

Regional Tourism Developed an advocacy plan for approaching potential sources of funding for reoccurring marketing efforts which was agreed to but never implemented primarily due to funding issues in both Erie and Niagara counties.

Shovel Ready Land Developed a database of brownfield opportunities and under-utilized sites that have the greatest potential for economic impact and prioritized based on industry needs in Niagara County and target opportunities identified in Erie County.



UB2020 Began advocacy for UB's 2020 program, one of the most significant economic development initiatives in our region's history.

Who Does What? Completed research projects to improve government efficiency and decrease property taxes through the consolidation of services in both Erie and Niagara counties as well as area municipalities. For Erie County, the project made 17 cost saving recommendations, with a projected savings to taxpayers of more than \$48 million annually. In Niagara County, the project made a series of 27 total recommendations with a projected cost savings of \$18 million annually to the taxpayers of Niagara County.

Who Spends What? Initiated in the spirit of Who Does What?, Partnership volunteers examined finances and expenditures in the City of Niagara Falls in an effort to save taxpayer dollars. Approximately \$15 million in potential annual savings to taxpayers were uncovered.

WNY Works Created to establish an employer-focused workforce development information system designed to close the gap between the skills local employers seek and the skills of the local labor pool. WNY Works was awarded a \$250,000 grant and successfully administered those funds to train 754 employees from 16 companies at a cost less than half of the local average – only \$311.67 per employee.

Workforce Development Created a system utilizing existing processes and programs to develop an ongoing employer-driven workforce needs tracking system to guide funding and identify specific training programs for incumbent workers and new hires as well as developed and administered an in-depth survey for the healthcare/life science industry to identify specific skill needs for incumbent workers and new hires.

Unshackle Upstate The largest business advocacy group in New York, Unshackle Upstate is a coalition of nearly 70 organizations from across the state. Committed to improving the business climate in Upstate New York, the coalition has successfully advocated for significant reforms, including reform of New York's Workers Compensation program in 2007.



As we celebrate our 15th Anniversary, the Partnership would like to extend our sincere thanks to all of those individuals who have given so much to this organization, and to our region. We would also like to thank the countless volunteers who have offered their time, expertise and financial support to helping the Partnership to fulfill its mission.

For further information about current Partnership initiatives, go to www.thepartnership.org.

If you're interested in becoming involved in these initiatives, please contact Craig Turner, Public Policy Manager at 716.852.7100.



Over the past 15 years, the Buffalo Niagara Partnership has been working to organize and undertake actions to expand private sector jobs and stimulate investments in the Buffalo Niagara region. During this time, we have enjoyed many successes. Although it would be nearly impossible to list all of the accomplishments of the BNP over the past 15 years, the following are some of the endeavors which we are most proud of:

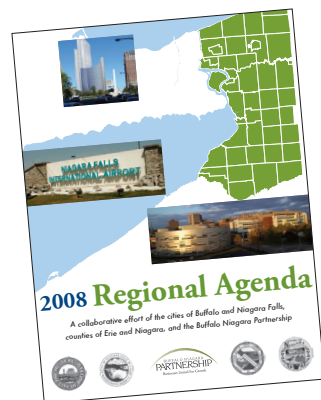
Advance Upstate Initiated a collaborative state advocacy effort with the Greater Rochester Metro Area Chamber of Commerce and the Metropolitan Development Association of Syracuse on behalf of the entire Upstate region. This effort evolved into Unshackle Upstate.

Advocacy Boot Camp Developed and launched this member educational program to build a larger team of effective business advocates. Twenty-six Partnership members "graduated" from boot camp in its inaugural year.



Annual Regional Agenda Developed and administers the collaborative effort of the cities of Buffalo and Niagara Falls, counties of Erie and Niagara, and the Partnership, which annually agree upon the region's priority policy and funding requests of state and federal government, and then collaboratively lobbies for them. Resulting successes

include: State and federal funding for the NYS Center of Excellence in Bioinformatics, funding for recruitment, equipment and new facility land preparation by the Buffalo Niagara Medical Campus partner organizations; Federal funding for a new Federal Courthouse in downtown Buffalo; State and federal funding for the Public Safety Campus in downtown Buffalo; Retention of the Niagara Air Reserve Station; The initial \$1 million of funding for the \$15 million development of ECC Transportation Facility for Downtown Campus hub of multi-campus system has been earmarked; Federal funding for Cars on Main Street – Phase One Theatre District; Federal funds secured for outer harbor and for Michigan Ave.



Buffalo Financial Plan Commission: Five Year Financial Plan Created to propose how the City of Buffalo could close a projected \$50 million budget gap, the BFPC made 27 recommendations, 22 of which the city adopted, and the city was able to balance its budget for the fiscal year.

Buffalo Financial Plan Commission: Financial and Management Assessment of Buffalo Public Schools Asked by the Buffalo School Board to determine where savings were possible without curtailing academic programs, increasing class sizes, reducing extra-curricular or interscholastic athletic programs or reducing special education and remedial instruction, Partnership recommended actions saved \$188.5 million over five years.



Buffalo Niagara: Where Life Works.

Buffalo Niagara Enterprise Formed to market the region externally, the BNE has attracted more than \$3.7 billion in capital investment and created or retained over 30,000 jobs.

Buffalo Niagara International Airport Advocated for the modernization effort that resulted in federal and state funding for the construction of a new terminal and created an air services marketing committee which worked with NFTA to generate expanded air services.

BuffaloNiagaraJobs.com launched as part of a collaborative effort, this site now administers the region's primary online jobs resource. There are currently 14,225 jobseekers actively engaged and using the site – which is free of charge to those looking for a job. There are almost 3,000 employers actively using the site. Within the past year, approximately 3,000 jobs have been posted on the site. **Buffalo Niagara NOW Campaign** Launched to address issues that prevent the region from successfully competing for jobs and investment. The issues were identified by site selectors as the reasons they chose *not* to locate their businesses in Buffalo Niagara.



Buffalo Permitting Reform Based on Partnership recommendations, the City revised the permit fee structure by making changes to the process to be more equitable for those applying for permits. Also, a new DPIS Commissioner was put in place.

BuffLink Formed to facilitate commercialization of life sciences technologies throughout the region's research institutions and private companies, 4,900 life sciences jobs have been created and retained at local research institutions and companies since 2001. Over \$500M in public and private dollars has been invested to support new buildings, programs and LS research in the region.



Business Backs the Bills The Partnership founded this committee that succeeded in obtaining \$11 million in executive suite purchases and helping to secure \$63 million in state funding for stadium renovation to keep the Bills in the region.

Buy Local Compact Organized business executives who pledged to patronize regional vendors. It was signed by over 125 local businesses and resulted in the Business Connections Trade Show, round table sessions, networking events and a rapid referral system to encourage patronage of local suppliers.

CEO Roundtables Implemented program for members to improve their business' effectiveness, growth rate and profitability through "best practices" discussions.



Charter Schools Initiative Engaged full time staff to provide technical recommendations in the establishment of five to ten new charter schools in the region. Six such new schools were started as a direct result, the largest number of schools outside of New York City.

City of Buffalo Common Council Downsizing Staffed and funded an advocacy campaign which resulted in a referendum victory reducing the size of the council from thirteen members to nine.

Commercialization of Life Science Technologies With the goal to create a new economy based on life science research and discoveries and turn those discoveries into jobs in the region, the initiative succeeded in obtaining a New York State Center of Excellence in Bioinformatics designation from the Pataki administration by guaranteeing the private sector/community's matching financial support for the project in 2001. It also worked with university officials to obtain \$25 million in critical federal funding to operate the center. As a result of these collaborative efforts, the state of the art Bioinformatics facility, which became the lynchpin for the Buffalo Life Sciences Complex, was completed in 2005.

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Cross Border Engaged business organizations on both sides of the border to build awareness in the federal government, communities and local officials of the importance of improved, streamlined and easily understood systems and policies for border crossing of people and goods by forming the New York State Shared Border Coalition.

Downtown Buffalo Neighborhood A comprehensive page on the City of Buffalo's website was created to outline the new procedure for public funding and available incentives.

Erie County Stabilization Project The Partnership funded, staffed and directed a six-month project involving 150 member volunteers to perform an objective, top-to-bottom management review of nearly every part of Erie County government. The goal was to develop specific recommendations for how the county should provide services to its residents - during the budget crisis and in the future - in a fiscally-responsible manner. The resulting report – "A Plan for Moving On" – delineated a re-engineering of Erie County government and, as part of that reform, recommendations that would positively impact the county budget by more than \$75 million in 2006, and approximately \$110 million annually in future years. Many of these recommendations have been implemented.

Get Real campaign Launched the campaign with the goal of making the Buffalo Niagara region nationally and internationally competitive for retaining and expanding jobs and investments and as a place to live and work. Reducing the cost and fragmentation of local governments/government services and forming and implementing more unified approaches to regional priorities were key objectives of the campaign. The objectives and initiatives of the "Get Real" campaign evolved into the NOW campaign, Unshackle Upstate, Buffalo Niagara Enterprise and other Partnership initiatives.

Local Development Delivery System In order to present a single point of contact to business investors, the Partnership completed a comprehensive economic development strategy outlining attraction and expansion strategies for Erie and Niagara counties.

Low-Cost Hydropower Successfully advocated the State for replacement power legislation, accomplishing two main goals: 1) Protecting the vast majority of the 445 MW of RP that is currently allocated to companies within 30 miles of the Niagara Power Project for local manufacturers, and 2) Expanding the criteria for allocating the power, allowing RP to be used for job retention and investment for more types of companies.

Metropolitan Alternatives National research conducted for the Partnership by UB on alternative models of metropolitan governance, based on case studies, resulted in first-time policy recommendations regarding how to best feasibly approach "regionalism" in the Buffalo Niagara region by focusing on consolidating government services, not the governments themselves.

Niagara: Attracting the World Created a marketing campaign to promote regional assets which resulted in the development of a regional approach to economic development, "Advancing the Region. Attracting the World." This campaign also created the now widespread regional brand Buffalo Niagara.

Niagara Health Quality Coalition Founded coalition which develops and supports initiatives that improve data and reports on clinical care outcomes.

NYS Smart Border Coalition Formed the bi-national organization of more than 20 key business and trade organizations and other stakeholders whose mutual goal is the most efficient possible flow of goods and people across the Can-Am border.