MRB Group has been serving local governments for nearly a century as engineers and architects. SmarterLocalGov was established in 2010 as the firm’s local government management arm. Today, we support local governments around Upstate and elsewhere in their management, community, and economic development needs.
Moderator and Panelists

**MICHAEL N’DOLO**  
Director of Economic Development  
MRB Group

**JOHN CAPPELLINO**  
Executive Director  
Erie County IDA

**ANGELA ELLIS**  
Deputy County Administrator  
Livingston County

**MATT SOUSA**  
(Former) County Planner  
Steuben County

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PANELISTS

- **Erie County IDA:**  
  Countywide Comprehensive Economic Development Strategy

- **Livingston County:**  
  Countywide Housing Strategy

- **Steuben County:**  
  Countywide Comprehensive Plan
Erie County Industrial Development Agency
CEDS Update 2022-2026

What & Why
Due to its ongoing relationship with the US EDA, ECIDA has the responsibility of keeping and updating a Comprehensive Economic Development Strategy (CEDS) for Erie County.
This CEDS builds on existing relevant planning documents and is grounded in the current capacities of ECIDA and its partners. The heart of this CEDS is the Action Plan Matrix, which represents the culmination of a broad strategic planning process that led to stakeholder consensus on goals, measurable objectives, and prioritized tasks. Resilience, equity and inclusion are incorporated throughout the matrix, with several actions reinforcing the County’s resilience and economic justice through enhanced economic vitality, connectivity, and capacity building.

Key Policy Considerations
Key themes emerged through the community engagement process that should be considered in local policy making, including:

- The interconnection between economic and community development activities for the purpose of talent attraction and retention.
- The dire need for speculative development of industrial sites and buildings.
- The importance of modern and robust logistics infrastructure.
Strategic Framework

The Action Plan Matrix is organized into four goal areas, each of which are supported by a series of objectives. Specific actions are then categorized under each objective. The primary topics of the goals and objectives are as follows:

<table>
<thead>
<tr>
<th>Goal 1: Infrastructure</th>
<th>Goal 2: Business &amp; Industry Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>• water and wastewater</td>
<td>• access to capital and resources</td>
</tr>
<tr>
<td>• broadband internet</td>
<td>• shovel-ready sites</td>
</tr>
<tr>
<td>• energy systems</td>
<td>• access and opportunity for workforce</td>
</tr>
<tr>
<td>• transportation systems</td>
<td>• target and tradeable industry sectors</td>
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<td></td>
<td>• emerging industry sectors</td>
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<tr>
<td></td>
<td>• logistics</td>
</tr>
<tr>
<td></td>
<td>• U.S.-Canadian border</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 3: Quality of Life</th>
<th>Goal 4: Regional Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>• safe, affordable housing.</td>
<td>• improve and align outward messaging</td>
</tr>
<tr>
<td>• financial security</td>
<td>• collaboration among various partners</td>
</tr>
<tr>
<td>• affordable childcare and elder care</td>
<td>• programs, initiatives, and information for rural areas</td>
</tr>
<tr>
<td>• recreational opportunities</td>
<td></td>
</tr>
</tbody>
</table>

What is it?

Plan document that states the priorities for investment of County funds and resources to help ensure:

• Economic Prosperity & Growth
• Public Safety & Community Well-Being
• Environment & Quality of Life
• Efficient, Effective, & Accountable Government, and
• Poverty Reduction & Multi-Generational Opportunity

for all Livingston County residents and businesses

What is the process?

The Board of Supervisors & County Administrator hold an annual workshop to report on the status of the County’s strategic plan activities and determine priorities and activities for the upcoming year.
Why do a Housing Needs Assessment & Market Analysis?

County Strategic Plan
Goal: Poverty Reduction
Priority: Develop strategies to address current and future housing needs for all income levels

Stakeholder Input

Livingston County Land Bank Corp

THREE Thrive Anti-Poverty Initiative

Awarded CDBG Funding to prepare Housing Needs Assessment

Plan Process completed in 2020
Consultant Selection
Housing Inventory & Trends
Demographics Analysis
Market Analysis
Implementation Strategy

Implementation
-Planning for a supportive housing project with Catholic Charities of Steuben & Livingston
-Initiate mobile home replacement program with Cattaraugus Community Action
-Partnered with LC Land Bank Corporation and NYS DEC on industrial property clean up project
-Land Bank Completed 2 SF rehabs with LC Habitat for Humanity

Steuben County Comprehensive Plan

A top-down process whereby the county identifies core values, codifies those values in a document that is then used to guide future planning efforts in a cohesive and strategic way. The intent is then to break down silos between county departments and provide the County legislature with a guide to decision making.
Why was a comprehensive plan needed?

- Plan fatigue
- Needed to clearly state County Priorities for key sectors: Broadband, infrastructure, Agriculture, Renewable Energy
- Provide focus for legislature and department heads
- Increase collaboration across departments
- Marrying regional planning and economic development priorities into one document
- Serve as a model for municipalities throughout county/region
- Increase competitiveness for grant applications

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