

MOHAWK VALLEY

REGIONAL ECONOMIC DEVELOPMENT COUNCIL



-2016 PROGRESS REPORT-



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Claudia Tenney, Assembly member, 115th District



The MVREDC—in fact, in our opinion, perhaps all of Upstate — exists for times like these - times that are defined by transformational investments and the revitalization of our core communities. For the last five years, the MVREDC has been expanding on its early successes and growing the regional economy.

Our perspective has been to take the long view, which is one of the hallmarks of strategic economic development. But on August 20, 2015, our region, with the help of New York State, bore the fruit of more than two decades of labor. At the ams AG announcement, something told us we were dealing with a new economic reality the likes of which none of us had ever seen.

We vowed then and there to expand on that momentum to invest and develop strategies to benefit our entire region. We sensed, correctly, that in preparation for ams AG, our region's communities would be confronted with a combination of immediate needs and long term concerns, in their attempt to capture the secondary and tertiary impacts of the region's biggest economic development project in more than a century.

It was at that time we agreed we would develop the Marcy Nanocenter while not neglecting our established, regional economic development priorities.

It is in that visage that we humbly present the 2016-2017 Mohawk Valley Regional Economic Development Plan. You'll notice that this year's plan and our 2017 strategy is aligned with a series of New York State priorities. downtown redevelopment, workforce development, expanded opportunities, veterans, global exports and our regional cluster plan are initiatives that are moving our region forward and are already making the Mohawk Valley vibrant once again.

RESPECTFULLY

The Mohawk Valley Regional Economic Development Council

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● ●
ams AG rendering

I. EXECUTIVE SUMMARY

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MVREDC PERFORMANCE SINCE 2011

375 Projects

6305 Jobs Created & Retained

\$915,024,697 Total Investment

\$170,881,869 CFA Awards

5.4:1 Leverage

In 2015, the Mohawk Valley Region was one of seven competitors in the Governor's Upstate Revitalization Initiative. Although not a grand-prize winner, the experience grew our participation, strengthened our bonds, deepened our commitment and yielded powerful strategies to leverage toward future prosperity.

Earlier in the year, Gov. Andrew M. Cuomo announced a combined \$4 billion investment by Austria-based ams AG and by GE Global Research in the Marcy Nanocenter and the Computer Chip Commercialization Center at SUNY Polytechnic Institute. The event marked the culmination of more than a decade of persistent planning and bold, consistent regional investment in strategic site development. The initiatives were lifted by four successive years of investment by the Mohawk Valley Regional Economic Development Council, and finally brought to life by a \$650 Million economic development incentives from New York State. The cornerstone of transformation had been set. In April, Lt. Gov. Kathy Hochul celebrated the ams groundbreaking in Marcy, helping bring to life the hope of economic rebirth in our region.

In the past year, the Governor and Legislature have introduced or revived two vital programs: The Downtown Revitalization Initiative and the RESTORE NY Communities Initiative. Both programs are well aligned and will help to propel a core driver identified in "Sparking Transformation," and that is Vibrant Communities.

And so you will learn in the pages ahead that our Progress Report & Implementation Plan will focus heavily on creating vibrant, diverse, creative, innovative and safe communities. We see this as perhaps the most important building block upon which to build a culture of innovation and opportunity.

The Mohawk Valley Region also emerged from the URI competition with \$50 million to advance the strategies introduced in its URI plan, which we labeled: "Sparking Transformation." Those strategies have now been formally embraced as the Regional Council's roadmap to the future.

STRATEGY ONE: BUILDING THE STEM ECONOMY

Consider this: The American Bald Eagle, was nearly extinct by the 1960s – surviving only in remote niches of the landscape. Strong leadership and bold policy decisions to improve air, water, and habitat were followed by commitment and capital investment by the public and private sector over a period of decades. The Bald Eagle now thrives once more in North America.

Likewise, advanced industry: Nearly extinct after generations of economic decline, destructive policies, and the deterioration of critical infrastructure, a clear vision and bold leadership – backed up by commitment and capital – have prevailed. The ams project at Marcy Nanocenter marks the return of world-class technology to the Mohawk Valley.

Fertile Soil for Foreign Direct Investment: Continued Build-Out of Marcy Nanocenter.

The importance of the single-largest foreign direct investment in the history of the Mohawk Valley is impossible to understate. For 2017, the MVREDC has prioritized \$5.1 million for the construction of a 12" steel gas main to the Marcy-SUNY Parkway, which will leverage more than \$297 million in new investment. The new gas main is necessary to support the ams AG project along with full build out of the Marcy Nanocenter site and growth of Quad C and SUNY Poly Innovation Acceleration Center.

Looking beyond 2017, the MVREDC is proposes a four-year capital support program to ensure completion of the Marcy Nanocenter site and on-site supply chain development. Full build-out of SUNY Poly's nanotechnology initiatives will support 4,000 to 5,000 direct jobs and approximately 8,000 to 10,000 indirect jobs. ams AG - the first tenant at the Marcy site - will create 740 direct jobs over ten years and is expected to attract another 500 indirect supply chain jobs.

2016 MVREDC STRATEGIES:

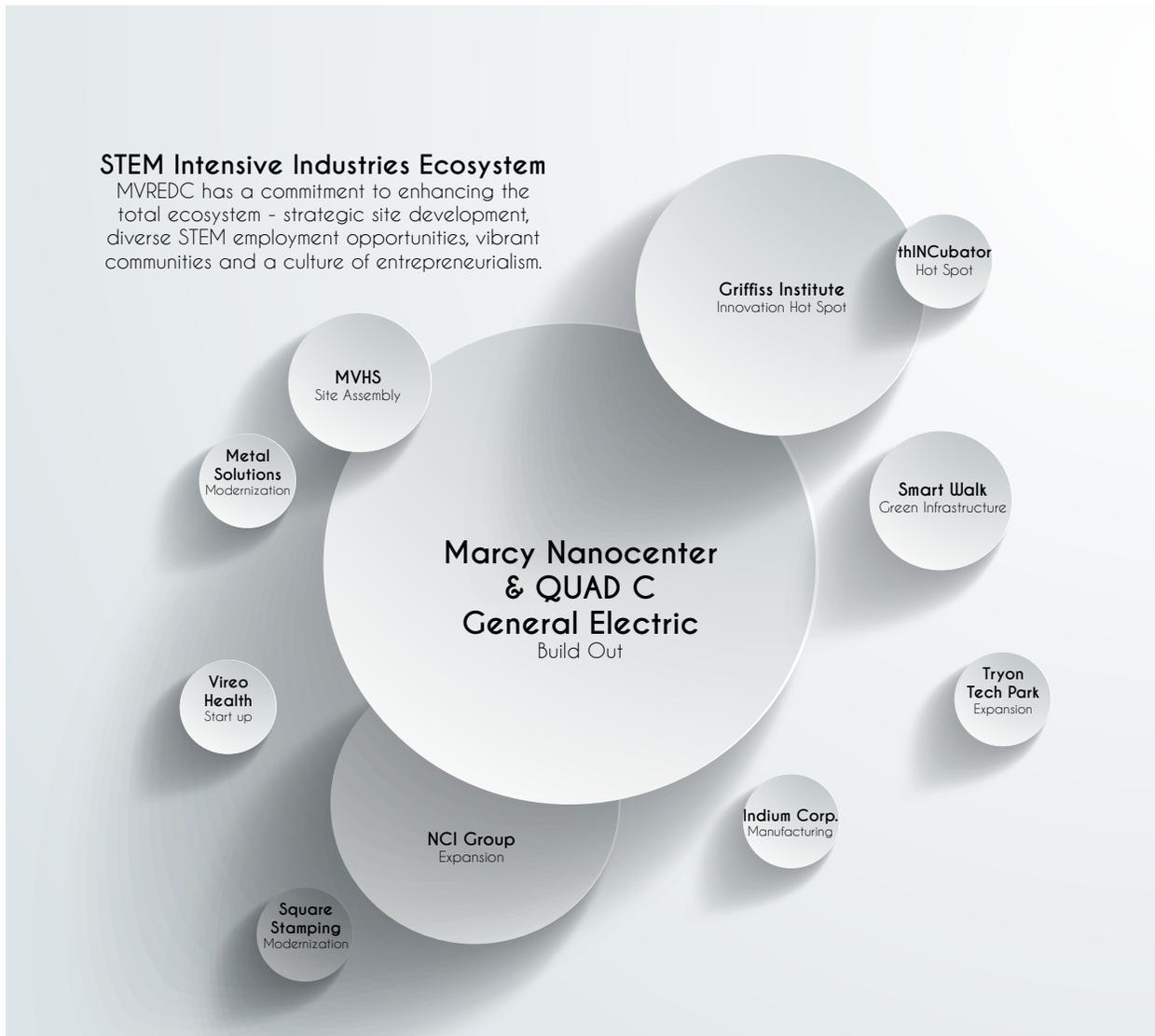
**STEM INTENSIVE INDUSTRIES
AGRICULTURE AND CRAFT FOOD/BEVERAGE
TOURISM**

DRIVERS:

**VIBRANT COMMUNITIES
EXPANDED OPPORTUNITY**

STEM Intensive Industries Ecosystem

MVREDC has a commitment to enhancing the total ecosystem - strategic site development, diverse STEM employment opportunities, vibrant communities and a culture of entrepreneurialism.



Modernization of Core Industry Concentrations to expand international exports.

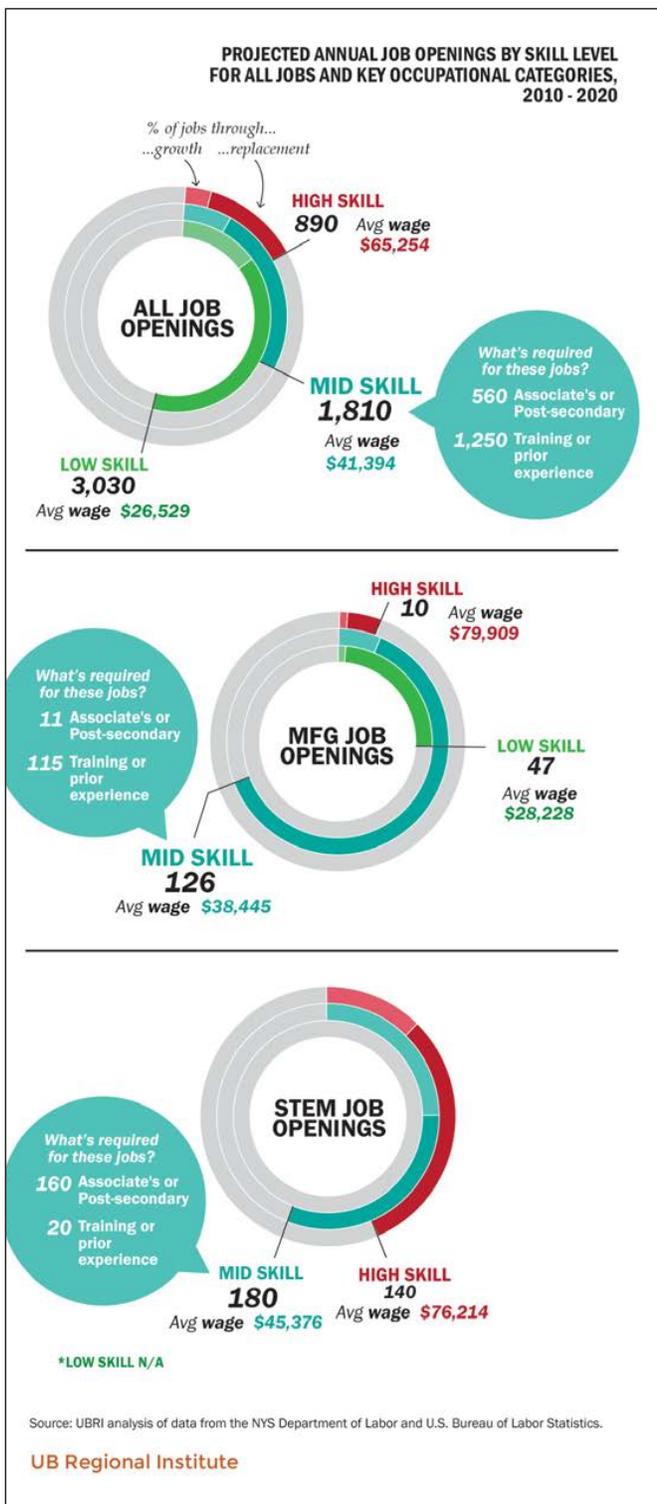
In 2017, MVREDC prioritizes the modernization and expansion of five advanced industry sector firms and two infrastructure upgrades to strategic business parks. A combined total of \$5.1 million in ESD grant funds will leverage nearly \$93 million in new investment by our region's top exporting industries and create more than 500 new entry-level, middle-skills, and advanced-skill jobs across the Mohawk Valley.

Streams of Opportunity: Charging the STEM workforce Pipeline.

Mohawk Valley institutions of higher education and Workforce Development Boards are keeping it real when it comes to training STEM workers and exposing youth and hard-to-place workers for careers in STEM and Advanced Industries. This round, the MVREDC is supporting \$100,000 in new employee training for the NCI Group – who plans to hire 60 new middle-skill metalworkers and \$97,000 in unemployed worker training funds for the MVCC Advanced Manufacturing Institute. MVCC will operate training programs to license welders for NCI and 33 unemployed individuals as Certified Production Technicians. Serving the high-poverty Utica-Rome metropolitan area (the largest in the region), the projects address a strong demand for trained entry-level and middle-skilled manufacturing workers. Skilled workers give the region the edge to compete with the world – and win. As workers retire, these sectors require a pool of young job-seekers with strong technology skills to support and sustain the manufacturing industry in all sectors from food to semiconductors to metals.

Optimal Habitat: A Home for Innovators and Entrepreneurs

Beyond education, our region is constructing a network of incubators and innovation hot spots for those who would take STEM skills to the next level. The Air Force Research Laboratories Information Directorate is the nucleus of the Mohawk Valley's Cyber Cluster, with a budget of more than \$1 billion and an economic impact of nearly \$350 million, annually, across Central New York and the Mohawk Valley. The Griffiss Institute – a stalwart partner and the primary bridge to commercialization of AFRL Cyber technologies – is the region's priority Innovation Hot Spot for 2016, seeking \$250,000 in funding to continue outreach, education, and commercialization efforts in Cyber and Information Technology.



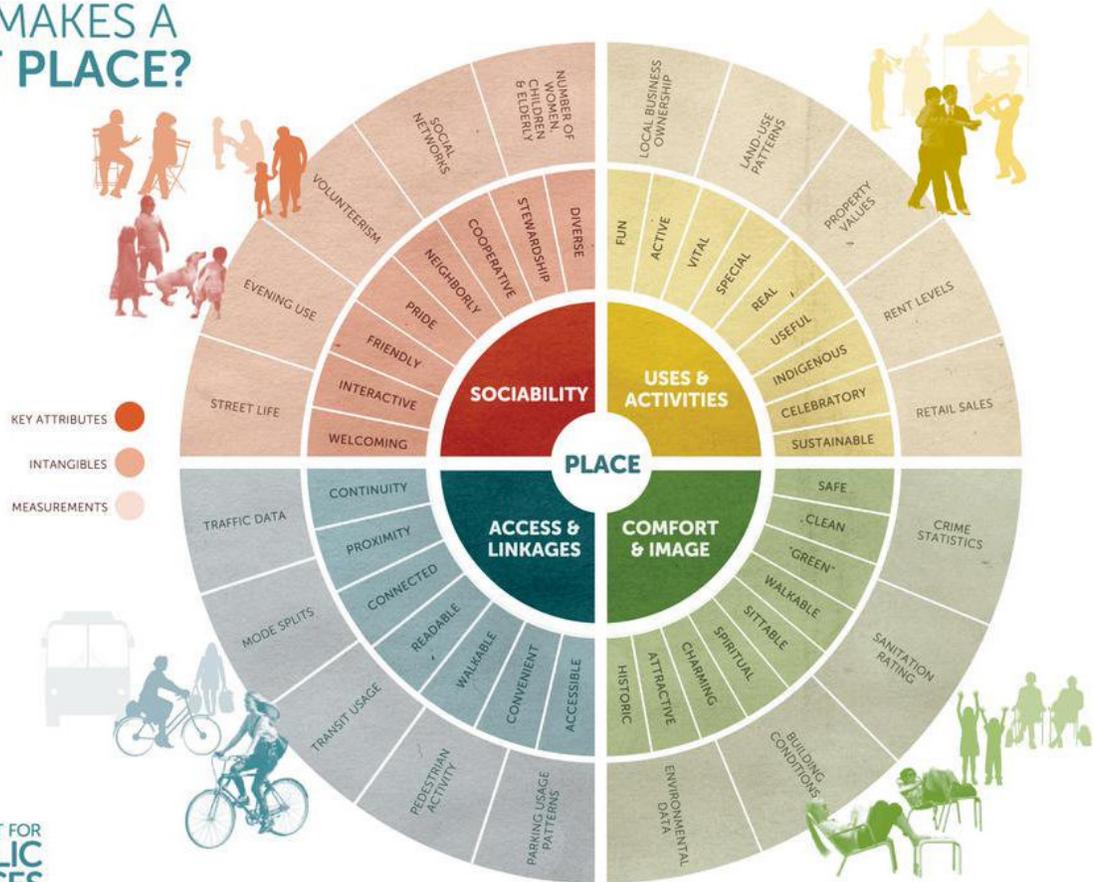
The Forest for the Trees: Targeted Downtown Revitalization to attract a 21st Century workforce.

The goal of vibrant communities is to create quality places. They are essential to attracting and retaining talented workers and are a decision-making driver. The new global economy and the people who make it work require that communities possess walkable neighborhoods, active waterfronts and public spaces, and charisma.

Our 2016 plan prioritizes the revitalization of vacant, historic, and underutilized buildings – form and function – to amplify social, cultural, and profitable interactions. Nearly 40% (\$9.5+ million) of our total ESD Priority Projects and more than 55% (\$15+ million) of other agency funding is recommended for downtown projects across the region – with a special focus on DRI communities – for adaptive reuse, historic preservation, green infrastructure, waterfront revitalization, public spaces, and infrastructure improvements.

In addition to CFA funding, our URI implementation plan calls for the funding of REcovering our Community's Legacy And Incentivizing Momentum: RECLAIM MV will provide municipalities with financial assistance for the revitalization of commercial, industrial, and mixed-use properties located in key population centers and along waterfronts to activate new private investment.

WHAT MAKES A GREAT PLACE?



STRATEGY TWO: BETTER LIVING (and EATING) THROUGH SCIENCE: STRENGTHENING AGRIBUSINESS AND FOOD SYSTEMS

Strengthening agribusiness through innovation, infrastructure, and institutional supports are fundamental to constructing sustainable food systems. The models are all around us, in neighboring places with similar assets like Greater Burlington and the Mid-Hudson region. The common denominator is people; vibrant communities and workforce availability are key components of sustainable local systems. In this plan, we demonstrate that, since the beginning of 2015, our refined strategies and concentrated investments are already bearing fruit.

Agribusiness and Food Processing are key regional concentrations for opportunity in the Mohawk Valley. Throughout the plan, we discuss how doors are opened to refugees and hard-to-place workers for entry level and advancement opportunities, as evidenced by the Mohawk Valley Resource Center for Refugees' partnership with Food Processors in the region. Four out of the top ten firms hiring refugees in our region are food processing and agribusiness supply chain companies – accounting for more than 500 new placements since 2009, and 90 in 2015 alone.

The MVREDC is prioritizing \$3.3 million in Priority Project funding for place-based agribusiness projects that leverage population centers, innovation in agriculture and food processing, and increased opportunity. The Susquehanna Regional Food & Beverage Hub is the cornerstone of Oneonta's winning DRI Proposal as well as the most ambitious of our Agribusiness-focused priorities. The multifaceted project involves a craft brewery, craft food incubator space, grain-based research and development, and farm-to-table destinations in the heart of downtown Oneonta.

Brightwaters Farm further demonstrates modernization of the agriculture industry. It presents the opportunity for Veterans and new Americans to succeed in a growing regional industry cluster, and challenges Mohawk Valley producers to meet the domestic and international demand of major metropolitan restaurants and grocery chains. Additionally, the Vets2Farm project proposes to enhance the lives of our Veterans through agriculture and animal husbandry, while addressing the age cliff and skills gaps in agriculture and food processing.

Finally, to advance our URI strategy, MVREDC is proposing two complementary, multi-year initiatives to move the needle. First, a comprehensive asset map and cloud-based interactive inventory of Mohawk Valley producers and products. Second, funding to work with expert brokers in the food and beverage industry to identify new domestic and export markets - focusing on major metropolitan areas in the Northeastern US and Quebec. Together, the initiatives provide sustained capital over four years to build marketing capacity, increase exports and leverage current cooperative aggregation and packaging operations such as Mohawk Harvest, Schoharie Fresh, and Upstate Growers and Packers.



● ●
Lt. Governor Kathy Hochul tours SUNY Cobleskill



● ●
AG-Tech Ribbon Cutting
HFM BOCES
September 21, 2016



● ●
Stages of a Sustainable Local Food System. Image courtesy of the Chicago Metropolitan Agency for Planning, as published in Natural Awakenings magazine.

STRATEGY THREE: MAKING GREAT PLACES: ADVENTURE TOURISM AND INTERNATIONAL DESTINATIONS

Overwhelmingly positive results since 2015, a handful of ESD Priority Projects, and a host of featured interagency projects tell a compelling story of Tourism in the Mohawk Valley. It is one of the region's fastest-growing international exports and an important rung in the ladder of opportunity for hard-to-place workers and new Americans.

ESD Priority Projects and other featured projects combine for a proposed \$3.6 million in funding for Tourism projects, with a focus on downtowns as base camps for adventure, craft beverages, and baseball enthusiasts. Out of a dozen featured Tourism projects, six hail from DRI communities, 11 are connected to city and village centers, and all build on the momentum of past REDC priorities.

In September, the National Baseball Hall of Fame in downtown Cooperstown launched PASTIME a digital platform to share rare archival collections with the rest of the world. This year the REDC prioritizes continued marketing of the world-famous museum as well as enhancing the visitor experience with a proposal to offer high speed, free WiFi to the hundreds of thousands of visitors to downtown Cooperstown and Oneonta. Further amplifying the already prolific Tourism concentration in the Cooperstown-Oneonta area, the REDC is proposing gap financing for a truly impactful tourism destination – a regional indoor waterpark and destination hotel in southern Otsego County.

In keeping with the international flavor of our Tourism priorities, the MVREDC is prioritizing expansion of the world-famous Herkimer Diamond Mines – a notable exporter of gems unique to Herkimer County – and a popular tourist destination for international travelers, thanks to the creative global marketing efforts of the Herkimer Diamond Mines.

The revival of Downtown Sharon Springs is, pound for pound, the most remarkable story in the Mohawk Valley. A village of only a few thousand residents is home to the globally-renowned Beekman 1802 life-style brand and the future home of Sharon Springs Resort, a revival of the famous Imperial Baths. The scope and scale of foreign direct investment has spurred the proposed restoration of the Columbia Hotel, a complementary FDI enterprise projected to import significant international tourist dollars to the region.

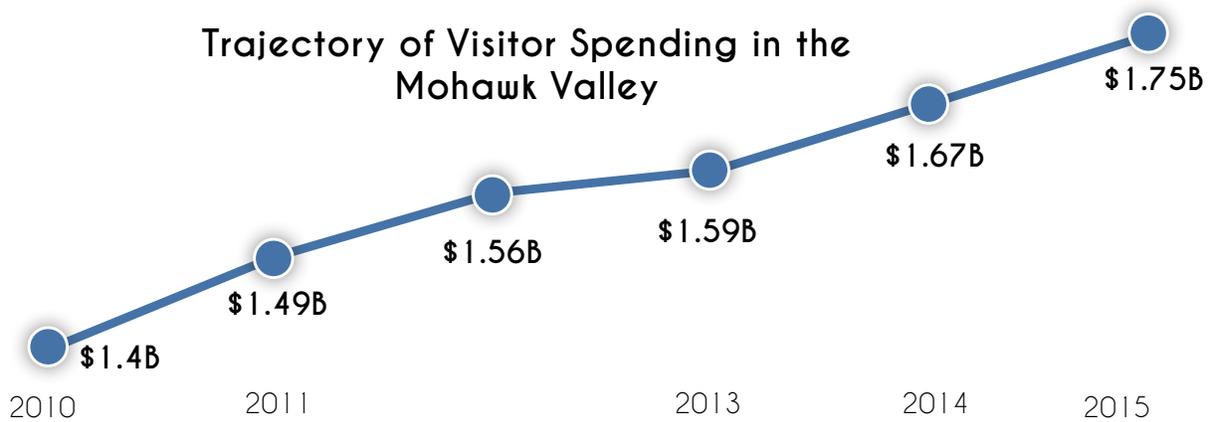
In Sparking Transformation, the MVREDC committed to a five year Mighty Waters Action Agenda to build unique destinations for adventure tourists. Multi-use, accessible riverfront trail projects in Rome and Schoharie are complemented by a major outfitter expansion in the region's most popular Adirondack community of Old Forge. Also featured as priorities are canalside placemaking and activation of the waterfronts in downtown Fonda, Frankfort, Canajoharie, and Rome to commemorate the Canal Bicentennial in 2017.

Also advancing our URI plan are initiatives and projects that leverage and strengthen the craft beverage industry in myriad ways: through enhanced marketing and access to capital for Tourism employers to provide hiring incentives coupled with on-site enrichment; education and skills training for workers with barriers to employment to guarantee career advancement, and meaningful, long-term participation in the workforce.

In summary, we have gotten to where we are today by tenaciously adhering to our strategies. Each year has brought incremental success, and our regional coalition has grown stronger. What, then, is our plan for the year ahead? -- To work the plan.



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Mohawk Valley
Gateway Overlook
August 31, 2016
Ribbon Cutting

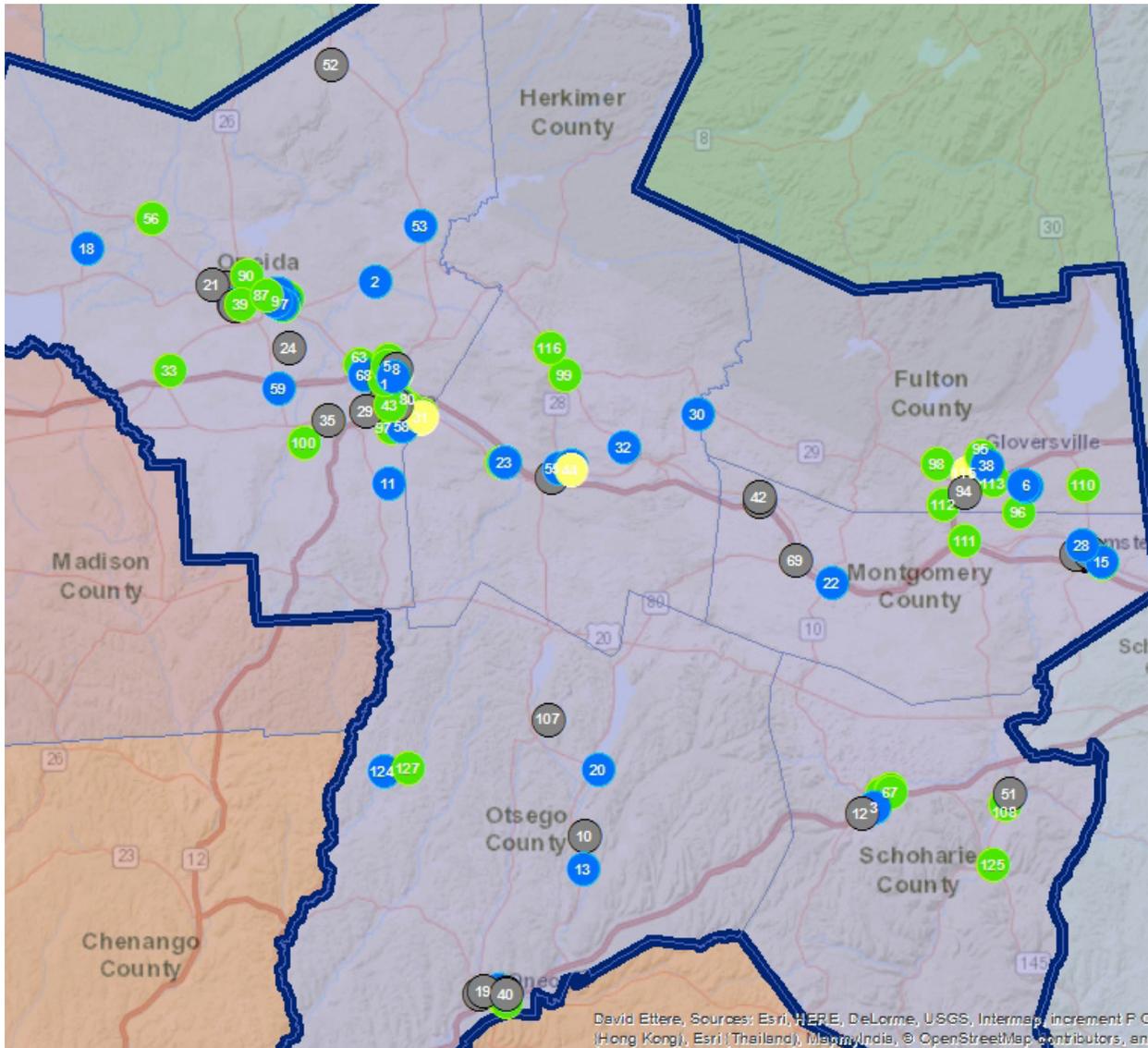


II. PROGRESS



Heidelberg Bread
Herkimer County
5S Business Park

● ●
Past Priority Projects
Round I-IV



STATE OF THE REGION



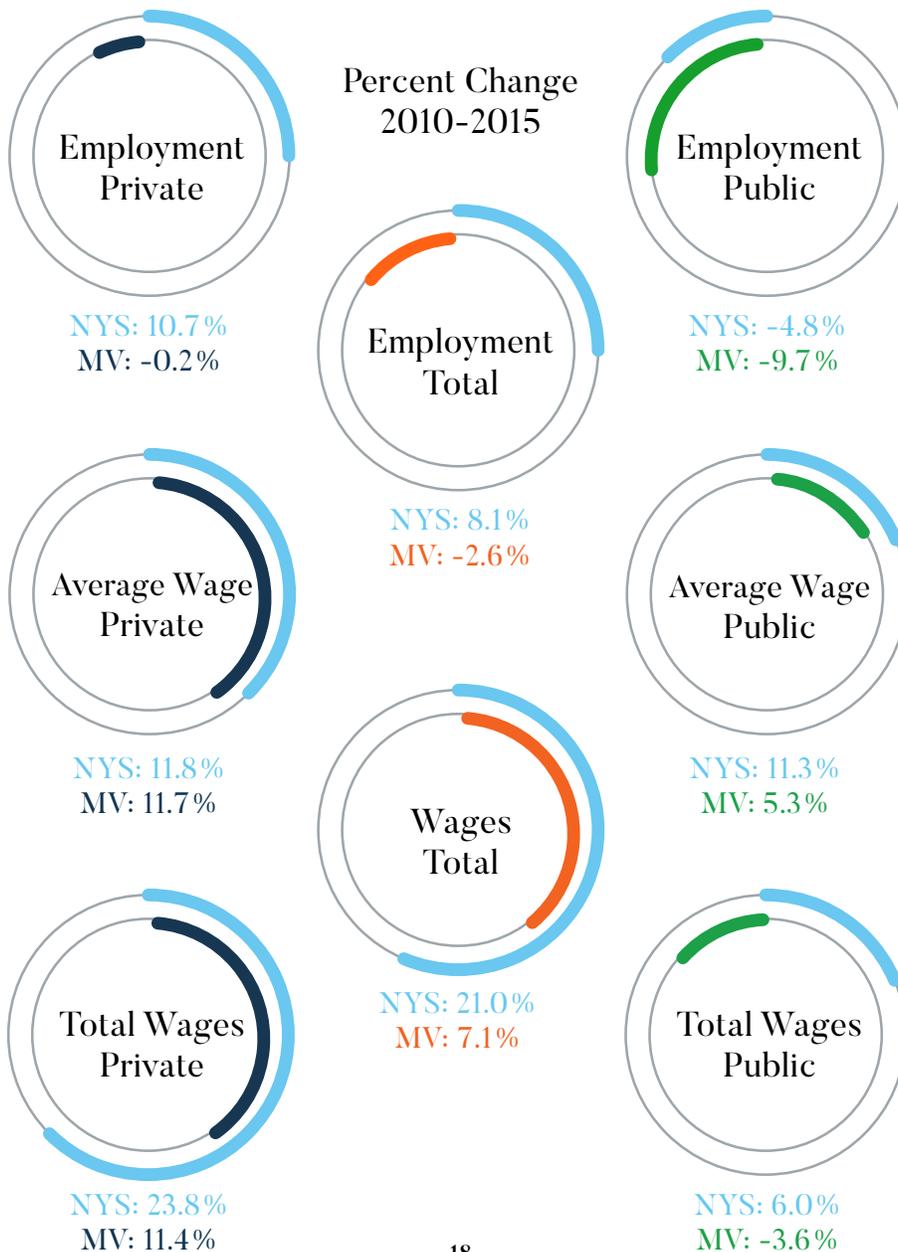
Establishments: 12,158 (2013)
 Employment: 246,702 (2014)
 Total Annual Wages: \$7.4 billion (2015)
 Average Wage: \$39,361 (2015)

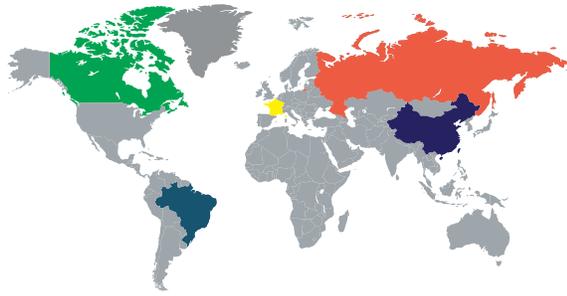
Private

Establishments: 10,267 (2014)
 Employment: 144,248 (2015)
 Total Wages: \$5.4 billion (2015)
 Average Wages: \$37,588 (2015)

Public

Establishments: 2,949 (2015)
 Employment: 42,636 (2015)
 Total Wages: \$1.9 billion (2015)
 Average Wages: \$44,708 (2014)





Exports: \$1.992 billion (2014)
8.1% Increase from 2010

Gross Domestic Product: \$10.57 billion (2015)
15.9% Increase from 2010

21.8

Mohawk Valley Commute
time in minutes

86%

Population working in region
of residence

95%

Percent Population Living in
the Mohawk Valley as
Previous Year (2014)

Residents Lacking Health Insurance (2013-2014)



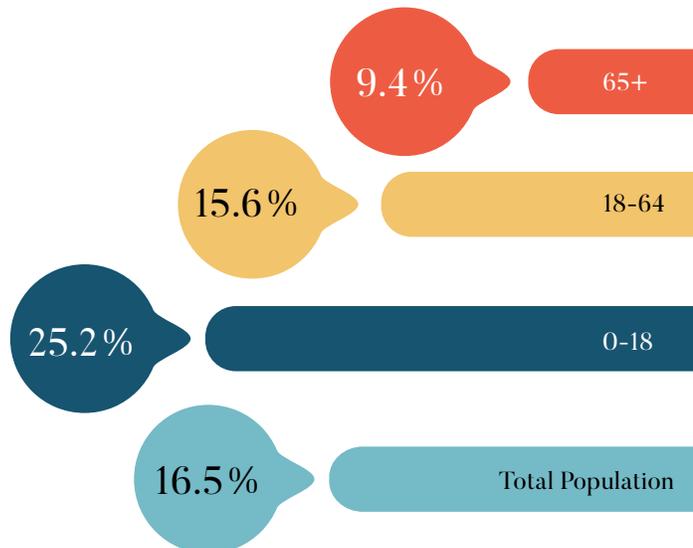
4%

Decrease in Mohawk Valley
Unemployment 2010-2016

1.4%

Percent Population
Leaving NYS (2014)

Population Below Poverty Line (2014)



Source: US Census Bureau, NYS DOL

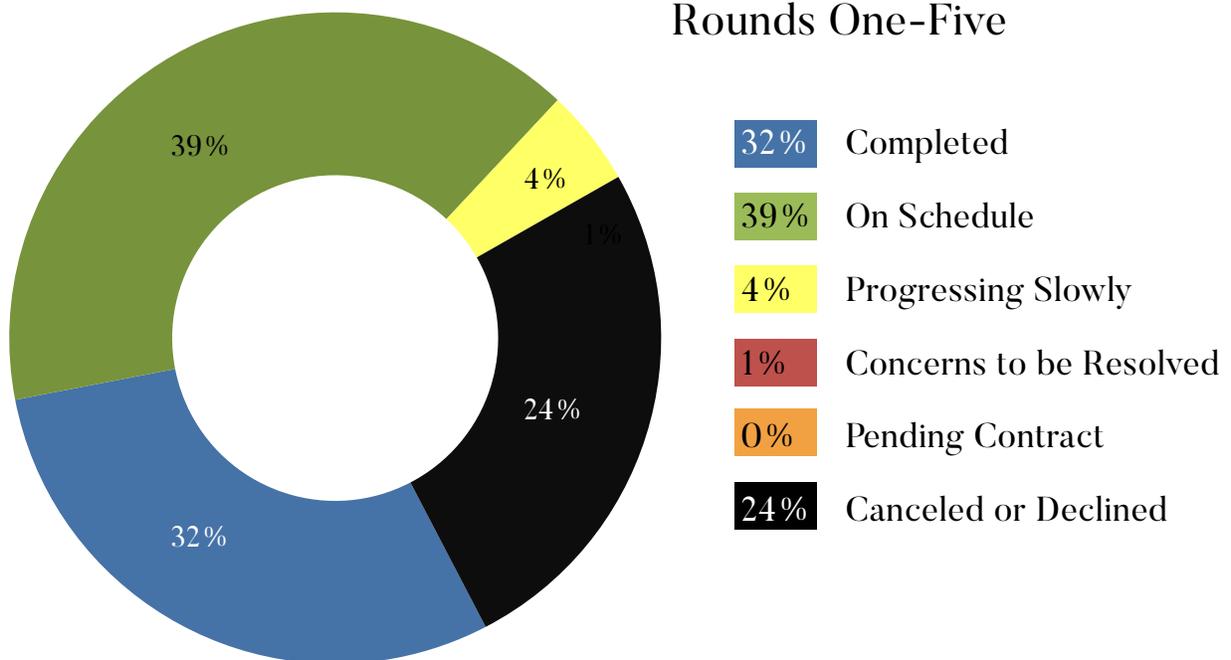
STATUS OF PAST PRIORITY PROJECTS



ESD Priority Projects Rounds One-Five

Status	Round One 2011	Round Two 2012	Round Three 2013	Round Four 2014	Round Five 2015	Total	% of Total
Completed	10	13	13	5	0	41	30%
On Schedule	1	4	10	11	23	49	40%
Progressing Slowly	0	3	1	0	1	5	5%
Concerns	0	0	0	0	1	1	0%
Pending Contract	0	0	0	0	0	0	0%
Canceled or Declined	3	10	11	0	7	31	26%
Totals	14	30	35	16	32	127	

Summary of all Past Priority Projects Rounds One-Five



Leverage of all Past *Priority Projects*
Rounds One-Five (excluding terminated projects)

	Leverage	Number of Projects	Total Project Cost	Total Award
Round O N E	3.5	11	\$120,058,026	\$34,296,000
Round T W O	13.2	20	\$96,563,953	\$7,335,000
Round T H R E E	7.6	24	\$139,174,506	\$18,335,000
Round F O U R	6.3	16	\$71,159,523	\$11,334,550
Round F I V E	6.2	25	\$167,682,662	\$26,838,468
TOTAL	6.1	96	\$594,638,670	\$98,159,018

STATUS OF ALL CFA PROJECTS

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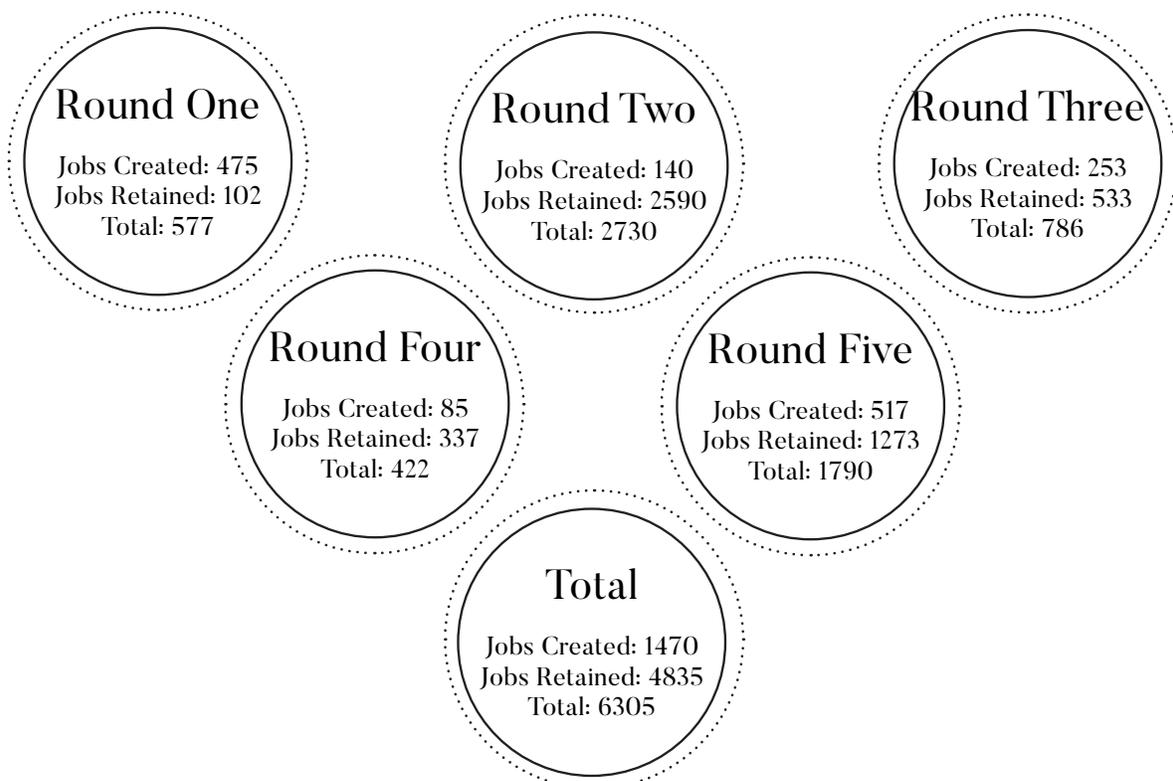
Leverage of all Past CFA Projects Rounds One-Five (excluding terminated projects)

	Leverage	Number of Projects	Total Project Cost	Total Award
Round O N E	6.4	49	\$310,048,387	\$49,786,893
Round T W O	5.5	57	\$128,333,268	\$23,330,570
Round T H R E E	6.5	67	\$98,730,818	\$26,238,478
Round F O U R	4.1	65	\$103,416,601	\$29,950,503
Round F I V E	6.6	83	\$274,495,623	\$41,575,425
TOTAL	5.4	313	\$915,024,697	\$170,881,869

ESD Status CFA Projects Rounds One-Five

Status	Round One 2011	Round Two 2012	Round Three 2013	Round Four 2014	Round Five 2015	Total	% of Total
Completed	39	41	35	13	0	128	34%
On Schedule	9	13	31	47	80	180	48%
Progressing Slowly	1	2	1	0	2	6	2%
Concerns	0	0	0	0	1	1	0%
Pending Contract	0	0	0	6	1	7	2%
Canceled or Declined	7	22	15	3	6	53	14%
Totals	56	78	82	69	90	375	100%

Job Creation all Past CFA Projects Rounds One-Five (excluding terminated projects)



III. IMPLEMENTATION

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KEY REGIONAL & STATE PRIORITIES

STEM INTENSIVE INDUSTRIES

AGRIBUSINESS

TOURISM

PROPOSED PRIORITY PROJECTS



IMPLEMENTATION OF KEY REGIONAL PRIORITIES



Round VI ESD STEM Ecosystem Priority Projects

68495	Power Up Edson Street Business Park
66670	Doyle Hardware Historic Preservation & Mixed-Use Redevelopment
67024	Metal Solutions Modernization
67409	Marcy Nanocenter Natural Gas Infrastructure
67480	MVHS Downtown Infill Site Assembly
68150	Mechanics Hall Adaptive Reuse
64309	NCI Group Manufacturing Expansion
63510	Hartman Enterprises, Inc. Modernization
67423	Park Extension Infrastructure for Dollar General
58495	Power Upgrade to Edson Industrial Park
64282	CABVI Expansion Opportunity Agenda
67961	Project Charmander
68341	Square Stamping Manufacturing Expansion

Round VI STEM Pipeline Ecosystem Priority Projects

66436	Griffiss Institute Incubator (ESD-HotSpot)
66032	Marcy Nanocenter On-Site Supply Chain Development (ESD-Grant)
65454	MVCC Manufacturing Technician Training (DOL-UWTP)
64959	Downtown Rome SMART Walk (EFC-GIGP)
63644	Amsterdam Prospect Street – Sanford Clock Tower Commercial Redevelopment (CDBG)
67754	Burchard Lane Green Infrastructure Project (EFC-GIGP)
63644	Sanford Clock Tower Incubator (NYMS)
63672	Amsterdam Microenterprise Program(CDBG)

Significant Actions Needed To Implement URI Plan: Priority URI Initiatives (4-Year Program)

URI #	Initiative	4-Year	2017
MV10	Innovation, Commercialization & Entrepreneurial Capital Access Program (ICECAP)	\$1,200,000	\$300,000
MV11	Nanocenter Infrastructure & Supply Chain Development Fund	\$9,500,000	\$4,500,000
MV12	RECLAIM MV Downtown Revitalization Grant Program	\$12,500,000	\$3,500,000
MV13	Regional Industrial Modernization for Jobs	\$7,500,000	\$2,500,000

NYS Priorities featured in this section:

Downtown Revitalization, SUNY 2020, Workforce Development, Regional Cluster, Global NY, Opportunity Agenda

STRATEGY: STEM INDUSTRIES



Building upon the spark of MV500 and the MVREDC's Top Performer award in Round V, our 2016 Priority Projects reflect a commitment to enhancing the total ecosystem - strategic site development, diverse STEM employment opportunities, vibrant communities, and a culture of entrepreneurship. Each Priority Project plays an elemental and strategic role in building the innovation ecosystem and supporting the expansion of advanced industries, the intersection of creative capital, and the blossoming of young minds.



● ●
DJI Developer Challenge
Griffiss International
Airport

For the past decade – and against overwhelming odds – leaders of the Mohawk Valley have been patiently assembling the core components that comprise the incipient innovation ecosystem. Accelerated by MVREDC investments since 2011, our region has emerged on the global stage as a major exporter in metals and industrial machinery manufacturing, leader in Cyber Technology, a nascent hub for Unmanned Systems research and testing, and a world-class target for the next big thing in Semiconductors. But that’s only part of the story.

The region has a traditional manufacturing base (heavily specialized and concentrated in primary metals, fabricated metal working, and industrial machinery clusters) that in 2014 had 5,255 jobs, an increase of 15.5% from 2010. This sector continues to be the core component of the region’s global export economy, accounting for the highest single-sector growth in export value in the entire region. Because of the evolution and modernization of these firms to supply global transportation, energy, and technology demands, Brookings considers these part of the world’s elite and irreplaceable “advanced industries.”

In prior plans, we foretold of a profound convergence of nano, cyber, and UAS technologies. That convergence is happening in a more prodigious and meaningful way than we could have imagined, thanks to more than \$20M in CFA awards in emerging technology concentrations in the Valley. ams AG is a manufacturer of analog sensors –the very mechanisms by which every mobile and computing device interacts with the world. The Internet of Things (IoT) is a global phenomenon, and the leaders, visionaries, and entrepreneurs in the Mohawk Valley have willfully resolved to play a leading role in the global marketplace.

Some of our top CFA Round VI Priority Projects to create STEM jobs, increase exports, and attract global investment are:

- Marcy Nanocenter. Construction of the natural gas main directly to the ams AG project and future MNC tenants, enabling the creation of at least 700 jobs, and ensuring on-site supply chain development.

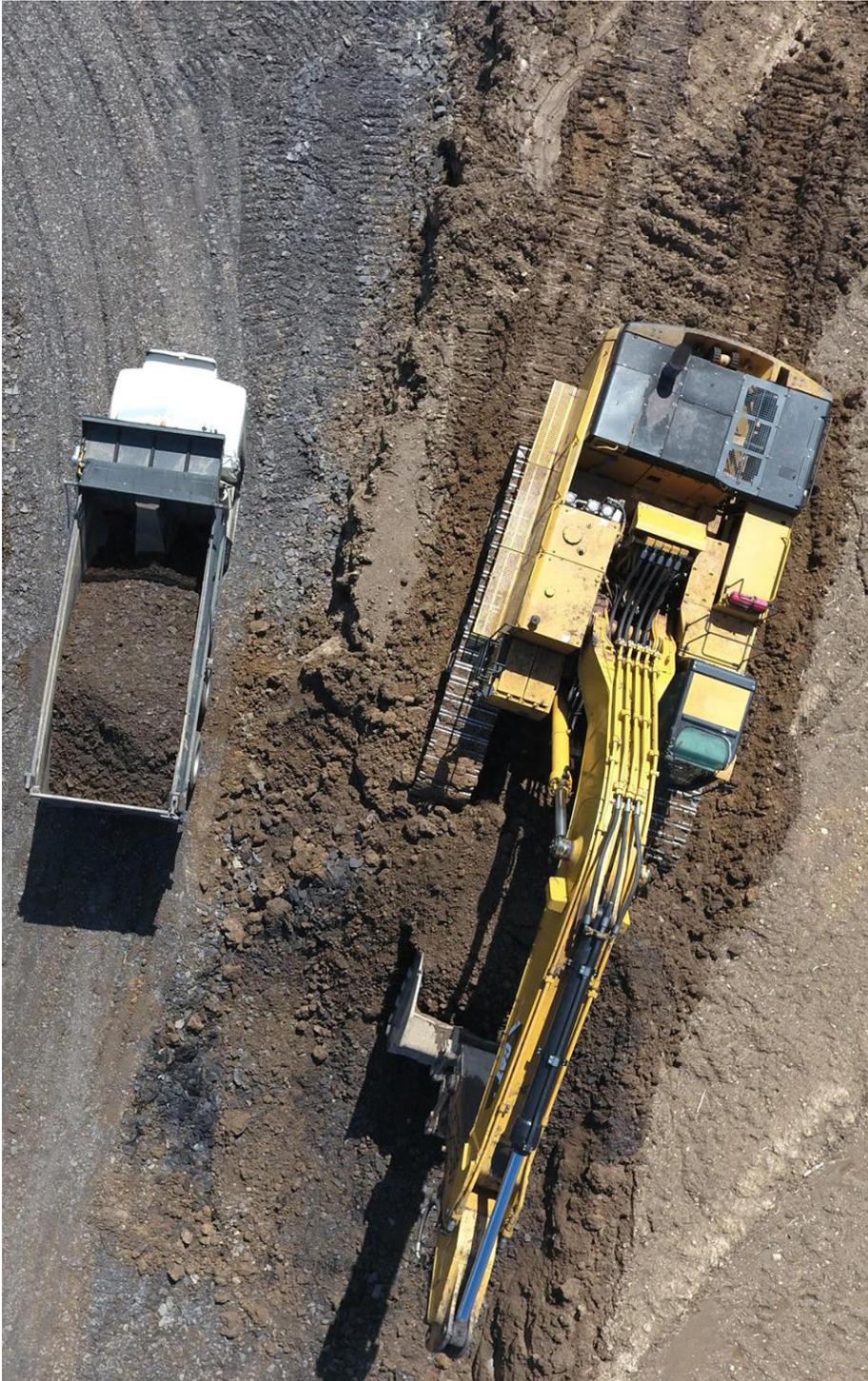
- Edson Street Business Park Power Upgrades. Critical to the growth and expansion of advanced industries such as AGT, Solar City, Rayco, and Breton Industries, a major power modernization is required in the urban business park.

Without Vibrant Communities – interesting, efficient, and walkable places – the entire ecosystem is doomed to collapse. These industries are growing in our region because of targeted investments in the sustainability of the system itself. The component parts - our governments, private sector, non-profits, and educational institutions – are working toward common regional goals, and supporting one another with the capital, talent, and infrastructure necessary for the system to thrive.

Round VI CFA Priorities that help to build the STEM ecosystem in our urban centers that are proximal to major investments this year include projects from DRI target areas:

- Amsterdam. Down the hill from Edson Street Business Park, Amsterdam is pursuing the redevelopment of the Sanford Clock Tower (former Coleco headquarters) building on Prospect Street to provide flex incubator space for new professional ventures and tech start-ups.
- Utica. Historic Preservation and adaptive reuse projects at the iconic Doyle Hardware building and historic Mechanics Hall in Bagg’s Square, creating distinctive living and commercial spaces for the influx of Nanocenter workers, Mohawk Valley Health Systems employees, and supporting businesses.
- Rome. The Downtown Rome SMART Walk, an environmentally sustainable, culturally unique streetscape connecting residential neighborhoods to the central business and cultural districts.

Our 2016 plan calls for substantial investment in modernization of our core industries, accelerated investment in cutting-edge technology, and revitalization of the urban centers that support the new economy. This has been our primary strategy since the inception of the Regional Economic Development Councils, resulted in the continued expansion of opportunity for our citizens and deeper penetration into the global marketplace.



● ●
Marcy Nanocenter
Overburdened material
removal



● ●
Summer UAS Camp
Students learn how to fly
drones at the Griffiss Int'l
Airport



● ●
CABVI STEM Camp
Griffiss Institute

CFA projects with significant progress since 2015

Emerging Industry: UAS Test Range Accomplishments in 2015-16

On July 13, 2016, the Senate passed the Federal Aviation Administration reauthorization bill ensuring the UAS test site designation at the Griffiss International Airport would continue UAS testing for the next three years.

Griffiss is installing a “Test Bed” range instrumentation system that will allow the tracking of cooperating and non-cooperating manned and unmanned aircraft. This capability and technology supports the development of the test site’s FAA mission of supporting development of a Sense and Avoid system and provides a major advantage against other test sites across the United States.

In just a short time, Griffiss UAS Test Site has attracted many private clients, along with federal partners like the FBI, NASA and the FAA. The Griffiss Site has completed over 400 UAS Test Flights utilizing NUAIR as well as proponent pilots and observers. Griffiss and NUAIR, in conjunction with MVCC have launched a new degree program starting this fall semester to afford students the opportunity to obtain a degree in UAS Technology.

Just recently, DJI, the world’s leading manufacturer of unmanned aircraft systems, joined Ford Motor Company and the United Nations Development Program to host the company’s annual DJI Challenge at the Griffiss International Airport and Test Site; after receiving more than 130 proposals to begin the competition, a team from California prevailed over a field of ten finalists for a \$100,000 prize.

According to Howard Zemsky, President and CEO of Empire State Development, “Events like the DJI Challenge and the upcoming 2016 UTM Convention, which we’ll be hosting in the Syracuse area this November, demonstrate the limitless potential and innovation of the UAS industry.” The international NASA UTM Conference has been scheduled for November and will propel the Mohawk Valley and Central New York regions onto the global stage.

Griffiss Institute: CABVI Camp

The Griffiss Institute offers a multitude of STEM camps during the summer and winter breaks for students around the Mohawk Valley. This past year they have partnered with the Central Association for the Blind and Visually Impaired, Inc. to offer a summer STEM camp for differently-abled populations. This new camp is part of CABVI’s growth and a future expansion indicates a groundswell of community support for their mission, including:

1. Creating employment opportunities for people who are blind, preferably in an integrated setting
2. Providing upward mobility for employees with vision loss
3. Training blind individuals in adaptive technology and soft skills

CABVI offers the only integrated employment program for people who are blind in the Mohawk Valley. The organization aims to expand the footprint it already occupies by retrofitting its headquarters and purchasing adjacent lots to custom build a facility that is appropriate for vision rehabilitation services and employment development. CABVI has experienced an unprecedented 56% employment growth over the past 10 years, where most employees are blind or visually impaired. The expansion project will create 20 jobs, all of which will be occupied by blind populations. CABVI is an outstanding example of how the Mohawk Valley is offering fruitful, rewarding employment and an attainable quality of life for all.

To that end, CABVI offers a multitude of activities including Camp Abilities, a youth development program for children and teens that are blind or visually impaired in order to help them realize their full potential. Camp activities include tandem biking, baseball, skiing and cooking, with new experiences added yearly. The experience, developed for blind and visually impaired teens and young adults, included workshops like Windows PC Troubleshooting, Hacking 101, SIRI Commands, iOS Zoom/VoiceOver Class, and lectures given by professionals in the cybersecurity field. One session, titled An Overview of Cyber Threats, covered common industry threats like rootkits, botnets, crypto-lockers and social engineering. CABVI is not only committed to providing a career gateway to differently-abled populations, but to do so in a comprehensive way that is aligned with our region’s industry clusters.

Marcy Nanocenter at SUNY Polytechnic Institute



"Our decision to locate the facility in New York was motivated by the availability of a highly skilled workforce, the proximity to prestigious educational and research institutions, and the favorable business environment, backed by public and private partners."

-ams CEO Alexander Everke (2016)

In August 2015, the Mohawk Valley's transformation was truly sparked when Governor Cuomo announced the \$585 million deal with ams AG to construct and equip a \$2 billion semiconductor fabrication plant in Oneida County. The announcement also included \$65 million investment in the companion Nano Utica Computer Chip Commercialization Center at SUNY Polytechnic Institute to support semiconductor research & development. In December, our STEM strategy was augmented by more than \$12 million in regional Priority Project investments in advanced industries.

Those who attended the April 20, 2016, groundbreaking ceremony at Marcy Nanocenter – future home of ams AG and other global semiconductor companies – witnessed the flurry of activity already underway. Excavators, bulldozers, and dump trucks were in motion 14 hours a day, seven days a week, for five consecutive months to meet the aggressive construction schedule. 400,000 cubic yards of earth have been removed, reshaped, and repurposed since August 2015.

Project design is underway, the tooling list for the fab is in development, and ams AG has hired the fab manager for its NY project. Although many early milestones have been achieved, many more must be attained in order to meet the targeted 2018 fab opening.

The work is far from done. What are the significant actions needed to ensure success?

- Continue site infrastructure improvements.
- Finance the completion of the natural gas main and on-site supply chain infrastructure at Marcy Nanocenter.
- Invest in transformative downtown projects like the Doyle Hardware Adaptive Reuse Project, Mechanics Hall, Downtown Rome SMART Walk, and MVHS downtown Infill Site Assembly.

Austrian-based ams AG's commitment to building the world's next analog sensor fabrication facility means that the world is watching the Mohawk Valley. The future of foreign direct investment in advanced industries in New York State hinges on our execution and stewardship of the ams project.

What is 400,000 cubic yards of earth equivalent to?

12 Lincoln Memorial Reflecting Pools
5,000,000 kegs of Saranac beer
500,000,000 large cups of Utica Coffee
2,500,000,000 Utica Comets hockey pucks



MARCY 
Nanocenter at **SUNY** Polytechnic
Institute

● ●
ams AG Groundbreaking
ams AG CEO Alexander Everke
April 20, 2016



IMPLEMENTATION OF 2016 STATE PRIORITIES

Downtown Revitalization

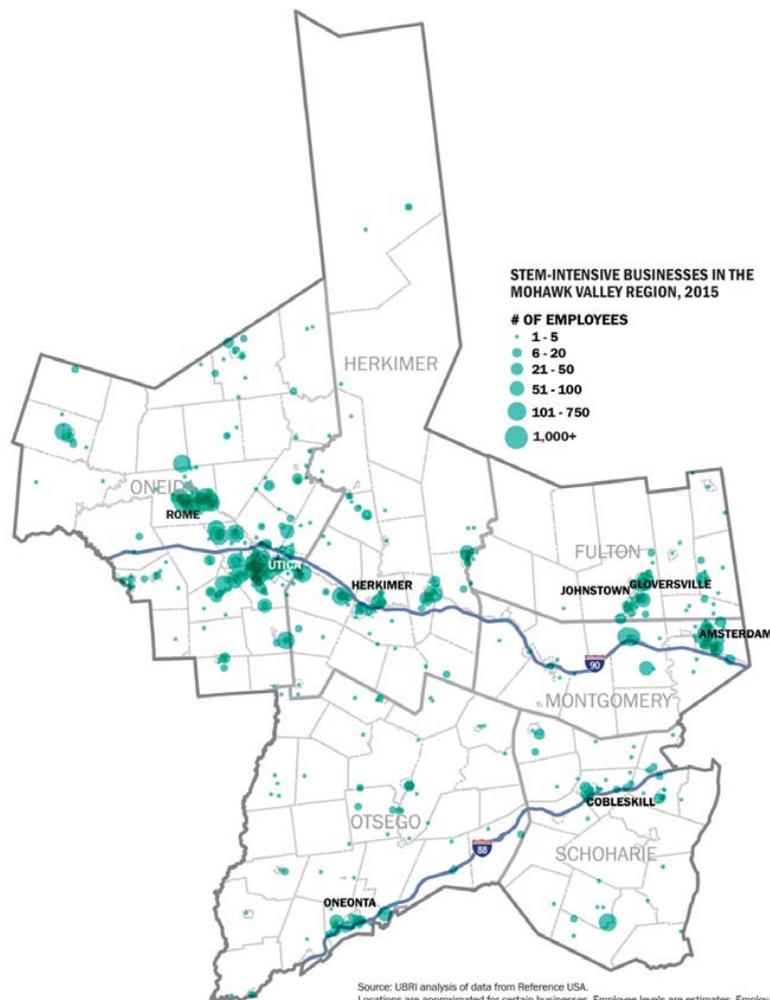
The Griffiss Institute, in partnership with Mohawk Valley Community College, created The Home for Innovative Companies (thINCubator) - a NYSTAR-certified Business Incubator and Innovation Hot Spot - in 2013, to evolve the culture of entrepreneurship - and it was created in downtown Utica. Located in the heart of Bagg's square, the thINCubator is playing an active role of the revitalization wildfire sweeping through downtown Utica - physically, and otherwise. As of August 2016, the thINCubator has experienced dramatic growth and success in building community connections:

- Historic preservation and adaptive reuse of the ground floor of a vacant industrial building - the first phase of the massive mixed-use Bagg's Square Lofts project (ESD Round V Priority Project)
- Convened four community cohorts and worked with 42 different individuals/teams
- Provided consults to over 40 student and community entrepreneurs
- Held 15 community/business events including TedxUtica
- Grown ecosystem partnerships with Wasabi Ventures, Upstate Venture Connect, Leadership Mohawk Valley, SUNY Poly, and the Levitt Center
- Provides workspace and technical assistance to Commercialization Academy teams.

Utica College recently moved its Business and Economics programs to Utica's Clark City Center, thanks to an MVREDC grant in 2015. The project

expands greatly the College's footprint in downtown Utica as it relocates 14 employees, and adds 4 new professional positions and 12 temporary construction jobs. By bringing business resources to downtown Utica - and with it, hundreds of students - Utica College is strengthening the bonds between campus and community, and expanding its historic role as an educational leader and economic anchor in the Mohawk Valley.

STEM Intensive businesses in the Mohawk Valley are concentrated around our largest population centers and contribute to their continued revitalization.



Source: UBRI analysis of data from Reference USA. Locations are approximated for certain businesses. Employee levels are estimates. Employment for the Air Force Research Lab at Griffiss Business Park are from an alternate source and may double-count employment numbers from proximate businesses included in the Reference USA database.

UB Regional Institute



IMPLEMENTATION OF 2016 STATE PRIORITIES

SUNY 2020 & STARTUP NY

MVCC: The MVCC Rome Campus has chosen to focus on unmanned aerial systems (UAS) as its preferred industry cluster, creating a maintenance curriculum to further job creation and regional industry diversification. UAS company ProDrones has established an office on the Rome Campus, and MVCC expects the business to benefit from the ecosystem established at Griffiss Business and Technology Park.

HCCC: Herkimer College endeavors to partner with businesses that compliment its academic programs and mission, with a particular emphasis on increased internships and research opportunities. Herkimer is focusing on attracting businesses in the following fields: cyber security, computer information systems, crime and intelligence analysis, manufacturing, agribusiness and communication.

FMCC: Economic and community development is within the mission of FMCC, and the college is committed to creating a business-friendly environment in our region and state. FMCC has chosen to focus on helping to develop the former Tryon State Facility and the Florida Park Extension and anticipates leveraging positive business relationships through active site development.

SUNY Oneonta: SUNY Oneonta and the County of Otsego Industrial Development Agency are working to develop a collaborative relationship to redevelop an off-campus property to house the Susquehanna Regional Business Center for Entrepreneurship, Innovation and Incubation. The space will provide business assistance programs that are specifically geared to the needs of its businesses through faculty/student collaborations and tapping into a network of partners, mentors and assistance providers.

SUNY Oneonta received three SUNY 2020 awards totaling \$,460,000 to support their strategic goals including: \$350,000 (shared with SUNY Cobleskill) to support a new Making Cents Financial Literacy Program aimed at helping students to develop a strong understanding of personal financial management concepts, \$90,000 to enhance advisement capabilities, including the acquisition and implementation of Early Alert Software; and \$20,000 for efforts to increase graduate student enrollment, retention and post-graduate success.

SUNY Cobleskill: Cobleskill has proposed to designate a recreation area ski lodge as a Tax-Free NY property in order to attract start-ups or expansion enterprises that are in alignment with the agricultural and technical identity of the college and Schoharie County, which include: food processing and distribution, dairy product and beverage manufacturing, and fruit and vegetable cultivation and processing. Completed projects include the creation of Royal Meadery.

SUNY Polytechnic Institute: SUNY Poly in a fully integrated science, engineering, and technology research and education institution. The college seeks participate in the statewide development hub-node model to enable the integration of industry partners and regional capabilities.





IMPLEMENTATION OF 2016 STATE PRIORITIES

Full-Spectrum Opportunities in STEM: P-TECH, Partnerships, and the Knowledge Worker Pipeline

The Mohawk Valley’s advanced and emerging industries demand a STEM trained workforce, characterized by proficiency in math and science with propensities for creativity and entrepreneurialism. Our full-spectrum strategy for building the pipeline begins in local school districts, continues in higher education and industry-aligned training programs, and culminates with incentives for innovation throughout.

New York State has been a perennial leader in pioneering innovative education models that prepare students for 21st Century jobs. Those jobs are now here in the Mohawk Valley. To build a pipeline of talent, we must engage students early – especially those marginalized by traditional educational systems.

Enter the P-TECH model. Forged in Brooklyn, P-TECH began in 2011 through a partnership between IBM, CUNY City Tech, and the City Department of Education. Due to this program’s success, similar programs were awarded across the state through the NYS Education Department. The P-TECH programs in the Mohawk Valley are shaping students to meet this need by offering pathways of education in fields such as advanced manufacturing, quality assurance, information technology, and even agriculture and environmental sciences.

HFM P-TECH, based in Johnstown, was the Mohawk Valley’s first P-TECH program and

among the first 16 P-TECH programs awarded in NYS. The 2014-15 school year was the first program year, with 50 ninth-grade students – rising to 100 this year. Partnering with area employers, students can choose one of five STEM-focused career pathways, resulting in an associate’s degree from Fulton-Montgomery Community College at no cost. Once considered “high-risk” students, these eleventh graders are now taking college-level courses.

Valley P-TECH launched out of Herkimer BOCES in 2015, and with it, a class of 33 freshmen students began a program geared towards careers in quality assurance in advanced manufacturing. Through the program’s partnership with a dozen local businesses and Herkimer College, students are able to become a part of the region’s pipeline in advanced manufacturing careers.

Following these models, P-TECH OHM partners with companies such as Indium Corporation, CONMED Corporation, and JH Rhodes to give students an inside look at potential careers in advanced manufacturing and semiconductors in the Mohawk Valley. The first cohort of 23 students is



OHM P-TECH Students on-site at Indium Corp.

● ●
 VP-TECH Student
 Alternative to culvert
 project demonstration

joined by a second cohort of more than 25 students this year; all on track to earn associates degrees from MVCC.

Innovation is alive in even the most remote pockets of the Valley. In Edmeston Central School District, ignited by a Round IV CFA award to build a robotics laboratory, Edmeston is now home to For Inspiration and Recognition of Science and



Technology (FIRST). Founded in 1989 to inspire young people's interest and participation in science and technology, the 501(c)(3) not-for-profit public charity designs accessible, innovative programs that motivate young people to pursue education and career opportunities in science, technology, engineering, and math, while building self-confidence, knowledge, and life skills. Edmeston is now a ranked competitor in The First Lego League (FLL) & First Robotics Competition (FRC) – an opportunity for rural students in Otsego County to compete on a national stage and prepare for STEM careers in Rome, Amsterdam, Utica, and Oneonta.

Full STEAM Ahead. This summer, the Project Fibonacci® STEAM Conference took place in Rome. Targeted at high-schools and colleges, more than 100 students from 15 counties participated in this first-ever, immersive summer program. The ultimate goal of the Project Fibonacci® initiative is to cultivate the next generation of young scholars, scientists, artists and productive citizens through a journey of self-discovery by positive motivation and enlightenment.

Andrew Drozd, founder of Project Fibonacci®, is a perfect example of a STEM entrepreneur who has built a small piece of Silicon Valley in Rome. His firm, ANDRO Computational Solutions, leverages some of the highest tech and brilliant minds in cyber through internships and job opportunities within the STEM ecosystem. A Round IV CFA Priority Project award is currently enabling further expansion of research and development in cyberspace, sensor, and electromagnetic systems.

“What Project Fibonacci® is trying to do here is to actually try to increase the importance of math across all of our disciplines,” Drozd said. “To me, math is very critical because the math is the binding glue between the arts and the science worlds, you just see it in both domains ... We wanted to make the students more aware of that connection.”

Now beginning its fourth cohort, the Commercialization Academy is a program that helps entrepreneurs build businesses by turning Air Force Research Lab technologies into commercial products and businesses. Through its first three cohorts, the program has created more than 20 new businesses and executed 15 technology licensing agreements with the Air Force Research Lab. This is more than the number of executed licensing agreements at all AFRL sites nationwide in the past decade. Through the first three cohorts of the program, over \$400,000 in seed money has been raised for program, a number the MVREDC wishes to leverage further with URI funding.



IMPLEMENTATION OF 2016 STATE PRIORITIES

Regional Cluster: Cyber and IT

Unlike industry clusters in other regions, the Mohawk Valley's industry cluster - Cybersecurity - is the keystone that binds all business. The Internet of Things (IoT) involves the increasing prevalence of objects and entities – known, in this context as things -- provided with unique identifiers and the ability to automatically transfer data over a network. Much of the increase in IoT communication comes from computing devices and embedded sensor systems used in industrial machine-to-machine (M2M) communication, smart energy grids, home and building automation, vehicle to vehicle communication and wearable computing devices.

With the high visibility of automation innovations such as autonomous planes, robots and the Internet of Things, people are becoming more aware of the need to address cybersecurity for physical systems. However, because of the rapid emergence of these innovations, the nation's work force and education system are not ready to fully support this new need. Engineering schools, for example, do not integrate the curriculum for electromechanical systems-related departments, such as mechanical engineering, with the curriculum for the departments that teach cybersecurity, such as computer science. The same separations occur in industrial organizations.

As advanced as modern manufacturing is becoming — with interconnected systems, computer controlled machining, and data-driven supply chains — cybersecurity is a concern for every manufacturer. In fact, cyber attacks are the biggest risk facing manufacturing today. For instance, if an attacker tampers with the setpoint on a milk pasteurization unit, that manufacturer can produce a product that can make people sick. If an attacker tampers with calibration equipment for turbine blades, it could produce an incorrect component that isn't discovered until after the fact, when the customer realizes that it isn't functional. Unlike computers, manufacturers can't "restore from backup" any damaged products that go out the door.

Likewise, agriculture companies are building stur-

dier digital fences to fend off cyberattacks that industry officials say are increasingly targeting the sector's intellectual property. Companies including Monsanto Co. and Deere & Co. are investing more in cybersecurity as the farming industry grows more data-centric, with satellite-steered tractors and algorithm-driven planting services expanding across the United States. Seed and chemical companies have long guarded their technology with patents and security measures, but the expanding array of farm-level data collected by high-tech combines and other farm equipment in recent years has increased concerns that the sector will become a bigger target of hackers.

More so than any other industry, unmanned aerial vehicles (UAV) are focusing on the interaction between sensors, information, and physical systems. An ongoing effort is currently underway to discover new factors for protecting remote-controlled or autonomous craft. Threats can come from signals beamed into a control stream or even embedded software containing a Trojan horse. Researchers are addressing this challenge from traditional and innovative directions as the use of unmanned aerial vehicles continues to expand into new realms. But the issues that must be accommodated are growing as quickly as the industry itself.

The tourism industry has learned the hard way that the physical security that they strive to provide to guests, also applies to data security as well. Tourism destinations must make guests feel that the place they are visiting is as concerned about their personal and financial data as they are about their physical security. Moreover, industry leaders seek to meet the growing demand for mobile access – only achieved through innovations in cyber technology and security.

Together, Cyber and Unmanned systems combine to form one of the most dynamic and globally-competitive regional industry clusters in Upstate New York. The Mohawk Valley REDC is working with cyber firms, UAS pioneers, regional colleges, and the Workforce Development Board to strengthen and grow the industry through edu-

DJI Drone Competition at Griffiss International Airport



cation, innovation, and commercialization of cutting-edge technologies.

Led by the Air Force Research Laboratory Information Directorate in Rome, the Mohawk Valley has developed a significant niche in the cyber and IT industry over the last half century. With a massive \$1 Billion annual budget, the AFRL has a calculated economic impact of \$312 Million to the Mohawk Valley and Central New York. Today, international firms such as PAR Technology, BAE Systems, and ITT Industries have offices in the region, while homegrown companies such as Black River Systems and Assured Information Security are becoming forces in the industry.

Griffiss International Airport is one of six national sites to test the commercial use of Unmanned Aerial Systems, an effort that is being led by a two-state consortium known as the Northeast UAS Airspace Integration Research Alliance, or NUAIR. With more than 40 industry, technology and academic partners in New York and Massachusetts, NUAIR will lead the formation of a new industry cluster to make making the Upstate economy a pioneer in the development and commercialization of UAS systems that will help make the Region a hub of new economic activity.

Education. Fueling the growth of this industry in the region is the expansive IT talent pool generated by our eleven local colleges and universities. Utica College has the expertise to create the first Cyber-Nano Test Range in the nation for use in the private sector. The test range provides a test environment for cyber security professionals who are on the front line of defense of security for our nation's infrastructure. The

project would, for the first time, place Department of Defense capability in the hands of private and public sector professionals. Cybersecurity professionals in the Mohawk Valley and throughout New York State will be able to test their computer systems so as to observe how those systems and networks may react to a variety of threats. With this information, they can identify vulnerabilities more accurately and the potential resulting damage, and importantly, forecast and understand how best to protect their systems from being compromised.

Utica College has proposed a state-of-the-art Malware Analysis and Training Center (MATC) on the College campus. Under the banner of the Cyber Triangle Park, this project's transformational combination of research/development and training components will add to the Mohawk Valley's core capability in analyzing cyber threats, training cyber professionals, while adding to the region's brand recognition to attract cyber related businesses that are focused on commercial applications vs. being primarily defense related.

As a mechanism to constant challenge both students and curriculum designers, Mohawk Valley Community College hosts the semi-annual CNY Hackathon.



Source: U.S. Patent and Trademark Office; NYS Department of Labor; U.S. Bureau of Labor Statistics.

UB Regional Institute

The Hackathon is a regional intercollegiate offensive/ defensive cybersecurity competition held at the end of each Fall and Spring semester designed to improve cybersecurity education and more closely align academia with Central New York industry partners. There were over 90 students participating from MVCC, HCCC, Utica College, SUNY Poly, Syracuse University and Oneida-Herkimer BOCES. Industry partners and volunteers included Rome Lab, AIS, AX Enterprize, AX Signature, M.A. Polce Consulting, and Quantarion.

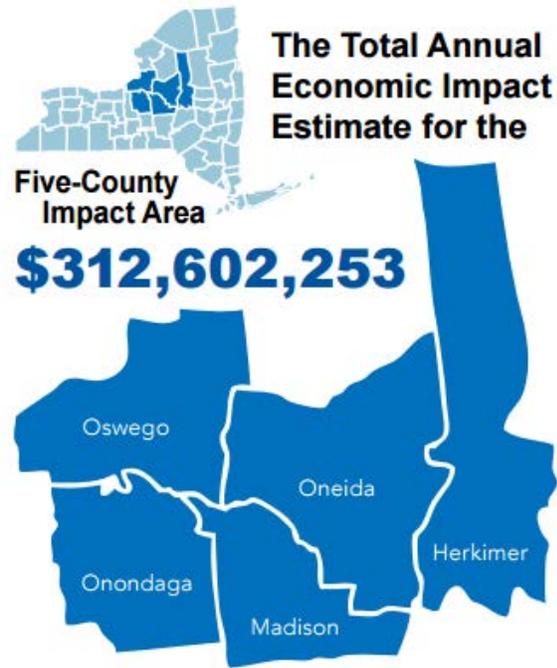
Commercialization. Despite these world-class assets, the Mohawk Valley has historically trailed the rest of Upstate New York and the U.S. in patents. The tide is turning. The Commercialization Academy – based at the Griffiss Institute – is turning Air Force Research Lab technologies into commercial products and businesses. Since the beginning of 2015, the program has created more than 20 new businesses and executed 15 technology licensing agreements with the Air Force Research Lab. This is more than the number of executed licensing agreements at ALL AFRL sites nationwide in the past decade. Now in its fourth cohort, momentum is building and the Commercialization Academy is attracting Cyber entrepreneur teams from across the nation and around the globe.



Per-record data breach costs vary widely across industries, with a significant year-to-year increase for retail.



● ●
AFRL Rome
Economic Impact



Innovation. The Cyber NY Alliance to advocate for opportunities, including public-private partnerships that leverage the technical expertise of the region and will attract new commercial C4I, Cyber and UAS technology business to CNY and to work with our NY academic institutions to promote C4I and UAS education to ensure that our region continues to maintain the highest quality workforce. Oneida County recently approved \$100,000 for the CYBER NY Alliance to continue efforts to promote, strengthen and expand the initiatives to develop the assets at the Griffiss Business and Technology Park and the surrounding region. Additionally, work will be done with NUAIR and the Griffiss International Airport to expand the cyber-driven sense-and-avoid research at the FAA UAS Test Site.

NYS Lt. Gov. Hochul, joined by Senator Griffo, Assemblyman Brindisi, County Executive Picente and Rome Mayor Fusco, visited Rome Lab in October 2015. The last visit by a Senior New York Official to the Lab was in 2005. This event represents a major milestone in re-establishing a relationship between the executive branch of NYS and Air Force leadership – one that promises to open new doors for collaboration and partnerships. In fact, regional Department of Defense assets have the full attention and ubiquitous support from our Local, State and Federal officials including County Executive Anthony Picente, Senator Joe Griffo, Assemblyman Anthony Brindisi, Congressman Hanna, and Senators Chuck Schumer and Kristen Gillibrand. Their support only strengthens and ensures that we maximize synergies between New York's technology initiatives and Rome Lab C4I, Cyber and Nano to enable further development of New York's CYBER Valley brand.

In December 2015, the Omnibus spending bill included an increase to R&D funding for Rome Lab. With the additional funding, Rome Labs will develop a Cyber City Experimentation Range, which provides a real time, realistic environment for precision development of effective deployment of cyber technology to the battlefield.

We continue to point to the profound convergence of Nano, Cyber, and Unmanned Systems in the Mohawk Valley; and that the Cyber Cluster is the glue that binds them. Our challenge, however, is that traditional ESD capital funding does not match the requirements of cyber industry firms and entrepreneurs to develop and test new technologies. The rate of expansion and the number of new patents per capita will depend upon how the MVREDC can creatively leverage state funding to meet this demand and accelerate innovation in this cluster. The \$50 Million in URI funding will be the key to fueling the prolific expansion of cyber tech I the Mohawk Valley.



IMPLEMENTATION OF 2016 STATE PRIORITIES

Global NY

Since 2010, the Mohawk Valley region's exports have increased more than 8%, from just over \$1.8 billion to nearly \$2 billion. This strong growth is a result of a strengthening US economy relative to the world economy, a growing regional economy, and the strategic initiatives of several regional partners whose goals are to promote trade and get local products into international markets.

Over this time, the region has seen its strongest export growth in metal products and agricultural products. It is no surprise then, that the Mohawk Valley region identified advanced manufacturing and agriculture as two of its strategic investment areas. Since 2010, the region's export of metal products increased by 14% to more than \$400 million in value per year. Meanwhile the region's growth in agricultural exports increased by 77% during this time to more than \$170 million in value per year.

In May 2016, with the help of Global NY, local businesses had the opportunity to learn how to get products and services into the market that is often most geographically- and cost-convenient: Canada. In this event, the Rome Area Chamber of Commerce hosted an economic mission from Quebec that included sixteen companies and five municipal governments. The mission from Canada comprised companies and whose focus included IT, software, cybersecurity, and unmanned aerial systems. The similarities that existed between these Canadian companies and the existing high tech cluster in the Mohawk Valley made this mission an opportunity for local businesses to explore new partnerships, as well as to expose the Mohawk Valley to Quebec firms as a location for foreign direct investment.

● ●
Canada Delegation Visit
Rome, NY





IMPLEMENTATION OF 2016 STATE PRIORITIES

Opportunity Agenda

An innovation ecosystem is only as strong as its component parts, particularly the quality and creativity of its workforce. The workforce development partners of the Mohawk Valley understand that opportunity runs deep throughout all of the region's identified cluster industries, and will ensure that the workforce needs of the present are met as the region builds for the future. In an effort to target populations that have fallen through the cracks and safeguard an affordable and healthy quality of life, the Workforce Development Board of Herkimer, Madison and Oneida Counties (WDB HMO) has crafted strategies to identify and reach underserved communities.

WDB HMO secured an American Apprenticeship grant from the U.S. Department of Labor to augment traditional apprenticeships with high-tech sector apprenticeships that can move lower-skilled area residents into higher-skilled jobs. With multiple pathways to multiple careers, the project offers the opportunity for long-range workforce transformation and the creation of a vibrant apprenticeship system that can grow the long-range workforce in the sectors of nanotechnology and cybersecurity. Further, WDB HMO is seeking to attract young adults who "stopped out" in college, or graduated with degrees that did not result in employment, into the many fields that will be growing jobs, so that young adults with some education can make a rapid transition to the workforce.

The WDB HMO developed and is implementing the grant-funded Career Pathways for Youth project, which also addresses the regional Opportunity Agenda to help low-income young people acquire the skills they need for the future. As part of a project providing summer employment, youth will be learning about cyber systems in the context of Unmanned Aerial Systems. In the healthcare industry, WDB HMO has and will continue to work with educational and employer partners to increase entry and advancement in the healthcare industry. All of these initiatives will help to create accessible, viable career pathways to ensure that no resident of our region is left behind. What does that mean?

-- Almost \$3 million coming into our area to pay wages for apprentices and pre-apprentices.

-- 350 apprentices in sectors that are under the nanotechnology, cybersecurity, digital skills and aviation umbrellas.

-- 600 pre-apprentices in the first-ever regional pre-apprenticeship program that connects in-school and older youth with high-growth careers.

The apprenticeship program builds on the great work done by our labor unions and visionary manufacturers such as Revere to use this age-old training method and bring it into the 21st Century. Apprenticeship builds skills as men and women take what they learn and put it to practice on the job, earning wages as they learn what it takes to succeed.

The American Apprenticeship project is one piece that was developed through collaboration with business, labor, education, government and economic development. Together, we as a community are creating opportunity.



"The WDB's American Apprenticeship initiative is a piece of a bright new Mohawk Valley mosaic in which a diverse population achieves its dreams."

*-Alice Savino, Executive Director,
Workforce Development Board*

IMPLEMENTATION OF KEY REGIONAL PRIORITIES



Round VI ESD Priority Projects

66750	Vets 2 Farm* Opportunity Agenda
64392	Brightwaters Farm
65832	Susquehanna Regional Food Beverage Hub
66723	9698 Genesee Street
68432	Toonie Moonie Organics
67417	Cobleskill Community Kitchen

Round VI Agribusiness Pipeline Priority Projects

64773	Schoharie County Economic Development Strategy (ESD-SPFS)
66580	Chaminade Industrial Park Strategy (ESD-SPFS)
66750	Vets 2 Farm (DOL-UWTP)
68185	Otsego County Regional Compost Facility (DEC-CSC)

Significant Actions Needed To Implement URI Plan: Priority URI Initiatives (4-Year Program)

URI #	Initiative	4-Year	2017
MV21	Regional Agricultural Asset Mapping & Cloud-Based Management Project	\$350,000	\$75,000
MV22	Global Food & Beverage Export Brokers for MV Producers	\$400,000	\$100,000

NYS Priorities featured in this section:

Innovation Hot Spot
Downtown Revitalization
Workforce Development
Veterans
Opportunity Agenda
Global NY



SUNY Cobleskill
Student Dairy Processing

STRATEGY: AGRIBUSINESS



● ●
Mohawk Harvest Cooperative Market
Gloversville



By virtue of collaboration, the MVREDC is now able to target resources toward strategic industry and workforce development. Perhaps as intended by the architects of the Upstate Revitalization Initiative, the physical and interdisciplinary connections made by MV500 are already beginning to bear fruit.

The Mohawk Valley cannot envision a comprehensive economic recovery without a scientific strategy to strengthen and grow regional agribusiness and food systems. As global climate change and drought continues to threaten crop production and sustainability in traditional agriculture like California and Mexico, Upstate New York – specifically, from Buffalo to Amsterdam – consistently ranks among the top five dairy-producing regions in the nation and is positioned to fill the gap to meet growing demand for food by large metropolitan economies.

MV500 Project research and key findings in 2015 helped to bring the regional picture into focus:

- The abundant natural resources and climate give us a competitive advantage in dairy production and water-intensive crops
- Mohawk Valley producers are only beginning to exploit major metropolitan markets of New York City, Montreal, Ottawa, Boston, or Philadelphia; and demand for upstate produce remains unmet in local and larger NYS metropolitan Farm-to-Table retail and wholesale markets
- Although the food processing and food manufacturing cluster is growing, there exists a skills gap as well as an age cliff in the agriculture production and food processing sectors

There has not been a true mechanism for on-farm capital support through the CFA process since 2011, and agricultural jobs generally fall outside of the traditional FTE paradigm. Our strategy, then, focuses less on what we cannot influence—namely, the climate and on-farm job support – and more on what we can through the CFA and URI:

- **Brightwaters Farms.** Situated on 150 acres of urban farmland in North Utica, Brightwaters is one of the largest greenhouse facilities in the northeast, currently shipping products to major metropolitan areas like New York City, Boston, and Washington DC. Promising new job opportunities for veterans, refugees, and hard to place workers in the metro area, the project proposes to expand production capacity, improve energy efficiency, and streamline shipping operations to major metro markets and institutions.
- **Susquehanna Regional Food and Beverage Hub.** A follow-on to last year's priority project and complementary to Oneonta's DRI strategy, this project is the penultimate catalyst for revitalization of Oneonta's urban core. Creating a mixed-use environment for craft food and beverage producers, supply chain development, and tourism, the project features an on-site brewery, specialized training facilities, incubator space, and a boutique destination hotel.
- **Vets 2 Farm.** Through hands on training veterans learn the skills required to raise pigs or beef for market, in addition to skills associated with planting crops and managing forage for livestock through harvest management. Onsite training is accompanied by classroom training that is provided free of charge to participating veterans. Long-term, the Vets2Farm program will address the skills and age gap in agribusiness, as well as increase the number veteran-owned enterprises in a strategic regional cluster.

57 
AVERAGE AGE OF
FARM OPERATORS
IN THE MOHAWK VALLEY
REGION

Source: U.S. Department of Agriculture, 2012.

UB Regional Institute



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Green Wolf Brewing
Middleburgh
Part of Brew Central

Photo Credit: Mitch Wojnarowicz/Brew Central

CFA projects with significant progress since 2015

Vireo Health Sustainable Cannabis Research and Production Facility

At the beginning of 2016, slightly more than 70 individuals were certified for medical cannabis treatment. Today, that number has increased to more than 7,000. Mohawk Valley legislators recently co-sponsored legislation to streamline the process in order to expand patient access as well as to expand cannabis production in NYS.

In 2014, the former Tryon Campus was decided over by New York State to the Fulton County Industrial Development Agency (IDA) – at which point FCIDA and County leaders swiftly began the process of transforming the site into the Tryon Technology Park.

Through the REDC process, Fulton County secured \$2.18 million in Priority Project and MV Momentum funding to modernize park infrastructure networks to meet strategic industry needs. In 2015, Fulton County invested an additional \$2 million to ensure abundant supply of clean water to prospective agribusiness and high-tech tenants.

As a result of sustained priority investments by the REDC, Tryon became the ideal site for cannabis research and production for VIREO Health, one of the five pioneering licensed manufacturers in medical marijuana in New York State. In 2015, Vireo opened dispensaries in Albany, Binghamton, White Plains, and Queens. The state-of-the-art medical research and production facility employs nearly 30 STEM workers today, and is positioned for expansion as the medical marijuana market in NY continues to mature.



Vireo Health of New York
Tryon Technology Park

The closed-loop hydroponic environment at the Tryon Technology Park in Fulton County incorporates cutting-edge horticultural technology to advance state objectives for comprehensive, affordable health care for all. Using natural sunlight, LED lighting, reclaimed rainwater, and biomass-supplemented radiant heating systems, the Fulton County plant aims to be the most environmentally-friendly cannabis production facility in the industry.

Vireo Health is blazing the trail for forward-looking, sustainable agricultural production and cannabis-based medical research in Fulton County and the Mohawk Valley – validating the MVREDCs early and continued investment in site development for agribusiness



IMPLEMENTATION OF 2016 STATE PRIORITIES

Innovation Hot Spot: SUNY Cobleskill Farm & Food Business Incubator

It's not all drones and microchips; innovation exists in all sectors of the regional economy. In 2014, SUNY Cobleskill was awarded \$1 million in REDC funding to establish an agribusiness incubator; and in 2015, the SUNY Cobleskill Farm & Food Business Incubator was a Priority Project, subsequently designated as the MVREDC Innovation Hot Spot for 2015.

Today, SUNY Cobleskill and CADE (the Center for Agricultural Development & Entrepreneurship) are currently seeking participants for the Farm & Food Business Incubator, which provides business training and value-added product development facilities for new and expanding farm and food entrepreneurs. Whether looking to establish or expand, the Incubator provides access to invaluable services and resources through educational programming with local and national experts; access to customized support and mentoring; and for value-added producers, the ability to process without on-farm infrastructure.

The Farm & Food Business Incubator offers on-farm and in-depth workshops, in addition to an intensive business planning course. On-farm workshops are demonstrations focused on a specific agricultural sector or process and led by local and national experts. By entering the Incubator, participants are fast-tracked into services and support designed to grow the strength and sustainability of our farm and food community.

In-depth workshops delve into specific business topics, giving farm and food entrepreneurs invaluable insight and tools for developing and growing their business. Topics include legal and labor issues, marketing, funding, food safety and other relevant topics. Participants may also utilize SUNY Cobleskill's processing facilities. The commercial kitchen, red meat processing and poultry processing facilities will be available beginning in August, and the campus creamery is under construction with an anticipated spring 2017 opening.

Cobleskill will offer two degrees in Fermentation

Science, beginning in fall 2017. The program combines the business and agricultural expertise at Cobleskill and expands more deeply into fermentation science with over a dozen new courses and labs. Establishing a foundation in fundamental science, students will be introduced to potential careers in fields that go well beyond beer- and wine-making. The Bachelor of Science degree will focus on biocatalysis, the science of fermentation in pharmaceutical and industrial uses; an environmental track that focuses on alternative energies and environmental damage mitigation; and food and beverage. The Bachelor of Technology degree focuses exclusively on the food and beverage uses of fermentation.

There will be 14 new courses, including labs that will give students an opportunity to experiment with small-batch beer and wine-making, cheese fermentation, bread and more. But for the B.S., the focus is on building a strong scientific foundation, giving students the skills and knowledge to analyze fermentation processes, troubleshoot problems and develop new methods.



"The perfect storm is upon us," explained CADE's Executive Director, Rebecca Morgan. "With increased market maturation in regional foods, continued drought in the West and Southeast, new distribution models to connect producers to northeast consumers, this is the right time to grow our regional farm businesses."



Center for Craft Food and Beverage



"The Hartwick College Center for Craft Food & Beverage will provide a critical link in a virtuous cycle of economic momentum in this industry, a momentum that will ultimately benefit the region's citizens and our own Hartwick College students through expanded research, internship and, ultimately, employment opportunities for Hartwick graduates. The testing, advising and educational activities of the Hartwick College Center for Craft Food & Beverage will provide a capacity-building advantage to craft food and beverage entrepreneurs."

-Margaret L. Drugovich, President, Hartwick College

Officially opened in 2015, the Hartwick Center for Craft Food and Beverage is New York State's first and only resource for testing, business development, and education that supports small and mid-sized breweries, malthouses, farms, and other craft food and beverage producers. After an international search the CCFB hired director, Aaron MacLeod – who moved to NYS from Canada and wasted no time in bringing the Center online. Collaborating with local brewers, like Butternuts and Ommegang, MacLeod and President Margaret Drugovich have already crafted a stout strategy for growth.

The CCFB was an MVREDC Priority Project in both 2013 and 2015, leveraging public and private funding from the Appalachian Regional Commission, NYS Legislature, and Hartwick College. The Center offers laboratory testing services for beer and brewing raw materials such as barley, malt and hops. Additionally, the Center routinely provides technical assistance and business planning services as well as professional development opportunities and education.

The Center fills an essential role in the industry's infrastructure by offering education, training, and research. It also provides reliable testing to assess product consistency and quality, thus ensuring that craft food and beverages will continue to capture market share and maintain consumer loyalty.

The Center also continues to support research collaborations involving students, faculty, and master brewers focused on the biochemistry of brewing, and recently teamed with the Otsego-Delaware Hops Alliance to deliver an Initial Report on the hops industry in Upstate New York.

In January 2016, the Center was featured at the MVREDC Regional Showcase. Director Aaron MacLeod and a contingent of European chemists from Sweden were in Albany to display the new Brewmaster analytical machinery, en-route to installation and commissioning in the Hartwick CCFB. Also in 2016, Hartwick College hosted the Farmer Brewer Winter Weekend conference. More than 100 farmers, brewers, and maltsters from across the country attended the sold out two-day conference to explore the science behind their craft and discuss the opportunities and challenges of working with local ingredients to make great beer.





● ●
Hartwick College
Craft Food and Beverage Center



IMPLEMENTATION OF 2016 STATE PRIORITIES

Downtown Revitalization

Agribusiness is working as a catalyst for smart growth in the Mohawk Valley. Oneonta's DRI proposes an authentic downtown as a regional hub for craft food and beverage production, tourism, and innovation. Already a regional attraction for authentic, local food and craft beverages, Oneonta is doubling-down with \$10M in DRI investment directed toward Main Street, Market Street, and agribusiness supply chain development at the Oneonta Rail Yards.

Food Systems and the Farm-to-Table movement is playing an increasingly pivotal role in downtown revitalization in our other DRI communities as well:

Sharon Springs. Catalyzed by the Beekman 1802 farm-based lifestyle brand, the revitalized Village of Sharon Springs draws tens of thousands of visitors from all over the world. Joined by the iconic American Hotel and other South Main Street cafes, the farm-to-table concept has blossomed into a farm-to-home lifestyle that culminates in the world-famous Harvest Festival in September.

Rome. The City of Rome is embarking on an ambitious re-tooling of their zoning and infrastructure to attract craft food, dairy, and beverage manufacturers to downtown. With the help of two major NYSERDA grants (one a Round III Cleaner Greener Communities CFA), the city is designing a regional anaerobic digester at the Wastewater Treatment Plant and developing sustainable form-based codes to allow niche producers to locate in the heart of downtown. The plan is working; as Copper City Brewing – a NYS Farm Brewery – is set to open this fall in downtown Rome. Copper City Brewing will be the first brewery to return to downtown Rome in nearly a century...and just in time for the Bicentennial of the Erie Canal.

Utica. In August, judges awarded \$25,000 to Smith Market, a co-op and grocery that endeavors to address the food desert issue by offering a variety of fresh, local food, and is slated to open

in September 2017 in Bagg's Square East. The award is the product of collaboration between the thINCubator and The Community Foundation of Herkimer and Oneida Counties to create an impact in downtown Utica. Utica Coffee (CFA Round III), Utica Bread Co, Gerber's, and the Tailor & the Cook are changing the landscape and directly responsible for adaptive reuse and revitalization of historic Bagg's Square.

Cooperstown. Situated among the most picturesque and fertile landscapes in Upstate New York, the growth of agribusiness and craft brewing figures heavily into Cooperstown's revitalization. Conceived by the Cooperstown Distillery and with the support of local legends, Brewery Ommegang and Cooperstown Brewing Co., the Cooperstown Beverage Exchange is a one-of-a-kind concept in the Mohawk Valley.

Gloversville. What started as a small storefront on Main Street has grown into something special. Mohawk Harvest Cooperative Market in downtown Gloversville opened at a time when people began to think more about both their food and their downtown. Mohawk Harvest focuses on "a triple bottom line" of social, economic and environmental revitalization. Working with MVREDC staff, Mohawk Harvest was awarded the region's first Healthy Food, Healthy Communities grant from Empire State Development, which inspired the market to expand upon its offerings for the Women, Infants and Children's program, or WIC. Now there is a walkable, universally-accessible market in the heart of downtown Gloversville – formerly a food desert – offering affordable, healthy, local food choices to families who need it most.



IMPLEMENTATION OF 2016 STATE PRIORITIES

Workforce Development

2015's Upstate Revitalization Initiative gave the region a chance to reflect on its most important industries, and how to ensure their viability and growth – specifically, to create and retain a new generation of agribusiness workers, innovators and entrepreneurs.

As one of the region's strategic industries, the conversation turned to how the region could best address the age cliff, technology gaps, and training needs in agriculture and food systems. The response was swift and comprehensive. The Canajoharie Central School District partnered with HFM BOCES to secure a fourth P-TECH in the Mohawk Valley – this one with a focus on agriculture.



● ●
AG-TECH Students

In its first year, AG-PTECH is partnering with more than a dozen area farms and businesses, as well as with Herkimer College, Fulton-Montgomery Community College, and SUNY Cobleskill. Ag-PTECH will put students on pathways for careers in agribusiness, agricultural science and engineering, power machinery, environmental studies, and wildlife technologies. The implementation of this new P-TECH program is validation that agriculture and food processing will play a key role in the new regional economy.

Fifteen businesses initially joined in the grant, committed to providing important mentoring and internship opportunities for students in the new PTECH. Today there are 20 participating businesses.



“Agriculture is the original STEM industry. Our schools prioritize STEM programs as critical to student success. STEM is Science, Technology, Engineering and Mathematics, the building blocks of today's agribusiness growth. This grant will provide the means to create new agricultural education programs aligned with the opportunities in this growing field.”

– Dr. Patrick Michel, HFM BOCES District Superintendent



IMPLEMENTATION OF 2016 STATE PRIORITIES

Veterans

Veterans are and continue to be one of the most underserved and hard-to-reach populations both nationally and in our region. Generally, veterans are self-reliant: an admirable quality in the field, but an enormous obstacle when trying to reintegrate into civilian life. Recent statistics show that nationally, 22 veterans die by suicide each day, and veterans are 41% - 61% more likely to die by suicide than civilians. Unwilling to be a “burden” to those around them, veterans will keep their stressors to themselves, having an extreme impact on overall health and decision-making.

A bleak picture, but the Mohawk Valley has identified regional initiatives with the capacity to attend to veteran needs, and is committed to veteran success after active military duty. Enter Cobleskill’s Student Veteran Resource Center, a unique enterprise considering that less than 25% of college campuses nationally have dedicated veterans’ services. Matt LaLonde, Director of Judicial and Veteran Affairs, has been engaging veterans and raising awareness about what benefits are available to veteran populations.

LaLonde, a veteran himself, also encourages student veterans to use the Center to build a community of their peers. There is no substitute for boots-on-the-ground outreach, interpersonal contact hours and relationship building, particularly when your college campus has a higher than average campus veteran population: SUNY Cobleskill has a campus veteran population of 3.5%, where the national average is 2%.

The Center has a dedicated computer lab that has reached capacity, as well as a peer-to-peer support

system and a VA work-study program. It also offers transition counseling, which consists of getting to know the veteran and developing a rapport as the first step; trust often leads to a higher degree of help-seeking. The counseling includes identifying successes and deficits in a veteran’s life: are they financially stable? Do they have social supports? What are their academic interests and skills? Each question moves toward the center of considering the veteran as a whole person, and helping the veteran reclaim agency over his or her life.

The Student Veteran’s Association at SUNY Cobleskill was also awarded a \$10,000 grant from the VetCenter Initiative grant program, a partnership between the Student Veterans of America (SVA) and the Home Depot Foundation, to enhance the College’s existing Student Veteran Resource Center.

Dave Gevry has made it his mission to assist other vets in a way that he found most helpful when he returned from Afghanistan: therapy through agriculture and animal husbandry.

And so, Vets2Farm was founded. Gevry, the Executive Director and co-founder, has designed the program exclusively for veteran populations, providing both a physical and emotional outlet



● ●
Veterans Conference
SUNY Poly Utica

for vets with post-traumatic stress disorder (PTSD) and other distress sustained during wartime. Vets2Farm provides hands-on farm training and classroom instruction to veterans interested in pursuing agriculture as a business enterprise or joining a small area farm.

The goal of Vets2Farm is two-fold: to assist veterans in all aspects as they transition back to civilian life, and to increase the productivity of small or medium farms throughout the region. Gevry's work feeds into the growth of the region as an agribusiness and agro-tourism hub, adding beef, pork and fresh vegetables to the cadre of marketable products already available. Vets2Farm anticipates enrolling 12 unemployed veterans over the course of the next two years and is collaborating with SUNY Cobleskill to provide the classroom-based training component. Each enrolled veteran will have the opportunity to participate in Cobleskill's welding certification program or butcher certification program.

Vets2Farm has the benefit of being co-founded by Ward Halverson, a former veteran and a certified family and veteran therapist. Veterans enrolling in the program will not only receive hands-on agricultural training and in kind classroom experience, they can confidently address ongoing emotional concerns resulting from combat and military-to-civilian transition-related stress.

Other programs around the region include a conference at SUNY Polytechnic Institute in Utica that was held in early August. The Engage, Employ and Empower Local Veterans Conference focused on connecting veterans to needed services as well as helping employers connect with veterans and better serve their needs. Sessions included "Veterans Hiring Initiative – One Company is Way Ahead" which is designed for employers and featured Brendan Kearns and Brian Ray from Walmart. "Overview of Veterans Benefits" this was designed for veterans and was taught by with Joe Perrone from Oneida County. "Driving Community Impact" which was designed for providers and medical professionals and featured Colonel James McDonough from the Institute for Veterans and Military Families. "Hire Our Vets. What Employers Need to Know" which was for employers and featured Patti Williams from ACCES-VR, and Betsy Webb-Bronzetti from the VA. "Find a Job or Create a Job – Employment and Business Start-Up Services Available for Veterans" this one was for veteran families and was with John Calabrese from Express Employment, and Sam Russo from SCORE and MV SBDC. "Cultural Competency for Providers and Medical Professionals" which was for providers and medical professionals and it featured Steve Darman and Scott McCumber from Social Science Associates. The event was free to veteran and their families.



**Engage,
Employ
& Empower
Local Veterans**

*A Conference Designed for Employers,
Professionals, Veterans and their Families*

**Wednesday August 3, 2016
8:15am — 2:30pm**

SUNY Polytechnic Institute
Kunsela Hall
100 Seymour Road
Utica, NY 13502
Space is limited

Presented by:

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The Help. The Hope. The Healing.

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INSTITUTE**



IMPLEMENTATION OF 2016 STATE PRIORITIES

Opportunity Agenda

The most recent data shows an increase in regional poverty. However, at the beginning of 2016, the United Way of the Valley and Greater Utica and The Community Foundation of Herkimer and Oneida Counties have pushed to replicate the Rochester-Monroe Anti-Poverty Initiative by creating the Utica-Oneida Anti-Poverty Initiative (UOAPI). The UOAPI has convened area stakeholders and thought-leaders to collaborate with populations living in poverty and identify the primary drivers of poverty, rather than dictating a prescriptive “solution” in a top-down approach. The director of the initiative, Kevin Alexander, has lived in poverty and understands better than most the unique challenges of addressing facets of poverty: lack of generational wealth and institutionalized racism, as well as more common barriers: child care, transportation, education and housing opportunities.

Fulton Montgomery Community College has unveiled an expanded daycare program, serving college students and employees. The program is equipped to accommodate children from six weeks to five years of age, allowing parents to attend and complete college while alleviating the limitations otherwise posed by childcare. FMCC’s daycare program has developed a play-based, developmentally appropriate learning curriculum designed to promote the whole child. Additionally, continual assessments help to address the unique needs and developmental milestones of each child.

The Community Foundation of Herkimer and Oneida Counties, Inc. has

launched a \$1 million initiative aimed at eliminating childhood lead poisoning in Herkimer and Oneida counties by 2030. Oneida County consistently has one of the highest rates of childhood lead poisoning in the state: 2.4% of children younger than six had elevated blood lead levels in 2012. In Herkimer County, 1% of children tested had elevated levels. [Observer-Dispatch; NYSDOH]. The risks of lead poisoning are real and all too common: developmental delays, learning disabilities and behavioral issues. People of color and people who live in poverty are disproportionately affected by lead poisoning, which is often found in substandard housing with paint pre-dating 1978.

Compassion Coalition began in 1999 in response to a local newspaper article that showed food pantries were out of food mid year, with no means to obtain more food. They were established in order to distribute food to local pantries, and keep them stocked throughout the year. The organization met not only local needs, but needs of food pantries regionally. Compassion



● ●
FMCC- Fulton County Y
Daycare

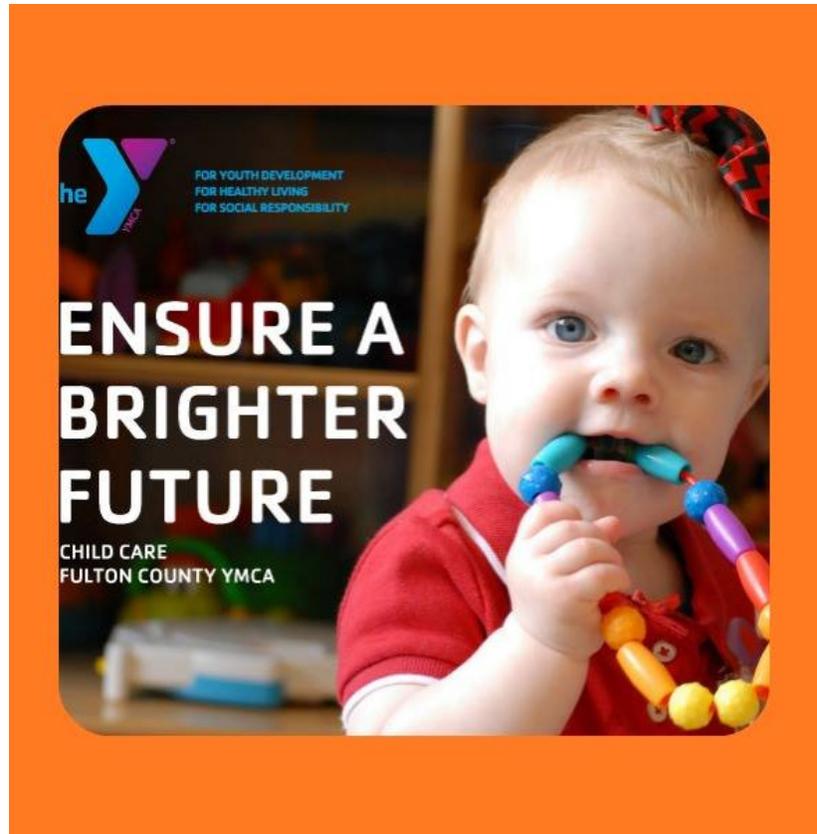
Coalition has made generous partnerships both locally, and nationally. Compassion Coalition has grown to be able to give away \$20,000,000+ (retail value) in product in 2015. They have evolved to not only working with food, but serving our local community agencies with sundry products. Compassion Coalition is unique, in that is a primarily a self-sustaining entity.

Compassion Coalition is a multifaceted organization under one roof. One of the goals is to embody the statement: “shop with a purpose”. They are the not for profit side of our multifaceted organization that relies on the sales of our for profit grocery store:

Your Bargain Grocer. Your Bargain Grocer helps our agency to continue to be self sustaining. We rely on vast marketplace connections that allow us to buy salvage products, as well as donations to keep us sustainable. America is currently throwing away 40% of its food yearly. There is a movement arising nationally, to reclaim wasted food. Our goal is to obtain perfectly good fresh produce, meats, and dry product that is close dated to expiration, and sell it at a low cost to those who shop in our store. We are extending the buying power of those who are using EBT, and aiding the working poor by allowing healthy food options within their budget.

Compassion Coalition plans to expand and build a brand new neighborhood grocery store, which will be located on Lincoln Avenue, Utica, NY. Their current store is 1,200 sq. ft. and the new store will have 6,500 sq. ft. of retail floor space. Compassion Coalition, Inc. has partnered with REDC by securing a \$160,000 grant through New York State and Empire State Development for the building of this new store.

The new location and larger size will allow them to facilitate a larger downtown presence on major bus lines with easy access to not only staples, but fresh fruits and veggies, meats, organics and healthier selections. They will maintain our affordable pricing structure - still below box store prices making healthy food choices very affordable to a growing customer base. Utica is an official Resettlement Community - over 40 languages are spoken in the local high school. Since 2000, the U.S. Census figures show that Utica’s Asian population has increased by 206%, African American by 12%, and Hispanics by 64%. The key expected outcome will be to meet the healthy food choice needs of our growing number of refugees and immigrants and those looking for organic products - saving them a trip to larger and more expensive metropolitan centers to shop.





IMPLEMENTATION OF 2016 STATE PRIORITIES

Global NY

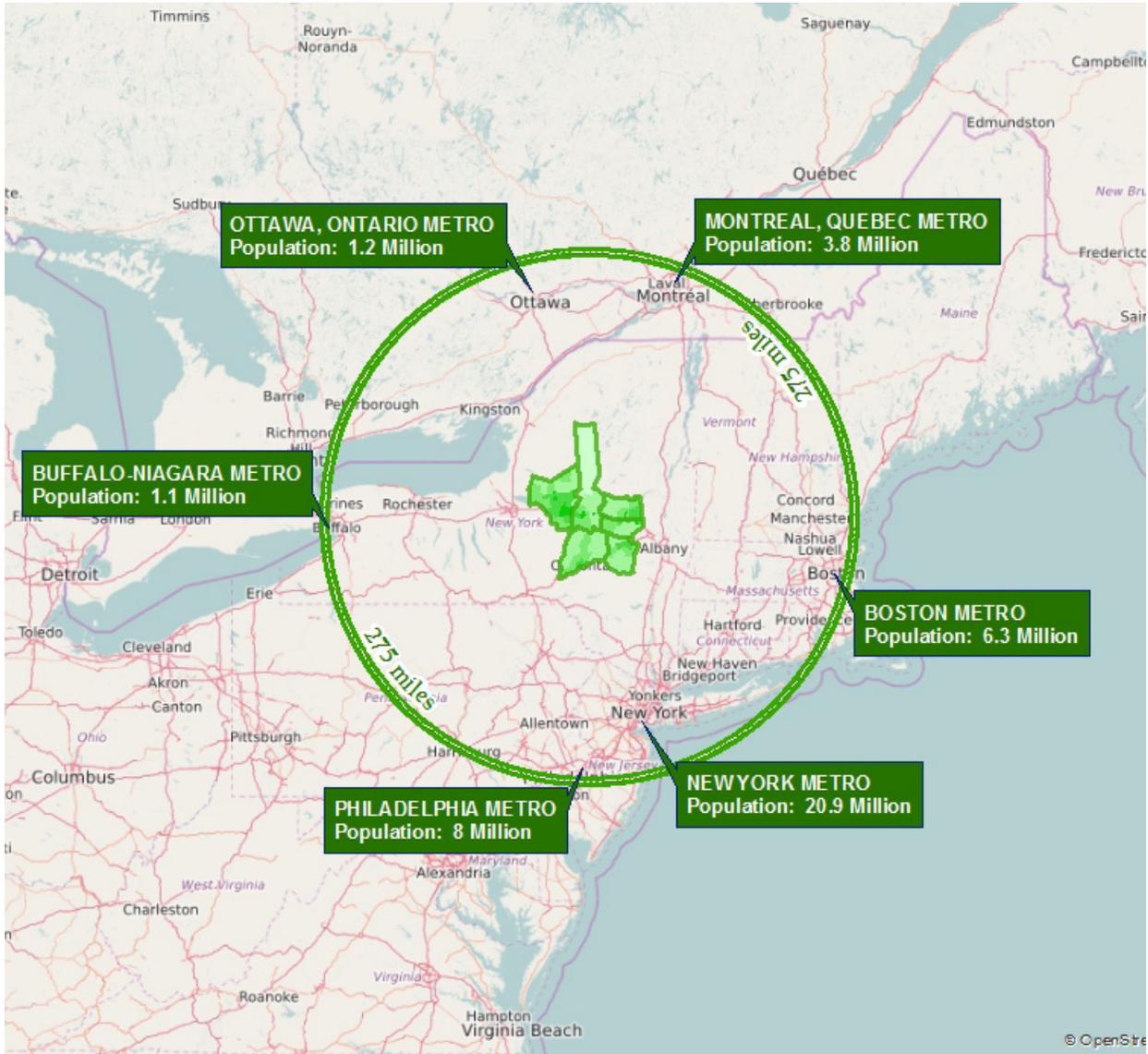
While services such as those offered through the CNYIBA seek to bring local producers into the global market, efforts have been made to also bring the global market to the Mohawk Valley. In May of 2016, the trade commissioner of Ecuador visited Oneida County to discuss future partnerships with regional business and government leaders. As the United States is already Ecuador's largest trade partner, local representatives explored potential trade relationships between Ecuadorian and Upstate New York firms in the agricultural/food processing, textiles, and chemicals industries.

In June, local economic development professionals put the Mohawk Valley on the world stage again by promoting local products and strategic sites while at the Fancy Food Show in New York city. This annual event, which is attended by thousands of vendors and food producers from around the world, has become a lucrative opportunity to gain greater international exposure for local producers as well as for foreign firms seeking to invest and expand into the American market. As a result of the Fancy Food Show, local producers such as

Smith Packing, Adirondack Distilling, and Mercer's Dairy have increased international attention and penetrated new markets.

In another example of the Mohawk Valley's leverage of New York State exporting support, the Mohawk Valley has sought to capitalize on the availability of exporting assistance through the Global NY Fund, which provides grants of up to \$25,000 to help companies start or increase exporting their product. The availability of funds through this program allows one of the Mohawk Valley's rapidly growing industries to better access global markets – craft beverages. Brew Central is the engine for making this happen. On behalf of brewers and distillers in the Mohawk Valley and Central New York regions, Brew Central's Craft Beverage Marketing Grant application to the Global NY Fund proposes to perform critical market research and identify appropriate international markets in which to concentrate export efforts.





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This map depicts major metropolitan and international markets within a day's drive of Mohawk Valley farms, food processors, and craft brewers. The success of Brightwaters Farm, Toonie Moonie Organics, and the Susquehanna Regional Food & Beverage Hub depend upon our ability as a region to infiltrate these markets; and validate the rationale for URI initiatives to map and market our agricultural assets.

IMPLEMENTATION OF KEY REGIONAL PRIORITIES



Round VI ESD Priority Projects

- 64162 MountainMan Outdoor Supply
- 68667 Cooperstown-Oneonta Broadband Wireless Hotspot
- 66882 Columbia Hotel Restoration
- 68168 Parkhurst Field Redevelopment

Round VI Tourism Pipeline Priority Projects

- 68702 Herkimer Diamond Mines Expansion Project (ESD-MNY)
- 67242 NBHOF Marketing Materials Redesign (ESD-MNY)
- 63607 Arkell Museum Curator of Education and Public Engagement (NYSCA)
- 68113 Honor America Days Canal Bicentennial Celebration (NYSCA, Canals)
- 66656 Schoharie Multi-Use Trail and Waterfront Revitalization (DOS-LWRP)
- 64475 Frankfort Marina Improvement Project (OPRHP-EPF)
- 65397 Mohawk River Trail – Phase 2 (DOS-LWRP)
- 65186 Fonda Canalside Park – Phase 2 (Canals)

Significant Actions Needed To Implement URI Plan: Priority URI Initiatives (4-Year Program)

URI #	Initiative	4-Year	2017
MV31	Mighty Waters Action Agenda	\$6,800,000	\$2,200,000
MV32	Partnership for Prosperity Training Incentive Program for Tourism Industry	\$400,000	\$100,000
MV33	Otsego County Regional Indoor Waterpark & Destination Hotel	\$3,200,000	\$2,100,000

NYS Priorities featured in this section:

- Downtown Revitalization
- Opportunity Agenda
- Global NY



STRATEGY: TOURISM



Mountainman Outdoor Supply Company
Old Forge



Columbia Hotel
Sharon Springs



Connecting our communities, distinguishing the Mohawk Valley as a unique destination, and continuing to increase tourism as a global export define our strategy for 2016-2017.

Vibrant Communities; Global Exports. Tourism is playing an increasingly prominent role in our regional economy. Until 2015, however, we had not seen the full picture as it relates to the six-county Mohawk Valley region. The collaborative research and planning effort of the MV500 Project unveiled economic data that surprised and thrilled the team. Overwhelmingly positive impacts on employment opportunities, international exports, and placemaking will continue to guide our priority REDC Investments.

Opportunity. The MV500 Project noted that tourism in the Mohawk Valley continues to occupy a comparatively large percentage of total employment (7.7%, vs. NYS 5.3%) as compared to the rest of New York. Fully aware that service economy jobs tend to be more seasonal and lower-paying than most manufacturing, professional, or technical positions, they are a critical rung on the ladder of opportunity in the region. Traditional barriers to entry into the workforce are generally less problematic for entry-level tourism workers; the experience affords individuals the chance to meaningfully participate in the economy while gaining valuable life and employment skills. Our challenge, as a community, is to ensure that opportunities continue beyond entry level and into middle-skills jobs in STEM professions, advanced industries, food systems, and manufacturing.

Global Exports. Travel and tourism, as an industry, ranks in the top five export industries by real export value growth in the Mohawk Valley (\$58M, 28% growth). International investments in technology, by their very origin, will spark new international interest in the Mohawk Valley.

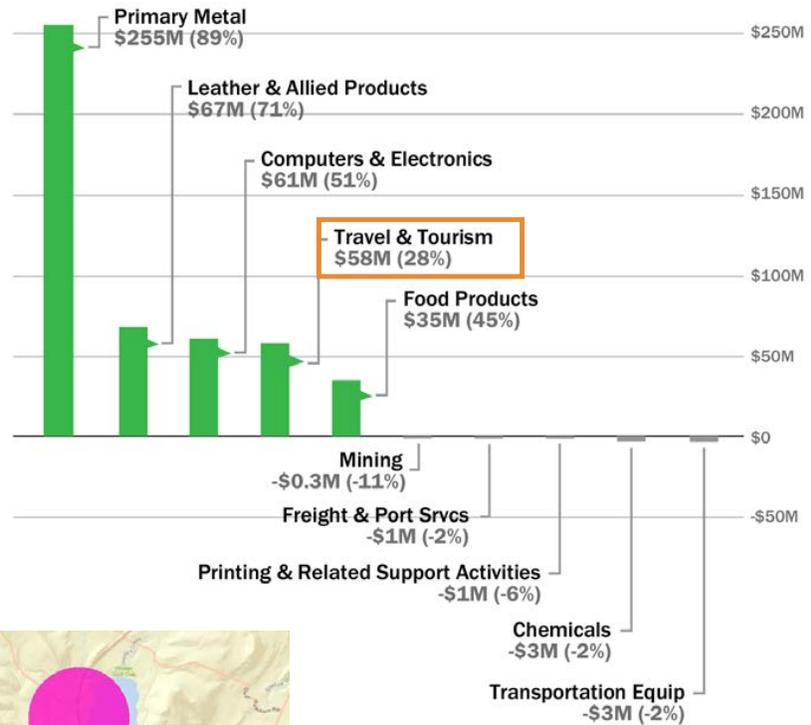
Placemaking. Continued expansion of regional and international tourism is largely a function of unique places, diverse choices, and one's proximity to those features. The majority of the region's most popular destinations are inextricably tied to our cities and villages. The duration and quality of out-of-town visits to the National Baseball Hall of Fame, Howe Caverns, Fort Stanwix National Monument, Adirondack Mountains, and the Erie Canal are all deeply dependent upon the desire and ability of tourists to eat, sleep, and explore our downtowns.

MountainMan Outdoor Supply expansion project is a perfect example of how growing downtown corridors contributes to a major tourism draw: specifically, the Adirondack Mountains. A robust shopping experience simmers beneath a more meaningful reason for the expansion: the importance of gearing up for an Adirondack adventure. The cycle of adventure tourism and the appeal of the wilderness has driven investment in MountainMan, the entrance to downtown Old Forge. A similar phenomenon has happened in Sharon Springs.

The RESTORE NY and Downtown Revitalization Initiative (DRI) have refocused comprehensive planning efforts in our major downtowns, and re-energized implementation plans for 2016-17. The Mighty Waters Action Agenda is comprised of targeted waterfront investments to create an accessible network of places and grow interconnectivity among our waterfront communities. Combined with CFA opportunities like New York Main Streets, the Canalway Grants program, the Green Infrastructure Grant Program, and the Local Waterfront Revitalization Program, this year's strategy prioritizes those projects that create charming spaces and walkable downtowns.

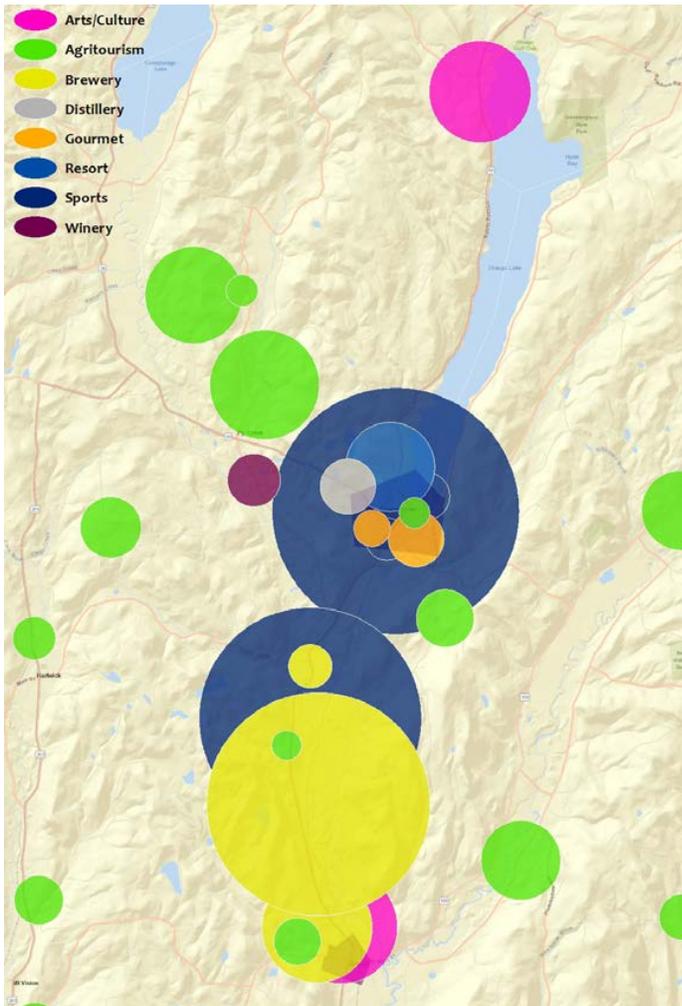
• •
Which industries are exports growing?

TOP 5 AND BOTTOM 5 EXPORT INDUSTRIES BY REAL EXPORT VALUE GROWTH, 2009-2012



Source: Brookings Institution.

UB Regional Institute



• •
The prolific tourism ecosystem developing around Cooperstown is a symbiosis of diverse visitor experiences – anchored by the international attraction of the National Baseball Hall of Fame and Brewery Ommegang – a compelling argument for the Cooperstown-Oneonta downtown WiFi project. The URI plan also includes a proposal for a 400-room destination hotel and waterpark in the corridor to enhance the visitor experience, create more than 800 jobs, and import new dollars into the region.

CFA projects with significant progress since 2015

BrewCentralNY.com Campaign

In 2014, the Central New York Vacation Region introduced Brew Central, a brand that would take the region beyond its simple identity as north of New York and Westchester. Brew Central transformed Central New York into America's Craft Brew Destination and strong support from the state helped stake that claim coast to coast.

What started with a modest budget and humble approach utilizing advertising, promotional materials and social engagement has grown into a full scale strategic marketing plan with the support of ESD. The 2016 Brew Central campaign thrives with significant partnerships with Brand USA and VisitTheUSA.com, national press coverage in publications such as Craft Beer & Brewing, domestic and international promotion at consumer and travel trade shows, all with the passionate support of Central New York brewers, distillers and vintners.

In September 2016 the CNY Vacation Region, in partnership with ILNY, hosted the annual Destination Travel Trade Showcase to highlight the Brew Central experience and region's attractions to 75 tour operator companies and 250 group tour leaders from both domestic and international destinations, including the UK, Ireland and China. Not only has the Brew Central brand earned awards in state and national tourism and marketing competition, it has made a positive impact on

the region's economy. The Central New York Travel Region saw visitor spending top \$2.1 billion in 2015 for a 3.7% (\$76 million) increase over the previous year, according to a study by Tourism Economics.

In July 2016, the region applied for Craft Beverage Marketing Grant funds to expand the BrewCentralNY.com campaign and its partner's craft beverage products through international export. Should funding be awarded, comprehensive research will be conducted to determine the best market, plan and approach to build a craft beverage export plan. Once completed the plan will be made available to other regions to use as a model for growth through exporting.

The Export Plan and process will live on BrewCentralNY.com and will be shared with other regions in New York State as a model for growth. The Export Plan will continue to be available as a guide for producers that may not initially participate, but choose to pursue exporting when the time is right for their business. The Brew Central Marketing and Export Program will serve as path for future start-ups as they feed the ecosystem.

ONE OF THE MANY STORIES ON TAP
IN CENTRAL NEW YORK

Restaurateur Eugene focused on food, wine and spirits as part of his profession for 40 years. A student of his winemaker grandfather, he took his appreciation beyond the glass first with a vineyard and now with Cooperstown Distillery.

Eugene takes pride in using local ingredients and crafting recipes that contribute the region's growing reputation for great drinks.

Eugene Marra, Founder

BREW CENTRAL

Lifting spirits in the heart of New York – just one of the many stories, traditions and tastes on tap in Central New York. Craft your own adventure at brewcentralny.com

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● ●
Brew Central
Stories on Tap

Adventure Tourism: Activating our Waterfronts

Nearly 200 years ago in the Village of Rome, the State of New York took a decisive action which would later claim the crown of Empire State: construction began on the Erie Canal. Next year, New York will celebrate the Bicentennial of this event. Although the primary focus of the canal has shifted from freight to tourists, it remains a resilient blue thread of commerce that connects the jewels of Sylvan Beach, Rome, Utica, Frankfort, Ilion, Herkimer, St. Johnsville, Fonda, Canajoharie, and Amsterdam.



● ●
Mohawk Valley Gateway Overlook
Amsterdam

Since 2015, the Mohawk Valley has witnessed pivotal developments in communities along the Canal that have stayed the course on planning, partnership, and placemaking. The Mohawk Valley Mighty Waters Action Agenda is a collaboration with the Department of State and among waterfront cities and villages. The MV Mighty Waters agenda seeks to leverage the Canal and its tributary waterways as epicenters of investment in our historic downtowns and waterfronts. Much has happened since formalized in 2015:

In Fonda, forty-one miles of the Erie Canalway Trail were paved to allow universal access to trail enthusiasts. This completes a major section of the system, and connects the Villages of Fonda, Canajoharie, and Amsterdam via a fully-paved trail network along the Canal.

After nearly a decade of planning, design, and determination, the first three miles of the Mohawk River Trail were completed, connecting the Erie Canal to Fort Stanwix National Monument, downtown Rome, Mohawk Valley Community College, Griffiss Business & Technology Park, and nearly a dozen distinct neighborhoods, schools, and city parks in Rome's urban core. A true example of an urban greenway, the 10-foot wide paved trail is accessible by foot, bike, stroller, wheelchair, skate, and even hoverboard. Due to the astonishing pop-

ularity of the urban trail, last month, three Zagster Bike Share stations were strategically located at popular trail entrances – the first mobile app-based bike share in the Mohawk Valley.

Most impressive, perhaps, is the opening of the Mohawk River Overlook Bridge this year in Amsterdam. After several years of planning and design, Gov. Andrew Cuomo's administration announced last month that work is completed on the \$17.5 million project. The 511-foot span is intended to provide residents and visitors with a new way to see the Mohawk Valley and Erie Canal, while connecting the South Side to Downtown Amsterdam.

The Overlook was, from day one, the catalyst of the Mighty Waters Action Agenda, and a Priority LWRP, Canals, and Parks Project CFA Round IV. The region now has the confidence and momentum to move forward with the next phase of projects along the Mohawk and Erie.



Virtual Pastime



Nation's Baseball Hero Makes Furor Here
Crowds Gather To See Him In Front of Proctor's



Photo by Hillenier Guest Studio
There was great excitement in front of Proctor's building today, showing the famous home run king, surrounded by Harry Webber, of Mount Vernon, as well as other players. It was necessary to point out the hero of the picture, as he looks right smart and happy in the picture.

Watch for the Date
"Babe" Ruth Coming

"KING OF SWAT" GUEST OF YONKERS
IN ARMORY TONIGHT



DIGITAL ARCHIVE PROJECT LAUNCHES VIA PASTIME

The New York Evening World - Thursday, November 3rd, 1921.

● ●
NBHOF
Digital Archive Launch



"I applaud them for trying to use the digital tools that are available and trying to bring people in, because that's how people communicate now. Once you get the curiosity of a kid, then that leads to other experiences. To me, anything you can do that goes into the area of their communication and taps into their curiosity – or just generally using the tools to spread the really good stuff about the game of baseball and the people in the game and the artifacts – I think that's a smart thing to do."

-Cal Ripkin, Jr., 2007 Hall of Famer, NY Times, September 2016

Nearly every round of the CFA for the Mohawk Valley has included an ESD Market NY (ILNY) or capital Priority Project by the National Baseball Hall of Fame – and with good reason. Cooperstown's legendary museum is, without question, the region's most internationally-renowned tourist attraction. An estimated 50,000 people from around the world crammed onto Cooperstown's Main Street to cheer on the Class of 2016 during Induction Weekend. Every summer, more than 200,000 visitors rent rooms and pack the pubs of Cooperstown and Oneonta.

This September, the Hall unveiled another component of their collection– by cloud.

For more than 75 years, the National Baseball Hall of Fame and Museum has been committed to preserving the history of the National Pastime in Cooperstown. With more than three million library items, a quarter of a million unique images and 40,000 three-dimensional artifacts representing baseball's illustrious history, the Museum preserves an immense physical collection that brings baseball history to life.

Through the Hall of Fame Digital Archive Project, the Museum, over the next several years, will continue to digitize its collections and Library archive, making PASTIME (Public Archive System To Interact with the Museum Electronically) the online portal for fans and students of the game to relive baseball's greatest moments. Today, 25 volumes of 10 different Babe Ruth scrapbooks in the collection will be available online for the first time. These one-of-a-kind artifacts, created by Ruth's agent Christy Walsh, provide a unique look at Ruth's career through letters, stories and photographs, and give a glimpse into the authentic Babe Ruth.

Additional digitized material – including photos, audio, video and text – from the Museum collection will be published every other Wednesday as the Museum adds to PASTIME. The goal of the Project is to provide online access to the precious artifacts and documents that are preserved in Cooperstown for fans and researchers around the globe, while ensuring that they are digitally archived for newcomers to baseball culture.

The Hall of Fame is trying to bring those stories closer to fans who cannot make the journey to Cooperstown, N.Y.

"The idea is to make as wide a variety of material as accessible as possible," said Jeff Idelson, the Hall of Fame's president. "For those who can't get here, it allows them to touch the Hall of Fame and have a relationship with us."

Digitizing the full collection of the Hall of Fame library is impractical; the costs of manually tagging and indexing it all would be prohibitive, and copyright laws would prevent permanent posting of books and articles. But the Hall of Fame has a trove of personal effects and correspondence, often donated by players' families, that would otherwise be hidden.

"We don't collect stuff to gather dust in the basement," said Jim Gates, the library director. "We want it to be used."

Libraries everywhere are digitizing, Gates said, and the Hall of Fame is eager to share its collection with everybody, not just researchers who make appointments in Cooperstown. Ripken, who runs a widely popular youth baseball league, said it was an essential step.



IMPLEMENTATION OF 2016 STATE PRIORITIES

Downtown Revitalization

The goal of vibrant communities is the creation of quality places. Quality places are essential to attracting and retaining talented workers and are a decision-making driver. Yet quality places rarely occur accidentally. They are the result of hundreds of deliberate, incremental decisions by elected officials, landowners, businesses, nonprofit organizations and community members – usually made over a long period of time. This type of intentional placemaking is a value-added process that transforms a public works project into an amenity, and a geographic location into an attraction. Effective placemaking rolls planning and imple-

mentation into the same process, so that one is not isolated from the other. Placemaking can be beneficial in any small village, town, or urban center, depending on what environment and land use density is desired to be achieved. The new global economy demands walkable communities, active and adaptable public spaces, appropriate architecture, concentrated development, and incorporation of historic building fabric.

WHAT MAKES A GREAT PLACE? UNIVERSALITIES IN SUCCESSFUL COMMUNITIES AROUND THE GLOBE





IMPLEMENTATION OF 2016 STATE PRIORITIES

Opportunity Agenda

In the MV500 Project, we spoke of Tourism employment as the first rung in a ladder of opportunity for hard-to-place workers. With foreign-born immigrants and refugees, in particular, the barriers to employment are significant. As a result, so many talented and willing individuals are left on the sidelines. We still believe that Tourism is part of the solution to this problem; leveraging diversity to grow one of the region's top exports.

More than 18% of Utica's population is foreign-born – second only to New York City statewide, and the highest in Upstate NY. The Mohawk Valley Resource Center for Refugees (MVRRC) continues to play a critical role in workforce development and refugee resettlement. In addition to facilitating the resettlement of more than 16,000 refugees, MVRRC offers employment skills prep, training in interviewing skills, job coaching/counseling, and vocational training.

The Turning Stone Resort and Casino is not only the region's most popular tourist destination and Oneida County's top employer; it is also among the largest single-employers of resettled refugees in Upstate New York. Since 2009, more than 700 refugees have been hired in entry-level service and tourism industry positions. Full-time employment for these individuals is literally life-changing – nowhere is this more apparent than at the Turning Stone.

Elfad Becic, originally from Bosnia, became a U.S. citizen seven years ago. He began as a Turning Stone security officer and has been promoted twice since starting. "I love it... they [Turning Stone] gave me so many opportunities, and I took them," Becic said of his employer. Many refugees consider entry-level positions as a starting point with a chance to prosper, making the refugee community one of the most reliable sources of



● ●
Turning Stone Casino
and Resort

employees in the region; employers like Turning Stone welcome the symbiotic relationship and are only too happy to see their employees flourish.

Recognizing the value and ethic of Utica's refugee population, the Turning Stone has partnered with the MVRRC to provide on-site English classes, training programs, and advancement opportunities. Since 2009, hundreds of individuals have been promoted and advanced to higher-level positions within the organization. Proficiency in the English language, acquired on the job, has also translated into greater community engagement and more meaningful participation in the city's revitalization.



IMPLEMENTATION OF 2016 STATE PRIORITIES

Global NY: Imperial Baths, Sharon Springs

Throughout human history, mineral-rich natural spring water has been regarded as a cure for various physical and emotional afflictions. Since the late 1800s, the Village of Sharon Springs has been a destination for Americans searching for the fabled "water cure."

Gaining notoriety as a destination for persons in high social standing, prominent families such as the Vanderbilts, Van Rensselaers, and Presidents of the United States frequented the resort town. In 1927, the Imperial Bath House was constructed on Main Street. Complete with 43 tubs, private resting rooms, and four massage rooms, the Imperial was one of the Village's most expansive spa resorts. Eventually, Sharon Springs fell into decline, leaving many of the spas and hotels – including the Imperial Bath House – vacant, neglected, and crumbling.

Incentivized by a RESTORE NY grant, Korean investors began redevelopment of the spa and historic structures in 2015. The project not only leverages millions in foreign direct investment (FDI), but is premised upon the attraction of predominantly international tourists to the Mohawk Valley. This round, the same foreign investors have proposed an ambitious plan to revitalize the historic Columbia Hotel in downtown Sharon Springs. Also part of the Village's DRI proposal, the MVREDC has recommended the historic preservation project as a Global NY Priority Project (ESD) in CFA Round VI.

In 2015, redevelopment of the site begun with a Korean investor named Kyu Sung Cho, who plans to rehabilitate historic structures at the site, revitalize the resort spa, and also renovate the historic Adler and Columbia Hotels. Cho already specializes in catering to Asian tourists, the mayor said it is likely that Sharon Springs would also benefit from more travelers heading to or from the Turning Stone casino in Oneida County as well as a recently-approved casino to be constructed in Schenectady.

Cho also owns Donbu Tour and Travel Inc., a business that runs tourist buses from New York City to Niagara Falls.



Historic Imperial Baths
Sharon Springs

● ●
Imperial Baths 2016
Restoration Project Begins



Cho, in discussing the Sharon Springs project on its new web page, said the bus business will help bring clients to the resort located in the heart of the village.

"The resort can easily be added to the existing tour packages," he said, noting his company brings some 40,000 people to Niagara Falls yearly.

A key strip of the streetscape in the historic village of Sharon Springs will be preserved as part of the \$10 million project to re-open the long-closed Imperial Baths health spa, once the core of the resort industry that put this community on the map.

The renovation work could take 18 months to two years to complete, said Kevin Lee, a spokesman for the business. The second phase of the project — incorporating an Asian-themed restaurant and lodging into the complex — will begin later. The third phase of the project is a major restoration of the long-closed Hotel Adler, which has fallen into serious disrepair after being abandoned for years.

The health spa has the potential for tourism partnerships with other nearby vacation destinations, including Cooperstown and Howe Caverns.



● ●
Groundbreaking
Imperial Baths



Overcoming Challenges To Pursue Dreams



"To me, success means to achieve the goals I have set for myself, and to be satisfied to what I have."

-Jenjira May Htoo, Former Karen Refugee

Jenjira May Htoo is currently a graduate student in Information Design and Technology at the SUNY Institute of Technology. She is a Karen refugee whose family was originally from the Karen borderlands between what is now Thailand and Burma. She was born and brought up in a Refugee Camp in Thailand and moved to the United States in Fall 2007 after living at Mae La refugee camp.

Jenjira was 18 when she arrived in Utica, New York. Unfortunately due to her age she was not allowed to attend the local high school. Instead she was placed in the New Comer Program, a special program for refugee youth aged 17 to 21. This group was diverse and individuals had different educational backgrounds.

Jenjira spent two months in the New Comer Program and started seeking employment. Her first job was at Turning Stone Casino, where she worked as a housekeeper in the hotel. After working full time for a year and half and saving up some money, she started thinking of pursuing more education. Jenjira decided to enroll at MVCC. For her first two semesters she attend the ESL program. After completing ESL Jenjira enrolled as a fulltime student. While attending school full time she also had a job as a fulltime CNA (certified nursing assistant).

In May 2012, she became the first person in her family to graduate with a college degree, earning an Associate in Psychology. She was also the first person to pursue higher education from the group of Karen/Burmese refugee youth who came to the U.S in 2007-2008 and did not have the opportunity to attend high school in Utica, New York. In December 2013, she graduated from SUNY-IT with a BA in Psychology and a minor in Sociology.

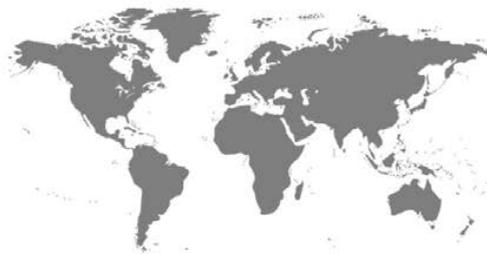
Jenjira was a member of the Psychology Club, the American and Refugee Students for Closer Connection, and an active volunteer with Tabernacle Baptist Church in Utica, NY. She is interested in helping her Karen community, and youth in particular, as well as survivors of trauma. She is also interested in helping girls and minorities enter STEM fields.



Photo by Adam Brockway

17.6%

FOREIGN-BORN
RESIDENTS OF
UTICA THAT
CONSTITUTE THE
CITY'S POPULATION



26.6%

HOUSEHOLDS IN
UTICA WHERE A
LANGUAGE OTHER
THAN ENGLISH IS
SPOKEN

IMPLEMENTATION AGENDA OF STATE PRIORITIES

Workforce Development

Action Identified by Council



Downtown Revitalization

Action Identified by Council

	Green	Blue	Grey	Red
	<p>Modernize existing infrastructure in urban centers. Reconstruct existing sewer, stormwater, and transportation infrastructure in population centers to support strategic industry expansion, environmental sustainability, and neighborhood revitalization</p>	<p>Leverage natural resources by activating urban waterfronts. Implement Mighty Waters Action Agenda by investing in waterfront revitalization, multi-use trail systems, and placemaking.</p>	<p>Remediate and Redevelop brownfield and underutilized property downtown. Advance Brownfield Opportunity Area planning and implementation projects to promote Smart Growth and Sustainability through adaptive reuse, environmental remediation, and mixed-use infill development..</p>	<p>Advance DRI, RESTORE NY, and NYMS Priorities. Support Oneonta DRI Planning and Implementation. Identify top tier DRI projects and target areas from non-awarded DRI plans and support through CFA, RESTORE NY, and RECLAIM MV.</p>
Progress-to-date	<p>CDBG and DEC investments in downtown Amsterdam, Gloversville, Cooperstown, and Cobleskill for improvements to existing wastewater and stormwater infrastructure, streetscapes, and pedestrian infrastructure.</p>	<p>Utica Harbor Point Generic Environmental Impact Statement and Masterplan officially adopted in 2016. Construction of Wurz Ave entrance to Harbor Point underway. 41 miles of Canalway Trail will be paved from St. Johnsville to Amsterdam in 2017. 3 paved miles of new Mohawk River Trail completed through downtown Rome connecting to Griffiss Tech Park in 2015.</p>	<p>Downtown Rome BOA (From Brown to Green) and Amsterdam BOA are the first Designated BOA in the Mohawk Valley. Rome BOA projects funded by the CFA substantially advanced or completed in 2015-2016 include the Capitol Steps GIGP, Old City Hall Lofts, East Dominick Grey to Green Streetscape Project.</p>	<p>Downtown Oneonta was selected by MVREDC as winning downtown revitalization plan. DRI Plans were also submitted in 2016 by Amsterdam, Cooperstown, Sharon Springs, Rome, Utica, and Oneonta. Sparking Transformation outlined a 5-year initiative - RECLAIM MV - to address brownfields, underutilized properties, and adaptive reuse of vacant and historic structures in village and city centers.</p>
Future Actions & Timeline	<p>Modernize wastewater infrastructure and funding for projects that advance environmental, social, and economic sustainability goals -such as anaerobic digestion, green infrastructure, and multi-use pedestrian infrastructure networks.</p>	<p>Identify inter-agency funding opportunities for bulkhead reconstruction and enhanced public water accessibility at Utica Harbor Point, Bellamy Harbor, Fonda Canalside Park. Complete design and paving of additional gaps in Canalway Trail in Herkimer and Oneida Counties (12 Miles). Complete design and construction of Mohawk River Trail Phase II (3 miles). Complete design and construction of Schoharie Multi-Use trail (2 miles).</p>	<p>Facilitate Nomination-Phase (Step 2) planning efforts to achieve designation of all active Step 1 Mohawk Valley BOAs (Utica, Frankfort, Amsterdam, Rome, and Little Falls). Support Implementation-Phase (Step 3) planning and development projects for Downtown Rome BOA.</p>	<p>Ensure success of Oneonta DRI via Council support to municipal government, partnerships, inter-agency funding opportunities. Move other top-tier DRI projects forward. Implement RECLAIM MV (URI) Initiative at 90% funding, similar to RESTORE NY. Top-Tier Projects include: Beech Nut Complex Remediation, Rome Cable Complex 4 Demolition, FCCRG Downtown HQ.</p>

Opportunity Agenda

Action Identified by Council

	Action Identified by Council			
	<p>Strengthen support network for refugee and New American populations beyond traditional institutions</p>	<p>Incentivize employers and community colleges to engage hard-to-place workers and provide life skills and employment skills training opportunities.</p>	<p>Invest in brownfield revitalization, pedestrian infrastructure and micro-enterprises development in targeted neighborhoods to eliminate blight, remove physical barriers to opportunity, and create more vibrant and livable communities.</p>	<p>Improve access to affordable and healthy food choices for underserved communities and institutions.</p>
Progress-to-date	<p>MVRCR resettles 400 refugees per year, and has placed more than 2,700 refugees in manufacturing, tourism, agribusiness, and service positions. MVRCR has forged robust partnerships with Turning Stone Resort, Keymark Corporation, and Chobani to provide on-site enhanced enrichment, ESL, and skills training.</p> <p>Midtown Utica Community Center provides a post-resettlement outlet for cultural enrichment, continuing education, and community activities.</p>	<p>Fulton-Montgomery-Schoharie Representative targets healthcare industry for entry-level employment opportunities. Nathan Littauer Hospital is expanding health care services to rural poor and underserved areas of Fulton-Montgomery.</p> <p>Mohawk Valley Health Systems has initiated plans for a new hospital in Downtown Utica - proximal to and walkable from underserved, high-poverty, high-unemployment neighborhoods in the urban core.</p>	<p>Amsterdam South Side and East Main Street improvements have improved pedestrian, streetscape, water, and wastewater infrastructure in marginal neighborhoods and mixed-use districts through NYMS, LWRP, CDBG, and ESD grant programs.</p> <p>Efforts in Rome mixed-use and residential neighborhoods including remediation of contaminated sites and green infrastructure practices are reversing decline, creating value, and dramatically improving environmental quality and neighborhood vitality.</p>	<p>In 2015-2016, Mohawk Harvest completed a refrigeration retrofit in their downtown Gloversville local food market.</p> <p>MVREDC assisted Middleburgh in securing Momentum Funding for Middleburgh Grocery to provide first access to healthy, local food in Middleburgh since flooding in 2011.</p> <p>Compassion coalition in Utica is expanding supplier network and healthy food selection in Utica's west side neighborhood.</p>
Future Actions & Timeline	<p>MVREDC continues to strengthen partnership with MVRCR and Workforce Development Board to incentivize employers to expand on the job and on-site ESL, education, and training/advancement programs for new Americans</p> <p>To date, MUCC has been unsuccessful in securing additional capital or training funds through the CFA Process. MVREDC staff and workgroups will work with MUCC to identify funding sources and strong applications.</p>	<p>Develop career awareness programs for hard-to-place workers specifically targeted to health care industry. Provide customized training for positions opening in Fonda, Caroga, and Gloversville locations where Nathan Littauer Hospital is expanding.</p> <p>Work with WDB to target employment awareness, outreach, and training programs specific to entry-level opportunities at new MVHS downtown campus.</p>	<p>Continue to identify appropriate CFA resources and prioritize revitalization efforts in underserved residential and mixed-use neighborhoods in urban cores of city and Village centers.</p> <p>Implement RECLAIM MV to complete remediation, demolition, and revitalization of major brownfield sites in Canajoharie, Amsterdam, Gloversville, Oneonta, Rome, Ilion, Frankfort, and Utica.</p>	<p>Identify two additional target areas for Healthy Foods-Healthy Communities funding.</p> <p>Identify CFA opportunities to enhance pedestrian access and adjacent mixed-use revitalization in Middleburgh.</p> <p>Support adjacent revitalization efforts through CFA to improve walkability and mixed-use development in West Side neighborhood</p>

Veterans

Action Identified by Council



Regional Cluster Implementation Cyber & IT

Action Identified by Council



Global NY

Action Identified by Council



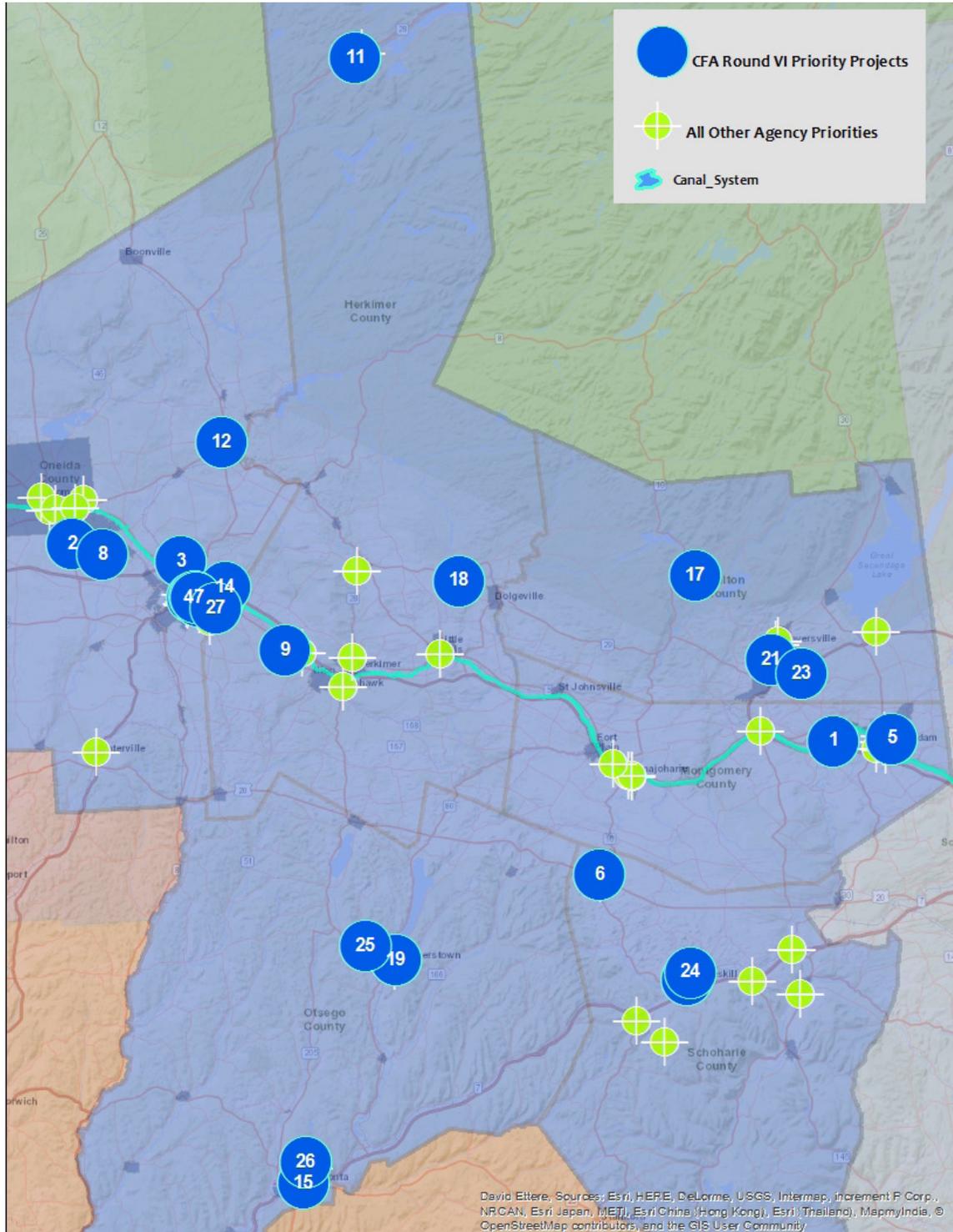
2016 PROPOSED PRIORITY PROJECTS



CFA #	Project Name	Business Name	Funding Recommended	Total Project Cost
67423	Florida Business Park Extension Infrastructure Improvements Dollar General	Montgomery County IDA	\$1,350,000	\$66,500,000
64309	NCI Expansion	NCI Group, Inc.	\$1,747,000	\$10,435,000
67409	ams AG Marcy Nanocenter Natural Gas Main Infrastructure Project	MV EDGE	\$5,100,000	\$297,400,000
68495	Power Upgrade to Industrial Park	City of Amsterdam IDA	\$500,000	\$2,500,000
66882	Columbia Hotel Restoration1	Schoharie County IDA	\$800,000	\$5,000,000
67480	MVHS Site Assembly	MV EDGE	\$5,500,000	\$66,000,000
67961	Project Charmander	Project Charmander	\$450,000	\$4,425,000
66670	Doyle Hardware Renovation	Doyle Hardware, LLC	\$1,200,000	\$11,865,000.00
67024	2017 Laser Technology Expansion	Metal Solutions, Inc.	\$100,000	\$1,113,000
63510	Hartman Enterprises, Inc. Relocation	Herkimer County IDA	\$600,000	\$6,241,000.00
65832	Susquehanna Regional Food Beverage Hub	County of Otsego IDA	\$3,000,000	\$15,695,640
64162	Mountainman Outdoor Supply Company Expansion	Mountainman Outdoor Supply Company, Inc.	\$150,000	\$950,000
68341	Manufacturing Expansion	Square Stamping Manufacturing Corporation	\$325,000	\$3,250,000
64282	Retain and expand employment opportunities for people who are blind.	Central Association for the Blind, Inc.	\$800,000	\$8,512,250
68432	Toonie Moonie Organics Ltd	Toonie Moonie Organics, Ltd.	\$13,000	\$67,152.00
64392	Brightwaters Farm	Brightwaters Farms	\$200,000	\$1,500,000
68150	Mechanics Hall Utica	118 Liberty Street, LLC	\$1,800,000	\$18,525,000
66750	Vets to Farm	Vets2Farm Inc.	\$50,000	\$210,000
66447	Town of Caroga Primary Care Facility	Nathan Littauer Hospital & Nursing Home	\$50,000	\$260,000
66128	22 Main Revitalization Project	Village of Cooperstown	\$125,000	\$654,000
68316	Railroad Avenue Neighborhood Reconstruction	Village of Cobleskill	\$150,000	\$870,000
68168	Parkhurst Field	Parkhurst Field Foundation, Inc.	\$250,000	\$2,228,723
66723	9698 Genesee St Mixed Use Rehab	Vincent Ficchi	\$75,000	\$450,000
68667	Broadband Wireless Public Hotspot Initiative	County of Otsego IDA	\$110,000	\$585,000
67417	Community Kitchen Facility	Cobleskill Agricultural Society	\$25,000	\$120,000
63911	Hales mills road development area water infrastructure project	Fulton County	\$250,000	\$1,302,000
68133	Demolition of 1900 Bleecker Street	City of Utica, New York	\$280,000	\$1,400,000
Total			\$25,000,000	\$528,058,765

Investment Ratio 2016 Priority Projects ESD Capital (excluding public infrastructure)

23:1



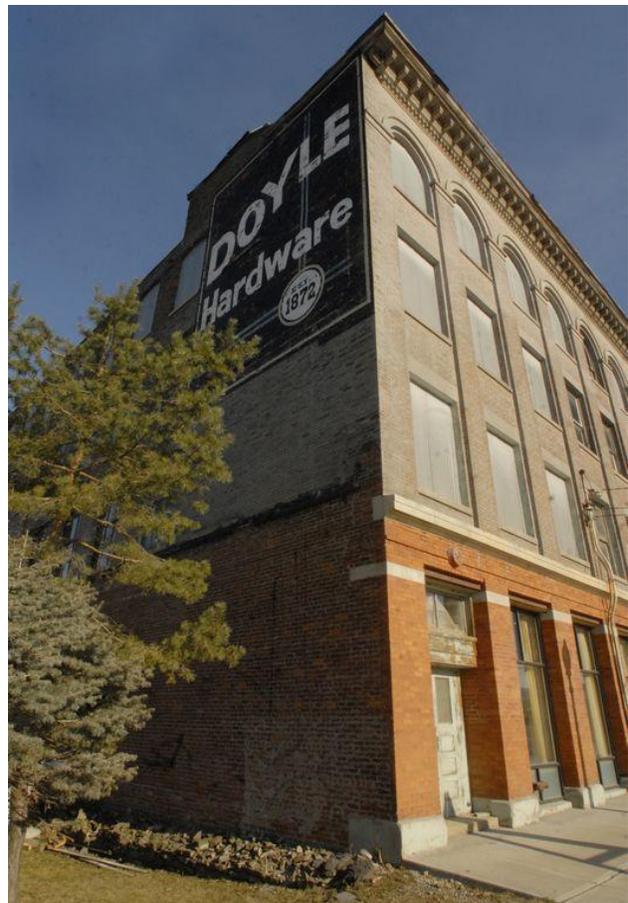
2016 PROPOSED PRIORITY PROJECTS RELATING TO STATE PRIORITIES



CFA	PROJECT NAME	COUNTY	STEM	AGRIBUSINESS	TOURISM	DOWNTOWNS	WORKFORCE	CLUSTER	OPPORTUNITY	GLOBAL NY	VETERANS
EMPIRE STATE DEVELOPMENT- ESD CAPITAL											
67423	Florida Business Park Extension Infrastructure Improvements Dollar General	Montgomery					X		X		
64309	NCI Expansion	Oneida	X				X			X	
67409	ams AG Marcy Nanocenter Natural Gas Main Infrastructure Project	Oneida	X							X	
68495	Power Upgrade to Industrial Park	Montgomery	X							X	
66882	Columbia Hotel Restoration1	Schoharie			X	X				X	
67480	MVHS Site Assembly	Oneida	X			X			X		
67961	Project Charmander	Oneida	X						X	X	
66670	Doyle Hardware Renovation	Oneida	X			X					
67024	2017 Laser Technology Expansion	Oneida	X				X			X	
63510	Hartman Enterprises, Inc. Relocation	Herkimer	X							X	
65832	Susquehanna Regional Food Beverage Hub	Otsego		X	X	X	X			X	
64162	Mountainman Outdoor Supply Company Expansion	Herkimer			X	X				X	
68341	Manufacturing Expansion Square Stamping	Oneida	X							X	
64282	Retain and expand employment opportunities for people who are blind. CABVI	Oneida					X		X		
68432	Toonie Moonie Organics Ltd	Otsego		X							
64392	Brightwaters Farm	Oneida		X							
68150	Mechanics Hall Utica	Oneida	X			X					
66750	Vets to Farm	Herkimer		X			X		X		X
66447	Town of Caroga Primary Care Facility	Fulton							X		
66128	22 Main Revitalization Project	Otsego			X	X				X	
68316	Railroad Avenue Neighborhood Reconstruction Project	Schoharie				X					
68168	Parkhurst Field	Fulton			X	X			X		
66723	9698 Genesee St Mixed Use Rehab	Oneida		X		X					
68667	Broadband Wireless Public Hotspot Initiative	Otsego			X	X				X	
67417	Community Kitchen Facility	Schoharie		X			X		X		
63911	Hales mills road development area water infrastructure project	Fulton	X						X		
68133	Demolition of 1900 Blecker Street	Oneida	X							X	



● ●
Toonie Moonie
Otsego County



● ●
Doyle Hardware
Oneida County



● ●
Elected officials tour the Air Force Research Lab in Rome, NY

IV. PARTICIPATION



The MV500 Project brought together the most prolific and diverse strategy team that the region has ever seen. Dozens of individuals dedicated countless hours of precious time and energy into the development of Sparking Transformation. Building upon this unprecedented public participation, the Mohawk Valley REDC is strengthened by our broad network of elected officials, educators, not-for-profit leaders, innovators, and captains of industry. Collaborating in the physical and virtual dimensions, our workgroups are focused on advancing state and regional priorities to rebuild the Mohawk Valley economy.



Six Years of REDC: Changing the Landscape.

In 2011, Governor Andrew M. Cuomo redefined New York's economic development through creation of the REDCs and institution of the CFA process. The next few years were marked by a new era of collaboration and participation by leaders across six counties which, frankly, never fully shared a common media market or economic ties. This has all begun to change; as the region's businesses, colleges, and governments are continuously exploring new ways to work within the framework.

In 2014, the Mohawk Valley came together like never before in an historic MV Regional Summit. More than 200 leaders from the public and private sectors came together to share regional successes and to set a collaborative vision for the future. So much was learned about each other and the regional economy, and so many new partnerships were formed. There was a tangible, palpable new energy permeating the Valley from Rome to Little Falls, Oneonta to Gloversville, Utica to Amsterdam, Sharon Springs to Old Forge.

Last year, the Mohawk Valley rallied to compete for \$500 million in Upstate Revitalization Initiative (URI) funding, and more than 1500 individuals contributed to the effort through events, workgroups, thinktanks, and community meetings in every corner of the region. Although Sparking Transformation was not selected as a URI Best Plan, we came out of the process stronger, wiser, and more unified than ever. We also had a comprehensive plan that we could implement.

This year, the MVREDC has focused outreach and engagement of local officials to advance downtown revitalization in order to address a critical component of the innovation ecosystem - Vibrant Communities. The game-changing Downtown Revitalization Initiative, the long-awaited reincarnation of the RESTORE NY program, and the promise of \$50 million to advance our URI plan have each validated Sparking Transformation, and provided common goals for all of our communities to pursue - Smart Growth, adaptive reuse, green infrastructure, brownfield revitalization, transportation alternatives, and sustainable development.



A Region Unified

Of all the positive interactions, it is Canajoharie's story that best demonstrates our expansive engagement of local governments, widespread collaboration, and common vision for Vibrant Communities in the Mohawk Valley.

A Region Unified. Never before has the MVREDC been so motivated around regional strategies than during the MV500 Project. Members of the Council continue to work in concert to engage Cities and Villages of all sizes in every county to step forward with plans and projects for DRI, RESTORE NY, and the URI.

Of all the positive collaboration, it is Canajoharie's story that best demonstrates our local government engagement, teamwork and common vision for Vibrant Communities in the Mohawk Valley.

NYS Thruway Exit 29 is the gateway to some of the greatest treasures in the region. From here, visitors can make the jump to Sharon Springs, Cooperstown, Cobleskill, the Adirondacks, and the Canalway Trail. Directly adjacent to Exit 29 and the NYS Barge Canal sits a 600,000 square foot building 26 acres along the Canajoharie Creek. The former Beech-Nut Foods manufacturing complex is a hulking relic of the industrial revolution.

Since the late 1800s, Beech-Nut Foods employed literally generations of families in the Village and surrounding towns, responsible for a once-thriving downtown, Art Museum, and infrastructure network. Today, the former manufacturing complex is the ultimate symbol of bight and decay in Upstate New York.

Last year, the cross-regional MV500 team resolved to set the machinery in motion to address the problem. The Canajoharie site was the major inspiration behind RECLAIM MV – the region's answer to complex brownfield revitalization for communities with limited resources. In Sparking Transformation, the project was identified as the #1 priority for RECLAIM MV. Although the region was not selected for URI funding, the MVREDC kept the project at the forefront.

During the winter, Paul Beyer, the Smart Growth Director for the Department of State, alerted MVREDC Co-Chairs and staff to a unique opportunity from the American Architectural Foundation's 2016 Sustainable Cities initiative. Based on extensive URI Implementation planning, the MVREDC, DOS, and Montgomery County planners immediately responded to the opportunity, making a compelling case for neighborhood-level brownfield revitalization planning. Against a field of major cities across the United States, we prevailed.

In early August, a team representing the County participated in the American Architectural Foundation's 2016 Sustainable Cities Design Academy, in Washington, D.C., alongside winning teams from Baltimore, Maryland; Wichita, Kansas; and Fresno, California. The three-day intensive design session focused on the future of downtown Canajoharie through brainstorming sessions, cross-disciplinary training and implementation planning.

Local, state and federal partners, including Congressman Chris Gibson, Montgomery County Executive Matthew Ossenfort, and the Village Mayor Francis Avery are fully engaged. Empire State Development President & CEO Howard Zensky and MVREDC staff have all toured the site, and continue to provide input and explore creative solutions to the brownfield problem. County Executive Ossenfort has assembled an interdisciplinary team of village trustees, county legislators and EPA representatives to keep the project on track. MVREDC members and staff continue to seek funding and leverage opportunities through the CFA and other state programs.

A temporary issuance of ownership, will allow a county-hired team to collect data to determine the level of pollution at the site. The Environmental Protection Agency (EPA) is conducting a Phase II Environmental study on behalf of Montgomery County, where approximately \$100,000 in environmental work is being done by EPA at no cost to local taxpayers.

To further accelerate planning and implementation efforts, Montgomery County prepared a 2016 Local Waterfront Revitalization Program CFA (an MVREDC Priority), and plans to submit an application under the Restore NY program for building demolition. The project continues to be the top priority for RECLAIM MV once the URI program is approved.

"This will be a multi-year plan, obviously. The good news is, we're making progress." - Montgomery County Executive Matthew Ossenfort



● ●
Former Beech-
Nut Facility,
Canajoharie

2016 Workgroups



AGRICULTURE & FOOD SYSTEMS THINKTANK.

This group germinated in 2015 as a strategic advisory group to support the URI plan, and continues to guide the Mohawk Valley's Agri-business strategy advancement through a series of targeted investments and grassroots initiatives.

Dr. Jason Evans, SUNY Cobleskill
Christopher Guldner, Schoharie County Tourism
Rebecca Morgan, Center for Agricultural Economic Development and Entrepreneurship
Jim Manning, Cornell Cooperative Extension
George Joseph, North Star Orchards
Don Smyers, Cornell Cooperative Extension
Chris Curro, Mohawk Harvest Cooperative
Marty Broccoli, Cornell Cooperative Extension
Luis Gato, Gato Consulting
James Genovese, Oneida County Executive's Office
Alicia Dicks, Community Foundation of Herkimer & Oneida Counties, Inc.

TOURISM.

Another top URI strategy, this team is working to promote Agritourism, Craft Food & Beverage producers, Outdoor Adventure, Cultural & Historic Sites, and Sports as a global Mohawk Valley export.

Kelly Blazosky, Oneida County Tourism & Brew Central
Gina DaBierre-Gibbs, Fulton-Montgomery Regional Chamber of Commerce
Mark Kilmer, Fulton-Montgomery Regional Chamber of Commerce
Mayor Jeff Katz, Village of Cooperstown
Barbara Ann Heegan, Otsego County Chamber of Commerce
Ken Meifert, National Baseball Hall of Fame
William Guglielmo, Rome Area Chamber of Commerce
Dr. Renee Scialdo-Shevat, Herkimer Diamond Mines & GEMS Along the Mohawk
Mayor Doug Plummer, Village of Sharon Springs

SMART GROWTH & BROWNFIELD REVITALIZATION.

Comprised mostly of the founding members of the MV Sustainability Coalition (2011) and one of the original advisory bodies to the MVREDC, this committee works to advance regional priorities that closely align with the principles of Smart Growth and Sustainability – with a focus on urban core revitalization, brownfield redevelopment, green infrastructure, and adaptive reuse.

Alicia Dicks, Community Foundation of Herkimer & Oneida Counties, Inc.
Matt Andrews, City of Rome
Bob Lambe, Town of Marcy
Elizabeth Horvath, Otsego Now
Jim Mraz, Fulton County
Ken Rose, Montgomery Business Development Center
Christian Mercurio, MVEDGE
Carolyn Lewis, Basset Healthcare Network
Diane Shoemaker, Rust 2 Green Utica
J. Caroline Williams, Cornell Cooperative Extension

CYBER CLUSTER, UNMANNED SYSTEMS & SEMICONDUCTOR SUPPLY CHAIN.

Builds upon regional STEM concentrations by identifying new opportunities and attracting investment in cutting-edge industries.

Chuck Green, Assured Information Security, Inc.
Nick Bruno, MVEDGE
MCK, Cyber NY Alliance & Cyber Research Institute
Regan Johnson, Griffiss Institute
Frank DuRoss, MVCC

DOWNTOWN REVITALIZATION INITIATIVE (DRI) WORK GROUP.

This committee was formed to engage cities and villages across the region and to select the DRI Plan that best exemplifies the goals of the DRI. This committee will also continue to work with the winning community, while promoting downtown-focused projects as CFA priorities.

Nick Matt, FX Matt Brewery
 Carolyn Lewis, Basset Healthcare Network
 Dr. Dusty Swanger, Fulton-Montgomery Community College
 Nancy Pattarini, Paige Group
 Dr. Renee Scialdo-Shevat, Herkimer Diamond Mines & GEMS Along the Mohawk
 Larry Gilroy, Gilroy, Kernan, & Gilroy
 Dr. Robert Geer, SUNY Polytechnic Institute

MIGHTY WATERS.

Recognizing the inherent value and potential of the Governor's initiative to revive the Erie Canalway Corridor, the MV Mighty Waters group works across Oneida, Herkimer, and Montgomery County lines to activate the waterfront and revitalize canalside communities.

Karl Gustafson, Montgomery County
 Brian Thomas, City of Utica
 Paul Romano, O'Brien & Gere
 Mayor Jacqueline Izzo, City of Rome
 Amanda Bearcroft, Montgomery Business Development Center
 Kiva VanDerGeest, City of Rome

GLOBAL MV.

Cultivates business and promotes projects that attract foreign direct investment and increase Mohawk Valley exports around the globe.

Kelly Blazosky, Brew Central
 Tim Fitzgerald, MVEDGE
 Shawna Papale, MVEDGE
 Alan Fink, ConMed
 Stephen King, CNYIBA

WORKFORCE, VETERANS & OPPORTUNITY AGENDA.

This group is comprised of leaders of our educational institutions and not-for-profit community and is dedicated to providing a pathways for success. The group focuses on life and work skills, industry-aligned training, and entrepreneurial opportunities for hard-to-place workers, Veterans, and a spectrum of talent across the Mohawk Valley.

Dr. Randall VanWagoner, Mohawk Valley Community College
 Ryan Miller, ThINCubator
 Ladan Alomar, Centro Civico of Amsterdam
 Laura Cohen, MVEDGE
 Alice Savino, Workforce Development Board
 Allison Nowak, Empire State Development
 Sarah Lam, Workforce Development Board
 Gail Breen, Workforce Development Board
 Alicia Dicks, Community Foundation of Herkimer & Oneida Counties, Inc.

PROJECT DEVELOPMENT & TRACKING.

Comprised of the economic development leaders of each of our six counties, this group meets regularly to track ongoing initiatives while collaboratively developing the project pipeline.

Steven DiMeo, MVEDGE
 Sandy Mathes, Otsego Now
 Ron Peters, Fulton County CRG
 Steve Wilson, Schoharie County
 Steve Smith, Herkimer County
 Ken Rose, Montgomery Business Development Center



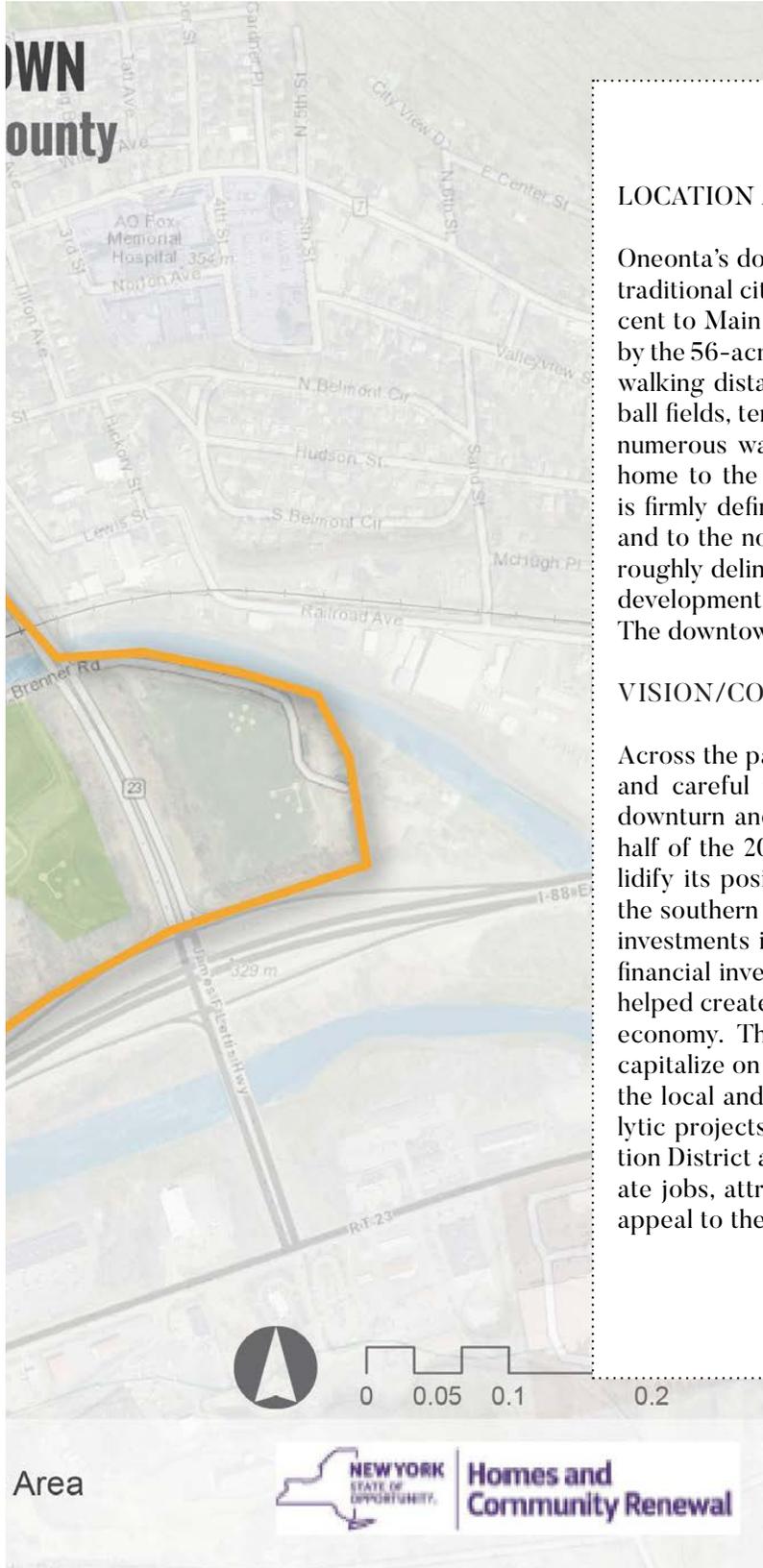
● ●
Downtown Oneonta

**V. DOWNTOWN
REVITALIZATION INITIATIVE**

••

ONEONTA
— NEW YORK —



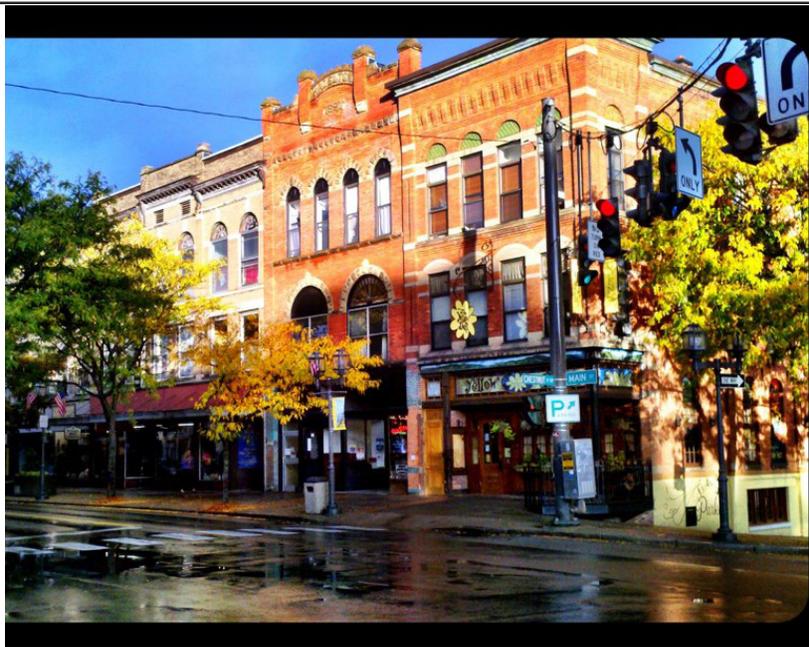


LOCATION AND BOUNDARY

Oneonta’s downtown is easily identified and has at its core a traditional city downtown mixed-use district along and adjacent to Main Street. The downtown is bounded at the south by the 56-acre Neawha Park, a public green space within easy walking distance from Main Street, the park features baseball fields, tennis courts, a skateboard park, picnic pavilions, numerous walking paths and the historic Damaschke Field, home to the Oneonta Outlaws. The downtown’s boundary is firmly defined to the east by the James F. Lettis Highway, and to the north by Walnut Street: In both cases, the roads roughly delineate boundaries between downtown mixed-use development and the adjoining residential neighborhoods. The downtown is vibrant, walkable, compact and welcoming.

VISION/CONCEPT

Across the past several years, Oneonta has used persistence and careful planning to overcome much of the economic downturn and retrenchment it has experienced in the latter half of the 20th century. Now the city stands poised to solidify its position as the center of commerce and culture in the southern Mohawk Valley and northern Catskills. Its past investments in local and regional plans, as well as very real financial investments in many aspects of its downtown, have helped create exciting, vibrant neighborhoods with a healthy economy. The Governor’s DRI funds will enable Oneonta to capitalize on the city’s transformational plans to impact both the local and regional economy through investment in catalytic projects such as the Craft Food and Beverage Innovation District and the Rail Yards redevelopment. Both will create jobs, attract private investment, and enhance Oneonta’s appeal to the next generation of employees and employers.



REDC RATIONALE & ALIGNMENT WITH STRATEGIES

The Mohawk Valley received competitive DRI applications from several of its major cities and centers, but Oneonta stood out for one principal reason: readiness. The city's strategy for DRI investment built on years of planning, most recently Focus on the Future of Main Street, a comprehensive economic development and planning study funded with \$75,000 of ESD grant monies. One of the priority projects emerging from the DRI application involves creating a craft food and beverage "innovation district," a project emerging directly from a year-long feasibility study funded by MVREDC Momentum Fund investment. Further, Oneonta has a strong track record of investment in downtown, effectively utilizing public dollars to catalyze private investment:

- \$6 million in public and private investment to turn a blighted anchor building, the former Bresee's Department store, into Parkview Place, with commercial space on the ground floor and market-rate, loft-style apartments on the upper floors
- Syracuse-based developer Housing Visions has undertaken a major affordable housing initiative involving 60 units at a total cost of just under \$16 million
- Oneonta won \$500,000 in New York Main Street funding to renovate more than 10 historic buildings on Main Street, which has leveraged an additional \$800,000 in private funds from property owners
- The city completed a Main Street Streetscape assessment in 2014 which assessed existing conditions and identified opportunities, including aesthetic improvements and improved ADA compliance and wayfinding. Construction on this \$550,000 project began in the spring of 2016 and will leverage \$400,000 in CDBG public infrastructure funds with direct city investment

One of the primary projects, the Craft Food and Beverage Innovation District, aligns beautifully with the MVREDC's three strategic focuses: Agriculture, Tourism, and STEM-related industries, while directly benefitting the region's Opportunity Agenda by creating entry-level jobs, workforce training, and mixed-income housing.

The Mohawk Valley REDC selected Oneonta because the city has done the hard work to get to a "tipping point" and the infusion of investment dollars from the state will enable Oneonta to readily and effectively transform its downtown. DRI money will truly be the catalyst to create jobs, speed investment and leverage collaboration.

UNIQUE ASSETS

Oneonta embodies the adage “the whole is greater than the sum of its parts.” It is not so much the uniqueness of any one of its assets, but rather the quality, variety and number of its assets that makes Oneonta truly remarkable. As its DRI application states, “Downtown Oneonta provides big city amenities packaged in small town feel.”

- Located in the shadow of the Catskill Mountains, Oneonta’s downtown is surrounded by striking natural beauty that compliments the lovely and largely untouched facades of its historic buildings.
- Because Oneonta is located between Binghamton, Utica and the Capital Region, it serves as primary downtown for a population of more than 150,000 within a 30-mile radius.
- Immediately adjacent to (and within walking distance of Oneonta’s downtown are tSUNY Oneonta and Hartwick College, whose 7,500 students and hundreds of faculty and staff use the city as their primary downtown.
- Between performances at the newly constructed Foothills Performing Arts Center, live music at the historic Oneonta Theatre, independent musicians at the B Side Ballroom, art exhibits at CANO and small galleries, its downtown boasts a lively and walkable arts scene.
- Residents have access to a year-round farmers’ market, and to the organic fare at the Green Earth Grocery; private yoga and exercise studios compliment the large YMCA and A.O. Fox Hospital provides high-quality health care.
- While small, Oneonta has pursued and instituted progressive policies, including Smart Growth principles, energy efficiency (replacing 146 downtown light fixtures with LED fixtures), Complete Streets, transit-oriented development and participation in the six-county Land Bank.
- Lastly, the city’s proximity to major tourism assets cannot be overlooked. In less than 30 minutes, Oneonta residents have access to the National Baseball Hall of Fame in Cooperstown, as well as to Brewery Ommegang, one of the state’s crown jewels of craft beer production and outdoor music venues.



PROJECTS IDENTIFIED

Market Street Craft Food and Beverage Innovation District: Oneonta has a rare opportunity in developing its languishing Market Street: to double the size of its downtown. Market Street, once an integral part of downtown, lost traffic and buildings over time and currently sits disconnected from downtown both physically and economically. This project promises to transform Market Street into an exciting mixed-use neighborhood that melds a food hub, an ag-based innovation area, and an arts and entertainment district that will stimulate private development and create new jobs.

Components include:

- Food Hub and Entrepreneurial Center, centered on food and beverage R&D and value-added production; possible tenants include a workforce training center, a commercial kitchen, a pilot craft brewery, an urban grocery store, and mixed-income housing on its upper floors.
- Oneonta Transit and Lifestyle Center, redeveloping the city's parking garage into a multimodal transportation hub with an attractive façade, retail shops on the first floor and mixed-income housing on the levels above.
- Mohawk Valley Hospitality and Entertainment Complex, creation of an ambitious mixed-use neighborhood that will include an 80 room boutique hotel with craft brewery/restaurant, connected to an entertainment complex that will meld the recreational activities of the YMCA with the performing-arts activities of Foothills, with improved streetscape, wayfinding and branding.

In all, these Market Street initiatives are expected to directly create 250 jobs and dozens of ancillary jobs, and to leverage approximately \$42 million in private investment.

Oneonta Rail Yard Redevelopment: A priority project for the city, the redevelopment of the Rail Yards, will spur major job creation and new business attraction. Otsego Now is working closely with Norfolk Southern to develop approximately 80 acres into shovel-ready sites for such industries as light manufacturing, value-added food production, and distribution. Plans call for construction of workers' housing on the perimeter of the property, close to Chestnut Street. The city is also exploring seeking Foreign Trade Zone designation for this area. If successful, the Rail Yards would be one of the most significant development sites in this area of the State. Development in the Rail Yards will directly compliment and bolster the city's downtown revitalization. A vibrant downtown is crucial in attracting new companies to a community, and likewise, the new jobs and demand for housing and services brought by these new companies will further catalyze Oneonta's downtown. Development of this rail-supported commercial real estate is expected to directly create 500 to 700 jobs and to leverage \$88 million in private investment.

Development Opportunities: The core of Oneonta's Main Street is a largely intact collection of attached late 19th and early 20th century mixed use commercial blocks. While many of its buildings have been renovated and are fully occupied, several vacant buildings persist on Main Street, and far too many buildings have unused and vacant upper floors. As Oneonta suffers from a dearth of market-rate housing, these vacant floors present an opportunity for repurposing into residential units, offices, or other uses. In addition, the city has mapped vacant infill sites along Main and Market Streets, as well as air space above existing parking lots, which can accommodate new development

NEXT STEPS

The scope of services defined by the DRI indicate that the following steps will be part of the effort:

- Creating and coordinating the Local Planning Committee
- Creating and executing a community engagement plan, with public engagement occurring early and consistently through the process, and encompassing a broad and diverse population
- Developing a profile of downtown
- downtown Vision: Creating a clearly articulated vision for revitalizing the downtown, building on existing plans and strategies, and considering the unique characteristics of Oneonta and the surrounding region
- Presenting an outline of plan to MVREDC in October: outline will include assets, strengths, weaknesses, market potential and community vision
- Creating ambitious strategies to drive development and investment in the downtown, including an Action Plan that brings together elements of economic development, transportation, housing and community projects that holistically encompass downtown revitalization
- Selecting priority catalytic projects for implementation with DRI funding: projects should be key to the overall revitalization strategy and should have potential to leverage additional investment
- Creating a detailed strategy to guide implementation of the plan and its proposed projects: strategy will include prioritization, phasing, estimated costs, responsible parties and potential funding sources
- Creating performance indicators and metric to monitor progress
- In February 2017, findings and recommendations to be presented to the Local Planning Committee and MVREDC for acceptance

PLANNING COMMITTEE

Nancy Kleniewski	President	SUNY Oneonta
Margaret Drugovich	President	Hartwick College
Jeffrey Joyner	President	AO Fox Memorial Hospital
Daniel Maskin	CEO	Opportunities for Otsego
Wayne Carrington	Principal Owner	bside Ballroom
Joe Ficano	Council Member	City of Oneonta
Len Carson	Board Representative	Otsego County
Kristy Lawson	Staff Operations Manager	YMCA
Elizabeth Horvath	COO	Otsego Now
Jeffrey Lord	VP Commercial Team Leader	Community Bank
Tim Masterjohn	Principal Owner	Red Caboose
Patricia Kennedy	CEO	Springbrook
Carolyn Lewis	Regional Development Manager	Bassett Healthcare Network
Gary Herzig	Mayor	City of Oneonta
Ken Meifert	VP Sponsorship & Development	National Baseball Hall of Fame & Museum

STAFF

Meg Hungerford	Finance Director	City of Oneonta
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Downtown Revitalization Initiative Priorities



The DRI process, helped communities to consolidate recent planning efforts into a focused, targeted strategy for revitalization of their downtowns. Even more, it helped the REDC to better understand the vision for each of the region’s most progressive neighborhoods and put the capital projects into perspective. We are now able to take a comprehensive, measured approach to helping these communities achieve their vision – and advance the MV500 Vibrant Communities strategy.

COOPERSTOWN

The entire Village of Cooperstown is on the national historic register, and boasts not only stunning natural beauty and a world-recognized brand, but also state-of-the-art healthcare, a nationally-ranked high school, a year-round farmers’ market, a lively arts scene, an expansive sports center and six public parks. The village has all but completed a comprehensive plan, and has made major investments in infrastructure (rebuilt sidewalks, new rain gardens, creation of a Village Gateway to the south) with plans for more.

Cooperstown has seen significant private investment from Bassett Hospital and the National Baseball Hall of Fame, in addition to the burgeoning “beverage trail” and in the hospitality sector. Despite these assets, Cooperstown continues to have a housing deficit at every income level, a shortage of residential and visitor parking, and an insufficiently diversified economy. Recognizing these needs, the village is aggressively pursuing several projects to continue to revitalize its downtown. With support from the MVREDC and its strategic agenda, the village hopes to make these projects a reality in the near term:

- CFA# 66128 - \$125,000 (ESD Priority Project) + \$448,704 (OPRHP). Rehabilitation of 22 Main Street, a magnificent but aging building housing Village offices, the public library, and the Cooperstown Art Association.
- CFA# 65836 - \$13,000 (ESD). Doubleday Field improvements and mixed-use development, to restore the field to its former glory and to create a lively, walkable mini-district immediately adjacent that will include green space, retail, parking and high-end residential
- CFA# 66252 - \$226,950 (OPRHP). Site evaluations and redevelopment of two of the Village’s most popular parks, to improve visitor experience
- Master plans for the redevelopment of the Railroad Avenue and Doubleday districts to create a year-round economy, including design of streetscape improvements and a branding scheme
- Upgrades to the Village’s aged sewer plant to meet current environmental standards and peak season use.





ROME

The city has identified five strategic sites in the Rome Rises Project Area, a 180 acre target redevelopment area that will catalyze future investment and build on the momentum to revitalize downtown.

Each site is an integral part of the urban core and located immediately adjacent to the city's greatest economic development assets, including the Erie Canal and Mohawk River, the Mohawk River and Canalway Trail network, Arts & Cultural district, and a number of significant local and national historic sites. The realization of the Rome Rises projects will leverage these assets, transforming downtown Rome into a thriving, active and attractive urban environment.

The DRI funding will support a piece of each project that will prepare the site for private investment and implementation, and be a significant step in reshaping the future of Rome. This funding will offset the costs associated with demolishing, remediating, and enhancing strategic redevelopment sites in the city so that they can be repurposed into economically viable and sustainable destinations. These necessary improvements will further serve as an incentive to private developers, streamlining the development process and providing a shovel-ready site. This funding is critical to move the process forward, so that downtown Rome can be a healthy environment for residents now and in the future.

These sites include:

- Erie Boulevard / South James Street Connective Waterfront Corridor;
- City Yard Connectivity and Regional Recreation Destination;
- Rome-Turney Redevelopment;
- George Street Transportation Hub Redevelopment;
- Rome Cable Demolition and Shovel Ready.

Downtown Revitalization Initiative Priorities

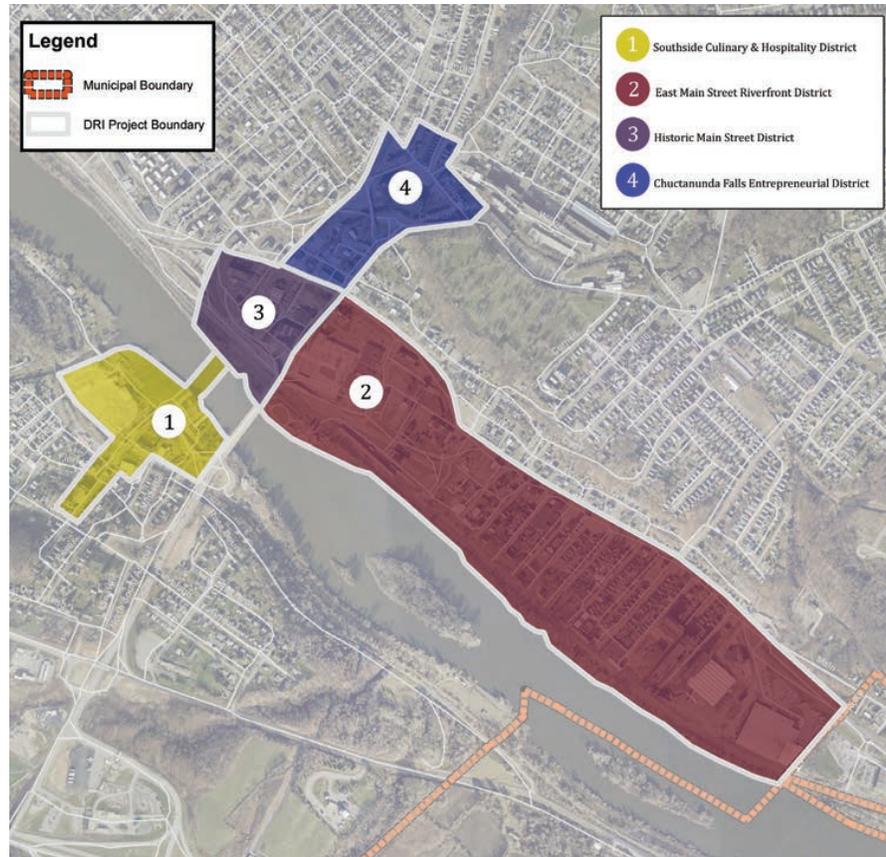


UTICA

Utica is ripe for the Downtown Revitalization Initiative (DRI) investment. The city is on the brink of an exciting and unprecedented economic transformation and downtown Utica will be front and center as the city continues to welcome new visitors, employees, businesses and residents. The region will be able to draw inspiration and innovation from downtown Utica – a nexus for the exchange of concepts, culture, and capital through community-driven planning, sustainable design and creative placemaking. Utica has demonstrated the readiness to implement a \$10 million capital program, the momentum to sustain economic transformation, and an overall estimated 57:1 leverage ratio.

Focused on creating an attractive and engaging downtown, the city is concentrating resources on the downtown Utica Core. The selected districts best reflect the character, diversity, infrastructure, and policies essential to build investor confidence and to market the area to an increasingly global workforce. Recognizing that professionals, millennials, empty-nesters, and artists are choosing urban life to suburban environments, Utica has been strategizing to spark a local and regional economic resurgence.





AMSTERDAM

The City of Amsterdam's Downtown Revitalization Initiative area encompasses both the traditional and previously established downtown district, as well as three other key core contributing neighborhoods that each function interdependently.

The downtown neighborhood consists of four districts:

- 1) the Southside Culinary and Hospitality District;
- 2) the East Main Street Riverfront District;
- 3) the Historic Main Street District; and
- 4) the Chuctanunda Falls Entrepreneurial District.

The area encompasses 127 acres and contains 76 businesses, employing more than 900 people. It includes diverse housing options, healthy and affordable food markets, retail shops and eateries, multi-modal transit, recreational facilities, a multitude of healthcare services, and various entertainment venues. The boundary for the City of Amsterdam's target area is intended to incorporate locations that collectively provide the necessary commercial, residential, and recreational amenities that will interconnect.

Currently, Amsterdam has seen its first increase in population in over 70 years and has less business loss now than in the last 20 years. With over \$63 million recently invested by both the public and private sector, Amsterdam's downtown revival has already begun. However, deteriorating infrastructure, a surplus of abandoned properties, scattered areas of blight, and the long-lasting repercussions felt by community members in the wake of a collapsing economy can cause the revitalization efforts of this once booming city to feel at times like an overwhelmingly daunting task. While remarkable strides have been made in recent years, Amsterdam is still in great need of assistance to propel the community through some of the last uphill strides.

Downtown Revitalization Initiative Priorities



SHARON SPRINGS

The Village of Sharon Springs' Downtown Revitalization Initiative encompasses Main Street (Route 10) within the 1.8 square mile community. It has been listed as a Target Area in the MV500 plan adversely affected by the presence of blighted, vacant, and underutilized properties. Since then, Sharon Springs' Main Street is experiencing and economic and cultural revitalization. Private investment has propelled Main Street from a virtually abandoned downtown to a vibrant and thriving area which draws visitors from across the state, country, and world.

Sharon Springs, Inc. (SSI), a private developer, incentivized by a \$1 million RESTORE New York grant, has begun a \$9 million investment in the restoration and rehabilitation of the Imperial Bath and Spa project, as well as multiple hotels within the community. These entrepreneurs are applying their expertise to transform a stock of historic properties into flagship enterprises supported by modern day sales and distribution efforts. The downtown area has attracted much interest worldwide in the past five to ten years. Many success stories have prompted business, civic, and economic growth in this unique and diverse community. Continued investment is greatly needed to continue the upward rise of the community and creating a national tourist attraction community.





GLOVERSVILLE

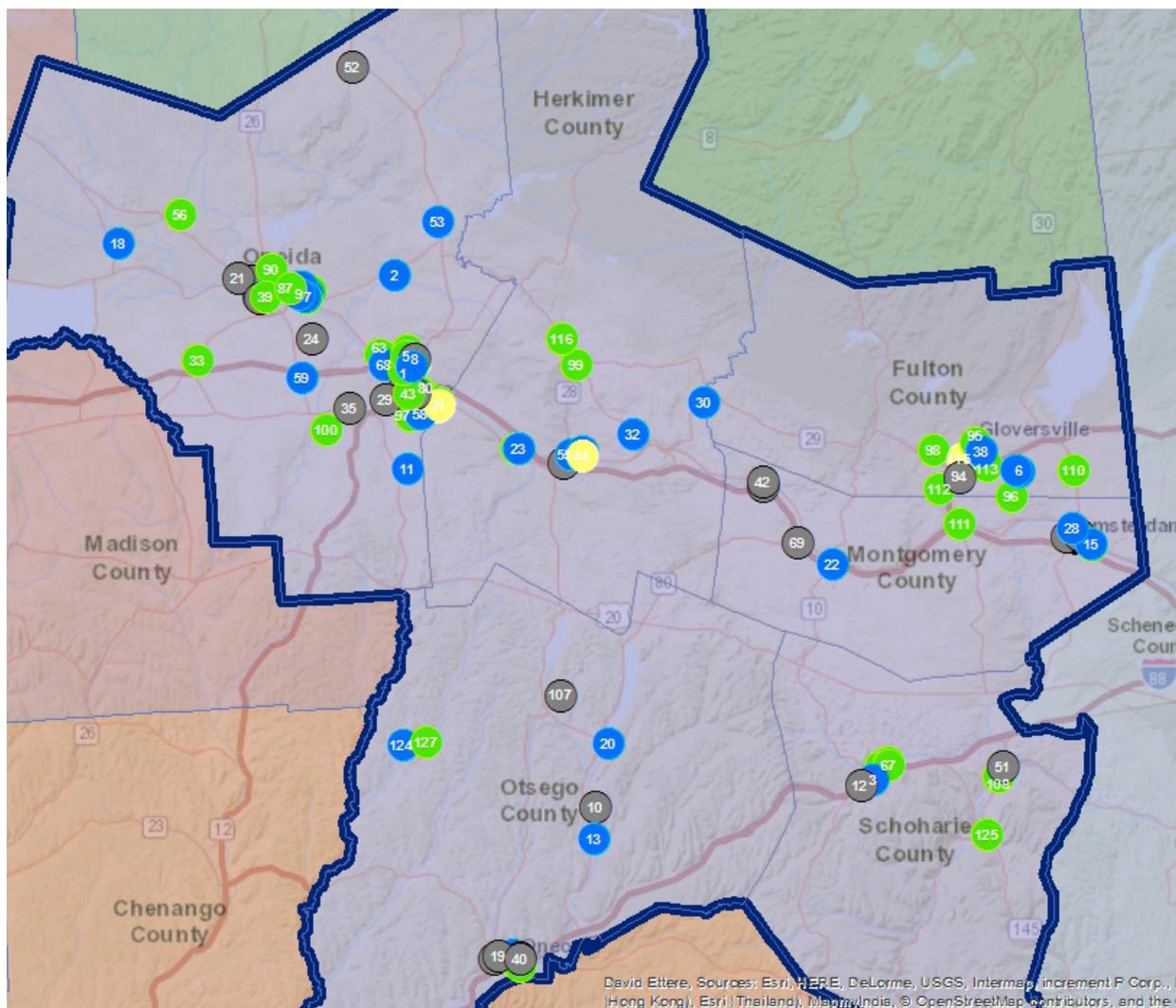
Within the past three years something profound has happened to Gloversville and its people. It is difficult to say what sparked this new attitude, but the city is experiencing what can only be described as a transformative awakening. There is a new awareness among a significant percentage of its population of the principles of new urbanism and the central, leading position a vibrant urban center must assume in the building of a dynamic 21st century community. Much of this change is owed to the opening of Mohawk Harvest Cooperative and the spin off initiatives it fostered. It is also the likely result of the well-attended public hearings on the city's new comprehensive plan held in 2014 and the change of leadership direction from newly elected city council members.

Today, this new positive spirit is manifesting itself in the form of major private investment in downtown and plans for much greater investment in the near future. The possibility of building a sustainable and vibrant 21st century city upon the architectural legacy in our region has ignited the imagination of business leaders, political office holders and the community at large. This has fostered partnerships and the establishment of common goals among disparate entities that only a few years ago would not have been possible. Though struggling under the weight of abandoned factories, disinvested neighborhoods and a high tax rate, Gloversville is uniquely poised for a transformation that will make it a sustainable economic engine.

APPENDIX

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A. Itemized table of past priority projects (Rounds I-V) with corresponding Map Numbers



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Past Priority Projects
Round I-IV

Past Priority Project Status Rounds One-Five

Round One- 2011

CFA #	Map #	Project Name	Status	Project Cost	CFA Award	Leverage	County
3319	1	MVEDGE- Marcy Interceptor Sewer Upgrade ETP Capital	Green	\$8,500,000	\$5,000,000	1.70	Oneida
3799	2	Northland Networks Capital	Blue	\$1,514,674	\$703,500	2.15	Oneida
3811	3	Town of Cobleskill - Route 7 Corridor Capital	Blue	\$9,200,000	\$4,100,000	2.24	Schoharie
4252	4	Griffiss International Airport Capital	Blue	\$3,544,000	\$350,000	10.13	Oneida
4312	5	MVEDGE - Marcy Nanocenter - Phase 1A Capital	Green	\$12,100,000	\$5,000,000	2.42	Oneida
4745	6	Fulton County - Tryon Park and Incubator Center Capital	Blue	\$3,140,000	\$2,000,000	1.57	Fulton
5027	7	Griffiss Local Development Corporation Fiber Connectivity Hub Capital	Blue	\$838,800	\$397,500	2.11	Oneida
6188	8	SUNY IT Research Foundation Capital	Black	\$5,784,000	\$274,000	21.11	Oneida
6507	9	GUSC Energy Capital	Blue	\$18,000,000	\$1,500,000	12.00	Oneida
6635	10	Brouwerij Belame Capital	Black	\$3,052,528	\$140,000	21.80	Otsego
6803	11	Homogeneous Metals Capital	Blue	\$11,800,000	\$120,000	98.33	Oneida
7008	12	Cobleskill Brewing Capital	Black	\$5,125,000	\$750,000	6.83	Schoharie
7071	13	Milford CSD CORE Initiative Working Capital	Blue	\$450,000	\$125,000	3.60	Otsego
8871	14	Fort Schuyler Management Corporation - Quad C - Phase 1 Capital	Blue	\$50,970,552	\$15,000,000	3.40	Oneida

					
Completed	On Schedule	Progressing Slowly	Concerns to be Resolved	Pending Contract	Canceled or Declined

Past Priority Project Status Rounds One-Five

Round Two- 2012

CFA #	Map #	Project Name	Status	Project Cost	CFA Award	Leverage	County
12945	15	Amsterdam IDA Capital (Mohawk Fabric)	Blue	\$300,000	\$40,000	7.50	Montgomery
14506	16	Rome Strip Steel Capital	Blue	\$1,589,134	\$150,000	10.59	Oneida
15727	17	Village of Frankfort's Small Business Assistance Program Capital	Green	\$62,500	\$50,000	1.25	Herkimer
16424	18	Harden Furniture Capital	Blue	\$2,264,000	\$538,000	4.21	Oneida
16507	19	Custom Electronics Capital	Black	\$502,000	\$100,000	5.02	Otsego
16513	20	Baseball Hall of Fame Digitization Capital	Blue	\$996,000	\$75,000	13.28	Otsego
16601	21	Cold Point Capital	Black	\$102,190	\$20,000	5.11	Oneida
16890	22	Save Canajoharie	Blue	\$1,563,843	\$100,000	15.64	Montgomery
17487	23	Turbo Machined Products Capital	Blue	\$945,329	\$100,000	9.45	Herkimer
17516	24	Bonide Products Inc Manufacturing Upgrades	Black		\$20,000	0.00	Oneida
17519	25	Living Learning Center Capital	Green	\$12,500,000	\$1,775,000	7.04	Herkimer
17748	26	Rome RCBRC Capital	Black	\$2,800,000	\$200,000	14.00	Oneida
18119	27	CGAM Laboratory Capital	Yellow	\$1,250,000	\$250,000	5.00	Oneida
18319	28	St. Mary's Healthcare Outpatient Pavilion Capital	Blue	\$17,740,000	\$307,000	57.79	Montgomery
18511	29	Utica College Forensics Center Capital	Black	\$1,250,000	\$250,000	5.00	Oneida

CFA #	Map #	Project Name	Status	Project Cost	CFA Award	Leverage	County
18579	30	Gehring Tricot Capital	Blue	\$2,006,727	\$200,000	10.03	Montgomery
18651	31	Masonic Medical Research Laboratory Capital	Yellow	\$827,000	\$300,000	2.76	Oneida
18660	32	Burrows Paper Capital	Blue	\$21,297,468	\$250,000	85.19	Herkimer
18794		Verona Sewer System Capital	Green	\$6,505,000	\$500,000	13.01	Oneida
18874	34	Cardinal Phase II Buildout Capital	Black	\$1,461,200	\$150,000	9.74	Oneida
18900	35	PAR Government Systems Capital (C21E)	Black	\$885,000	\$50,000	17.70	Oneida
19030	36	Utica Memorial Auditorium Capital II	Blue	\$3,490,000	\$250,000	13.96	Oneida
19194	37	Utica Street Scape Capital	Black	\$8,000,000	\$250,000	32.00	Oneida
19209	38	Gloversville-Johnstown WWTF Capital	Blue	\$7,223,552	\$1,000,000	7.22	Fulton
19280	39	Rome Capitol Theatre Capital	Green	\$10,452,650	\$250,000	41.81	Oneida
19298	40	Foothills Performing Arts Center Capital	Black	\$152,040	\$50,000	3.04	Otsego
19358	41	Griffiss International Airport Customs and Border Patrol Facility Capital	Blue	\$1,500,000	\$300,000	5.00	Oneida
19366	42	TecMar Aquaculture Facility Capital	Black	\$57,020,000	\$400,000	142.55	Montgomery
19794	43	Utica City Center Sewer Improvements Capital	Green	\$1,600,000	\$400,000	4.00	Oneida
19795	44	East Herkimer Sewer Capital	Yellow	\$2,450,750	\$500,000	4.90	Herkimer



Completed



On Schedule



Progressing Slowly



Concerns to be Resolved



Pending Contract



Canceled or Declined

Past Priority Project Status Rounds One-Five

Round Three- 2013

CFA #	Map #	Project Name	Status	Project Cost	CFA Award	Leverage	County
20823	45	Fort Schuyler Management Corporation - Quad C - Phase 1B Capital	Blue	\$73,000,000	\$3,100,000	23.55	Oneida
27424	46	Utica Coffee Roasting Company Capital	Blue	\$520,000	\$150,000	3.47	Oneida
27585	47	Craft Food & Beverage Center Capital	Blue	\$463,600	\$60,000	7.73	Otsego
28060	48	Oneida County Union Station REA Wing Capital	Green	\$823,200	\$200,000	4.12	Oneida
28106	49	MVEDGE Sewer Crossing Capital	Blue	\$4,323,900	\$700,000	6.18	Oneida
28409	50	MVEDGE - Marcy Nanocenter - Phase 1B Capital	Green	\$7,054,485	\$3,250,000	2.17	Oneida
29182	51	Corbin Hill Road Farm Capital	Black	\$935,149	\$180,000	5.20	Schoharie
29295	52	3B Timber Shavings Capital	Black	\$1,300,000	\$150,000	8.67	Oneida
29562	53	Adirondack Barrel Cooperage Capital	Blue	\$722,744	\$60,000	12.05	Oneida
29853	54	Mohawk Valley Business Incubator	Blue	\$1,125,000	\$125,000	9.00	Oneida
30267	55	Herkimer NYSARC Capital	Blue	\$1,512,206	\$250,000	6.05	Herkimer
30321	56	Rock Ledge Campground Capital	Green	\$188,000	\$25,000	7.52	Oneida
30373	57	Mohawk Valley Community College Foundation - thIN-Cubator Capital	Blue	\$237,375	\$55,000	4.32	Oneida
30379	58	Unmanned Aerial Systems Capital	Blue	\$500,000	\$100,000	5.00	Oneida
30441	59	Westmoreland Ambulatory Surgery Center Capital	Blue	\$6,185,643	\$400,000	15.46	Oneida
30535	60	Mohawk Relocation Expansion	Black	\$3,100,000	\$250,000	12.40	Montgomery

CFA #	Map #	Project Name	Status	Project Cost	CFA Award	Leverage	County
30628	61	Primo Property Management Capital	Blue	\$2,000,000	\$400,000	5.00	Oneida
30669	62	Cardiac Research Institute of Masonic Research Laboratory Capital	Yellow	\$890,000	\$250,000	3.56	Oneida
31071	63	Cryo Pure Capital	Green	\$750,000	\$100,000	7.50	Oneida
31542	64	Griffiss Institute Capital	Green	\$5,900,000	\$1,100,000	5.36	Oneida
31633	65	Deer Run at River Ridge Capital	Black	\$22,054,000	\$1,000,000	22.05	Montgomery
31860	66	AIDA & Giant Solutions Capital	Green	\$158,000	\$30,000	5.27	Montgomery
31924	67	Cobleskill Water Supply - Capital	Green	\$1,500,000	\$300,000	5.00	Schoharie
31966	68	Medicare Administrators Capital	Blue	\$1,300,000	\$200,000	6.50	Oneida
32026	69	Erie Canal Distillers Capital	Black	\$155,500	\$10,000	15.55	Montgomery
32032	70	City of Utica Sewer Separation Capital	Green	\$11,622,353	\$1,300,000	8.94	Oneida
32088	71	Erie Canal RV Resort & Campground	Black	\$1,504,418	\$200,000	7.52	Montgomery
32241	72	HDB Realty Capital	Black	\$2,160,000	\$200,000	10.80	Otsego
32244	73	Rome Strip Steel Company Capital	Black	\$1,400,000	\$150,000	9.33	Oneida
32271	74	GUSC Energy Capital	Black	\$1,010,000	\$150,000	6.73	Oneida
32273	75	American Hotel & Hospitality Management Capital	Black	\$6,747,500	\$880,000	7.67	Montgomery
32339	76	City of Utica Harbor Point	Green	\$6,100,000	\$5,000,000	1.22	Herkimer
32511	77	Utica Memorial Auditorium Capital III	Blue	\$3,490,000	\$700,000	4.99	Oneida
32625	78	Town of Oneonta Southside	Green	\$8,808,000	\$500,000	17.62	Otsego
32652	79	Matt Brewing Company Capital	Black	\$1,600,000	\$250,000	6.40	Oneida



Completed



On Schedule



Progressing Slowly



Concerns to be Resolved



Pending Contract



Canceled or Declined

Past Priority Project Status Rounds One-Five

Round Four- 2014

CFA #	Map #	Project Name	Status	Project Cost	CFA Award	Leverage	County
38893	80	R.L.E. Capital	Green	\$4,592,800	\$575,000	7.99	Oneida
38993	81	Trenton Technology Capital	Green	\$10,420,000	\$1,000,000	10.42	Herkimer
39226	125	Edmenston Robotics	Blue	\$260,000	\$50,100	5.19	Otsego
39256	82	MVEDGE - Marcy Nanocenter - Phase 1B Capital	Green	\$7,054,485	\$1,000,000	7.05	Oneida
39400	83	Primo Property Management Capital	Blue	\$4,000,000	\$800,000	5.00	Oneida
40213	84	Oneida County Airport Hangar	Green	\$18,920,000	\$4,000,000	4.73	Oneida
40526	85	123 Hotel Street Capital	Green	\$3,100,700	\$620,000	5.00	Oneida
40861	86	Mohawk Valley Innovation Hot Spot	Blue	\$2,250,000	\$750,000	3.00	Oneida
40866	87	Griffiss LDC -B240 Capital	Green	\$3,017,840	\$590,710	5.11	Oneida
40952	88	SUNYIT- Assistive Technology Laboratory Capital	Green	\$10,600,000	\$600,000	17.67	Herkimer
41042	89	Nehemia Fund	Green	\$1,200,000	\$200,000	6.00	Oneida
41048	90	Andro Computational Solutions Capital	Green	\$1,000,000	\$200,000	5.00	Oneida
41064	91	Griffiss Utility Services Capital	Green	\$1,143,698	\$228,740	5.00	Oneida
41534	126	The Rose Building	Green	\$2,600,000	\$506,500	5.13	Schoharie
41578	127	Tryon Tech Park	Blue	\$900,000	\$180,000	5.00	Fulton
41609	92	Mohawk Valley Community College UAS Capital	Blue	\$1,500,000	\$300,000	5.00	Oneida



Completed



On Schedule



Progressing Slowly



Concerns to be Resolved



Pending Contract



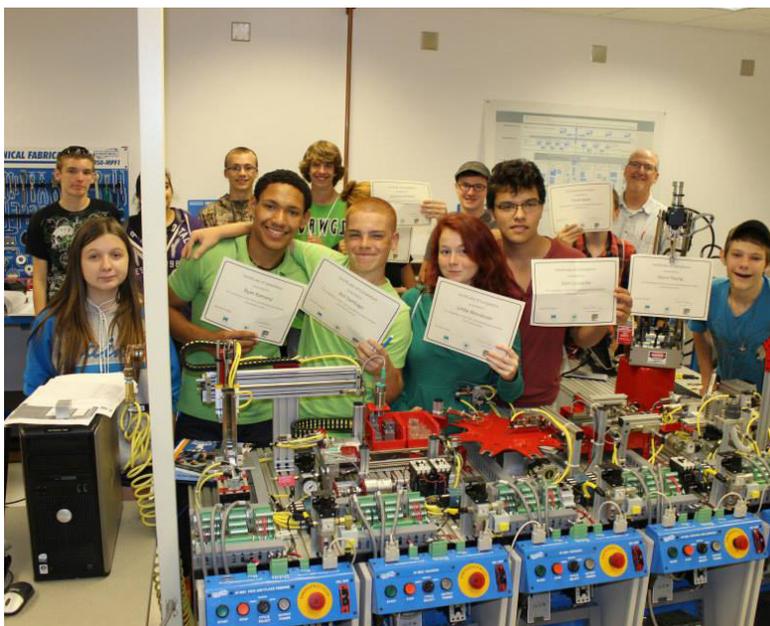
Canceled or Declined



th**INC**ubator
the home for **INNOVATIVE NEW COMPANIES**



Mohawk Valley
Innovation Hot Spot
MVCC thINCubator



Hamilton Fulton
Montgomery BOCES
P-Tech Students

Past Priority Project Status Rounds One-Five

Round Five- 2015

CFA #	Map #	Project Name	Status	Project Cost	CFA Award	Leverage	County
51045	94	St. John's Episcopal Church	Black	\$539,659	\$80,000	6.75	Fulton
51270	95	Necessary structural library improvements	Green	\$7,452,939	\$500,000	14.91	Fulton
51420	96	The Global Village at FM	Green	\$33,803,032	\$3,725,000	9.07	Montgomery
51496	97	Mohawk Valley Advanced Manufacturing Institute	Green	\$9,000,000	\$1,800,000	5.00	Herkimer
52145	98	Fulton County Repair Interconnection Working Capital	Green	\$255,000	\$51,000	5.00	Fulton
52422	99	Ace of Diamonds Tourism Enhancement Capital	Green	\$276,936	\$138,468	2.00	Herkimer
52468	100	Town of Kirkland Robinson Road	Green	\$1,800,000	\$360,000	5.00	Oneida
52716	101	Mair Magaw Informational Systems Capital	Black	\$1,187,600	\$240,000	4.95	Fulton
53068	102	Stevens Building Capital	Yellow	\$898,495	\$120,000	7.49	Otsego
53205	103	Smith Brothers Standard Furniture Building Rejuvenation	Black	\$919,193	\$250,000	3.68	Herkimer
53734	104	Hartwick College Capital	Green	\$343,000	\$68,000	5.04	Delaware
53824	105	Village of Cobleskill Water System Storage Facilities Improvements Project	Green	\$1,700,000	\$600,000	2.83	Schoharie
54003	106	Generations Malting Company Capital	Black	\$1,516,916	\$250,000	6.07	Otsego
54004	107	B&B Ranch Capital	Black	\$1,100,000	\$110,000	10.00	Otsego
54116	108	Village of Schoharie - Parrott House Capital	Green	\$925,000	\$300,000	3.08	Schoharie
54250	109	Bagg Square- Mixed Use Capital	Green	\$4,500,000	\$900,000	5.00	Herkimer

CFA #	Map #	Project Name	Status	Project Cost	CFA Award	Leverage	County
54306	110	Nathan Littauer Hospital & Nursing Home Capital	Green	\$3,740,000	\$740,000	5.05	Fulton
54329	111	Nathan Littauer Hospital Primary Care Fonda	Green	\$1,040,000	\$200,000	5.20	Montgomery
54974	112	New Age Renewable Energy Capital	Green	\$12,430,000	\$2,000,000	6.22	Fulton
55744	113	Nathan Littauer Hospital Dialysis Center	Green	\$1,500,000	\$300,000	5.00	Fulton
55765	114	Innovation Network for Technology Convergence Facility	Green	\$30,000,000	\$5,000,000	6.00	Oneida
55825	115	Century Linen & Uniform Capital	Yellow	\$12,272,000	\$1,700,000	7.22	Fulton
56055	116	TJ Allen Bulk Service Capital	Green	\$230,000	\$46,000	5.00	Herkimer
56243	117	Compassion Coalition Capital	Green	\$925,000	\$160,000	5.78	Herkimer
56260	118	Advanced Manufacturing Workforce Development Center	Green	\$7,500,000	\$1,100,000	6.82	Oneida
56842	119	Oneonta Rail Yards Redevelopment	Black	\$571,000	\$150,000	3.81	Otsego
56966	120	AGT Services Capital	Green	\$15,000,000	\$3,000,000	5.00	Fulton
57094	121	PAR Technology Capital	Green	\$5,900,000	\$900,000	6.56	Herkimer
57429	122	Village of Cobleskill Paving Capital	Green	\$1,140,000	\$220,000	5.18	Schoharie
57871	123	Memory Lane Day Care Center	Green	\$264,260	\$50,000	5.29	Fulton
58009	124	UAS Research Center Phase 2	Green	\$14,787,000	\$2,860,000	5.17	Oneida



Completed



On Schedule



Progressing Slowly



Concerns to be Resolved



Pending Contract



Canceled or Declined

APPENDIX



B. URI Strategic Initiatives from Implementation Plan

MV10 Innovation, Commercialization, & Entrepreneurialism Capital Access Program

A grant program to fund staff, facilities, and technical assistance to Commercialization Academy, Innovation Hot Spots, and Cyber Cluster R&D projects in the six-county Region. Grants of up to \$150k per project phase that leverage 50% or greater in outside funding.

MV11 Nanocenter Infrastructure and Supply Chain Development Fund

A dedicated funding stream to provide gap financing for infrastructure and site development of Marcy Nanocenter for ams AG and future tenants.

MV12 RECLAIM MV Downtown Revitalization Grant Program

REcovering our Community's Legacy And Incentivizing Momentum: RECLAIM MV will provide municipalities with financial assistance for the revitalization of commercial, industrial and residential properties located in key population centers and along waterfronts. Funding of up to \$2.5 million per community is available for projects involving the demolition, deconstruction, rehabilitation and or reconstruction of vacant, abandoned, condemned and surplus properties. A 10% equity match is required. Priority will be given to projects in Brownfield Opportunity Areas, to projects that leverage other state or federal remediation or planning programs, as well as projects located in economically distressed census tracts.

MV13 Regional Industrial Modernization and Strategic Site Development Fund (Fulton-Montgomery)

Access to capital to promote economic growth, enable job creation and retention, and enhance strategic business clusters in Fulton County & Montgomery County through investments in Johnstown, Tryon, Florida, and Edson business and technology parks. Low-interest revolving loan fund will be administered by FCCRG and MBDCI

MV21 Regional Asset Mapping and Cloud-Based Management Project

Seed funding to create a cloud-based mobile geodatabase of agricultural assets in six-county region for the purposes of inventory, aggregation, and distribution of Mohawk Valley produce, dairy, proteins, and craft beverages. Funds will be used for data collection, interactive mapping, asset management, and customer interface enhancement of the CNY Fresh and Brew Central marketing platforms. Geodatabase and platform will be managed by the SUNY Cobleskill Farm & Food Incubator (an MVREDC Innovation Hot Spot, partnering with Center for Agricultural Economic Development).

MV22 Global Food and Beverage Marketing and Export Fund

Seed funding to procure and establish Food and Beverage broker(s) focusing on six major metropolitan markets in the Northeast and Canada with a focus on institutions, wholesale and retail outlets, and international exports. Grants of \$100k will be made available to agricultural cooperatives, growers/packer associations, and economic development non-profit agencies in six-county region.

MV31 Mighty Waters Adventure Tourism Program

Capital funding for communities to construct Canalway Trail sections within the Mohawk Valley, enhance tourism destinations on the NYS Barge Canal, and scenic rivers and lakes in the six-county region. Priority will be given to projects within the Erie Canalway National Heritage Corridor and Adirondack Park.

MV32 Partnership for Prosperity Training Incentive Program

Training funds for Workforce Development Board to incentivize Tourism-sector employers to augment/develop on-site education and training programs (including ESL courses), and provide transportation alternatives for hard-to-place workers, new Americans, and vulnerable populations in the six-county region.

MV33 Otsego County Indoor Waterpark and Destination Hotel

Capital grant assistance to Hyman Hemispheric, LLC for the construction of a destination hotel and waterpark in Milford, NY. The project will capitalize on a regional priority and offer an all-season amenity for out-of-town guests, working in collaboration with other regional tourism offerings: the Baseball Hall of Fame and Brewery Ommegang, as well as attractions in neighboring counties. The project will result in 400 guest rooms and eight acres of outdoor recreation. The development is expected to create 824 direct and indirect jobs over the next 10 years, and presents an entry point for unskilled workers to advance in the workplace with on-the-job training.

C. Priority Project Descriptions

FLORIDA BUSINESS PARK EXTENSION INFRASTRUCTURE IMPROVEMENTS DOLLAR GENERAL

CFA #	67423
APPLICANT	Montgomery County IDA
LOCATION	Montgomery County
TOTAL PROJECT COST	\$66,500,000
RECOMMENDED FUNDING	\$1,350,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	0
INDIRECT/ CONSTRUCTION JOBS CREATED	20

The project consists of continued infrastructure improvements in the development of the Florida Business Park Extension by the Montgomery County Industrial Development Agency (MCIDA). These infrastructure improvements are needed to help lead to the commitment of Dollar General to construct a 750,000 sq. ft. Distribution Center in the Park on approximately 103 acres. This could lead to 430 indirect jobs from Dollar General. As part of the project, the Montgomery County Industrial Development Agency is being required by the New York State Department of Transportation to undertake various improvements to New York State Highway 5S in order to accommodate the Dollar General Distribution Facility along with future build out of the remaining 67 acres in the Florida Business Park Extension. Projected investment for this project is over \$60 million should Dollar General commit to the Florida Business Park Extension site.

Strategic Alignment:

VIBRANT COMMUNITIES – this project aligns closely with the MVREDC's core strategy of reviving communities. In this project, the investment made to enhance infrastructure at a significant regional business park is directly tied to the attraction of a major employer, which would bring hundreds of jobs to a county that has experienced recent job loss.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$1,500,000
TOTAL PUBLIC FUNDS	\$1,500,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	-
PRIVATE: Other	\$65,000,000
TOTAL PRIVATE FUNDS	\$65,000,000

USES OF FUNDS	
USE	AMOUNT
Infrastructure	\$1,500,000
Construction	\$65,000,000
TOTAL COST	\$66,500,000

2016 Priority Projects



NCI EXPANSION

CFA #	64309
APPLICANT	NCI Group, Inc.
LOCATION	Oneida County
TOTAL PROJECT COST	\$10,435,000
RECOMMENDED FUNDING	\$1,747,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	80
INDIRECT/ CONSTRUCTION JOBS CREATED	12

The company intends to expand its existing facility, to accommodate for a new product line that will manufacture structural frames for Pre-Engineered Metal Buildings. This will allow for entire building envelopes to be manufactured at the facility. The company will construct an additional manufacturing building on its campus, directly adjacent to the current facility. The expected outcome will be the creation of approximately 80 full-time positions. Through this expansion, NCI Group also expects to capture additional market share in the pre-engineered metal buildings market, in the Northeast US and Eastern Canada. Revenues associated with the current location are expected to increase by approximately 75%.

Strategic Alignment:

STEM – The MVREDC identified manufacturing as one of its key areas for growth in its original 2011 Strategic Plan. The Council stated that in order to grow the region's economy, it must grow its regional concentration of key economic sectors, including advanced manufacturing. This investment aligns with that strategy, as it will result in the physical expansion of a local manufacturer, and will also result in the creation of 80 new high-paying jobs, which will give employees highly valuable and transferable skills.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$2,067,000
Other State Funds	\$325,000
TOTAL PUBLIC FUNDS	\$2,392,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$5,033,000
PRIVATE: Other	\$3,355,000
TOTAL PRIVATE FUNDS	\$8,388,000

USES OF FUNDS	
USE	AMOUNT
Construction	\$2,067,000
Architectural/Engineering	\$1,000,000
Training	\$100,000
Equipment	\$3,335,000
Construction	\$3,683,000
Furniture and Fixtures	\$250,000
TOTAL COST	\$10,455,000

AMS AG MARCY NANOCENTER NATURAL GAS MAIN INFRASTRUCTURE PROJECT

CFA #	67409
APPLICANT	Economic Development Growth Enterprises Corporation
LOCATION	Oneida County
TOTAL PROJECT COST	\$297,400,000
RECOMMENDED FUNDING	\$5,100,000
PAST CFA AWARD	\$-
DIRECT JOBS CREATED OR RETAINED	452
INDIRECT/ CONSTRUCTION JOBS CREATED	835

Project involves construction by National Grid of a 12" steel main gas main that will run from Barnes Avenue in Utica to the Marcy-SUNY Parkway. The site currently lacks sufficient natural gas capacity to serve ams AG and full build out of Marcy site. The new gas main is necessary to support the ams AG project along with full build out of the Marcy Nanocenter site and growth of Quad C and SUNY Poly Innovation Acceleration Center. Full build out of SUNY Poly's nanotechnology initiatives will support 4,000 to 5,000 direct jobs and approximately 8,000 to 10,000 indirect jobs. ams AG -the first tenant at the Marcy site - will create 740 direct jobs over ten years and is expected to attract another 500 indirect supply chain jobs.

Strategic Alignment:

STEM – The ams AG project is consistent with the MVREDC's 2015 Upstate Revitalization Strategy in that it achieves the following strategy objectives: 1. Growing an innovation network that increases the region's STEM Intensive Industry jobs; 2. Building a 21st century workforce and education network to develop a workforce pipeline that is aligned with the region's STEM Industries; 3. Fostering the creation of an entrepreneurial ecosystem; 4. Increasing the region's global export economy and positioning the region for attracting foreign direct investment; 5. Promoting opportunities for building vibrant communities by attracting population among key population cohorts, and raises region's economic wealth.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$10,400,000
Other State Funds	\$260,000,000
Other Public Funds	\$2,000,000
TOTAL PUBLIC FUNDS	\$272,400,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$ -
PRIVATE: Other	25,000,000
TOTAL PRIVATE FUNDS	\$25,000,000

USES OF FUNDS	
USE	AMOUNT
Infrastructure	\$10,058,600
Property Acquisition	\$301,360
Equipment	\$285,000,000
Training	\$2,000,000
Architectural	\$40,040
TOTAL COST	\$297,400,000

2016 Priority Projects



POWER UPGRADE TO INDUSTRIAL PARK

CFA #	68495
APPLICANT	City of Amsterdam IDA
LOCATION	Montgomery County
TOTAL PROJECT COST	\$2,500,000
RECOMMENDED FUNDING	\$500,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	0
INDIRECT/ CONSTRUCTION JOBS CREATED	0

The City of Amsterdam Industrial Development Agency owns an industrial park within the City, in which it has been attempting to attract power generating companies to the Park. The Park is now near capacity with manufacturing firms including Advanced Generating Technologies (AGT), Solar City, Rayco of Schenectady, and Brenton Industries. AGT is currently in the process of expanding its operations with a \$17 million upgrade (\$3 million from ESD). The new expansion at AGT has placed a tremendous load on National Grid power transmission lines into the Industrial Park. Because of the amount of users and demand, National Grid wants park tenants to use a larger transmission line that is not so heavily loaded. The cost of this extending the 69KV line through the park and associated equipment is around \$2.5 million. The expected outcome would be that existing companies would have the capacity to expand in the immediate future.

Strategic Alignment:

VIBRANT COMMUNITIES – this project aligns closely with the MVREDC's core strategy of reviving communities. In this project, the investment made to enhance infrastructure at this significant regional business park is tied to the potential growth of a existing tenants, which could bring dozens of jobs to a community that has experienced recent job loss.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$500,000
Other Public Funds	\$300,000
TOTAL PUBLIC FUNDS	\$800,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$-
PRIVATE: Other	\$1,700,000
TOTAL PRIVATE FUNDS	\$1,700,000

USES OF FUNDS	
USE	AMOUNT
Construction	\$2,200,000
Equipment	\$300,000
TOTAL COST	\$2,500,000

COLUMBIA HOTEL RESTORATION

CFA #	66882
APPLICANT	Schoharie County Industrial Development Agency
LOCATION	Schoharie County
TOTAL PROJECT COST	\$5,000,000
RECOMMENDED FUNDING	\$800,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	20
INDIRECT/ CONSTRUCTION JOBS CREATED	20

The project involves the historic reconstruction of the Columbia Hotel, a hotel in downtown Sharon Springs which has been vacant for almost two decades. The project is currently being designed by DJH Architects and Crawford Associates Engineers in consultation with the NYS Historic Preservation Office. The Columbia Hotel will be rehabilitated historically to have 50 guest rooms. Currently, the only Hotel in operation is the American Hotel which has only 8 rooms. With the opening of the Imperial Baths and Spa there will be a need for several dozens of new hotel rooms. Upon completion of the Columbia Hotel and its achieving full occupancy, Sharon Springs will once again become a year-round tourist destination with available rooms to accommodate the influx of visitors. Upon the successful completion of the Columbia, a third hotel, the Adler, is planned for renovation which will accommodate another 120 rooms.

Strategic Alignment:

TOURISM – This project aligns closely with the MVREDC's core strategy of growing one of its identified key growth sectors - TOURISM. The Village of Sharon Springs traditionally has been a tourist destination with its many spas and resorts. As many of those assets have been closed or underutilized for years, this project reinvests in those assets and reinvigorates the tourism economy of Schoharie County. This project will result in the creation of 20 new permanent full time jobs - and a direct investment of some additional \$4 million in private investment. This project also contributes to the community revitalization of the Village of Sharon Springs.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$1,000,000
TOTAL PUBLIC FUNDS	\$1,000,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$-
PRIVATE: Other	\$4,000,000
TOTAL PRIVATE FUNDS	\$4,000,000

USES OF FUNDS	
USE	AMOUNT
Construction	\$2,500,000,
Equipment	\$1,600,000
Architectural	\$900,000
TOTAL COST	\$5,000,000

2016 Priority Projects



MVHS SITE ASSEMBLY

CFA #	67480
APPLICANT	Mohawk Valley Economic Growth Development Enterprise Corp
LOCATION	Oneida County
TOTAL PROJECT COST	\$66,000,000
RECOMMENDED FUNDING	\$5,500,000
PAST CFA AWARD	\$-
DIRECT JOBS CREATED OR RETAINED	4231
INDIRECT/ CONSTRUCTION JOBS CREATED	1300

The project will develop the downtown location for construction of an 830,000 sf hospital, including 80,000 square feet of medical office space and a multiple-use shared municipal parking structure. Specifically, this investment will achieve the following: 1. Acquisition of up to 96 individual properties in the MVHS campus target area; 2. Demolition of vacant, blighted, and underutilized structures; 3. Construction of a publicly-owned shared parking structure; and 4. Engineering and development of infrastructure to support the medical campus.

Strategic Alignment:

VIBRANT COMMUNITIES – The MVHS downtown medical campus will address issues of urban blight, brown-field revitalization, smart growth by transforming a neighborhood in downtown Utica from one that is barren and blighted, to one that serves as an anchor to the downtown area. The project also enables the MVREDC's **STEM-INTENSIVE INDUSTRIES** strategy by building upon the region's targeted investments in STEM while facilitating synergies with Utica College and Masonic Labs in the nursing and medical research arena.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$10,000,000
Other Public Funds	\$35,000,000
TOTAL PUBLIC FUNDS	\$45,000,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$-
PRIVATE: Other	\$21,000,000
TOTAL PRIVATE FUNDS	\$21,000,000

USES OF FUNDS	
USE	AMOUNT
Property Acquisition	\$12,000,000
Infrastructure	\$18,200,000
Architectural	\$800,000
Construction	\$35,000,000
TOTAL COST	\$66,000,000

PROJECT CHARMANDER

CFA #	67961
APPLICANT	Project Charmander
LOCATION	Oneida County
TOTAL PROJECT COST	\$4,425,000
RECOMMENDED FUNDING	\$450,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	80
INDIRECT/ CONSTRUCTION JOBS CREATED	5

Identifying the region's legacy in and continued support of the transportation equipment supply chain, applicant is proposing to reinvest in one of the region's largest existing manufacturing spaces and grow that niche. In order to further catalyze growth in this cluster, the applicant will create a complex that will serve as a home for updating, refurbishment, and re-powering New York's transit vehicles. Through the development of this new complex, the applicant will not only increase its footprint locally, but will also add dozens of jobs and attract other complementary firms that will co-locate and create synergies necessary to make transit vehicle refurbishment a thriving industry in the Mohawk Valley. This project will tap into an existing workforce of roughly 700 highly skilled and trained former manufacturing employees struggling to find similar work in this area.

Strategic Alignment:

STEM – The MVREDC identified manufacturing as one of its key areas for growth in its original 2011 Strategic Plan. The Council stated that in order to grow the region's economy, it must grow its regional concentration of key economic sectors, including advanced manufacturing. This investment aligns with that strategy, as it will result in the physical expansion of a local manufacturer, and will also result in the creation of dozens of new high-paying jobs.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$600,000
TOTAL PUBLIC FUNDS	\$600,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$960,000
TOTAL PRIVATE FUNDS	\$960,000

USES OF FUNDS	
USE	AMOUNT
Property Acquisition	\$2,200,000
Equipment	\$750,000
Construction	\$625,000
Furniture and Fixtures	\$250,000
Architectural	\$600,000
TOTAL COST	\$4,425,000

2016 Priority Projects



DOYLE HARDWARE RENOVATION

CFA #	66670
APPLICANT	Doyle Hardware, LLC
LOCATION	Oneida County
TOTAL PROJECT COST	\$11,865,000
RECOMMENDED FUNDING	\$1,200,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	1
INDIRECT/ CONSTRUCTION JOBS CREATED	186

The former Doyle Hardware building is a prominent, historic structure located at 330 Main Street, in Utica. This structure will be renovated into a mixed use development. The building has sat mostly vacant and underutilized since 2006. In June of 2016, Doyle Hardware, LLC closed on the property, and now plans a \$13 million renovation that includes 55 market rate apartments on the top 3 floors, with retail and office use on the ground floor. The developers intend to find a restaurant tenant for the former banquet space. The redevelopment will include the abatement of asbestos and removal of lead paint. The roof will be repaired in addition to masonry and other façade repairs. Mechanical systems will be replaced and energy efficient lighting will be installed. The historical significance of the building and immediate area will be embraced and preserved as much as possible during the transformation.

Strategic Alignment:

VIBRANT COMMUNITIES – This project aligns with the MVREDC’s core strategy of reviving communities. This project invests in one of the region's flourishing main street districts, and fosters community revitalization. It is also contributing to the reuse of vacant buildings stock. Furthermore, the style of housing to be offered in this development, coinciding with the urban "vibe" being cultivated in Utica's Bagg's Square, is the sort of development that will attract the workforce needed for development in the region's STEM-intensive industries.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$2,373,000
TOTAL PUBLIC FUNDS	\$2,373,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$1,186,500
PRIVATE: Other	\$8,305,500
TOTAL PRIVATE FUNDS	\$9,492,000

USES OF FUNDS	
USE	AMOUNT
Construction	\$10,100,000
Architectural	\$1,765,000
TOTAL COST	\$11,865,000

2017 LASER TECHNOLOGY EXPANSION

CFA #	67024
APPLICANT	Metal Solutions, Inc.
LOCATION	Oneida County
TOTAL PROJECT COST	\$1,113,000
RECOMMENDED FUNDING	\$100,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	20
INDIRECT/ CONSTRUCTION JOBS CREATED	0

The company intends to expand its existing facility, to accommodate for a new product line that will manufacture structural frames for Pre-Engineered Metal Buildings. This will allow for entire building envelopes to be manufactured at the facility. The company will construct an additional manufacturing building on its campus, directly adjacent to the current facility. The expected outcome will be the creation of approximately 80 full-time positions. Through this expansion, NCI Group also expects to capture additional market share in the pre-engineered metal buildings market, in the Northeast US and Eastern Canada. Revenues associated with the current location are expected to increase by approximately 75%.

Strategic Alignment:

STEM – The MVREDC identified manufacturing as one of its key areas for growth in its original 2011 Strategic Plan. The Council stated that in order to grow the region's economy, it must grow its regional concentration of key economic sectors, including advanced manufacturing. This investment aligns with that strategy, as it will result in the expansion of a local manufacturer, and will also result in the creation of approximately 20 new well-paying jobs.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$150,000
TOTAL PUBLIC FUNDS	\$150,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$113,000
PRIVATE: Other	\$850,000
TOTAL PRIVATE FUNDS	\$963,000

USES OF FUNDS	
USE	AMOUNT
Equipment	\$1,113,000
TOTAL COST	\$1,113,000

2016 Priority Projects



HARTMAN ENTERPRISES, INC. RELOCATION

CFA #	63510
APPLICANT	Herkimer County IDA
LOCATION	Herkimer County
TOTAL PROJECT COST	\$6,241,000
RECOMMENDED FUNDING	\$600,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	5
INDIRECT/ CONSTRUCTION JOBS CREATED	45

This project includes the construction of a new 50,000 sq. ft. facility and relocation of the business to the Frankfort 5S South Business Park in the Town of Frankfort, NY. This project will aid in the retention of 40 jobs and the addition of 5 jobs within the Mohawk Valley region. The new facility will enable the industrial machine manufacturing company to continue to grow their business and expand their client base.

Strategic Alignment:

STEM– The MVREDC identified manufacturing as one of its key areas for growth in its original 2011 Strategic Plan. The Council stated that in order to grow the region's economy, it must grow its regional concentration of key economic sectors, including advanced manufacturing. This investment aligns with that strategy, as it will result in the physical expansion of a local manufacturer, and will also result in the creation of five new high-paying jobs.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$1,248,200
Other Public Funds	\$4,992,800
TOTAL PUBLIC FUNDS	\$6,241,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	
PRIVATE: Other	
TOTAL PRIVATE FUNDS	

USES OF FUNDS	
USE	AMOUNT
Construction	\$5,041,000
Architectural/Engineering	\$200,000
Equipment	\$800,000
Furniture and Fixtures	\$200,000
TOTAL COST	\$6,241,000

SUSQUEHANNA REGIONAL FOOD BEVERAGE HUB

CFA #	65832
APPLICANT	County of Otsego Industrial Development Agency
LOCATION	Otsego County
TOTAL PROJECT COST	\$15,695,640
RECOMMENDED FUNDING	\$3,000,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	15
INDIRECT/ CONSTRUCTION JOBS CREATED	86

The investment made through this project will create a mixed use neighborhood in downtown Oneonta that will result in job creation and increased tax revenue. The overall theme of the redevelopment builds on the established craft food and beverage industry and supports upcoming entrepreneurs in the business with workforce and specialty training opportunities. The stand out projects within the redevelopment plan will be a Food and Beverage Hub with onsite brewery, an intermodal transit hub with two-three levels of integrated residential units, and an Entertainment Complex that will bring together the Oneonta YMCA with the Foothills Theater to collaborate on their programming and shared space. The Entertainment Complex is also slated to include an 80 room boutique hotel with corresponding restaurant to serve locals and hotel patrons.

Strategic Alignment:

AGRIBUSINESS – This project aligns with the MVREDC's core strategy of growing one of its identified key growth sectors - Agriculture. This sector provides thousands of jobs, and infuses millions of dollars into the region's economy. As a largely rural region, agriculture is one facet of the economy that unites all counties. This project, located in downtown Oneonta, will seek to centralize the agricultural assets of Otsego County and its surrounding areas through the creation of a food hub. It will also build on the region's growing craft beverage industry through the creation of a micro brewery on site. Moreover, this project, through its collaboration with Hartwick College, will also build the agricultural workforce of the Mohawk Valley.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$4,450,000
Other State Funds	\$1,700,000
TOTAL PUBLIC FUNDS	\$6,150,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$1,569,564
PRIVATE: Other	\$7,976,076
TOTAL PRIVATE FUNDS	\$9,545,640

USES OF FUNDS	
USE	AMOUNT
Construction	\$14,995,640
Architectural/Engineering	\$700,000
TOTAL COST	\$15,695,640

2016 Priority Projects



MOUNTAINMAN OUTDOOR SUPPLY COMPANY EXPANSION

CFA #	64162
APPLICANT	Mountainman Outdoor Supply Company, Inc.
LOCATION	Herkimer County
TOTAL PROJECT COST	\$950,000
RECOMMENDED FUNDING	\$150,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	10
INDIRECT/ CONSTRUCTION JOBS CREATED	1

The first phase of this project will be an addition to the company's existing gear shop. The addition will create an additional 40% floor space. This phase will also result in the reorientation of the store to face oncoming traffic and presenting a modern and appealing facade. The second phase will include the construction of a new retail/storage building. This retail space will be occupied by Adirondack River Outfitters (ARO). ARO is a regional whitewater rafting company with locations in Old Forge, North Creek and Watertown. This partnership gives our campus a complete array of outdoor related activities and products, with the potential for increased traffic into both businesses. The third phase will include the construction of 8 - 9 two bedroom rental cabins on two acres along the Moose River section of campus. Cabins will create substantial income independent of retail sales and offer visitors the complete outdoor experience at the company's location. The fourth phase will entail a new website and online store, which will fill a long standing gap in company sales revenue.

Strategic Alignment:

TOURISM – This project aligns with the MVREDC's core strategy of growing one of its identified key growth sectors - TOURISM. Old Forge is one of the region's premier tourist destinations, as a hub for outdoor recreational activities during all four seasons. This investment will further develop the community's tourism economy, by creating new amenities and offering products and services to visitors.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$190,000
TOTAL PUBLIC FUNDS	\$190,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$60,000
PRIVATE: Other	\$700,000
TOTAL PRIVATE FUNDS	\$760,000

USES OF FUNDS	
USE	AMOUNT
Construction	\$875,000
Architectural/Engineering	\$25,000
Furniture and Fixtures	\$50,000
TOTAL COST	\$950,000

MANUFACTURING EXPANSION- SQUARE STAMPING MANUFACTURING CORPORATION

CFA #	68341
APPLICANT	Square Stamping Manufacturing Corporation
LOCATION	Oneida County
TOTAL PROJECT COST	\$3,250,000
RECOMMENDED FUNDING	\$325,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	10
INDIRECT/ CONSTRUCTION JOBS CREATED	10

This project will include Square Stamping Manufacturing's acquisition of building and land adjacent to its current manufacturing facility, and the construction of a 30,000 square foot addition which will be used to store raw and finished products. The addition will also house production equipment used to produce metal parts for customers. The facility is needed to expand production capacity which will help retain the company's current customer base and to allow it to produce new parts for current and potential new customers. The expansion will allow the company to add 1-2 jobs per year over the next 3-5 years.

Strategic Alignment:

STEM – The MVREDC identified manufacturing as one of its key areas for growth in its original 2011 Strategic Plan. The Council stated that in order to grow the region's economy, it must grow its regional concentration of key economic sectors, including advanced manufacturing. This investment aligns with that strategy, as it will result in the expansion of a local manufacturer, and will also result in the creation of approximately 20 new well-paying jobs.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$650,000
Other State Funds	\$20,000
TOTAL PUBLIC FUNDS	\$670,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$200,000
PRIVATE: Other	\$2,400,000
TOTAL PRIVATE FUNDS	\$2,600,000

USES OF FUNDS	
USE	AMOUNT
Construction	\$2,300,000
Property Acquisition	\$175,000
Site Prep	\$25,000
Equipment	\$750,000
TOTAL COST	\$3,250,000

2016 Priority Projects



RETAIN & EXPAND EMPLOYMENT OPPORTUNITIES FOR PEOPLE WHO ARE BLIND- CABVI

CFA #	64282
APPLICANT	Central Association for the Blind, Inc
LOCATION	Oneida County
TOTAL PROJECT COST	\$8,512,250
RECOMMENDED FUNDING	\$800,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	30
INDIRECT/ CONSTRUCTION JOBS CREATED	20

CABVI intends to construct a facility that permits the agency to grow employment opportunities and vision rehabilitation services for people with vision loss in the Mohawk Valley. As part of this growth, the current facility will also be re-configured to allow expansion of manufacturing, packaging and service employment for people who are legally blind. CABVI is purchasing several lots adjacent to its headquarters in Utica, and will develop the land and construct a new building for agency use in 2017-2018. Vision rehabilitation services will vacate space in Kent Street to occupy the new facility. The vacated space will be reshaped for employment development.

Strategic Alignment:

Opportunity Agenda – this project assists in fulfilling the goals outlined in the MVREDC's Opportunity Agenda. This Agenda envisions a region which encourages and nurtures thriving individuals and thriving places in order to promote a diverse, integrated, and dynamic economy. The investment to be made by CABVI will result in the creation of dozens of jobs for individuals that are often classified as hard-to-place workers. For years, CABVI has adapted its products and services in order to maximize employment opportunities for those with blindness or visual impairment. This investment will continue that tradition. Additionally, this investment will reclaim parts of a neighborhood in Utica which has recently suffered from blight.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$1,702,450
TOTAL PUBLIC FUNDS	\$1,702,450
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$5,107,350
PRIVATE: Other	\$1,702,450
TOTAL PRIVATE FUNDS	\$6,809,800

USES OF FUNDS	
USE	AMOUNT
Construction	\$6,809,800
Furniture and Fixtures	\$1,702,450
TOTAL COST	\$8,512,250

TOONIE MOONIE ORGANICS LTD

CFA #	68432
APPLICANT	Toonie Moonie Organics Ltd
LOCATION	Otsego County
TOTAL PROJECT COST	\$67,152
RECOMMENDED FUNDING	\$13,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	3
INDIRECT/ CONSTRUCTION JOBS CREATED	0

Toonie Moonie Organics, Ltd. recently located in Fly Creek and re-launched and expanded production of the Company's signature product, the original organic marshmallow crème: a product that is experiencing great reception in the marketplace. A soft launch in June of 2016 has gotten the business off to a strong start, with bulk container and distributor orders being especially strong. It is anticipated that the projected business growth will require 3 - 5 new full time employees by the end of 2017. The proposed investment for which funding is requested is for equipment optimization to ensure reliable and timely customer order fulfillment in a growing market. Expansion will include additional equipment which will support operating two production lines.

Strategic Alignment:

AGRIBUSINESS – This project aligns with the MVREDC's core strategy of growing one of its identified key growth sectors - Agriculture and agribusiness. This sector provides thousands of jobs, and infuses millions of dollars into the region's economy. As a largely rural region, agribusiness is one facet of the economy that unites all counties. The region has a large assortment of food producers, from farmers, to dairy product manufacturers, to specialty food producers. This company's expansion allows for it to grow and find a bigger niche in the region's cluster of specialty food producers. And with interest already coming from international consumers, this is another opportunity for the Mohawk Valley to put its products into the global marketplace.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$13,430
TOTAL PUBLIC FUNDS	\$13,430
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$13,430
PRIVATE: Other	\$40,292
TOTAL PRIVATE FUNDS	\$53,722

USES OF FUNDS	
USE	AMOUNT
Equipment	\$67,152
TOTAL COST	\$67,152

2016 Priority Projects



BRIGHTWATERS FARM

CFA #	64392
APPLICANT	Brightwater Farms
LOCATION	Oneida County
TOTAL PROJECT COST	\$1,500,000
RECOMMENDED FUNDING	\$200,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	30
INDIRECT/ CONSTRUCTION JOBS CREATED	0

Through this investment, Brightwaters Farms will improve its facility, and in doing so will preserve the only large-scale farming operation inside the city of Utica. Physical improvements include new greenhouse roofing that will bring two more greenhouses into productive use; heating system improvements and boiler room roof replacement that will improve facility efficiency; packinghouse roof replacement that will improve operational efficiency; floor heating pipe installation (with a rail feature) that will improve production during winter months and improve crop-picking efficiency; and installation of new grow lights that is expected to increase crop yield. Brightwaters Farms is seeing significant growth in product demand, including from major regional grocery retailers, local colleges and public school systems, and a wholesaler which would put its products into New York City, Boston, and Washington DC.

Strategic Alignment:

AGRIBUSINESS – This project aligns with the MVREDC's core strategy of growing one of its identified key growth sectors - Agriculture. This sector provides thousands of jobs, and infuses millions of dollars into the region's economy. As a largely rural region, agriculture is one facet of the economy that unites all counties. This project, located in the region's largest city, will ensure the stability and growth of a large scale greenhouse which is already putting its product into the nation's largest appetites: New York, Boston, and Washington DC. The investments made through this project will boost the agricultural economy of the region by creating jobs and increasing production. Moreover, this project addresses the region's Opportunity Agenda by attracting a workforce largely from the region's refugee and immigrant population.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$300,000
TOTAL PUBLIC FUNDS	\$300,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$500,000
PRIVATE: Other	\$700,000
TOTAL PRIVATE FUNDS	\$8,388,000

USES OF FUNDS	
USE	AMOUNT
Construction	\$550,000
Equipment	\$950,000
TOTAL COST	\$1,500,000

MECHANICS HALL UTICA

CFA #	68150
APPLICANT	118 Liberty Street, LLC
LOCATION	Oneida County
TOTAL PROJECT COST	\$18,525,000
RECOMMENDED FUNDING	\$1,800,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	0
INDIRECT/ CONSTRUCTION JOBS CREATED	20

The proposed project involves the redevelopment of three distinct buildings which comprise the larger development parcel. Two larger structures add up to 52,500 square feet, while strategic in-fill will also take place, resulting in 36,000 square feet of built space being added. The resultant project will provide a total of 88,732 square feet. On the western facing side of the site, an open-space courtyard will be established connecting pedestrians within the complex to the neighborhood. Intended uses for the first floor of this mixed-use project include retail, office/commercial space, and parking. This investment will also create approximately 58 apartment units on the upper floors being developed. The Utica Public Library and the Oneida County Historical Society will establish a Reading Room in a common area of the complex.

Strategic Alignment:

VIBRANT COMMUNITIES – This project aligns with the MVREDC's core strategy of reviving communities. This project invests in one of the region's flourishing main street districts, and fosters community revitalization. It is also contributing to the reuse of vacant buildings stock. Furthermore, the style of housing to be offered in this development, coinciding with the urban "vibe" being cultivated in Utica's Bagg's Square, is the sort of development that will attract the workforce needed for development in the region's STEM-intensive industries.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$3,705,000
TOTAL PUBLIC FUNDS	\$3,705,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$1,852,500
PRIVATE: Other	\$12,967,500
TOTAL PRIVATE FUNDS	\$14,820,000

USES OF FUNDS	
USE	AMOUNT
Construction	\$14,820,000
Architectural/Engineering	\$3,705,000
TOTAL COST	\$18,525,000

2016 Priority Projects



VETS TO FARM

CFA #	66750
APPLICANT	Vets2Farm Inc.
LOCATION	Herkimer County
TOTAL PROJECT COST	\$210,000
RECOMMENDED FUNDING	\$50,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	0
INDIRECT/ CONSTRUCTION JOBS CREATED	0

The proposed project will provide additional tools for the Vets2Farm nonprofit organization to help expand the number of veterans that can receive on-farm and classroom training. Funding will be used to provide training resources for incoming Veteran students, including the provision of curriculum materials and training stipend. The training period is approximately one year long, and is based on one growing season. Through the program, veterans learn the skills needed to start their own small farms. Through hands on training acquired at the farm, veterans learn the skills they need to raise pigs or beef for market, or can learn the skills associated with planting crops and managing forage for livestock through harvest management. Onsite training is accompanied by classroom training that is provided free of charge to participating veterans. Long-term, the Vets2Farm program will increase the number of productive small to medium local farms across the Mohawk Valley region and New York State operated by the veteran workforce.

Strategic Alignment:

AGRIBUSINESS AND OPPORTUNITY AGENDA – This project aligns with the MVREDC's core strategy of growing one of its identified key growth sectors - Agriculture. This sector provides thousands of jobs, and infuses millions of dollars into the region's economy. As a largely rural region, agriculture is one facet of the economy that unites all counties. Not only does this project train a future workforce of area farmers, and in the long term ensure viability of regional farms, this project also addresses the region's Opportunity Agenda by developing a workforce often considered hard-to-place, by giving veterans the workplace skills they need to transition from soldier to farmer.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$100,000
Other State Funds	\$100,000
TOTAL PUBLIC FUNDS	\$200,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$-
PRIVATE: Other	\$10,000
TOTAL PRIVATE FUNDS	\$10,000

USES OF FUNDS	
USE	AMOUNT
Equipment	\$100,000
Staff	\$110,000
TOTAL COST	\$210,000

TOWN OF CAROGA PRIMARY CARE FACILITY

CFA #	66447
APPLICANT	Nathan Littauer Hospital & Nursing Home, Inc.
LOCATION	Fulton County
TOTAL PROJECT COST	\$260,000
RECOMMENDED FUNDING	\$50,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	0
INDIRECT/ CONSTRUCTION JOBS CREATED	10

Nathan Littauer Hospital & Nursing Home Inc. (NLH) currently operates a small Primary Care Center in the Town of Caroga in order to provide general health services to this rural area. NLH plans to co-locate behavioral health services at a new 1,200+/- s.f. Primary Care Center facility replacing the existing aging leased facility at the Caroga location. NLH has identified the need to expand the Primary Care services and add Behavioral Health Services at this location. Currently, NLH is negotiating for the sale of the new facility site.

Strategic Alignment:

STEM– The MVREDC identified healthcare as one of its key areas for growth in its original 2011 Strategic Plan. The Council stated that in order to grow the region's economy, it must grow its regional concentration of key economic sectors, including healthcare. This investment aligns with that strategy, as it will result in the growth of a local healthcare provider in a rural area, creating more efficient and effective patient care.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$52,000
TOTAL PUBLIC FUNDS	\$52,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$-
PRIVATE: Other	\$208,000
TOTAL PRIVATE FUNDS	\$208,000

USES OF FUNDS	
USE	AMOUNT
Construction	\$260,000
TOTAL COST	\$260,000

2016 Priority Projects



22 MAIN REVITALIZATION PROJECT

CFA #	66128
APPLICANT	Village of Cooperstown
LOCATION	Otsego County
TOTAL PROJECT COST	\$654,000
RECOMMENDED FUNDING	\$125,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	0
INDIRECT/ CONSTRUCTION JOBS CREATED	20

22 Main Street is a village-owned building that houses the village offices, police station, public library, Cooperstown Art Association, and multi-user community space. It is a contributing element in the Glimmerglass Historic District and serves as an anchor for Cooperstown's downtown. This phase of the project addresses critical condition issues that threaten the building, including repairing leaking skylights, inoperable window sash, and deteriorated masonry; providing ADA compliant egress; and addressing exterior drainage problems. Improving the facility will making it more accessible, ensure its survival, and enhance downtown revitalization. This project will provide greater accessibility across the spectrum of socioeconomic resources and physical abilities. It will set the stage for future projects to create shared workspace and an events venue within the building.

Strategic Alignment:

VIBRANT COMMUNITIES – This project aligns with the MVREDC's core strategy of reviving communities. This project invests in Cooperstown's vibrant main street district, and will result in an improved community space that will further anchor the village's downtown.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$127,344
Other State Funds	\$448,704
Other Public Funds	\$78,672
TOTAL PUBLIC FUNDS	\$654,720
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$-
PRIVATE: Other	\$-
TOTAL PRIVATE FUNDS	\$-

USES OF FUNDS	
USE	AMOUNT
Construction	\$530,600
Architectural/Engineering	\$106,120
Salaries	\$15,000
Other	\$3,000
TOTAL COST	\$654,720

RAILROAD AVENUE NEIGHBORHOOD RECONSTRUCTION PROJECT

CFA #	68316
APPLICANT	Village of Cobleskill
LOCATION	Schoharie County
TOTAL PROJECT COST	\$870,000
RECOMMENDED FUNDING	\$150,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	0
INDIRECT/ CONSTRUCTION JOBS CREATED	10

This project will include infrastructure improvements on several Village streets within the Railroad Ave. neighborhood in the Village of Cobleskill. These streets include Railroad Ave, Center Street, Division Street, Veterans Drive, and South Grand Street. Infrastructure improvements will include replacement of water, sewer, and storm piping, as well as pavement repairs.

Strategic Alignment:

VIBRANT COMMUNITIES – This project aligns with the MVREDC's core strategy of reviving communities. This project invests in the Village of Cobleskill's main street district, and will result in improved infrastructure that will make the village's downtown more attractive to businesses and pedestrians.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$174,000
Other State Funds	\$600,000
Other Public Funds	\$96,000
TOTAL PUBLIC FUNDS	\$870,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$-
PRIVATE: Other	\$-
TOTAL PRIVATE FUNDS	\$-

USES OF FUNDS	
USE	AMOUNT
Construction	\$774,000
Consultants	\$96,000
TOTAL COST	\$870,000

2016 Priority Projects



PARKHURST FIELD

CFA #	68168
APPLICANT	Parkhurst Field Foundation, Inc.
LOCATION	Fulton County
TOTAL PROJECT COST	\$2,228,723
RECOMMENDED FUNDING	\$250,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	11
INDIRECT/ CONSTRUCTION JOBS CREATED	25

Parhurst Field is seeking to create a tourist destination for baseball enthusiasts across the country. Through this investment, the Park will upgrade its facilities and integrate its offerings with other tourist attractions throughout the region. As a result, the Park seeks to attract close to 5,000 people to the Gloversville area each year, much of it from out-of state visitors.

Strategic Alignment:

TOURISM – This project aligns with the MVREDC's core strategy of growing one of its identified key growth sectors - TOURISM. With the presence of Cooperstown and baseball as a top drawing attraction in the region, Parkhurst Field seeks to capitalize on this and expand that brand to Gloversville. This investment will further develop the community's tourism economy, by creating new amenities and offering products and services to visitors.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$700,000
Other State Funds	\$259,759
TOTAL PUBLIC FUNDS	\$959,759
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$-
PRIVATE: Other	\$-
TOTAL PRIVATE FUNDS	\$-

USES OF FUNDS	
USE	AMOUNT
Construction	\$1,968,966
Equipment	\$259,759
TOTAL COST	\$2,228,725

9698 GENESEE ST MIXED USE REHAB

CFA #	66723
APPLICANT	Vincent Ficchi
LOCATION	Oneida County
TOTAL PROJECT COST	\$450,000
RECOMMENDED FUNDING	\$75,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	0
INDIRECT/ CONSTRUCTION JOBS CREATED	3

The project consists of the adaptive reuse of a vacant and underutilized historic structure in the heart of the Bagg's Square district, 98 Genesee Street, downtown Utica. The entire mechanical system will be removed and replaced. The majority of plumbing fixtures will be removed and upgraded for each proposed tenant space. The existing electrical system will be removed in its entirety. All new electrical wiring from the basement up through the top floor will be removed. Existing horizontal structural beams will be removed and replaced as needed on a number of floors. In addition, a number of vertical columns will also be replaced. All of this structural replacement work to be conducted in such a manner where the installation matches original over a century ago. The existing roof is also slated for removal and replacement with a more efficient roof system which incorporates an underlayment of insulation utilizing a high R-Value. The existing first floor façade will be removed and replaced.

Strategic Alignment:

VIBRANT COMMUNITIES – This project aligns with the MVREDC's core strategy of reviving communities. This project invests in one of the region's flourishing main street districts, and fosters community revitalization. It is also contributing to the reuse of vacant buildings stock. Furthermore, the style of housing to be offered in this development, coinciding with the urban "vibe" being cultivated in Utica's Bagg's Square, is the sort of development that will attract the workforce needed for development in the region's STEM-intensive industries.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$85,000
TOTAL PUBLIC FUNDS	\$85,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$360,000
PRIVATE: Other	\$-
TOTAL PRIVATE FUNDS	\$360,000

USES OF FUNDS	
USE	AMOUNT
Construction	\$355,000
Equipment	\$70,000
Furniture and Fixtures	\$25,000
TOTAL COST	\$450,000

2016 Priority Projects



BROADBAND WIRELESS PUBLIC HOTSPOT INITIATIVE

CFA #	68667
APPLICANT	County of Otsego IDA
LOCATION	Otsego County
TOTAL PROJECT COST	\$585,000
RECOMMENDED FUNDING	\$110,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	0
INDIRECT/ CONSTRUCTION JOBS CREATED	2

This project involves the creation of downtown wi-fi hot spots for both Oneonta and Cooperstown, with a specialty designed app to enhance traveler experience, overall communication and event/retail awareness and coolness of these downtowns. This public/private partnership between the City of Oneonta, the Village of Cooperstown, the Otsego IDA and Middleburgh Telephone Co. will build on other initiatives already underway to bring young people to both areas and keep local talent.

Strategic Alignment:

VIBRANT COMMUNITIES – This project aligns with the MVREDC's core strategy of reviving communities. This project invests in the Village of Cooperstown's main street district, and the City of Oneonta's downtown district, and will result in improved digital infrastructure and connectivity that will make each location more attractive to businesses and pedestrians.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$117,000
Other State Funds	\$117,000
Other Public Funds	\$251,000
TOTAL PUBLIC FUNDS	\$485,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$-
PRIVATE: Other	\$100,000
TOTAL PRIVATE FUNDS	\$100,000

USES OF FUNDS	
USE	AMOUNT
Infrastructure	\$535,000
Architectural/Engineering	\$50,000
TOTAL COST	\$585,000

COMMUNITY KITCHEN FACILITY

CFA #	67417
APPLICANT	Cobleskill Agricultural Society
LOCATION	Schoharie County
TOTAL PROJECT COST	\$120,000
RECOMMENDED FUNDING	\$25,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	0
INDIRECT/ CONSTRUCTION JOBS CREATED	1

This project will include the construction of a DOH/USDA approved commercial kitchen facility at the site of the Cobleskill Fairgrounds operated by the Cobleskill Agricultural Society. This facility will be open for public use but monitored by the Cobleskill Agricultural Society staff. This facility can also be utilized as a catering facility to also allow for food preparation to promote the use of the grounds for community gathering events.

Strategic Alignment:

AGRIBUSINESS – This project aligns with the MVREDC's core strategy of growing one of its identified key growth sectors - Agriculture. This sector provides thousands of jobs, and infuses millions of dollars into the region's economy. As a largely rural region, agriculture is one facet of the economy that unites all counties. This project, located in Cobleskill, will build on the assets of the Cobleskill Agricultural Society and provide shared space for farmers and other ag-related workers to produce food that is consumer-ready. This project will provide support to local farmers by allowing them to break into new markets in which they can sell their goods.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$25,000
TOTAL PUBLIC FUNDS	\$25,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$-
PRIVATE: Other	\$95,000
TOTAL PRIVATE FUNDS	\$95,000

USES OF FUNDS	
USE	AMOUNT
Construction	\$74,000
Architectural/Engineering	\$16,000
Equipment	\$30,000
TOTAL COST	\$120,000

2016 Priority Projects



HALES MILLS ROAD DEVELOPMENT AREA WATER INFRASTRUCTURE PROJECT

CFA #	63911
APPLICANT	Fulton County
LOCATION	Fulton County
TOTAL PROJECT COST	\$1,302,000
RECOMMENDED FUNDING	\$250,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	0
INDIRECT/ CONSTRUCTION JOBS CREATED	30

Fulton County has recognized that the lack of available water and wastewater services outside of the Cities of Gloversville and Johnstown is inhibiting development in the surrounding townships. Of these, the City of Gloversville has an excess capacity of 3.12 million gallons per day (mgd). The Gloversville-Johnstown Joint Wastewater Treatment Facility, which is owned and operated by both cities, has an excess flow capacity of 8.6 mgd. Based on research, the County has concluded that a regional water and wastewater system can be successfully implemented. The County's 2016 Capital Plan includes a \$100,000 project to prepare a map, plan and report for the creation of a County Water & Sewer District along Hales Mills Road Extension in the Town of Johnstown. Once these Districts are created, FC will proceed with preparing design plans and bid specifications for a waterline project. The project will include the installation of approximately 6,000 feet of 12" diameter waterline.

Strategic Alignment:

VIBRANT COMMUNITIES – this project aligns with the MVREDC's core strategy of reviving communities. In this project, the investment made to enhance infrastructure in Fulton County is tied to the potential growth of business in the areas outside Gloversville and Johnstown, which are ripe for development. Such development could bring hundreds of jobs to a community that has experienced significant recent job loss.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$260,300
Other Public Funds	\$1,041,700
TOTAL PUBLIC FUNDS	\$1,302,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$-
PRIVATE: Other	\$-
TOTAL PRIVATE FUNDS	\$-

USES OF FUNDS	
USE	AMOUNT
Infrastructure/Site Work	\$1,162,500
Architectural/Engineering	\$139,500
TOTAL COST	\$1,302,000

DEMOLITION OF 1900 BLEECKER STREET

CFA #	68133
APPLICANT	City of Utica, New York
LOCATION	Oneida County
TOTAL PROJECT COST	\$1,400,000
RECOMMENDED FUNDING	\$280,000
PAST CFA AWARD	\$0
DIRECT JOBS CREATED OR RETAINED	0
INDIRECT/ CONSTRUCTION JOBS CREATED	0

The City of Utica is proposing to demolish an existing, vacant City-owned building in order to create a modern-day business park on City-owned land. The proposed site of the business park includes one entire city block on which the building sits, as well as a second entire city block immediately west. Together, the 2 blocks comprise a site 9 acres in size. The City will demolish the existing building with its own DPW forces in order to clear the site and accommodate construction of a building(s) to house commercial/ industrial tenants. This proposed development has the potential to capture relocating businesses affected by the building of a new hospital complex in downtown Utica.

Strategic Alignment:

VIBRANT COMMUNITIES – This investment will address issues of urban blight, brownfield revitalization, and smart growth by transforming a Utica property from one that is barren and blighted, to one that revitalizes a neighborhood. This development has the potential to also complement transformation in the downtown Utica neighborhood, by serving as an option for relocation for businesses that will be impacted by the new Mohawk Valley Health System hospital.

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$280,000
Other Public Funds	\$1,120,000
TOTAL PUBLIC FUNDS	\$1,400,000
PRIVATE SOURCES OF FUNDS	
PRIVATE: Owner Equity	\$-
PRIVATE: Other	\$-
TOTAL PRIVATE FUNDS	\$-

USES OF FUNDS	
USE	AMOUNT
Construction	\$1,400,000
TOTAL COST	\$1,400,000



MOHAWK VALLEY
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