



2016-2021 STRATEGIC PLAN

ORCHARD PARK ECONOMIC DEVELOPMENT COMMITTEE

PREPARED BY:

ELIZABETH CHETENY, PLANNING CONSULTANT

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2016-2021 STRATEGIC PLAN

ORCHARD PARK ECONOMIC DEVELOPMENT COMMITTEE

ACKNOWLEDGMENTS

ORCHARD PARK ECONOMIC DEVELOPMENT COMMITTEE MEMBERS:

John Murray, Chair

Jack Bertsch

Matthew Grubka

Jason Houseman

David Kaczor

Edward Staroslic

LIAISONS:

Mayor Jo Ann Litwin Clinton

Village of Orchard Park

Councilman Michael Sherry

Town of Orchard Park

STAFF:

Justine LeFauve

WITH THANKS TO:

Don Lorentz, Orchard Park Chamber of Commerce

PLANNING CONSULTANT:

Elizabeth Cheteney

TABLE OF CONTENTS

S	EXECUTIVE SUMMARY	S-1
1.0	INTRODUCTION AND ORGANIZATIONAL ASSESSMENT	1-1
1.1	INTRODUCTION	1-1
1.1.1	STUDY PURPOSE AND METHODOLOGY	1-1
1.1.2	BACKGROUND	1-1
1.2	OPEDC ORGANIZATIONAL ASSESSMENT	1-3
1.2.1	MISSION AND VISION	1-3
1.2.2	LEGAL FRAMEWORK	1-4
1.2.3	MEMBERS	1-5
1.2.4	LABOR	1-5
1.2.5	FINANCIAL SUPPORT	1-5
1.2.6	PARTNERSHIPS	1-5
2.0	REGIONAL LOCATION AND SOCIOECONOMIC PROFILE	2-1
2.1	REGIONAL LOCATION AND ACCESS	2-1
2.2	SOCIOECONOMIC PROFILE	2-2
2.2.1	REGIONAL POPULATION TRENDS	2-2
2.2.2	LOCAL POPULATION TRENDS	2-3
2.2.3	POPULATION CHARACTERISTICS	2-6
2.2.4	HOUSING CHARACTERISTICS	2-8
3.0	ECONOMIC CONDITIONS	3-1
3.1	ECONOMIC SECTOR ANALYSIS	3-1
3.1.1	U.S. ECONOMIC SECTORS	3-1
3.1.2	LOCAL ECONOMIC TRENDS BY SECTOR	3-1
3.1.3	INDUSTRY DETAIL FOR TOP SECTORS	3-4
3.2	INDUSTRY CLUSTERS	3-6
3.2.1	OVERVIEW	3-6
3.2.2	INDUSTRIAL CLUSTERS IDENTIFIED BY NEW YORK STATE	3-6
3.2.3	INDUSTRY CLUSTERS IDENTIFIED BY BUFFALO NIAGARA ENTERPRISE	3-8
4.0	ZONING AND LAND USE	4-1
4.1	ZONING	4-1
4.1.1	ZONING OVERVIEW	4-1
4.1.2	INDUSTRIAL ZONING	4-1
4.1.3	BUSINESS-COMMERCIAL ZONING	4-5
4.1.4	ZONING ANALYSIS	4-9
4.2	LAND USE	4-12
4.2.1	OVERVIEW	4-12
4.2.2	INDUSTRIAL/COMMERCIAL OFFICE USE	4-12
4.2.3	HEALTH CARE AND MEDICAL OFFICES	4-14

TABLE OF CONTENTS

4.2.4	RETAIL USES	4-15
5.0	COMMUNITY PARTICIPATION	5-1
5.1	INTRODUCTION	5-1
5.2	OPPORTUNITIES FOR PUBLIC INPUT	5-1
5.2.1.	ORCHARD PARK ECONOMIC DEVELOPMENT COMMITTEE	5-1
5.2.2	BUSINESS RETENTION AND EXPANSION SURVEY	5-1
5.2.3	MEETINGS	5-2
5.3	PUBLIC INPUT	5-3
5.3.	SURVEY RESULTS	5-3
6.0	ACTION PLAN	6-1
6.1	INTRODUCTION	6-1
6.1.1	CONTENT OF THE ACTION PLAN	6-1
6.1.2	ROLE OF THE OPEDC	6-1
6.1.3	IMPLEMENTATION	6-1
6.2	BENEFITS OF ECONOMIC DEVELOPMENT PROGRAMS	6-2
6.3	ECONOMIC DEVELOPMENT POLICIES	6-2
6.3.1	BASIC COMPONENTS OF ECONOMIC DEVELOPMENT PROGRAMS	6-2
6.4	FIVE GUIDING POLICIES	6-3
6.5	THE ACTION PLAN	6-3
7.0	IMPLEMENTATION PLAN	7-1
7.1	INTRODUCTION	7-1
7.2	IMPLEMENTATION MATRIX	7-3
	APPENDIX	

EXECUTIVE SUMMARY

STUDY PURPOSE AND BACKGROUND

The Orchard Park Economic Development Committee (OPEDC) is a volunteer committee that promotes economic development in the Town and Village of Orchard Park, New York. The group commissioned the Orchard Park Economic Development Committee Strategic Plan to:

- Reassess and update the Committee’s mission and goals;
- Reassess the demographic, economic, land use, and zoning conditions in the Town as they relate to economic development;
- Provide a realistic and achievable action plan that will guide the Committee’s activities for the next 5-year period;
- Build community consensus by reaching out to Town and Village officials, the business community, other stakeholders, and the public.

This Strategic Plan presents policies and actions that seek to improve the economic well-being and quality of life of Orchard Park by creating and retaining quality jobs, facilitating growth in economic activity, and providing a stable and growing tax base. The Plan encourages investment and promotes a healthy and growing economy in Orchard Park.

An advisory committee with no powers to approve legislation, budget or disburse funds, or hire staff, the OPEDC advises municipal boards. By pursuing the Plan’s economic development agenda, the OPEDC will achieve its mission: “To promote Orchard Park as a great place to do business”.

This Plan updates the 2008 Strategic Plan prepared by the Urban Design Project at the University at Buffalo. Since the previous plan was completed, there have been notable shifts in the local and regional economies.

COMMUNITY PROFILE

POPULATION

The Town of Orchard Park is located 18 miles south of the City of Buffalo in the center of Erie County and is the hub of the County’s “Southtowns” region. The Town’s population of 29,945 in 2014 was 5.3 percent higher than at the time of the 2010 Census (see Table S-1). Compared to the region and the State, the Town’s population is well educated and

Table S-1 Orchard Park at a Glance	
Village	Town
Population Estimate (2014)	
3,219	29,545
Median Household Income	
\$ 78,466	\$ 81,326
Persons with Incomes Below Poverty Level	
4.1 %	2.4 %
Educational Attainment (% High School Graduate or Higher)	
99.4 %	96.3%
Median Housing Value	
\$ 218,200	\$193,300
Total Housing Units (2010)	
1,459	12,086
Source: U.S. Census Bureau	

affluent. More than half of the Town's labor force is employed in management and related occupations

ECONOMY

There were 692 business establishments located in the Town of Orchard Park in 2012, up 4.5 percent from 662 firms in 2002. Orchard Park provided the region with 10,209 jobs in 2012, up 23 percent since 2002. The health care and social assistance sector added 1,152 jobs between 2002 and 2012 (a whopping 80 percent increase), becoming the biggest source of employment in the Town. With 2,596 jobs in 2012, manufacturing added 482 jobs, a 23 percent increase. Retail employment rose by 24 percent, ending with 2,318 jobs in 2012, up 450 jobs from 1,868 jobs in 2002. State-defined industry clusters best represented in the Town include biomedical, advanced manufacturing, and industrial machinery.

LAND USE AND ZONING

The Town of Orchard Park covers 38.44 square miles or about 24,602 acres of land. Residential uses predominate in most of the Town. The northeast sector, its commercial hub, is the location of large-scale commercial and industrial uses. The Town's Industrial (I1) zoning district covers about 1,146 acres centered along US 219 in the northeast portion of the Town. The Industrial zoning district covers approximately 4.7 percent of the Town's land area. Much of the Town's limited industrially zoned land is occupied by other land uses.

CB Richard Ellis reports that 2014 was the third consecutive year that demand for industrial space in the Buffalo-Niagara region outpaced supply, resulting in a lower overall availability rate. This trend is expected to continue. The 2014 rates mark the 10th consecutive year that the Buffalo Industrial Market availability rate (4.5 percent) has remained below the national average (10.6 percent).

COMMUNITY PARTICIPATION

A number of processes and procedures facilitated the participation of local businesses and other stakeholders in the preparation of the Orchard Park Strategic Plan for Economic Development. These include a series of duly noticed OPEDC work sessions open to the public, a stakeholder meeting, and a Business Retention and Expansion (BRE) survey.

ACTION PLAN

The Action Plan establishes a pro-active business environment with two basic objectives:

- Retaining existing businesses. The first steps in developing a program to retain existing businesses are to know who they are and to understand the issues they face. This study includes an updated business inventory as well as a survey of existing businesses. The Action Plan addresses issues identified in the survey results and other study findings. Of special concern are strategies to strengthen at-risk businesses currently located in the Town which may otherwise close or relocate outside of the area; and
- Attracting new companies with expansion or relocation plans. Target industries should include those that complement the Town's existing business environment and that support the establishment and growth of business clusters with prospects for growth.

POLICY 1: PROMOTE A BALANCED AND RESILIENT ECONOMIC BASE

With a mix of health care, manufacturing, and service sector establishments, Orchard Park already has a robust mix of businesses. This policy seeks to attract add arts-related activities to the mix.

PURSUE THE ARTS AS AN ECONOMIC DRIVER

Promote the establishment and development of arts-based businesses and activities. An important ingredient of vibrant local economies, the arts bring people together, spark community pride, and create vibrant places that attract young people. Promoting the arts is a component of an overall effort to promote tourism in Orchard Park.

POLICY 2: MARKET THE COMMUNITY

PROMOTE ORCHARD PARK

- Continue to update the inventory of available privately held sites.
- Distribute an email newsletter and press releases highlighting economic development successes in Orchard Park and profiling specific development opportunities.
- Co-host joint Town/Village/Chamber of Commerce events to highlight specific assets.
- Participate in joint marketing efforts with other economic development organizations
- Create a new joint town/village economic development website.

IMPROVE ORCHARD PARK'S DRAW AS A TOURISM DESTINATION

Tourism is the second largest industry sector in Western New York based on the number of jobs it provides. It is important that Orchard Park maintain and increase its share of the growing economic activity generated by tourism in the region. There is a potential need in Orchard Park for tourist infrastructure such as hotels, inns, bed and breakfasts, and small- to medium sized conference facilities. These facilities would support the tourism industry and local businesses.



Zoning Analysis. Be proactive in encouraging and supporting proposed development projects that contain lodging and conference facilities by ensuring that the Town and Village zoning laws include the specific types of uses desired in the community and that the districts in which they are allowed are mapped in the preferred locations.

Market and Feasibility Studies. Encourage investment by identifying opportunities such as:

- Conduct a market study for hotel and conference facilities.
- Evaluate the potential for and the feasibility of a theater in the village center.
- Evaluate the potential for a National Football League (NFL) Buffalo Bills museum.

POLICY 3: OPTIMIZE THE USE OF REAL ESTATE ASSETS

The purpose of this policy is to encourage the development of sites and buildings needed to accommodate new investment and employment opportunities. The lack of available sites and buildings for business expansion and recruitment and growing businesses continues to be a major economic development challenge for Orchard Park. Recommendations include:

EVALUATE OPTIONS FOR MAXIMIZING INDUSTRIAL DEVELOPMENT POTENTIAL IN EXISTING INDUSTRIAL ZONES

Orchard Park's economic development capacity is limited by a shortage of industrially zoned land as well as by the use of industrially zoned parcels for other land uses. Evaluate options for increasing industrial development potential on current industrially zoned (I1 and DR) lands. These options could include providing incentives to encourage industrial versus other types of development. One example of this would be to allow greater building height and/or maximum building coverage for industrial uses than for other uses (e.g., retail). It is important that any such revisions to maximize development potential include adequate performance, site layout and design, and landscaping standards to ensure quality development that is compatible with adjoining land use patterns.

DESIGNATE APPROPRIATE LOCATIONS FOR MIXED-USE DEVELOPMENT

Support mixed-use development projects in appropriate locations to encourage a walkable community, a mix of housing types, and new residents who support local businesses. This type of development could be appropriate in locations in the Village Center, North or South Buffalo Streets, and other locations in the Town

REZONE THE NFL STADIUM SITE

Currently the home of the National Football League's (NFL's) Buffalo Bills, the long-term future of New Era Field is uncertain. The Town of Orchard Park should take a proactive approach regarding the potential redevelopment of the 300+-acre site.

Although it is the largest commercial development in the town, most of the New Era Field complex is zoned residential. The town should evaluate other reuse options in the event that the Bills relocate and all or part of the site is redeveloped.

One option would be to permit a mix of compatible uses including corporate-style commercial office and high performance, clean and enclosed light industrial, assembly, and research and

development uses (similar to those existing in other locations in the Town). Such development would address the shortage of industrial and commercial office sites, would promote new



business activity and new quality jobs, and would significantly add to the town's commercial tax base.

Other potential uses include:

- indoor and outdoor recreational facilities;
- hotels and conference facilities;
- small-scale, ancillary convenience retail and services to serve the development itself; and
- mixed-use developments.

CONTINUE TO REQUIRE HIGH QUALITY DESIGN

Maintain the existing practice of the Town and Village boards to require high quality design in all commercial and industrial developments. Quality design helps to maintain and enhance property values, spurs additional investment in the area, and creates a more visually attractive community, one aspect of a community with a high quality of life.

PREPARE A CORRIDOR MANAGEMENT PLAN FOR SOUTHWESTERN BOULEVARD

The combination of increased traffic volumes due to population and retail development growth, high speeds, numerous intersecting driveways and local roads resulting in nearly constant turning movements and "conflict points" combine to create unsafe conditions on Southwestern Boulevard .

Potential modifications to this corridor include streetscape improvements; changes to existing stop light spacing and timing; new traffic signals; changes to speed limits based on surrounding land use patterns, sightlines, traffic volumes, and road geometry; and other alterations that could improve the safety and flow of traffic.



INCREASE HOUSING DIVERSITY

Amend the zoning to allow a broad spectrum of housing types to provide the housing types needed to attract millennials and retain empty nesters. These groups are generally less car-dependent, prefer walkable communities, and would be expected to support local businesses. Millennials are also in the prime working group and would augment the town's labor force

POLICY 4. ENHANCE COMMUNITY CAPACITY

The following strategies will ensure that the proper leadership structure is in place, that strategic partnerships are established, and that resources are available to ensure Plan success.

LEADERSHIP

It is expected that the Town and Village Attorneys would work in coordination with the OPEDC to prepare the following key documents for Town and Village Board approval.

- An updated agreement (last approved in 2005) to be co-signed by the Town and Village Boards which re-affirms the OPEDC and its purpose, mission, and vision;
- OPEDC implementing legislation and by-laws, which establish its role (e.g., defining the circumstances in which the OPEDC shall serve in an advisory capacity to municipal boards), its composition, its procedures, etc.

PARTNERSHIPS

The implementation of certain recommendations in this plan may require the support of partners from both the public and private sectors. The need for cooperation and partnerships may extend to adjoining communities or to regional economic development organizations. Specific strategies include:

- Re-establish an Orchard Park Chamber of Commerce membership position on the OPEDC.
- Ensure that one OPEDC member is either a Village resident or an owner of a business located in the Village.
- Meet with the Erie County Industrial Development Agency (ECIDA) to identify and discuss mutual areas of concern or opportunity.
- Assign each OPEDC member one agency for which he or she will serve as the official liaison.

ORGANIZATIONAL CAPACITY

- Evaluate the potential outcomes of creating an Orchard Park Local Development Corporation (LDC). LDCs are private, not-for-profit corporations for the benefit of local governments for economic development or other public purposes.
- Recommend annual funding for the OPEDC from the Town and Village governments.
- Evaluate the potential for creating an Orchard Park Community Foundation, which could coordinate and pool donations for economic development initiatives. Another option would be to establish a Southtowns Community Foundation, which would have a broader base of support and a wider range of projects covering a larger area.
- Identify those actions that prospective entrepreneurs must take prior to opening or establishing a business in the Town of Orchard Park. Create a listing or matrix that identifies the necessary permits and other approvals that must be acquired and the forms that must be submitted.

POLICY 5. SUPPORT WORKFORCE DEVELOPMENT EFFORTS

The OPEDC should encourage and support:

PARTNERSHIPS

Strategic partnerships between the Town and the Village and other organizations to bridge the gap between the skill set of the local labor force and the skill set needed by local businesses. These partners include the Orchard Park Chamber of Commerce, the Orchard Park School

District, Erie County Community Collee (ECC), Bryant & Stratton, the University at Buffalo (e.g., UBMD), and the Small Business Administration.

INTERNSHIPS

Establishment of an internship program for high school students that gives students exposure to the Orchard Park business community and the types of jobs it offers.

SCHOLARSHIPS/TUITION REIMBURSEMENTS

Establishment of a scholarship/tuition reimbursement program that provides Town residents who work part-time for local employers while they attend school with the opportunity receive reduced tuition rates.

IMPLEMENTATION

Responsibility for implementing the Plan will rest with the Town and/or Village governments. Many strategies will also require coordination with other agencies, jurisdictions, and organizations. Certain recommended actions may take several years to implement fully. Other activities may require ongoing implementation on an annual or continuous basis.

1.0 INTRODUCTION AND ORGANIZATIONAL ASSESSMENT

1.1 INTRODUCTION

1.1.1 STUDY PURPOSE AND METHODOLOGY

The Orchard Park Economic Development Committee (OPEDC) is a volunteer committee that promotes economic development in the Town and Village of Orchard Park, New York. The OPEDC commissioned this Strategic Plan for Economic Development to accomplish the following:

- To reassess and update the Committee's mission and goals;
- To reassess the demographic, economic, land use, and zoning conditions in the Town as they relate to economic development;
- To provide a realistic and achievable action plan that will guide the Committee's activities for the next 5-year period;
- To reach out to Town and Village officials, the business community, other stakeholders, and the general public to ensure that the Committee's vision is shared by the broader community.

1.1.2 BACKGROUND

1.1.2.1 OPEDC 2008 STRATEGIC PLAN REVIEW

In 2008, the OPEDC oversaw the completion of its first Strategic Plan. The group intended to improve its effectiveness in promoting economic development by better defining its role, by identifying goals, and by developing specific strategies and actions steps. Evaluation of the initial (2008) Strategic Plan is a critical early step in the plan update process.

The 2008 Strategic Plan provided a detailed socioeconomic profile and a comprehensive analysis of Orchard Park and its economy. The plan provided the Town, for the first time, with a comprehensive inventory and assessment of the local economy and its relationship to the region. This baseline understanding of the economy is critical to developing a strategic plan for economic growth.

The Plan also provided recommendations to encourage sustainable and desirable economic growth. The formation of the Chestnut Ridge Conservancy (CRC) was one of the actions recommended in the 2008 Strategic Plan. The CRC, established in 2009, has been very successful in promoting the preservation, enhancement, and appropriate utilization of this Erie County park, one of the Town's greatest assets.

Strategic plans should be reviewed every five to seven years to ensure that they remain up to date and relevant. It has been eight years since the initial plan was prepared. The OPEDC has determined that it is now time to update and expand upon the 2008 Strategic Plan and prepare

a document that will guide the Committee's work for the next five years. Updates to the original plan incorporated into this document reflect major improvements in the health of the regional economy as well as changes in local conditions. In addition to updates for new market and community conditions, the plan identifies new and modified recommended courses of action.

1.1.2.2 GUIDING PRINCIPLES

The development of this Strategic Plan for the OPEDC is consistent with the committee's guiding principles, below:

1. Economic development should maintain and enhance the high quality of life enjoyed by Orchard Park residents, businesses and visitors.

The Town of Orchard Park enjoys a high quality of life within the Western New York region, with top ranked schools, abundant parks and recreational facilities, a healthy and historic village center, and low unemployment rates. Part of what will continue to attract businesses to Orchard Park is the opportunity to live and work within this desirable community. The Plan promotes economic growth based on the concept of a sustainable economy that complements the Town's high quality of life.

2. A healthy local economy based on a mix of maintaining existing businesses, expanding these businesses, and attracting new businesses.

The Strategic Plan, based on a three-pronged approach, involves:

- The retention of existing businesses and existing jobs in Orchard Park;
- The expansion of existing businesses already located in the Town; and
- The attraction of new businesses, investment, and jobs to Orchard Park.

3. Ensure adequate organizational capacity to implement the plan.



The OPEDC recognizes that the success of the economic development recommendations in this plan will depend on the organizational capacity available to implement the strategies. The OPEDC may also require additional financial resources to enable it to achieve the established goals and objectives within a reasonable timeframe.

The OPEDC cannot implement this plan on its own. To achieve the stated vision and goals, this Strategic Plan requires support and buy-in from Town and Village officials, the development community, the business community, and the residents of Orchard Park.

1.2 OPEDC ORGANIZATIONAL ASSESSMENT

OPEDC members identified the following questions regarding the Committee's ability to promote quality economic development:

- What can we do for the business community?
- What can we offer businesses in terms of municipal incentives?
- What incentives are available through the County and State?

1.2.1 MISSION AND VISION

This task identifies and evaluates these and other questions regarding the resources available to the Committee in the pursuit of achieving its mission, vision, and goals.

The Orchard Park Economic Development Committee (OPEDC) is committed to the high quality of life enjoyed by its citizens and businesses and understands the importance of a strong and diversified tax base.

As with any planning effort, the first step is to establish a strategic mission and enumerate specific goals and objectives. The Strategic Plan organizes these goals and objectives according to Town and Village priorities and the availability of required resources and organizational capacity. The



result is an actionable plan that identifies those elements that are valued and achievable within a reasonable timeframe (i.e., within one to five years).

The mission and vision of the OPEDC guide the group's efforts to promote quality economic activity. The Mission Statement defines the Committee's fundamental reason for existence and the scope of its efforts. These statements are by necessity broad and inclusive: they are the basic tenets under which the detailed objectives and action steps in the plan are organized.

An OPEDC work session conducted on August 18, 2015 kicked off the project. The group confirmed the purpose, tasks, and process of the study. Committee members provided input regarding the organizational assessment and the review of the 2008 Strategic Plan. The group also reconsidered and reaffirmed the OPEDC's Mission and Vision Statements, provided below.

OPEDC MISSION

To promote Orchard Park as a great place to do business.

OPEDC VISION

To be a driving force behind a sustained strong economy in the Town of Orchard Park, a key element of a vibrant community with a high quality of life.

1.2.2 LEGAL FRAMEWORK

AGREEMENT

Resolutions of the Town Board and Village Board and an Agreement signed in October 2005 by the Town Supervisor, the Village Mayor, and the OPEDC Chair created the OPEDC (see the Appendix). The Agreement described the Committee's responsibilities, established a budget to support its activities, and initiated an automatic annual renewal of the Agreement unless any of the three parties provides written notice otherwise.

Assessment. The annual funding for the OPEDC is no longer in place. In addition, the OPEDC does not engage in many of the activities specified in the Agreement. In addition, the Agreement does not specifically delegate responsibility for the preparation of this Strategic Plan to the Committee. Amendments to the Agreement are necessary to reflect current conditions.

BY-LAWS

A municipal committee such as the OPEDC derives its authority from the government body (e.g., the Town or Village Board) which created it. Through adoption of a local law, the government body may establish committee by-laws to specify the committee's roles and responsibilities and the range of activities delegated to it.

Assessment. The OPEDC does not have any bylaws. Such by-laws could help to clarify its purpose, role, and activities.

1.2.3 MEMBERS

Assessment. The Committee structure should be re-evaluated. The OPEDC currently does not have a member appointed by the Village of Orchard Park nor a representative from the Orchard Park Chamber of Commerce.

1.2.4 LABOR

The Town currently supports the OPEDC by providing the much-needed services of a part time Administrative Assistant (Justine LeFauve). Other Town staff time is available if the effort is reasonable in scope. This policy enables the Committee to limited support on an as needed basis from staff including the Town Attorney, the Town Engineer, the Geographic Information Systems (GIS) specialist, the Town Assessor, and others. To date, the Village government has not provided comparable staff time. However, elected Town and Village officials—including the Village Mayor, the Town Supervisor, and the official Town Board liaison to the Committee—have dedicated countless hours in support of this planning effort.

Assessment. Staff support from the Town has been very important to the OPEDC. Similar support from the Village is desirable.

1.2.5 FINANCIAL SUPPORT

The \$10,000 annual funding established for the OPEDC is no longer in place. In the past, the OPEDC had funds available through the “Clubs and Organizations” line in the Town operating budget. Budget cuts in recent years have eliminated this source of support, which funded the development of the 2008 Strategic Plan as well as the current study.

Assessment

- The OPEDC does not have a long-term plan to ensure ongoing financial support;
 - The OPEDC has not estimated the costs of future strategic planning and implementation activities;
 - No Town or Village financial support is available to fund direct economic development incentives to businesses; and
 - No alternative source of funding has replaced lost funding from the Town.
-

1.2.6 PARTNERSHIPS

No formal or ongoing partnership activities are in place.

Assessment:

- The OPEDC engages in limited and ad hoc use of partnerships and alliances with public sector, nonprofit, or for profit entities;
- No ongoing, formal, or institutionalized partnership relationships or roles are in place.
- The 2008 Plan was not adopted or approved by the Town Board or the Village Board (e.g., Plan recommendations were not incorporated into the Comprehensive Plan or other planning documents);
- No current mechanism is in place to inform and when appropriate, seek input from the Planning Board, the Zoning Board of Appeals, the Comprehensive Planning Committee, Town/Village departments/staff; and other committees and boards; and
- The OPEDC acknowledges the strong assistance and partnership of the Chamber of Commerce in the Business Retention and Expansion (BRE) survey process. This partnership should be formalized and regular and ongoing communication between the OPEDC and the Chamber should occur.

2.0 REGIONAL LOCATION AND SOCIOECONOMIC PROFILE

2.1 REGIONAL LOCATION AND ACCESS

The Town of Orchard Park, NY is located approximately 18 miles south of the City of Buffalo in the center of Erie County and is the hub of the County's "Southtowns" region.

Clockwise starting from the north, the Town shares a border with the Towns of West Seneca, Elma, Aurora, Colden, Boston, Hamburg, and the City of Lackawanna (see Figure 2-1). Orchard Park is a second ring suburb that functions as a transitional area between urbanized areas to the north and west (i.e., Buffalo and Lackawanna) and rural areas to the south and east (i.e., Boston and Aurora). Its central location, with excellent highway access, is a major economic development asset for the community.

Easy and direct access to regional markets makes Orchard Park a desirable location for retailers and provides access for workers and for the shipping and receiving of goods and materials related to industrial and commercial activities.

US 219, a limited access highway that connects directly to the New York State Thruway (I-90) and beyond, provides the region with ready access to the Town and vice versa (see Figure 2-2). US 219 runs north south in the western portion of the town and has interchanges at Milestrip Road, the village (US 20A), and Armor-Deuells Corners. Several major arterial routes also traverse the Town, including US 20 (Southwestern Boulevard), US 20A (Quaker Street), NYS 179 (Milestrip Road), NYS 240 (Buffalo Road), and NYS 277 (Chestnut Ridge Road). US 219 also provides short connections to Interstate-90.

Access to the highway system has had a large impact on development patterns in the western and northern sections of the Town. The opening of the Milestrip Road interchanges not only connected the then named Rich Stadium (now New Era Field) with the region, but also ushered in the development of the McKinley Mall shopping district in nearby Hamburg and more recently, the Quaker Crossing regional shopping center in Orchard Park.

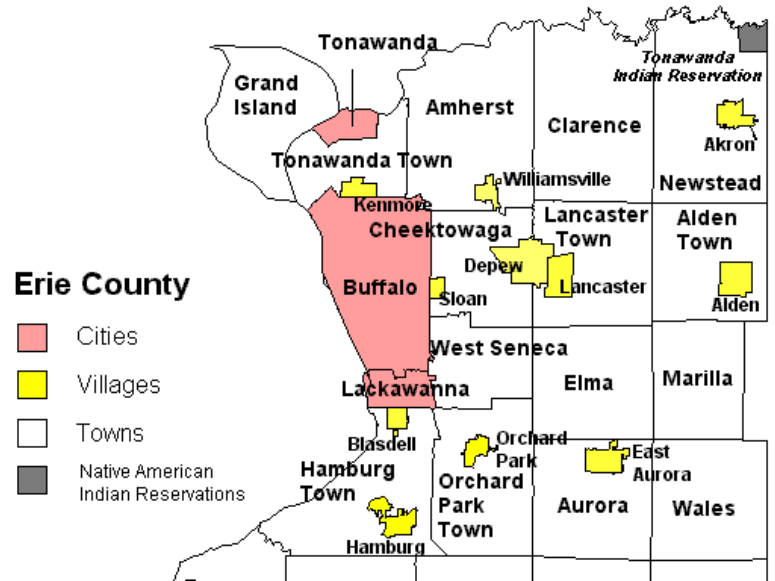


FIGURE 2-1. REGIONAL LOCATION



As described in more detail in Chapter 4, below, other retail plazas and shopping districts line major arterials in the Town, particularly along Routes 20, 20A, and 240 in the northern part of the Town.

2.2 SOCIOECONOMIC PROFILE

2.2.1 REGIONAL POPULATION TRENDS

The population of the Buffalo-Niagara Falls Metropolitan Statistical Area (MSA), which consists of all of Erie and Niagara Counties, peaked at 1.35 million persons in 1970 (see Table 2-1, below).

The Buffalo-Niagara region's overall long-term downward population trend began in that year, with population decreases each decade through 2010. This decline was overwhelmingly attributable to out-migration from the cities of Buffalo, Niagara Falls, and Lackawanna, which lost more than half of their combined population between 1950 and 2010.

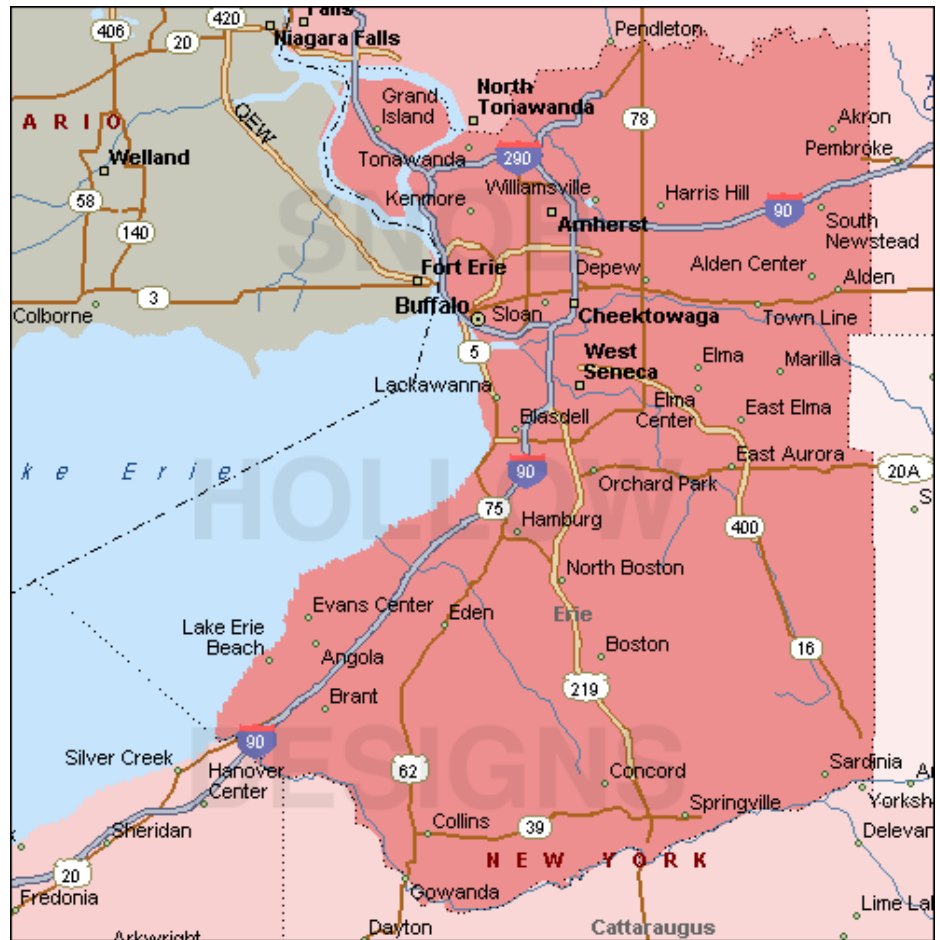


FIGURE 2-2. REGIONAL HIGHWAY CONNECTIONS



Year	Buffalo-Niagara Falls Metropolitan Statistical Area (MSA)		Cities of Buffalo, Niagara Falls, and Lackawanna		Remainder of Buffalo-Niagara MSA		Town of Orchard Park	
	Population	% Change	Population	% Change	Population	% Change	Population	% Change
1950	1,089,230		698,662		509,098		8,491	
1960	1,306,957	20.0%	664,717	-8.2%	774,198	52.1%	15,876	87.0%
1970	<i>1,349,211</i>	3.2%	577,040	-13.1%	<i>886,443</i>	14.5%	19,978	25.8%
1980	1,242,826	-7.9%	451,955	-22.7%	884,956	-0.2%	24,359	21.9%
1990	1,189,288	-4.3%	410,548	-8.3%	861,165	-2.7%	24,632	1.1%
2000	1,170,111	-1.6%	367,305	-10.8%	877,463	1.9%	27,637	12.2%
2010	1,135,509	-3.0%	329,644	-10.7%	874,199	-0.4%	29,054	5.1%
Change, 1970-2010	-213,702	-15.8%	-247,396	-42.9%	33,694	+4.4%	+ 9,076	45.4%
Change, 1950-2010	+46,279	+4.2%	-369,018	-52.8%	415,297	+106.3%	+20,563	242.2%

Source: U.S. Bureau of the Census.

Italicized numbers reflect year of peak population.

In comparison, the remainder of the region experienced a considerable amount of growth in the 1950's and 1960's because of the movement of people from the cities to the suburbs. The New York State Thruway (later made part of the interstate highway system and designated the Interstate-90 or "I-90") opened across New York State in 1956, facilitating the diaspora from cities to suburban and rural areas. Outside of the cities, the remainder of the population of the Buffalo-Niagara region experienced a modest growth rate of 4.4 percent between 1970 and 2010.

2.2.2 LOCAL POPULATION TRENDS

As shown in Table 2-2 and Figure 2-3, below, the Town of Orchard Park added approximately 4,913 residents between 1990 and 2014, a 20 percent increase. This is double the population growth rate in New York State

over the period. It also stands in sharp contrast to Erie County's loss of 45,697 residents, a nearly five percent drop.

Between 1970 and 2010, the Town of Orchard Park's population growth rate of 45.4 percent also far exceeded the modest increase in the part of the region outside the cities. This growth was in part attributable to the construction of NYS Route 219. In 1973, the Orchard Park interchange and the section of the highway north to its connection with I-90 opened to traffic. This dramatically reduced the driving time from Orchard Park to employment centers to the north. Later, it helped to spur the construction of corporate parks, other industrial and commercial office buildings, and large-scale retail development near the Milestrip Road and NYS Route 20A interchanges.

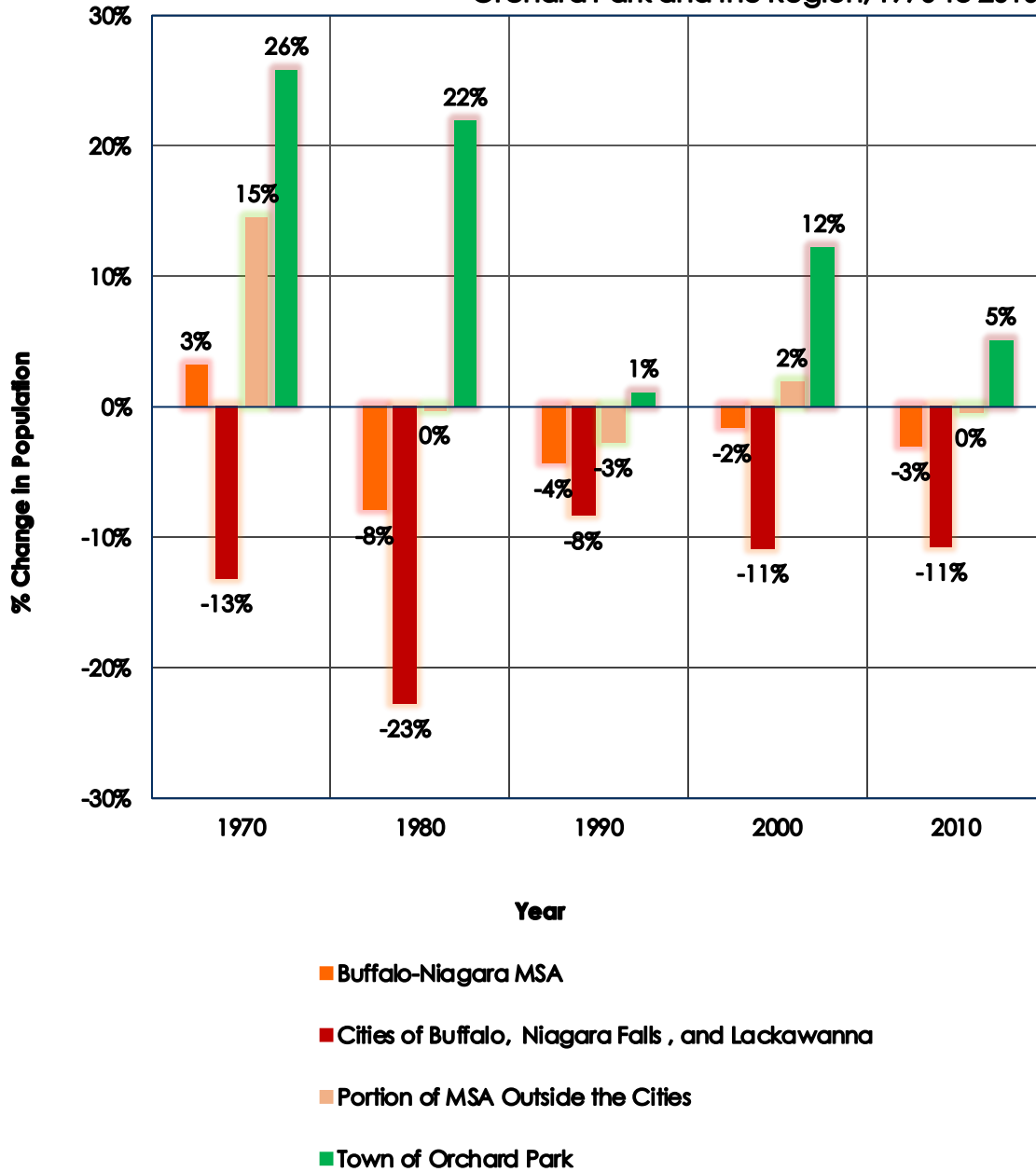
The population of the Village of Orchard Park has been virtually unchanged at approximately 3,200 residents throughout the 24-year period between 1990 and 2014, reflecting the built out nature and stable housing stock of the village center. While overall, the Town's population grew by 20 percent during the same period; this growth was not steady, increasing by 12.2 percent between 1990 and 2000, only 1.5 percent in the next 10 years, and 5.3 percent in the last four years.

While population shifted between urban, suburban, and rural areas, the region as a whole was not growing. Compared to the state and the nation, which both witnessed considerable growth, the overall population decline in the Buffalo-Niagara region was evidence of deep and prolonged economic distress. In 2014, Erie County as a whole witnessed its first increase in population for 44 years. Table 2-2 shows that the County population rose from 919,064 in 2010 to 922,835 in 2014, a notable turnaround.

Table 2-2. Comparative Population Trends, 1990-2014 Orchard Park, Erie County, and New York State								
	Population		% Change 1990-2000	Population 2010	% Change 2000-2010	Population Estimate, 2014	% Change 2010- 2014	% Change 1990- 2014
	1990	2000						
Orchard Park, Town	24,632	27,637	12.2%	28,054	1.5%	29,545	5.3%	19.9%
Orchard Park, Village	3,261	3,294	1.0%	3,246	-1.5%	3,219	-0.8%	-1.3%
Erie County	968,532	950,265	-1.9%	919,040	-3.3%	922,835	0.4%	-4.7%
New York State	17,990,455	18,976,457	5.5%	19,378,102	2.1%	19,746,227	1.9%	9.8%

Source: U.S. Department of Commerce. 1990, 2000, and 2010 Census of Population and Housing. 2009-2013 American Community Survey.

**Figure 2-3. Rate of Population Change
Orchard Park and the Region, 1970 to 2010**



2.2.3 POPULATION CHARACTERISTICS

2.2.3.1 AGE

As shown in Table 2-3, the median ages of the population in the Town (44.4 years) and the Village (42.4 years) are higher than those of Erie County (40.4 years) and the State (37.2 years).

	New York State	Erie County	Orchard Park (Town)		Orchard Park (Village)	
Age Group	Percent	Percent	Persons	Percent	Persons	Percent
Under 5 Years	6.8%	5.3%	1,421	4.9%	186	5.7%
5 to 19 Years	20.4%	19.4%	6,032	20.8%	645	19.9%
20 to 24 Years	7.0%	7.5%	1,294	4.5%	162	5.0%
25 to 44 Years	26.6%	24.0%	6,057	20.8%	764	23.5%
45 to 64 Years	26.4%	28.1%	8,889	30.6%	921	28.4%
65 and Over	13.0%	15.7%	5,361	18.5%	568	17.5%
	100.0%	100.0%	29,054	100.0%	3,246	100.0%
Median Age	37.2	40.4	44.4	--	42.4	--

Source: U. S. Department of Commerce, 2010 Census of Population.

Breaking it down by age group shows that compared to New York State, the Town and Village of Orchard Park have larger proportions of seniors and the elderly and lower proportions of college students and younger workers in the 20 to 24-year-old age bracket and persons aged 25 to 44 years, the prime working age population.

2.2.3.2 INCOME AND EDUCATION

In addition to being a growing community, Orchard Park has a population that is affluent and highly educated. According to the 2010-2014 American Community Survey, median household income was \$81,326 and \$78,466 in the Town and Village, 53 and 42 percent higher, respectively than the median of \$50,653 for all of Erie County.

The 2009-2014 American Community Survey indicated that 2.4 percent of Town residents had incomes below the poverty line, down from 4.3 percent in 2000, far below the poverty rates of the County (14.6 percent) and the State (15.3 percent).

Table 2-4 Orchard Park at a Glance	
Village	Town
Population Estimate (2014)	
3,219	29,545
Median Household Income	
\$ 78,466	\$ 81,326
Persons with Incomes Below Poverty Level	
4.1 %	2.4 %
Educational Attainment (% High School Graduate or Higher)	
99.4 %	96.3%
Median Housing Value	
\$ 218,200	\$193,300
Total Housing Units (2010)	
1,459	12,086
Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates	

Educational attainment is higher among residents of Orchard Park than the County as a whole. In 2010, the percentage of high school graduates among the adult population (25 years of age and over) was 96.3 percent in the Town (up from 90 percent in 2000), compared to 89.8 percent in Erie County (up from 83 percent in 2000). Virtually all Village residents 25 years and over have high school diplomas. Moreover, the proportion of four-year college graduates among Village residents (50 percent) was much higher than the County rate (30.9 percent).

In terms of race and ethnicity, approximately 98 percent of the Town’s population is white and non-Hispanic.

2.2.3.3 OCCUPATION

As seen in Table 2-5 and Figure 2-3, 51 percent of the Town’s labor force is employed in management and related occupations, much higher than the national average of 35 percent. Sales and office occupations is the second largest occupational group in the Town (23 percent), followed by service occupations (12.4 percent)

Median earnings by occupational group range from a low of \$18,910 for workers in service occupations such as health care support jobs, personal care, building and grounds maintenance, and food preparation and serving) to a high of \$60,979 in the management group. The overall median earnings in the Town is \$45,372 across all occupational groups, which compares to \$33,829 nationally. The highest paying specific occupations in the Town are legal occupations (\$107,002), healthcare practitioners, and other technical occupations (\$101,161).

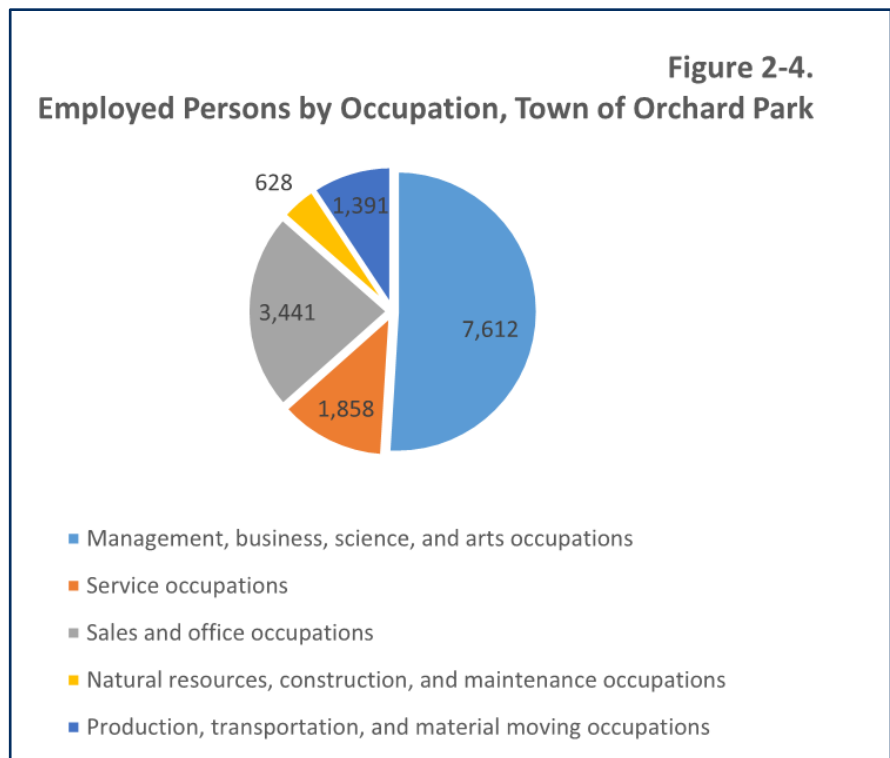
According to the 2009-2013 American Community Survey, the mean commute time of Town residents 16 years and over travelling to work was 23.9 minutes (up from 22.4 minutes in 2000) and 20.9 minutes for Village residents (up from 19.2 minutes in 2000). The length of these commuting times indicates that many employed Town and Village residents work outside of the Town.

Table 2-5 Occupational and Income Characteristics, Town of Orchard Park			
Occupational Group	Workers	% of Total Workforce	Median Earnings
Management, business, science, and arts occupations	7,612	51.0%	\$ 60,979
Service occupations	1,858	12.4%	\$ 18,910
Sales and office occupations	3,441	23.0%	\$ 33,270
Natural resources, construction, and maintenance occupations	628	4.2%	\$ 35,714
Production, transportation, and material moving occupations	1,391	9.3%	\$ 37,337
Civilian employed population 16 years and over	14,930	100.0%	\$ 45,372

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

2.2.4 HOUSING CHARACTERISTICS

In 2010, there were 1,459 housing units in the Village, including 900 owner-occupied units (61.6 percent of the total). Between 2000 and 2014, the Town’s housing stock grew to 12,086 units, a 13.5 percent increase since 2000. Thus, between 2000 and 2014, the Town added 1,442 units—roughly the same as the total in the entire village. By 2014, the Town’s housing stock comprised 12,104 units, about 80 percent of which were owner-occupied. Housing values are well above regional averages. The 2010-2014 American Community Survey data show that the median value of owner-occupied housing in the Town (\$193,300) was 53 percent higher than that of the County as a whole (\$126,700).



3.0 ECONOMIC CONDITIONS

This chapter describes the economy of Orchard Park by economic sector and sub-sector in terms of the number of businesses, revenues, and employment. Significant changes since the last strategic plan was prepared are identified. Notable comparisons between local economic indicators and county, regional, or statewide conditions are also provided.

3.1 ECONOMIC SECTOR ANALYSIS

3.1.1 U.S. ECONOMIC SECTORS

The primary sector of the economy involves the extraction or harvest of products from the earth and includes the production, packaging, and processing of raw material and basic foods. Activities associated with the primary sector include agriculture, mining, forestry, farming, hunting, fishing, and quarrying. In developed and developing countries, a decreasing proportion of workers are involved in the primary sector. About 3 percent of the U.S. labor force is engaged in primary sector activity today.

The secondary sector involves the manufacture of finished goods. All manufacturing, processing, and construction activities fall within the secondary sector. Activities associated with the secondary sector include metalworking and smelting, automobile production, textile production, chemical and engineering industries, aerospace manufacturing, energy utilities, engineering, breweries and bottlers, construction, and shipbuilding.

The tertiary sector is comprised of service industries. This sector provides services to the general population and to businesses. Activities associated with this sector include retail and wholesale sales, transportation and distribution, entertainment, restaurants, clerical services, media, tourism, insurance, banking, healthcare, and law. In most developed and developing countries, a growing proportion of workers are devoted to the tertiary sector. In the U.S., more than 80 percent of the labor force are tertiary sector workers.

3.1.2 LOCAL ECONOMIC TRENDS BY SECTOR

3.1.2.1 NUMBER OF ESTABLISHMENTS

The 2012 U.S. Economic Census provides the latest available economic data for the Town of Orchard Park by major economic sector. Comparisons are made when appropriate to data from the 2002 Economic Census. Table 3-1 provides data on the number of businesses for the Town, as well as County data and the percentage of economic activity in Erie County that takes place within the Town of Orchard Park. In total, there were 692 business establishments located in the Town of Orchard Park in 2012, up 4.5 percent from 662 firms in 2002. Consistent with national trends, more than 80 percent of the Town's businesses are tertiary (i.e. service) sector businesses. As seen in Table 3-1, health care businesses in Orchard Park comprised one-fifth of the County's total health care establishments in 2012.

Economic Sectors		Number of Firms				
Title	Code	Village	Town Outside Village	Total Town	Erie County	Town % of County
Secondary Sector						
Manufacturing	31-33	6	39	45	1,008	4.5%
Tertiary Sector						
Wholesale Trade	42	9	33	42	998	4.2%
Retail Trade	44	26	92	118	3,343	3.5%
Transportation and Warehousing	48-49	NA	9	NA	588	NA
Information	51	2	11	13	349	3.7%
Finance and Insurance	52	19	44	63	1,296	4.9%
Real Estate and Renting and Leasing	53	10	12	22	785	2.8%
Professional, Scientific and Technical	54	25	60	85	2,138	4.0%
Administrative and support and waste management and remediation services	56	5	55	60	1,476	4.1%
Educational	61	2	11	13	196	6.6%
Health Care and Social Assistance	62	33	105	138	724	19.1%
Arts, Entertainment and Recreation	71	5	13	18	356	5.1%
Accommodation and Food Service	72	14	46	60	2,279	2.6%
Other Services	81	16	51	112	1,752	3.8%
Total		581	744	692	17,288	4.3%
Source: U.S. Department of Commerce, 2012 Economic Census.						

3.1.2.2 SALES AND REVENUES

Manufacturing was the largest among the economic sectors in terms of sales and receipts, with 45 establishments generating \$641.0 million in sales and receipts in 2012 (see Table 3-2, below). Manufacturing businesses in Orchard Park experienced tremendous sales growth between 2002 and 2012. Although the number of manufacturing establishments increased by only two firms

Economic Sectors	Sales, Shipments, Receipts, or Revenues (\$1,000)				Town % of County
	Village of Orchard Park	Town of Orchard Park (Balance)	Total Orchard Park	Erie County	
Manufacturing	\$20,156	\$620,803	\$640,959	\$15,835,448	4.0%
Wholesale Trade	\$42,972	\$181,869	\$224,841	\$19,343,197	1.2%
Retail Trade	\$84,230	\$459,113	\$543,343	\$12,106,065	4.5%
Transportation and Warehousing	NA	\$77,282	\$77,282	\$1,907,835	NA
Information	NA	NA	NA	NA	NA
Finance and Insurance	NA	NA	NA	NA	NA
Real Estate and Renting and Leasing	\$12,471	\$19,034	\$31,505	\$862,193	3.7%
Professional, Scientific and Technical	\$9,509	\$38,287	\$47,796	\$862,193	5.5%
Administrative, Support, and Other Services	\$1,299	\$4,416	\$5,715	\$2,343,832	0.2%
Educational	NA	NA	NA	\$62,693	NA
Health Care and Social Assistance	NA	\$268,757	\$268,757	\$4,567,762	NA
Arts, Entertainment and Recreation	NA	NA	NA	\$790,597	NA
Accommodation and Food Service	\$7,452	\$57,266	\$64,718	\$1,871,900	3.5%
Other Services	NA	\$18,811	\$18,811	\$1,059,915	1.8%
Total	\$178,089	\$1,745,638	\$1,681,847	\$61,613,630	3.1%

Source: U.S. Department of Commerce, 2012 Economic Census.
NA: Data not available or withheld for reasons of privacy and security.

between 2002 and 2012, manufacturing sales in the Town of Orchard Park were nearly 70 percent higher than they were a decade earlier (\$378.8 million). Annual sales per establishment increased from \$88.1 million in 2002 to \$142.4 million in 2012.

Based on earnings, the second biggest economic sector in the Town was retail trade, with 118 establishments generating \$543.3 million in sales in 2012, down from 106 firms with \$579.0 million in sales in 2002 (see Table 3-2). Third was the burgeoning health care and social assistance sector. With 2002 sales of \$97.6 million, earnings rose to \$268.8 million by 2012—a 275 percent increase (see Table 3-3, below). This growth reflects the development of health care facilities throughout the town, including the Sterling Drive medical office park on Milestrip Road.

3.1.2.3 EMPLOYMENT

Orchard Park provided the region with 10,209 jobs in 2012, up 23 percent since 2002 (see Table 3-4). With 3,020 jobs in 2012, the health care and social assistance sector added 1,152 jobs between 2002 and 2012 (a whopping 80 percent increase), becoming the biggest source of employment in the Town. With 2,596 jobs in 2012, manufacturing added 482 jobs, a 23 percent increase. Retail employment rose by 24 percent, ending with 2,318 jobs in 2012, up 450 jobs from 1,868 jobs in 2002.

Sector	2002	2012	% Change
Manufacturing	\$ 378,807	\$ 640,959	69.2%
Wholesale Trade	\$ 427,086	\$ 224,841	-47.4%
Retail Trade	\$ 578,975	\$ 543,343	-6.2%
Real Estate and Renting and Leasing	\$ 38,242	\$ 31,505	-17.6%
Professional, Scientific and Technical	\$ 38,566	\$ 47,976	24.4%

Source: U.S. Department of Commerce, 2002 and 2012 Economic Census.

Table 3-4 provides employment data by sector in the Village and Town of Orchard Park. The three largest sectors in terms of total jobs are manufacturing, retail trade, and health and social assistance. Together, these three sectors account for 78 percent of the jobs in the Town. The table also shows that the village center contains a high proportion of the financial services and real estate employment in the town.

3.1.3 INDUSTRY DETAIL FOR TOP SECTORS

3.1.3.1 Manufacturing Sector

Fabricated metal products, machinery, and computer and electronic products are the three largest types of manufacturing in Orchard Park based on the number of firms. The percent of

fabricated metal products and machinery manufacturing businesses in Orchard Park is comparable to that of Erie County. The concentration of computer and electronic manufacturing establishments in Orchard Park is nearly twice that of Erie County. Orchard Park has a rather strong regional presence in the area of electrical equipment, appliance, and component manufacturing, which makes up four percent of Orchard Park's manufacturing activity, compared to only one percent of the County's.

Table 3-4

Employment by Sector, 2012, Orchard Park Village and Town

Sector	Village	Town Outside Village	Total Town	Sector's % of Total Town Employment
Manufacturing	108	2,488	2,596	25.4%
Wholesale Trade	38	377	415	4.1%
Retail Trade	331	1,987	2,318	22.7%
Financial Services	98	251	349	3.4%
Real Estate and Renting and Leasing	67	102	169	1.7%
Professional, Scientific and Technical	81	352	433	4.2%
Administrative Waste Management, Remediation Services	15	606	621	6.1%
Health Care and Social Assistance	NA	3,020	3,020	29.6%
Other	NA	288	288	2.8%
			10,209	100.0%

3.1.3.2 HEALTH AND SOCIAL ASSISTANCE SECTOR

The health and social assistance sector experienced remarkable growth in the last decade. In 2002, this sector accounted for 1,467 of the 9,689 jobs in Orchard Park, about 15 percent of the total. In comparison, in 2012, the health care sector's 3,020 jobs comprised 30 percent of the Town's employment. Total health sector employment in the Town grew from 9,689 to 10,209 jobs, a 5.3 percent increase.

3.1.3.3 RETAIL SECTOR

The retail sector of Orchard Park's economy includes both convenience goods, such as food and gasoline, and comparison goods, such as motor vehicles and clothing. In general, shoppers travel farther to purchase comparison goods than they do to purchase convenience items. The data also show that certain types of comparison goods retailers serve a specific niche in the region. For example, both motor vehicle dealers and home furnishing suppliers make up a larger percentage of Orchard Park's retail trade sector than they do in the County as a whole. In addition, there is larger percentage of non-store retailers—which provide goods via the internet (or a catalogue) in Orchard Park than in the County.

3.2 INDUSTRY CLUSTERS

3.2.1 OVERVIEW

Clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular field that are present in a nation or region. Clusters arise because they increase the productivity with which companies can compete. The development and upgrading of clusters is an important task for economic development organizations. Cluster industries are export-oriented and sell their services and products to customers outside their home market. These exports, in turn, generate income and employment in the local economy.

3.2.2 INDUSTRIAL CLUSTERS IDENTIFIED BY NEW YORK STATE

In its June 2014 report, *Industry Clusters in New York's Economy: A Statewide and Regional Analysis*, the New York State Department of Labor notes that industry clusters are an important analytical tool for understanding New York's statewide and regional economies. The State of New York uses the clusters framework to study important industry linkages in the state and regional economies. Some of these industry clusters contain more than 100 specific industries. Data for certain industries are pro-rated because not all jobs in that industry are associated with that cluster (e.g., food sales for the travel and tourism sector).

The 2014 report ranks the 16 top clusters for the state as a whole and for its 10 labor market regions using five metrics commonly used in regional economics. These include:

- Total employment
- Total wages
- Annual average wage
- Location quotient (measure of employment concentration); and
- Regional exports (domestic and foreign).

The 16 statewide industry sectors for 2012 are listed in Table 3-5. In Western New York, these industry clusters accounted for 14,425 establishments with total employment of 204,100 persons and total wages of \$10.6 billion. The annual wages of workers employed in companies in the industry clusters averaged \$52,200.

Table 3-5

Industry Clusters in Western New York, 2012

Industry Cluster	Reporting Units	Rank in Jobs	Rank in Region	Total Wages (\$millions)	Rank in Region	Average Wage	Rank in Region
Front Office & Producer Services	2,519	33,000	1	\$2,212.2	1	\$66,900	3
Travel & Tourism	4,765	27,100	2	\$636.0	6	\$23,500	16
Financial Services	1,639	25,800	3	\$1,513.8	2	\$58,600	6
Industrial Machinery & Services	607	24,300	4	\$1,453.3	3	\$59,700	5
Distribution	2,398	19,900	5	\$1,010.8	4	\$50,800	10
Back Office & Outsourcing	408	15,400	6	\$509.4	7	\$33,000	15
Materials Processing	264	12,800	7	\$827.7	5	\$64,700	4
Food Processing	282	9,800	8	\$443.6	8	\$45,400	13
Communications, Software & Media Services	452	9,100	9	\$425.0	10	\$46,500	12
Biomedical	200	6,200	10	\$338.4	12	\$54,600	9
Information Technology Services	479	6,000	11	\$438.8	9	\$73,400	2
Transportation Equipment	43	4,900	12	\$361.2	11	\$74,400	1
Forest Products	136	4,200	13	\$181.9	13	\$43,800	14
Miscellaneous Manufacturing	95	2,100	14	\$100.4	15	\$47,100	11
Electronics & Imaging	51	1,900	15	\$104.5	14	\$56,400	8
Fashion, Apparel & Textiles	87	1,600	16	\$92.7	16	\$57,800	7
Total, All Clusters	14,425	204,100		\$10,649.6		\$52,200	

Sources: New York State Department of Labor, Quarterly Census of Employment and Wages; EMSI; Empire State Development

Top Five Western New York Industrial Clusters Ranked by Employment:

1. Front Office & Producer Services
2. Travel & Tourism
3. Financial Services
4. Industrial Machinery & Services
5. Distribution

Top Five Western New York Industrial Clusters Ranked by Total Wages:

1. Front Office & Producer Services
2. Financial Services
3. Industrial Machinery & Services
4. Distribution
5. Materials Processing

Top Five Western New York Industrial Clusters Ranked by Annual Average Wage:

1. Transportation Equipment
2. Information Technology Services
3. Front Office & Producer Services

4. Materials Processing
5. Industrial Machinery & Services

The rankings above show that transportation equipment and information technology services offer the best-paying jobs of the industry clusters in Western New York, with average annual wages of \$74,400 and \$73,400, respectively. However, in terms of which sectors contribute the largest number of jobs in the region, the front office and producer services and the travel and tourism industry clusters top the list, at 33,000 and 27,000 jobs, respectively. In comparison, together, transportation equipment and information technology provide just over 500 jobs. Based on the data provided above for Orchard Park, the state-defined industry clusters best represented in the Town include biomedical, advanced manufacturing, and industrial machinery.

3.2.3 INDUSTRY CLUSTERS IDENTIFIED BY BUFFALO NIAGARA ENTERPRISE

Buffalo Niagara Enterprise (BNE), a nonprofit, private business development and regional marketing organization dedicated to promoting the Buffalo-Niagara region for economic development purposes, identifies six “industry clusters” in Western New York:

- Advanced Manufacturing
- Agribusiness Materials Processing
- Cleantech
- Life Sciences
- Logistics
- Tourism

LIFE SCIENCES CLUSTER

The life sciences cluster includes pharmaceutical manufacturers, biotechnology companies, medical device manufacturers, biomedical software and service companies. In addition, the life sciences industry cluster includes many businesses that directly support the life science sector, such as equipment suppliers. Medical devices manufacturers and suppliers make up half of the life sciences industry in the Buffalo-Niagara region. More than 60 medical device-related companies do business in the region, among them manufacturers of anesthesia equipment, high-tech fabrics, pumps, imaging tools, ophthalmic instruments, filtration media, and dental equipment manufacturing and laboratories, and infusion pumps. The BNE identifies companies located in Orchard Park that are part of the life sciences cluster in the Buffalo-Niagara region. These are listed in Table 3-6, below.

Buffalo-Niagara is a center for molecular medicine, oncology, medical devices, drug discovery and development, and bioinformatics. Western New York has more than 130 life sciences companies employing some 6,500 workers. Regional institutions grant 1,000 life sciences degrees annually. Buffalo-Niagara ranks in the top five regions in the nation in terms of the number of science and engineering degrees per capita granted each

year. Within a 90-mile radius of Buffalo, there are approximately 650 medical industry companies and research institutions

Table 3-6. Buffalo-Niagara Life Sciences Cluster Companies Located in Orchard Park, NY (2015)		
Company Name	Location	Description
Accellent Endoscopy	3902 Orchard Park Road	Provides engineering, product development, and manufacturing services to medical device companies.
Curbell Electronics	7 Cobham Drive	Manufacturer of pillow speakers, nurse call products, patient monitoring products, healthcare bed products, fall management systems, or hospital room television controls.
Lam Design Management LLC	82 Stonehenge Drive	Consulting and design firm specializing in rehabilitation equipment.
The Mentholatum Company Inc.	707 Sterling Drive	Markets and distributes non-prescription ointments and other health care products.
Piramal Critical Care	50 Cobham Drive	Anesthetic pharmaceutical company.
Polymer Conversions	5732 Big Tree Road	Offers precision, custom injection molding, specializes in technical, tight-tolerance medical devices.
ResiCal Inc.	36 Cherry Tree Lane	Privately held pharmaceutical company. Products include ointments and skin treatments.
SciBiz International	56 Henning Drive	SciBiz provides complete marketing, business development, and sales consulting services for diagnostic, medical device and research oriented firms.
Value Centric	23 Cobham Drive	Provider of on-demand data management and performance analytics to the pharmaceutical industry.

Source: Buffalo-Niagara Enterprise, 2015.

The life sciences industry cluster contains three related sub clusters—research, medical products, and pharmaceuticals. The Buffalo Niagara Medical Campus (BNMC) in downtown Buffalo is the heart of the region's life sciences research activity. A consortium of the region's premier clinical care, research and medical institutions, the BNMC includes Roswell Park Cancer Institute, the New York State Center of Excellence in Bioinformatics and Life Sciences, the University at Buffalo, and Hauptman-Woodward Medical Research Institute.

The medical products sub cluster includes producers of laboratory, surgical, medical, dental, and ophthalmic equipment for the health care industry. This sub cluster is well represented in Orchard Park. Pharmaceutical companies in Western New York are located predominantly in Amherst, Buffalo, and Grand Island.

4.0 ZONING AND LAND USE

4.1 ZONING

4.1.1 ZONING OVERVIEW

The Town has 14 zoning districts: Industrial (I1), Development and Research (DR), four Business zones (B1-B4), four Residential zones (R1-R4), Agricultural (A1), Land Conservation, (LC), the “floating” Senior Residential (SR) zone, and the Conservation Management Overlay zone.

The Agricultural (A1) district allows low-density housing as well as farming uses. The A1 zone is mapped over most of the Town south of Powers Road (with the exception of Chestnut Ridge Park, which is zoned LC). The Land Conservation (LC) district, in which development is prohibited, is mapped on most of the Town’s public parks. The DR Zone is intended to promote technology based industrial development as well as a variety of retail uses. Business zones permit freestanding stores, as well as plazas, strip malls, and larger business operations, such as business centers. The Business zones are mapped along commercial corridors and at major intersections and highway interchanges in the northern portion of the Town. According to the U.S. Census Bureau, the Town of Orchard Park covers 38.44 square miles or about 24,602 acres of land. The pattern of zoning in the Town is shown on Figure 4-1, Zoning, and a detailed Table of Use Regulations is provided in Table 4-1, below.

Each zoning classification defines the use, scale, and density of development. Bulk regulations include setbacks, minimum and maximum building footprint and height, and minimum lot sizes. The zoning also establishes requirements for green space and landscaping.

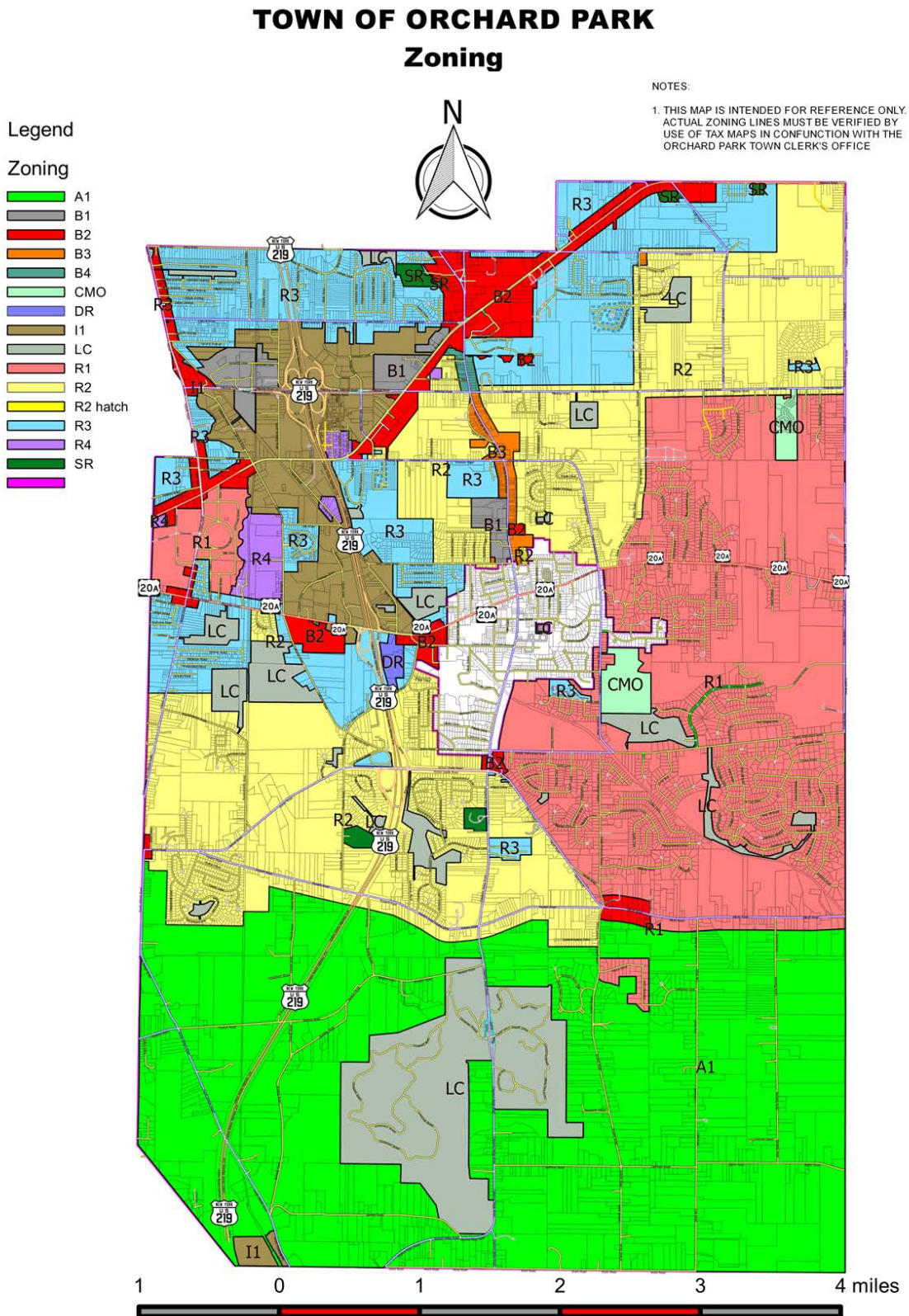
The Village has eight zoning districts, including two one-family Residential districts (R-1 and R-2); two districts that allow one-, two-, and multi-family residences (R-3 and R-4); B-1 Commercial; B-2 Professional-Commercial; I-1 Industrial; and L-C Land Conservation.

4.1.2 INDUSTRIAL ZONING

The Town’s Industrial zone permits clean manufacturing and office park uses, including professional offices, lumberyards, warehouses, hospitals, nursing homes, and private schools. The Town’s Industrial (I1) zoning district covers about 1,146 acres centered along US 219 in the northeast portion of the Town. The I1 district is mapped on both sides of US 219 north of Route 20A (West Quaker Street). Individual parcels in the Industrial zone are accessible from major arterial routes, including US 20 (Southwestern Boulevard), US 20A (Quaker Street), and NYS 179 (Milestrip Road). The I1 zone is also mapped along secondary roads, including South Taylor Road, California Road, Centre Drive, Cobham Drive, and Mid County Road.

The Industrial zoning district covers approximately 4.7 percent of the Town’s land area. Figure 4-2 shows the land use status of parcels in the I1 zoning district. Data on the acreage occupied by these different land uses is provided in Table 4-2. As the map and table show, much of the Town’s limited industrially zoned land is occupied by other land uses.

Figure 4-1



Uses	Table of Use Regulations, Town of Orchard Park													
	A1	LC	R1	R2	R3	R4	B1	B2	B3	B4	CMO	DR	I-1	
Agricultural, dairying, forestry, general farming, greenhouse, hatcheries, horticulture, livestock raising, paddocks, truck farming	PP													
Churches and other houses of worship	PP		PP	PP	PP	PP								
Dwellings, one-family	PP		PP	PP	PP	PP								
Dwellings, two-family					PP	PP								
Dwellings, multiple and townhouses					SE	PP								
Recreation areas (public)			PP	PP	PP	PP								
Schools (public, private or nonprofit)			PP	PP	PP	PP								
Golf course, except driving range or miniature golf	SE		SE	SE	SE	SE								
Home occupation	SE				SE	SE								
Private recreation club	SE		SE	SE	SE	SE								
Public stable	SE		SE	SE	SE	SE								
Retail nurseries	SE													
Riding academy	SE													
Tennis court	SE		SE	SE	SE	SE								
Farm			PP	PP	PP									
Tourist homes					PP									
Daycare center									PP					
Essential services		SE												
Parks, golf courses, athletic fields, and other similar uses		SE												
Offices: medical, private, professional, public.										PP				
Commercial parking lot								PP		PP			PP	
Enclosed amusement uses including billiard and pool parlors, bowling alleys, skating rinks, and similar								PP					PP	
Exterior display								PP					PP	
Hospital, sanatorium, nursing or convalescent home							SE	PP	PP				PP	
Hotels and motels								PP				PP	PP	
Indoor movie theaters								PP						
Medical office building							SE							
Retail sales occupying not more than 1/3 of the floor area of the structure and is incidental to office use										PP				
Eating and drinking establishments								PP				PP		
Banks and financial institutions								PP	PP					
Retail or service establishments such as clothing stores and hardware stores								PP	PP					
Retail or service establishments such as food stores and supermarkets								PP						
Business and professional offices, including medical								PP	PP					
Restaurants							SE						SE	
Sales and rental of garden tools, machinery and equipment								PP	PP					
Sales, service and repair establishments of electricians plumbing, heating and refrigeration specialists								PP	PP					
Television and household appliance services								PP	PP					

Small sales and service shops									PP				
Shopping or business center							PP	PP					
Assembly, testing and calibration of components, devices, systems and electronic, scientific, medical, optical, biochemical, chemical, metallurgical and pharmaceutical equipment												PP	
Audio components, radio and television equipment													
Communication, navigation, control, transmission and reception equipment												PP	3
Compounding, manufacturing and assembly of: electrical and electronic equipment and appliances; and musical, scientific, medical, dental and photographic instruments equipment and supplies												PP	
Control equipment and guidance systems												PP	
Microfilming and record preparation												Land PP	
Printing, publishing and engraving												PP	
Retail sale of products manufactured, compounded or assembled or stored on the premises occupying not more than 15% of the gross floor area of the principal structures												PP	
Scientific and medical instruments												PP	
All franchised dealers and showrooms								SE					
Automotive service							SE	SE					
Car washing establishments								SE					
Enclosed manufacturing, assembly or other light industrial operations, such as the following: laboratory facilities; light manufacturing of electrical equipment; metal fabrication; furniture and the like; collision shops; public garages													PP
Lumberyards													PP
Warehousing and distribution												PP	
Warehouses for enclosed storage of goods and materials, distribution plants, wholesale businesses												PP	PP
Contractor equipment and supplies													SE
Franchised motor vehicle dealerships													SE
Adult uses													SE

Industrial uses permitted as principal uses in the Industrial District include enclosed manufacturing, assembly or other light industrial operations, such as the following:

- laboratory facilities;
- light manufacturing of electrical equipment;
- metal fabrication;
- furniture and the like;
- collision shops; and
- public garages.

Other principal uses allowed include:

- commercial parking lots;
- lumberyards;
- warehouses for enclosed storage of goods and materials,
- distribution plants, and
- wholesale businesses.

Also permitted, as principal uses in the I1 district are a number of non-industrial uses including:

- hospitals, sanatoriums, nursing or convalescent homes;
- businesses and professional offices, including medical offices;
- restaurants; and
- adult uses.

Uses allowed by special exception include:

- contractor equipment and supplies
- franchised motor vehicle dealerships; and
- hotels/motel

The Village's Industrial (I-1) district allows manufacturing, assembly, laboratory, fabrication, and warehousing. Automotive uses, truck terminals, adult uses, and "other similar uses" are allowed with a special use permit. The I-1 district requires a minimum lot size of 20,000 square feet. Buildings may cover no more than 40 percent of the site. The I-1 district is located in the southwest corner of the village, extending along Thorn Avenue and adjoining side streets south to the village line roughly between West Quaker Street and Highland Avenue.

4.1.3 BUSINESS-COMMERCIAL ZONING

Commercial districts (B1 to B4) cover about 2.5 percent of the town's land area. The B-2 district is the most widely mapped of these districts, covering much of the frontage along Southwestern Boulevard and Abbott Road as well as at commercial nodes throughout the Town (i.e., on Route 20A west of the Village, at Route 240/277 and Jewett Holmwood and at Route 240 and South Freeman Road). The B-2 regulates neighborhood and community scale shopping plazas, professional offices, and stores. The B1 zone is a specialty district that regulates medical uses and is mapped on specific medical development parcels.

There is only one B3 district, mapped along much of North Buffalo Street from the Village line to Milestrip Road. The B4 designation allows professional offices, associated minor retail and parking, and is mapped on one site along Route 240 south of Southwestern Boulevard.



Figure 4-2

TOWN OF ORCHARD PARK Status of Industrial Zoned Property




Legend

Use Status

-  Vacant w/Improvements
-  Vacant commercial
-  Vacant industrial
-  Warehouse
-  Manufacturing
-  Office building

Zoning

-  I1 - Industrial

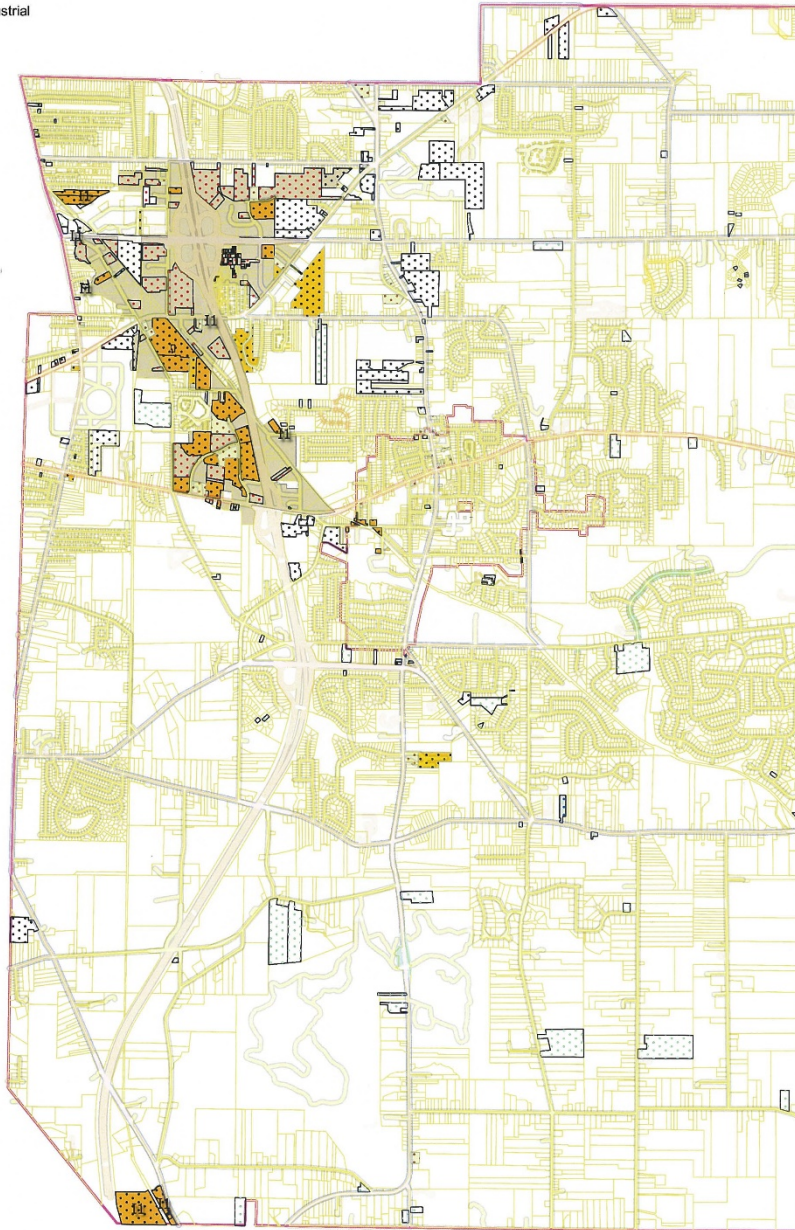


Table 4-2. Land Use of Industrially Zoned Land		
Property Land Use Type	Acres	% of I1 Acreage
1 family residential	43.71	
1 use small building	6.35	
2 family residential	9.28	
Converted residential	2.88	
Detached row building	4.31	
Home for the aged	0.02	
Multiple residential	0.16	
Residential multiple	<u>0.02</u>	
Total Residential	66.73	7.9%
College/university	8.57	
Education facility	6.48	
Special school	2.92	
Health building	4.51	
Police/fire	0.03	
Total Institutional	22.51	2.7%
Residential with commercial use	0.42	
Multi-use building	<u>14.73</u>	
Total Mixed Use	15.15	1.8%
Media studio	1.09	
Office building	33.73	
Professional building	<u>30.53</u>	
Total Office	65.35	7.8%
Large retail	0.01	
Medium retail	0.02	
Neighborhood shopping center	5.69	
Retail service	1.00	
Regional shopping center	0.02	
Restaurant	<u>0.85</u>	
Total Retail	7.59	0.9%
Flood control	3.14	

Table 4-2. Land Use of Industrially Zoned Land		
Property Land Use Type	Acres	% of I1 Acreage
Water supply	0.32	
Stadium	0.80	
Electric-gas facility	11.94	
Total Public and Utility	16.20	1.9%
Highway garage	8.47	
Road/street/highway	0.22	
Total Transportation	8.69	1.0%
Auto body	12.22	
Auto dealer	16.05	
Gas station	0.01	
Total Auto-Related	28.28	3.4%
Manufacture	205.79	
Dealer-products	7.58	
Other industrial support	7.13	
Total Manufacturing	220.50	26.3%
Lumber yard	3.24	
Mini warehouse, self-storage	4.70	
Other Storage	111.59	
Total Warehouse/Wholesale:	119.53	14.2%
Vacant:		
Rural vacant	0.64	
Vacant residential land	18.53	
Vacant commercial	16.91	
Commercial vacant with improvements	7.53	
Vacant industrial	218.10	
Industrial vacant with improvements	0.42	
Vacant public utility	7.33	
Total Vacant	269.46	32.1%
Grand Total	839.99	100.0%
Note: Total industrially zoned acreage is 1,145.89 acres. Land use data is not available for all parcels.		

The largest commercial land use in the Town, the New Era Field complex--the Buffalo Bills stadium and training facility--is not zoned commercial. Most of the land is in the R3 Residential zone.

In the Village, the Commercial (B-1) and Professional Commercial (B-2) districts are centered at the "Four Corners" and extend out along Quaker and Buffalo Streets.

Bulk requirements include minimum lot sizes of 6,000 and 12,000 sf, respectively), and maximum building coverage of 85 and 60 percent, respectively).



4.1.4 ZONING ANALYSIS

Good land use planning prescribes that there is land available that is appropriately located in areas with highway and infrastructure access and is of adequate size to accommodate the needs of existing and future industry. Many modern production processes rely on more efficient, large one-story buildings while other businesses have smaller parcel size requirements and may prefer multi-story buildings. Thus, ideally there should be a mix of industrially zoned parcels of various sizes.

Located along the US 219 corridor, the land in the Town currently zoned for industrial use has excellent highway access and has other infrastructure (i.e., public water and sewer) available on-site. The Route 20 (Southwestern Boulevard) corridor has developed rapidly in recent years. The safety and visual character of the corridor has deteriorated in sections of the highway. However, there are no special provisions in the Town zoning code to encourage development patterns and design that will improve the efficiency, safety, and appearance of the area.

Figures 4-3 and 4-4 show the location of the sewer and water districts in the Town. The I1 district has very basic standards for development, including use, maximum height, and minimum and maximum dimensions. As described below, much of the industrial zoning district is utilized for other purposes. One large example of this is the Quaker Crossing regional shopping development. Currently there are no regulations in the I1 district to incentivize or encourage industrial development instead of other uses.

Figure 4-3

TOWN OF ORCHARD PARK Sanitary Districts

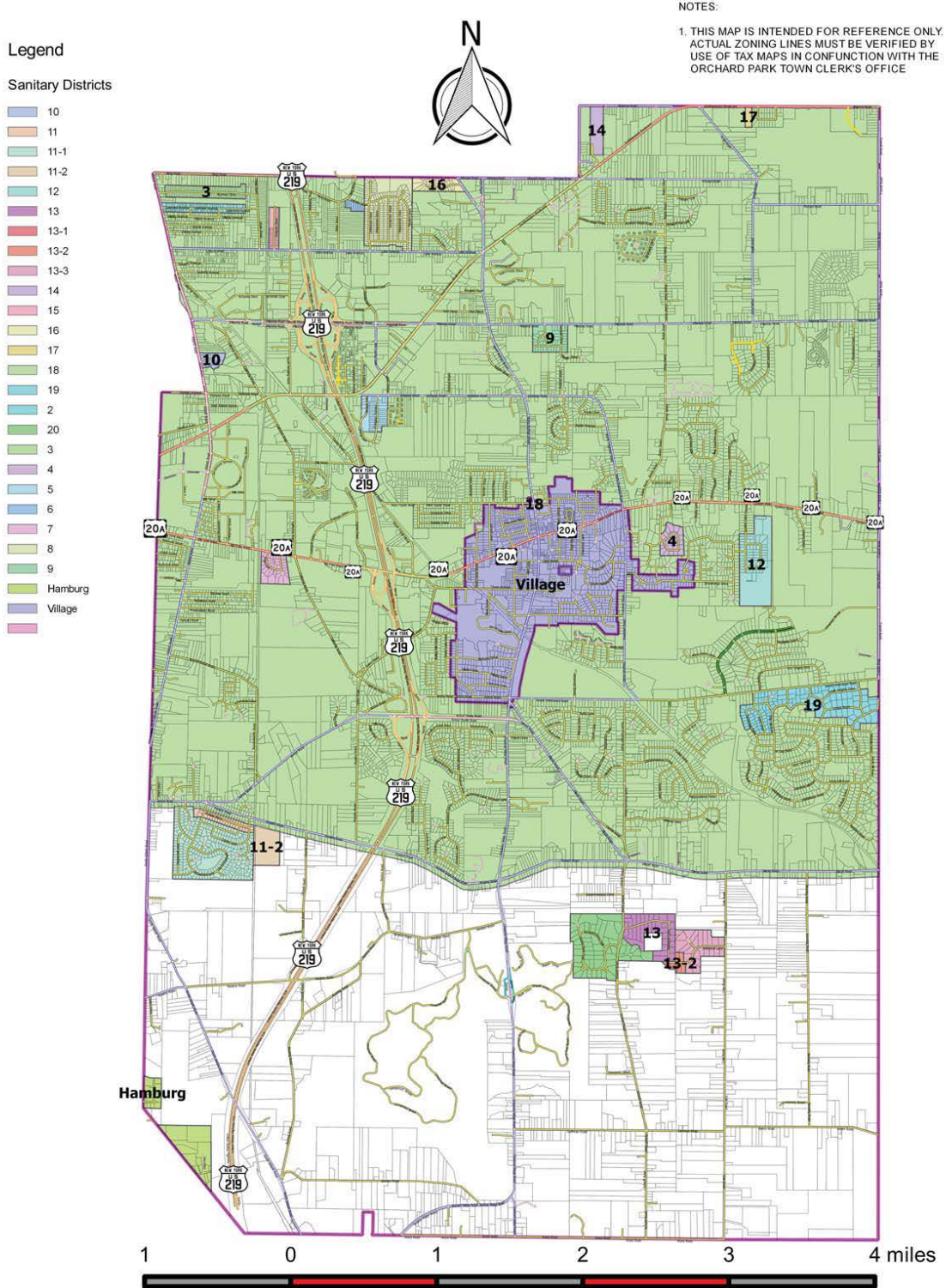


Figure 4-4

TOWN OF ORCHARD PARK Water Districts

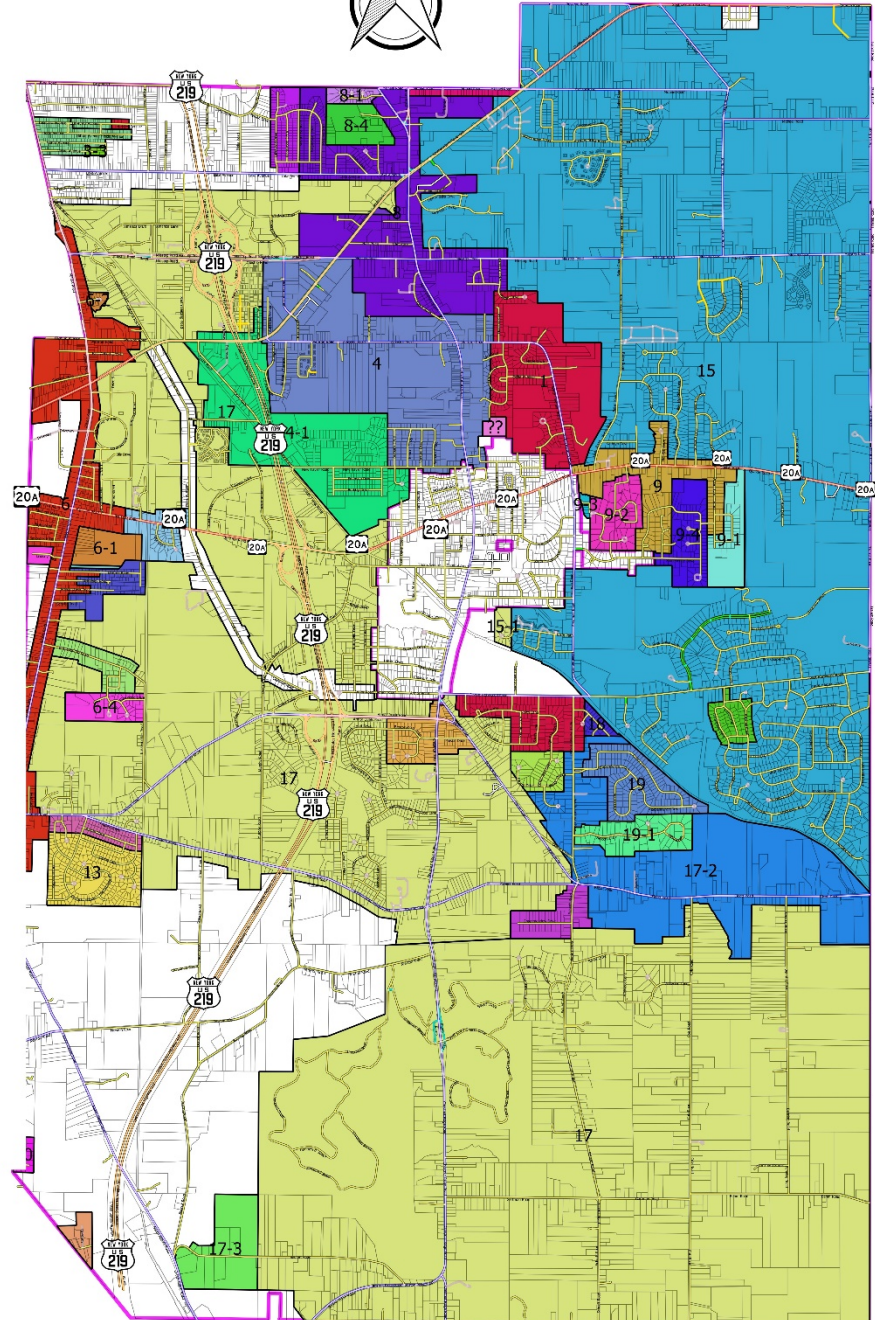
NOTES:

1. THIS MAP IS INTENDED FOR REFERENCE ONLY. ACTUAL ZONING LINES MUST BE VERIFIED BY USE OF TAX MAPS IN CONJUNCTION WITH THE ORCHARD PARK TOWN CLERK'S OFFICE

Legend

Water Districts

- ??
- 1
- 10
- 11
- 11, no Z
- 12
- 13
- 13-1
- 14
- 15
- 15-1
- 17
- 17-1
- 17-2
- 17-3
- 18
- 19
- 19-1
- 2
- 2, Dup
- 20
- 21
- 3
- 3-1
- 3-2
- 3-3
- 4
- 4-1
- 6
- 6-1
- 6-2
- 6-2, Dup
- 6-3
- 6-5
- 6-6
- 7
- 8
- 8-1
- 8-2
- 8-3
- 8-3, no Z
- 8-4
- 9
- 9-1
- 9-2
- 9-3
- 9-4
- 6-4
- Lindsay Lane



4.2 LAND USE

4.2.1 OVERVIEW

The town's land use pattern is shown in Figure 4-6, above. Residential uses predominate in most of the Town. The northeast sector, its commercial hub, is the location of large-scale commercial uses (e.g., the auto mall, Quaker Crossing, corporate offices, industrial, and medical offices).

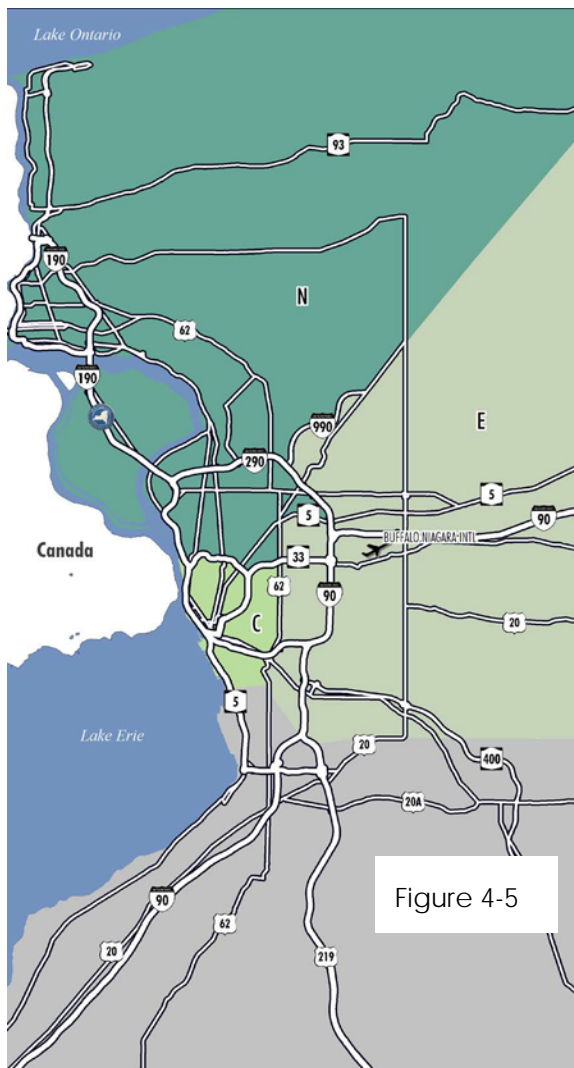


Figure 4-5

4.2.2 INDUSTRIAL/COMMERCIAL OFFICE USE

4.2.2.1 REGIONAL TRENDS

In terms of industrial real estate, Orchard Park is part of the Greater Buffalo-South Industrial Submarket as defined by CB Richard Ellis (see the gray-shaded "S" zone in Figure 4-5, left).

In 2014, the Greater Buffalo Industrial Market experienced a decrease in the overall availability/vacancy rate for industrial real estate, dropping from 5.7 percent in the prior year to a very low 4.5 percent. The Greater Buffalo South Submarket's availability rate was very similar, at 4.7 percent. These regional numbers are less than half the national average availability rate of 10.6 percent in the third quarter of 2014.

CB Richard Ellis reports that 2014 was the third consecutive year that demand for industrial space in the region-outpaced supply, resulting in a lower overall availability rate, and it is anticipated that this trend will continue. The 2014 rates mark the 10th consecutive year that the Buffalo Industrial Market availability rate has remained below the national average.

4.2.2.2 TOWN OF ORCHARD PARK

In the I1 district, parcels in active use for manufacturing purposes occupy 121 acres, just over 10 percent of the total industrially zoned area. The remainder of the industrial zoning district is used for either office, retail, health or technical services, residential, or is vacant. Vacant properties in the I1 district range greatly in size, from well under an acre to 41 acres. In total, about 250 acres or roughly 20 percent of the land area is available for development in I1 district. The remaining 70 percent of the I1 district is being used for non-industrial purposes. A number of parcels outside of the I1 district in the Town of Orchard Park are in manufacturing use. These nonconforming industrial uses are located in

Figure 4-6

Legend

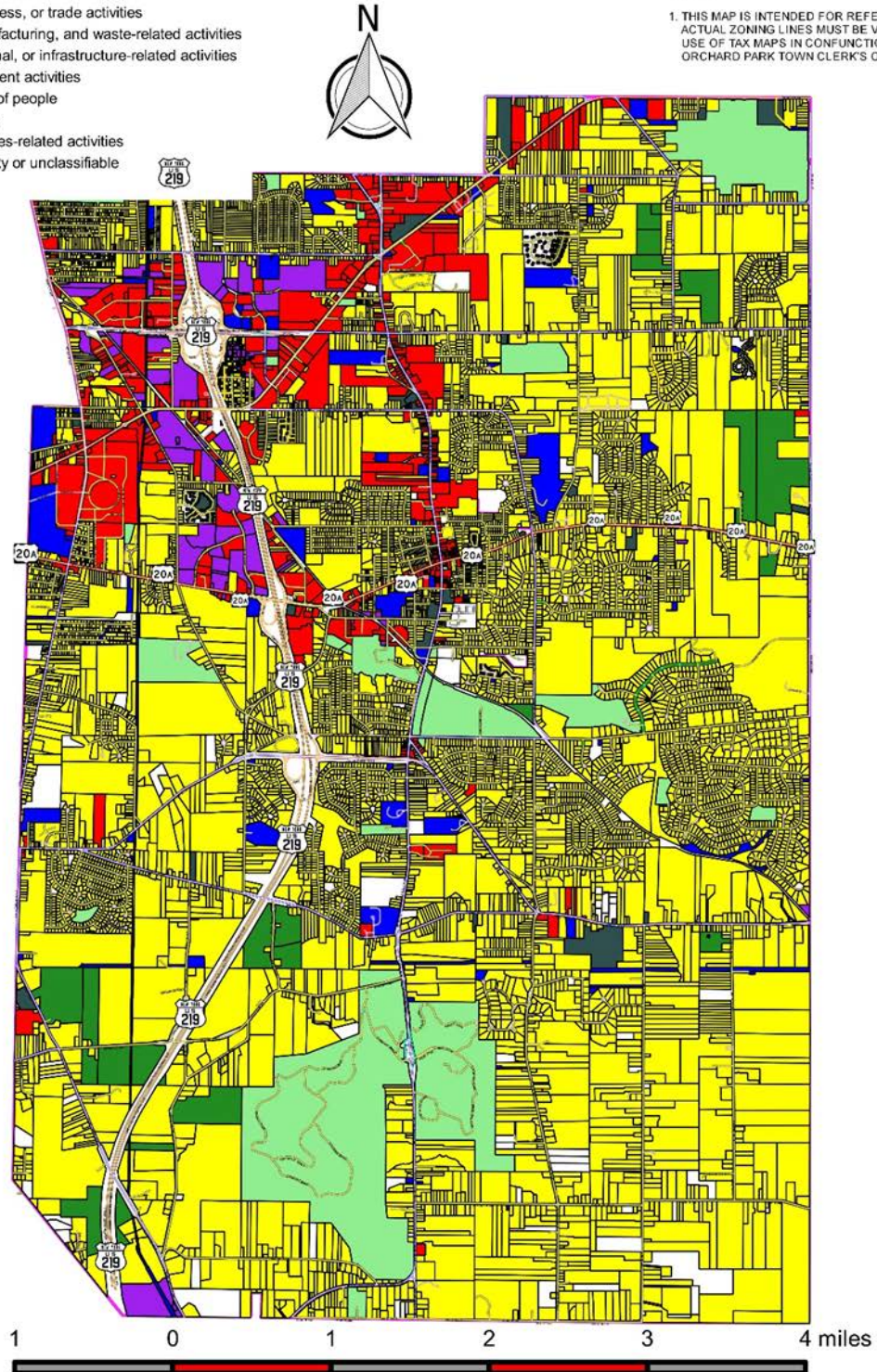
LBCS - Activities

- Residential activities
- Shopping, business, or trade activities
- Industrial, manufacturing, and waste-related activities
- Social, institutional, or infrastructure-related activities
- Travel or movement activities
- Mass assembly of people
- Leisure activities
- Natural Resources-related activities
- No human activity or unclassifiable
- Unknown

TOWN OF ORCHARD PARK Land Use - Activities

NOTES:

1. THIS MAP IS INTENDED FOR REFERENCE ONLY.
ACTUAL ZONING LINES MUST BE VERIFIED BY
USE OF TAX MAPS IN CONJUNCTION WITH THE
ORCHARD PARK TOWN CLERK'S OFFICE



The northwest corner of the Town on California Road, the west side of the Village, and at the southwest corner of the Town at its border with the Town of Hamburg.

4.2 2.3 TAYLOR/ CALIFORNIA LIGHT INDUSTRIAL DISTRICT

The Taylor/California Road area is zoned for industrial (I-1) use and contains a mix of building construction and site development contractors, commercial offices, industrial and business service establishments, and wholesalers. The district extends along the entire length of Taylor Road as well as along California Road, North and South Benzing Roads, and Ellis Road. 84 Lumber and Quaker Self Storage are located at the southern end of the district at the corner of South Taylor Road and US 20A, near the US 219 interchange. The Taylor/California Light Industrial district extends to the north and west from here to the northerly town line. Table 4-3 provides the listing of active businesses in the district.

Table 4-3		
Taylor/California Roads Light Industrial District		
Address	Company Name	Business Type
6010 Big Tree Road	Quaker Self Storage	Storage
3515 California Road	Thruway Builders of Orchard Park	Building Materials and Construction Tool Retailer
3655 California Road	Prof. Laundry Systems	Commercial Laundry
3689 California Road	LA Hazard	Heating & Electrical Distributor
3730 California Road	Matrix Environmental Technologies	Environmental Remediation
3740 California Road	Simoncelli Electric	Electrical Contractor
5835 Ellis Road	World Wide Stone Inc.	Marble and Granite /Masonry Supplier
5880 New Taylor Road	National Overhead Door	Garage Door Sales and Installation
3370 North Benzing Road	Hesse Reynolds Sales	Industrial Equipment Sales
3374 North Benzing Road	Vanec	Manufacturer of Industrial Silencers
3375 North Benzing Road	Orchard Park Self Storage	Storage
3375 North Benzing Road	Blu Wireless	Mobile Phone Dealer
3375 North Benzing Road	Water Works Auto Detail	Auto Repair
3380 North Benzing Road	Aurora Industrial Machining	Shell and Tube Heat Exchanger Manufacturer
3421 North Benzing Road	Buffalo Strive Vending	Vending Services
3461 North Benzing Road	Freedom Solar	Solar Devices
3576 South Benzing Road	Epic Construction	Asbestos Removal Contractors
3566 South Benzing Road	Kinedyne ELT	Engineered Lifting Technologies
3810 South Taylor Road	Repp Construction	General Contractor

Table 4-3		
Taylor/California Roads Light Industrial District		
3865 South Taylor Road	NIBSCO Equipment Supply/Flow Safe	Industrial Process Equipment Supplier
3920 South Taylor Road	Scott D. Humphrey	General Contractor
4140 South Taylor Road	Lesco John Deere	Landscaping Equipment & Supplies
4154 South Taylor Road	Orchard Park Collision	Collision Repair
4238 South Taylor Road	Benzinger Plumbing	Plumbing & Heating
4327 South Taylor Road	Lehigh Construction	General Contractor
4360 South Taylor Road	Kern Construction	Landscaping and General Contractor
4365 South Taylor Road	84 Lumber	Lumber and Building Materials Supplier

4.2.2.4 WEST QUAKER STREET/ROUTE 20A LIGHT INDUSTRIAL/COMMERCIAL OFFICE DISTRICT

The north side of Route 20A west of US 219 contains corporate park-style development with large, landscaped parcels and stylish modern buildings occupied by corporate headquarters and other commercial office and light industrial uses. Businesses in the district include Polymer Conversions, Curbell, Carleton Technologies, STI-Co Industries, Inc., ITT Enidine Inc., the Krog Corporation, Peerless Manufacturing, Inc., and ValueCentric, LLC.

4.2.3 HEALTH CARE AND MEDICAL OFFICES

Medical offices and other health-related businesses are located throughout the Town and Village, with concentrations in the vicinity of Sterling Drive corporate park, North Buffalo Street, the Mercy Ambulatory Center, the new Brook Bridge development, and Southwestern Boulevard (see Table 4-4).

4.2.4 RETAIL USES

Retail concentrations are clusters of retail stores and service establishments located in specific geographic areas, such as a traditional village center, an intersection, or shopping center. Orchard Park has four primary areas of concentrated commercial activity. These include the Village Center, North Buffalo Street, Quaker Crossing, and Southwestern Boulevard (including both the Auto Mall area near the Milestrip Road intersection and the cluster of fast food and shopping plazas at the intersection with Route 20A—commonly referred to as the “Five Corners” area).

Table 4-4	
Health/Medical Office Uses, 2016	
All Natural Chiropractic Center	Orchard Park Primary Care
Blossom Mental Health Counseling	Orchard Park Prosthodontics
Buffalo Gastroenterology Associates	Orchard Park Veterinary Medical Center
Buffalo Infusion Center-South	Parkland Diagnostic Imaging
Buffalo Medical Group	Parkland Physical Therapy
Buffalo Psychology	Sunrise Medical Group
Buffalo Rheumatology	Peregrine Landing of WNY Memory Care
Buffalo Spine and Sports Medicine	Quaker Medical Associates
Cardiology Group of WNY	Retina Consultants
Carrow Street Pediatrics	Ross Eye Institute
Chestnut Ridge Family Medical Care	Southtowns Ear, Nose & Throat
Dent MRI and Sleep Center	Southtowns Gastroenterology
ECVA Eye Care	Southtowns Internal Medicine
Empire Cardiology	Southtowns Orthopedic Group
Evolve Counseling Services	Southtowns Surgical
Excelsior Orthopedics	Southwestern Medical Associates
Fuhrmann Health Center	Spectrum Health Services
Great Lakes Cardiovascular	Sterling Surgical Center
Great Lakes Medical Imaging	UBMD Orthopedics and Sports Medicine
Hamburg Regional Gynecology	UBMD Ophthalmology
Mercy Ambulatory Center	UBMD Surgical Center
Nephrology Associates of WNY	Universal Audiology and Hearing Aid Center
Orchard Park Family Practice	WNY Medical
Orchard Park Dialysis Center	Western New York Urology Associates
Orchard Park Pediatrics	Winning Smiles Dentistry
	Woman's First Health Care/WNY

4.2.4.1 VILLAGE CENTER

The historic commercial heart of Orchard Park is the "Four Corners," the area centered at the intersection of Buffalo Street (NYS 240) and Quaker Street (US 20A). The Village Center is also home to Town and Village government offices, the Orchard Park Middle School, and the U.S. Post Office, which provide sources of employment, attract small businesses such as professional services firms, and draw potential shoppers into the district. Businesses in the Village Center are listed by type in Table 4-5. Businesses in the Village Center are mainly small and locally owned. Many are housed in mixed-use structures with commercial uses on the ground floor. The mix of uses in the Village Center has shifted over the years. Antique stores that used to have a niche in

Table 4-5	
Village Center Businesses, 2016	
Shopping Goods Stores	National Property Management Association
Apparel and Accessories	Realty USA
Bailey's Slipper Shop	Wells Fargo Financial Advisors
Blush Clothing and Accessories	Auto-Related Services
RD Research and Design	Bauer Automotive
Runner's Roost	Kwik Fill
The Lounging Leopard	Noco
Furniture, Home Furnishings, and Hardware	Terry Young's Auto Plaza
Lamplight Gallery and Frames	Other Neighborhood Services
W.G. Arthur's Hardware and Home Furnishings	Brown Funeral Home
White Orchard Home Furnishings	Chayban's Tailor
Miscellaneous Shopping Goods Stores	Farmers Insurance
Al Hemer Music	Foltenese Folst Aubrecht Ernst Architect
Convenience Goods and Services	Ginger Gallery
Miscellaneous Convenience Goods Stores	Hogencamp Optics
Anthony Brown's Pharmacy	Jennifer Dillon, Atty
Redline Sports Cards	Johnson Homes
7-11 Convenience Mart	Maid Pro
Southtowns Wine and Liquor	Murphy Meyers, LLP
Village Smokehouse	Quality Risk Solutions
Beauty and Wellness Services	Rocco Custom Tailor
An's Nails and Spa	Stangler Art Gallery
Circe Pilates Studio	Stephen Tills, Atty.
Corto's Spa of WNY	Urban Valet Dry Cleaners
Judith Kraal Salon & Boutique	Village Tailor
Motion Fitness	Eating and Drinking Places
Orchard Park Massage Center	Byrd House
Patrick Joseph Salon	Chubby Chix Cakery
Reform Fitness	Fuji Grill
Financial Services	Mangia
Bank of America	Orchard Park Tap & Grille
Community Bank	Pappaceno's Pizza
Key Bank	Spot Coffee
M & T Bank	Subway

Orchard Park have declined, while the number of eating and drinking places has increased in recent years. Anchor establishments and uses in the district include W.G. Arthur's, a long-time fixture, as well as the municipal offices and the post office.

North of the Four Corners, there really are no larger uses to anchor this part of the Village Center. There are also a number of vacant storefronts in this area.



Many Village Center businesses occupy existing structures, preserving the character of the area



4.2.4.2 NORTH BUFFALO STREET

North Buffalo Street (NYS 240) between the Village and Five Corners is an interesting mixed-use corridor in the Town of Orchard Park. North Buffalo Street is characterized primarily by a variety of multi-purpose structures, including residences converted into businesses. As shown in Table 4-6, businesses along North Buffalo Street fall mainly within the categories of apparel and accessories, eating and drinking places, furniture and home furnishings, miscellaneous convenience goods, and neighborhood services. The district is healthy with few vacancies and a vibrant mix of national chains and local businesses. The national retailers draw shoppers from a large area and serve to anchor the district.



The Orchard retail plaza on North Buffalo Street.

Table 4-6	
North Buffalo Street Businesses	
Comparison Goods Stores	<i>Financial Services</i>
<i>Apparel and Accessories</i>	Buccieri Accounting
Chameleon	Financial Securities Corporation
Chico's	Financial Trust Federal Credit Union
Crinzi and Gullo Jewelers	First Niagara Bank
Francesca's Collection	Great Erie Federal Credit Union
Jos. A. Bank	H B & O Funding Co.
M.A. Carr Bridal Salon	Robert Ellis Financial Services
Talbots	S & D Consulting
The Clothes Horse	ST Financial Group
The Loft	<i>Other Neighborhood Services</i>
White House/Black Market	Attorney Susan S. Hogan
<i>Furniture and Home Furnishings</i>	Bailey Design
Rider Frames and Gallery	Bieler Janitorial Services
Shanor Lighting	Brierwood Child Care
Village Fireplace and Patio	Coldwell Banker
Convenience Goods and Services	Creative Remodeling
<i>Miscellaneous Convenience Goods</i>	Durham Staffing
Cinema & Sound	Edu Kids
Orchard Fresh	HB&O
Rite-Aid Drugstore	Pet Heaven
Saville's Florist	Pet Stop
<i>Beauty and Wellness</i>	Rolly Pollies Kids Gym
Anthony's Salon	Terranova Insurance
Bangs Salon	Time Warner Cable
Campbell Salon	<i>Eating and Drinking Places</i>
F/X Salon	Capelli's Pizzeria
J.B.'s Salon	China Garden
Mary Alice's Dance Studio	Panera Bread
Michael's Studio	Rix Country Store
Montage Salon	Yotality
Spa at Falling Waters	China Garden
<i>Auto-Related Uses</i>	
E-Z Wash Car Wash	Kwik Fill

There are also a number of shopping centers, plazas, and larger office buildings along this strip. Just north of the Village line is a major shopping plaza containing an Orchard Fresh supermarket and a Rite-Aid pharmacy as well as a number of smaller shops, services, and eating places. The family owned and operated Saville's Florist has been in business since 1952. It relocated to a parcel about a ¼-mile to the south of its original North Buffalo Street location.

Shopping Goods Stores	<i>Neighborhood Services</i>
<i>Building Materials and Supplies</i>	G & G Fitness
Lowe's	Huntington
<i>Furniture and Home Furnishings</i>	Liberty Mutual Insurance
Carolina Furniture	Five Star Bank
Custom Carpet	Citizens Bank
Raymour and Flannigan	Verizon
<i>General Merchandise</i>	<i>Eating and Drinking Places</i>
Steinmart	Arby's
Dollar Galaxy	Denny's
<i>Miscellaneous Shopping Goods</i>	Duff's
Poolmart	McDonald's
Convenience Goods and Services	Mighty Taco
<i>Food Stores</i>	Moe's Southwest Grill
Tops Supermarket	Taco Bell
Rite Aide	Taffy's Red Hots
Walgreen's	Tim Horton's
<i>Other Convenience Goods</i>	Wendy's
Colonial Wine and Spirits	Zebb's
<i>Neighborhood Services</i>	Zoup
Supercuts	Tim Horton's
Total Tan	
The UPS Store	
Source: Field survey September 2016.	

The Orchard" is a shopping center at 3995-4005 North Buffalo Street. This development contains national retailers such as Talbot and Chico's. Further north on the west side of the street is a large-scale medical development containing medical offices of Buffalo Medical Group and the Orchard Park Veterinary Medical Center.

4.2.4.3 SOUTHWESTERN BOULEVARD SHOPPING DISTRICT

The growing Southwestern Boulevard shopping district is an approximately three-mile-long corridor of commercial activity along the length of U.S. Route 20 in the Town of Orchard Park from Transit Road on the east to the western town line at the Erie Community College South campus. Businesses mainly within the categories of auto-related trade, building materials and hardware, eating and drinking places, food stores, furniture and home furnishings, general merchandise, miscellaneous convenience goods, and neighborhood services. Fast-food retailers, gas stations, and other convenience retailers serve both patrons of the surrounding retail stores as well as drive-by traffic on the major arterials (see Table 4-7).

THE FIVE CORNERS

At the “Five Corners” (the intersection of Routes 20 and 240 and Lake Avenue), is a large community shopping center anchored by a Lowe’s home improvement store and Tops supermarket. The plaza also includes a Steinmart department store and about a dozen other retail, restaurant, and service businesses. Raymour and Flannigan, one of the largest furniture dealers in Western New York, is located on Southwestern Boulevard just west of the Five Corners. Retail development is also extending further east along Southwestern Boulevard, with a new plaza under construction at Angle Road.

THE AUTO-MALL

The Southwestern Boulevard district includes a prominent retail niche—the Orchard Park vehicle sales district (“auto-mall”), which is concentrated between the intersections of Webster and Milestrip Roads. One of Western New York’s largest auto sales districts, it provides regional customers with one-stop shopping for new and used vehicles (see Table 4-8).

4.2.4.4 QUAKER CROSSING SHOPPING CENTER

Quaker Crossing is a regional retail super center that is part of the larger Milestrip Road retail corridor. This retail concentration also includes the McKinley Mall in Blasdell and a large number



of other national retailers, fast food restaurants, and supermarkets. Quaker Crossing is anchored by Target, Kohl’s; Dick’s Sporting Goods and an 18-screen movie theater complex (see Table 4-9). It also contains national regional retail chain stores. The center continues to grow, with construction of a new building on an outparcel nearing completion. Maurice’s, a women’s apparel store, already occupies this site.

Quaker Crossing is part of the McKinley Mall submarket—one of six submarkets in Western New York tracked by CB Richard Ellis. The primary trade area for the McKinley submarket includes Blasdell, East Aurora, Elma, Hamburg, Lackawanna, Orchard Park, and West Seneca.

The McKinley submarket had an inventory of 5.40 million square feet of retail space in the fourth quarter of 2014¹. This inventory is the second largest of the retail submarkets in the region, surpassed only by the Boulevard Mall (5.50 million sf) and the Galleria Mall (5.45 million sf) submarkets.

Table 4-8	
Orchard Park Auto Mall Businesses (2016)	
<i>Vehicle Sales</i>	West Herr Kia
Buffalo RV	West Herr Nissan
Colton RV	West Herr Subaru
Ray Lacs Honda	West Herr Toyota
Robert Basil Buick GMC Cadillac	West Herr Certified Used Cars
Southtowns Harley Davidson	<i>Vehicle Services</i>
Towne Automotive Group	Avis
Towne Ford Lincoln	Big D Tire Shop
Towne Hyundai	Delta Sonic
Towne Mazda	Frontier Glass/Premier Car Audio
Towne Pre-Owned	Hertz
Volkswagen of Orchard Park	Hogwash Touchless Car Wash
West Herr Automotive Group	Quick Lane Tire and Auto Center
West Herr Chevrolet	Stadium Collision
West Herr Chrysler Jeep	Valu Auto Care Center
West Herr Dodge	
Source: Field survey September 2016.	



The McKinley submarket’s 10.6 percent vacancy rate in 2014 reflects a considerable improvement compared to its vacancy rate of 14.8 percent in 2006 as reported in the 2008 Orchard Park Economic Development Committee Strategic Plan. In fact, the McKinley trade area outperformed all other Buffalo area submarkets in reducing retail vacancies over the period.

¹ Market view Buffalo Retail Report, CB Richard Ellis, 4th Quarter 2014.

Shopping Goods Stores	Convenience Goods and Services
<i>Apparel and Accessories</i>	<i>Convenience Goods</i>
Marshall's	Premier Wine and Spirits
Famous Footwear	<i>Neighborhood Services</i>
Maurice's	AAA
Justice	Scottrade
Children's Place	Weight Watchers
Rue 21	Fred Astaire
Carter's	GNC
<i>Furniture and Home Furnishings</i>	Verizon
Ashley Furniture	Jenny Craig
Home Goods	AT&T
Orville's	Supercuts
Oreck	Portrait Innovations
<i>General Merchandise</i>	<i>Eating and Drinking Places</i>
Target	Longhorn Steakhouse
Kohl's	Red Robin
<i>Miscellaneous Shopping Goods</i>	Subway
PetSmart	Coldstone Creamery
Dick's	
Source: Field survey September 2016.	

5. COMMUNITY PARTICIPATION

5.1 INTRODUCTION

This chapter describes the mechanisms, processes and procedures used to facilitate the consultation and participation of local businesses and other stakeholders in the preparation of the Orchard Park Strategic Plan for Economic Development.

5.2 OPPORTUNITIES FOR PUBLIC INPUT

5.2.1. ORCHARD PARK ECONOMIC DEVELOPMENT COMMITTEE

The Orchard Park Economic Development Committee (OPEDC) is an appointed municipal committee with the stated mission “to promote Orchard Park as a great place to do business”. The OPEDC engaged in a strategic planning process to determine how it can best fulfill this mission. OPEDC members—all volunteers and Town residents from the community—have worked diligently to guide the preparation of this Strategic Economic Development Plan. Their work has included reviewing and approving all documents, attending eight work sessions, overseeing the survey process, and hosting the Stakeholder Meeting, described below.

5.2.2 BUSINESS RETENTION AND EXPANSION SURVEY

National studies show that existing businesses create as many as 80 percent of all new jobs in a community. Research also indicates that a thriving local economy makes that community attractive to new business ventures considering setting up shop there. Conversely, when established businesses stagnate, fail, downsize, or relocate elsewhere, a community often experiences negative ripple effects. The OPEDC recognizes the need to give particular attention to providing assistance to existing businesses to enable them to survive and grow.

An important early step in developing a strong Business Retention and Expansion (BRE) program is to conduct a business survey. Using a written questionnaire to identify business needs and plans and allows for the participation of a broad cross-section of businesses. The BRE survey conducted for this study was a key element in the overall community involvement effort. The survey provided an opportunity for local businesses to identify their needs and aspirations, as well as to provide feedback about how well the community meets these needs.

The Committee also used the survey results to develop strategies to help businesses remain and expand in Orchard Park. The survey provided input from businesses on their use of local programs and services, attitudes about the community, and plans for the future.

5.2.2.2 METHODOLOGY

The OPEDC survey process followed these steps:

1. Describe the purpose of the survey.
2. Choose a survey collection method.
3. Develop the questionnaire.
4. Select the businesses to survey.
5. Administer the survey.
6. Analyze the results.

PURPOSE

1. To express interest in and identify the concerns of local businesses.
2. Identify the plans of the businesses.
3. Show the community's appreciation for the businesses.
4. Use survey results to develop the strategic plan recommendations

COLLECTION METHOD

The OPEDC determined that on-line distribution and collection of survey questionnaires offered the most equitable process, would enable a broad cross-section of Orchard Park businesses to participate, and would allow the OPEDC to maximize the number of participants while staying within its budget constraints.

QUESTIONNAIRE

Planning Consultant Elizabeth Cheteny prepared the initial draft of the survey questionnaire. The OPEDC held two work sessions to review and revise the written survey instrument and plan the process. The Committee reviewed all questions carefully to ensure that they would be relevant to the stated purpose, easy to understand, not duplicative, and as brief as possible.

DISTRIBUTION LIST

Committee Chair John Murray invited Don Lorentz, Executive Director of the Orchard Park Chamber of Commerce, to participate in the preparation, administration, and review of the survey. Mr. Lorentz provided the OPEDC with the Chamber membership list including email addresses for use in the survey distribution process. The Committee is very appreciative of Mr. Lorentz's involvement, which was critical to the survey's success.

PROCESS

Mr. Lorentz emailed the surveys directly to all Chamber members, which greatly facilitated the distribution process and ensured that the survey received wide distribution. Businesses were given approximately two weeks to complete and submit the survey. Survey responses entered online were recorded directly into the Survey Monkey account established for the project. The OPEDC greatly appreciates the willingness of these business owners and operators to participate in the survey effort and to help the community understand their needs.

5.2.3 MEETINGS

5.2.3.1 COMMITTEE WORK SESSIONS

A series of publicly noticed Committee meetings were held between August 2015 and September 2016. The OPEDC held the meetings to conduct the following tasks:

- Finalize the scope of work and conduct a brainstorming session to kick off the project;
- Confirm the purpose, content, and collection method for the survey;
- Review and analyze the survey results;
- Review all draft report chapters;
- Prepare for the Stakeholder Meeting; and

- Finalize the document.

In addition to OPEDC members, Village Mayor Jo Ann Litwin Clinton and Town Councilman Michael Sherry were regular attendees at the Committee meetings.

5.2.3.2 STAKEHOLDER MEETING

A stakeholder meeting was held at the Orchard Park Country Club on May 24, 2016. Invitations were sent to local business leaders and other stakeholders. About a dozen guests attended the meeting, which included a presentation about the overall plan purpose and content and a summary of the survey results. This was followed by an open community input session.

5.3 PUBLIC INPUT

The Appendix contains the agenda, PowerPoint presentation, and the minutes of the Stakeholder Meeting. It also contains the agenda and minutes from all the OPEDC work sessions.

5.3.1 SURVEY RESULTS

The survey helped the OPEDC to learn what the Town's businesses feel they need to thrive. It also provides feedback on their satisfaction with local programs and services, the quality of life in the community, and their plans. The Committee reviewed the tabulated survey results and suggested potential actions that might be taken to address the input from the businesses.

5.3.1.1 SURVEY RESPONSE RATE

The 19-question survey was emailed to more than 500 individuals, of which 80 responded. This response rate (15 percent) is a good participation rate for this type of survey. See the Appendix for the complete survey questionnaire and results.

5.3.1.2 DESCRIPTION OF RESPONDENTS

The businesses surveyed represented a wide range of industries. The primary market area for approximately half of the respondent businesses was the Southtowns (see Figure 5-2). The year respondent businesses were established in Orchard Park ranged from the mid 1880's to 2016, with the median being 2004. The Orchard Park location was the headquarters for 73 percent of respondents. For 71 percent of the businesses, Orchard Park was the only location. Twenty percent had two to 10 locations and the remaining nine percent had more than 10 locations. In terms of their facilities, 58 percent owned and 42 percent rented their space. Facilities ranged in size from 100 to 335,000 square feet, with a median of 2,000 square feet.

5.3.1.3 BUSINESS SATISFACTION

Three-quarters of respondents said that their facilities met their needs very well or well. About one-third of the businesses stated that they planned to expand over the next five years, and an additional one-third said that they may expand or were unsure.

In terms of community satisfaction:

- 100 percent rated Orchard Park's quality of life as excellent or very good;

- 98 percent rated community facilities and services as excellent or very good; and
- 93 percent rated Orchard Park as an excellent or very good place to do business.

The top concerns of the businesses with regard to doing business in Orchard Park were property taxes (21 percent), adequate supply of trained labor (19 percent), health care costs (15 percent), and the cost of labor (15 percent). The overwhelming majority (88 percent) of respondents had never taken advantage of any economic development or businesses assistance programs.

When asked what type of assistance would likely be most beneficial to their companies, the top answers were:

- networking (23 percent);
- marketing/branding/advertising (21 percent);
- more flexible regulations (16 percent); and
- market research.

6.0 ACTION PLAN

6.1 INTRODUCTION

6.1.1 CONTENT OF THE ACTION PLAN

This chapter presents a group of policies and actions that seek to improve the economic well-being and quality of life of Orchard Park by creating and retaining quality jobs, facilitating growth in economic activity, and providing a stable and growing tax base. This “Action Plan” includes numerous complementary and overlapping strategies that will maintain and enhance a positive environment that encourages investment and promotes a healthy and growing economy in Orchard Park. The approach recognizes that no single strategy, policy, program, or “silver bullet” can assure the economic health of a community.

6.1.1 ROLE OF THE OPEDC

As an advisory committee with no powers to approve legislation, budget or disburse funds, or hire staff, the role of the Orchard Park Economic Development Committee (OPEDC) is to provide recommendations that inform the decisions and actions of elected and appointed municipal boards. By pursuing the economic development agenda in the Action Plan, the OPEDC will achieve its stated mission: “To promote Orchard Park as a great place to do business”. Furthermore, by promoting the coordinated overall economic development effort contained in the Action Plan, the OPEDC will fulfill its Vision Statement—“To be a driving force behind a sustained strong economy in the Town of Orchard Park,” a key element of a vibrant community with a high quality of life”.

6.1.3 IMPLEMENTATION

In most cases, responsibility for implementing or initiating the strategies in the Action Plan will rest with the Town and/or Village governments. In addition, many strategies will also require coordination with other agencies, jurisdictions, and organizations. The plan recognizes that resources are limited. The Action Plan contains strategies for implementation, or at least initiation, during the 2017-2022 period. Certain recommended actions may take several years to implement fully (e.g., major road improvements). Other activities may require ongoing implementation on an annual or continuous basis. Others may not be specific, definitive activities but instead reflect revised procedures. For more detail on implementation, see Chapter 7, “Implementation Plan”.

6.2 BENEFITS OF ECONOMIC DEVELOPMENT PROGRAMS

The Action Plan will generate the following benefits to the Orchard Park community:

- Increased Tax Base. Additional revenue to support, maintain, and improve community services and facilities.
- Productive Use of Assets. Property used for its “highest and best use” maximizes the productivity of that property.
- Job Creation. Quality jobs with good wages, benefits, and opportunities for advancement. Helps to keep younger generations in town.
- Business Retention. Keeps existing and growing businesses in town.

- Economic Diversification. Greater economic stability and expansion. Minimizes a community's reliance on a single business sector, thereby making it less vulnerable to economic fluctuations.
- Greater Self-Sufficiency. Also strengthens the town's importance in the region.
- Higher Quality of Life. More local tax dollars and jobs raise the economic tide for the community, which generally increases the overall standard of living of the residents.
- Recognition of Local Products and Services. This promotes community pride and investment.

6.3 ECONOMIC DEVELOPMENT POLICIES

6.3.1 BASIC COMPONENTS OF ECONOMIC DEVELOPMENT PROGRAMS

All successful economic development programs contain five basic components:

- Business Development
- Market Development
- Organizational Development
- Product Development and
- Workforce Development

Each of the policies in this Action Plan falls into one of these basic categories, described below:

BUSINESS DEVELOPMENT

Programs that nurture businesses growth and investment including business attraction, retention and expansion, tourism, and start-up and emerging businesses.

MARKET DEVELOPMENT

Actions that build the market for goods and services provided by Orchard Park businesses. Includes activities that increase the local population, change their purchasing behavior, or enlarge the market area.

PRODUCT DEVELOPMENT

Public and private investments that help to maintain, develop, or improve the community. These may include investments in the public realm, including public utilities, gateway signage, or public roads. Actions may also include public-private partnerships that improve downtown areas, for example. Product development also includes actions needed to address deficiencies in the amount of land and building for industrial/business development.

ORGANIZATIONAL DEVELOPMENT

Actions that establish the leadership, partnerships, staff, and funding capacity required to meet the stated goals.

WORKFORCE DEVELOPMENT

Actions that build the skills of the local workforce.

6.4 FIVE GUIDING POLICIES

Tailoring the generalized policy categories above into guiding policies for this plan yields:

POLICY 1: PROMOTE A BALANCED AND RESILIENT ECONOMIC BASE

Work to retain existing businesses, help them to expand in the Town, and recruit new businesses that complement the Town's existing economy and quality of life.

POLICY 2: MARKET THE COMMUNITY

Raise the profile of Orchard Park to investors in the region and beyond.

POLICY 3: OPTIMIZE THE USE OF REAL ESTATE ASSETS

Facilitate the development of sites and buildings needed to accommodate new investment by incoming and growing businesses.

POLICY 4: ENHANCE COMMUNITY CAPACITY

Reaffirm leadership roles and enhance the capacity of the community to conduct economic development activities.

POLICY 5: SUPPORT WORKFORCE DEVELOPMENT EFFORTS

Support the efforts of educational and other organizations to supply a high quality, trained workforce.

6.5 THE ACTION PLAN

The Action Plan establishes a pro-active business environment that focuses on:

Retaining existing businesses. The first steps in developing a program to retain existing businesses are to understand who they are and the issues they face. This study includes a business inventory as well as a business survey. The Action Plan addresses issues identified in the survey results and other study findings. Of special concern are strategies to strengthen at-risk businesses currently located in the Town which may otherwise close or relocate outside of the area; and

Attracting new companies with expansion or relocation plans. Target industries should include those that complement the Town's existing business environment and that support the establishment and growth of business clusters with prospects for growth. The initiative should concentrate on building greater awareness of Orchard Park as a destination for new investment among employers and site selectors. The greatest emphasis is on attracting high quality employers that will expand its tax base and create good jobs.

This Action Plan contains a short description of each guiding policy, followed by a list of specific recommended strategies associated with each one.

POLICY 1: PROMOTE A BALANCED AND RESILIENT ECONOMIC BASE

The retention and attraction of companies is the activity most commonly associated with traditional economic development programs. Target industry recruitment is a cornerstone of many such programs. With a mix of health care, manufacturing, and service sector

establishments, the Town of Orchard Park already has a robust mix of businesses. This policy seeks to round out the economic base with arts-related activities that would serve both residents and tourists.

PURSUE THE ARTS AS AN ECONOMIC DRIVER

Promote the establishment and development of arts-based businesses and activities. An increasingly important ingredient of vibrant local economies, the arts bring people together, spark community pride, and create vibrant places that attract young people.

Arts are a valued amenity for residents as well as engines of economic activity. Direct expenditures include purchases of artwork and tickets for visual and performing arts events. Indirect spending includes money spent in the community by cultural tourists and other visitors on food, gas, and lodging. Promoting the arts is a component of an overall effort to promote tourism in Orchard Park.

The OPEDC could facilitate this effort as follows:

- Kickoff the initiative by hosting a meeting/creative event with existing leaders of the local creative community including artists, members of not-for-profit arts and cultural organizations, educators, etc.
- Prepare an inventory of all arts-related organizations and activities based on input from the meeting.
- Brainstorm potential needs, opportunities and projects that would promote the arts in Orchard Park.

POLICY 2: MARKET THE COMMUNITY

PROMOTE ORCHARD PARK

- Continue to update the inventory of available privately held sites. Provide information on location, size, ownership, zoning, environmental, planning, transportation access, parking, and infrastructure.
- Distribute an email newsletter twice annually to regional businesses, public officials, site selectors, real estate developers, investment prospects, and other key stakeholders highlighting economic development successes in Orchard Park and profiling specific development opportunities.



- Co-host joint Town/Village/Chamber of Commerce events periodically to showcase specific assets, such as available land and buildings or new projects
- Send press releases on recent business successes.
- Actively participate in joint marketing efforts with the Chamber and other regional economic development organizations
- Create a new joint town/village economic development website.

IMPROVE ORCHARD PARK'S DRAW AS A TOURISM DESTINATION

As described in Chapter 3, Economic Conditions, tourism is the second largest industry sector in Western New York based on the number of jobs it provides. Locally, tourism is growing contributor to the economy of the Southtowns. It is important that Orchard Park maintain and increase its share of tourism activity in the region.

The Town has a number of places and activities that already attract visitors from the region and beyond. These existing attractions should be supported and enhanced.

PLACES

- Chestnut Ridge Park, including its unique toboggan chutes, the Eternal Flame, and the Casino;
- New Era Field, used for Buffalo Bills games and concerts;
- Historic sites, including the Jolls Mansion and the Quaker Meeting House;
- The Orchard Park Country Club; and
- The Village Center, which offers unique shopping and a growing number of restaurants and cafes in a walkable and picturesque downtown setting.

EVENTS

- The Quaker Arts Festival, held in the village center;
- Buffalo Philharmonic concerts and other events at Chestnut Ridge Park;
- Orchard Park Symphony Orchestra concerts, held at the Orchard Park High School.

Eating and drinking establishments in the village center serve tourists as well as businesses and residents. However, there is still a potential need for additional tourist infrastructure in terms of both lodging and conference facilities such as hotels, motels, inns, bed and breakfast establishments, and small- to medium sized conference facilities. These facilities would support the tourism industry as well as the needs of local businesses.

Recommendations:

- Be proactive in supporting proposed development projects that contain lodging and conference facilities by ensuring that the Town and Village zoning laws include the specific types of uses desired in the community and that the districts in which they are allowed are mapped in the preferred locations.;
- Identify preferred locations for such uses in the Town and Village;
- Take steps to evaluate the potential for and the feasibility of a theater in the village center. This could include hosting a meeting or series of meetings with community groups that may be potential operators and users of the facility, or conducting a project feasibility study;
- Conduct a review of Town and Village zoning regulations to evaluate whether they encourage or discourage the development of hotels, motels, bed and breakfast inns, and conference facilities;
- Evaluate the potential for a National Football League (NFL) Buffalo Bills museum; and
- If appropriate, propose zoning amendments to allow and promote the development of such facilities.

It is also important to note that Orchard Park's tourist attractions are most effective at bringing in tourists when treated as part of an overall Southtowns or Buffalo Niagara tourist destination. The Town and Village should work in coordination with regional entities such as the Western New York Southtowns Scenic Byway and Visit Buffalo-Niagara.

POLICY 3: OPTIMIZE THE USE OF REAL ESTATE ASSETS

The purpose of this policy is to encourage the development of sites and buildings needed to accommodate new investment and employment opportunities. Communities with sites that are available, are of sufficient size, have easy transportation access and adequate infrastructure, and are appropriately zoned have a significant competitive advantage in attracting and retaining businesses. The Town's central location, highway access, utility infrastructure, and growing population are real strengths. The lack of available sites and buildings for business expansion and recruitment and growing businesses continues to be a major economic development challenge for Orchard Park, limiting its ability to accommodate economic growth.

Without sufficient real estate, Orchard Park will be at a competitive disadvantage at attracting large employers. To overcome this challenge, Orchard Park should explore its options for actions that will encourage the assembly and/or development of land appropriate for industrial and commercial office uses. Recommendations to optimize the Town's industrial and commercial office development potential include:

EVALUATE OPTIONS FOR MAXIMIZING INDUSTRIAL DEVELOPMENT POTENTIAL IN EXISTING INDUSTRIAL ZONES

Orchard Park's economic development capacity is limited by a shortage of industrially zoned land as well as by the use of industrially zoned parcels for other land uses. Evaluate options for increasing industrial development potential on current industrially zoned (I1 and DR) lands. These options could include providing incentives to encourage industrial versus other types of development. One example of this would be to allow greater building height and/or maximum building coverage for industrial uses than for other uses (e.g., retail). It is important that any such

revisions to maximize development potential include adequate performance, site layout and design, and landscaping standards to ensure quality development that is compatible with adjoining land use patterns.

DESIGNATE APPROPRIATE LOCATIONS FOR MIXED-USE DEVELOPMENT

Mixed-use development means a building or complex that includes a mixture of land uses. Typically, the term is used when residential uses are combined with office, commercial, entertainment, childcare, or civic uses such as schools, libraries, or government services. Mixed-development that promotes a walkable built environment can help revitalize a downtown, increase private investment, lead to higher property values, promote tourism, and support the development of a good business climate.

Mixed-use development projects should be encouraged in appropriate locations to encourage a walkable community, a mix of housing types, and new residents who support local businesses. This type of development could be appropriate in locations in the Village Center, North or South Buffalo Streets, and other locations in the Town

REZONE THE NFL STADIUM SITE FOR INDUSTRIAL/COMMERCIAL USE

Currently the home of the National Football League's (NFL's) Buffalo Bills, the long-term future of New Era Field is uncertain. The site is currently publicly owned by the State of New York and leased to Erie County (which in turn leases the property to the NFL). Although there are currently no known plans to do so, the Buffalo Bills/NFL management could choose to relocate the Bills from Orchard Park to another location in the region (or less likely, beyond). If this occurs, the New Era Field complex could be



sold or leased to another entity. The Town of Orchard Park should take a proactive approach regarding the potential redevelopment of the 300+-acre site.

Although it is the largest commercial development in the town, most of the New Era Field complex is zoned residential. The town should evaluate other reuse options in the event that the Bills relocate and all or part of the site is redeveloped.

One option would be to permit a mix of compatible uses including corporate-style commercial office and high performance, clean and enclosed light industrial, assembly, and research and development uses (similar to those existing in other locations in the Town). Such development would address the shortage of industrial and commercial office sites, would promote new business activity and new quality jobs, and would significantly add to the town's commercial tax base.

Other potential uses include:

- indoor and outdoor recreational facilities;

- hotels and conference facilities;
- small-scale, ancillary retail and services to serve the development itself; and
- mixed-use developments.

The site offers excellent highway access and large level sites with few environmental constraints. In addition, portions of the site adjoin or are opposite other commercial and industrial lands as well as the sprawling Erie County Community College (ECC) campus.

Specifically, the OPEDC should spearhead an effort to rezone the expansive site to allow a mix of compatible uses—including light industrial, commercial office, and research and development uses. This could be in the form of a new zoning district, such as the “Stadium Reuse District”. Given the current uses and facilities on the site, it is recommended that indoor and outdoor recreational facilities, as well as hotels and conference facilities, be permitted. Uses not recommended include retail uses that would compete with existing retail areas in the Village and Town. The Town may consider allowing ancillary convenience/service retail and services of limited size that would predominantly serve the development itself (e.g., corporate cafeterias, day care centers, fitness facilities). Low-density (i.e., typical one-family) housing is also not a preferred land use, although the zoning could accommodate townhouses, patio homes, or low-rise multi-family development on the periphery of the site to provide a buffer for existing one-family homes which adjoin the site. The zoning should also require the project sponsor to present an overall master plan for the site’s redevelopment, which would address the reuse or demolition of existing structures on the site. Prior to determining how to best rezone the site, the Town may wish to undertake a study, which evaluates various zoning scenarios

CONTINUE TO REQUIRE HIGH QUALITY DESIGN

Maintain the existing practice of the Town and Village boards to require high quality design in all commercial and industrial developments. Quality design helps to maintain and enhance property values, spurs additional investment in the area, and creates a more visually attractive community, one aspect of a community with a high quality of life.

PREPARE A CORRIDOR MANAGEMENT PLAN FOR SOUTHWESTERN BOULEVARD

Southwestern Boulevard (US Route 20) is a major arterial in the northern portion of Orchard Park. Once a rural highway, development along the route and increasing traffic volumes in the area have transformed the road into a busy suburban arterial.

The combination of increased traffic volumes due to population and retail development growth, high speeds, numerous intersecting driveways and local roads with numerous turning movements and “conflict points” combine to create unsafe conditions on Southwestern Boulevard. The combination of high speeds (posted speeds of up to 55 mph and actual speeds even higher) and numerous intersecting driveways and local roads resulting in nearly constant turning movements and “conflict points” combine to create unsafe conditions.

Potential modifications to this corridor include streetscape improvements; changes to existing stop light spacing and timing; new traffic signals; changes to speed limits based on accident reports, surrounding land use patterns, sightlines, traffic volumes, and road geometry; and other

alterations that could improve the safety and flow of traffic through the area. It is important to ensure the continued access of commercial vehicles to business properties in the area.

CORRIDOR MANAGEMENT PLANS

A corridor management plan is a roadway improvement study that also addresses land use, access management, street networks and right-of-way needs along a major roadway. The “corridor” evaluated for the plan extends beyond the road right-of-way into the adjacent neighborhoods. The plan analyzes roadway design and access characteristics, and propose changes that maintain reasonable access to property, while improving the safety and operation of the highway. Such changes may involve:

- Medians;
- signal location and spacing;
- auxiliary lanes;
- right-of-way needs;
- site access and circulation design;
- land use and activity center concepts;
- improvements to the supporting roadway network; and
- improvements providing access to other transportation modes (e.g. transit, bikes).

Furthermore, highway-oriented development patterns create an unattractive landscape in sections of the roadway, with inadequately landscaped “seas” of parking, excessive signage, and corporate architecture. Over time, the continuation of deteriorating visual and safety conditions, if left unchecked, can lead to declining investment along the corridor. A Corridor Management Plan will help to ensure that Southwestern Boulevard is developed in a way that maximizes its development potential and provides a safe and attractive gateway to Orchard Park. The plan will promote safety for all modes of transportation including motor vehicles, bicycles, and pedestrians. It will also address issues related to site access, highway beautification, and blight removal.

Because the corridor management plan affects the state highway and the surrounding community, it requires both state and local government approval. Official adoption by each implementing agency is necessary to establish the corridor management plan.

Corridor management plans are typically implemented through a combination of regulations, interagency or public/private agreements, design standards, and road improvement projects. These tools can be supplemented with binding agreements on site access, where such agreements can be legally applied or negotiated with individual property owners.

INCREASE HOUSING DIVERSITY

Currently, the vast majority of the housing in the Town of Orchard Park consists of one- and two-family homes. Zoning amendments should be considered to allow for the development of a broad spectrum of housing types needed to attract millennials and empty nesters, These groups

are generally less car-dependent, prefer walkable communities, and would be expected to support local businesses. Millennials are also in the prime working group and would augment the town's labor force.

POLICY 4. ENHANCE COMMUNITY CAPACITY

It is critical that the goals, strategies, and actions established in this plan correspond to the available local resources and capacity for conducting economic development activities. The following strategies will ensure that the proper leadership structure is in place, that strategic partnerships are established and nourished, and that adequate monetary and staffing resources will be available to ensure success. Additional recommended strategies promote a positive business climate in Orchard Park.

LEADERSHIP

It is expected that the Town and Village Attorneys would work in coordination with the OPEDC to prepare the following key documents for Town and Village Board approval:

- An updated agreement (last approved in 2005) to be co-signed by the Town and Village Boards which re-affirms the OPEDC and its purpose, mission, and vision;
- OPEDC implementing legislation and by-laws, which establish its role (e.g., defining the circumstances in which the OPEDC shall serve in an advisory capacity to municipal boards), its composition, its procedures, etc.



PARTNERSHIPS

The implementation of certain recommendations in this plan may require the support of partners from both the public and private sectors. The need for cooperation and partnerships may

extend to adjoining communities or to regional economic development organizations. Specific strategies include:

POWERS OF LDCS:

- Construct, acquire, rehabilitate, or improve industrial plants;
- Assist financially in the above projects;
- Maintain such plants for others;
- Acquire such real or personal property or interests;
- Borrow money and issue bonds and other obligations;
- Lease, mortgage or otherwise dispose of any such plants and related property.
- Carry out their corporate purposes; and
- Foster the location or expansion of such plants.

- Re-establish a position on the OPEDC for a member of the Orchard Park Chamber of Commerce (nominated by the Executive Director of the Chamber).
- Ensure that one position on the OPEDC is reserved for someone who is either a Village resident or an owner of a business located in the Village.
- Meet with the Erie County Industrial Development Agency (ECIDA) to identify and discuss mutual areas of concern or opportunity.
- Assign each OPEDC member one agency for which he or she will serve as a liaison. The liaison will be responsible for meeting with an agency representative and reporting to the full committee at least once a year.

ORGANIZATIONAL CAPACITY

Evaluate the potential outcomes of creating an Orchard Park Local Development Corporation (LDC). LDCs are private, not-for-profit corporations often created by, or for the benefit of, local governments for economic development or other public purposes. The income and operations of LDCs are exempt from taxation. Real property owned by an LDC and used for an exempt purpose may also be exempt from taxation. LDCs may be created pursuant to NYS Not for Profit Corporation Law, Section 1411 for the following purposes:

- Reducing unemployment;
- Promoting job opportunities;
- Workforce training;
- Scientific research to promote industry;
- Reducing the burdens of government and acting in the public interest.
- Recommend the reallocation of annual funding for the OPEDC.

Evaluate the potential for creating an Orchard Park Community Foundation, which could coordinate and pool donations for economic development initiatives designed to complement those sponsored by the municipality (see description in box, below). Another option would be to

establish a Southtowns Community Foundation, which would have a broader base of support and a wider range of projects covering a larger area.

Community Foundations

Community foundations are independent philanthropic institutions that pool donations into a coordinated investment and grant making facility dedicated primarily to the social improvement of a given place. Community foundations generally:

- act as grant-making foundations to fund projects or programs;
- have a broadly defined mission (e.g. to improve quality of life in a community);
- serve geographically defined communities;
- are supported by a broad range of private as well as public donors;
- seek philanthropic contributions primarily from inside the community;
- are governed by multi-sectoral local boards reflecting the community; and
- build capital endowments.

Families, individuals, businesses, and nonprofit groups establish funds within community foundations into which they can contribute a variety of assets for charitable purposes. The people or organizations that establish the funds can then recommend that grants be distributed in the name of the fund or anonymously, to qualified nonprofit groups and schools.

This component is intended to identify those actions that prospective entrepreneurs must take prior to opening or establishing a business in the Town of Orchard Park. The inventory is intended to provide clear and streamlined guidance. This may include a listing or matrix that identifies the necessary permits that must be acquired and the forms that must be submitted. This inventory may be categorized, as appropriate, by other factors, to disseminate information to the business community more efficiently.

POLICY 5. SUPPORT WORKFORCE DEVELOPMENT EFFORTS

The OPEDC should encourage and support strategic partners such as the Orchard Park Chamber of Commerce, the Orchard Park School District, Erie County Community Collee (ECC), Bryant & Stratton, and the University at Buffalo (e.g., UBMD) in bridging the gap between the skill set of the local labor force and the skill set needed by local businesses. A number of such initiatives are discussed below.

- Invite the Small Business Administration to conduct training sessions in Orchard Park.
- Establish an internship program for high school students that gives students exposure to the Orchard Park business community and the types of jobs it offers.
- Establish a scholarship/tuition reimbursement program for Town residents who work for local employers while they attend school. The scholarship or tuition reimbursement funding could potentially come from individual businesses or from groups of businesses or other private donors stablished through a foundation, the Chamber, or another entity.

7.0 IMPLEMENTATION PLAN

This section details the timing, priority, and responsible parties for implementation of the recommended actions listed under each policy statement in the Action Plan (see Chapter 4). All the implementation actions play a vital role in supporting the economic development goals of the OPEDC, the Town, and Village. However, not all actions can be implemented at once. Some actions require more time or funding, others require the involvement or approval of outside agencies, and still others may be ongoing efforts.

To assist Town and Village officials in deciding how to phase in the work program, this chapter provides the OPEDC's recommended "Priority Designations" ("Top", "Secondary", and "Tertiary") as to the order in which implementation of the actions should be started.



The Quaker Arts Festival attracts thousands of visitors a year. The plan promotes the development of tourist infrastructure such as hotels and conference facilities.

The "Timeframe" column indicates how long the implementation of the specific action, once initiated, is expected to take. Thus, there could be a top priority item, which due to its cost or complexity; takes a longer time to implement than a tertiary priority that is implemented in a faster timeframe (e.g., because the Town is able to take advantage of an unexpected opportunity for grant funding).

Generally, the timeframes for full implementation of actions are defined as follows:

- Immediate—Within approximately one (0-1) year
- Short-Term—Approximately one to three (1-3) years
- Medium-Term—Approximately three to five (3-7) years
- Long-Term—More than five (7+) years
- Ongoing, Continuous—Refers to permanent changes in procedures

Table 7-1, below, provides the Implementation Matrix for phasing in the various plan elements.

Responsible parties include the “lead” organization, which in this context means the group that initiates or is the catalyst for initiating the action. The partners’ column includes only major partners. Many additional partners may be added as the action develops over time. The approval column indicates which agencies has jurisdiction to adopt legislation or dedicate funding to implement an action.



The following abbreviations apply to the table:

The long-term future of New Era Field is unclear. The Plan recommends a proactive approach that would rezone the site in anticipation of its potential redevelopment.

OPEDC = Orchard Park Economic Development Committee

Chamber = Orchard Park Chamber of Commerce.

TBD = to be determined/unknown until further study.

N.A. = Not applicable or not relevant.

Table 7-1 Implementation Matrix						
POLICY	ACTION	PRIORITY	TIMEFRAME	RESPONSIBLE PARTIES		
				Lead	Partners	Approval
<i>PROMOTE A BALANCED AND RESILIENT ECONOMIC BASE</i>						
	Pursue the arts as an economic driver.	Tertiary	Long-Term	Village	Arts groups	Village
<i>MARKET THE COMMUNITY</i>						
	Strengthen Orchard Park's "brand".	Secondary	Ongoing	OPEDC/ Chamber	Visit Buffalo Niagara	N.A.
	Increase Orchard Park's tourist facilities.	Secondary	Medium-Term	OPEDC	Non-profits and Visit Buffalo Niagara	Various
<i>OPTIMIZE THE USE OF REAL ESTATE ASSETS</i>						
	Identify means of increasing density to accommodate industrial growth with little availability of land.	Top	Short-Term	Town/ Village	OPEDC	Town/ Village
	Designate appropriate locations for mixed-use development.	Secondary	Short-Term	Town/ Village	OPEDC	Town/ Village
	Proactively rezone the NFL stadium site.	Top	Short-Term	Town	OPEDC	Town
	Prepare a corridor management plan for Southwestern Boulevard	Top	Long-Term	Town	NYS DOT	NYS DOT/ own
	Continue to require high quality design.	Top	Ongoing	Town/ Village	N.A.	Town/ Village

Table 7-1 Implementation Matrix						
POLICY	ACTION	PRIORITY	TIMEFRAME	RESPONSIBLE PARTIES		
				Lead	Partners	Approval
	Increase housing diversity.	Tertiary	Medium-Term	Town/ Village	OPEDC	Town/ Village
<i>ENHANCE COMMUNITY CAPACITY</i>						
Leadership						
	Re-establish the legal and funding underpinnings of the OPEDC.	Top	Immediate	Town/ Village	OPEDC	Town/ Village
	Re-confirm the specific duties of the OPEDC.	Top	Immediate	Town/ Village	OPEDC	Town/ Village
Partnerships						
	Develop partnerships with the Chamber of Commerce, the Erie County Industrial Development Agency, Visit Buffalo-Niagara, and other economic development organizations.	Top	Immediate	OPEDC	All noted, left.	Town/ Village
Organizational Capacity						
	Evaluate the costs and benefits of creating an Orchard Park Local Development Corporation (LDC).	Tertiary	Long-Term	OPEDC	Chamber	Town
	Re-establish annual municipal funding to support the work of the OPEDC.	Top	Immediate	OPEDC	N.A.	Town/ Village

Table 7-1 Implementation Matrix						
POLICY	ACTION	PRIORITY	TIMEFRAME	RESPONSIBLE PARTIES		
				Lead	Partners	Approval
	Evaluate the possibility of creating an Orchard Park Foundation.	Tertiary	Medium-Term	OPEDC	TBD	TBD
<i>SUPPORT WORKFORCE DEVELOPMENT EFFORTS</i>						
	Support efforts to draw business development speakers to Orchard Park.	Secondary	Immediate	OPEDC	Chamber	N.A.
	Encourage the local business community to initiate a high school internship program.	Secondary	Long-Term	Local business	Chamber	Local business
	Encourage the local business community to initiate a program to reduce tuition costs for Orchard Park residents who work for local firms.	Secondary	Long-Term	Local business	Chamber	Local business.