



Erie County's Road to a

*Bright Future*

**Hon. Chris Collins**

ERIE COUNTY EXECUTIVE

# Our Vision

Erie County will become a world-class community that benefits its citizens by fostering a place where people want to live and work, businesses want to invest and locate, and tourists want to visit.

Global Gateway

Manufacturing

Higher Education

Back Office

Agriculture

Arts, Culture & Heritage

Tourism

Waterfront & Greenway

Medical

Small Business/  
Entrepreneur

# A Special Message from Erie County Executive Chris Collins

Dear Citizens,

One hundred years ago, Buffalo and Erie County were known as a place of firsts – the first community with electric lights, the site of the 1901 Pan-Am Exposition, the city where the first motorcycle was manufactured, the terminus of the Erie Canal and the gateway to the West. As a community of firsts we prospered and grew. I see the promise of a bright future looming just over the horizon as we reclaim our past greatness by again becoming a region of firsts.

Our geographic location made us the center of the industrial world, and a hub of economic development and expansion. We are the center of the fifth largest mega-region in North America, and within a half-day drive of cities like Toronto, Detroit, Cleveland, and Pittsburgh. We have incredible centers of education and a premier research institution in our backyard.

While we have suffered through challenging economic times, I believe we will become a community of firsts and innovation once again. But we need a vision and a plan that maximizes our greatest asset – our people. The “**Road to a Bright Future**” does just that, by focusing on ten key areas of economic development where we will succeed to make our vision a reality.

We will become the first Lean Six Sigma government in America, a message that invites entrepreneurs and businesses to invest and prosper right here in Erie County. We will make our government a partner, not an obstacle, to the business community to help it flourish and prosper.

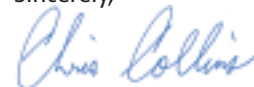
We will tout our rightful place in history as a key passageway on the Underground Railroad for slaves seeking freedom in the North. We will maximize our role as a leading cultural destination for tourists from all over the world to enjoy our world-class attractions and architecture, from Frank Lloyd Wright’s spectacular Darwin Martin House and Graycliff, to the marvelous Roycroft Campus, to our world renowned Olmsted Parks System, the Albright-Knox Art Gallery, and Burchfield Penney Art Center.

We will become an epicenter of trade and jobs in this dynamic global economy, by maximizing our geographic location, positioning ourselves as a multimodal hub and making ourselves the back office capital of America. We will build upon our manufacturing base and expand into a new world of advanced manufacturing which is on the cutting edge of innovation and technology.

And most importantly, we will grow by touting our world-class people and quality of life. We have a skilled, educated workforce with a strong work ethic. We have an unparalleled quality of life with affordable housing, easy commutes and world-class attractions.

We must make this vision a reality for our region. That's why, as County Executive, I will continue to work every day with our partners here at home, like the Buffalo Niagara Partnership and the Convention and Visitors Bureau, as well as our leaders in Albany and Washington on this plan. We must grow as a community or we will die. And on the horizon, I see growth and a bright future for our children, grandchildren and generations not yet born.

Sincerely,



Chris Collins  
Erie County Executive



# Our Overall Strategy

Our **Road to a Bright Future** begins with Erie County capitalizing on its strategic location as a Gateway Community. This will occur when we stop looking at Erie County from a purely local perspective, with its loss of manufacturing and outward movement of people, and start to see Buffalo and Erie County as a community strategically positioned for future job growth and prosperity.

## This positioning is based on Erie County as:

- An unrivaled center of innovation and education providing a very well-trained and motivated workforce.
- A large and growing center for global commerce that focuses on the exchange of people, their ideas and the technologies we develop.
- A community with unique global positioning- a geographic area that has an abundance of natural resources, and is strategically located in North America.
- A center for arts, architecture, and cultural heritage with an extraordinary history that is second to no other community in the nation or the world.

To succeed as a community, the definition of economic development can no longer be to just give away tax incentives or low cost loans. Instead, we must develop our area's economy through the articulation and the support of a community vision that guides public investment, drives private investment and provides decisive execution with a foundation of good planning.

Erie County's **Road to a Bright Future** begins with ten key agenda items that will serve as guidance for the actions that Erie County government will take over the next three years to facilitate our community's growth and prosperity.

Collaborative efforts among the government, the private sector, and not-for-profits in our community have already laid the important groundwork and have, indeed, accomplished a great deal in the ten areas we outline as our economic development agenda.

To achieve the bold and exciting vision we have for Erie County's citizens, everyone in the community must work collaboratively. It's time to finally take advantage of our region's assets and what we have accomplished as a community to become a leader in economic development throughout the nation and the world.



## A Vision

*Road to a Bright Future starts with a vision, and ours is simple...*

**Erie County will become a world-class community that benefits its citizens by fostering a place where people want to live and work, businesses want to invest and locate, and tourists want to visit.**

*“Sit back for a minute and imagine a future when Erie County is vibrant and growing. Imagine a future when County government works for you, not against you. A future when taxes are fair and reasonable, and provide true value to the taxpayer. Imagine a future with a true partnership between the public sector and private sector. And most importantly, imagine a future with abundant opportunities for our children and grandchildren to live their lives right here in Erie County.”*

Erie County Executive Chris Collins  
State of the County, April 2008



**There are ten items that are the focus of the Road to a Bright Future. They are:**

1. Make Our Community a Global Gateway
2. Focus on Entrepreneurship, Innovation and Small Business
3. Take Advantage of our Waterfront and Greenway
4. Promote Our Community's Arts, Culture and Heritage
5. Make Our Community a Tourist Destination
6. Promote Our Region's Agriculture Industry
7. Use Our Higher Education Institutions as a Gateway
8. Become the Back Office Capital of America
9. Advance High and Low Tech Manufacturing
10. Position Our Area As A Medical Powerhouse

# 1. Make Our Community a Global Gateway

Erie County is part of a mega-region stretching from Toronto, through Buffalo and Rochester, over to Ottawa and on to Montreal. This geographic area is home to approximately 22 million people and more than \$530 billion (US) in economic output (measured GDP), making Erie County a center point in the fifth largest 'mega-region' in North America and the 12th largest economy in the world.

Our vision seizes on this asset to maximize new economic opportunities such as: advanced manufacturing; alternative energy; freshwater research, education and technology development; healthcare and biosciences; information and communications technology; North American distribution and logistics; agribusiness; and higher education.

These are the major industries already being pursued by the Erie County Industrial Development Agency and Buffalo Niagara Enterprise for business development and attraction. Moreover, Erie County will work with our federal delegation and community leaders to finally complete the new Peace Bridge project and open our community to increased international trade and commerce.

Part of the regional focus will be to make Erie County the intermodal logistical hub of the fifth largest economic region on the continent. This includes developing the capacity and infrastructure for a rail intermodal terminal, a marine terminal, cargo facilities at the Buffalo-Niagara Regional International Airport, and other key multimodal logistics facilities around our community.

Our region already boasts a proximity to consumption sources North, South, East and West; Canadian import and export shipment routes; and multiple modes of transportation including rail, air, marine and highways.





## 2. Focus on Entrepreneurship, Innovation and Small Business

The Buffalo Niagara Region is unique in its combination of people, innovative resources, entrepreneur expertise and its position in the knowledge based economy.

These resources allow Erie County to be a leader in the transfer of high-tech information to existing and start-up companies. The University at Buffalo anchors our educational research efforts with its 28,000 students, its Center for Computational Research and partnerships with the private sector such as the Baird Research Park, Dell, and others.

The Buffalo Niagara Medical Campus is our region's center for medical research. Its partners include the nationally acclaimed Roswell Park Cancer Institute, the Hauptman-Woodward Institute, Buffalo General Hospital and the University at Buffalo's Center for Excellence in Bioinformatics.

The research and innovation corridor from Toronto to Buffalo and on to Rochester and Albany (Tor-Buff-Chester Corridor) had a combined total research investment of \$1.33 Billion (without Canada) in 2004, making it almost equal to the \$1.36 Billion invested in the Raleigh-Durham research triangle in the same time period. Erie County will work with the ECIDA, the Buffalo Niagara Partnership and the Buffalo Niagara Enterprise to promote our region's high-tech attributes, its incubator resources and our educated workforce.

There are 440,510 small businesses in New York State that employ 51.7% of the State's workforce. To assist our small businesses, Erie County is partnering with the Erie County Industrial Development Agency (ECIDA) to expand the export potential of our region's small businesses through export development programs. The ECIDA will provide a consultative approach for the delivery of services and products to small business in Erie County such as those offered by the US Small Business Administration, the Small Business Development Center, Women's Business Center at Canisius College, the University at Buffalo's Center for Entrepreneurial Leadership and ECIDA's own programs such as its micro-loan program.

In addition, Erie County is developing a link between agribusiness and economic development resources needed to expand opportunities for farm related industries.

### 3. Take Advantage of Our Waterfront & Greenway

Our community has been blessed with incredible natural resources like our fabulous Olmsted Parks Systems and it is time to celebrate, support and invest in our green and blue infrastructure. Our green infrastructure is our world-class parks and trails. And, our blue infrastructure is our rivers and Great Lake waterfront.

Under this administration, Erie County will restore, enhance and protect our regional watershed; provide unique recreational opportunities associated with our waterfront; and develop innovative mixed-use residential, business and recreational areas along the waterfront.

Like the Framework for Regional Growth, the Greenway Plan is a guiding document that supports projects that improve access to our waterfronts and connections to the Niagara River while protecting, preserving and reclaiming ecological resources critical to our high quality of life in Erie County now and for future generations. Greenways are corridors of land recognized for their ability to connect people and places together.

Through linkages of special places and destinations, through consistent signage and interpretation areas, we will tell the story about who we are as a community while providing great recreational access and economic revitalization to Erie County. Gateway establishment is critical to the plan.

Erie County will: complete a pilot Greenway signage program; build a sewer infrastructure in the Outer Harbor in the next 3-5 years to support redevelopment; support the Greening of the Outer Harbor with a master plan for the site by 2011; complete 5 miles of Lakeshore Trail; complete the initial phase of the Black Rock Canal Project, including the Ontario Street Boat launch; support Seneca Bluffs and Times Beach pocket parks; complete the land transfer of Sturgeon Point Marina to the Town of Evans; complete the Development of Union Ship Canal Open space park; continue the County's active role with the Erie Canal Harbor Redevelopment Corporation; and complete the Canalway Trail.







## 4. Promote Our Community's Arts, Culture and Heritage

Erie County has an 'embarrassment of riches' when it comes to our unique arts, cultural institutions and history. Our region's founders had the vision to hire the best and brightest of the age to build our parks, design our cities and construct world-class architecture.

From small galleries and shops in charming, historic villages to performance venues like HSBC Arena and Kleinhan's Music Hall, our cultural assets are truly diverse and world-class. The Albright-Knox Art Gallery has one of the most significant modern art collections in the world and actively exhibits and acquires the work of the top artists of today. The newly opened Burchfield Penney Art Center features a phenomenal showcase of regional artists and turn of the century masters. Erie County is home to the Buffalo Bills and the Buffalo Sabres, as well as minor league baseball with the Buffalo Bisons (affiliated with the New York Mets).

Our region is rich with history from the War of 1812, to the terminus of the Erie Canal, the last 'stop' on the Underground Railroad, the 1901 Pan American Exposition and the beginnings of the modern civil rights movement to name only a few. We trace our roots back to the formation of the Iroquois Confederacy which includes the Seneca, Onondaga, Mohawk, Oneida, and Cayuga Indian Nations.

Projects approaching completion include the Frank Lloyd Wright Darwin Martin House Complex, the Buffalo and Erie County Botanical Gardens, the Michigan Avenue Heritage Corridor and the Frank Lloyd Wright Graycliff Estate. Finally, Erie County will spearhead a new effort to showcase its rare book collection, which include Mark Twain's original, handwritten manuscript of the "Adventures of Huckleberry Finn" and Thomas Jefferson's hand-written notes on the Federalist Papers, among other treasured items.

The world is taking notice with recent recognitions including: designation by the Travel Professionals of Color's "Authentic African American Heritage Destination," the National Trust for Historic Preservation's list of "Dozen Distinctive Destinations" and the New York Times' naming of Buffalo as one its "Top 44 Places to Go". Erie County will continue to be a financial and promotional partner to our community's cultural institutions.

## 5. Make Our Community a Tourist Destination

In addition to heritage sites, museums, and architecture, Erie County is fortunate to have numerous professional sports teams including the Buffalo Bills, Buffalo Sabres and Buffalo Bisons baseball team, world-class sport fishery and venues for outstanding amateur sporting events. Completion of the Buffalo Creek Casino will also begin attracting tourists to downtown Buffalo.

These facilities, events, and teams attract a great number of tourists from all over the world. It is now important to develop a tourism based infrastructure that welcomes visitors, coordinates our assets, and ensures that, upon leaving the area, people have a positive, lasting image of Erie County.

The Buffalo Niagara Convention & Visitors Bureau (CVB) notes that Erie County's travel and tourism industry generates more than \$1.2 Billion in direct visitor spending annually. Tourism is a primary growth industry in Erie County. It supports more than 20,000 jobs and generates nearly \$400 Million in direct labor income. An additional 10,000 jobs are created by suppliers of goods and services to businesses directly involved in tourism.

**As outlined in the CVB five-year strategic plan, Erie County will work closely with that organization to:**

- Implement marketing strategies that promote arts, culture and history to external customers
- Implement marketing strategies that attract more conventions, amateur sports and leisure travel
- Aggressively seek to book groups at the Buffalo Niagara Convention Center from all market segments
- Determine the most effective sites in the region for visitor center operations
- Support implementation of visitor readiness and training for tourist-related venues and businesses
- Establish a foundation for amateur sports that will allow for the recruitment of outside groups and the ability to develop corporate sponsorship opportunities.

Finally, Erie County, in partnership with the CVB, will take the lead to use the upcoming 2011 annual meeting of the National Trust for Historic Preservation as a major opportunity to showcase our cultural heritage, world-class architecture and historic Olmsted Parks.



## 6. Promote Our Region's Agriculture Industry

Agriculture is a vital part of Erie County's economy. It employs nearly 1,900 people, produces items having a market value exceeding \$90 Million, and occupies 24% of Erie County's land area (more than 161,747 acres). In addition, Erie County food processing businesses employ over 6,100 people in our region.

The area's fertile soils and accommodating climate enables the production of products that consistently earn high scores.

**The following exhibits the value of Erie County farming when compared to other counties within New York State:**

- Number 2 in sale of nursery and greenhouse products.
- Number 2 for number of farms (1,289).

**Erie County is undertaking the following actions to maintain the industry's key role in our economy:**

- Maintain a current Agricultural and Farmland Protection Plan.
- Work with area farmers to implement agribusiness programs that focus on farm based tourism.
- Provide a menu of financial incentive programs targeted to the agricultural industry.



## 7. Use Our Higher Education Institutions As A Gateway

Western New York is home to many institutions of higher education, ranging from the University at Buffalo, a major research institution, to several small private colleges providing a variety of educational programs and settings. In all, over 100,000 people attend a school of higher education in Western New York. These institutions are a primary driver of economic development that cultivates a vibrant, attractive community.

The UB2020 initiative will provide the greatest higher education impact in our region. As the flagship university in the SUNY system and the largest public university in New York State, the University at Buffalo (UB) lies at the heart of a rich and diverse educational community in Erie County. UB2020 is the university's vision to enlarge its enrollment, which together with its potential to attract top-flight faculty and researchers, will serve to help drive the economic future of the Buffalo Niagara region. UB2020 will double the university's economic impact on our region and provide growth opportunities for years to come.

Buffalo State College offers unique programs including art conservation, fashion and textile technology, fiber design, and forensic chemistry. Its Small Business Development Center provides management and technical assistance to start-up and existing small businesses throughout Erie County and the Niagara region.

Many institutions offer unique or specialized educational opportunities, as well as community development initiatives. Among these are the Women's Business Center at Canisius College, vocational training at Erie Community College, programs in dietetics, information technology, and chiropractic at D'Youville College, nationally recognized physician assistant and physical therapy programs at Daemen College, and a graduate program for Canadian students seeking teacher certification at Medaille College. In Western New York, there is a higher educational opportunity for virtually any student in a variety of settings.

Erie County will work to promote all of our higher education institutions to prospective relocating businesses as opportunities for an educated workforce and occupational specialization. These institutions include Bryant & Stratton Business Institute, Buffalo State College, Canisius College, Cornell University Industrial and Labor Relations, D'Youville College, Daemen College, Empire State College, Erie Community College, Hilbert College, ITT Technical Institute, Medaille College, Trocaire College, the University at Buffalo, and Villa Maria College.





## 8. Become the Back Office Capital of America

The Back Office business sector is one of the fastest growing segments in our region. From 2003 to 2006, back office and outsourcing jobs grew by 15% and from 2006 thru 2007 by 18%. The 30,000 plus workers in administrative support, accounting, sales support, credit recovery, insurance, customer service, and information technology provide over \$732 Million annually to our local economy through payrolls.

Local companies continue to grow as more national and international firms locate their back office operations in our region. Erie County offers a unique set of assets that drive growth in this business sector. These include: a productive workforce, low cost of construction, being a top ten 'wired' community in the US, low cost local and national transportation, short commuting times (30 minute drive from rural Erie County to Downtown Buffalo), along with our highly acclaimed quality of life for families and the fourth most stable housing market in the United States.

Erie County continues to work with Erie Community College and the Buffalo & Erie County Workforce Investment Board to create, expand on and provide the necessary training to meet the growing employment demands of this segment.

## 9. Advance High and Low Tech Manufacturing

Manufacturing has been a staple of the Erie County economy for over 100 years. The area was an iron and steel center until the early 1980's. Companies such as Bethlehem Steel, Republic Steel and others employed tens of thousands of workers. Although steel is no longer produced in Erie County, many other manufacturing companies are still strong and prospering, whether in mature industries or advanced manufacturing operations.

This legacy of manufacturing has also created an entire sector of suppliers such as: machine shops, steel fabricators, electroplating operations, plastic molding firms and paint shops. These firms supply the automotive and aerospace companies that exist in Erie County and therefore are capable of meeting the most stringent production requirements. Many of these firms have undergone production training in meeting international standards, Lean Six Sigma, and other programs that are offered by local universities and consulting firms. Having these support companies within Erie County also allows primary manufacturers to shorten their supply chain and control schedules.

Erie County has numerous technical schools at the high school and community college level that help prepare individuals for the world of manufacturing whether it is through training as machinists, welders or computer aided design technicians.

Additional support for manufacturing comes in the form of shovel ready industrial sites and the low cost of construction within Erie County.

Erie County also supports manufacturing by being a strategic transportation hub. The area boasts of being on the doorstep to Canada and being within one days trucking of major northeast cities. Erie County has intermodal terminals operated by Norfolk Southern and CSX railroads and connections to both Canadian railroads. This allows manufacturers and shippers to have multiple options for speedy, cost effective transportation.

## 10. Position Our Area As A Medical Powerhouse

Erie County's healthcare system provides state-of-the-art healthcare to our community with several centers of excellence in various medical specialties. Additionally, our region is the home of leading life sciences research institutions, and offers many economic development opportunities in the life sciences sector of the local economy.

Catholic Health System consists of four hospitals and dozens of diagnostic centers, primary care sites, continuing care facilities, and home health agencies.

Erie County Medical Center is a regional center of excellence for trauma, burn, rehabilitation, and cardiac care, and is a major teaching facility for the University at Buffalo. It offers inpatient and skilled nursing care, as well as outpatient specialty care clinics located throughout Erie County.

Kaleida Health is the largest healthcare provider in Western New York, operating five hospitals and numerous community healthcare centers, and is designated as a "Cardiac Center of Excellence". Kaleida serves as the major teaching affiliate of the University at Buffalo's Schools of Medicine and Biomedical Sciences and Dental Medicine.

VA Western New York Healthcare System operates a health care facility in Buffalo, as well as seven community based outpatient clinics, providing comprehensive primary, secondary and tertiary inpatient care for veterans. The Roswell Park Cancer Institute, a comprehensive cancer research and treatment center, is the only upstate New York facility to hold the National Cancer Institute designation of "comprehensive cancer center".

In order to promote this sector, Erie County will focus on key projects. The first is supporting a Buffalo Niagara Medical Campus and Downtown Buffalo Academic Health Center as part of the UB2020 initiative. This includes: acquisition, construction and development funds for a multimodal transportation structure; land acquisition and site preparation; neighborhood development streetscape improvements; and job training and other employment services.

Finally, Erie County will support ongoing efforts to build a world-class Global Vascular Institute in the Buffalo Niagara Medical Campus. The projected \$180 million, 115,000-square-foot facility will consolidate much of Western New York's cardiovascular research into a "one-stop" facility that will help to retain and recruit world renowned physicians.





## Finally

For too long we have allowed those outside our community to brand our region as one that has been hemorrhaging people, jobs and businesses for decades. Now is the time to rebrand our community focusing on the key strengths that make our region so special. That is what the **Road to a Bright Future** is all about.

Working with the Buffalo Niagara Partnership, Buffalo Niagara Enterprise and the University at Buffalo, Erie County will help develop an Ambassadors Program featuring both private and public leaders to attract new industry to our region focused on our ten agenda items.

We will identify our region as exciting, innovative and dynamic while emphasizing our unique regional attributes to create interest.

Erie County will work with Buffalo Niagara Enterprise and the Convention and Visitors Bureau to support the development of marketing materials and a collateral and updated multilingual web presence that supports the branding of our regional attributes.

The **Road to a Bright Future** will not be a static endeavor. Instead, it will be an ever changing course where Erie County will have to adapt to an ever changing environment.

Our community is at a crossroads. We can no longer manage the decline of our community; the time has come to spearhead its growth and renaissance.

Now is the time to finally take advantage of all the resources our community offers and leverage those resources to provide the growth our working families deserve and create an environment for our children and grandchildren to build their lives on.

We already have a myriad of governments, agencies and organizations working to promote our region. Unfortunately, the groups sometime work at cross purposes and sometime duplicate each others' efforts.

The **Road to a Bright Future** positions Erie County as a collaborative leader working with all groups, with our community's best intentions at heart, to finally spearhead a singular effort to make our region the economic powerhouse we know it can be.

# THE FOLLOWING LIST HIGHLIGHTS ACTION ITEMS THAT WILL BE MANAGED BY ERIE COUNTY WORKING TOGETHER WITH OUR STRATEGIC PARTNERS. TRACK OUR PROGRESS AT [WWW.ERIE.GOV](http://WWW.ERIE.GOV).

## MAKE OUR COMMUNITY A GLOBAL GATEWAY

- ❑ Brand and market Erie County as an international gateway
- ❑ Develop a regional inventory and market strategies for shovel-ready sites
- ❑ Plan intermodal and logistics facilities
- ❑ Install multi-lingual signage at points-of-entry to Western New York
- ❑ Promote direct foreign investment in Western New York

## FOCUS ON ENTREPRENEURSHIP, INNOVATION AND SMALL BUSINESS

- ❑ Advocate for retention and streamlining of economic development programs
- ❑ Develop the export potential of small businesses
- ❑ Advance opportunities for minority and women-owned business
- ❑ Position ECIDA as first call for businesses seeking assistance
- ❑ Create an integrated workforce development path
- ❑ Establish a Best in Small Business! Recognition program
- ❑ Expand the small business pollution prevention program

## TAKE ADVANTAGE OF OUR WATERFRONT AND GREENWAY

- ❑ Complete the Town of Evans and Town of Brant sections of the Lakeshore Trail
- ❑ Complete the Union Ship Canal Public Open Space Project within the City of Buffalo
- ❑ Complete Phase 2 Improvements to Times Beach Nature Preserve along the City of Buffalo's Outer Harbor
- ❑ Complete Phase 2 Improvements to Erie County's Tow Path Park in the City of Buffalo
- ❑ Complete a feasibility study for Erie County's Ontario Street Boat Launch/Black Rock Canal Park
- ❑ Complete the Niagara River Greenway signage system
- ❑ Complete Improvements to Erie County's Bennett Beach and Wendt Beach Parks in the Town of Evans

## PROMOTE OUR COMMUNITY'S ARTS, CULTURE AND HERITAGE

- ❑ Develop a new sector-wide long-term investment vision
- ❑ Overhaul Erie County's cultural funding process
- ❑ Facilitate the completion of the Roycroft Campus Master Plan
- ❑ Showcase regional rare books collections

## MAKE OUR COMMUNITY A TOURIST DESTINATION

- ❑ Implement marketing strategies that promote arts, culture and history to external customers
- ❑ Implement marketing strategies that attract more conventions, amateur sports and leisure travel
- ❑ Aggressively seek to book groups from all marketing sectors at the Buffalo Niagara Convention Center
- ❑ Determine the most effective sites in the region for visitor center operations

## PROMOTE OUR REGION'S AGRICULTURE INDUSTRY

- ❑ Complete a "Farmland Preservation and Economic Development Strategy"
- ❑ Advance financial incentive programs for the agriculture industry
- ❑ Implement an agribusiness program that focuses on farm-based tourism

## USE OUR HIGHER EDUCATION INSTITUTIONS AS A GATEWAY

- ❑ Enhance Erie County Community College and the Workforce Investment Board as training resources
- ❑ Support economic development initiatives of regional institutions

## BECOME THE BACK OFFICE CAPITAL OF AMERICA

- ❑ Promote ECIDA's adaptive re-use policy
- ❑ Market regional attributes for locating back office support centers, such as an educated workforce and low building costs

## ADVANCE HIGH AND LOW TECH MANUFACTURING

- ❑ Facilitate the development of the Proposed Clarence Industrial Park
- ❑ Facilitate the development of the North Youngmann Commerce Center
- ❑ Work with partners to develop a shovel-ready photovoltaic manufacturing site
- ❑ Prepare shovel-ready sites for firms needing new locations for expanding operations
- ❑ Provide financial incentives through ECIDA programs or available New York State programs
- ❑ Work with rail and intermodal operators to ensure that transportation availability and costs are competitive
- ❑ Assist in training programs to maintain a state-of-the-art workforce

## POSITION OUR AREA AS A MEDICAL POWERHOUSE

- ❑ Provide ECIDA assistance for back office, technology transfer, and innovation projects
- ❑ Support smart collaboration of regional medical facilities



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