extensive infrastructure elements will be updated such as heating, ventilation, air conditioning, plumbing and sprinkler and other fire prevention equipment. When completed, the location will provide employment training in allied health and other fields to approximately 400 individuals per year, and high-quality childcare to about 100 children annually. Gerard Place, which offers transitional housing, employment skills training and job linkage for homeless mothers and their children, is poised to address the local need for workforce development and training in high-demand occupations.

 **PREPARE OUR WORKFORCE**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$435,852
Other State Funds	\$1,000,000
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$1,435,852</b>

### PRIVATE SOURCES OF FUNDS

Foundations	\$475,000
Loan Commitment	\$245,092
<b>Total Private Funds</b>	<b>\$720,092</b>

## USES OF FUNDS

### USE

Architectural/Engineering	\$93,585
Construction/Renovation	\$2,062,359
<b>Total Cost</b>	<b>\$2,155,944</b>

<b>CFA #</b>	<b>73879</b>
<b>APPLICANT</b>	<b>Gerard Place Housing Development Fund Company</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$2,155,944</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$435,852</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$250,000</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>45</b>

# SMART 71 Training Center Expansion

Upon completion of this expansion, the Sheet Metal, Air, Rail and Transportation (SMART) Workers Local Union No. 71 will run a sizeable state-of-the-art training facility which will provide greater job training and increased employment opportunities for local residents. The project will combine services under one roof and improve accessibility to programming.

The expanded resource will be located at 20 Liberty Avenue, 764 Kensington Avenue and 24 Liberty Avenue on Buffalo's East Side in a neighborhood of high unemployment. The three separate properties will be transformed into one large, modernized facility. It will offer apprenticeship training to help people obtain good-paying jobs in construction, sheet metal production and other industries that offer solid benefits and secure employment. The site is a former Brownfield that will be reclaimed, cleaned up and reused. Renewable/clean energy will be utilized as well as a rain water capture/green roof system. The enlarged center will serve as a positive East Side asset and will support the economic growth of the area.



CURRENT VIEW KENSINGTON AVENUE VIEW



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

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

### PRIVATE SOURCES OF FUNDS

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

## USES OF FUNDS

### USE

Building Acquisition	\$50,000
Building Renovation	\$150,000
New Construction	\$800,000
Production Machine & Equipment	\$100,000
Furniture, Fixtures & Equipment	\$150,000
Soft Costs	\$50,000
<b>Total Cost</b>	<b>\$1,300,000</b>

<b>CFA #</b>	<b>73110</b>
<b>APPLICANT</b>	<b>Sheet Metal Air Rail Transportation Union (SMART)</b>
<b>LOCATION</b>	<b>Buffalo, NY</b>
<b>TOTAL PROJECT COST</b>	<b>\$1,300,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$500,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>17</b>
<b>RETAINED JOBS</b>	<b>6</b>
<b>INDIRECT JOBS</b>	<b>10</b>
<b>CONSTRUCTION JOBS</b>	<b>60</b>

# African American Cultural Center Urban Cultural Campus Project

The African American Center of Buffalo will expand its theater, educational programming and teaching facilities and create an Urban Cultural Campus. Using existing buildings in a key Buffalo city neighborhood, the Center is already an established community anchor organization.

The current building at Masten and Glenwood Avenues on the East Side is adjacent to the growing Medical Campus. The expansion will illustrate the Center’s commitment to being a beacon in the neighborhood. It will create a focal point for an Urban Cultural Campus of multi-cultural understanding and community collaboration. Phase I will transform an existing vacant, but deteriorated building into an enhanced Paul Robeson Theatre with dedicated teaching rooms for use by the well-known Dance and Drum Performance Company. Phase II will renovate the existing Masten building to add classroom space. Phase III will add an atrium to connect the other buildings and create a welcoming entranceway. Outcomes include a more efficient layout with energy-efficient systems, more classrooms and student-friendly practice space.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$600,000
Other State Funds	\$220,000
Other Public Funds	\$300,000
<b>Total Public Funds</b>	<b>\$1,120,000</b>

### PRIVATE SOURCES OF FUNDS

Fundraising & Capital Campaign	\$1,880,000
<b>Total Private Funds</b>	<b>\$1,880,000</b>

## USES OF FUNDS

### USE

Architectural & Engineering Soft Cost	\$100,000
Construction	\$2,900,000
<b>Total Cost</b>	<b>\$3,000,000</b>

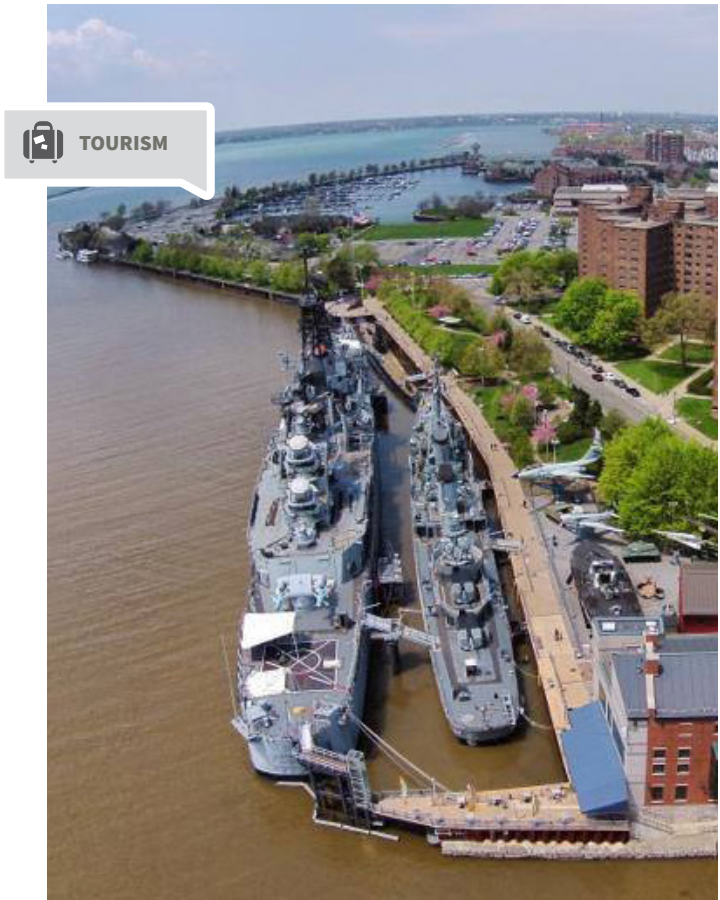
<b>CFA #</b>	<b>74352</b>
<b>APPLICANT</b>	<b>African American Center of Buffalo, Inc.</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$3,000,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$600,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>12</b>
<b>CONSTRUCTION JOBS</b>	<b>20</b>



# Buffalo and Erie County Naval & Military Park

The Naval Park improvement project comprises immediate, needed repairs and installations to improve Park function, and a long-term planning process to prepare the Park for future tourism development. Extensive improvements to the Veterans Memorial Garden and the USS Little Rock will be completed along with a Master Plan for Park projects, including renovation of the under-utilized Education Center.

Upgrades to the Garden include redesign, landscaping, hardscape, lighting and signage. An additional attraction to the Veterans Walk surrounding the Park will beautify a currently-underdeveloped section of the grounds on the boundary between the Naval Park and the Marine Drive Apartments. The Garden will provide a tranquil and serene venue for memorial and reflection, and will also offer joggers, bikers and walkers a place for rest as they exercise along the waterfront. Enhancements to the USS Little Rock will improve the tourist experience by encouraging visitors to lengthen their visit with additional amenities. The Naval Park is one of only 10 historic ship sites in the US, and the Park draws 78,000 visitors each year from all 50 states and 120 countries.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$144,041
Other State Funds	\$181,250
Other Public Funds	\$250,000
<b>Total Public Funds</b>	<b>\$575,291</b>

### PRIVATE SOURCES OF FUNDS

Foundations & Corporations	\$242,120
Commissioning Proceeds	\$20,000
Private	\$153,750
<b>Total Private Funds</b>	<b>\$415,870</b>

## USES OF FUNDS

### USE

Planning	\$75,000
Renovation/Little Rock	\$250,000
Construction- Memorial Garden	\$666,161
<b>Total Cost</b>	<b>\$991,161</b>

CFA # 73700

APPLICANT Buffalo and Erie County Naval & Military Park

LOCATION Buffalo, Erie County

TOTAL PROJECT COST \$991,161

RECOMMENDED ESD GRANT \$144,041

PAST CFA AWARD RECEIVED \$0

DIRECT JOBS 0

RETAINED JOBS 9

INDIRECT JOBS 0

CONSTRUCTION JOBS 15

# Historical Cattaraugus Hotel

This project will support the redevelopment of the Cattaraugus Village Commercial Historic District (CVCHD) and help transform it into a regional tourist destination offering a distinctive, attractive and vibrant business district with numerous mixed-use properties. Extensive restoration of a key historic tourism asset, the Crawford Hotel, is a core element.

The Crawford Hotel Project will include refurbishment of the ground and first floor levels to create utility support systems, a laundry area, restaurant/tavern and public bathrooms along with a brewery and/or distillery. The other floors will include mini-suite housing for tourists and artist-in-residence program participants. This project will spark major revitalization efforts that will turn the CVCHD into a prosperous commercial/retail center while retaining its historic and architectural integrity. Strategic investment will be made in the downtown area to rehabilitate vacant and underutilized historic buildings and put them back to productive use. A “Living History Community” vision will draw artists, tradesman and entrepreneurs to participate in a unique residence program.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$2,500,000
<b>Total Public Funds</b>	<b>\$2,500,000</b>

### PRIVATE SOURCES OF FUNDS

Private Donations	\$2,500,000
<b>Total Private Funds</b>	<b>\$2,500,000</b>

## USES OF FUNDS

### USE

Architectural/Engineering/Soft Costs	\$315,000
Construction/Renovation	\$4,510,000
Furniture and Fixtures	\$175,000
<b>Total Cost</b>	<b>\$5,000,000</b>

<b>CFA #</b>	<b>72022</b>
<b>APPLICANT</b>	<b>Historical Cattaraugus</b>
<b>LOCATION</b>	<b>Village of Cattaraugus, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$5,000,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$2,500,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>20</b>
<b>RETAINED JOBS</b>	<b>1</b>
<b>INDIRECT JOBS</b>	<b>5</b>
<b>CONSTRUCTION JOBS</b>	<b>18</b>

# Jellyfish Exhibit and Marketing

The construction and promotion of a new Jellyfish Exhibit at the Aquarium of Niagara will increase visitors to the Aquarium and surrounding area, generate longer stays on the American side of the Falls and benefit nearby restaurants and merchants. The new attraction will position the region as a leader in environmental conservation and enhance its appeal to tourists, scientists, and educators.

Five displays will be installed in a second floor gallery with two 4' x 6' tanks each holding 200-300 gallons of water and three cylinder-mounted tanks holding 250-400 gallons each. The design plan calls for a dimly lit room, illuminated mainly by the water tanks, creating a soothing, serene environment and focusing visitors' attention on the jellyfish. This exclusive attraction will draw new and repeat visitors and generate added revenue. Sea jellies survive without a heart, brain or lungs and are 95% water, giving them an eerie, yet sublime appeal. Though they look harmless, they have special defensive cells called nematocysts, that project a venomous coiled thread in self-defense or to capture prey. The exhibit will present an opportunity to educate visitors about this fascinating, rarely-seen-up-close, beautiful species.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$68,123
Other State Funds	\$68,123
Other Public Funds	\$284,492
<b>Total Public Funds</b>	<b>\$420,738</b>

### PRIVATE SOURCES OF FUNDS

Private	\$20,000
<b>Total Private Funds</b>	<b>\$20,000</b>

## USES OF FUNDS

### USE

Construction/Renovation	\$430,738
Architectural & Engineering Soft Costs	\$5,000
Animal Acquisition	\$5,000
<b>Total Cost</b>	<b>\$440,738</b>

<b>CFA #</b>	<b>74406</b>
<b>APPLICANT</b>	<b>Niagara Aquarium Foundation</b>
<b>LOCATION</b>	<b>Niagara Falls, Niagara County</b>
<b>TOTAL PROJECT COST</b>	<b>\$440,738</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$68,123</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>34</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>10</b>

# Niagara Falls National Heritage Area Shuttle

Creatively designed benches and shelters will be installed at 14 stops along the Discover Niagara Shuttle route for the 2018 season. Established as a public art initiative, this project includes the design, fabrication and installation of amenities that will reflect the history and landscape of the National Heritage Area, enhancing the visitor experience for over eight million tourists per year.

The Discover Niagara Shuttle is a hop-on hop-off shuttle for visitors and locals that operates between Niagara Falls and Youngstown, stopping/picking up riders at 14 popular heritage destinations. Service runs during peak season and carries over 33,000 passengers yearly along the Niagara River Corridor. The designs of the new benches and shelters will give visitors an enjoyable educational experience while waiting for their next shuttle. Content will connect them to the landscape of the Niagara River below or tell the story of the daredevils of Niagara Falls. For decades, tourism transportation has been a major challenge in the Niagara Falls region. The shuttle led to extended stays, generating economic impact in the region and building increased traffic for cultural, natural, and historic attractions.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$67,200
Other Public Funds	\$268,800
<b>Total Public Funds</b>	<b>\$336,000</b>

### PRIVATE SOURCES OF FUNDS

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

## USES OF FUNDS

### USE

Shelters	\$180,000
Benches	\$156,000
<b>Total Cost</b>	<b>\$336,000</b>

<b>CFA #</b>	<b>74081</b>
<b>APPLICANT</b>	<b>Niagara Falls National Heritage Area</b>
<b>LOCATION</b>	<b>Niagara Falls, Niagara County</b>
<b>TOTAL PROJECT COST</b>	<b>\$336,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$67,200</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>1</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>14</b>

# Richardson Olmsted Campus Utility Infrastructure Project



This initiative is a key part of the Future Redevelopment Projects at the Richardson Olmsted Campus and augments the success of Phase One that started with Hotel Henry and the Lipsey Buffalo Architecture Center. The restoration and repurposing of the Richardson Olmsted Campus breathes new life into one of Buffalo’s major architectural assets and supports the area’s burgeoning tourism sector.

The Campus redevelopment is part of Buffalo’s resurgence as an arts and culture destination and mecca for architecture enthusiasts. The property is adjacent on the east to the cultural museum district, Buffalo State College, and the thriving Elmwood Village. The Utility Infrastructure Project consists of the installation of water, sanitary sewer, storm sewer, gas and electric lines that were severed or antiquated/unsafe. The effort will help save this National Historic Landmark and result in enhanced visitor experiences leading to longer stays; the cultivation of repeat customers; an improved image in the global tourism market; and positive economic returns for the region.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$411,914
<b>Total Public Funds</b>	<b>\$411,914</b>

### PRIVATE SOURCES OF FUNDS

Grants	\$190,000
Owner and/or Developer Equity	\$1,493,514
<b>Total Private Funds</b>	<b>\$1,683,514</b>

## USES OF FUNDS

### USE

Design Development	\$29,880
Construction and Bid Documents	\$156,028
Construction	\$1,560,282
Contingency	\$349,238
<b>Total Cost</b>	<b>\$2,095,428</b>

<b>CFA #</b>	<b>75375</b>
<b>APPLICANT</b>	<b>Richardson Center Corporation</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$2,095,428</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$411,914</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>3</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>50</b>

# Linde Buffalo Plant Operations Update

Linde’s industrial gases manufacturing plant in Buffalo plans significant upgrades to plant control systems and key plant equipment to increase worker safety, improve efficiency, reduce utility costs and ensure the longevity of its local operations.

The extensive modernization will require upgrading various outdated equipment such as transmitters, valves, vibration monitors and analyzers. This project extends the plant’s operating life for another 15 to 20 years and results in jobs retained in Buffalo. Linde oxygen and nitrogen products are distributed to numerous businesses in the region. Cost to these customers is minimal because of the immediate location of the Buffalo site. A shut down of the facility or shift of production to outside of the area would lead to cost increases for these businesses. Additional benefits of the update include a fine tuning of plant operations and reduction of electric consumption and pollutant discharge at the site.



**ADVANCED MANUFACTURING**

## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$580,000
Other State Funds	58,000
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$638,000</b>
PRIVATE SOURCES OF FUNDS	
Owner's Equity	\$2,282,900
<b>Total Private Funds</b>	<b>\$2,282,900</b>

## USES OF FUNDS

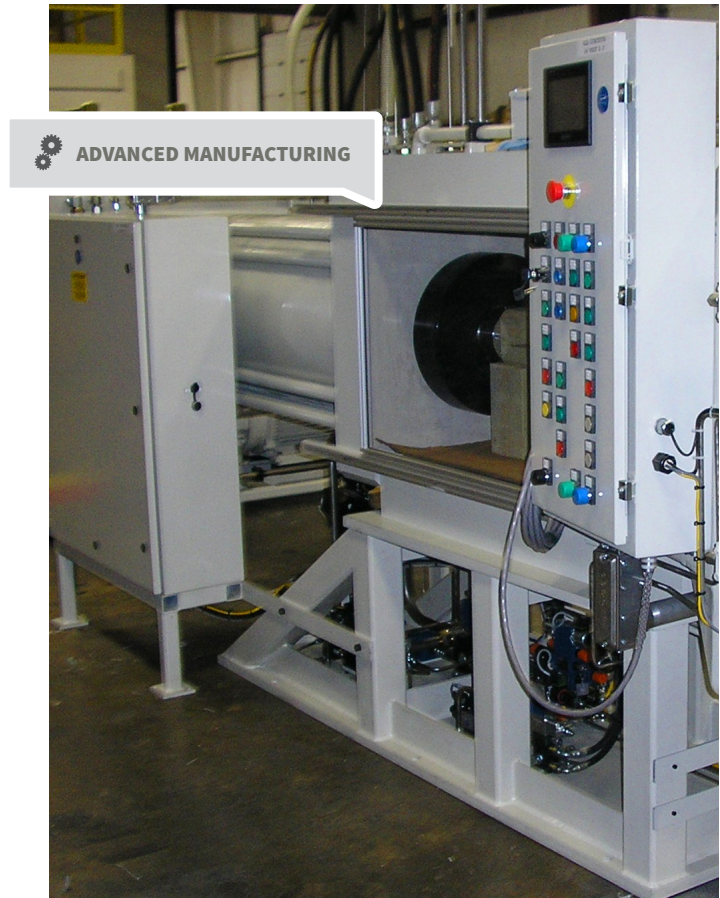
USE	
Project Management	\$172,000
Project Engineering	\$386,100
Equip. & Install	\$2,362,800
<b>Total Cost</b>	<b>\$2,920,900</b>

<b>CFA #</b>	<b>76920</b>
<b>APPLICANT</b>	<b>Linde LLC</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$2,920,900</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$580,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>37</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>20</b>

# Industrial Support Inc. (ISI) DryRoom Assembly Expansion

Industrial Support Inc.(ISI), a contract manufacturing and metal fabricating company in Buffalo, plans to install a “dry room” to house sophisticated machinery used to extrude lithium cylinders into foil and to package desiccants. Both processes require a moisture-free environment.

ISI plans to build a dry room within the company’s existing plant; install a fire suppression system; upgrade currently owned lithium extruders; and add heat exchangers for hydraulic pumps. Globally, only four companies mine/manufacture lithium, with only one located stateside. Thus, the supply of lithium foil being sold commercially is extremely limited and competition is sparse, forcing companies to import it from China. This presents a unique opportunity for ISI to become one of the only factories in the U.S. extruding lithium into foil for commercial sale. Over five years, ISI projects sales to double. This project poises ISI to add to local economic growth, attract new investment, and create jobs.



**ADVANCED MANUFACTURING**

## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$240,000
<b>Total Public Funds</b>	<b>\$240,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$120,000
Lending Institution	\$840,000
<b>Total Private Funds</b>	<b>\$960,000</b>

## USES OF FUNDS

### USE

Equipment & Machinery	\$1,022,000
Construction & Renovation	\$178,000
<b>Total Cost</b>	<b>\$1,200,000</b>

<b>CFA #</b>	<b>76887</b>
<b>APPLICANT</b>	<b>Industrial Support, Inc.</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$1,200,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$240,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>14</b>
<b>RETAINED JOBS</b>	<b>65</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>0</b>

# Fitzpatrick & Weller Inc. Facility Renovation

Fitzpatrick & Weller, a 122-year-old, third-generation, family-owned wood products manufacturer, plans to undergo a major expansion and renovation of its facilities in Ellicottville, NY. This expansion allows the company to remain competitive, retain jobs and increase its productivity.

Fitzpatrick & Weller transforms hardwood trees into kiln-dried lumber and finished products. By replacing outdated and energy-inefficient kilns with state-of-the-art equipment, the company will address long-term inefficiencies in its business and improve drying output, leading to increased revenue and adding to the local tax base. The project will consist of four phases completed over three years. Phase I will entail site work, utility relocation and construction of three new kilns. Phase II will include an additional three kilns, a new trimmer and piling chain, a new yard forklift and water line. Phase III will add a new stacker building, green line and trimmer; repair existing kilns and demolish the obsolete kiln systems. Phase IV will include a major dry storage addition, and large equipment relocation.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$1,002,750
Other State Funds	\$475,662
<b>Total Public Funds</b>	<b>\$1,478,412</b>

### PRIVATE SOURCES OF FUNDS

Equity	\$508,260
Financing	\$3,095,928
<b>Total Private Funds</b>	<b>\$3,604,188</b>

## USES OF FUNDS

### USE

New Construction/Renovation	\$1,255,000
Infrastructure/Site Work	\$700,000
Production Machinery & Equipment	\$2,980,000
Soft Costs	\$147,600
<b>Total Cost</b>	<b>\$5,082,600</b>

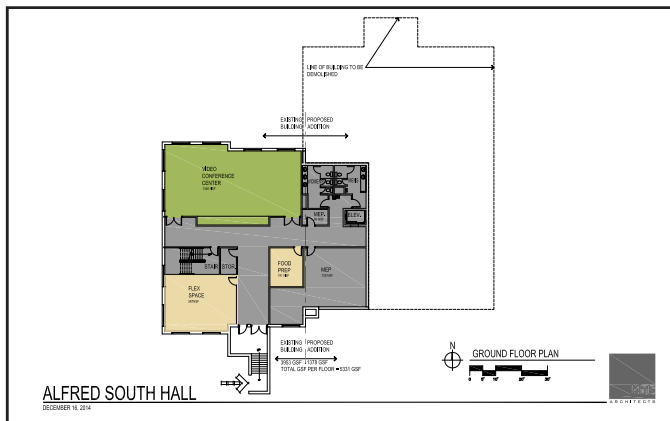
<b>CFA #</b>	<b>74051</b>
<b>APPLICANT</b>	<b>Fitzpatrick &amp; Weller Inc.</b>
<b>LOCATION</b>	<b>Ellicottville, Cattaraugus County</b>
<b>TOTAL PROJECT COST</b>	<b>\$5,082,600</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,002,750</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>0</b>
<b>RETAINED JOBS</b>	<b>98</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>25</b>



# Southern Tier Business Center at Alfred University

The creation of a Southern Tier Business Center at Alfred University will provide a gateway for businesses looking to start-up in or relocate to New York State, particularly those involving advanced materials such as ceramics, glass and composites, or those focused on advanced manufacturing techniques.

The university's South Hall will be renovated to house the new Center thereby remediating a blighted structure and returning it to productive use. The Center will encourage entrepreneurship; help businesses develop innovative, cross-disciplinary solutions; and assist them with implementation of solutions, particularly those involving commercialization of products that rely on advanced materials' processing and characterization. Researchers will have space to work collaboratively with clients, including businesses, industries and municipalities. The Center will contain video conferencing and flexible small-group meeting spaces, and will be used by the University and others in Allegany and Steuben counties. Unique on-site technical courses and on-line training will also be offered to workers in specialized fields.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$1,400,000
<b>Total Public Funds</b>	<b>\$1,400,000</b>

### PRIVATE SOURCES OF FUNDS

Private	\$5,600,000
<b>Total Private Funds</b>	<b>\$5,600,000</b>

## USES OF FUNDS

### USE

A&E	\$750,000
Testing, Demo, Abatement, Permits	\$300,000
Base Bid Construction Cost	\$5,200,000
Contingency	\$520,000
FF&E	\$230,000
<b>Total Cost</b>	<b>\$7,000,000</b>

<b>CFA #</b>	<b>75978</b>
<b>APPLICANT</b>	<b>Alfred University</b>
<b>LOCATION</b>	<b>Alfred, Allegany County</b>
<b>TOTAL PROJECT COST</b>	<b>\$7,000,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,400,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>2</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>3</b>
<b>CONSTRUCTION JOBS</b>	<b>50</b>

# Style Craft Plant Expansion

Style Craft of Buffalo, which manufactures and constructs modular apartments, hotels, healthcare and other structures, is relocating its plant from Cowlesville, NY to the City of Buffalo. The new location will allow for a larger plant and over 100 new jobs for skilled and unskilled workers.

The project will be phased, allowing for building renovations, retrofitting, and the subsequent start of new production. Initial stages will include stabilization of the existing, long-vacant structure on the site, and the select demolition/removal of collapsed areas. The facility offers large high-bay spaces as well as crane infrastructure and potential for rail service making it a great fit for Style Craft. Prior to re-use, additional building improvements will be required including removal of unneeded equipment, replacement of siding, industrial cleaning, roof repair or replacement, and door and window repair or replacement. New lighting, plumbing, electrical and heating/ventilation systems will be installed. By relocating to Buffalo, Style Craft will contribute to the revitalization of a key East Side neighborhood, building on the progress of the Northland Corridor.

 **ADVANCED MANUFACTURING**



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

NYS Capital Funds	\$405,940
Other State Funds	\$0
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$405,940</b>

### PRIVATE SOURCES OF FUNDS

Private	\$1,623,760
<b>Total Private Funds</b>	<b>\$1,623,760</b>

## USES OF FUNDS

### USE

Building Renovation	\$500,000
Production Machinery & Equipment	\$986,500
Furniture, Fixtures & Equipment	\$243,200
Soft Costs	\$300,000
<b>Total Cost</b>	<b>\$2,029,700</b>

<b>CFA #</b>	<b>75560</b>
<b>APPLICANT</b>	<b>Style Craft Buffalo LLC</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$2,029,700</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$405,940</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>120</b>
<b>RETAINED JOBS</b>	<b>10</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>30</b>

# Division of Integrative Immuno-Oncology (DIIO)

A new Division of Integrative Immuno-Oncology (DIIO) at Roswell Park Cancer Institute (RPCI) will allow for the development of novel technologies and treatments, building on WNY's R&D strength and previous investments in RPCI. Consistent with REDC's goals, the program will create a rich R&D environment for biotech companies and serve as an economic powerhouse for patentable new discoveries.

The effort will lead to multiple collaborations with industry partners and the formation of new biotech companies, further enriching the BNMC, an innovation and employment hub in the City of Buffalo. The initiative will stimulate entrepreneurial activities and investment by the pharmaceutical industry, leading to additional biotech jobs in WNY. Establishment of the DIIO will leverage RPCI's unrivaled expertise in cancer biology and provide innovative immunogenomic therapies for patients. The DIIO will change the existing paradigms of treatment selection and clinical trials, while also allowing RPCI to be competitive with its contemporaries who have already invested in these capabilities across the country.



## SOURCES OF FUNDS

### PUBLIC SOURCES OF FUNDS

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

### PRIVATE SOURCES OF FUNDS

Owner's Equity	\$2,200,000
RPCI Alliance Foundation	\$1,000,000
<b>Total Private Funds</b>	<b>\$3,200,000</b>

## USES OF FUNDS

### USE

Construction	\$1,400,000
Production Equipment	\$2,035,800
Professional & Technical Positions	\$1,250,000
Furniture and Equipment	\$314,200
<b>Total Cost</b>	<b>\$5,000,000</b>

<b>CFA #</b>	<b>73011</b>
<b>APPLICANT</b>	<b>Roswell Park Cancer Institute</b>
<b>LOCATION</b>	<b>Buffalo, Erie County</b>
<b>TOTAL PROJECT COST</b>	<b>\$5,000,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$1,000,000</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>5</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>0</b>
<b>CONSTRUCTION JOBS</b>	<b>20</b>

# AgriAmerica Fruit Products Juice Factory

AgriAmerica Fruit Products plans to purchase grape juice factory machinery to properly intake, house and concentrate grapes. This is Phase II of a larger project that includes the purchase and revitalization of a previously closed grape factory in Chautauqua County, the largest grape producing county in New York State and part of the oldest and largest Concord grape growing region in the world.

AgriAmerica plans to rejuvenate the grape juice industry in WNY, supporting local grape farmers and reversing drastic losses in revenue caused by recent plant closings. A juice concentrator, ammonia refrigeration system, steam boiler, juice pasteurizer and cooling and other systems will be purchased. Minor building expansions and modifications will be completed to properly house the items being purchased. Insulation, electrical and structural supports will be added to ensure safety and quality at the factory. AgriAmerica will be able to supply different strength juices to a variety of markets, as well as honor a newly signed contract to become a main supplier to the Royal Wine Corporation. Outcomes will include projected growth in full-time jobs over the next four years in the fruit farming, distribution, construction and retail sectors.



## SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
NYS Capital Funds	\$718,600
Other State Funds	\$0
Other Public Funds	\$0
<b>Total Public Funds</b>	<b>\$718,600</b>
PRIVATE SOURCES OF FUNDS	
Private	\$2,874,400
<b>Total Private Funds</b>	<b>\$2,874,400</b>

## USES OF FUNDS

USE	
Machinery and Equipment	\$2,105,000
Electrical and Support	\$1,045,000
Building Renovations	\$130,000
Soft/Contingency Costs	\$313,000
<b>Total Cost</b>	<b>\$3,593,000</b>

<b>CFA #</b>	<b>74643</b>
<b>APPLICANT</b>	<b>AgriAmerica Fruit Products LLC</b>
<b>LOCATION</b>	<b>Village of Fredonia, Chautauqua County</b>
<b>TOTAL PROJECT COST</b>	<b>\$3,593,000</b>
<b>RECOMMENDED ESD GRANT</b>	<b>\$718,600</b>
<b>PAST CFA AWARD RECEIVED</b>	<b>\$0</b>
<b>DIRECT JOBS</b>	<b>7</b>
<b>RETAINED JOBS</b>	<b>0</b>
<b>INDIRECT JOBS</b>	<b>469</b>
<b>CONSTRUCTION JOBS</b>	<b>8</b>

**PROPOSED PRIORITY PROJECTS RELATING TO STATE PRIORITIES**

# Other Council Priority Projects

Score of 20

CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	LIFE SCIENCES CLUSTER	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	VETERANS
<b>IMPLEMENT SMART GROWTH</b>									
75649	<b>Allegany County Soil and Water Conservation District</b>	<b>Town of West Almond Salt Storage</b>	\$109,758						
74920	<b>Chautauqua County Soil and Water Conservation District</b>	<b>Lake Erie Watershed - Walnut Creek Rehabilitation</b>	\$112,512						
75984	<b>Chautauqua County Soil and Water Conservation District</b>	<b>Chadakoin River Watershed - Jamestown Riverwalk Restoration</b>	\$313,890						
73580	<b>City of Buffalo</b>	<b>Broadway Market Exterior Restoration Project</b>	\$120,000	X				X	
75056	<b>City of Buffalo</b>	<b>Seneca Street Infrastructure Project</b>	\$500,000	X					
76721	<b>City of Buffalo</b>	<b>Recreational Trails Program</b>	\$200,000						
76734	<b>City of Buffalo</b>	<b>LaSalle Park Improvements Project</b>	\$500,000						
75187	<b>City of Lockport</b>	<b>Implementation of Wastewater Treatment Plant Effluent Disinfection</b>	\$1,000,000						
73570	<b>City of Niagara Falls</b>	<b>Gill Creek Trail</b>	\$595,000						
74609	<b>City of Niagara Falls</b>	<b>LaSalle Recreationway Trail</b>	\$595,000						
72894	<b>City of Niagara Falls</b>	<b>Southend Gateway District Revitalization</b>	\$2,000,000	X					
73737	<b>City of North Tonawanda</b>	<b>Gateway Harbor Facility Improvements</b>	\$800,000	X					
74336	<b>City of North Tonawanda</b>	<b>Main Street Green Infrastructure</b>	\$706,000	X					
75113	<b>City of Olean</b>	<b>Bradner Stadium Forness Park Trail</b>	\$259,714						
75510	<b>City of Olean Department of Community Development</b>	<b>Manny Hanny Stabilization Project</b>	\$2,568,560	X					
76529	<b>City of Olean Department of Community Development</b>	<b>Walkable Olean Phase III Intersection Improvement Project</b>	\$120,000	X					
75333	<b>County of Erie</b>	<b>Shoreline Trail Enhancement Project</b>	\$200,000						

CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	LIFE SCIENCES CLUSTER	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	VETERANS
74230	Erie County Sewer District No 2 ECSD 2	Erie County Sewer District No 2 Flow Monitoring and II Quantification	\$100,000						
73772	Erie County Department of Environment and Planning	Erie County Climate Change Vulnerability Assessment	\$100,000						
76437	Erie County Dept of Environment and Planning	Western NY Stormwater Coalition: MS4 Map Builder Project	\$181,840						
71880	Greater Lockport Development Corporation	Lockport New York Main Street Program	\$300,000	X					
75093	H Sichertman the Harrison Studio	South Street Neighborhood Park	\$450,000						
73534	Jamestown Renaissance Corporation	Jamestown Urban Design Plan 2.0	\$87,500	X					
73535	Jamestown Renaissance Corporation	STRIVE 2017 - 10-12 West 2nd St.	\$1,050,000	X					
73678	Lumber City Development Corporation	YWCA 49 Tremont Redevelopment	\$315,000	X					
73768	Niagara Frontier Transportation Authority	NFTA Linear Transit Hub Project	\$406,994	X				X	
74919	O'Brien Gere	Water Quality Improvements for West Side Chautauqua Lake	\$8,000,000						
74967	O'Brien Gere	Decommission CHSD WWTP to Construct Pumping Station and Force Main	\$1,000,000						
72488	Shorelands on Chautauqua Lake	Community Stream Restoration and Stormwater Control	\$6,500						
75250	Town of Alden	Improvements to Alaura Sewer District 2 Wastewater Treatment Plant	\$350,400						
73229	Town of Amherst	Town of Amherst Canalway Trail Hopkins Road Trail Safety Enhancements	\$200,000						
73838	Town of Cheektowaga	Sewer and Manhole Improvement Project	\$5,000,000						
76581	Town of Hamburg	Mt. Vernon Sewer Capacity Study	\$100,000						
74742	Town of Niagara	Belden Center Phase II Storm Sewer Reconstruction Project	\$605,717						
76859	Town of Niagara	Weber Property Restoration Project	\$275,559						
72243	Town of Porter	Porter on the Lake Kayak Launch Project 2017	\$32,415						
74035	Town of Sheridan	SBP #2	\$170,000						
73830	Village of Andover	Wastewater Study	\$72,750						
73831	Village of Bolivar	Pool Improvements	\$156,733						
75238	Village of Celoron	Improvements to Lucille Ball Memorial Park Amenities Building	\$382,680						
75821	Village of Depew	Pamela and Sherwood Sewer Improvement	\$680,000						
75989	Village of Depew	Phase 4 SSES	\$100,000						
76809	Village of Falconer	Comprehensive Plan 2017	\$15,000						

CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	LIFE SCIENCES CLUSTER	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	VETERANS
73163	Village of Franklinville	Water System Study	\$50,000						
76270	Village of Gowanda	Gowanda on the Move	\$125,000	X					
75677	Village of Kenmore	Inflow & Infiltration Engineering Planning Study	\$100,000						
75709	Village of Kenmore	Sanitary Sewer Improvements for SSO Abatement	\$1,739,000						
76008	Village of Lancaster	Engineering Planning Grant	\$56,000						
74833	Village of Sherman	Sewer Evaluation CDBG	\$50,000						
73134	Village of Williamsville	Williamsville Ellicott Creek Strategy and Action Plan 2017	\$49,500						
72147	Village of Youngstown	Youngstown Park Improvement Project LWRP CFA 2017	\$76,687						

### FOSTER A CULTURE OF ENTREPRENEURSHIP

72297	Center for Computational Research	Expansion of High Performance Computing Infrastructure to Support Industrial Innovation and Economic Development	\$1,440,000		X				
71870	City of Lockport	Lockport Microenterprise	\$200,000	X					
73674	City of North Tonawanda	Microenterprise Assistance Program	\$200,000	X					
75601	H Sichernan the Harrison Studio	City of Olean Microenterprise Program	\$200,000	X					

### PREPARE OUR WORKFORCE

74046	Buffalo Fermentation	Bootleg	\$99,780			X			
76764	Catholic Health System Inc.	CHS Pharmacy Technician Project	\$6,397			X			
76513	Center for Employment Opportunities	CEO Buffalo - Special Populations Training Program	\$100,000			X		X	X
75901	Erie 1 BOCES	Advanced Manufacturing Training Programs	\$100,000			X		X	X
74252	Erie 2-Chautauqua-Cattaraugus BOCES	Adult Education & Workforce Development	\$100,000			X		X	X
75740	Frontier Science and Technology Research Foundation, Inc.	CFA 7.0 - EET	\$28,478			X			
73879	Gerard Place Housing Development Fund Company	Gerard Place Community Center Phase II	\$935,852			X		X	X
76253	K-TECHnologies	K-TECHnologies CFA 70 Grant Funding	\$57,090			X			
72084	Olmsted Center for Sight	Career Training and Job Placement Assistance for Blind, Disabled, and Low-Income Unemployed Western New Yorkers	\$91,900			X		X	
73793	Research Foundation for SUNY Buffalo State	Buffalo State Unemployed Worker Training 70	\$100,000			X		X	X

CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	LIFE SCIENCES CLUSTER	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	VETERANS
73110	Sheet Metal Air Rail Transportation Union SMART	SMART 71 Training Center Expansion	\$500,000				X		
76023	Western New York Book Arts Center	WNYBAC Workspace Apprentice Program	\$44,700			X			
72806	YWCA of the Niagara Frontier Inc.	Career Pathways	\$60,000			X			

TOURISM									
74352	African American Center of Buffalo Inc.	African American Cultural Center Urban Cultural Campus Project	\$600,000						
73700	Buffalo and Erie County Naval & Military Park	Buffalo and Erie County Naval & Military Park	\$987,411						
72906	Buffalo Olmsted Parks Conservancy	150th Anniversary	\$225,000						
75995	Buffalo Society of Natural Sciences	Buffalo Society of Natural Sciences	\$85,500						
73836	Central Terminal Restoration Corporation	Buffalo Central Terminal Cultural Educational Center	\$314,625						
75534	Chautauqua County	Barcelona to Chautauqua Institution Multi-Use Trail Easements	\$185,022						
72815	City of Dunkirk	Lake Erie Trail Connector	\$200,000	X					
75087	City of Dunkirk	Central Connections Regional Corridor Marketing	\$50,000						
74571	City of Jamestown	West 2nd St. Streetscape Improvements - Public Piazza	\$140,089	X					
73721	Explore & More Children's Museum	Marketing Ramp Up	\$75,000						
76389	Gowanda's Historic Hollywood Theater Ltd	Hollywood Theater Restoration	\$46,875						
72022	Historical Cattaraugus	Historical Cattaraugus Hotel Project	\$2,500,000	X					
71986	Lockport Locks Heritage District Corporation	Lock Tender Tribute Monument	\$313,000	X					
74406	Niagara Aquarium Foundation	Jellyfish Exhibit and Marketing	\$136,242						
75249	Niagara Arts and Cultural Center	NACC Theater Restoration	\$500,000						
77258	Niagara County Historical Society	Erie Canal Gateways East West	\$150,000						
74081	Niagara Falls National Heritage Area	Niagara Falls National Heritage Area Shuttle	\$67,200						
76588	Niagara Tourism and Convention Corporation	Niagara Falls USA and NYC Plus Marketing Initiative	\$300,000						
75489	Niagara University	Niagara Falls Downtown Tourism Wi-Fi Implementation and Expansion	\$150,000	X					
75375	Richardson Center Corporation	Richardson Olmsted Campus Utility Infrastructure Project	\$411,914						
77164	Shakespeare in Delaware Park	Community Outreach Associate	\$25,000			X			
75011	Springville Center for the Arts Inc.	MultiArts Center Renovations	\$750,000						



CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	LIFE SCIENCES CLUSTER	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	VETERANS
75002	Theatre of Youth Company Inc.	Education Coordinator	\$26,520			X			
73648	Torn Space Theater	Torn Space Theater Performance Festival	\$60,000						
71982	Town of Ripley	Ripley Beach Town Park	\$240,663						
75577	Visit Buffalo Niagara	Craft Beer Marketing Initiative	\$50,000						
76252	Young Audiences of Western New York	Traveling the Erie Canal: 200 Years of Journeys	\$75,000						
<b>ADVANCED MANUFACTURING</b>									
75978	Alfred University	Southern Tier Business Center at Alfred University	\$1,400,000						
74051	Fitzpatrick & Weller Inc.	Fitzpatrick & Weller Inc. Facility Renovation	\$1,002,750	X			X		
76887	Industrial Support Inc.	Industrial Support Inc. (ISI) DryRoom Assembly Expansion	\$240,000						
76920	Linde LLC	Buffalo Plant Operations Update	\$580,000					X	
75560	Style Craft Buffalo LLC	Style Craft Plant Expansion	\$405,940						
<b>AGRICULTURE</b>									
74643	AgriAmerica Fruit Products LLC	AgriAmerica Fruit Products Juice Factory	\$718,600						
75437	Eden Valley Organic Cheese Company	Eden Valley Organic Cheese	\$250,000						
75374	Erie County	Western NY Agribusiness Park	\$383,000						
<b>ENERGY</b>									
74091	Southwestern Central School District	Shared Fuel Station	\$138,585						
<b>HEALTH   LIFE SCIENCES</b>									
73011	Roswell Park Cancer Institute	Division of Integrative Immunology (DIIO)	\$1,000,000		X				

# Regionally Significant Priority Projects

Score of 15

CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	LIFE SCIENCES CLUSTER	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	VETERANS
<b>IMPLEMENT SMART GROWTH</b>									
72120	CAO	MLK Fillmore Avenue Revitalization Project	\$500,000	X					
74117	Cattaraugus County Soil and Water Conservation District	Cattaraugus County Long-Term Ditch Stabilization Program	\$330,759						
74925	Chautauqua County Soil and Water Conservation District	Chautauqua Lake Watershed Rehabilitation - South Basin Periphery	\$48,000						
76415	Chautauqua County Soil and Water Conservation District	Chautauqua Lake Watershed Rehabilitation - Prendergast Creek	\$78,022						
76888	Chautauqua County Soil and Water Conservation District	Chautauqua Lake Watershed Rehabilitation - North Basin Periphery	\$33,640						
76295	City Honors Foundation	Fosdick Field	\$500,000						
71988	City of Dunkirk	Pier Improvements Project	\$108,000	X					
74937	City of Lockport	Market Street Wastewater Engineering Planning Study	\$30,000						
75699	City of Lockport	Gulf Interceptor Wastewater Engineering Planning Study	\$30,000						
75359	City of Salamanca	Green Innovation Grant Program Restroom	\$66,000	X					
72406	City of Tonawanda	Feasibility Study for the Reconfiguration of Tonawanda's Niagara Street Corridor	\$75,000	X					
72881	Erie County	Regional Niagara River Lake Erie Watershed Management Plan Phase 3	\$406,304						
75702	Evergreen Health	Evergreen Historic Balcony Restoration	\$348,750						
75416	Galster Enterprises Construction Management	Key Bank Building	\$265,610	X					
77105	Jamestown Renaissance Corporation	Arcade Block Stabilization	\$500,000	X					
72990	Oakwood Cemetery Heritage Foundation Inc.	Oakwood Cemetery Historic Restoration	\$445,065						
76120	Preservation Buffalo Niagara	Sycamore Street Historic Development Project	\$250,000						
74521	Preservation Buffalo Niagara	Neighborhood Preservation Resource Center	\$166,420						

CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	LIFE SCIENCES CLUSTER	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	VETERANS
75428	Town of Chautauqua	Chautauqua Heights Sewer District II Study	\$30,000						
72956	Town of Ellicottville	Town and Village Engineer	\$400,000						
73939	Town of Ellington	Ellington Salt Storage Facility	\$66,220						
74927	Town of Evans	Evans Sturgeon Point Marina Repair Project	\$1,161,225						
75776	Town of Ripley	Main Street Sewer Replacement	\$748,736						
75763	Town of Westfield	2017 Sanitary Sewer Collection System Planning Study Phase II	\$30,000						
72076	Venture Productions	Main Street Studios	\$450,000						
73866	Village of Canaseraga	Village of Canaseraga Water Supply Improvements Project	\$545,000						
76851	Village of Mayville	Mayville Chautauqua Stormwater Management Engineering Study	\$100,000						
75840	Village of Sinclairville	Water System Improvements Phase II	\$1,000,000						
75050	Village of Westfield	Town and Village of Westfield Intermunicipal Comprehensive Plan Project	\$75,000						

PREPARE OUR WORKFORCE									
73607	Buffalo Erie County Workforce Development Consortium Inc.	Assembling Your Future: Certified Production Technician Training	\$91,200			X		X	X
76259	Erie Community College	Underemployed Worker Training Craft Brewing Science and Service Centers	\$100,000			X			
73771	Evolution Dental Science	Stanley Jakson Innovation Digital Dental Training Center	\$195,000		X	X			
75993	Just for kids	Employee Training	\$16,900			X			
75748	Landies Candies Company Inc.	Advancing Sweet Opportunities!	\$50,000			X			
73634	LIBERA Inc.	Libera Training	\$36,800			X			
76983	McGuire Development Company	Emerson II	\$2,007,438	X					
76236	NYSARC Inc. Erie County Chapter	Heritage Centers Employee Training	\$15,985			X			
73985	Tapecon Inc.	EET 2017	\$100,000			X			
74326	The Salvation Army	The Salvation Army Unemployed Worker Training CFA-UWT Application	\$100,000			X		X	X

TOURISM									
75417	Artpark Company Inc.	GLOBALfest at Artpark	\$299,663						
73936	BRRAlliance Inc.	Erie Canal Alive Music Fest and Poetry Slam	\$13,500						
73351	Buffalo Bus	Taste NY Tours	\$50,000						
74204	Buffalo Philharmonic Orchestra	Workforce Investment Resident Artist	\$30,000						

CFA #	Applicant Name	Project Name	Total Funding Request	DOWNTOWN REVITALIZATION	LIFE SCIENCES CLUSTER	WORKFORCE TRAINING	REGIONAL CLUSTER PLAN	OPPORTUNITY AGENDA	VETERANS
74773	Erie Land Development LLC	Chadwick Bay Village Hospitality Project	\$2,050,000			X			
74062	HITS Foundation	HITS Foundation Regional Sports Complex	\$2,998,610						
74438	Hull House Foundation	1810 Threshing Barn Reconstruction & Visitor Interaction Project	\$163,500						
76955	Just Buffalo Literary Center	Words on the Street	\$73,000						
76617	New York Cider Association	Market New York Craft Beverage Agritourism Cider Week Western New York	\$67,150						
77209	Niagara Tourism and Convention Corporation	Niagara Falls Florida Marketing initiative Phase two	\$200,000						
72159	Northwest Arena	Grapes Hops Festival	\$56,250						
74915	Robert H Jackson Center	Robert H Jackson Center Master Plan Implementation	\$1,688,142	X					
75014	Springville Center for the Arts Inc.	Arts Parsonage Acquisition	\$45,978						
72726	Town of Amherst	Northtown Center Expansion	\$2,187,655						
76384	Ujima Company Inc.	Ujima and Peace Of The City Build Out School 77	\$500,000						
76879	Visit Buffalo Niagara	Millennial Marketing Initiative	\$250,000						
74512	Western New York Public Broadcasting Association	Facilities Improvement	\$511,250						
73921	Zoological Society of Buffalo Inc.	Outdoor Gorilla Habitat	\$500,000						
<b>FOSTER A CULTURE OF ENTREPRENEURSHIP</b>									
76553	Montante Morgan Gates Circle LLC	Buffalo Homeopathic Hospital Project	\$3,500,000						
<b>ADVANCED MANUFACTURING</b>									
76552	K-TECHnologies	K-TECHnologies F-35 Program	\$106,300						



## PARTICIPATION: WORK GROUPS

The work groups played a vital role in the early planning stages of the WNY REDC and the development of the regional plan. Some work groups continue to serve as a forum for sharing information, learning from best practices, and scoring CFAs; while other WNY REDC work groups transitioned into the role of assisting with implementation of the Buffalo Billion initiatives. The work groups are designed to be flexible to adapt to the ever-changing economic development needs, and the transition from planning to implementation. Because many of our work group members work across groups and because many work groups are interrelated, all member names are listed under six broad strategies. Work groups continue to evolve yearly as needs change and to avoid redundancies.

# Our work group members drive strategies to action



## Smart Growth WORK GROUPS

### Smart Growth Score Group

Reviews and scores all smart growth CFA applications.

### Smart Growth Coordinating Council

Acts as a forum for best practices and networking, identifies and cultivates projects, and offers technical assistance to applicants.

### One Region Forward Implementation Council

Guides the implementation agenda for One Region Forward, the regional sustainability plan for Erie and Niagara counties.

### Better Buffalo Fund Advisory Group

Oversees the administration of the Better Buffalo Fund.

### Northland Corridor Advisory Group

Oversees Buffalo Billion investment in the new manufacturing and energy hub on Buffalo's East Side.

### Northland Corridor Stakeholder Committee

Community-driven group that provides guidance for the redevelopment of the Northland Corridor project.

### Downtown Revitalization Initiative

Reviewed applications and interviewed applicants that participated in the DRI in 2017.

### Jamestown DRI Local Planning Committee

Local committee that worked with state agencies and consultant to guide investment decisions in Jamestown, the 2016 DRI winner.

**Deanna Alterio-Brennan**, *YWCA of the Niagara Frontier*

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

**Julie Barry**, *Erie County*

**Aaron Bartley**, *PUSH Buffalo*

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

**Jeff Belt**, *SolEpoxy*

**Paul Beyer**, *NYS Department of State*

**Benjamin Bidell**, *Niagara County*

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

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

**Marjorie Bryen**, *Hard Manufacturing*

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

**Modesto Candelario**, *Buffalo Municipal Housing Authority*

**Barbara Carson-Jones**, *Delavan Grider Community Center/Metro Community Development Corporation/Inner City Learning Center*

**Reverend Jeffery Carter**, *Ephesus Ministries*

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

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

**Peter Coleman**, *EDG (WTC operator and not-for-profit consortium of Catholic Charities, Goodwill Industries, the Buffalo Urban League and the Buffalo Niagara Manufacturing Alliance)*

**Michael Cropp**, *Independent Health*

**Beverly Crowell**, *Chelsea Block Club and Northland Beltline Taxpayers Association*

**Richard Cummings, Jr.**, *Black Chamber of Commerce/ARC Communications*

**James Cuozzo**, *NYS Department of Transportation*

**Janique Curry**, *Erie County Medical Center*

**Vince Dejoy**, *City of Jamestown*

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

**H. Kier Dirlam**, *Allegany County*  
**Kelly Dixon**, *Greater Buffalo-Niagara Regional Transportation Council*  
**Willie Dunn**, *Niagara Falls Housing Authority*  
**Luke Fodor**, *St. Luke's Episcopal Church*  
**John Foels**, *Allegany County Industrial Development Agency*  
**Rebecca Gandour**, *City of Buffalo*  
**Mark Geise**, *Chautauqua County*  
**Pastor William Gillison**, *Mt. Olive Baptist Church*  
**Rosa Gonzalez**, *R Gonzalez Consulting/Erie Community College*  
**Reuben Hernandez**, *Havana Cuban Cafe*  
**Walter Hobson**, *Hobson's Cleaners*  
**Ada Hopson-Clemons**, *Masten Block Club Coalition*  
**County Executive Vince Horrigan**, *Chautauqua County*  
**Virginia Horvath**, *SUNY Fredonia*  
**Delores Jacobs**, *Delavan Grider Community Center/Metro Community Development Corporation*  
**Jeff James**, *Labyrinth Press Company*  
**Jill Jedlicka**, *Buffalo Niagara Riverkeeper*  
**Cornelius Johnson**, *Citizens Alliance*  
**Darren Kempner**, *Niagara Frontier Transportation Authority*  
**State Senator Timothy Kennedy**  
**Dan Leonard**, *Buffalo Niagara Partnership*  
**Debra Liegl**, *Erie County*  
**Greg Lindquist**, *Jamestown Renaissance Corporation*  
**Crystal Loffler**, *NYS Department of Homes and Community Renewal*  
**Peter Lombardi**, *Jamestown Renaissance Corporation*  
**Andrea Magnuson**, *Gebbie Foundation*  
**Janice McKinnie**, *True Community Development Corporation*

**Ryan McPherson**, *Western New York Environmental Alliance*  
**Brendan Mehaffy**, *City of Buffalo*  
**Oswaldo Mestre**, *City of Buffalo*  
**Michael Metzger**, *SUNY Fredonia*  
**Carl Montante, Jr.**, *Uniland*  
**Hal Morse**, *Greater Buffalo Niagara Regional Transportation Council*  
**Nathan Newman**, *City of Buffalo*  
**Andrew Nixon**, *Chautauqua County Visitors Bureau*  
**Bill Parke**, *City of Buffalo*  
**Jennifer Parker**, *Black Capital Network/Jackson Parker Communications LLC*  
**Assemblywoman Crystal Peoples-Stokes**  
**Jeff Plesh**, *Plesh Contract Packaging*  
**Reverend Kinzer Pointer**, *Greater Buffalo United Ministries/Concerned Clergy Coalition of Western New York*  
**Pamela Reese**, *Jamestown Business College*  
**Mike Riegel**, *Belmont Housing Resources of WNY*  
**Katherine Rougeux**, *New York Power Authority*  
**Jarrod Russell**, *St. Nicholas Greek Orthodox Church*  
**Robert Shibley**, *University at Buffalo, School of Architecture & Planning*  
**Stephanie Simeon**, *Heart of the City Neighborhoods, Inc.*  
**Alexis Singleton**, *El Greco Furniture*  
**Lenny Skrill**, *NYS Department of Homes and Community Renewal*  
**Tim Smeal**, *Jamestown Community College*  
**Bill Smith**, *Buffalo Niagara Medical Campus*  
**Chloe Smith**, *Zion Tabernacle*  
**Demone Smith**, *Buffalo Employment & Training Center*  
**Jeff Smith**, *St. Susan's Center*

**Laura Smith**, *Buffalo Niagara Partnership*  
**David Stebbins**, *Buffalo Urban Development Corporation*  
**Kimberly Stephens**, *Bridges Development*  
**Mayor Samuel Teresi**, *City of Jamestown*  
**Sherry Walton**, *Alfred University and Steuben Trust Corporation*  
**Maria Whyte**, *Erie County*  
**Councilmember Ulysses O. Wingo**, *City of Buffalo*  
**Richard Zink**, *Southern Tier West*  
**Mark Zupan**, *Alfred University*



## Entrepreneurship WORK GROUPS

### Business Assistance and Entrepreneurship Score Group

Reviews and scores all entrepreneurship CFA applications.

### 43North Mentorship Committee

Oversees mentoring offered to winners.

**Robert Brady**, *Moog (retired)*

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

**John Gavigan**, *43North*

**Dan Greene**, *43North*

**Jordan Levy**, *Softbank Capital NY*

**Brenda McDuffie**, *Buffalo Urban League*

**Eric Reich**, *Campus Labs*

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



## Workforce WORK GROUPS

### Workforce Development Score Group

Reviews and scores all workforce CFA applications.

### Burgard High School Working Group

Guides the development of the Advanced Manufacturing Program at Burgard High School.

### Opportunity Agenda Work Group

Works toward the further inclusion of vulnerable populations and the alleviation of poverty in the region's economic development efforts.

### Veterans Work Group

Works toward the further inclusion of veterans in the region's economic development efforts.

### Western NY Workforce Training Center Industry Advisory Group

Ensures that planning around all aspects of the WTC align with industry needs.

**Crystal Abers**, Cattaraugus County

**Julius Adams**, UB Educational Opportunity Center

**Deanna Alterio-Brennan**, YWCA of the Niagara Frontier

**Chris Aquiline**, Allied Circuits

**Aaron Bartley**, PUSH Buffalo

**Chuck Battaglia**, PCB Piezotronics

**John Baudo**, PCB Piezotronics

**Sharon Belton-Cottman**, Buffalo School Board

**Carolyn Bright**, NYS Department of Labor

**Matt Broda**, Broda Machine

**Allen Brown**, General Mills

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

**Paul Buckley**, Applied Sciences Group

**Cesar Cabrera**, NYS Department of Labor

**Gary Chilcott**, Chautauqua County Veteran Services

**Craig Clark**, Alfred State College

**Stephanie Clifford**, GM

**Peter Coleman**, EDG (WTC operator and not-for-profit consortium of Catholic Charities, Goodwill Industries, the Buffalo Urban League and the Buffalo Niagara Manufacturing Alliance)

**Jeff Croff**, Ford

**Jim Cuzzo**, NYS Department of Transportation

**Steve Davis**, Tapecon

**Erie Deglopper**, DV Brown

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

**John Domagalski**, Assension Industries

**Mike Durkin**, Cobey

**Paul Dyster**, City of Niagara Falls

**Matt Enstice**, Buffalo Niagara Medical Campus

**Jennifer Frederick Kelly**, Frederick Machine

**Len Flume**, National Grid

**Dottie Gallagher Cohen**, Buffalo Niagara Partnership

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

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

**Kathleen Granchelli**, YWCA Niagara

**Dennis Hall**, Sumitomo Rubber

**Rob Harris**, Buffalo Public Schools

**Katherine Heinle**, Buffalo Public Schools

**Michael Hennessy**, Allegany County Veterans Service Agency

**County Executive Vince Horrigan**, Chautauqua County

**Karen Jones**, Buffalo State College

**Mark Keller**, Keller Technology

**Brian Kent**, Covanta

**Ahmed Lahrache**, Hebelier LLC

**Dwane Laufer**, Niagara Blower

**Don Laux**, Applied Sciences Group

**Lonny Lewis**, Boldt Machine: DMG Mori

**Michele Lichy**, Cattaraugus-Allegany Workforce Investment Board, Inc.

**Mike Livi**, NYS Department of Labor

**Thomas Lynch**, Goodwill Industries

**Jason Manka**, Keller Technology

**Steve McCord**, Cattaraugus Veterans Service Agency

**Keith McCoy**, V-Lake Industries

**Brenda McDuffie**, Buffalo Urban League

**Brian McNamara**, Burgard High School

**Larry Megan**, Praxair

**John Morrisey**, Oxy (Occidental)

**Tom Murphy**, Alfred State College

**James Napoor**, Buffalo Public Schools

**Don Needham**, Moog

**Bonnie Rose**, Niagara University

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

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

**Kory Schuler**, Niagara USA

**Danielle Schwanekamp**, Buffalo Public Schools

**Chris Scinta**, Allied Circuits

**Eric Scwenzer**, NYMAT: Haas

**Peter Sergi**, Moog

**David Shenk**, Erie County Office of Veterans' Services

**Jon Sieminski**, Jiffy Tite

**Shane Slack**, Keller Technology

**Steven Slack**, KTC

**Chris Slipko**, Moog

**Rob Smith**, Graham Manufacturing

**Boris Soldo**, Solmac

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

**Tony Staub**, Staub Machine

**Peter Szulc**, Casey Machine

**Shawn Thompson**, PCB Piezotronics

**Ed Tierney**, K-TECHnologies

**Tracey Travis**, Burgard High School

**Michael Tuber**, A-Titan Instruments

**Charlene Watson**, Burgard High School

**James Weimer**, Buffalo Public Schools

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

**Tom Wendt Jr.**, Wendt Corp.

**Tom Westermeier**, A.W. Miller

**David Willard**, Buffalo Out Front Metal Works

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

**John Wutz**, Harmac

Haun Welding

Dimar Manufacturing





## Tourism WORK GROUPS

### Tourism, Arts, and Cultural Score Group

Reviews and scores all tourism CFA applications.

### Regional Marketing and Branding Study Consortium

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

**Crystal Abers**, Cattaraugus County

**Katherine Conway Turner**, SUNY Buffalo State

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

**Patrick Kaler**, Visit Buffalo Niagara

**Thomas Kucharski**, Invest Buffalo Niagara

**Brian McFadden**, Ellicottville Chamber of Commerce

**Lynne Menz**, Orleans County

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

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

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

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

**Eric Szucs**, Wyoming County Chamber of Commerce

**Mark Zupan**, Alfred University



## Advanced Manufacturing WORK GROUPS

### Buffalo Manufacturing Works Founders Council

Advises in the development and implementation of Buffalo Manufacturing Works.

### Materials and Machinery Manufacturing Cluster Work Group

Guides the development and implementation of the WNY REDC's cluster plan.

**William Baron**, Pfannenberg

**Jeff Belt**, Sol Epoxy

**George Bilkey**, TAM Ceramics

**Keith Blakely**, The InVentures Group

**Connie Buynacek**, Moog

**Michael Casale**, Niagara County Economic Development

**Alan Everett**, Everfab

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

**Paul Hojnacki**, Maclean-Fogg

**Thomas Kucharski**, Invest Buffalo Niagara

**John Manzella**, World Trade Center Buffalo Niagara

**Larry Megan**, Praxair

**Michael Metzger**, SUNY Fredonia

**Christina Orsi**, University at Buffalo

**Adam Pratt**, Sherex

**Benjamin Rand**, Insyte Consulting

**Mike Rayhill**, Jiffy-tite

**Tony Sammarco**, Harper International

**John Slenker**, NYS Department of Labor

**John Somers**, Harmac Medical Products

**Tony Staub**, Staub Inc.

**Trevor Stevenson**, Eastman

**Kenneth Swanekamp**, Erie County

**Mark Swihart**, University at Buffalo

**Michael Ulbrich**, Buffalo Manufacturing Works



## Global NY WORK GROUP

### Global NY Work Group

Works to implement Global NY strategies and identifies and cultivates CFA projects.

**Jeff Belt**, Sol Epoxy

**Don Dimitroff**, Sonwil

**Timothy Downs**, Niagara University

**Eva Hassett**, International Institute

**Andrea Kylczek**, Niagara Industrial Development Agency

**Ed Kowaleski**, Empire State Development, Global NY

**Thomas Kucharski**, Invest Buffalo Niagara

**Jim Manno**, Sonwil

**Rosanna Masucci**, U.S. Department of Commerce

**Catherine Muth**, Buffalo Niagara Partnership

**Kenneth Swanekamp**, Erie County

**John Thomas**, UB School of Management

**Rich Tobe**, NYS Executive Chamber

**Steve Weathers**, Erie County Industrial Development Agency

## PARTICIPATION: THE PROJECT PIPELINE

### HOW DO WE EXPAND AND DIVERSIFY THE CFA PIPELINE?



Identify projects early on



Ensure success from the start



Expand access to state resources



Serve diverse populations



Build capacity in small communities

### HOW DO WE UNIFY THE REGION AROUND OUR SHARED STRATEGIES?

Meet one-on-one with community leaders

Encourage participation in the Downtown Revitalization Initiative

### ONGOING ENGAGEMENT EFFORTS

In 2017, the voluntary Letter of Intent (LOI), used to identify CFA projects and technical assistance needs of applicants well before the CFA is released, was again open year-round to applicants. 12 LOIs were received. Immediately following the release of the 2017 CFA, the WNY REDC held two CFA workshops and three CFA public information sessions for potential applicants to learn about available funding programs. There were a total of 401 participants across the events which spanned all five counties. In January 2017, ESD held a Grantee Orientation Workshop to walk participants through the steps to successfully administer, manage and report on their recently announced Round 6 ESD Capital Grant Fund projects. In 2017, the WNY REDC replicated the successful 2016 DRI public engagement process by hosting an information session and webcast presentation with a total of 56 participants; and forming a WNY REDC committee to review applications and participate in applicant interviews. Engagement with all DRI applicants is helping to build a stronger CFA project pipeline.

### NEW IN 2017

#### Engagement in Labor Market Assessment

Buffalo Niagara's 2017 Labor Market Assessment (data included in this Progress Report) identifies skills gaps and programmatic availability of workforce training opportunities. It was commissioned by IBN and included extensive community engagement. The inclusive process included a Project Advisory Group, consisting of industry, trainers, higher education, and NYS Department of Labor, which contributed perspectives and feedback over the course of the nine-month effort. Additional outreach methods included employer and trainer online surveys; a residential telephone survey on labor availability; and in-person interviews and a Labor-Management Roundtable with representatives of labor, management, academia, and economic development.

#### Engagement in the DRI Process in Jamestown

As winner of the 2016 DRI, Jamestown received technical support from both state and private sector planning experts and a locally established DRI Local Planning Committee from October 2016 through February 2017 to produce a Strategic Investment Plan which was submitted to the State in February. The Local Planning Committee was co-chaired by a member of the WNY REDC and other WNY REDC members served on the Committee. Public engagement

was a crucial element of the plan and included public meetings, Local Planning Committee meetings, door-to-door outreach and an online survey. Based on stakeholder input, a refined list of 36 projects was reviewed using a set of criteria including cost, impact, public support and feasibility to determine a list of 12 projects ultimately recommended for funding.

## PARTICIPATION:

### ENGAGEMENT AND SUPPORT OF THE PUBLIC AND LOCAL OFFICIALS

#### PROGRESS IN 2017

WNY REDC and staff conducted meetings and tours with local government officials to further understand community needs, collaborate on projects, connect municipal partners with state agency representatives, strategize on ways to enhance business climates or foster community revitalization and overall further the WNY REDC's goals. Some of the efforts in 2017 centered on engaging municipalities in Round 4 of the Restore NY Communities Initiative, whose projects are often driven by municipal governments. Engagement efforts paid off as WNY represented the largest Restore NY application pool for this round as well as the largest number of awarded proposals across the state. Fourteen municipalities in WNY were awarded over \$7.2M for projects that support community revitalization efforts.

#### FUTURE ACTIONS IN 2018

The WNY REDC will continue these one-on-one meetings in 2018 with a particular emphasis on small and rural communities to align their priorities with regional smart growth strategies and make connections to technical assistance resources that ultimately result in future CFA applications.

COUNTY	STRATEGIES PROMOTED BY COUNCIL	ENGAGEMENT & COLLABORATION
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#### ERIE



- TOWN OF AMHERST.** Met with town officials to discuss the former **St. Mary of the Angel's Motherhouse** project and other CFA initiatives.
- VILLAGE OF ANGOLA.** Met with village Clerk and consultant to discuss the **1882 Nickel Plate Depot** relocation and preservation.
- CITY OF BUFFALO.** Met with the City to discuss the **Erie Street Waterfront Connection** and **Northland Corridor** projects.
- TOWN OF EVANS.** Met with Town Supervisor to discuss the **Point Breeze** demolition project.
- VILLAGE OF GOWANDA.** Held discussions with stakeholders regarding the **Historic Hollywood Theater** restoration.
- TOWN OF GRAND ISLAND.** Discussed **Grand Island Gateway Center** with local stakeholders.
- CITY OF LACKAWANNA.** Met with officials to discuss former **Lincoln School** demolition.
- VILLAGE OF LANCASTER.** Met with officials regarding the **BOCES Foundation** demolition.
- NIAGARA FRONTIER TRANSPORTATION AUTHORITY.** Collaborated on several ongoing CFA and Buffalo Billion projects.
- VILLAGE OF SPRINGVILLE.** Worked with village officials on **Springville Revitalization Plan**.
- CITY OF TONAWANDA.** Met to discuss the City's **NYS Main Street Program** and other efforts.
- TOWN OF TONAWANDA.** Served on the local planning committee for "**Tonawanda Tomorrow**"—the Town's new economic development plan.
- VILLAGE OF WILLIAMSVILLE.** Discussed potential CFA projects.

#### NIAGARA



- CITY OF LOCKPORT.** Discussed **Tuscarora Club** demolition.
- NIAGARA COUNTY.** Presented on CFA and ESD small business programs at **Niagara County Small Business Workshops** at Niagara Falls, Lockport, North Tonawanda and Town of Wilson city halls.
- NIAGARA COUNTY.** Attended several meetings of Niagara County Industrial Development Agency (IDA) "**Leaders Encouraging Actions & Progress**"—a committee of local community leaders formed by Niagara County IDA—to discuss regional issues and ESD programs.
- CITY OF NIAGARA FALLS.** Collaborated with City officials on newly-funded projects, including **7th Street Renovation**, **Micro Loan Program**, **Highland Avenue Business Park**, Restore NY projects, and the **Aquarium**.
- CITY OF NORTH TONAWANDA.** Met regarding **Downtown Gateway** project.

## CHAUTAUQUA



**CITY OF DUNKIRK.** Attended several meetings with the Mayor, Planning & Development Director and local companies, including a **cold storage firm** and an **agricultural transport brokerage**, regarding possible assistance from NYS. Met with Chautauqua County IDA, **SUNY Fredonia Incubator** and **SUNY Fredonia START-UP NY**.

**CITY OF JAMESTOWN.** Participated in the **DRI Local Planning Committee**. Met with local officials and several firms regarding possible expansion or relocation in Jamestown, including an **IT contracting firm**, and a **transportation manufacturing firm**. Discussed **Key Bank building** redevelopment.

**VILLAGE OF SOUTH DAYTON.** Met regarding **PV Industrial Park**/former Nestlé's plant rehabilitation.

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## CATTARAUGUS



**TOWN OF ASHFORD.** Met with officials to discuss the rebuild of the former **Ashford Hotel** into a mixed-use facility.

**CATTARAUGUS COUNTY.** Bi-monthly meetings with Cattaraugus County IDA, county departments, and various firms interested in starting up, relocating, or expanding, including an **industrial design start-up firm**, and a **manufacturer of specialized water piping systems**.

**CATTARAUGUS COUNTY LEGISLATURE.** Presented on the WNY REDC and CFA process.

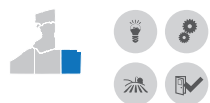
**VILLAGE OF ELLICOTTVILLE.** Meetings with Cattaraugus County IDA, Cattaraugus County Department of Planning, and a **computer programming firm** considering expansion in Ellicottville.

**CITY OF OLEAN.** Attended meetings of Olean **Mayor's Industrial forum**, which included union employees of a firm considering leaving the City. There were also additional meetings with the City to discuss various community and economic development efforts.

**CITY OF SALAMANCA.** Discussed **Nies Block** rehabilitation.

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## ALLEGANY



**ALLEGANY COUNTY.** Regular meetings with Allegany County IDA and the Allegany County Planning Department.

**VILLAGE OF WELLSVILLE.** Met with Mayor and Comptroller regarding business retention issues at a **major manufacturer** in the area. Also met with stakeholders to discuss the **Burrous Building** redevelopment.

## CFA Technical Assistance Process

# Helping communities develop catalytic projects



**Assisting communities with planning tools to develop projects, access state dollars and advance successful regional strategies across WNY.**



In 2017, we continued our CFA Technical Assistance program (introduced in 2016) in an effort to prepare smaller municipalities with the tools to implement smart growth initiatives and better access state dollars awarded to WNY. Village centers and small cities outside the metropolitan core in the five WNY REDC counties which were below the median household income for the metropolitan statistical area and had housing density of at least 300 units per square mile, were invited to submit their concepts through a brief application process in March. Applications were reviewed by ESD, a WNY REDC committee and the State Agency Resource Team (SART), based on our region's established CFA review criteria. The Village of Wellsville and the Town of Ripley were chosen out of 12 applications submitted. Technical assistance began in April and ran until the beginning of July.

The WNY REDC again partnered with the University at Buffalo Regional Institute, Highland Planning, Roxanne Kise Consulting and Watts Architecture and Engineering with consultation from SART. The team provided technical assistance (review of existing plans, site visits, urban design and planning consultation, budget and implementation plan development, and other services) to these small municipalities to help them build capacity to plan and implement projects that will enhance their communities, align with WNY REDC priorities, and leverage CFA funds.

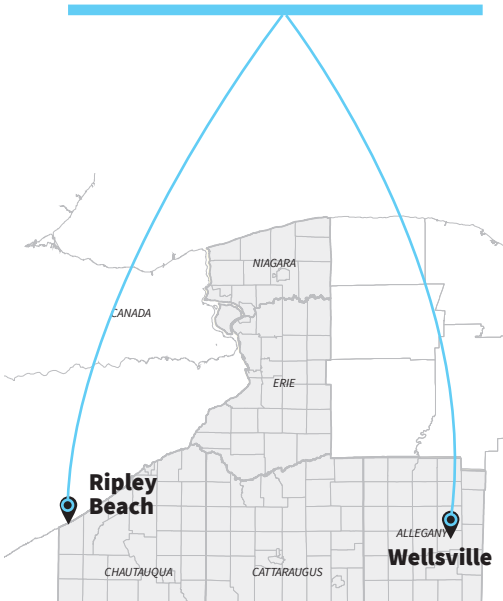
### Ripley

Located along the banks of Lake Erie in the westernmost part of Chautauqua County, Ripley seeks to capitalize on its natural assets and picturesque location by improving accessibility and increasing conservation efforts at Ripley Beach.



### Wellsville

Located within the Town of Wellsville, the largest community in Allegany County, the Village of Wellsville seeks to create a vibrant, walkable downtown attractive to a diverse mix of businesses.

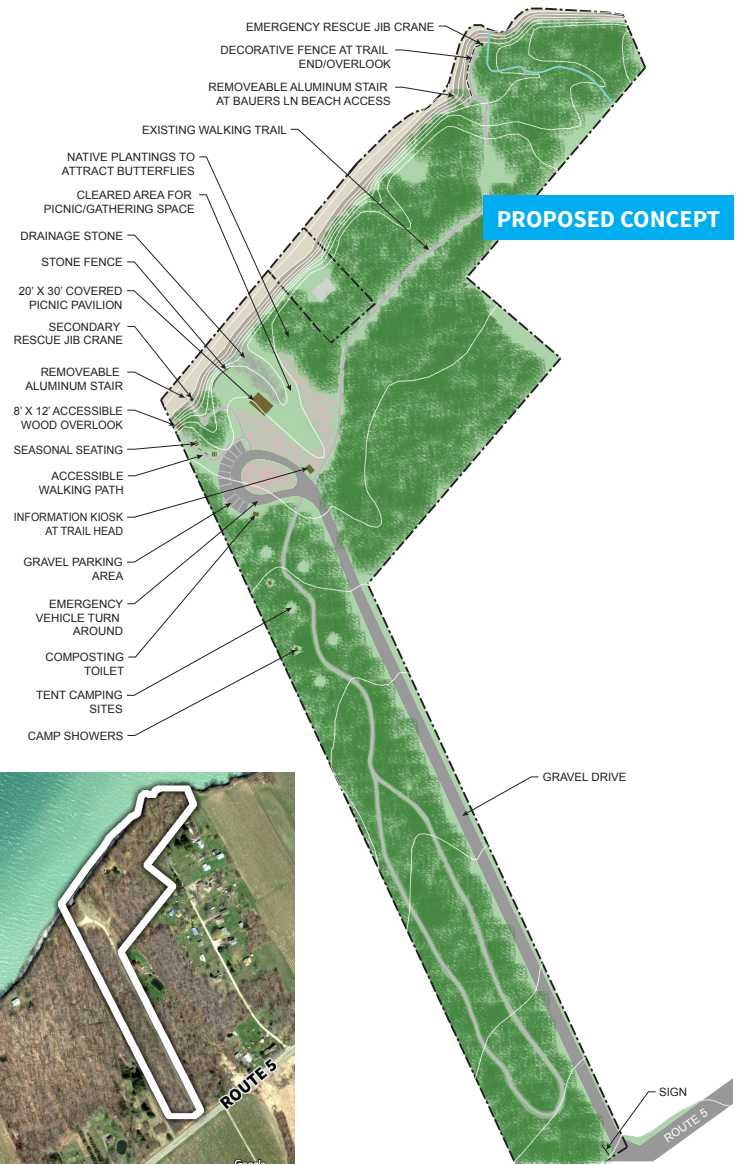
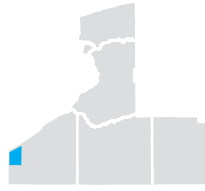


**CFA Technical Assistance Process**

# Ripley Beach, Town of Ripley

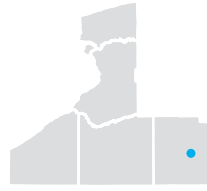
The Town of Ripley seeks to develop the Ripley Beach property into a more formal town park complete with increased access to the beach, better facilities, enhanced connections to the Seaway Trail, and conservation efforts and ecology education. Located along the shores of Lake Erie, an enhanced Ripley Beach park will provide an attraction for visitors to Chautauqua County, improve quality of life for Ripley residents, facilitate recreational and educational programming, and protect important ecosystems.

Technical assistance offered to the Town of Ripley helped explore the feasibility of completing capital improvements to the Ripley Beach property in a manner consistent with the community’s vision for conservation and passive recreation. Working with local stakeholders, the team helped determine Ripley Beach’s current and future needs and assessed the community’s capacity for matching funds and implementation of the project including a grant writing workshop to support the town administration. The team also performed a civil and transportation engineering site assessment, identified site improvements, and provided a draft concept plan with cost estimates.



## CFA Technical Assistance Process

# Village of Wellsville



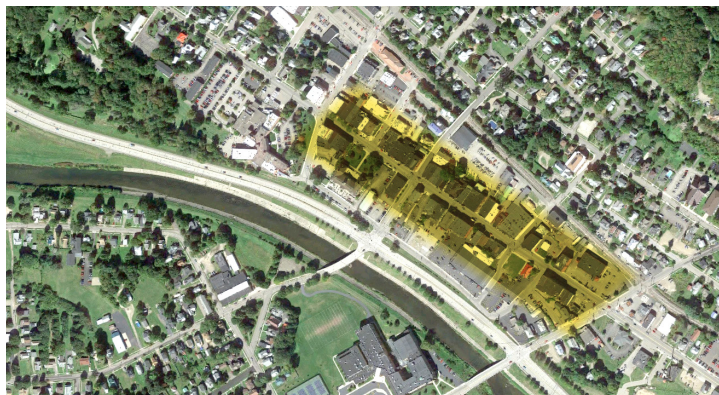
The Village of Wellsville seeks to implement their new comprehensive plan and build upon previous investments and successes by completing the vision of a compact, walkable and vibrant downtown area designated under the Urban Renewal Plan. They will do this by investing in existing historical assets and infrastructure; converting blight into economic opportunities that create jobs and improve property values; and creating mixed-use development opportunities with unique spaces that attract new residents and businesses critical to Wellsville's economic growth.

Through the technical assistance process, the community identified two near-term projects: providing support for the Burrous Building redevelopment and creating a small business and commercial corridor improvement program. Named a Priority Project in 2016, the long-abandoned and historic Burrous building is an anchor structure in downtown Wellsville whose redevelopment has the power to spark revitalization in the downtown core. The team worked with local leadership to support the redevelopment of the Burrous Building and created renderings for this important downtown anchor. To complement the redevelopment of the Burrous Building, the team also

worked with stakeholders to explore the feasibility of creating a small business and commercial corridor improvement program. The team identified a program lead, developed a district vision, and helped build capacity around administering this type of program. The team surveyed business owners to gauge interest in the program and identified and prioritized downtown buildings. Technical assistance also involved initial building assessments to understand the properties' needs, and develop renovation budgets and renderings for the properties.



Renderings for business owners on North Main Street

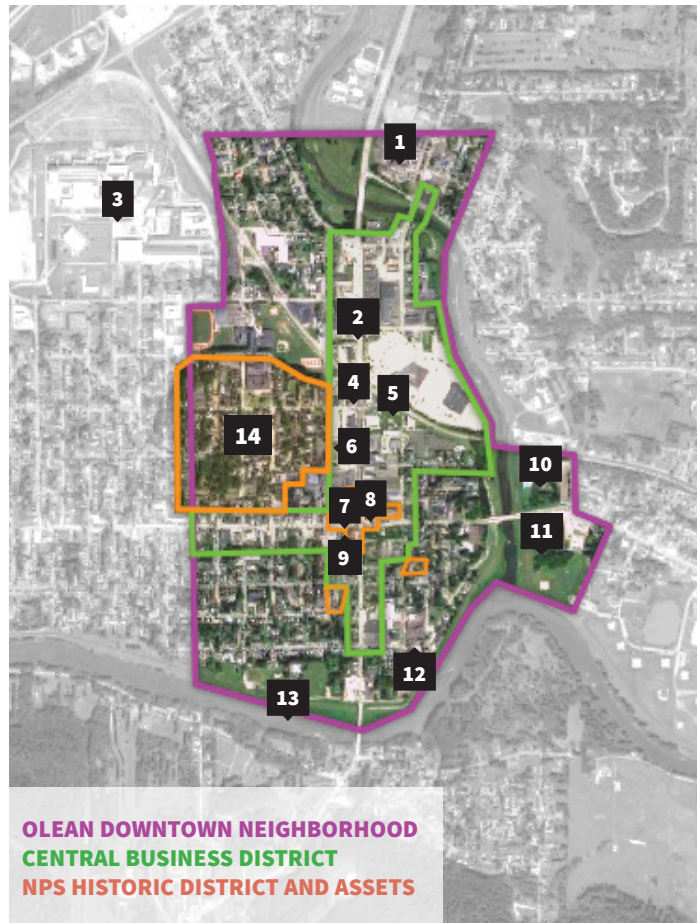
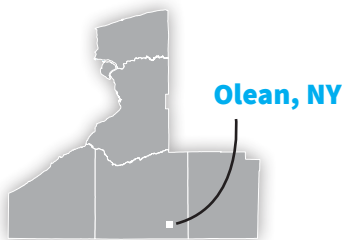


**DOWNTOWN REVITALIZATION  
PLAN ROUND TWO**

**Winner 2017 - Olean, NY**

Olean’s revitalization is already underway and turning heads.

Olean is the largest city in Cattaraugus County (pop. 14,500) and the employment, education, shopping and medical center of a rural region with over 100,000 people. The Olean Downtown Neighborhood encompasses 480 acres bounded by Olean Creek and the Allegheny River and includes the Central Business District, surrounding residential neighborhoods including the National Register Oak Hill Residential Historic District, and the Medical Campus which includes Olean General Hospital.



**1**  
Walkable Olean North Union Street Restoration



**2**  
Olean General Hospital



**3**  
Siemens Dresser Rand Division



**4**  
Olean Business Development Center



**5**  
Jamestown Community College & Manufacturing Technology Institute



**6**  
Community Bank tower



**7**  
Manufacturer's Hanover building



**8**  
Masonic Temple building



**9**  
Historic Carnegie Library



**10**  
William O. Smith Recreation Center



**11**  
Bradner Stadium



**12**  
Four Mile Brewing Company



**13**  
Allegheny River Valley Trail



**14**  
Oak Hill Residential Historic District



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## PHYSICAL CHARACTERISTICS

The City is surrounded by the Allegheny Mountain foothills where Olean Creek flows into the Allegheny River. These natural assets yield stunning vistas from every street and neighborhood. Olean has a beautiful historic downtown with buildings in a variety of architectural styles including Beaux-Arts, Queen Anne, and Art Deco that include such landmarks as the Historic Carnegie Library, the former Manufacturers' Hanover building, the Masonic Temple building, and the recently renovated Community Bank tower. Olean follows the traditional pattern of compact, high-density development consistent with small post-industrial cities, but also facilitates more modern amenities and services such as a hospital, community college, shopping mall, recreational facilities and other major employers. The downtown neighborhood is walkable, bikeable, compliant with ADA design standards and serviced by Olean Area Transit System. Residential areas surround the Central Business District including the National Register Oak Hill Residential Historic District.

## PUBLIC INFRASTRUCTURE

Completed in 2016, Walkable Olean North Union Street Restoration constitutes an \$8.85M complete street makeover to restore the beauty of downtown with a traffic-calmed, pedestrian-scale main street. This placemaking effort is developing a walkable community in the heart of Olean and is a major contributor to the revitalization of the city's Central Business District.

## INDUSTRY ASSETS

Olean's Downtown Neighborhood includes diverse private sector employment opportunities in the professional services, retail, health and manufacturing sectors; and public sector employment opportunities in government and education. JCC is a major anchor institution in downtown Olean. JCC's newly opened 20,000 square foot Manufacturing Technology Institute is addressing the growing need for education and training in high-demand manufacturing technologies in the region. Some of the largest private sector employers within the Downtown Neighborhood are in healthcare including Olean General Hospital and Olean Medical Group. Contributing to this healthcare

cluster is Southern Tier Health Care System, Inc.—currently undergoing \$440,000 in renovations for a new headquarters—and Universal Primary Care which opened in 2016. In the manufacturing sector, large employers like Siemens Dresser Rand Division are included in or border the Downtown Neighborhood, while other major manufacturers including Cutco and SubCon Industries are less than a mile away. Walkable Olean North Union Street Reconstruction was a major contributor to a number of new and expanded businesses located on the North Union Street corridor including restaurants, retail, health and wellness services, and IT services. Besides utilizing placemaking efforts to promote economic development, Olean is also sparking new business growth through entrepreneurial efforts like the Olean Business Development Center. Opened in 2015, the Olean Business Development Center is a formerly vacant 20,000 square foot office building which has been transformed into a one-stop business development center and incubator.

## TOURISM ASSETS

Due to its strategic location along the Allegheny River Valley Trail and near Allegheny State Park, Olean attracts regional indoor and outdoor recreation enthusiasts. Olean's water trail (Olean Creek and the Allegheny River) has seen a three-fold increase in residents enjoying watercraft use in recent years and is being outfitted with a canoe and kayak launch. Adding to the growing service sector is Four Mile Brewing Company. Opened in May 2015, the historic, pre-prohibition building along the Allegheny River is a tourist attraction and has brewed and delivered over 2,000 barrels of beer. The William O. Smith Recreation Center, undergoing \$2.5M in upgrades, is the only covered rink in Cattaraugus and Allegheny counties serving the needs of recreational users and organized sports teams. And, renovated in 2015, the multi-purpose Bradner Stadium is home to two minor-league baseball teams.

## A community vision for downtown Olean

Olean’s self-described vision is to make their City vibrant and their residents optimistic about opportunities to work, learn and thrive in Olean. Building on the newly completed Walkable Olean North Union Street Restoration project, which has already sparked investment toward this vision, the proposed DRI projects include adaptive reuse of historic structures, business expansion projects, placemaking, and in-fill development to include affordable housing for downtown workers, college students and senior citizens. These projects will accelerate the vibrant renewal of downtown Olean; ensure the growth of a diverse population of additional residents including young, college-educated residents; and will catalyze a virtuous cycle of private investment.

<b><i>Infill, Preservation &amp; Adaptive Reuse</i></b>	<b>Manny Hanny boutique hotel</b>	Convert the Manny Hanny to a boutique hotel with 15 permanent new jobs.
	<b>Historic preservation adaptive reuse</b>	Convert a major iconic historic downtown building to upper floor market rate apartments.
	<b>Library &amp; museum at Historic Carnegie Library</b>	Acquire, restore and expand the original historic Carnegie Library for a library and children’s interactive museum.
	<b>Worker housing in-fill at Main &amp; Barry</b>	Affordable and market rate multi-unit residential and row houses.
	<b>NYS Main Street Program for the Downtown Historic District</b>	Façade improvements and historic building capital maintenance.
<b><i>Business Expansion</i></b>	<b>Supermarket café (2 locations)</b>	Add patio market café to two existing grocery stores to activate the streetside facades, improve business, and add 12 FTEs.
	<b>4-Mile Brewing Company expansion</b>	Activate the old brewing house for brewing, canning and upper floor loft apartments resulting in 12 FTEs.
	<b>Downtown brew pub</b>	Create a traditional brew pub in an historic downtown building on North Union St. creating 8 FTEs.
	<b>Student and affordable housing to support the growth and success of JCC</b>	Located along Olean Creek midway between JCC and the William O. Smith Rec. Center, this development will stimulate the eastern downtown residential neighborhood.
	<b>Cutco Theatre improvements, marquee and trellis walkway</b>	Enhance JCC’s Cutco Theatre, with a walkable connection to N. Union St., making it the premier downtown showhouse.
	<b>Community kitchen &amp; food business incubator</b>	Kitchen and restaurant facilities for short-term rent operated by Olean Business Development Center.
	<b>Multiplex Cinema</b>	Located at the Olean Center Mall Entrance on N. Union St., this will attract visitors to downtown restaurants and shopping.
	<b>At least 10 handicap accessibility projects</b>	Work with Directions for Independent Living to subsidize downtown building owners to achieve ADA compliance making Olean’s downtown “most accessible.”
<b><i>Placemaking</i></b>	<b>S. Union St. curbing, striping, crosswalks for walkability &amp; bikeability</b>	Streetscape improvements, striping, and intersection design by NYS Department of Transportation & City.
	<b>Franchot Park master plan</b>	Improve this key point of access to Allegheny River and underserved neighborhood park by enhancing 2nd St. & Greene Gateway and S. Union Gateway with trail crosswalk; boardwalk to fishing beach; capital improvements to fields; and playground and wading pool.
	<b>Lincoln Park master plan</b>	E. State St. road diet and safe crosswalks; and park improvements in the “town square.”
	<b>East State Street road diet</b>	Replace W. State and Front Streets signal with roundabout; add on-street parking for stadium and arena.
	<b>Pedestrian chicane crossing: JCC &amp; Olean Center Mall</b>	Implement along the Barry St. Axis to the Mall Entrance to improve walkability to the Mall.
	<b>Trailhead Park</b>	At North Union St. and Whitney Ave. where the Allegheny River Valley Trail crosses to the JCC and East Olean trail system.
	<b>Reed Complete Street</b>	Construct Reed St. from 1st to 3rd Streets with sidewalks and on-street parking. Relieves parking at Olean High School and better connects the school to Downtown & JCC.
	<b>Olean Creek Park water access</b>	Create a public space near the Hospital.
	<b>Wayne Complete Street</b>	Add sidewalks, stripe and landscape Wayne St. in order to connect Olean Gateway with Downtown; St. Bonaventure with Downtown; and make it easier for Dresser Rand employees to walk to work.
	<b><i>Other Projects</i></b>	<b>New Public Works garage</b>
<b>Connecting street</b>		Connect Buffalo/Constitution to Johnson Streets to relieve shift change traffic on Wayne Street.
<b>Brownfield site marketing material</b>		Develop marketing materials, website and roll out for marketing of BOA sites.

# Why WNY REDC selected Olean



The City of Olean was selected for the DRI due to its compact size and strategic location, its attractiveness and unique characteristics, and the presence of employers and anchor institutions. Olean completed extensive planning efforts and implemented smart growth policies in recent years including a form-based zoning code, a city-wide comprehensive plan and a downtown revitalization study, adaptive reuse and complete streets policies, and the Allegheny River recreation plan, among others. The City and its private and public partners also proved their ability to implement and use state funds to leverage private investment as evidenced by the 22 infrastructure, adaptive reuse and renovation projects completed or ongoing in the Downtown Neighborhood, many of which received funding through the CFA.

## ADVANCING REGIONAL STRATEGIES

Olean is committed to development adhering to **smart growth** principles. Olean's most recent revitalization efforts began with the Walkable Olean project and implementation of the North Union Street Streetscape Project. Olean will expand upon this effort by creating economic opportunities through adaptive reuse of historic structures and creating a range of housing opportunities in the downtown neighborhood. To **foster a culture of entrepreneurship**, Olean has a unique partnership with the Olean Area Executive Alliance (a network of executive leaders from the area's largest employers) and Olean Business Development which serves as a conduit between the City and private-sector to improve the local business climate. The new Olean Business Development Center offers business start-up assistance to expand the region's entrepreneurial pipeline. In terms of employment sectors, Olean will continue to build upon its **manufacturing and health care industries**, and will foster a burgeoning **agri-tourism** industry through investments in the Olean Farmers Market and proposed commercial kitchen and brewery expansions. The presence of JCC and its new Manufacturing Technology Institute in downtown Olean is an important **workforce** development asset and will help Olean realize its vision of attracting a dynamic workforce and support proposed business expansion projects.



## DRI Committee

William Aiello, *Mayor, City of Olean*

Crystal Abers, *Cattaraugus County Economic Development, Planning & Tourism*

Jeff Alevy, *Olean-Bradford Area YMCA*

Tom Barnes, *Southern Tier West Regional Planning & Development Board*

Jeff Belt, *SolEpoxy*

Don Benson, *Benson Construction*

Vicki Blessing, *Park Centre Development*

Laurie Branch, *Iroquois Group*

Tom Buttafaro, *St. Bonaventure University*

Tony Capito, *Resident*

Fred Eade, *Landlord, Resident & Olean Homeownership Committee Member*

Brian Eddy, *Cattaraugus Rehabilitation Center*

Karen Fohl, *Olean General/Upper Allegheny Health Systems*

Sondra Fox, *H&R Block*

Mary George, *City of Olean*

Dr. Theodore Georgian, *St. Bonaventure University*

Brittany Jones, *Brittany's Country Store*

Keri Kerper, *City of Olean*

Travis Martin, *Elantas*

Martin Maynard, *Ask Design Jewelers*

Kylie McLaughlin, *WNY & PA Railroad*

Chris Napoleon, *Napoleon Engineering Services*

John Sayegh, *Cattaraugus Campus Jamestown Community College*

Phil Smith, *City of Olean Planning Board*

Larry Sorokes, *Olean Business Development Center*

John Stahley, *Siemens Dresser-Rand*

Chad Staniszewski, *New York State DEC*

James Stitt, Sr., *Cutco Corporation*

Dr. Kevin Watkins, *Cattaraugus County Health Department*

Ken Magara, *Rural Revitalization Corporation*

Crystal Wiech, *Scott Rotary Seals*

Corey Wiktor, *Cattaraugus Industrial Development Agency*

Tom Windus, *City of Olean*

Eric Wohlers, *Cattaraugus County Dept. of Health*

Dennis Wright, *Wright Home Realty*

## Full List of All CFA Funded Projects

STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
<b>ROUND 1</b>								
●	3772	Allegany County	Cleaner Greener Communities Phase I: Regional Sustainability Planning Grants	NYSERDA	Cleaner Greener Communities	\$998,224	\$998,224	\$998,244
●	4566	Allegany County Chapter NYSARC, Inc.	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives - Worker Skills Upgrading	\$12,300	\$12,300	\$12,300
●	14162	Almond (T)	Town of Almond Severely Substandard Housing Rehabilitation Program	HCR	CDBG - Housing	\$400,000	\$400,000	\$400,000
●	2464	Artpark & Company, Inc.	Artpark Amphitheater	Parks	Park Acquisition, Development and Planning	\$391,150	\$2,650,000	\$391,150
●	14143	Bishop Sheen Ecumenical Housing Foundation, Inc.	Sheen Housing Home Repair Program	HCR	Affordable Home Ownership Development	\$600,000	\$1,600,000	\$600,000
●	14139	Bolivar (V) & Richburg (V)	Village of Bolivar Joint Project with the Village of Richburg Water System Improvements	HCR	CDBG - Public Infrastructure	\$900,000	\$1,274,000	\$900,000
●	7304	Buffalo Arts and Technology Center, Inc.	Buffalo Center for Arts and Technology Capital	ESD	Regional Council Capital Fund	\$800,000	\$1,661,950	\$800,000
●	6821	Buffalo Computer Graphics, Inc.	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives - Worker Skills Upgrading	\$45,880	\$45,880	\$43,833
●	14123	Buffalo Place	Theatre District New York Main Street Program	HCR	New York Main Street	\$500,000	\$6,693,367	\$494,704
●	7252	Calspan Corporation	Calspan Corporation Capital	ESD	Regional Council Capital Fund	\$100,000	\$2,200,000	\$70,000
●	3250	Catholic Charities of Buffalo	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives - Worker Skills Upgrading	\$50,000	\$50,000	\$50,000
●	2600	Catholic Health System, Inc.	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives - Worker Skills Upgrading	\$16,500	\$16,500	\$16,500
●	14156	Cattaraugus Community Action, Inc.	Housing Opportunities Program IV	HCR	Affordable Home Ownership Development	\$303,188	\$975,688	\$303,188
●	14044	Cattaraugus Community Action, Inc.	Manufactured Home Replacement Initiative II	HCR	HOME	\$749,986	\$1,020,164	\$727,905
●	14045	Cattaraugus Community Action, Inc.	Housing Opportunities Program IV	HCR	HOME	\$500,000	\$672,500	\$493,777
●	14155	Cattaraugus County	Cattaraugus County Well & Septic Replacement Program	HCR	CDBG - Housing	\$278,000	\$318,000	\$278,000
●	14159	Chautauqua County	Chautauqua County Housing Rehabilitation Project	HCR	CDBG - Housing	\$400,000	\$622,900	\$400,000
●	14160	Chautauqua County	Chautauqua County Septic and Well Repair/Replacement	HCR	CDBG - Housing	\$200,000	\$204,820	\$200,000
●	14102	Chautauqua Home Rehabilitation and Improvement Corp.	Restore 2011	HCR	RESTORE	\$75,000	\$120,000	\$75,000
●	14031	Chautauqua Opportunities, Inc.	Chautauqua Restore 2011	HCR	RESTORE	\$75,000	\$151,000	\$22,185
●	6272	Community Action Organization of Erie County, Inc.	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives - Worker Skills Upgrading	\$46,156	\$42,209	\$26,147
●	5106	Computer Task Group, Incorporated	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives - Worker Skills Upgrading	\$49,499	\$41,689	\$41,689
●	3003	Concord Grape Belt Heritage Association	Grape Discovery Center	Parks	Heritage Areas System Acquisition, Development and Planning	\$200,000	\$266,667	\$200,000

● COMPLETE ● ON SCHEDULE ● PROGRESSING SLOWER THAN ANTICIPATED ● CONTRACT NOT YET EXECUTED ● CANCELLED/FUNDING DECLINED

STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
●	2333	Conestoga-Rovers & Associates, Inc.	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives – Worker Skills Upgrading	\$50,000	\$50,000	\$43,500
●	8020	Ecology and Environment, Inc.	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives – Worker Skills Upgrading	\$47,238	\$46,718	\$23,795
●	14029	Elmwood Village Association	Elmwood Village Association 2011 NYMS Program	HCR	New York Main Street	\$500,000	\$1,000,000	\$431,962
●	8694	ESM Group Inc.	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives – Worker Skills Upgrading	\$7,380	\$7,380	\$5,270
●	14182	Friendship (T)	Town of Friendship Housing Rehabilitation Program	HCR	CDBG - Housing	\$400,000	\$630,000	\$400,000
●	4343	Galvstar LLC	On-the-Job Training	DOL	Business Hiring and Training Incentives – On-the-Job Training	\$49,853	\$4,154	\$4,016
●	4343	Galvstar LLC	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives – Worker Skills Upgrading	\$48,000	\$28,970	\$6,362
●	2117	Gowanda Area Redevelopment Corporation	Gowanda Zoar Valley Gateway	Parks	Park Acquisition, Development and Planning	\$57,375	\$76,500	\$57,375
●	14144	Habitat for Humanity NYS	HFH-NYS 2011 Rehab	HCR	Affordable Home Ownership Development	\$646,000	\$2,402,358	\$646,000
●	14157	Heart of the City Neighborhoods, Inc.	2011 Green & Healthy Homes Rehab	HCR	Affordable Home Ownership Development	\$432,100	\$755,222	\$432,100
●	14095	Heart of the City Neighborhoods, Inc.	2011 Green & Health Homes Rehabilitation Program	HCR	HOME	\$288,122	\$288,122	\$288,122
●	7149	Hospice Chautauqua County, Inc.	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives – Worker Skills Upgrading	\$2,420	\$2,420	\$2,420
●	4114	L.D. McCauley, LLC	On-the-Job Training	DOL	Business Hiring and Training Incentives – On-the-Job Training	\$12,000	\$12,000	\$6,400
●	7327	Launch New York	Launch New York Working Capital	ESD	Economic Development Purposes Fund	\$93,565	\$400,000	\$93,565
●	5462	Lockport (C)	Development of Harrison Place	HCR	CDBG - Economic Development	\$260,000	\$660,000	\$258,307
●	14204	Lockport (C)	City of Lockport Homeownership Program	HCR	CDBG - Housing	\$400,000	\$1,550,240	\$329,391
●	14074	Lockport Main Street, Inc.	Lockport Main Street	HCR	New York Main Street	\$251,300	\$386,400	\$251,300
●	14104	Neighborworks Home Resources	Cattaraugus Home Repair and Replacement Program	HCR	HOME	\$500,000	\$1,000,000	\$445,314
●	3437	Network Services, LLC	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives – Worker Skills Upgrading	\$18,000	\$18,000	\$18,000
●	4968	Newfane (T)	Town of Newfane Marina Facilities Upgrade	DOS	Local Waterfront Revitalization	\$63,800	\$127,600	\$38,276
●	6869	Niagara Blower Company	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives – Worker Skills Upgrading	\$16,000	\$16,000	\$5,980
●	14021	Niagara Community Action Program, Inc.	Niagara Community Action Program, Inc. Restore	HCR	RESTORE	\$75,000	\$163,700	\$75,000
●	6373	Niagara County Community College	Niagara County Community College Culinary Institute Capital	ESD	Regional Council Capital Fund	\$2,000,000	\$26,100,000	\$2,000,000
●	1985	Niagara Falls (C)	LaSalle Waterfront Park	DOS	Local Waterfront Revitalization	\$102,440	\$204,880	\$102,440
●	5103	Niagara Frontier Transportation Authority	Buffalo-Niagara International Airport: Parking Lot Expansion Project	DOT	Aviation Bond Project	\$6,000,000	\$8,094,873	

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STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
●	5949	Niagara Frontier Transportation Authority	Niagara Falls International Airport Master Plan	ESD	Regional Council Capital Fund	\$970,000	\$1,453,200	\$970,000
●	3855	Norampac Industries, Inc.	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives - Worker Skills Upgrading	\$50,000	\$50,000	\$3,400
●	2986	North Tonawanda (C)	Webster Street Green Infrastructure	EFC	Green Innovation Grant	\$574,500	\$638,334	\$574,500
●	8046	North Tonawanda (C)	Remington Events Center on the Canal	HCR	CDBG - Economic Development	\$266,000	\$906,000	\$266,000
●	2478	North Tonawanda (C)	North Tonawanda Microenterprise Assistance Program	HCR	CDBG - Economic Development Microenterprise	\$200,000	\$200,000	\$165,000
●	6816	Olean (C)	City of Olean - East State St. Reconstruction Capital	ESD	Regional Council Capital Fund	\$500,000	\$3,685,250	\$500,000
●	6816	Olean (C)	East State Street Reconstruction	DOT	Multi-Modal Project	\$500,000	\$3,685,250	\$500,000
●	2051	Olean (C)	North Union Street Redevelopment Capital	ESD	Regional Council Capital Fund	\$800,000	\$9,423,937	\$200,000
●	8868	Riverside Special Needs Apts L.P.	Riverside Special Needs Apartments	HCR	Federal Low Income Housing Tax Credit	\$855,755	\$20,553,064	\$855,755
●	8868	Riverside Special Needs Apts L.P.	Riverside Special Needs Apartments	HCR	Housing Trust Fund	\$2,400,000	\$20,553,064	\$2,400,000
●	2823	Ronco Communications & Electronics, Inc.	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives - Worker Skills Upgrading	\$49,875	\$49,875	\$49,875
●	7855	Roswell Park Cancer Institute Corp.	Roswell Park Cancer Institute Capital	ESD	Regional Council Capital Fund	\$5,100,000	\$6,155,873	\$5,100,000
●	4935	Shea's O'Connell Preservation Guild, Ltd.	Interior Theatre Restoration	Parks	Historic Property Acquisition, Development and Planning	\$400,000	\$1,712,500	\$386,289
●	8547	Somerset Railroad Corporation	Main Line Track Rehabilitation on Gulf Bridge	DOT	Rail & Port Bond Project	\$164,900	\$194,000	\$164,900
●	14149	Wellsville (T)	Town of Wellsville Critical Housing Repair Program Phase I (CHRP)	HCR	CDBG - Housing	\$400,000	\$400,000	\$383,725
●	14109	West Side Neighborhood Housing Services, Inc.	West Side Rehabilitation Initiative	HCR	HOME	\$399,600	\$549,600	\$309,738
●	7687	Westfield (T)	Barcelona Hamlet Improvements	DOS	Local Waterfront Revitalization	\$200,000	\$500,400	\$40,700
●	3493	Zoological Society of Buffalo, Inc.	Arctic Exhibit	Parks	Historic Property Acquisition, Development and Planning	\$400,000	\$14,426,114	\$400,000
●	4958	Alfred University	Alfred High Temperature Lab Capital	ESD	Regional Council Capital Fund	\$2,800,000	\$9,805,000	
●	5122	Aviation Consultants of WNY, Inc.	Buffalo Airfield: Construct New Airport Terminal and Operations Building	DOT	Multi-Modal Project	\$366,300	\$407,000	
●	6349	Buffalo (C)	Buffalo Streetscapes Capital	ESD	Regional Council Capital Fund	\$4,000,000	\$26,600,000	
●	18934	Buffalo (C)	Niagara Street Reconstruction II	ESD	Regional Council Capital Fund	\$160,000	\$7,116,000	
●	5883	Chautauqua, Cattaraugus, Allegany, and Steuben Southern Tier Extension Railroad Authority	Main Line Track Rehabilitation, Carrollton to Salamanca	DOT	Rail & Port Bond Project	\$786,850	\$1,576,450	\$415,920
●	6725	Dream It Do It Western New York, Inc.	Dream It Do It WNY Working Capital	ESD	Economic Development Purposes Fund	\$500,000	\$1,109,593	\$467,893
●	5732	Hauptman Woodward Medical Research Institute, Inc.	Hauptman Woodward Medical Capital	ESD	Regional Council Capital Fund	\$500,000	\$1,525,303	\$250,000
●	4797	Jacobs Institute	Jacobs Institute Capital	ESD	Regional Council Capital Fund	\$4,000,000	\$9,000,000	\$2,000,000
●	3436	Liberty Affordable Housing, Inc.	Mariner Towers	HCR	Homes for Working Families	\$13,000,000	\$26,274,556	

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STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
●	4319	Niagara Wine Trail	Niagara Wine Trail Capital	ESD	Regional Council Capital Fund	\$30,000	\$47,200	
●	8298	Olean (C)	Cattaraugus County-Olean Airport: Construction of Hangar, Including Required Site Improvements, for 10 Small Aircraft	DOT	Aviation Bond Project	\$630,000	\$700,000	\$48,897
●	2051	Olean (C)	Manufacturer's Hanover	ESD	Regional Council Capital Fund	\$200,000	\$5,182,000	
●	8413	S77 LLC	Buffalo Neighborhood Stabilization Co.-Small Business Green Retrofit Cap.	ESD	Regional Council Capital Fund	\$800,000	\$1,600,000	\$240,000
●	3293	West Seneca (T)	West Seneca Parks Development	Parks	Park Acquisition, Development and Planning	\$50,603	\$101,207	
●	14122	Community Development Corporation	Home Rehab for Allegany County	HCR	HOME	\$500,000	\$630,000	\$127,968
●	5423	Buffalo Blends, Inc.	On-the-Job Training	DOL	Business Hiring and Training Incentives - On-the-Job Training	\$14,400	\$14,400	
●	3128	Central Terminal Restoration Corporation, Inc.	Buffalo Central Terminal Canopy Restoration	Parks	Historic Property Acquisition, Development and Planning	\$306,117	\$408,156	
●	14188	Cuba Community Development Corp.	Cuba HIP 2011	HCR	Affordable Home Ownership Development	\$300,000	\$930,000	\$150,000
●	14066	Empire Housing Center, Inc.	Western New York Healthy homes Project	HCR	HOME	\$400,000	\$400,000	
●	5028	Erie County IDA	American Heritage Homes	ESD	Industrial Development Bond Cap	\$2,500,000	\$5,000,000	
●	3890	Ford Motor Company (Buffalo Stamping Plant)	Stormwater Reuse	EFC	Green Innovation Grant	\$135,000	\$150,000	
●	6705	Goodyear Dunlop Tires North America, Ltd.	On-the-Job Training	DOL	Business Hiring and Training Incentives - On-the-Job Training	\$48,897	\$48,897	
●	6705	Goodyear Dunlop Tires North America, Ltd.	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives - Worker Skills Upgrading	\$40,004	\$40,004	
●	6896	Immco Diagnostics, Inc.	Unemployed Worker	DOL	Unemployed Worker Skills Training	\$50,000	\$50,000	
●	7859	International Imaging Materials, Inc.	Worker Skills Upgrading	DOL	Business Hiring and Training Incentives - Worker Skills Upgrading	\$20,000	\$19,482	
●	6869	Niagara Blower Company	On-the-Job Training	DOL	Business Hiring and Training Incentives - On-the-Job Training	\$9,600	\$9,600	
●	5103	Niagara Frontier Transportation Authority	NFTA Buffalo Airport Parking Lot Capital	ESD	Economic Development Purposes Fund	\$880,000	\$8,094,874	
●	3833	People Inc.	Unemployed Worker	DOL	Unemployed Worker Skills Training	\$5,950	\$5,950	
●	2238	Regan Development Corporation	Dunkirk Meadows Workforce Housing	HCR	Federal Low Income Housing Tax Credit	\$3,543,491	\$13,332,082	
●	2238	Regan Development Corporation	Dunkirk Meadows Workforce Housing	HCR	Housing Trust Fund	\$2,400,000	\$13,332,082	
●	6579	RubberForm Recycled Products, LLC	RubberForm Recycled Products - EIP Capital	ESD	Environmental Investment Program - Capital	\$250,000	\$500,000	
●	7995	Southport Financial	Monteagle	HCR	Homes for Working Families	\$1,865,401	\$11,803,955	
●	3952	St. John Fruit Belt Community Development Corporation	St. John Fruit Belt Capital	ESD	Regional Council Capital Fund	\$2,000,000	\$10,332,525	

● COMPLETE ● ON SCHEDULE ● PROGRESSING SLOWER THAN ANTICIPATED ● CONTRACT NOT YET EXECUTED ● CANCELLED/FUNDING DECLINED

STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
<b>ROUND 2</b>								
●	18315	Alfred (V)	Village of Alfred Wastewater Engineering Study	DEC	CWSRF Engineering Planning Grant	\$30,000	\$37,500	\$30,000
●	17415	Arts Services Initiative of Western New York	Arts Access	Arts	Art Project Grant	\$48,237	\$96,475	\$48,237
●	16396	Ashton-Potter (USA) Ltd.	Ashton-Potter (USA) Ltd - Existing Employee Training	DOL	Worker Skills Upgrading - Existing Employee Training	\$26,425	\$26,425	\$18,600
●	17280	Bemus Point (V)	Design and Construction of Village of Bemus Point Streetscape Improvements	DOS	Local Waterfront Revitalization	\$375,000	\$750,000	\$375,000
●	17111	Buffalo Neighborhood Stabilization Company, Inc.	Neighborhood Water Quality	EFC	Green Innovation Grant	\$644,268	\$695,423	\$602,993
●	15249	Buffalo Neighborhood Stabilization Company, Inc.	Club Utica	HCR	Urban Initiatives	\$200,000	\$235,000	\$200,000
●	18173	Buffalo Niagara Convention & Visitors Bureau	WNY Canadian Marketing Initiative	ESD	Regional Tourism Marketing Grant Initiative (I LOVE NY)	\$195,000	\$600,000	\$195,000
●	19651	Buffalo Niagara Medical Campus	BNMC - Tunnel Capital	ESD	Empire State Development Grant Funds	\$1,000,000	\$5,000,000	\$1,000,000
●	15630	Buffalo Philharmonic Orchestra	Celebration of Music	Arts	Art Project Grant	\$90,000	\$180,775	\$27,000
●	17637	Cello-Pack Corporation	Cello-Pack Corporation - Existing Employee Training	DOL	Worker Skills Upgrading - Existing Employee Training	\$22,425	\$22,425	\$22,425
●	17376	Center Explor/ Perceptual Art	Organizational Merger	Arts	Art Project Grant	\$65,000	\$130,000	\$65,000
●	16508	Chautauqua Opportunities, Inc.	Westfield Main Street Project	HCR	New York Main Street	\$150,000	\$473,778	\$87,797
●	18113	Community Foundation for Greater Buffalo, Inc.	Community Foundation for Greater Buffalo, Inc. - Unemployed Worker Training	DOL	Worker Skills Upgrading - Unemployed Worker Training	\$100,000	\$100,000	\$98,895
●	18113	Community Foundation for Greater Buffalo, Inc.	Green and Healthy Homes Workforce Development	HCR	Urban Initiatives	\$200,000	\$225,000	\$196,383
●	14928	Darwin Martin House	Darwin Martin House Capital	ESD	Empire State Development Grant Funds	\$268,000	\$1,221,428	\$268,000
●	15992	Dunkirk (C)	City of Dunkirk Main Street Program	HCR	New York Main Street	\$250,000	\$323,334	\$244,224
●	18182	Ellicottville (T)	Town of Ellicottville Regional Water Capital	ESD	Empire State Development Grant Funds	\$268,000	\$1,400,000	\$268,000
●	14458	Erie 1 BOCES	Erie 1 BOCES - Unemployed Worker Training	DOL	Worker Skills Upgrading - Unemployed Worker Training	\$100,000	\$100,000	\$43,055
●	15712	Finishing Trades Institute of Western and Central New York	Finishing Trades Institute Capital	ESD	Empire State Development Grant Funds	\$500,000	\$786,500	\$500,000
●	15359	Gowanda Area Redevelopment Corporation	Gowanda Zoar Valley Gateway Park	Parks	Park Acquisition, Development and Planning	\$250,000	\$666,667	\$250,000
●	14816	Gowanda's Historic Hollywood Theater, Ltd.	Hollywood Theater Restoration	Parks	Historic Property Acquisition, Development and Planning	\$420,000	\$560,000	\$420,000
●	15427	Hamburg Development Corporation	12 Main Street Revitalization Project	HCR	Rural Area Revitalization Projects	\$200,000	\$1,200,000	\$200,000
●	18802	Industrial Support, Inc.	Industrial Support, Inc. - Existing Employee Training	DOL	Worker Skills Upgrading - Existing Employee Training	\$44,300	\$44,300	\$38,585
●	16603	Jamestown Community College	Jamestown Community College - Unemployed Worker Training	DOL	Worker Skills Upgrading - Unemployed Worker Training	\$99,900	\$99,900	\$88,982

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STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
●	18836	Just Buffalo Literary Center Inc.	Literary Buffalo	Arts	Art Project Grant	\$125,000	\$260,500	\$37,500
●	18313	Lockport (C)	Harrison Place Manufacturing Project	HCR	CDBG - Economic Development	\$516,000	\$8,216,000	\$514,391
●	16571	Medsorce Technologies, Inc.	Medsorce Technologies, Inc. Accellent LLC - Existing Employee Training	DOL	Worker Skills Upgrading - Existing Employee Training	\$67,610	\$67,610	\$66,181
●	16231	North Tonawanda (C)	Design and Construction of Erie Canal Kayak Launches	DOS	Local Waterfront Revitalization	\$71,350	\$142,700	\$71,348
●	17688	Royalton (T)	Town of Royalton Wastewater Engineering Study	DEC	CWSRF Engineering Planning Grant	\$28,800	\$36,300	\$28,800
●	16661	RUS Industries, Inc.	RUS Industries, Inc. - Existing Employee Training	DOL	Worker Skills Upgrading - Existing Employee Training	\$38,885	\$38,885	\$30,465
●	14437	Springville (V)	Village of Springville Revitalization Project	HCR	New York Main Street	\$250,000	\$669,000	\$249,643
●	14754	Springville Center for the Arts, Inc.	Springville Center for the Arts Green Roof	EFC	Green Innovation Grant	\$46,140	\$52,200	\$46,140
●	14752	Springville Center for the Arts, Inc.	37 North Buffalo Street Capital Project	HCR	Rural Area Revitalization Projects	\$172,500	\$622,120	\$172,500
●	14754	Springville Center for the Arts, Inc.	5 East Main Street Project	HCR	Rural Area Revitalization Projects	\$177,960	\$217,960	\$177,960
●	14752	Springville Center for the Arts, Inc.	37 North Buffalo Street Capital Project	Parks	Historic Property Acquisiton, Development and Planning	\$221,810	\$622,120	\$221,810
●	14754	Springville Center for the Arts, Inc.	5 East Main Street	Parks	Historic Property Acquisiton, Development and Planning	\$127,490	\$277,490	\$127,490
●	19051	Transport National Development, Inc.	Transport National Development, Inc.	DOL	Worker Skills Upgrading - Existing Employee Training	\$23,626	\$23,626	\$22,710
●	16638	Try It Distributing Co Inc.	Try It CNG Fleet	NYSERDA	Regional Economic Development and GHG Reduction Program	\$1,000,000	\$6,048,720	\$1,000,000
●	14844	Wellsville (T)	Wellsville Waterline Capital	ESD	Empire State Development Grant Funds	\$144,000	\$702,457	
●	15881	Young Women's Christian Association of Niagara, Inc.	YWCA of Niagara Community Culinary Training Center	HCR	Urban Initiatives	\$158,167	\$196,563	\$158,035
●	16332	Zoological Society of Buffalo, Inc.	Arctic Edge Exhibit	Parks	Park Acquisition, Development and Planning	\$376,000	\$14,000,000	\$376,000
●	17904	Alfred University	Alfred University - Integrated Manufacturing Center Capital	ESD	Empire State Development Grant Funds	\$500,000	\$4,500,000	
●	13190	ASP Partners, LLC	ASP Partners Capital	ESD	Empire State Development Grant Funds	\$500,000	\$2,500,000	\$420,000
●	18934	Buffalo (C)	Niagara Street Reconstruction I	ESD	Empire State Development Grant Funds	\$350,000	\$7,116,000	
●	16841	Canaseraga (V)	Water Supply Improvements Project	HCR	CDBG - Public Infrastructure	\$600,000	\$3,591,170	\$371,515
●	19464	Farm Credit East, ACA	Farm Credit Capital	ESD	Empire State Development Grant Funds	\$1,000,000	\$1,000,000	\$800,000
●	18966	Niagara Falls (C)	Downtown Niagara Falls Stabilization Capital	ESD	Empire State Development Grant Funds	\$450,000	\$1,045,000	
●	14752	Springville Center for the Arts, Inc.	Springville Center for the Arts - 37 North Buffalo Street Capital	ESD	Empire State Development Grant Funds	\$40,000	\$622,120	\$30,000
●	14754	Springville Center for the Arts, Inc.	Springville Center for the Arts - 5 East Main Street Capital	ESD	Empire State Development Grant Funds	\$43,220	\$661,120	

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STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
●	15321	Tonawanda (C)	Local Waterfront Revitalization Program Update and Implementation, Fishing Pier Construction	DOS	Local Waterfront Revitalization	\$235,596	\$471,192	\$186,487
●	15414	Western Region Corporation	Western Region Corporation Capital	ESD	Empire State Development Grant Funds	\$2,012,780	\$2,012,780	\$603,834
●	19321	Youngstown (V)	Village of Youngstown LWRP Update	DOS	Local Waterfront Revitalization	\$30,250	\$60,500	\$12,997
●	16592	Acquest Development, LLC	Inn at Fort Niagara Capital	ESD	Empire State Development Grant Funds	\$400,000	\$1,559,800	
●	15939	Catholic Charities of Buffalo	Catholic Charities of Buffalo NY, Inc. - Existing Employee Training	DOL	Worker Skills Upgrading - Existing Employee Training	\$79,884	\$79,884	
●	16250	CenterSpace, Inc.	CenterSpace Buffalo Capital	ESD	Empire State Development Grant Funds	\$150,000	\$957,387	
●	17743	Dunkirk Bioenergy, LLC	Dunkirk Bioenergy Capital	ESD	Empire State Development Grant Funds	\$350,000	\$4,000,000	
●	15712	Finishing Trades Institute of Western and Central New York	Finishing Trades Institute of Western and Central New York - Existing Employee Training	DOL	Worker Skills Upgrading - Existing Employee Training	\$100,000	\$100,000	
●	15959	Great Lakes Concrete Products, LLC	Great Lakes Concrete Products, LLC - New Hire/OJT Training	DOL	Worker Skills Upgrading - New Hire (On-the-Job) Training	\$30,000	\$30,000	
●	18862	Lockport (C)	Restoration of Two of the Historic Flight of the Five Locks	DOS	Local Waterfront Revitalization	\$100,000	\$200,000	
●	16874	Swain Recreation, LLC	Swain Recreation Capital	ESD	Empire State Development Grant Funds	\$350,000	\$1,720,000	

### ROUND 3

●	26984	Alden (V)	Village of Alden Wastewater Engineering Study	DEC	Engineering Planning Grant	\$30,000	\$40,000	\$30,000
●	31527	Baker Hall	Lean Manufacturing Training	DOL	Existing Employee Training	\$10,450	\$137,536	\$10,450
●	28486	Boys & Girls Clubs of Buffalo, Inc.	Boys Girls Clubs of Buffalo Inc.	HCR	Urban Initiatives	\$150,000	\$540,055	\$150,000
●	28951	Buffalo Arts and Technology Center, Inc.	Healthcare Office and Delivery Training	DOL	Unemployed Worker Training	\$100,000	\$612,000	\$33,333
●	31559	Buffalo Board of Education (C)	Advanced Welding Training	DOL	Unemployed Worker Training	\$90,000	\$90,000	\$82,800
●	28309	Buffalo Media Resources aka Squeaky Wheel	Equipment for Digital Media Lab	Arts	Artistic Program Capital Equipment	\$22,314	\$44,628	\$22,314
●	32390	Buffalo Neighborhood Stabilization Company, Inc.	BNSC Vision Niagara Feasibility Study	HCR	New York Main Street Technical Assistance	\$20,000	\$22,000	\$20,000
●	31492	Buffalo Niagara Convention & Visitors Bureau	National Garden Festival Working Capital	ESD	Market New York	\$50,000	\$100,000	\$50,000
●	29834	Buffalo Philharmonic Orchestra	Kleinhans Music Hall	Arts	Arts, Culture & Heritage Project Grant	\$74,000	\$246,303	\$74,000
●	32611	Buffalo Urban League	Manufacturing Industry Skills Training	DOL	Unemployed Worker Training	\$100,000	\$720,240	\$27,865
●	31659	Buffalo Wire Works Company, Inc.	Lean Manufacturing Training	DOL	Existing Employee Training	\$15,164	\$15,164	\$15,164
●	30189	Burchfield Penney Art Center	Traveling Exhibitions Funding	Arts	Arts, Culture & Heritage Project Grant	\$74,000	\$160,000	\$74,000
●	26593	Carousel Society of the Niagara Frontier	Carousel Society Capital	ESD	Empire State Development Grant Funds	\$67,225	\$268,900	\$67,225
●	32377	Carrollton (T)	Town of Carrollton Limestone Sewer District Engineering Report	DEC	Engineering Planning Grant	\$18,000	\$22,350	\$18,000
●	31143	Cattaraugus (V)	Village of Cattaraugus Emergency Water System Improvements	HCR	CDBG - Public Infrastructure	\$600,000	\$3,600,000	\$241,864
●	25697	Chautauqua County	Northern Chautauqua County Local Waterfront Revitalization Program	DOS	Local Waterfront Revitalization	\$65,000	\$130,000	\$64,910

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STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
●	26878	Chautauqua Lake Snowmobile Club, Inc.	Trail Grooming Equipment	Parks	Recreational Trails	\$139,600	\$174,500	\$139,600
●	31534	Depew (V)	Village of Depew Wastewater Engineering Study	DEC	Engineering Planning Grant	\$30,000	\$37,500	\$30,000
●	30205	Dunkirk (C)	Dunkirk Seawall Capital	ESD	Empire State Development Grant Funds	\$341,000	\$3,082,540	\$238,700
●	30526	Eden (T)	Town of Eden and Erie County Water Authority Water System Consolidation	DOS	Local Government Efficiency	\$25,000	\$55,555	\$25,000
●	26875	Erie 1 BOCES	Advanced Manufacturing Training	DOL	Unemployed Worker Training	\$100,000	\$100,000	\$91,000
●	30869	Erie Community College	Industrial Mechanical Technician Training	DOL	Unemployed Worker Training	\$88,800	\$88,800	\$26,640
●	29823	Evolution Dental Science, LLC	Dental Clinical Technician Training	DOL	Existing Employee Training	\$51,600	\$99,600	\$49,762
●	28722	Gowanda Area Redevelopment Corporation	Gowanda Zoar Valley Gateway Park Phase 3	Parks	Park Acquisition, Development and Planning	\$500,000	\$625,000	\$500,000
●	30004	Graycliff Conservancy	Martin House Restoration	Arts	Arts, Culture & Heritage Project Grant	\$50,000	\$50,000	\$50,000
●	28625	Hamburg Development Corporation	Village of Blasdel Main Street	HCR	New York Main Street	\$100,000	\$349,234	\$70,961
●	28709	Jamestown Community College	Machinist Training	DOL	Unemployed Worker Training	\$99,900	\$157,000	\$72,887
●	32380	Just Buffalo Literary Center Inc.	Just Buffalo Literary Center	Arts	Arts, Culture & Heritage Project Grant	\$55,500	\$150,000	\$55,500
●	31710	K-Technologies, Inc.	Lean and Advanced Manufacturing Training	DOL	Existing Employee Training	\$55,577	\$103,254	\$26,779
●	30439	Lake Effect Trailbreakers	Trail Grooming Equipment	Parks	Recreational Trails	\$192,000	\$240,000	\$192,000
●	31775	Lancaster (V)	Downtown Lancaster Revitalization Program	HCR	New York Main Street	\$100,000	\$408,340	\$100,000
●	28734	Little Valley (V)	Village of Little Valley Wastewater Engineering Study	DEC	Engineering Planning Grant	\$20,000	\$25,000	\$20,000
●	31014	Lockport Ice Arena and Sports Center, Inc.	Lockport Ice Arena Capital	ESD	Empire State Development Grant Funds	\$1,000,000	\$13,500,000	
●	28609	Lumber City Development Corporation	Oliver Street Revitalization	HCR	New York Main Street	\$200,000	\$255,000	\$156,046
●	30510	Machias (T)	Town of Machias Lime Lake Sewer District Engineering Report	DEC	Engineering Planning Grant	\$30,000	\$37,500	\$30,000
●	28679	Massachusetts Avenue Project, Inc.	Growing Green	DOS	Community Services Block Grant	\$56,015	\$70,019	\$56,015
●	28196	MusicalFare Theatre	Theatrical Sound and Lighting Packages and Curtains	Arts	Artistic Program Capital Equipment	\$15,081	\$30,162	\$15,081
●	31170	Niagara County Community College	Operational Skills Training	DOL	Unemployed Worker Training	\$25,397	\$34,500	\$25,388
●	28627	Niagara Frontier Transportation Authority	NFTA - Cobblestone Working Capital	ESD	Strategic Planning and Feasibility Studies	\$40,000	\$300,000	\$40,000
●	28377	North Tonawanda (C)	Gratwick Marina Redevelopment	DOS	Local Waterfront Revitalization	\$208,125	\$416,250	\$208,125
●	29179	North Tonawanda (C)	Erie Canal Bike Path Extension	Canals	NYS Canalway Grant	\$144,707	\$289,414	\$144,707
●	32161	Reg Lenna Civic Center, Inc.	Digital Projection System	Arts	Digital Film Projector Conversion	\$75,000	\$100,000	\$75,000
●	32053	Research Foundation for SUNY	SUNY Research Foundation SAMC Capital	ESD	Empire State Development Grant Funds	\$500,000	\$5,500,000	
●	30142	Research Foundation for SUNY	Center for Computational Research Capital	ESD	Empire State Development Grant Funds	\$1,000,000	\$1,200,000	
●	31368	Riviera Theatre and Organ Preservation Society, Inc.	Digital Conversion Project	Arts	Digital Film Projector Conversion	\$42,343	\$84,685	\$42,343

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STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
●	32230	Rolite Mfg., Inc.	Production Machine Operation Training	DOL	Existing Employee Training	\$8,320	\$13,000	\$6,175
●	31545	Roycroft Campus Corporation	Roycroft Campus Print Shop Acquisition	Arts	Arts, Culture & Heritage Project Grant	\$50,000	\$1,300,000	\$50,000
●	31916	South & Center Chautauqua Lake Sewer Districts	Chautauqua County Wastewater Consolidation Study	DEC	Engineering Planning Grant	\$50,000	\$62,500	\$44,512
●	29436	University District Community Development Association, Inc.	Uptown Theater Project	HCR	Urban Initiatives	\$150,000	\$196,250	\$150,000
●	29831	Westfield Academy and Central School	Centralization of Brocton and Westfield Schools	DOS	Local Government Efficiency	\$13,500	\$50,000	\$13,500
●	30470	Williamsville (V)	Village Of Williamsville and Erie County Water Authority Water System Consolidation	DOS	Local Government Efficiency	\$400,000	\$32,154,000	\$400,000
●	27929	Allegany County	Comprehensive Planning School	NYSERDA	Cleaner Greener Communities	\$67,669	\$90,225	\$23,900
●	30922	Buffalo (C)	Buffalo Green Code Implementation Project	NYSERDA	Cleaner Greener Communities	\$125,000	\$300,000	
●	26593	Carousel Society of the Niagara Frontier	Allan Herschell Office Building	Canals	NYS Canalway Grant	\$134,450	\$268,900	\$122,891
●	31681	Celoron (V)	Improvements to Lucille Ball Memorial Park	DOS	Local Waterfront Revitalization	\$82,845	\$165,690	\$23,750
●	27276	Chautauqua County	Chautauqua Water District Capital	ESD	Empire State Development Grant Funds	\$1,000,000	\$30,400,000	
●	31018	Darwin Martin House	Darwin Martin House Capital	ESD	Empire State Development Grant Funds	\$375,000	\$1,975,575	
●	30205	Dunkirk (C)	Dunkirk Seawall and Lake Front Boulevard	Parks	Park Acquisition, Development and Planning	\$449,620	\$3,082,540	
●	26924	Gowanda's Historic Hollywood Theater, Ltd.	Historic Hollywood Theater Capital	ESD	Empire State Development Grant Funds	\$166,667	\$629,193	\$124,820
●	26761	Jamestown (C)	Greater Jamestown Riverwalk Trail	Parks	Park Acquisition, Development and Planning	\$499,955	\$1,363,762	\$299,963
●	27923	Lackawanna (C)	City of Lackawanna Local Waterfront Revitalization Program Update	DOS	Local Waterfront Revitalization	\$30,000	\$60,000	
●	27923	Lackawanna (C)	Comprehensive Plan Development	NYSERDA	Cleaner Greener Communities	\$60,000	\$140,000	\$49,000
●	28429	Lewiston (V)	Village of Lewiston Local Waterfront Revitalization Program Update	DOS	Local Waterfront Revitalization	\$20,250	\$40,500	\$12,350
●	27819	Newstead (T)	Newstead Recreational Trail Expansion Project	Parks	Recreational Trails	\$200,000	\$396,004	
●	32533	Niagara Falls (C)	Niagara Falls/Isaiah 61 Capital	ESD	Empire State Development Grant Funds	\$132,000	\$666,000	
●	32295	Niagara Tourism & Convention Corporation	Niagara Tourism & Convention Working Capital	ESD	Market New York	\$300,000	\$300,000	\$245,004
●	28432	Porter (T)	Town of Porter Local Waterfront Revitalization Program	DOS	Local Waterfront Revitalization	\$34,250	\$68,500	
●	31526	Service Collaborative of WNY, Inc.	Opportunity Corps	ONCS	New York State AmeriCorps Program	\$245,011	\$507,511	\$146,638
●	28193	University at Buffalo	Western New York Innovation Hot Spot	ESD	New York State Business Incubator and Innovation Hot Spot Support Program	\$250,000	\$2,250,000	
●	29677	Williamsville (V)	Spring Street Green Reconstruction	EFC	Green Innovation Grant	\$799,160	\$1,131,849	\$742,236
●	31530	Williamsville (V)	Williamsville Working Capital	ESD	Strategic Planning and Feasibility Studies	\$18,550	\$37,100	\$18,550

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●	32611	Buffalo Urban League	Buffalo Urban League Working Capital	ESD	ESD Technical Assistance and Training Grants – Opportunity Agenda Projects	\$100,000	\$100,000	
●	30853	Amherst (T)	Renovation of an Assisted Living Facility	ESD	Industrial Development Bond Cap	\$7,500,000	\$15,000,000	
●	29390	Buffalo Niagara Medical Campus	Transit Hub In Buffalo	NYSERDA	Cleaner Greener Communities	\$1,000,000	\$2,928,529	\$49,800
●	27534	Central Terminal Restoration Corporation, Inc.	Center for Restoration Arts Sciences Capital	ESD	Market New York	\$30,000	\$192,000	
●	32201	Community Action Organization of Erie County, Inc.	Family Development and Child Care Training	DOL	New Hire Training	\$40,050	\$161,598	
●	32439	Cuba Rushford Central School District	Rushford School Capital	ESD	Empire State Development Grant Funds	\$300,000	\$1,708,130	
●	28006	Erie County IDA	Boston Valley Pottery Capital	ESD	Environmental Investment Program - Capital	\$157,500	\$450,000	
●	31399	Everywoman Opportunity Center	Project Fresh Start	DOS	Community Services Block Grant	\$93,358	\$116,698	
●	31637	McHone Industries, Inc.	ISO 9000 Quality Management Systems Training	DOL	Existing Employee Training	\$25,900	\$75,900	
●	28047	Randolph (T)	McNallie Building Capital	ESD	Empire State Development Grant Funds	\$65,493	\$327,463	
●	32230	Rolite Mfg., Inc.	Production Machine Operation Training	DOL	New Hire Training	\$2,820	\$13,000	
●	32230	Rolite Mfg., Inc.	Production Machine Operation Training	DOL	Unemployed Worker Training	\$1,860	\$13,000	
●	30330	TAM Ceramics, LLC	TAM Rare Earth Capital	ESD	Empire State Development Grant Funds	\$250,000	\$250,000	
●	32303	Triad Recycling and Energy, Corp.	Triad Recycling and Energy Capital	ESD	Environmental Investment Program - Capital	\$33,000	\$815,350	
<b>ROUND 4</b>								
●	42710	1891 Fredonia Opera House	Seamless Movie Screen, 16-Channel Sound Board & LED Color Lighting Instruments	Arts	Artistic Program Capital Equipment	\$11,800	\$23,786	\$11,800
●	41056	Allegany County Community Opportunities and Rural Development ACCORD Corporation	Employment Training Program	DOS	Community Services Block Grant	\$100,000	\$125,000	\$62,464
●	39929	Andover (V)	Drinking Water Feasibility Study	HCR	CDBG - Community Planning	\$50,000	\$52,632	\$49,500
●	39938	Brocton (V)	Main Street Market Assessment	HCR	New York Main Street Technical Assistance	\$20,000	\$27,250	
●	41428	Buffalo Fine Arts Academy	AK Innovation Lab	Arts	Arts, Culture & Heritage Project Grant	\$76,000	\$435,000	\$60,800
●	42560	Buffalo Niagara Convention & Visitors Bureau	Buffalo Niagara Convention & Visitors Bureau Working Capital	ESD	Market New York	\$250,000	\$500,000	\$250,000
●	40477	Burchfield Penney Art Center	Front Yard Project High-Luminosity Projectors	Arts	Artistic Program Capital Equipment	\$49,500	\$130,000	\$49,500
●	41656	Catholic Charities of Buffalo	Hospitality and Tourism Training	DOL	Unemployed Worker Training	\$99,600	\$99,600	\$63,246
●	42135	Center for Exploratory and Perceptual Art (CEPA) Gallery	Expand Artistic & Educational Programming	Arts	Workforce Investment	\$49,500	\$106,700	\$49,500
●	42218	El Museo Francisco Oller Y Diego Rivera	Program Expansion	Arts	Workforce Investment	\$24,700	\$338,000	\$24,700
●	38733	Erie 1 BOCES	Maintenance Mechanic Training	DOL	Unemployed Worker Training	\$100,000	\$100,000	\$92,500
●	38923	Erie-Niagara Area Health Education Center, Inc.	Medical Billing and Coding Training	DOL	New Hire Training	\$20,000	\$78,624	\$5,000

● COMPLETE ● ON SCHEDULE ● PROGRESSING SLOWER THAN ANTICIPATED ● CONTRACT NOT YET EXECUTED ● CANCELLED/FUNDING DECLINED

STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
●	41063	Frontier Science & Technology Research Foundation, Inc.	Research Associate Training	DOL	Existing Employee Training	\$30,000	\$79,052	\$30,000
●	39712	Herschell Carrousel Factory Museum	Enhance Development Activity	Arts	Workforce Investment	\$6,300	\$31,800	\$6,300
●	40102	Jamestown Community College	Machinist Training	DOL	Unemployed Worker Training	\$99,998	\$182,298	\$74,201
●	39185	Jamestown Renaissance Corporation	STRIVE Jamestown 2014	HCR	New York Main Street	\$250,000	\$4,374,078	\$250,000
●	43424	Just Buffalo Literary Center	JB40	Arts	Arts, Culture & Heritage Project Grant	\$60,000	\$275,000	\$60,000
●	40050	Niagara (T)	Belden Center Stormwater Project	HCR	CDBG - Public Infrastructure	\$599,854	\$622,627	\$599,854
●	41968	Niagara County Community College	Customer Service Training	DOL	Unemployed Worker Training	\$63,375	\$70,575	\$38,041
●	43460	Niagara Frontier Transportation Authority	NFTA Rail Car Rebuild Capital	ESD	Empire State Development Grant Funds	\$780,000	\$4,840,880	
●	39780	Olean (C)	North Union Street Green Revitalization	EFC	Green Innovation Grant	\$854,000	\$952,500	\$782,622
●	40043	Olean Business Development Center	Olean Business Incubation Center Capital	ESD	Empire State Development Grant Funds	\$400,000	\$2,012,000	
●	41741	Ripley (T)	Ripley Planning Study	DEC	Engineering Planning Grant	\$30,000	\$37,500	\$30,000
●	39668	Roycroft Campus Corporation	New Visitor Center Development	Arts	Arts, Culture & Heritage Project Grant	\$30,000	\$103,000	\$30,000
●	41387	Sinclairville (V)	Water Tank Replacement Project	HCR	CDBG - Public Infrastructure	\$600,000	\$5,000,000	\$600,000
●	43421	Squeaky Wheel/Buffalo Media Resources, Inc.	Program Expansion	Arts	Arts, Culture & Heritage Project Grant	\$11,500	\$38,340	\$11,500
●	40552	Torn Space Theater	The Calling: Torn Spaces Site Specific Performance	Arts	Arts, Culture & Heritage Project Grant	\$15,200	\$61,850	\$15,200
●	42659	Wellsville (V)	Village of Wellsville WWTP Engineering Planning Grant	DEC	Engineering Planning Grant	\$30,000	\$37,500	\$30,000
●	42673	Western New York Book Arts Collaborative	Program Expansion	Arts	Workforce Investment	\$35,200	\$64,390	\$35,200
●	43021	Young Audiences of Western New York	ArtWorks: Hired to Create, Inspired to Succeed	Arts	Arts, Culture & Heritage Project Grant	\$50,200	\$188,034	\$40,160
●	39521	Akron (V)	Village of Akron Wastewater Infrastructure Engineering Planning Grant	DEC	Engineering Planning Grant	\$30,000	\$37,500	\$15,000
●	37830	Alix Rice Peace Park Foundation	Alix Rice Peace Park Skatepark-Capital Project	ESD	Market New York	\$5,000	\$30,000	
●	37830	Alix Rice Peace Park Foundation	Alix Rice Peace Park Skatepark	Parks	Park Acquisition, Development and Planning	\$123,888	\$352,750	
●	41655	Allegany (V)	Allegany Planning Study	DEC	Engineering Planning Grant	\$30,000	\$37,500	\$15,000
●	42761	Amherst (T)	Smart Growth and Sustainability Planning	NYSERDA	Cleaner Greener Communities	\$161,250	\$278,000	\$75,083
●	41052	Bolivar (T)	Municipal Pool Improvements	Parks	Park Acquisition, Development and Planning	\$240,156	\$320,208	\$450,000
●	42493	Buffalo Arts and Technology Center, Inc.	Pre-Training Literacy	DOL	Unemployed Worker Training	\$100,000	\$100,000	
●	41713	Buffalo Niagara Riverkeeper	Scajaquada Creek Paddlesport Launch	Canals	NYS Canalway Grant	\$150,000	\$300,000	
●	43510	Buffalo Sewer Authority	Buffalo Green Site Restoration Demonstration	EFC	Green Innovation Grant	\$1,800,000	\$2,000,000	\$731,931
●	41302	Burchfield Penney Art Center	Traveling Exhibitions Program Working Capital	ESD	Market New York	\$36,000	\$54,000	\$36,000

● COMPLETE ● ON SCHEDULE ● PROGRESSING SLOWER THAN ANTICIPATED ● CONTRACT NOT YET EXECUTED ● CANCELLED/FUNDING DECLINED

STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
●	41533	Caneadea (T)	New Park Acquisition and Planning	Parks	Park Acquisition, Development and Planning	\$82,491	\$109,988	
●	39191	Chautauqua County	North Chautauqua County Regional Water Supply System	ESD	Empire State Development Grant Funds	\$1,000,000	\$6,300,000	
●	40124	CODE, Inc.	Appleyard Greenway Recreation Project	Parks	Park Acquisition, Development and Planning	\$338,886	\$451,780	\$143,852
●	43090	Concord (T)	Town of Concord Sewer Districts #1 and # 2 Engineering Study	DEC	Engineering Planning Grant	\$30,000	\$37,500	\$15,000
●	41069	Erie Community College	Advanced Manufacturing Training	DOL	Unemployed Worker Training	\$100,000	\$100,000	
●	42713	Erie County	Bethlehem Steel Redevelopment I	ESD	Empire State Development Grant Funds	\$500,000	\$10,780,000	
●	40859	Erie County	Erie County Sustainability Plan	NYSERDA	Cleaner Greener Communities	\$250,000	\$414,897	\$103,766
●	41223	Erie County	Seneca Bluffs Natural Habitat Park	Parks	Park Acquisition, Development and Planning	\$75,000	\$100,000	
●	40389	Gerard Place Housing Development Company, Inc.	Gerard Place Education and Community Center	ESD	Empire State Development Grant Funds	\$250,000	\$1,397,407	
●	39294	Goodwill Industries of Western New York, Inc.	Manufacturing, Medical and Office Training	DOL	Unemployed Worker Training	\$99,200	\$474,200	\$3,950
●	42065	Greater Lockport Development Corporation	Main Street Program	HCR	New York Main Street	\$250,000	\$600,000	\$193,812
●	42268	HealthNow New York Inc.	Office Operations and Information Technology Training	DOL	Existing Employee Training	\$99,725	\$224,365	
●	43050	Lewiston (V)	Shoreline Improvements	DOS	Local Waterfront Revitalization	\$177,500	\$355,000	
●	39702	Lockport (C)	Flight of Five Restoration	ESD	Empire State Development Grant Funds	\$1,315,493	\$1,664,750	
●	41643	National Comedy Center, Inc.	National Comedy Center Capital	ESD	Empire State Development Grant Funds	\$1,500,000	\$19,906,726	\$1,500,000
●	40994	Newfane (T)	Newfane Wastewater Plant Engineering Study	DEC	Engineering Planning Grant	\$30,000	\$37,500	\$15,000
●	41460	Olean (C)	Allegheny River Public Access and Recreation Plan	DOS	Local Waterfront Revitalization	\$38,785	\$77,570	\$8,290
●	42826	People United for Sustainable Housing (PUSH) Buffalo	Buffalo Community Sustainability Initiative	NYSERDA	Cleaner Greener Communities	\$902,980	\$1,204,025	\$354,307
●	39137	Research Foundation for SUNY on behalf of Buffalo State College	Advanced Manufacturing Technician Training	DOL	Unemployed Worker Training	\$100,000	\$100,000	
●	40589	Research Foundation for SUNY on behalf of University of Buffalo	Dental Assistant Training	DOL	Unemployed Worker Training	\$52,710	\$525,635	
●	39255	Tonawanda (C)	Main Street Development Program	DOS	Local Waterfront Revitalization	\$187,225	\$374,450	
●	40277	Tonawanda (C)	Ives Park Improvements	Parks	Park Acquisition, Development and Planning	\$78,567	\$157,135	
●	42714	Buffalo Niagara Medical Campus	Bridges to Sustainable Commuting	ESD	Empire State Development Grant Funds	\$650,000	\$3,350,000	
●	40750	Niagara County Community College	Niagara Falls Culinary Institute Working Capital	ESD	Market New York	\$99,930	\$133,263	
●	43197	Research Foundation for SUNY	Alfred State College Biorefinery	ESD	Empire State Development Grant Funds	\$500,000	\$3,650,000	
●	39378	Tonawanda (T)	Lincoln Park Green Pathway	EFC	Green Innovation Grant	\$700,000	\$778,000	
●	42463	Williamsville (V)	Long Street Green Infrastructure	EFC	Green Innovation Grant	\$1,093,000	\$1,220,798	\$80,762

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●	39510	Blessed Trinity Catholic Church	Restoration of a Community Anchor and Tourism Product	Parks	Historic Property Acquisition, Development and Planning	\$329,643	\$439,525	
●	42465	Trinity Church	Antique Window Protection and Visibility Project	Parks	Historic Property Acquisition, Development and Planning	\$193,590	\$258,120	
●	42393	Tri-Main Development LLC	Green Infrastructure Retrofit	EFC	Green Innovation Grant	\$930,000	\$1,636,690	
●	39134	WNY Women's Foundation, Inc.	Medical Worker Training	DOL	Unemployed Worker Training	\$100,000	\$254,225	
<b>ROUND 5</b>								
●	54120	Buffalo Philharmonic Orchestra	Richardson Complex Grand Opening Illumination	Arts	Arts, Culture and Heritage New Initiatives	\$63,000	\$532,000	\$63,000
●	52556	Burchfield Penney Art Center	Burchfield Penney 50th Anniversary Celebration	Arts	Arts, Culture and Heritage New Initiatives	\$63,000	\$520,000	\$63,000
●	28658	Cattaraugus Community Action, Inc.	Culinary Arts Training	DOL	Special Populations Training	\$75,000	\$200,000	\$17,738
●	28658	Cattaraugus Community Action, Inc.	Culinary Arts Training	DOL	Unemployed Worker Training	\$25,000	\$200,000	\$5,452
●	56107	Cattaraugus County	Cattaraugus County Cultural Plan	Arts	Arts, Culture and Heritage New Initiatives	\$49,500	\$49,500	\$49,500
●	53322	Jamestown Community College	Jamestown Community College - Expansion of Manufacturing Technology	ESD	Empire State Development Grant Funds	\$980,000	\$10,040,669	
●	53136	Just Buffalo Literary Center	Lit City Public Art	Arts	Arts, Culture and Heritage New Initiatives	\$40,950	\$130,000	\$40,950
●	51499	Lockport (C)	City of Lockport South Street Neighborhood Project	HCR	CDBG - Community Planning	\$50,000	\$53,000	\$50,000
●	56140	North Chautauqua Lake Sewer District	North Chautauqua Lake Sewer District Engineering Study	DEC	Engineering Planning Grant	\$30,000	\$45,998	\$30,000
●	54940	People Inc.	Life Skills Training	DOL	Existing Employee Training	\$4,060	\$4,060	\$4,060
●	51265	Reg Lenna Center for the Arts	Reg Lenna Multimedia Studio Marquee Upgrade	Arts	Arts, Culture and Heritage New Initiatives	\$24,700	\$116,760	\$24,700
●	53054	South & Center Chautauqua Lake Sewer Districts	South and Center Chautauqua Lake Sewer District West Side Chautauqua Lake Sewer Extension Engineering	DEC	Engineering Planning Grant	\$50,000	\$100,000	\$50,000
●	56051	Squeaky Wheel Film Media Art Center	Youth Media Arts Leadership Workforce Development Program	Arts	Arts, Culture and Heritage New Initiatives	\$48,906	\$49,500	\$48,906
●	54753	Wellsville (V)	Village of Wellsville Preliminary Engineering Report	HCR	CDBG - Community Planning	\$50,000	\$52,500	\$50,000
●	56850	Young Audiences of Western New York	Young Audiences of Western New York State Strategic Planning	Arts	Arts, Culture and Heritage New Initiatives	\$48,906	\$120,000	\$48,906
●	52232	YWCA of the Niagara Frontier, Inc.	Culinary Arts Training	DOL	Special Populations Training	\$15,000	\$54,000	\$8,659
●	52232	YWCA of the Niagara Frontier, Inc.	Culinary Arts Training	DOL	Unemployed Worker Training	\$15,000	\$54,000	\$8,564
●	54295	Akron (V)	Village of Akron Collection System Study	DEC	Engineering Planning Grant	\$30,000	\$37,500	\$15,000
●	55231	Beau Vine Vineyards	Beau Vine Vineyards - Vineyard expansion	ESD	Empire State Development Grant Funds	\$370,000	\$1,347,751	
●	53681	Bolivar (V)	Villages of Bolivar and Richburg Springs Joint Water Improvements Project Phase II	HCR	CDBG - Public Infrastructure	\$900,000	\$900,000	
●	55377	Buffalo (C)	City of Buffalo - Broadway Market	ESD	Empire State Development Grant Funds	\$74,000	\$444,000	

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●	56232	Buffalo (C)	City of Buffalo - Entertainment District/Franklin Street Corridor	ESD	Empire State Development Grant Funds	\$500,000	\$5,056,000	
●	52501	Buffalo (C)	Shelton Square - Erie Street Greenway	Parks	Park Acquisition, Development and Planning	\$50,000	\$100,000	
●	54479	Buffalo Arts Studio	Expanded Outreach Capacity	Arts	Workforce Investment	\$45,000	\$60,000	\$36,000
●	51954	Buffalo Board of Education (C)	Advanced Welding Training	DOL	Unemployed Worker Training	\$98,750	\$98,750	\$48,750
●	57011	Buffalo Chamber Players	Expanded Operational Capacity	Arts	Workforce Investment	\$21,000	\$28,000	\$21,000
●	56859	Buffalo Inner City Ballet	Expanded Operational Capacity	Arts	Workforce Investment	\$20,000	\$40,000	\$20,000
●	52858	Buffalo Place	Main Street Buffalo	HCR	New York Main Street	\$300,000	\$3,400,000	\$89,780
●	54698	Buffalo RiverWorks, LLC	Buffalo RiverWorks Green Infrastructure Installations	EFC	Green Innovation Grant	\$900,000	\$1,254,000	\$671,503
●	56024	Buffalo Sewer Authority	Scajaguada Creek Restoration	EFC	Green Innovation Grant	\$1,815,000	\$2,016,700	\$269,337
●	52575	Burchfield Penney Art Center	The Burchfield Penney Art Center Working Capital	ESD	Market New York	\$125,000	\$375,000	
●	54539	Cattaraugus County	Cattaraugus County - Cattaraugus County Site Redevelopment Assessment	ESD	Strategic Planning and Feasibility Studies	\$50,000	\$100,000	
●	53101	Cattaraugus County Arts Council	Expanded Programmatic Capacity	Arts	Workforce Investment	\$27,750	\$37,000	\$27,750
●	51102	Center for Employment Opportunities, Inc.	Construction Worker Training	DOL	Special Populations Training	\$100,000	\$314,000	\$32,608
●	53017	Chautauqua County	Dutch Hollow Creek Stabilization Project	DEC	Water Quality Improvement Project	\$482,179	\$642,905	
●	57116	Chautauqua County	West Dutch Hollow Creek Stabilization Project	DEC	Water Quality Improvement Project	\$275,888	\$367,850	
●	57124	Chautauqua County	Bemus Creek Stabilization Project	DEC	Water Quality Improvement Project	\$151,200	\$201,600	
●	57133	Chautauqua County	Prendergast Creek Stabilization Project	DEC	Water Quality Improvement Project	\$58,039	\$77,386	\$42,304
●	57134	Chautauqua County	Ball Creek Stabilization Project	DEC	Water Quality Improvement Project	\$66,174	\$88,231	
●	57135	Chautauqua County	Goose Creek Stabilization Project	DEC	Water Quality Improvement Project	\$39,690	\$52,920	
●	51568	Chautauqua County	Northern Chautauqua County Local Waterfront Revitalization Program Phase II	DOS	Local Waterfront Revitalization	\$50,000	\$100,000	
●	52683	Chautauqua County	Chautauqua County - South County Industrial Park Expansion	ESD	Empire State Development Grant Funds	\$200,000	\$1,000,000	
●	53040	Chautauqua County Soil and Water Conservation District	Chautauqua County Erosion Control Improvements	DEC	Water Quality Improvement Project	\$55,000	\$125,000	\$31,183
●	53738	Chautauqua County Soil and Water Conservation District	Walnut and Silver Creek Stream Corridor Restoration	DEC	Water Quality Improvement Project	\$167,250	\$224,358	
●	56014	Chautauqua County Soil and Water Conservation District	Chautauqua Creek Restoration	DEC	Water Quality Improvement Project	\$81,000	\$328,500	
●	52898	Chautauqua Harbor Hotel LLC	Chautauqua Harbor Hotel - Chautauqua Harbor Hotel LLC	ESD	Empire State Development Grant Funds	\$1,653,000	\$22,653,000	
●	56123	Chautauqua Harbor Hotel LLC	Chautauqua Harbor Destination Hotel	ESD	Market New York	\$255,000	\$22,653,000	
●	54525	Chautauqua Regional Youth Ballet	Expanded Operational and Outreach Capacity	Arts	Workforce Investment	\$27,000	\$36,000	\$27,000
●	53713	Cheektowaga (T)	Town of Cheektowaga Engineering Study	DEC	Engineering Planning Grant	\$80,000	\$100,000	\$40,000
●	52000	Committee for the Buffalo Religious Arts Center	Buffalo Religious Arts Center Restoration Project	Parks	Historic Property Acquisition, Development and Planning	\$202,237	\$269,650	

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●	54631	County of Erie	Bethlehem Steel Redevelopment II	ESD	Empire State Development Grant Funds	\$2,280,000	\$10,780,000	
●	51720	County of Erie; Erie County Sewer District No. 3	Erie County Sewer District No. 3 Engineering Study	DEC	Engineering Planning Grant	\$100,000	\$125,957	\$50,000
●	55267	Cuba Friends of Architecture	Expanded Programmatic and Outreach Capacity	Arts	Workforce Investment	\$40,950	\$54,600	\$40,950
●	55086	Depew (V)	Village of Depew Engineering Study	DEC	Engineering Planning Grant	\$100,000	\$178,000	\$50,000
●	55172	Ellery Sno-Cruisers	Class A Trail Groomer for Snowmobile Trail Maintenance - 2015	Parks	Recreational Trails	\$176,000	\$220,000	
●	55939	Erie 1 BOCES	Maintenance, Machining and Welding Training	DOL	Unemployed Worker Training	\$100,000	\$100,000	\$57,825
●	56728	Erie Community College	Transportation Training	DOL	Unemployed Worker Training	\$60,300	\$60,300	
●	52931	Erie County	Western NY Stormwater Coalition MS4 Gap Analysis and Mapping Project	DEC	Water Quality Improvement Project	\$388,054	\$518,351	
●	54307	Evans (T)	Lake Erie Beach Business District Revitalization Project	HCR	New York Main Street Technical Assistance	\$19,950	\$21,000	
●	53954	Evans (T)	South Creek Pool Park Improvement Project	Parks	Park Acquisition, Development and Planning	\$142,898	\$285,796	
●	53131	Fredonia Technology Incubator	Fredonia NYS Certified Business Incubator	ESD	New York State Business Incubator Support	\$375,000	\$1,125,000	
●	53452	Gates Circle Holdings LLC	Gates Circle Holdings LLC - Lancaster Square Infrastructure Capital	ESD	Empire State Development Grant Funds	\$2,000,000	\$10,000,000	
●	53135	Grand Island (T)	Scenic Woods-Bicentennial Park, Phases I-IA	DOS	Local Waterfront Revitalization	\$197,634	\$395,269	
●	54654	Graycliff Conservancy	Expanded Maintenance Capacity	Arts	Workforce Investment	\$33,750	\$45,000	\$33,750
●	54791	Gypsum Systems, Inc.	Carpentry Training	DOL	New Hire Training	\$50,000	\$260,000	\$2,935
●	57842	Hallwalls	Expanded Programmatic Capacity	Arts	Workforce Investment	\$21,000	\$28,000	\$21,000
●	56897	Hamburg (V)	Village of Hamburg Underutilized Sites Strategy	ESD	Strategic Planning and Feasibility Studies	\$30,000	\$60,000	
●	57880	International Institute of Buffalo	Manufacturing and Medical Training	DOL	Special Populations Training	\$50,000	\$185,620	
●	57880	International Institute of Buffalo	Manufacturing and Medical Training	DOL	Unemployed Worker Training	\$50,000	\$185,620	
●	56298	Jamestown Renaissance Corporation	STRIVE Jamestown 2015	HCR	New York Main Street	\$500,000	\$2,148,975	
●	54965	Kaleida Health	Health Care Skills Training	DOL	Existing Employee Training	\$88,124	\$156,060	
●	57061	K-Technologies, Inc.	Assembly and Process Improvement Training	DOL	Existing Employee Training	\$42,115	\$74,490	
●	54121	Lackawanna (C)	Lackawanna Recreational Trail Restoration	Parks	Recreational Trails	\$171,800	\$214,750	
●	53204	Lancaster (V)	Village of Lancaster Wastewater Infrastructure Engineering Study	DEC	Engineering Planning Grant	\$100,000	\$125,000	\$50,000
●	52974	Lehrer Dance	Lehrer Dance Multi-Year Expansion Project	Arts	Workforce Investment	\$30,000	\$60,000	\$30,000
●	53387	Libera, Inc.	Information Technology Training	DOL	Existing Employee Training	\$75,910	\$198,874	
●	55984	Little Valley (V)	Village of Little Valley Wastewater Treatment Plant Upgrades	HCR	CDBG - Public Infrastructure	\$600,000	\$4,960,750	
●	56777	Lockport (T)	Town of Lockport Industrial Park Working Capital	ESD	Strategic Planning and Feasibility Studies	\$14,000	\$64,558	
●	55590	Locust Street Art	Expanded Organizational Capacity	Arts	Workforce Investment	\$44,055	\$58,740	\$35,244
●	54787	Massachusetts Avenue Project	Massachusetts Avenue Project	ESD	Empire State Development Grant Funds	\$385,000	\$1,591,847	

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●	53248	National Comedy Center, Inc.	National Comedy Center - National Comedy Center Connector	ESD	Empire State Development Grant Funds	\$1,000,000	\$20,819,990	\$1,000,000
●	53250	National Comedy Center, Inc.	National Comedy Center Marketing Working Capital	ESD	Market New York	\$525,000	\$700,000	
●	53239	National Comedy Center, Inc.	National Comedy Center Park	Parks	Park Acquisition, Development and Planning	\$500,000	\$1,625,000	
●	55870	New York Business Development Corp	Excelsior Growth Fund - WNY Small Business Fund	ESD	Empire State Development Grant Funds	\$750,000	\$1,500,000	
●	56814	Niagara Arts and Cultural Center	Expanded Programmatic Capacity	Arts	Workforce Investment	\$40,000	\$64,000	\$40,000
●	54051	Niagara Falls (C)	LaSalle Recreation Way Trail	DOS	Local Waterfront Revitalization	\$410,000	\$820,000	
●	57444	Niagara Falls (C)	City of Niagara Falls - Highland Avenue Business Park Phase 1	ESD	Empire State Development Grant Funds	\$500,000	\$1,500,000	
●	58093	Niagara Falls (C)	City of Niagara - MicroEnterprise Assistance Capital	ESD	Empire State Development Grant Funds	\$100,000	\$200,000	
●	54097	Niagara Falls (C)	Customhouse Harriet Tubman Plaza	Parks	Heritage Areas System Acquisition, Development and Planning	\$201,725	\$268,967	
●	51019	Niagara Tourism & Convention Corporation	Niagara Tourism and Convention Working Capital	ESD	Market New York	\$200,000	\$266,667	
●	53259	Old 1st Ward Community Association Inc.	Seneca Street Main Street Technical Assistance	HCR	New York Main Street Technical Assistance	\$20,000	\$21,100	\$10,070
●	52209	Olean (C)	City of Olean - North 3rd Street Reconstruction Capital	ESD	Empire State Development Grant Funds	\$140,000	\$800,527	
●	53240	Olean (C)	City of Olean - William O. Smith Recreation Center Complex Improvements	ESD	Empire State Development Grant Funds	\$420,000	\$2,100,000	
●	53240	Olean (C)	William O. Smith Recreation Center Complex Improvements Project	Parks	Park Acquisition, Development and Planning	\$500,000	\$2,100,000	
●	53699	Olean Business Development Center	Olean Business Development - Downtown Olean Revitalization	ESD	Empire State Development Grant Funds	\$45,000	\$409,800	
●	53699	Olean Business Development Corporation	Downtown Olean Revitalization	HCR	New York Main Street	\$300,000	\$900,000	\$8,400
●	56366	Research Foundation for SUNY	Alfred State - Biorefinery Development and Commercialization	ESD	Empire State Development Grant Funds	\$1,500,000	\$10,362,000	
●	50776	Research Foundation for SUNY on behalf of Buffalo State College	Advanced Manufacturing Training	DOL	Unemployed Worker Training	\$100,000	\$181,888	
●	55907	Research Foundation for SUNY on behalf of University at Buffalo	Manufacturing Production Technician Training	DOL	Unemployed Worker Training	\$99,660	\$99,660	
●	54362	Road Less Traveled Productions	Expanded Programmatic Capacity	Arts	Workforce Investment	\$49,500	\$49,500	\$49,500
●	57419	Sloan (V)	Village of Sloan Wastewater Infrastructure Engineering Study	DEC	Engineering Planning Grant	\$100,000	\$125,000	\$50,000
●	52225	Somerset (T)	Western New York Region Municipal Healthcare Consortium Project	DOS	Local Government Efficiency	\$225,000	\$250,000	
●	56770	Springville (V)	Village of Springville Revitalization	HCR	New York Main Street	\$300,000	\$537,000	\$157,159
●	51603	Tonawanda (C)	City of Tonawanda Engineering Study	DEC	Engineering Planning Grant	\$100,000	\$200,000	\$50,000
●	55830	Torn Space Theater	Expanded Development Capacity	Arts	Workforce Investment	\$31,200	\$40,000	\$31,200
●	51635	University at Buffalo	University at Buffalo - Main Street Campus Revitalization Project	ESD	Empire State Development Grant Funds	\$1,000,000	\$10,000,000	

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STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
●	54012	Visit Buffalo Niagara	Visit Buffalo Niagara - Working Capital II	ESD	Market New York	\$40,000	\$50,000	\$40,000
●	55717	Visit Buffalo Niagara	Visit Buffalo Niagara - Working Capital I	ESD	Market New York	\$125,000	\$375,000	\$125,000
●	54310	West Seneca (T)	Town of West Seneca Engineering Study	DEC	Engineering Planning Grant	\$100,000	\$125,000	\$50,000
●	51803	Westfield (T)	Welch Trail Recreation Area	Parks	Recreational Trails	\$200,000	\$594,750	
●	51168	Zoological Society of Buffalo, Inc.	Buffalo Zoo Reptile House	Parks	Park Acquisition, Development and Planning	\$500,000	\$1,000,000	
●	57282	Buffalo (C)	Niagara Street Revitalization Phase III/IV	DEC	Water Quality Improvement Project	\$937,500	\$35,117,828	
●	55331	Riviera Theatre and Performing Arts Center	Riviera Theatre Capital II	ESD	Empire State Development Grant Funds	\$1,000,000	\$6,080,000	
●	55331	Riviera Theatre and Performing Arts Center	Riviera Theatre Capital	ESD	Market New York	\$200,000	\$6,080,000	
●	57282	Buffalo (C)	Niagara Street Revitalization Phase III/IV	NYSERDA	Cleaner Greener Communities	\$1,500,000	\$35,117,828	
●	56130	Buffalo and Erie County Historical Society	Portico Improvements	Parks	Historic Property Acquisition, Development and Planning	\$44,250	\$88,500	
●	53590	Erie County	ECLIPSE Erie County Low Income Program for Sustainable Energy	NYSERDA	Cleaner Greener Communities	\$1,500,000	\$5,900,671	
●	54071	HealthNow New York Inc.	Process Improvement and Information Technology Training	DOL	Existing Employee Training	\$99,821	\$379,274	
●	57999	Niagara County Community College	Hospitality and Manufacturing Training	DOL	Unemployed Worker Training	\$57,119	\$60,719	
●	57381	QuadPharma, LLC	Manufacturing and Quality Training	DOL	New Hire Training	\$57,600	\$92,643	
●	56910	Friends of Corpus Christi	Friends of Corpus Christi - Historic East Village	ESD	Empire State Development Grant Funds	\$50,000	\$804,050	
●	57117	Kinex Supportive Pharmaceuticals, LLC	Manufacturing Training	DOL	New Hire Training	\$76,800	\$94,700	
●	57119	NY Pharmaceuticals, LLC	Manufacturing and Security Training	DOL	New Hire Training	\$76,800	\$97,800	
●	50744	Support Enterprises, Inc.	Support Enterprises, Inc. - E-Works	ESD	Empire State Development Grant Funds	\$33,000	\$165,000	
<b>ROUND 6</b>								
●	66322	Almond (T)	Town of Almond Salt Shed	DEC	Water Quality Improvement Project	\$331,950	\$442,600	
●	68478	Arrowhead Spring Vineyards	Arrowhead Spring Vineyards Working Capital	ESD	Market New York	\$16,500	\$22,000	
●	68530	Artpark & Company, Inc.	Artpark Working Capital	ESD	Market New York	\$52,992	\$137,929	
●	67134	Arts Services Initiative of Western New York Inc.	Administrative Workforce Expansion	Arts	Workforce Investment	\$32,500	\$48,700	\$32,500
●	67805	ASP Partners, LLC	Allegany State Park Lodging Improvement Capital RC6	ESD	Empire State Development Grant Funds	\$120,000	\$1,100,000	
●	65139	Belfast (T)	Town of Belfast Water System Study	HCR	CDBG - Community Planning	\$50,000	\$83,750	
●	68445	Buffalo (C)	Allen Street Streetscape Capital	ESD	Empire State Development Grant Funds	\$600,000	\$7,514,000	
●	65401	Buffalo (C)	Beverly Gray Business Center Capital	ESD	Empire State Development Grant Funds	\$18,550	\$93,462	
●	67791	Buffalo and Erie County Historical Society	Buffalo History Museum West Gallery Restoration Capital	ESD	Empire State Development Grant Funds	\$126,500	\$1,517,722	
●	67802	Buffalo Fine Arts Academy	Fellowship Workforce Expansion	Arts	Workforce Investment	\$30,000	\$37,500	\$30,000

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STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
●	65690	Buffalo Niagara Medical Campus	The Innovation Center at Buffalo Niagara Medical Campus	ESD	New York State Business Incubator and Innovation Hot Spot Support Program	\$125,000	\$1,875,000	
●	67275	Burchfield Penney Art Center	Cargo	Arts	Arts, Culture and Heritage New Initiatives	\$27,000	\$56,000	\$27,000
●	64995	Canaeada (T)	Canaeada Park Improvements	Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$107,654	\$143,538	
●	66340	Center for Employment Opportunities, Inc.	CEO Green	DOL	Special Populations Training	\$98,291	\$116,448	
●	67374	CEPA Gallery	Administrative Workforce Expansion	Arts	Workforce Investment	\$26,500	\$33,200	\$26,500
●	66166	Chautauqua County	Chautauqua County Overland Trails Market NY Working Capital RC6	ESD	Market New York	\$16,945	\$22,945	
●	65164	Chautauqua County Rural Ministry Inc.	Coburn Block Capital RC6	ESD	Empire State Development Grant Funds	\$75,000	\$287,100	
●	65276	Chautauqua County Soil and Water Conservation District	Chautauqua County Highway Erosion Control	DEC	Water Quality Improvement Project	\$94,200	\$312,600	
●	65795	Chautauqua County Soil and Water Conservation District	Silver Creek Rehabilitation	DEC	Water Quality Improvement Project	\$217,000	\$372,600	
●	64020	Chautauqua Home Rehabilitation and Improvement Corp.	Brocton Main Street	HCR	New York Main Street	\$242,235	\$347,623	
●	63782	Concord Grape Belt Heritage Association	Grape Discovery Center Museum Capital RC6	ESD	Empire State Development Grant Funds	\$135,000	\$671,540	
●	66520	County of Erie	Buffalo and Erie County Botanical Gardens Restoration	Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$500,000	\$3,550,000	
●	66035	Darwin Martin House	Landscape Restoration-Frank Lloyd Wright's Main House Capital	ESD	Empire State Development Grant Funds	\$275,000	\$3,371,000	
●	66647	Edelweiss Dairy, LLC	Edelweiss Dairy Factory Capital	ESD	Empire State Development Grant Funds	\$812,167	\$12,395,766	
●	63884	Eden (T)	Consolidated Waterline Improvement Project	DOS	Local Government Efficiency	\$402,777	\$3,500,000	
●	66629	Ellicott (T)	Town of Ellicott Sewer Extension Study	DEC	Engineering Planning Grant	\$30,000	\$36,000	\$15,000
●	66752	Ellicottville Brewing Company	Ellicottville Brewing Company Capital REC6	ESD	Empire State Development Grant Funds	\$600,000	\$6,050,000	
●	65473	Erie 1 Board of Cooperative Training	Erie 1 Boces High School Welding Capital RC6	ESD	Empire State Development Grant Funds	\$25,000	\$125,000	
●	63761	Erie County	Lackawanna Wastewater Treatment Plant Disinfection Improvements	DEC	Water Quality Improvement Project	\$1,479,000	\$1,740,000	
●	66092	Erie County	Erie County Household Hazardous Waste Plan	DOS	Local Government Efficiency	\$24,000	\$48,000	
●	67772	Erie County Department of Environment and Planning	Western NY Stormwater Coalition Storm System Mapping Project	DEC	Water Quality Improvement Project	\$320,000	\$426,675	
●	65910	Explore & More Children's Museum	Erie Canal Programming	Arts	Arts, Culture and Heritage New Initiatives	\$23,500	\$23,650	\$23,500
●	68617	First Presbyterian Society of Buffalo	Edward Brodhead Green Tower Restoration Preserving a Buffalo Architectural Landmark	Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$328,440	\$437,920	

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STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
●	62587	Fredonia (V)	Fredonia Barker Commons Capital	ESD	Empire State Development Grant Funds	\$14,950	\$488,808	
●	62587	Fredonia (V)	Fredonia Barker Commons Project	Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$310,544	\$488,808	
●	63959	Gowanda's Historic Hollywood Theater, Ltd.	Hollywood Theater Restoration	Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$498,750	\$665,000	
●	65843	Greater Lockport Development Corporation	Harrison Place Business Incubator Capital RC6	ESD	Empire State Development Grant Funds	\$300,000	\$600,000	
●	66695	Hamburg (V)	Village of Hamburg Department of Public Works Consolidation Planning	DOS	Local Government Efficiency	\$37,500	\$75,000	
●	65007	Hamburg (V)	Village of Hamburg's Water System Consolidation	DOS	Local Government Efficiency	\$405,500	\$10,153,975	
●	63339	Historical Palace, Inc.	The Palace Theatre Expansion Market NY Capital	ESD	Market New York	\$423,000	\$2,115,000	
●	67962	Jacobs Institute	Jacobs Institute Medical Device Innovation Capital RC6	ESD	Empire State Development Grant Funds	\$400,000	\$5,000,000	
●	63629	Jamestown Renaissance Corporation	Downtown Jamestown Winter Garden Plaza Phase II	Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$111,297	\$148,396	
●	65456	Jamestown(C)	Tracy Plaza Green Renovations	EFC	Green Innovation Grant	\$1,480,000	\$2,611,607	
●	65033	Lancaster (V)	Village of Lancaster Strategic Plan RC6	ESD	Strategic Planning and Feasibility Studies	\$40,000	\$94,470	
●	64187	Lockport (C)	City of Lockport	DEC	Engineering Planning Grant	\$30,000	\$36,000	\$15,000
●	65881	Lockport Locks Heritage District Corporation	Lock Tender Tribute	Arts	Arts, Culture and Heritage New Initiatives	\$75,000	\$190,000	\$18,750
●	65881	Lockport Locks Heritage District Corporation	Lock Tender Tribute	Canals	NYS Canalway Grant	\$85,000	\$190,000	
●	65969	Lockport Locks Heritage District Corporation	Wayfinding Signage	Parks	Environmental Protection Fund: Parks, Preservation and Heritage Grants	\$174,000	\$232,250	
●	67936	Michigan Broadway, LLC	Broadway-Michigan Mixed Use Redevelopment Capital RC6	ESD	Empire State Development Grant Funds	\$450,000	\$5,418,000	
●	64478	National Comedy Center, Inc.	National Comedy Center Capital RC6	ESD	Empire State Development Grant Funds	\$600,000	\$19,906,726	\$600,000
●	64711	National Comedy Center, Inc.	National Comedy Center Marketing Capital	ESD	Market New York	\$234,000	\$19,906,726	\$234,000
●	68588	Niagara Falls (C)	7th Niagara Street Renovation Capital RC6	ESD	Empire State Development Grant Funds	\$750,000	\$5,000,000	
●	67077	Niagara Falls Aquarium	Aquarium of Niagara Penguin Exhibit Capital I	ESD	Empire State Development Grant Funds	\$300,000	\$3,371,183	
●	67077	Niagara Falls Aquarium	Aquarium of Niagara Penguin Exhibit Capital II	ESD	Market New York	\$100,000	\$3,371,183	
●	68035	Niagara Frontier Transportation Authority	NFTA Multi-Modal Access Capital RC6	ESD	Empire State Development Grant Funds	\$1,000,000	\$28,125,000	
●	63720	North Tonawanda (C)	City of North Tonawanda Oliver Street Community Needs Assessment	HCR	CDBG - Community Planning	\$40,000	\$45,000	
●	63719	North Tonawanda (C)	City of North Tonawanda Microenterprise Program	HCR	CDBG - Microenterprise	\$200,000	\$300,000	
●	65067	Northern Chautauqua Community Foundation	Northern Chautauqua Community Economic Development Strategy	ESD	Strategic Planning and Feasibility Studies	\$40,000	\$80,000	

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STATUS	CFA #	Applicant Name	Project Name	Agency	Program	Award Amount	Total Project Cost	Disbursement to date
●	65883	NYSARC Inc. Erie County Chapter	Heritage Centers Employee Training	DOL	Existing Employee Training	\$27,594	\$36,120	\$6,000
●	65900	Olean (C)	Downtown Olean Farmers Market Capital RC6	ESD	Empire State Development Grant Funds	\$220,000	\$1,250,000	
●	66593	Olean (C)	BOA Downtown Redevelopment Capital	ESD	Empire State Development Grant Funds	\$400,000	\$2,000,000	
●	67027	Olean (C)	Allegheny River Canoe Kayak Launch Market NY Capital RC6	ESD	Market New York	\$44,600	\$223,000	
●	65167	Olmsted Center for Sight	National Statler Center- Career Training for the Blind and Visually Impaired	DOL	Special Populations Training	\$100,000	\$100,800	\$25,000
●	67697	Portland (T)	Chautauqua County Regional Water Project	DOS	Local Government Efficiency	\$270,000	\$300,000	
●	67206	Ripley (T)	Ripley Main Street Revitalization Plan Development	Arts	Arts, Culture and Heritage New Initiatives	\$36,000	\$49,500	\$36,000
●	67431	Roswell Park Cancer Institute Corp.	RPCI Immunotherapy Development Capital	ESD	Empire State Development Grant Funds	\$250,000	\$1,273,458	
●	66635	Salvation Army	The Salvation Army Special Populations Training	DOL	Special Populations Training	\$100,000	\$100,000	\$20,515
●	65873	Shared Mobility, Inc.	Shared Mobility Working Capital	ESD	Market New York	\$125,000	\$165,000	
●	65922	Springville (V)	Springville Revitalization Capital RC6	ESD	Strategic Planning and Feasibility Studies	\$20,000	\$50,000	
●	67685	Springville Center for the Arts Inc.	Administrative Workforce Expansion	Arts	Workforce Investment	\$34,500	\$46,120	\$34,500
●	66631	Squeaky Wheel Film Media Art Center	West Side Studios Youth Media Arts Leadership Workforce Development Program	Arts	Arts, Culture and Heritage New Initiatives	\$75,000	\$180,400	\$18,750
●	67490	State University of New York	Jacobs School of Medicine Simulation Innovation Center Capital RC6	ESD	Empire State Development Grant Funds	\$1,000,000	\$9,743,442	
●	65449	TimberFish	Westfield TimberFish Technology Demonstration Capital RC6	ESD	Empire State Development Grant Funds	\$100,000	\$555,935	
●	67449	Tough Mudder, Inc.	Tough Mudder Working Capital	ESD	Market New York	\$250,000	\$407,698	
●	66585	University at Buffalo	NYS Arts and Crafts Alliance	Arts	Arts, Culture and Heritage New Initiatives	\$49,000	\$75,922	
●	53096	University at Buffalo	WIN Hot Spot	ESD	New York State Business Incubator and Innovation Hot Spot Support Program	\$250,000	\$4,321,391	
●	66172	Visit Buffalo Niagara	Visit Buffalo Niagara African American Heritage Working Capital	ESD	Market New York	\$37,500	\$50,000	
●	68319	Visit Buffalo Niagara	Visit Buffalo Niagara Working Capital	ESD	Market New York	\$45,000	\$60,000	
●	65718	Wellsville (V)	Burrous Building Stabilization Redevelopment Capital	ESD	Empire State Development Grant Funds	\$1,000,000	\$2,250,000	
●	67216	Western New York Book Arts	Administrative Workforce Expansion	Arts	Workforce Investment	\$27,000	\$36,000	\$27,000
●	65718	Wellsville (V)	Burrous Building Stabilization and Redevelopment	HCR	New York Main Street	\$500,000	\$2,950,000	
●	67992	Buffalo (C)	Niagara Street Gateway - Porter Avenue to Ontario Street Construction	DOS	Local Waterfront Revitalization	\$4,240,000	\$8,480,000	
●	66313	Buffalo Arts and Technology Center, Inc.	Medical Coding Training	DOL	Unemployed Worker Training	\$100,000	\$350,000	
●	64481	Buffalo City School District	Welding Skills Training Project	DOL	Unemployed Worker Training	\$98,750	\$98,750	
●	66999	Cattaraugus Community Action, Inc.	Food for Thought Program	DOL	Special Populations Training	\$37,800	\$115,220	

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●	67975	Celoron (V)	Lucille Ball Memorial Park Improvements - Phase II Construction	DOS	Local Waterfront Revitalization	\$354,220	\$708,440	
●	66257	Cheektowaga (T)	Town of Cheektowaga	DEC	Engineering Planning Grant	\$100,000	\$121,600	
●	65786	Depew (V)	Village of Depew	DEC	Engineering Planning Grant	\$100,000	\$120,000	
●	65756	Dunkirk (C)	Comprehensive Plan Update	DOS	Local Waterfront Revitalization	\$45,000	\$90,000	
●	66086	Erie County	Construction of Erie County Correctional Facility Food Waste Composting Site	DEC	Climate Smart Communities Grants	\$694,390	\$694,390	
●	67183	Erie County	Erie County Climate Smart Communities Certification	DEC	Climate Smart Communities Grants	\$99,771	\$209,388	
●	63901	Erie County Sewer District No. 6	County of Erie; Erie County Sewer District No. 6 (ECS#6)	DEC	Engineering Planning Grant	\$100,000	\$125,000	
●	66808	Evans (T)	Local Waterfront Revitalization Program Update	DOS	Local Waterfront Revitalization	\$20,000	\$40,000	
●	63361	Evolution Dental Science, LLC	Advanced Digital Dental Technology Training	DOL	Special Populations Training	\$95,000	\$140,000	
●	67093	Frontier Science & Technology Research Foundation, Inc.	Software Testing Planning and Design Training	DOL	Existing Employee Training	\$16,300	\$28,333	
●	66537	Grand Island (T)	Local Waterfront Revitalization Program Update	DOS	Local Waterfront Revitalization	\$31,350	\$62,700	
●	66785	Kenmore (V)	Village of Kenmore	DEC	Engineering Planning Grant	\$100,000	\$125,000	
●	65270	K-TECHnologies, Inc.	Advanced Manufacturing Certification Training Program	DOL	Existing Employee Training	\$43,419	\$75,235	
●	68008	Lakewood (V)	Village of Lakewood	DEC	Engineering Planning Grant	\$100,000	\$125,000	
●	68645	Niagara County Community College	NCCC Training Program	DOL	Unemployed Worker Training	\$41,040	\$56,331	
●	66527	Silver Creek (V)	Village of Silver Creek	DEC	Engineering Planning Grant	\$100,000	\$125,000	
●	67711	Sloan (V)	Village of Sloan	DEC	Engineering Planning Grant	\$100,000	\$125,000	
●	67019	Tonawanda (C)	Docking Facilities Design and Construction	DOS	Local Waterfront Revitalization	\$487,380	\$974,760	
●	66358	Libera, Inc.	Employee Enhancement Project	DOL	New Hire Training	\$40,510	\$133,902	
●	67902	Research Foundation for SUNY	Alfred State Opportunity Center Capital RC6	ESD	Empire State Development Grant Funds	\$240,000	\$1,231,000	

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Western New York  
Regional Economic  
Development Council

# A Strategy for Prosperity Progress Report

SEPTEMBER 2017