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**MEMORANDUM  
COUNTY OF ERIE  
OFFICE OF THE COUNTY EXECUTIVE**

**TO:** Mark C. Poloncarz, Erie County Executive  
Maria Whyte, Deputy County Executive  
Erie County Legislature

**FROM:** Andrew Federick

**DATE:** January 16, 2018

**RE:** Initiatives for a Smart Economy 1.0 – Close-out Reports

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In January of 2018, departmental staff provided close-out reports on the 64 initiatives comprising Initiatives for a Smart Economy 1.0 for the time period of January, 2017 – December, 2017. This memo will summarize the annual reports as well as highlight the overall performance of the economic plan as reporting comes to a close.

Please refer to the attached spreadsheet for a complete listing of the initiatives and the status of each. A full compilation of the reports is also available for your review.

Completed Initiatives

To date, 44 initiatives have been fully completed (up from 32 at time of the previous reporting period), representing 69% of the total, including recently completed initiatives 3.11, which called for the construction of a new academic building at ECC, 4.31, which called for the acquisition of land on the old Bethlehem Steel site to allow for the redevelopment of the property, and 3.21, which established a fund to allow municipal members of the Erie County Community Development Consortium to apply for funding for smart growth projects in and around their central business districts.

In Progress Initiatives

Seventeen of the remaining 20 initiatives are in progress. Eight of the in-progress initiatives are at least 70% complete, which should lead to a significant number of the remaining initiatives being completed over the next year.

Please see the attached spreadsheet for notes on individual projects, including a summary of the current status of each project by initiative supervisors. Initiatives that have shown measurable progress or movement from one phase to a new phase are highlighted in yellow.

### Initiatives Not Yet Begun

Three initiatives have not yet begun, representing 5% of the total. However, two of the three initiatives not yet begun have been included in the Poloncarz administration's new economic development plan, Initiatives for a Smart Economy 2.0: Focus on Inclusion, which was released in June 2017.

### Conclusion

Of the 64 initiatives, a total of 61 (94%) are completed or in progress. Substantial progress has been made since the last report in January 2017 and further progress is expected over the next year.

Despite this being the final report for Initiatives for a Smart Economy 1.0, the administration will continue to monitor the progress of the remaining initiatives. As stated above, some of the initiatives not yet complete have been included in the new economic plan, Initiatives for a Smart Economy 2.0. Reporting on these initiatives will begin in the coming months and the Legislature will be provided with a progress summary upon completion of the first reporting period.

**Initiatives for a Smart Economy  
January 2017 to December 2017 Close Out Report**

Initiative Number	Sector	Initiative	Department	Complete	In Progress	Not Yet Begun	% complete at last report	% complete at this report	Notes
<b>Completed</b>									
3.11	Workforce Development	Academic Building for ECC	DPW		X		50%	100%	Building construction complete with minor outstanding issues - Fire alarm system testing; Sprinkler system testing; HVAC Final Commissioning; Commissioning of Building Systems; Completion of Punch List for 7 prime contracts; Special inspections final report; Move-in for FF&E items; ECC set-up. Final Cleaning. Pending legislative approval for fixed payment to Town of Amherst Sewer Remediation Trust Fund for Town's Inflow and Infiltration Reduction Program.
3.12	Workforce Development	Regional Workforce Advancement Center - Buffalo Billion/Advance Buffalo	WIB	X			100%	100%	
3.14	Workforce Development	Employment Resource Coordinating Council	WIB	X			0%	100%	The goals of the Employee Resource Coordinating Council were: to ensure that best practices are shared by departments tasked with helping unemployed clients find employment; that resources are deployed strategically to support these efforts, and that the results are monitored. Since this initiative was launched, relationships have strengthened between County departments and community stakeholders, which has led to the development of joint efforts to address both unemployment and poverty. Examples of these efforts include: hiring events co-sponsored by the County that leveraged resources of the New York State Department of Labor (NYSDOL) and the One Stop Career system; the WNY Employment Strikeforce (Strikeforce) led by NYSDOL with the assistance of staff within One Stop Centers. The Strikeforce provides employment assistance directly to residents living in communities with high unemployment rates. Other collaborations include participation in events hosted by the Erie County Poverty Committee, and between stakeholders such as the United Way of Buffalo and the Buffalo Niagara Partnership, as they lead efforts within the non-profit and employer communities respectively to address workforce concerns.
3.15	Workforce Development	Employment Training Resource Guide	DSS	X			70%	100%	Obtained updated information from training providers and redesign of layout for 2018. Continue to explore methods to develop an electronic version that is more user friendly.
3.16	Workforce Development	Workforce Development Summits	WIB	X			100%	100% (Annual Summits will Continue)	
3.17	Workforce Development	Vocational ESL Program	DSS	X			70%	100%	A collaboration of refugee resettlement agencies and vocational ESL training providers have come together to address the needs of DSS refugee clients and hiring needs of employers. Partners on this initiative include: Catholic Charities, Jewish Family Services, International Institute, Journeys End, Erie I BOCES, Erie II BOCES, Buffalo Public Schools Adult Learning Center Trocaire College, and WDI. The Erie County Department of Social Services continues to work with the partner agencies on providing ESL, Educational and Vocational training programs to the refugee population. Trainings include hospitality, customer service, office technology, health care, janitorial and advance manufacturing.
3.21	Smart Growth	Smart Growth Fund	DEP	X			80%	100%	Initiative 3.21- Smart Growth Fund was completed. The fund was created to allow municipalities, who are members of the Erie County Community Development Consortium, to apply for funding for smart growth projects in and around their central business district areas. The Village of Springville completed phase I and II of smart growth projects on Franklin and Mechanic Streets and by Factory Street. Roads were reconfigured to allow for increased pedestrian traffic to Main Street and their central business district and a creation of a new park area at Factory which is located adjacent to Main Street. A total of \$750,000 in CDBG funds were expended for both projects. The full project amount for both phases of the project was \$1,457,000. The City of Tonawanda completed an Intermodal HUB smart growth project. This project involved improvements to the deteriorated public parking lot behind Main Street and their central business district. The improvements centered around the construction of a new HUB building that houses restrooms, bike racks, showers and benches. A total of \$325,000 in CDBG funds were expended for this project. The full project amount was \$1,130,000.
3.22	Smart Growth	Main Street Blight Demolition	DEP	X			100%	100%	
3.22.2	Smart Growth	Former BOCES Building Demolition/ Main Street Reconstruction		X			100%	100%	
3.22.3	Smart Growth	City of Lackawanna, Ridge Road Friendship House Demolition		X			100%	100%	
3.24	Smart Growth	Niagara River Greenway Funding	DEP	X			100%	100%	
3.25	Smart Growth	Cherry Farm Feasibility Analysis	DEP		X		15%	100%	Designs for the project have been completed, annual costs have been estimated. BOA final report has planning and cost estimation for the Cherry Farm site included.
3.31	Entrepreneurship	Niagara Region Ventures Fund	ECIDA		X		Ongoing (100% of funding secured)	Ongoing (100% of funding secured)	100% of Funding secured. Continuing to build pipeline of applicants.
3.32	Entrepreneurship	Support of LaunchNY	ECIDA	X			100%	100%	
3.33	Entrepreneurship	Entrepreneurship Boot camp Event	ECIDA	X			100%	100%	
3.41	Agriculture	Agribusiness Park	DEP	X			100%	100%	
3.43	Agriculture	Food Hub Feasibility Study	DEP	X			100%	100%	
3.44	Agriculture	Food Policy Council	Health	X			100%	100%	
3.45	Agriculture	Regional Agricultural Brand	DEP	X			100%	100%	

**Initiatives for a Smart Economy  
January 2017 to December 2017 Close Out Report**

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3.46	Agriculture	Agritourism	DEP	X			100%	100%	
3.61	Energy	Erie County Energy Management Office	DEP	X			100%	100%	
3.62	Energy	Interdepartmental Green Team	DEP		X		100%	100%	
3.64	Energy	WNY Sustainable Business Roundtable	DEP	X			100%	100%	
3.65	Energy	Feed-in-Tariff Feasibility Study	DEP	X			100%	100%	
3.66	Energy	Climate Smart Communities Coordinator	DEP	X			100%	100%	
3.71	Bi-National Logistics	EC International Marketing Campaign	ECIDA	X			100%	100%	
3.74	Bi-National Logistics	Portageville Road Bridge	DEP/ECIDA		X		50%	100%	The Northford Southern Railroad Portageville Bridge in Lectureworth State Park has been completed. This will allow newer and heavier rail freight travel east and west from the WNY area to and from east coast ports.
4.11	ECIDA	Implementation of new State law	ECIDA	X			100%	100%	
4.13	ECIDA	"But-for" Test	ECIDA	X			100%	100%	
4.14	ECIDA	Cooperation with Town IDAs	ECIDA	X			100% (Ongoing)	100% (Ongoing)	Meetings typically occur on a quarterly basis to discuss a variety of issues. We anticipate the next meeting to take place in the first quarter of 2018 to discuss revisions to the UTEP.
4.15	ECIDA	ECIDA Move	ECIDA	X			100%	100%	
4.16	ECIDA	New ECIDA CEO	ECIDA	X			100%	100%	
4.17	ECIDA	ECIDA Local Labor Policy	ECIDA	X			100%	100%	
4.21	International Trade	Economic Development Office in GTA	ECIDA	X			100%	100%	
4.22	International Trade	Cross-border Influence	DEP	X			50%	100%	Cross border relationships were based on using the Niagara 10 Group as a basis for networking and sharing cross border interests. The Niagara 10 Group has not been functioning in the past year.
4.24	International Trade	EB-5 Capital	ECIDA	X			100%	100%	
4.25	International Trade	ECIDA International Program	ECIDA	X			100%	100%	
4.31	Land Development and Redevelopment	Bethlehem Steel	DEP	X			30%	100%	Purchase of approximately 148 acres of property on the former Bethlehem Steel site. Inquirers have increase from potential developers and companies looking to relocate and/or expand operations. A GEIS, Site Master Plan and sub-division plot will be completed by the end of 2018.
4.32	Land Development and Redevelopment	North Youngmann Commerce Center Industrial Park	DEP	X			100%	100%	
4.33	Land Development and Redevelopment	River Bend Industrial Park	DEP	X			100%	100%	
4.34.1	Land Development and Redevelopment	Spaulding Commerce Park	DEP	X			100%	100%	
4.34.2	Land Development and Redevelopment	5335 River Road (Former Petroleum Tank Farm)	DEP	X			100%	100%	
4.34.3	Land Development and Redevelopment	3445 River Road, Polymer Applications Site	DEP	X			100%	100%	
4.34.5	Land Development and Redevelopment	1815 Eggert Road, abandoned dry cleaner	DEP	X			100%	100%	
4.41	Quality of Life	Arts and Cultural Institution Funding	DEP	X			100%	100%	
4.42	Quality of Life	Buffalo Bills Lease	DPW	X			100%	100% (renovations); annual obligations ongoing	
4.45	Quality of Life	Division of Park Rangers-Feasibility	Parks	X			100%	100%	
4.52	Blue Economy	Rush Creek Interceptor Project	DEP	X			98%	100%	The Rush Creek Interceptor initiative consisted of two phases: (1) Upgrades to the Southtowns Advanced Wastewater Treatment Facility to improve influent pumping and peak flow management so that additional flows may be handled at the facility. (2) Construction of a new interceptor sewer and force main to convey flows from the area tributary to the Blasdel Wastewater Treatment Plant to the Southtowns Advanced Wastewater Treatment Facility.
4.55	Blue Economy	Identification of Beach Bacteria Source	Health	X			100%	100%	
4.57	Blue Economy	Public Access along the Buffalo River Corridor	DEP	X			100%	100%	

In Progress



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3.13	Workforce Development	Apprenticeship Law	EEO		X		90%	90%	Apprenticeship participation of at least 10% of workforce hours must be achieved on County projects at \$250K and above. The DEEO monitors all County projects for apprenticeship participation and calls attention when a contractor is not achieving or trying to achieve the goal.
3.34	Entrepreneurship	M/WBE Ralph Wilson Stadium	EEO		X		70%	80%	Maintenance and repairs are performed annually for up to 10 years. Current Capital Improvement Allowance Projects are being prepared for the bid process following Legislative approval. The project still has 30% M/WBE participation goals for the year 2017 and 2018 the M/WBE goals are tracked for achievement. As well as 10% apprenticeship goals too. Capital Improvement Allowance Project (CIAP) completing target was August for 2017. Overall goal of 30% for M/WBE participation was achieved. Maintenance and repairs are performed annually for up to 10 years. Current Capital Improvement Allowance Projects are being prepared for the bid process following Legislative approval. The project still has 30% M/WBE participation goals for the year 2017 and 2018 the M/WBE goals are tracked for achievement. As well as 10% apprenticeship goals too. Capital Improvement Allowance Project (CIAP) completing target was August for 2017. Overall goal of 30% for M/WBE participation was achieved.
3.35	Entrepreneurship	M/WBE ECC STEM Building	EEO		X		40%	90%	The project is substantially complete. The project goals for M/WBE participation was set at 32% (MBE 18% and WBE 14%) currently the overall project M/WBE goal attainment is 40.3% (MBE 20.8% and WBE 19.5%). Furniture, Fixtures & Equipment (FFE) was held to the same overall 32% goal and overall goal attainment for FFE is 33.6% MWBE participation. FFE is not included with the construction reporting. Apprenticeship participation is at 11.75% to a goal of 10% or above may increase somewhat by end of December 2017. Next milestone, project substantially complete, furniture fixtures and equipment are being installed, building walls and floors are being wiped clean, and building is being made ready for final inspection and turnover by January 2018.
3.42	Agriculture	ECIDA Agribusiness Development	ECIDA		X		80%	80%	County DEP has completed the Agribusiness Park study and identified several potential priority sites. The ECIDA completed an appraisal of one of the priority sites and is presently negotiating with the existing owner to acquire the major parcel for the park. Negotiations with property owner are in process to acquire the property to assemble the parcels needed for the Agribusiness Park.
3.51	Tourism	Downtown Convention Center Feasibility Study	DEP		X		10%	50%	Market analysis complete, market validation complete, building usage program being developed.
3.52	Tourism	VBN Funding Advisory Board	DEP		X		50%	60%	Members of VBN and Erie County, including the budget office, having been working together to identify areas where VBN can increase its funding. Discussions among the parties will continue in 2018.
3.63	Energy	Energy Conservation Revolving Loan Program	DEP		X		60%	70%	Since this project was first put forward, it has evolved into two projects: Property Assessed Clean Energy (PACE) financing and the Erie County Low Income Program for Sustainable Energy project. Energize NY has presented PACE financing to the County as an option to increase investment in energy efficiency and renewable energy projects for commercial buildings, including multi-family housing. ECLIPSE will work to decrease energy costs for low income residents, with a focus on those families receiving HEAP benefits. ECLIPSE has been awarded funding by NYSERDA and is now in the contracting phase.
3.72	Bi-National Logistics	Manufacturing Distribution Capacity	ECIDA/ DEP		X		40%	50%	Purchase of 148 acres of property is complete. Rail construction project to be bid out in January 2018.
4.12	ECIDA	Adaptive Reuse Policy	ECIDA		X		50%	70%	The NYS Legislature enacted legislation, which limited IDAs ability to provide incentives to retail projects. This prohibition removed a class of Adaptive Reuse projects seen as the most controversial, mainly retail type projects. The ECIDA engaged a consultant to analyze the ECIDA Adaptive Reuse program and released its study in May of 2017. Two working groups were formed to make recommendations regarding the Adaptive Reuse policy, and the housing impacts of the policy. The first working group has met several times through the fall of 2017 and is expected to complete its work by January 2018. The housing impacts group will begin work on recommendations in January 2018.
4.34	Land Development and Redevelopment	Brownfield Remediation	DEP		X		20%	40%	Erie County, through the Buffalo and Erie County Industrial Land Development Corporation has purchased 147 acres of property at the former Bethlehem site from Tecumseh. Erie County has foreclosed on the property at 4111 River Road in the Town of Tonawanda. Construction of infrastructure at the Bethlehem site will continue. The 4111 River Road site will have the remaining junk auto parts removed along with C&D debris.
4.34.4	Land Development and Redevelopment	5565 River Road unlicensed landfill	DEP		X		30%	30%	NYSDEC is running project, Erie County has no direct control over the project schedule. Due to funding and staffing shortages at NYSDEC, the pace of Superfund Clean ups has suffered.
4.43	Quality of Life	New Stadium Working Group	Executive Office		X		5%	5%	On hold following purchase of team by Pegulas.
4.44	Quality of Life	Erie County Parks Master Plan Update and Implementation	DEP / Parks		X		50%	60%	In progress, expected completion May 2018. The Consultant conducted stakeholder sessions, and drafted a survey to get additional input from the public. The consultant used information collected from surveys along with national trends, and consultant recommendations to develop the update, included are policy updates and recommendations. Consultants have completed their field work.
4.51	Blue Economy	Lackawanna Wastewater Treatment Plant	DEP		X		15%	15%	In the study phase; Currently completing analyses based on input from the NYSDEC to allow for finalization of a RFP for engineering work associated with disinfection upgrades.
4.53	Blue Economy	Southtowns Advanced Wastewater	DEP		X		10%	10%	In the study phase; Awaiting input from the NYSDEC to proceed with RFP for engineering work associated with outfall upgrades.

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4.54	Blue Economy	Beach Closure Forecasting	Health		X		90%	90%	Beach forecasting models and protocols have been developed. However, this work requires annual re-evaluation of models and daily sampling, data input and communication during the beach season.
4.56	Blue Economy	Eliminate Bacteria Sources	DEP		X		20%	30%	Working with the ECWQC and LEWPA to establish some baseline monitoring that would help complete a 9 element watershed plan creating eligibility for GLRI funding for trackdowns.
4.58	Blue Economy	Maintain and Enhance the existing County Natural Parks along the Buffalo River	DEP		X		95%	98%	Habitat and shoreline restorations have been completed. Parks maintenance and invasive species management will be ongoing indefinitely. USEPA GLRI funding has been secured for two years through September, 2019 for these activities. Initiative will be complete once warranty work, invasive species management and oversight is complete in 2019.
<b>Not Yet Begun</b>									
3.23	Smart Growth	Erie County Complete Streets Policy	DEP			X	0%	0%	Project was incorporated in I4SE 2.0
3.73	Bi-National Logistics	Canadian Pacific Draw Bridge	ECIDA			X	0%	0%	The project has not been initiated to date. The bridge is presently in ownership of CSX railroad and is operating to serve the needs of the Buffalo rail terminal. The ECIDA is working on scheduling a meeting to determine the status of the initiative.
4.23	International Trade	Insourcing initiatives	DEP			X	0%	0%	The goals of this initiative will be rolled over into other international marketing and economic development initiatives in I4SE 1.0. The goals for this initiative will also be represented in the I4SE 2.0 Southern Ontario Marketing and Attraction Initiative.