

2014 Action Plan

Mohawk Valley Regional
Economic Development Council

Sustaining Momentum



Fulton • Herkimer • Montgomery • Oneida • Otsego • Schoharie

Mohawk Valley Regional Economic Development Council

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Lieutenant Governor Robert J. Duffy

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Dr. Robert Geer- Senior VP and COO SUNY Polytechnic Institute

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Juanita Bass, Owner, Juanita's Soul Classics Inc.

Steven J. DiMeo, President, Mohawk Valley EDGE*

Marianne W. Gaige, President & CEO, Cathedral Corporation

Charles Green, President & CEO, Assured Information Security*

Wally Hart, Business and Community Development, Lexington*

Dr. Todd Hutton, President, Utica College*

Mark Kilmer, President, Fulton-Montgomery Chamber of Commerce

Carolyn A. Lewis, SUNY Oneonta*

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V. Daniel Robinson II, President & CEO, NYCM Insurance*

Dr. Renee Scialdo Shevat, President & Owner, Herkimer Diamond Mines

Dr. Dustin Swanger, President, Fulton-Montgomery Community College*

Scott White, President, Bank of Cooperstown*

* Denotes Executive Committee Membership

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Ann Thane, Mayor, City of Amsterdam*

Anthony VanGlad, Chairman, Schoharie Co. Board of Supervisors

Executive Staff

Kenneth M. Tompkins, Executive Director

Delores Caruso, DOL Representative and Team Leader

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The Mohawk Valley: Sustaining Momentum

"The thing always happens that you really believe in; and the belief in a thing makes it happen."
-Frank Lloyd Wright

Because we believe -- and because we have always believed -- the Mohawk Valley Region will once again flourish as a region of innovation and industry; of vibrant, attractive and healthy communities.

Two thousand and thirteen, a year in which the Mohawk Valley Regional Economic Development Council achieved Top Performer status, is marked as a year that the region took a giant step toward the future described in its strategic vision. In 2014 we have capitalized on the momentum generated by that victory.

Since its founding three years ago, the MVREDC has helped our communities and businesses attract nearly \$200 million in state funding. Strategically deployed, these grants, loans and tax credits are creating new jobs, new capacity for growth and positioning our region for a very bright future.

Significant achievements include:

- Growing the foundation for Nano-science, engineering and manufacturing in the Mohawk Valley through stalwart support for the Center for Computer Chip Commercialization - the cutting edge cleanroom facility at the heart of Governor Cuomo's Nano Utica initiative.
- Building strategic support of Marcy NanoCenter, a 400-plus-acre greenfield site in preparation to host high-tech manufacturing firms that will create thousands of new, well-paying jobs.
- Creating opportunities for expansion of the Mohawk Valley's thriving agri-business sector, and connecting MV agricultural producers with local and global food manufacturers.
- Helping to revive communities and to support the victims of devastating floods that followed Hurricane Sandy and Tropical Storm Irene, and doing so in a manner that will help to create jobs and provide long-term security from flooding risks.
- Forging strong relationships with our region's leaders toward the revitalization our towns, villages and cities into lively and self-sustaining spaces that will act as magnets to retain and attract the talented people we need for the many good jobs that will be created.

Through our 2014 Action Plan, we describe the tangible progress made over the course of the year to advance strategies within our individual communities, across the Mohawk Valley and beyond our borders. Our implementation agenda is supported by enhanced regional and state priorities, with specific attention drawn to the people and places that live our story. By acting as champions for our Region's Priority Projects, the Mohawk Valley Regional Council believes we will build on our momentum and with that belief move with confidence toward our vision.

- The Mohawk Valley Regional Economic Development Council

Rounds I, II & III Performance Indicators



Our Vision

The Mohawk Valley Region will **create** a vibrant future by promoting and sustaining a diverse, integrated, and dynamic economy that capitalizes on technology and **innovation** to drive **collaboration**, inclusiveness, and efficiency in all endeavors; that is regionally **networked** and globally **connected**; that will **cultivate, attract, and empower** skilled workers; and that will **foster** an entrepreneurial spirit and the **renewal** of our communities, while **preserving** and **building** upon our abundant natural, cultural, and geographical resources to **secure a rewarding and affordable quality of life for all.**

Committee Membership

Committee Representatives

Project Development

Co-Chairs- Steven J. DiMeo & Mike Reese

Outreach and Communications

Co-Chairs- Dr. Renee Scialdo Shevat & Mark Kilmer

MVREDC Summit

Co-Chairs- Nicholas O. Matt & Dr. Todd Hutton

Education and Workforce

Co-Chairs- Carolyn Lewis & Dr. Dustin Swanger

Veterans Advisory Group

Co-Chairs- Delores Caruso & Kimberly Haley

Opportunity Agenda

Co-Chairs- Ann Thane & Margaret O'Shea

Incubator & Hot Spot Work Group

Co-Chairs- Charles Green & Mike Reese

Cleaner Greener

Chair- Carolyn Lewis

Mighty Waters

Chair- Mayor Ann Thane

NY State Senate Representing Mohawk Valley

Joseph Griffo, Senator, 47th District

Hugh Farley, Senator, 44th District

James Seward, Senator, 51st District

Cecilia Tkaczyk, Senator, 46th District

David Valesky, Senator, 49th District

NY State Assembly Representing Mohawk Valley

Ken Blankenbush, Assembly member, 117th District

Anthony Brindisi, Assembly member, 116th District

Marc Butler, Assembly member, 117th District

Peter Lopez, Assembly member, 127th District

William Magee, Assembly member, 121st District

Angelo Santabarbara, Assembly member, 111th District

Claudia Tenney, Assembly member, 115th District

Scoring Committee

Mike Reese

Steven DiMeo

Carolyn Lewis

Mary Morse

Scott White

Wally Hart

Dan Robinson

Nick Matt

Charles Green

Dr. Renee Scialdo Shevat

Dr. Dustin Swanger

Path Through History

Chair- Helen Martin

Opportunity Agenda

The Mohawk Valley Opportunity Agenda has placed its initial focus on education, training, and the elimination of barriers to employment as vital to lifting individuals and families from poverty to life-sustaining jobs.

In addition, the Regional Council has persisted in its focus on securing the transformational projects that will create many good jobs across a very wide range of income and skill levels – particularly in the area of high technology. Thus, a number of project, as well as educational and training programs we have seen come forward have a STEM emphasis.

Gov. Cuomo's unveiling of Nano Utica in fall 2013, and the anticipated development of the neighboring Marcy NanoCenters – both REDC priorities from its inception – are expected to create thousands of new jobs in the coming years in Oneida County and in the broader Region. As County Executive Anthony Picente said with the recent roll-out of Oneida County's Vision 2020 initiative, engineers will be needed, but so too will be technicians, clerical staff, maintenance workers and more. And as Vision 2020 Co-Chair David Mathis told the Utica Observer-Dispatch, the county "must make sure everybody in this community has a chance for hope," including immigrants, refugees and other underrepresented populations.

According to an Aug. 11, 2014, New York Times article, as much as one-quarter of Utica's population of 62,000 may be made up of refugees. Within the field of this year's proposed priority capital projects are at least two expansions proposed by two businesses that employ a significant number of refugees – Fountainhead Group (Project "SOFT") and Trenton Technology (Project "Beechgrove Buildout"). According to Trenton's CFA: Refugees and immigrants have accounted for a nearly 20% increase in Utica's population, and Trenton's growth is enabling these families to pursue meaningful, enriching employment in an industry with firm growth prospects and market potential.

And Round III's MVREDC-endorsed Opportunity Agenda project is already bearing fruit. The Herkimer, Madison and Oneida Counties Workforce Investment Board counted 75 students from its Young Scholars program participating in a summer 2014 STEM education program that included career guidance and a visit to the College for Nanoscale Science and Engineering in Albany, who recently merged with the Mohawk Valley's SUNYIT. Said WIB Executive Director Alice Savino, "With the rich diversity of our region, we have a tremendous opportunity to become an incubator community for young people of all races and incomes to become energized about the potential of stem careers."

Understanding the Plan

The 2014 MVREDC Action Plan is a performance driven, analytical document intended to update community members and State officials on current and past CFA projects, the status of regional initiatives and economic development strategies outlined in the 5-Year Strategic Plan, and also acts as a means of introducing its 2015 slate of priority projects.

At its core the Action Plan is designed to be a reporting document, and therefore the tone and style of the document should be understood in the much larger context - with the 5-Year Strategic Plan as a backdrop, and with a basic understanding of the New York State Consolidated Funding Application process.

Here are some of the key elements of the Plan that you can look forward to while reviewing it:

Key Program Icons

Look for these icons to see how our projects are accomplishing key NYS programs:



NY Rising Communities Projects



Veterans Outreach Projects



Path Through History Projects



Global NY Projects



Opportunity Agenda



Multi-Regional Projects



Entrepreneurship

Mohawk Valley Sustainability Projects

Projects that meet the Council's Sustainability Goals will be identified with the following icons:



Land Use and Livable Communities



Water Management



Materials Management



Energy



Agriculture and Forestry



Climate



Transportation



Economic Development

Initiative Overview

High-Technology

Strategies:
GROW, BUILD,
CREATE, REVIVE, FORGE

The 2014 Action Plan has broken down the barriers between strategies and presents information based on the MVREDC's top six initiatives. These sections include an overview of how multiple strategies are being advanced, action items, priority projects and updates of key projects from previous years.

Momentum Profiles

New to this year's plan are the Momentum Profiles, which provide a deeper look into how a project is helping sustain the positive momentum in the Mohawk Valley. These profiles give the reader a better sense of the people and places in our region that are impacted by the projects that the MVREDC helps foster.

Priority Project Graphic

NUAIR- UAS Test Range

What's ahead for the Mohawk Valley in 2015? Check out the 2015 Priority Projects, which begin on page 53. Each priority project includes a brief narrative, the amount of funds requested, the projected economic impacts, and how those impacts further the strategies outlined in the Strategic Plan.

Project Implementation

Strategy	Action
GROW	Optimize key business and industry clusters to catalyze economic growth Target the attraction-growth of complementary firms and business activities that will contribute to efficiency and productivity within key regional concentrations, and foster a robust ecosystem that strengthens and grows regional concentrations

Looking to better understand how a project from previous years fits into a broader regional strategy? Curious about how that project is performing since receiving State funds? The Implementation Strategy, starting on page 43, is where you can find each project's award amount, estimated timeline for completion, economic impacts, and current status.

Community Profile

49.5% Male | **50.5%** Female

41 yrs
Median Age

495,776
Population

Top Employers

- Oneida Indian Nation 4,600
- Mohawk Valley Health System (FSLH & SEMC) 4,200
- Wal-Mart Stores, Inc. (All counties) 3,250
- Upstate Cerebral Palsy 2,150
- Mary Imogene Bassett Hospital 2,000
- Resource Center for Independent Living 1,691
- Utica National Insurance Group 1,325
- St. Mary's Healthcare, Amsterdam 1,318
- Metlife Inc. 1,100
- SUNY Oneonta 1,100
- Remington Arms Company, LLC 1,050

Key Industries

- Computer & Electrical Manufacturing
- Agriculture & Food Manufacturing
- Computer Design & Scientific Research
- Advanced Manufacturing
- Government
- Retail
- Arts, Entertainment, & Tourism
- Finance & Insurance
- Transportation & Warehousing
- Construction
- Wholesale Trade

22.5 minutes
Travel Time to Work

\$19B
Gross Regional Output

224,768
Labor Market

89
Cost of Living Index
(Base 100)

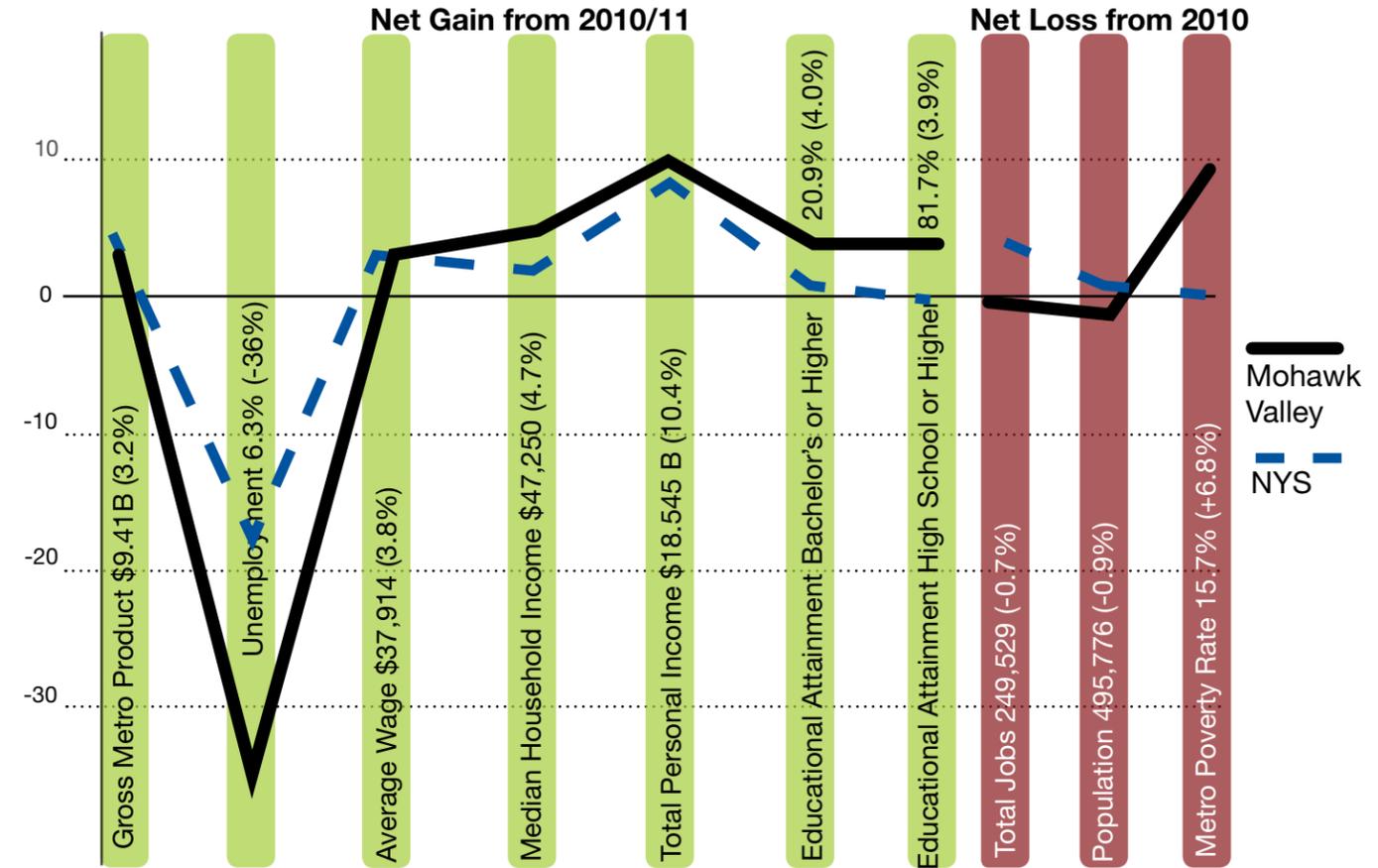
34,238
College Students

14
Colleges & Universities

Source:
NYS DOL 2013
US Census Bureau 2013

Economic Profile

Regional Economic Performance Indicators (% Change)



Source: US Census Bureau 2012 & 2013

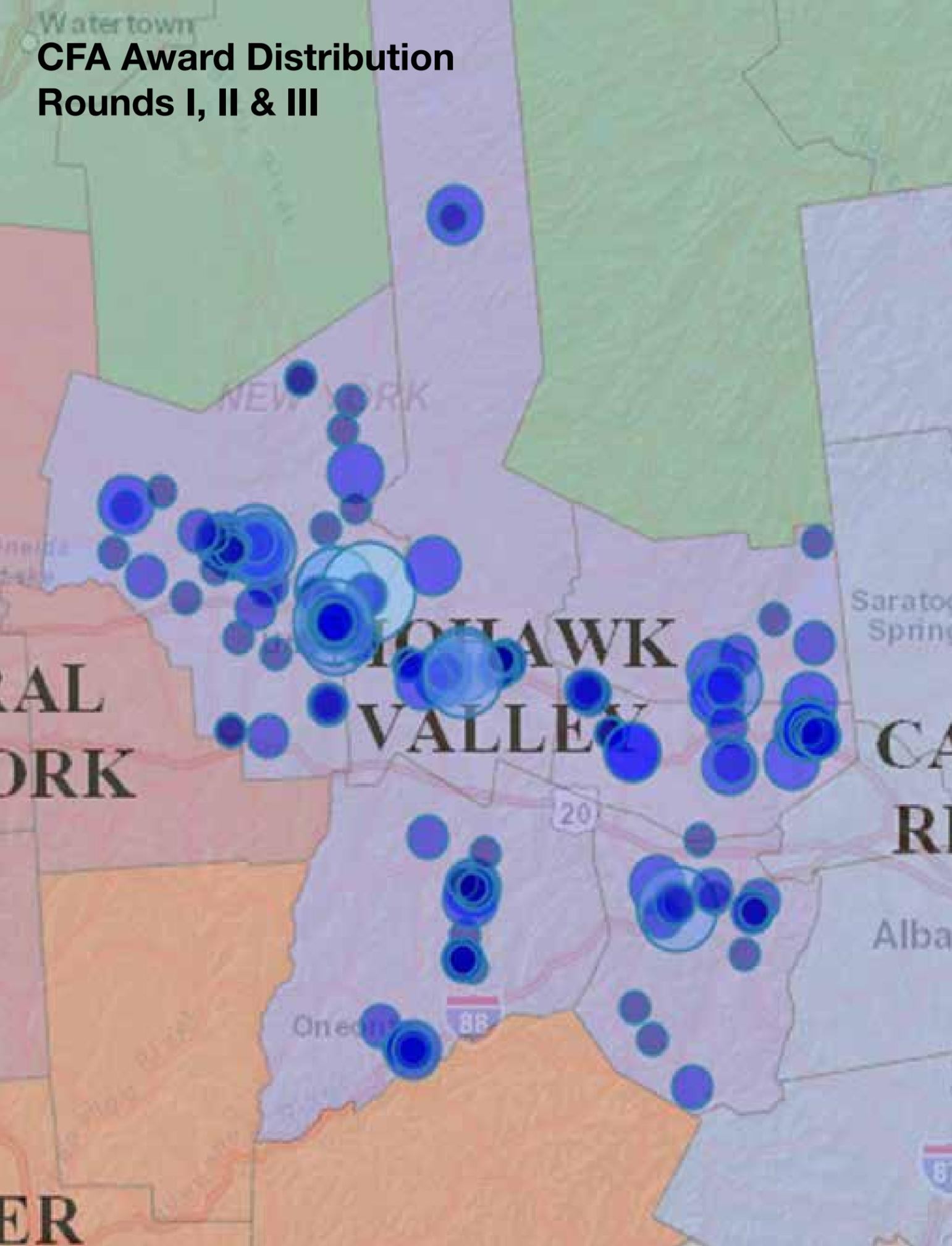
\$1.6B
Tourism Spending



The Mohawk Valley is home to: 8 State Parks, 72 Golf Courses, 500 Miles of Trails, 4 True Seasons, 6 Historical Sites. Plus Museums, Performing Arts Centers, Theaters, Racetracks, an Opera House and a Casino

Destinations include: Adirondack Park, Arkell Museum, National Baseball Hall of Fame, Munson Williams Proctor Arts Institute, Stanley Theatre, Foothills Performing Arts Center, Turning Stone Resort Casino, Vernon Downs Casino & Hotel, Wildlife Sports and Educational Museum, National Distance Running Hall of Fame, Beekman 1802, Howe Caverns, Oriskany Battlefield, Adirondack Scenic Railroad, Enchanted Forest Water Safari, Herkimer Diamond Mines, Brewery Ommegang, Matt Brewing Company, Adirondack Animal Land

**CFA Award Distribution
Rounds I, II & III**



Part One: Overview of Progress & Regional Priorities



Public Engagement

Two thousand and fourteen has been a busy year for the Council. Following MVREDC's selection as a top performer in 2013, it has been the Council's goal to sustain its momentum through broad engagement, proactive technical assistance, and the facilitation of regional conversations. The MVREDC has hosted and facilitated a series of community meetings, networking events, and workshops across the six-county region. Each has helped to build new relationships, strengthen regional ties, and advance projects that will create new jobs and contribute to more vibrant, resilient communities. The 2014 Action Plan provides a summary of what we have accomplished during the past six months, and what we hope to accomplish in the next 12 months.

MVREDC Meetings, Workshops and Major Events in 2014

MVREDC Regional Summit: On April 30th, 2014, MV 4.0 brought together leaders and stakeholders across the six-county region to take inventory of our assets, measure our progress, share successes, sharpen our vision, and to identify priority projects for 2014 and beyond. Attendees learned how businesses and communities are shaping the future through new investment; participated in workshops and forums that will determine the deployment of state resources in 2014; and witnessed first-hand the energy and momentum that is taking place throughout the Mohawk Valley. MV 4.0 provided a platform for collaboration, a springboard for ideas, and a nexus of opportunity for communities and businesses seeking to grow and thrive in the regional economy. Interactive workshops included; *Rustbelt to Greenbelt: Growing Agribusiness and Reviving the Farm to Table Culture*, *Institutional Knowledge: Colleges as partners in Community Development* and *State & Main: Investing on Main Street*.

College President Round Table: Hosted by Fulton Montgomery Community College president Dr. Dustin Swanger and Dr. Nancy Kleniewski of SUNY Oneonta. This meeting was the first of its kind in the Mohawk Valley. Bringing together the educational leaders of our six counties has enabled the Council to continue to refine its education and workforce development strategy.

Mighty Waters Symposium: Hosted by Amsterdam Mayor Ann Thane with guest speaker Paul Beyer the Smart Growth Coordinator for NYS; the event was a gathering of public officials representing areas in the Mohawk Valley as well as leaders of private sector revitalization groups. The agenda for the day included presentations about the Mighty Waters Initiative, New York Rising and the Mohawk Valley Gateway Overlook.



Scan to download the mobile app for the 2014 MVREDC SUMMIT. Agenda, Speaker Bios, Presentation synopses, and more!



12 Presentations to key stakeholders including local governments, Chamber of Commerce, Colleges and Universities and the general public

6 CFA workshops and micro-workshops

2 Global exporting workshops, attended by over 50 people and 25 businesses

9 Newsletters



Visit the MVREDC website for reports

Cleaner, Greener Communities Program

The goal of the MVREDC's Sustainability Plan is to provide communities within the region the tools needed to replicate best practices, develop new projects, invest in the re-purposing of existing buildings to breathe new life in these facilities, and make sustainability an ongoing part of the Mohawk Valley's economic development agenda. Governor Andrew Cuomo and the New York State Energy Research and Development Authority (NYSERDA) have challenged communities across New York State to identify and develop innovative approaches to live, operate and grow while using fewer resources and reducing impacts on the environment. The Mohawk Valley has embraced this challenge with fervor and crafted sustainability goals to address economic development, transportation, land use and livable communities, water management, materials management, energy, and agriculture and forestry issues.

The goal of the MVREDC's Sustainability Plan is to provide communities within the region the tools needed to replicate best practices, develop new projects, and make sustainability part of the Mohawk Valley. The ideas are out there, the people are motivated, the leadership exists, the economic and environmental incentives are real.

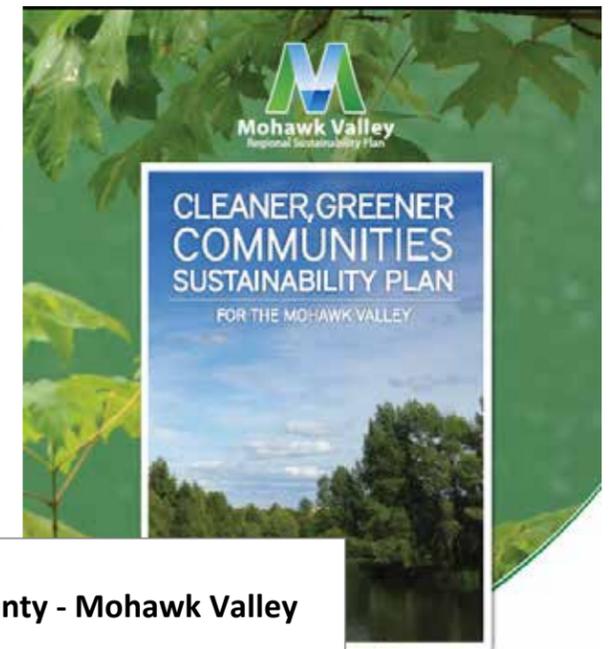
Established initiatives underway include, Mohican Farm Composting Facility, Gloversville-Johnstown Joint Wastewater Treatment, Bassett Hospital Green Team, Keep Mohawk Valley Beautiful, Rome Brownfields to Brightfields initiative, Utica Rust to Green partnership, Cooperstown Green Main Street, and Little Italy Colonnade.

New projects take planning. Old City Hall-Making LEED History envisions a mixed use facility which will create jobs both during and after construction; Planning the Renaissance in the Village of Sharon Springs will evaluate transportation, land use, energy, water management, waste management, and economic development and provides opportunities for residents and stakeholders to pursue new approaches for becoming good stewards. The Marcy Smart Growth project is a proactive project designed around neighborhood planning, sprawl management, green storm water and power planning to manage the growth associated with Nano Utica, Marcy Nanocenter, and other economic development success in the area.

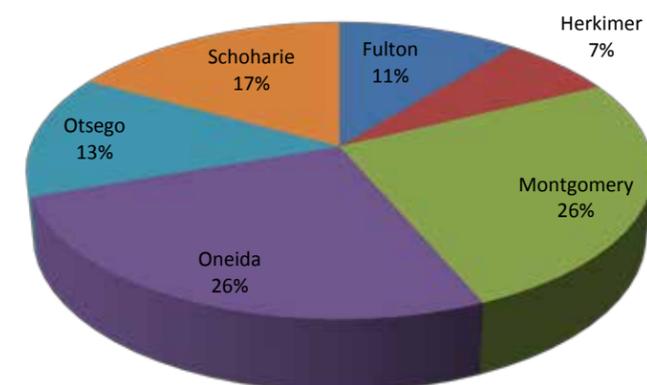
Other sustainable investments include: Vincent's Heating and Fuel LLC is proposing to develop a 'Pellet Hub' for the Mohawk Valley and North Country regions. Three 70-ton silos to store pellets will be built, pellet boiler systems will be installed within 8 municipalities and commercial buildings as well as smaller systems for 5 residential homes will be a catalyst to boost use of a regionally available renewable resources that can create jobs, reduce reliance on fossil fuels, and reduce the region's carbon footprint.

Resource recovery is also a trending theme for the sustainability of jobs and a growing industry in the Mohawk Valley. Proposed in this year's CFA, development of a bio-digester in the City of Rome to include new mixing technology, cogeneration equipment, a high strength receiving station that can accommodate New York's dairy, brewery and organic waste producers. The renewable energy produced from these waste streams will significantly reduce usage of electricity and help to reduce carbon emissions into the atmosphere.

The MVREDC's regional strategy seeks to strike a balance of environmental initiatives and economic development with a strong commitment to promoting strategies that will make the Mohawk Valley a leader in smart growth and sustainability.



Photovoltaic Projects by County - Mohawk Valley



Data provided by NYSERDA

To view the MV Cleaner, Greener Communities Plan



Round 4- 2014 Priority, Regionally Significant & Pipeline Projects

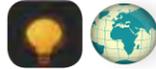
1. CFA #40213- UAS Test Range Instrumentation Northeast UAS Airspace Integration Research Alliance Inc. (NUAIR)

The investment will make the Mohawk Valley a strategic location for the emerging UAS industry and strengthen key defense assets at nearby Hancock (174th ANG), Fort Drum (10th Infantry Division) and at Griffiss with the Air Force Research Laboratory (AFRL Rome).



2. CFA #41048- Full Spectrum Exploitations Lab/Facility ANDRO Computational Solutions, LLC

ANDRO will be expanding its existing Software Defined Radio (SDR) laboratories. This facility will be used in support of the Air Force Research Lab - an anchor of the regional economy.



3. CFA #38993- Beechgrove Buildout Trenton Technology

This project includes the renovation of a vacant structure into an industry-standard facility, for the advanced design and manufacturing of electronic products used for military, industrial, and commercial applications.



4. CFA #39256- Marcy Nanocenter- Time to Market Site Improvements Project Mohawk Valley EDGE

This project will continue development of the Marcy Nanocenter at SUNYIT, a pivotal anchor in Governor Cuomo's Nano Canal Corridor initiative and provides the catalytic economic driver that will infuse new economic activity within the region.



5. CFA #42738- Center for Nano Cyber Fort Schuyler Management Corp.

FSMC will direct the construction of a Nano Cyber Security, Reliability and Quality Assurance innovation/training facility in Utica that will utilize a co-location model integrating partner companies for innovation in cyber-security, system reliability, and quality assurance in partnership with CNSE & SUNYIT.



6. CFA #39226- Robotics & Automation Program Edmeston Central School District

The Edmeston Robotics and Automation program is a workforce alignment and educational program for high school students. Classes will provide background in engineering design, materials science, computer aided design, and automated manufacturing including CNC machinery.



7. CFA #42656- Richfield Commerce Park County of Otsego IDA

This project involves the development of a 100+ acre business park in the Town/Village of Richfield Springs. Outcomes and deliverables will include job creation and private investment in a variety of sectors including agriculture-related processing, data centers, small scale distribution, and manufacturing.

8. CFA #41064- Optimization of Energy System Griffiss Utility Services Corporation

Griffiss Utility Services Corporation (GUSC) will upgrade its district energy system to increase overall energy efficiency and increase its ability to generate more renewable energy from its newly installed bioenergy plant.



9. CFA #41578- Tryon Technology Park Incubator Center Phase II Fulton County

Phase II involves disconnecting the water line coming from the State Prison's elevated tank and rerouting the line as part of a DOCS ordered disconnection.



10. CFA #42507- Schuyler Business Park Sewer Extension Herkimer County

This project will extend sewer service to the Schuyler Business Park located in the Town of Schuyler, replacing the septic systems that businesses located within the park are currently using.



11. CFA #40952- Assistive Technology Services SUNYIT

The Assistive Technology Services project is a new component of an existing partnership between Sitrin and SUNYIT to rehabilitate wounded soldiers facing barriers to re-employment after returning home from military service. Existing rehabilitation services include counseling, occupational, speech & physical therapy, adaptive sports, computer skills and job coaching. The Assistive Technology laboratory would customize commercially available equipment to more fully restore functionality, thereby enabling the soldiers to return to work.



12. CFA #41609- MVCC UAS Program Mohawk Valley Community College

The growth of the UAS industry in New York will require the availability of an educated and trained workforce. MVCC is working to develop a continuum of training options in partnership with NUAIR. One of the major components of the training program is to have two Unmanned Aerial Vehicles for students to work on along with the necessary tools for maintenance.



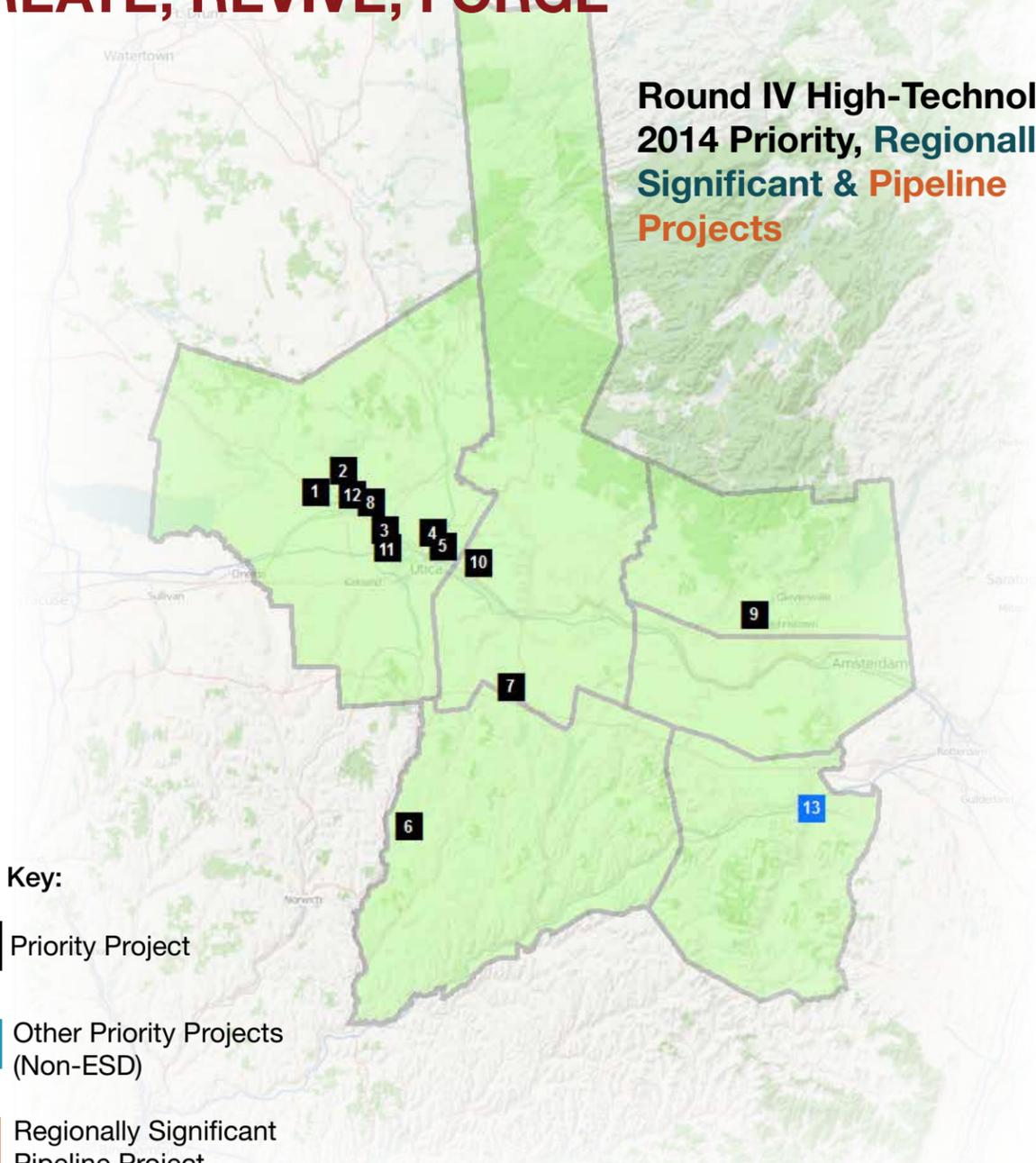
13. CFA #40819- ISO The Harva Company Inc

The Harva Company, Inc. is a custom plastics fabricator in Schoharie, NY. With 67% of annual sales represented by defense contractors, Lockheed Martin representing 42%, becoming ISO certified enables Harva to not only retain but grow their customer base, become more profitable and gain world-wide exposure.

High-Technology

Strategies:
GROW, BUILD,
CREATE, REVIVE, FORGE

Round IV High-Technology-
2014 Priority, Regionally
Significant & Pipeline
Projects



Map Key:

- 1. Priority Project
- 2. Other Priority Projects (Non-ESD)
- 3. Regionally Significant Pipeline Project

Technology & The Innovation-Based Economy

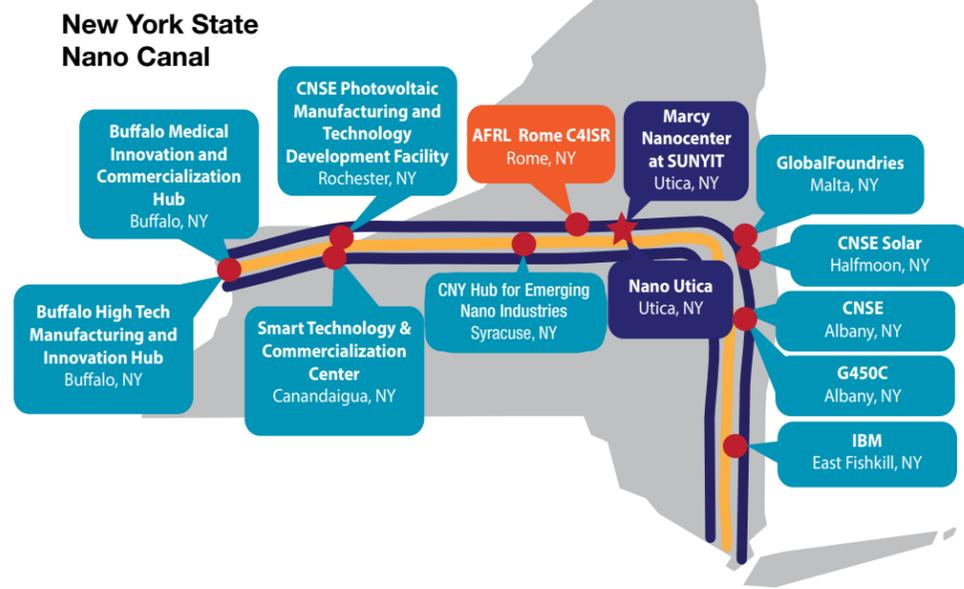
Early in the 19th Century, the construction of the Erie Canal vaulted New York into the role of a world-leader in design, engineering, technology and entrepreneurial dominance. It would become known as The Empire State. And it all started with a shovel full of dirt nearly two hundred years ago right here in the Mohawk Valley.

Two centuries later and just a few miles down the road from where that shovel was turned for “Clinton’s Ditch”, the first shovel of earth was turned on Nano Utica and Marcy Nanocenter. This new investment will help expand the State’s growing nanotechnology hub – and it will transform the Mohawk Valley in the process. Nano Utica and Marcy Nanocenter are expected to leverage more than \$20 billion in high technology investments and 300 corporate industry partners from the College of Nanoscale Science and Engineering’s (CNSE) Albany campus, by establishing an expanded nanotechnology footprint here at the newly merged SUNYIT campus in Utica and being a key focal point along the Nano Canal Corridor.

Key strategic investments already in progress include the construction of Nano Utica (“Quad C”), including \$1.5 billion in capital that will create up to 1,500 jobs with a primary focus on packaging and 3D interconnect technologies. Nearby, the build-out of the Marcy Nanocenter campus will support as many as three state-of-the-art semiconductor manufacturing plants that could generate \$45 billion in new investment and 5,000 new jobs. Both projects have benefited from REDC support, and the Marcy Nanocenter project continues as a regional Priority Project in the 2014 MVREDC Action Plan.

The Mohawk Valley is a critical emerging focal point in New York’s growing nanotechnology strategy, and part of Governor Cuomo’s “Nano Canal” Corridor that stretches from Albany to Buffalo. The Nano Canal is generating new economic energy in communities like Utica, Rome, and Amsterdam. Once manufacturing centers in the Erie Canal Era, now being transformed to centers of innovation that will re-shape and revitalize Upstate New York.

The Nano Canal vision complements other strategic technology



and innovation investments taking place in the Mohawk Valley. Masonic Medical Research Lab in Utica, a world-leading cardiac research facility for more than 50 years, has with MVREDC and New York State assistance moved forward with groundbreaking new research in the cloning of replacement hearts produced from adult stem cells.

Trenton Technology Inc., a global leader in the design and manufacture of electronic circuit board-level products and integrated computer systems for government, defense and industry, plans a major investment in plant and equipment that will support its long term growth and enable it to be a globally competitive electronics manufacturer. In nearly 40 years, Trenton has grown from a three-person electronics refurbishing house to a 200-employee business that is grounded in diversity and thriving because of it. Refugees and immigrants have accounted for a nearly 20% increase in Utica’s population, and Trenton’s growth is enabling these families to pursue meaningful, enriching employment in an industry with firm growth prospects and market potential.

Elsewhere along the Nano Canal, the MVREDC is working to create additional strategic economic development sites to attract technology-based economic development. A key strategic site in that initiative is the proposed Tryon Technology Park. The site is ideally located between Nano Utica and the Center for Nanoscale Science and Engineering in Albany, and within 30 miles of the Global Foundries semiconductor manufacturing facility in Malta.

The Tryon Technology Park and Incubator Center is becoming reality, thanks to a long-term investment plan and bold local leadership that is seeking to leverage this former state asset for economic development. A vital component in Fulton County’s economic development strategy, Tryon will repurpose a shuttered

TRENTON SYSTEMS
Engineered For Reliability

Refugees and immigrants have accounted for a nearly 20% increase in Utica’s population, and Trenton’s growth is enabling these families to pursue meaningful, enriching employment in an industry with firm growth prospects and market potential.

New York State youth detention center to create a high-tech economic district. Phase I – acquisition – was initiated with the help of a Round 1 CFA award; Phase II – water infrastructure – is proposed for Round IV.

A similar effort is under way in Otsego County with plans to establish the Richfield Commerce Park. The MVREDC supports as a regional economic development Priority Project funding to help complete engineering, permitting and site acquisition of a nearly 100-acre site near the village of Richfield Springs.

To support and boost the economic competitiveness of the Mohawk Valley, the MVREDC has endorsed strategic investments in high-speed communication and global connectivity. Since 2011, Schoharie County has pushed to expand broadband access for its residents and businesses. In 2013, the MARK Project Inc. Leveraged a \$1.8 million Connect NY grant to expand service to 900 residents, businesses, and anchor institutions in and around southern Schoharie County. Complementing a proposed County-sponsored end-mile feasibility study, the Middleburgh Telephone Co. has submitted a CFA to expand broadband into the town of Richmondville. The knowledge-based economy works best when all are able to participate; connecting our rural areas through partnerships like these is an important step in that direction.

In Round IV the MVREDC has selected as regional economic development priorities two technology investments that underscore the Region’s robust core competencies in information and cybersecurity technologies. Both competencies can trace their origins to the presence of the U.S. Air Force Research Laboratory at the Griffiss Business and Technology Park in Rome. With annual R&D and operating budgets exceeding \$800 million, the AFRL is an integral part of the technology ecosystem in the Region and beyond.

The REDC’s cyber security emphasis is exemplified through the establishment of a Nano-Cyber Security, Reliability and Quality Assurance Innovation/Training Center on the newly merged CNSE/SUNYIT campus and to be renamed SUNY PI near the Nano Utica and Marcy Nanocenter sites, a venture of SUNY PI and Fort Schuyler Management Corp includes the construction of a 50,000-square-foot building to host private sector anchor tenants Quanterion, a leader in cyber-security, reliability, maintainability and quality evaluation services, and Bridge 360, a leading



Quality Assurance provider from Texas that is looking to establish a New York State presence.

This Round IV Priority Project will expand the growing Nanotechnology and cyber security business ecosystems and aid in the design of secure computing systems. In addition, Bridge 360’s Veterans 4Quality Program will accelerate the integration of returning veterans into the economy and help to strengthen the region’s focus on workforce development.

Rome-based ANDRO Computational Solutions, established in 1994, is a homegrown technology firm that specializes in electromagnetic environmental effects, spectrum management, radar systems, target recognition, data fusion, and image registration. The company is ready to expand its existing Software Defined Radio laboratories. In turn, this will provide greater support to the AFRL. The Round IV Priority Project supports key regional strategic sectors such as nanotechnology, Cyber, and Unmanned Aerial Systems – creating up to 10 new full-time positions.

Last year, the Federal Aviation Administration chose Griffiss International Airport as one of six national sites to test the commercial use of Unmanned Aerial Systems, which 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 that marks a “Sputnik” type moment for 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.

NUAIR, a Round IV Priority Project is also a multi-regional partnership between MVREDC and the Central New York REDC. State assistance will help fund the acquisition and installation of ground-based instrumentation and sensors to create a first of its kind test bed at Griffiss that will enhance NUAIR’s ability to be a leader in the integration of UAS systems into commercial airspace.



SITRIN
The Help. The Hope. The Healing.

**Sitrin Health Care Center
Military Rehabilitation Program**

New Hartford, NY

Pre-Engineering, and Robotics & Automation. Milford Central School District's 2011 CFA established its Career Opportunities in Rural Education, or CORE, supported by a Round I CFA. Comprised of STEM, Healthcare, and Entrepreneurship educational opportunities, CORE provides these unique programs to students in a rural area that otherwise does not have the resources to devote to nurture student interest in these fields.

In parallel, the Laurens School District engaged the pre-engineering curriculum. With Edmeston Central Schools, these Otsego County districts are set to launch a program in robotics and automation to prepare students for the high-tech careers that are becoming available in the Mohawk Valley. The project will expand its Project Lead the Way course selection and allow for the purchase of a CNC milling machine, computer software and hardware, and other supplies such as robotics kits and automated systems components.

Outside the REDC CFA process, a partnership between BOCES, the Workforce Investment Board, Oneida County, the Herkimer-Oneida Community Foundation and Mohawk Valley EDGE has seen its support for SEMI's High Technology U program grow. This two-day program is helping area teachers learn more about how to integrate nanotechnology into their curricula and help build more interest among students in STEM education that is a critical part of the pipeline that is emerging to build an innovation workforce.

These programs do not stand alone. Rather, they continue to build on the momentum generated by projects like the Young Scholars Liberty Partnership Program taking place in the Utica City School District – the most diverse and highest-poverty district in the Mohawk Valley. The program's summer STEM experience provides disadvantaged students with career awareness, guidance, and college planning activities to assist in the development of a career roadmap with a focus on the region's growing technology fields. From the most densely-populated to most rural districts in our region, we are creating opportunity and avenues for success in tomorrow's economy.

The exciting technology investments ranging from nanotechnology, to UAS systems has infused excitement and interest throughout the region in the Region not present in decades. The Mohawk Valley is now viewed as a Region with a future that offers economic hope to all, and especially to the young who now see the Mohawk Valley as a region that has promise and economic opportunities for them.



Complementing and supporting the region's strategic technology investments is a recommended investment in workforce development to nurture and sustain the region's burgeoning innovation economy.

High-Technology Education

In anticipation of Griffiss being named a UAS test site, Mohawk Valley Community College submitted a Round III CFA in 2013 to establish a UAS training curriculum at Griffiss. That project is in progress. Following on that success, MVCC now seeks to purchase two unmanned vehicles to be used for maintenance education as part of its UAS curriculum and training programs.

Sitrin Health Care Center and the newly merged CNSE/SUNYIT to be renamed SUNY PI currently partner in a program to rehabilitate disabled individuals, including wounded soldiers facing barriers to re-employment. These rehabilitation services include counseling, occupational, speech and physical therapy, adaptive sports, computer skills and job coaching. Despite great efforts, many soldiers still face physical barriers when commercially available adaptive equipment does not fully meet their needs. Considering these barriers, SUNY PI and Sitrin now propose to create an assistive technology laboratory that will allow students and faculty to modify assistive devices tailored to the specific limitations of individuals with physical disabilities restore functionality and thus enabling veterans to return to work.

A few years ago, Otsego County school districts formed an alliance to educate students in three demand-driven areas: Biomedical,



MAKING FUTURE SKIES SAFER

NUAIR

**NORTHEAST UAS AIRSPACE
INTEGRATION RESEARCH
ALLIANCE**

Economic Impact of Unmanned Aerial Systems Integration (AVUSI March 2013)

New York Economic Impact						
Year	Direct Employment	Total Employment Impact	Total Direct Spending (\$M)	Total Economic Impact (\$M)	Total State Taxes (\$K)	Percent Change Over Previous Year
2015	390	759	\$38.45	\$73.76	\$777.49	
2016	781	1517	\$76.89	\$147.51	\$1,554.98	100%
2017	1171	2276	\$115.34	\$221.27	\$2,332.46	50%
2018	1229	2390	\$121.11	\$232.33	\$2,449.09	5%
2019	1291	2509	\$127.16	\$243.95	\$2,571.54	5%
2020	1355	2635	\$133.52	\$256.14	\$2,700.12	5%
2021	1423	2766	\$140.20	\$268.95	\$2,835.12	5%
2022	1494	2905	\$147.21	\$282.40	\$2,976.88	5%
2023	1569	3050	\$154.57	\$296.52	\$3,125.73	5%
2024	1648	3203	\$162.29	\$311.35	\$3,282.01	5%
2025	1730	3363	\$170.41	\$326.91	\$3,446.11	5%



Momentum Profile

The NUAIR Alliance is a New York not-for-profit coalition of more than 40 private and public entities and academic institutions working together to operate and manage unmanned aircraft system (UAS) test sites in New York and Massachusetts.

What is an Unmanned Aerial Vehicle (UAV): Can refer to both remotely piloted or autonomous vehicles.

What is an Unmanned Aircraft System (UAS) includes: ground control station, control link, other support technology and payloads like cameras and sensors.

Potential Unmanned Aircraft Systems Uses:

- **Public Safety-** including search and rescue, accident investigation, disaster preparedness and response and hostage and shooter response. UAS' can also be used for weather tracking and storm response especially important to minimize impacts of recent flooding.
- **3-D Mapping-** UAS' have the ability to survey landscapes with thousands of images and seamlessly integrate them into 3-D maps that can be used for crowd control, storm damage assessment and utility inspection.
- **Protecting Wildlife-** UAS' can monitor wildlife populations as well as land management in remote areas like parts of the Adirondacks, which are inaccessible by foot.
- **Precision Agriculture-** The first Certificate of Authorization granted by the FAA is to Cornell Cooperative Extension (CCE). CCE plans to use the UAS to examine crops for insect activity, crop growth, soil conditions and disease spread. Testing will begin as soon as September 2014.

(Handwerk, B. June 2013. 5 Surprising Drone Uses. National Geographic)

Round 4- 2014 Priority, Regionally Significant & Pipeline Projects

1. CFA #40526- 123 Hotel Street Development 123 Hotel Street LLC

123 Hotel Street Development will convert a vacant, historic Erie Canal Era structure, in Utica's Bagg's Square into a thriving mixed-use development. This adaptive reuse project will help the region meet a well-documented need for upscale market-rate living space in downtown Utica and allow for the creation of several new businesses that all focus on delivering or creating locally produced goods.



2. CFA #41042- 121 Hotel Street The Nehemiah Fund LLC

121 Hotel Street Development includes the redevelopment of an existing historic warehouse structure located in Historic Bagg's Square of Utica, into mixed use space, with high-end loft-style apartments on the upper 3 floors, and office space on the first floor.



3. CFA #39400- Utica Landmarc Project Primo Property Management, LLC

The Utica Landmarc Building Project is the multi-phase rehabilitation of an 80,000 sq ft abandoned and vacant 3-story building in downtown Utica - resulting in quality housing, job creation and new downtown activity.



4. CFA #38893- Casa Imports Business Expansion R.L.E. Corp.

R.L.E. Corp. has outgrown its current warehouse space, which is an adapted multi-story complex located in the City of Utica. By adding this space, the company will be able to increase its buying power and diversify its market offerings.



5. CFA #42770- Susquehanna Regional Center for Jobs County of Otsego Industrial Development Agency

The Susquehanna Regional Center for Jobs (SRCJ) is a proposed collaborative initiative of Hartwick College, Hudson Valley Community College, SUNY Cobleskill, SUNY Delhi, SUNY Oneonta, the County of Otsego IDA, whose mission is to provide a regional full service, one stop location and resources for business and workforce development needs, with special emphasis on challenged to employ and high school students, with targeted skill sets directly connected to employment needs.



6. CFA #42598- Dr. William F. Streck Community Clinic Pathfinder Village, Inc.

The new clinic will double the capacity of the project sponsor's existing health care facility and provide greater primary care access to the rural communities it currently serves.



7. CFA #39592- Richmondville Broadband Initiative The Middleburgh Telephone Company (MIDTEL)

The goal of the project by MIDTEL is to provide voice, cable TV-video, and broadband services to the residents and businesses in the Richmondville area.



8. CFA #40866- B240 Redevelopment Griffiss Griffiss Local Development Corporation

The Griffiss Local Development Corporation (GLDC) is requesting funds for the demolition of Building 240. The building and the accompanying parcel, in addition to surrounding properties currently owned by GLDC, has the potential to be part of a large scale, job creating and revenue generating brownfield redevelopment project.



9. CFA #42196- Planning the Renaissance Village of Sharon Springs

Sharon Springs proposes a planning project that will result in a document that clearly evaluates the current conditions of Transportation, Land Use, Energy, Water Management, Waste Management, and Economic Development.



10. CFA #43521- Old City Hall Making LEED History YES Development

The building is located at 207 North James St. in the center of downtown Rome. A LEED certified mixed use facility with both a commercial and residential portion will be constructed.



11. CFA #41854- Marcy Smart Growth Update Town of Marcy

The project is a Smart Growth update to the Town Master Plan, including 1) neighborhood plans for specific areas that can become healthy walkable communities, 2) sprawl management, 3) green stormwater program, 4) green power planning, and the draft zoning/implementation measures required to put the plan in place in time to manage the growth associated with Nano Utica, NUAIR Drone, Marcy Nanocenter, and other economic development success in the area.



12. CFA #39513- Sewer Separation Phase 5 City of Amsterdam

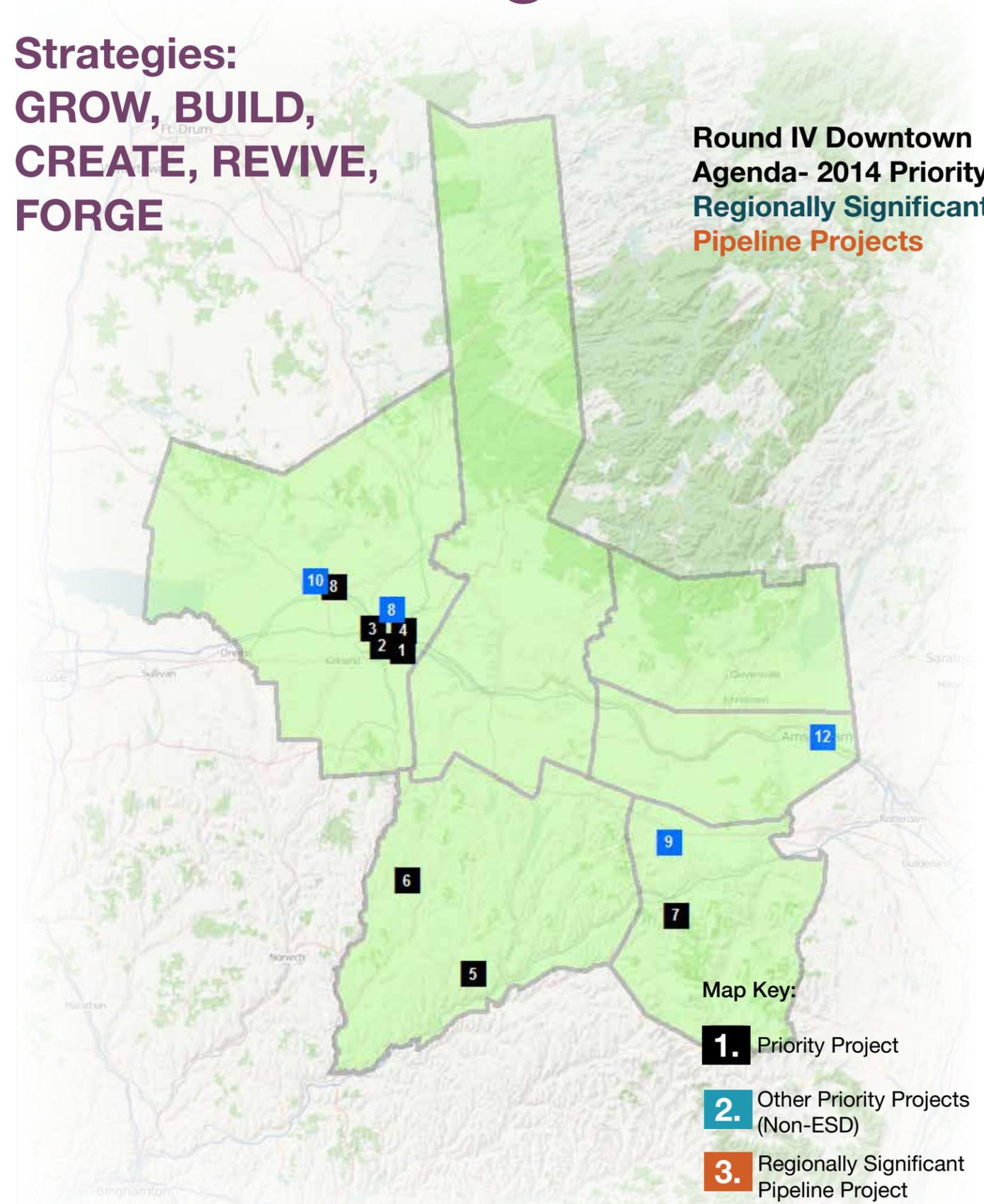
This project will modernize Amsterdam's aging sewer infrastructure to lay the foundation for new investments in commercial, residential and industrial development.



Downtown Agenda

Strategies:
**GROW, BUILD,
CREATE, REVIVE,
FORGE**

Round IV Downtown
Agenda- 2014 Priority,
Regionally Significant &
Pipeline Projects



Downtown Agenda



Downtown: The intersection of people, ideas, and capital. In 2011, with the advent of the Regional Economic Development Councils, we joined to forge the vision for a new, knowledge-based economy for the Mohawk Valley, characterized by advanced manufacturing, sustainable agriculture, effective governance, a suitably trained workforce and innovative thinking. It quickly became apparent that a crucial pillar supporting that vision is vibrant urban centers.

We came to the simple conclusion that for people, ideas, and capital to thrive, we needed to construct a plan of attack for our cities and villages that was rooted in creating spatial efficiencies that were true to the precepts of smart growth. We endeavored to make sustained, targeted investments in our depopulated main streets, aging infrastructure, and underutilized waterfronts. Through the efforts of some pioneering entrepreneurs and with the assistance of New York State, our vision is becoming reality.

From Main Street Middleburgh to Bagg's Square Utica, there is a palpable buzz; things are really, truly happening. In Round IV, our core downtown strategy is to leverage unique physical, economic, and cultural assets to rebuild the Mohawk Valley from city center (Utica) to village center (Sharon Springs).

Public-private partnerships have already resulted in repurposing older buildings to create modern, efficient loft apartments. Complemented by sustainable design, pedestrian-friendly infrastructure, safe transportation alternatives, investments in Brownfield sites and waterfronts, and robust microenterprise assistance programs, these projects have sparked new business ideas and more importantly, given confidence to new investors.

When Moses Bagg, of Westfield, Massachusetts sailed up the Mohawk River with his wife and two sons in the autumn of 1793, he was not very much impressed by the area (he noted that the odor of the place didn't particularly agree with him) then known as the Village of Utica and stayed instead

at the Middle Settlement during the winter. He changed his mind and came back in the spring of 1794. He opened a blacksmith shop on Main Street, a little east of the village center. Finding it was more profitable to fit rooms to visitors than shoes to horses, in 1795 he put up a two story wooden building on the same site and kept it as a tavern until his death in September 1805. That small tavern became the center of life as that tiny village grew into a booming metropolis. Now, after decades of slumber, the Bagg's Square Association has partnered with Rust 2 Green Utica (a Cornell University initiative) to conceive a new vision for a high-density, low-carbon future for downtown. This eclectic, unlikely assemblage of entrepreneurs, property owners, and professionals has initiated a balanced approach of targeted investment and strategic planning to revitalize the city's oldest and most promising neighborhood. CFA awards over the past three rounds have helped to restore a long vacant wing of the historic Union Station into a regional farmer's market and the Utica Memorial Auditorium – respectively, the Eastern and Western sentinels of Bagg's Square. In the center, a Round III CFA is helping the iconic Utica Coffee Roasting Company to expand both its footprint and manufacturing capacity.

The Utica Landmarc project (another member of the Bagg's Square association via their successful Broad Street Cafe and loft apartment project) was unique among the project field in CFA Round III. Characterized by the adaptive reuse of a vacant bank in the very core of our region's largest city, the mixed-use endeavor promises to catalyze the revitalization of a main street with tremendous potential. With phase one nearing completion, the Landmarc has positioned itself to double their investment in Round IV – the completion of 30 loft apartments and 20,000 square feet of first-floor commercial space. The final phase - a rooftop bistro overlooking the once appropriately named "Busy Corner" of Genesee Street - will be the first of its kind in the Mohawk Valley.

Round IV builds on the neighborhood's ascent through mixed-use projects on Hotel Street that promise to add



attractive apartment space and street-level commercial activity. A pipeline project identified in Round III, Priority Project 123 Hotel Street calls for the renovation a vacant 50,000-square-foot Erie Canal-era industrial building into an energy efficient high-density cluster of flats, lofts, and retail space just a short walk from Utica's gateway and every important downtown amenity. Along with a neighboring mixed-use Priority Project, 121 Hotel Street addresses a critical need to create the capacity and the amenities to host and retain an expected surge in workers and families that will arrive with the Nano Utica build-out.

The urban pioneers of Landmarc and Bagg's Square truly capture the spirit of a new Mohawk Valley - the same spirit that caused Moses Bagg to return on that fateful spring day in 1794. And ever since Moses Bagg arrived via the Mohawk, that river, as well as another key waterway, were at the center of our collective history. Economy, culture and the Mohawk Valley's adventurous spirit all can be credited to the powerful waterways that traverse our region.

Beyond urban centers like Utica, the Mohawk Valley is characterized by its rolling hills rural landscapes and close-knit towns and villages. One such village is Sharon Springs. Following an MVREDC Summit in April, Council representatives met with Village leaders to outline a roadmap to assist in this uniquely charming Village's continuing revival. Sharon Springs proposes a mix of strategic planning and green-infrastructure projects to continue its progress. Planning the Renaissance is a proposal under the Cleaner-Greener Communities (Category 2) program to create a sustainable master plan for future growth and investment, while a targeted permeable pavement project is planned to rejuvenate a once-popular public space on Main Street.

In each of these projects, traction is achieved and momentum sustained through careful planning, execution, and no small measure of grit. An example of that determination to rebuild is exemplified by Amsterdam. Once globally-recognized for textile manufacturing, Amsterdam witnessed the same industrial decline that befell cities all along the Erie Canal corridor. And like those other cities has seen its water and sewer systems erode. Since 2011, the city – with MVREDC assistance --has invested in successive phases of sewer separation. Through steadfast determination, these investments are helping to lift the burden on the city's residents and businesses, and allow much-needed new growth.

Across the Mohawk Valley, communities are leveraging their physical assets to facilitate new investments in old places. Just this year, assisted by a Round II CFA award, Burrows Paper Corporation completed a \$7 Million capital project at its mill in Little Falls. Burrows is a vertically-integrated global corporation that produces high-quality lightweight paper and custom packaging solutions, with facilities across the U.S., Europe, and Asia. The company employs more than 250 skilled workers in New York. Situated in Little Falls since its founding in 1919, Burrows is woven into the very fabric of the city. Furthermore, its investments in hydroelectric power, photovoltaics, geothermal, and biomass provide the company with two-thirds of its local energy needs through clean, renewable sources. In a region where cities, towns, and villages were literally built around industry, Burrows has consistently reinvested in itself, its community, and the environment.

These and other investments along the Canal Corridor are proving to be mutually beneficial and helping to build momentum from one end of the "Nano" Canal to the other.



**"What Makes a City Great?", Sasaki Associates, 2014



Momentum Profile

Entrepreneurs have the ability to play an important role in the redevelopment of the Mohawk Valley's urban cores and in enhancing the region's competitiveness to spin off high technology economy. Contributing to the revival of downtown Utica is MVCC's thINCubator, which is a business incubator and student accelerator that started operation in the winter of 2013. Located in the heart of Utica's thriving Bagg's Square downtown district, the thINCubator is modeled after other successful business accelerator programs, such as Syracuse's Student Sandbox, and offers a 14-week program that helps students refine and pitch their business ideas. At the thINCubator, participants, which consist of local college students and other Utica residents (with special consideration given to immigrant and refugee populations), have access to business and entrepreneurship courses taught by MVCC, as well as mentorship from experts in business law, IT, finance, and other relevant fields. Participating teams also have 24/7 access, desk and meeting space, computer and internet access, server access and on-going coaching in a collaborative environment.

Furthering the entrepreneurial environment in the Mohawk Valley, the thINCubator submitted a 2014 CFA requesting one of New York State's remaining Innovation Hot Spot designations, and the funding associated with it. As part of the application, the college plans to negotiate a long-term lease

Downtown Entrepreneurship

for an additional 4,000 square feet of space in a building neighboring the current Bagg's Square West location, so that the college and refugee tenants can have facilities that each meet their needs and can handle the traffic that has grown larger than was initially estimated. The new space will require expenditures for tables, software and other necessary equipment. Also as part of the application, the thINCubator will grow its existing relationship with the Griffiss Institute (GI) in Rome, a business incubator that facilitates the commercialization of technologies and research from the Air Force Research Lab on the Griffiss Business and Technology Park.

Last year, the Griffiss Institute (GI) received one of New York State's designated incubator awards and as a result of that funding approval, the GI and thINCubator executed a Memorandum of Understanding to forge a cooperative partnership for a Hot Spot designation in this year's REDC funding cycle. The joint application provides a comprehensive approach to facilitating entrepreneurship across a broad spectrum of business activities. In their partnership, the GI and MVCC seek to establish successful interactions that include: mutually benefiting from the NYS Incubator Grant recently awarded to the GI and the NYS Hot Spot Program for which MVCC is a potential site; sharing facility spaces; increasing the opportunity of clients to satisfy their venture capital needs; increasing the transfer, transition, commercial-

ization, and exchange of technologies; developing markets, technologies, and new companies; and improving employment opportunities.

The Griffiss Institute was first awarded as a New York State Certified Business Incubator program in the 2013 CFA round. Founded in 2002 and located on the Griffiss Business and Technology Park, neighboring the Air Force Research Lab (AFRL), the GI links numerous regional cybersecurity assets and business development programs into one unified program, and facilitates the cooperation of private industry, academia and government in developing solutions to critical cyber security problems. The Griffiss Institute is charged with developing and expanding high tech employment opportunities in the Mohawk Valley. By partnering with the AFRL, private industry and academia, the Griffiss Institute was designed to become a recognized leader in cybersecurity with the vision of creating a "Center of Excellence in Cyber Security in the Mohawk Valley". Today, the GI has grown to become a major player in technology transfer, training and education and economic development in the Mohawk Valley region.

Acknowledging the GI's stature as a major player in regional tech transfer and economic development, as well as its location and surrounding assets, a team of professors from Arizona State University approached the GI in the spring of 2014 with the intent to launch a technology transfer accelerator program modeled after a successful venture on their campus in Arizona. Called New York Furnace, the program is slated to begin in the fall of 2014, and will enable the market to pull technologies from research institutions, such as AFRL, and turn them into new ventures and new products. Collectively, the anticipated result of these activities will increase the numbers of entrepreneurs actively turning their ideas into businesses, while also creating a new culture that will increase interest in startups among area residents, students. The thINCubator will also partner in this effort, by providing space and technical support to the teams of entrepreneurs.

The Griffiss Institute Building is also being planned for a 20,000 SF expansion to support growing initiatives in cyber, potential big data applications resulting for Griffiss' UAS designation, and opportunities for collaboration with SUNY CNSE/SUNYIT in Nano and Cyber.

The creation and success of business incubators such as the thINCubator and Griffiss Institute is not an isolated incident just in Oneida County. The Susquehanna Regional Center for Growth is a similar endeavor in Otsego County that seeks to provide a regional full service, "one stop," entrepreneurial center with a coordinated location and resources for business needs. In a 2014 CFA,

designated by the MVREDC as a priority project, the County of Otsego Industrial Development Corporation, in partnership with several area colleges, proposed this project as an incubation and entrepreneurship support venue to be made available to community members to encourage regionally-based grassroots private sector job creation. The Center will provide guidance to participants through the maze of existing support and programmatic opportunities to enable entrepreneurs to thrive, and give these small businesses and entrepreneurs access to a variety of financial and technical business support, siting, relocation, or interim office infrastructure needs, as well as business-to-business sharing and mentoring.

In addition to the forthcoming Susquehanna Regional Center for Growth, Otsego County, as well as the rest of the Mohawk Valley, has experienced significant success in the implementation of microenterprise grant and loan programs. Funded in the first CFA round in 2011, Oneonta's Microenterprise Assistance Program was awarded \$200,000 to boost entrepreneurship in its downtown area. Through this award, 15 microenterprise projects were assisted, which resulted in 19 jobs created or retained, and eight new businesses on Oneonta's Main St. As a follow-up, the City of Oneonta was awarded another \$200,000 in 2013 for the implementation of its microenterprise grant program. Eight pre-applications were received for these funds, comprised of four new and four existing businesses. These eight applicants projected to create up to 16 new jobs. Similar to Oneonta in 2011, Schoharie County received a \$200,000 CFA award for its Microenterprise Assistance Program. This project had a different focus though, as it was advertised as a Tropical Storm Relief Grant Program, which assisted at least 5 businesses and retaining 10 jobs. Through the 2013 CFA round, the New York Folklore Society won a \$10,000 Opportunity Agenda award to train artists from refugee and immigrant communities in the Mohawk Valley and Capital Regions in business entrepreneurship and marketing, to stimulate new business enterprises among these populations. This project, along with the thINCubator's attention to refugees, demonstrates the Mohawk Valley's desire and commitment to incorporate all populations, especially those newest to this country, into its diverse economy and to give these individuals an opportunity to sustain and thrive.



Round 4- 2014 Priority, Regionally Significant & Pipeline Projects

1. CFA #41325- Utica Harbor Marina Bulkhead & Infrastructure Improvements City of Utica

A vestige of the canal during the "Barge Canal" (industrial era) period, the Utica Harbor is envisioned to both celebrate its past but also drive a new economic engine accommodating private investments including commercial, retail, and mixed uses, food/restaurant establishments, and entertainment venues. This project in particular will address the deteriorated condition of the harbor walls (bulkheads) and will also continue implementation phases of the Utica Harbor Master Plan.



2. CFA #41562- Bellinger Brook Preservation Village of Herkimer

The impact of damages from the failure of Bellinger Brook has left the Village with nearly \$2 million in damages. As a result, the Bellinger Brook project is listed as project #6 in the Herkimer County NY Rising flood recovery plan. The restoration of these areas along Bellinger Brook will improve the flood resiliency of the Village, thereby reducing the economic cost in the event of another flood situation.



3. CFA #41534- The Rose Building Project Marge for Middleburgh, LLC

This building construction project in Middleburgh is to utilize a currently empty lot on a very busy Main Street for the construction of a new mixed-use development. Due to recent flooding and a downturn in the economy, Middleburgh has suffered some significant losses in retail business and housing, mostly due to the lack of undamaged available space.



4. CFA #39744- Mohawk Gateway Overlook City of Amsterdam

The project is the Mohawk Valley Gateway Overlook, a pedestrian bridge across the Mohawk River in Amsterdam that connects Bridge Street on the south shore with the waterfront on the north shore. The bridge will create a continuous park-like environment and a unique recreational and cultural heritage destination.



5. CFA #42105- Veterans Memorial Park City of Little Falls

The Project will enable the "Mohawk Valley Diamond Dawgs" amateur baseball team and the Little Falls School District to use the Park for nearly 40 baseball games, attracting hundreds of residents and visitors to the City.



6. CFA #40397- Village of Camden River Walk Village of Camden

The River Walk Trail project has been a recognized and community supported vision for over 10 years. The project will also include signage, road striping, benches, lighting, fencing and various other amenities to enhance and improve pedestrian safety and recreational experience.



7. CFA #41195- Fulmer Creek Greenplain Resiliency Project Town of German Flatts

Severe rainstorms inundated the Town and Village in 2013, causing massive flooding, property damage, long term power outages and loss of potable water. The Fulmer GreenPlain is a design and construction project to restore the natural floodplain and floodplain processes along approximately 1.3 miles of the Fulmer Creek corridor. The project will also enhance water quality and support State Resiliency and Recovery functions including recreation, tourism, public education, and economic development using open space and green infrastructure as a primary means.



8. CFA #41451- Local Water Revitalization Program Village of Middleburgh

The Village's waterfront can supply recreation, tourism, business, and preservation of the scenic character that residents and visitors value so very much. The Schoharie Creek is an inseparable part of Schoharie County's culture and the Village of Middleburgh will begin to proactively reclaim the waterfront boundary area.



9. CFA #42215- Cooperstown Comprehensive Plan Otsego County IDA

This CFA request will fund, in partnership with the Otsego County IDA and other local partners, a detailed Comprehensive Plan and Downtown Revitalization Strategy for the Village of Cooperstown. A blueprint for action will be produced and will guide development investment and attraction.



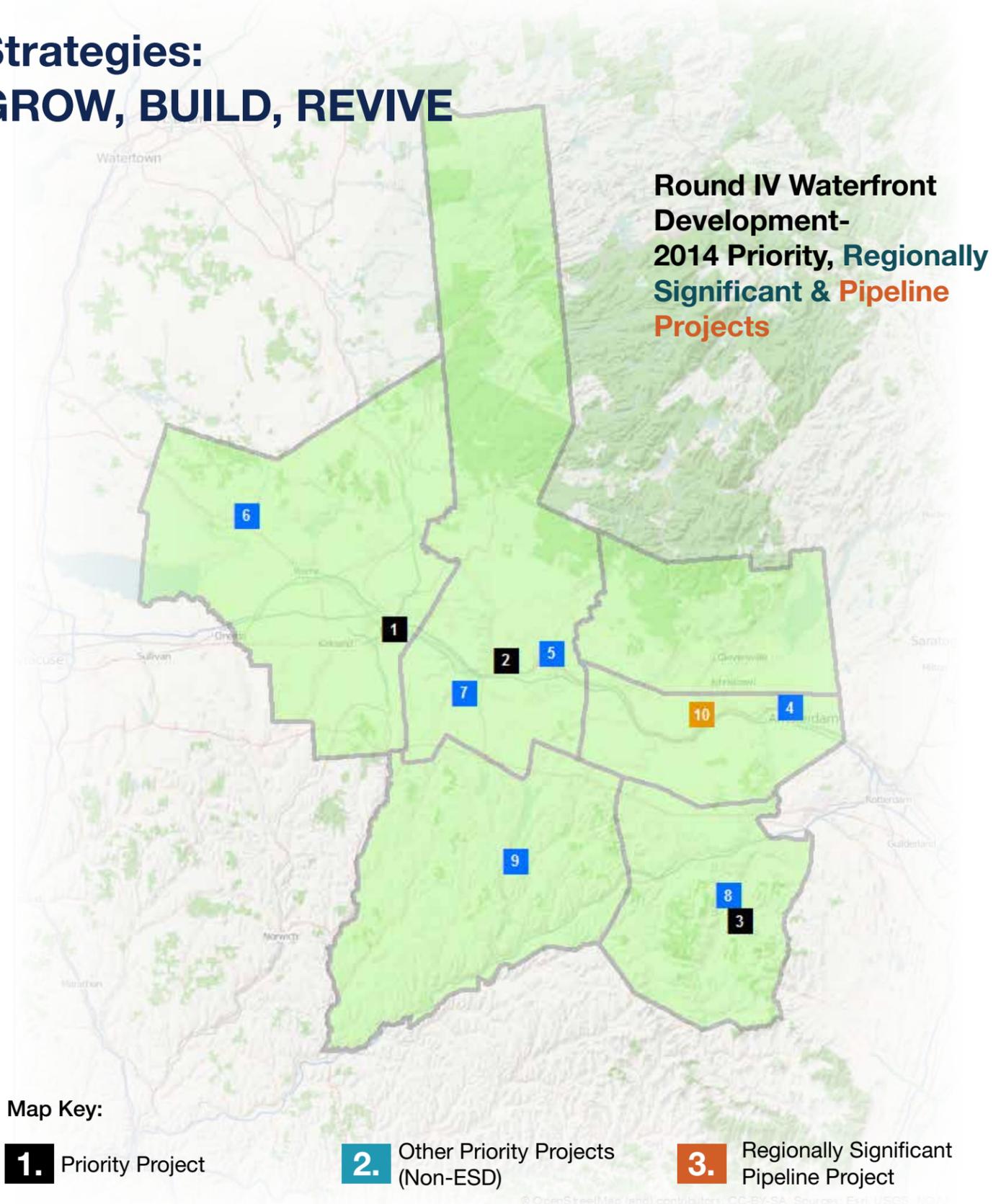
10. CFA #39769- Village of Fonda Canalside Park Improvements Village of Fonda

The proposed Canalside Park is located off South Bridge Street in the Village of Fonda. Grant funding is requested for the preparation of final engineering, construction, cost estimating and permitting documents to develop a new waterfront boat launch, parking, and docking structure



Waterfront Development

Strategies: GROW, BUILD, REVIVE



Waterfront Development

As more communities envision their waterfronts as lively public destinations that will improve the quality of life for their residents and attract new ones, the Mohawk Valley is instituting key planning principles to foster a waterfront resurgence. These principles are drawn from considerable experience working to improve urban waterfronts across the Region. The MVREDC believes these ideas will serve as the framework for any successful waterfront project.

Our key regional planning principles are:

Make public goals the primary objective

The best solutions for waterfront redevelopment put public goals first. Community engagement — and, ultimately, local ownership and pride — will help create a shared vision for the future.

The Utica Harbor Point Local Development Corp. has effectively integrated private sector engagement with long-term public sector strategies via consistent public outreach efforts including targeted planning charrettes, public hearings and the recent development of web-based outreach. A master plan for the Harbor has been completed and the Utica Harbor Point Local Development Corp. is proceeding with plans for site assemblage, public improvements and other investments to position this mixed-use development site as the centerpiece of Utica's economic revival.



Utica Harbor Point Rendering

Optimize public access and connectivity

A key to all waterfront development is continuity, especially when it comes to the pedestrian experience. A walkable waterfront with a wide variety of activity along the way will successfully connect pedestrians to destinations (for instance, downtowns with waterfronts), allowing each to reinforce the other. Creating these connections is a fascinating challenge that entails mixing uses, such as housing, parks, entertainment and retail, and encouraging public-private partnerships. As an example, the Mohawk Valley Gateway Overlook in Amsterdam will join the city's long-separated commercial district with its residential population centers. The project will also integrate a variety of public activities including an art walk and live events.

The project is active and progressing, with footings under construction and piles being driven. Construction is on schedule for completion in 2015.



MOHAWK VALLEY GATEWAY OVERLOOK



Rome Navigation Center

Create destinations

A focus on creating destinations, rather than traditional open space or loosely planned public flex space, provides a greater return on investment. Once key destinations have been identified and created, then residents, businesses, private developers and other stakeholders begin to define the uses and activities they want to see at each place. Ideally, each destination should provide a variety of things to do, which creates diverse, layered activities, ensuring that no single use will predominate. The Rome Navigation Center and Harbor Point (Utica) each focus on creating public destinations, with the goal of fostering other private investment and development.

The Rome Navigation Center will serve as the official gateway to Bellamy Harbor Park on the city's east side and includes a visitors center, a covered picnic area, public performance space, water fountains, Wi-Fi, restrooms, shower facilities and a concession stand. Construction is underway and is scheduled to be completed in early Fall 2014. This project, in conjunction with Rome's other successful investments, will be a key destination in Rome's future waterfront.

Planning and vision-setting at Harbor Point is complete and environmental review (GEIS) is under way. The final proposed vision includes a variety of integrated public improvements, including an open air amphitheater, athletic facilities and a mix of commercial uses.

Foster resiliency

Waterfront assets in the Mohawk Valley have recently been buffeted by extreme weather. Rebuilding and strengthening these assets against future storms and flooding is at the core of the Mohawk Valley's Mighty Waters Initiative. A number of NY Rising Community Reconstruction Priority Projects in the Mohawk Valley are also waterfront redevelopment projects.

The Fulmer Creek Greenplain Priority Project includes design and construction for the restoration of the natural floodplain and floodplain processes along 1.3 miles of the Creek corridor in the town of German Flatts. The project will reduce the threat of flood damage to several communities, residences and public infrastructure. The project will also enhance water quality and encourage businesses to reopen or locate within the previously impacted area, and tourism and recreation via a system of trails, picnic areas and fishing access.

Integrate seasonal activities into each destination

Enjoying four seasons of activity is a Mohawk Valley's calling card. Rain or cold is no reason for a waterfront to sit empty. Waterfront programming must take rainy day and winter activities into account.

The Schoharie Creek Multi-Use Trail project was conceived to meet the triple goals of mitigation, conservation, and recreation. It integrates a crucial disaster management concern -- flood mitigation -- with the quality-of-life and ecological objectives of enjoying and preserving our natural environs. The project's holistic vision is to promote economic, ecological, social, and spiritual recovery in the community. Phase I of the project is targeting year round, non-motorized use of the trail for residents and visitors alike.



Community Reconstruction Program

Capital Region/North Country/ Mohawk Valley Region

The Capital/North Country Region/Mohawk Valley Region has 8 NY Rising Communities distributed over 7 counties – Essex, Montgomery, Schenectady, Saratoga, Schoharie, Herkimer, and Oneida. A variety of cities, towns, villages, and counties are participating in this reconstruction effort. These Communities are located along rivers and waterways which experienced significant flooding during Hurricane Irene and Tropical Storm Lee, such as the Au Sable and Mohawk Rivers and the Schoharie Creek.

NY Rising Goals

1. Identify remaining recovery needs
2. Develop county wide long-term resiliency strategies and actions

"I applaud and thank Governor Cuomo for his leadership and partnership in rebuilding communities in Oneida County and the Mohawk Valley that have been impacted by storms from the last few years, and most recently the last few weeks. By funding locally driven recovery plans, the NY Rising Community Reconstruction Program will allow communities to implement reconstruction based on their own needs and resources. This means localities will have individualized plans that will more effectively protect them in the future."

- Anthony Picente,
Oneida County Executive

In line with the National Disaster Recovery Framework, the plans will consider the needs, risks, and opportunities related to the following six recovery support functions:

- Community Planning and Capacity Building
- Economic Development
- Health and Social Services
- Housing
- Infrastructure
- Natural and Cultural Resources

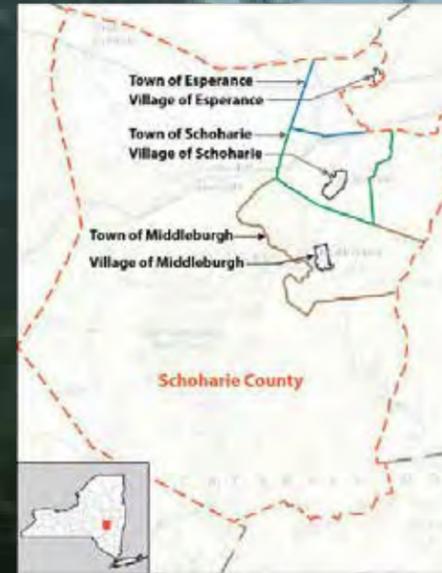
NY Rising Priorities

Application Number	Business Name	Project Name
41562	Village of Herkimer	Bellinger Brook Community Preservation Project
39341	City of Amsterdam	South Side Park
39873	Town of Herkimer	East German Street Extension Improvement Project
41195	Town of German Flatts	Fulmer Creek Greenplain Resiliency Project
41534	Marge for Middleburgh, LLC	The Rose Building Project, a Multi-Use economic retail stimulus and housing project in Downtown Middleburgh
38672	Friends of Fort Plain Inc	Main Street Diefendorf Hall Cultural Heritage Center and Inn
40781	Village of Middleburgh	Arts Culture and Heritage Project
41451	Village of Middleburgh	Local Water Revitalization Program

Proposed Projects

Featured Projects

To view the MV's NY Rising Plan



Momentum Profile

Working Together to Build Back Better Towns and Villages of Esperance, Schoharie and Middleburgh- NY Rising Community Reconstruction Plan

Residents of the rural and tight-knit Schoharie Valley have a complex relationship with Schoharie Creek. The Creek created the Valley long ago, carving through rock to create the especially fertile soil that continues to sustain the residents along its winding northward path to the Mohawk River. The natural beauty of the Creek brings tourists looking to recapture the simplicity of days spent hiking through forests, searching for pollywogs, and stopping at roadside stands for apples and pumpkins. Visitors help to support Main Street businesses and buoy the local economy. Yet while the Schoharie Creek offers the promise of fertile soils and an unparalleled natural beauty beckoning to tourists and residents alike, floodwaters that have raged from the Schoharie Creek and its tributaries have also caused incredible destruction and loss as the Schoharie Creek has attempted to carry ice melt and rain water away.

The flooding caused widespread destruction of homes, businesses, agriculture, and public infrastructure. As a result of Hurricane Irene, 57 homes were destroyed and 367 homes sustained severe damage, representing approximately 20% of the total housing stock within the Community. This damage was in part the result of an aging infrastructure and undersized stormwater systems which were unable to cope with the massive influx of water and highlighted the need for them to be more robust and resilient.

The damage illustrated a need and an opportunity to better manage the interaction between the Community and this powerful waterbody. Looking to the future, the Community has committed to take active steps to avoid or mitigate future impacts from flooding, while highlighting Schoharie Creek as a Community asset. This includes collaborating regionally to study the Schoharie Creek and its tributaries and identify flood mitigation options, and improving local infrastructure that can resist impacts from flooding or that can resiliently recover from flooding without permanent damage. Other needs include ensuring that first responders have the resources they need to respond to the community, providing emergency shelters to house people who are displaced by disaster, and restoring natural stream patterns and reconnecting floodplains. Economic revitalization presents a particularly poignant challenge, as many businesses have not been able to recover to levels preceding the two storms. The NY Rising plan laid out for the Community is our plan to address these issues and by working together... Build Back Better.

Round 4- 2014 Priority, Regionally Significant & Pipeline Projects

1. CFA #38811- SUNY Cobleskill Dairy Processing Center *SUNY Cobleskill*

SUNY Cobleskill proposes to build on the regional economic strengths of agriculture and food processing through construction and operation of a Dairy Processing Center. The project will address the critical need in the northeast for qualified technicians and managers in the food/dairy processing sector and lack of access to processing infrastructure for dairy producers wishing to tap into local value-added food marketing opportunities. Further, enhanced demand for regionally-produced foods creates opportunity for entrepreneurs to start new businesses and for existing dairy producers to diversify their enterprises and expand marketing options through novel product development.



2. CFA #42213- Upper Susquehanna Regional Ag Center *County of Otsego Industrial Development Agency*

The Upper Susquehanna Center for Agriculture will be a multi-purpose 40,000 square foot facility situated in downtown Oneonta. The physical space will be linked to the Susquehanna Regional Center for Jobs through an IDA-funded agricultural economic development position working to enhance the impact of value added product production. The Center for Agriculture will create jobs both directly and through a strong local multiplier, while working toward the goal of increasing farm profitability and median farmer income such that a majority of the County's farmers earn incomes above the poverty level.



3. CFA #41298- Project SOFT *The Fountainhead Group Inc.*

This project will complete the development and release of a new sprayer into our core retail lawn and garden segment with proprietary technology that significantly improves the consumer experience with pump-up sprayers. The new sprayer would be designed, manufactured and assembled at the New York Mills facility and offered to consumers in 2016.



4. CFA #40615- Otsego County Agricultural Microenterprise Program *County of Otsego IDA*

The program will focus on agricultural enterprises. The program will include the required entrepreneurial training program. The program will be county wide and will assist 10 enterprises.



5. CFA #40756- Schoharie County Strategic Plan *Schoharie County*

The most recent plan was completed in 2004. Since then, many changes have occurred in Schoharie County. An economic recession, several floods and a shift in population have all created a new Schoharie County. This plan is no longer relevant to base economic strategy from. A new plan will allow for a new vision and new set of goals for economic development in Schoharie County.



6. CFA #37964- CGC Phase II Category 3 Round 2 funding for Pellet Hub *Vincent's Heating and Fuel LLC*

Vincent's Heating and Fuel LLC is developing the concept of a 'Pellet Hub'. Vincent's Heating & Fuel will implement this concept to support the governor's initiative, in two phases in the Mohawk Valley and North Country regions. The bulk of the proposal will focus on the installation of pellet boiler systems within 8 municipalities and commercial buildings as well as smaller systems for 5 residential homes within the Mohawk Valley and North Country.



7. CFA #41660- Regional Resource Recovery *City of Rome*

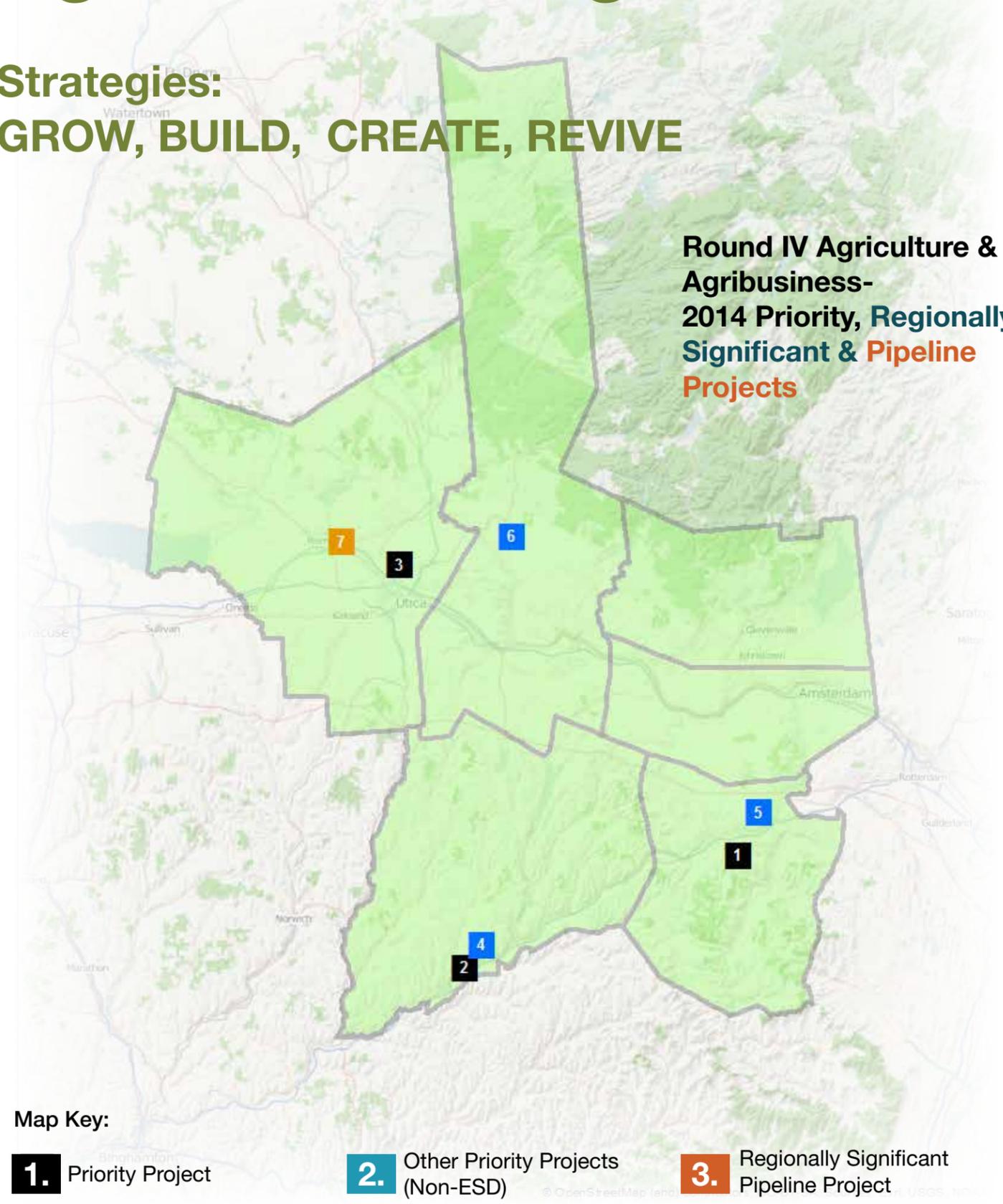
This project involves a rehabilitation of the existing 825,000 gallon digester to include new mixing technology, cogeneration equipment, a high strength receiving station, flare relocation, and new solids handling equipment at the City of Rome Public Owned Treatment Works (POTW).



Agriculture & Agribusiness

Strategies:
GROW, BUILD, CREATE, REVIVE

Round IV Agriculture & Agribusiness-
2014 Priority, Regionally Significant & Pipeline Projects



Map Key:

- 1. Priority Project
- 2. Other Priority Projects (Non-ESD)
- 3. Regionally Significant Pipeline Project

Agriculture & Agribusiness



UPPER SUSQUEHANNA REGIONAL Ag CENTER

The Council's strategy for growth is rooted in social and economic sustainability. The Smart Growth approach to economic and community revitalization strives for responsible stewardship and balance in the development of our region's abundant, yet finite natural resources. As we work to increase the potential of our cities, towns, and villages, we are also bound to protect our high-quality agricultural land and forest resources.

The Mohawk Valley Region is especially well-suited to serve a burgeoning demand for sustainably produced craft foods and beverages. The hillsides and valleys that characterize our region are endowed with abundant fresh water and fertile soil. Responsibly supporting and encouraging entrepreneurialism and innovation in our food and agriculture sectors will help the region to sustainably provide more high-quality offerings to domestic and international markets.

The proposed Upper Susquehanna Regional Center for Agriculture, will create a multi-purpose 40,000-square-foot exchange in the heart of the Otsego County City of Oneonta. Situated between Market and Main streets, this food hub will create a network of farmers in surrounding Otsego, Schoharie and northern Delaware counties for the purpose of processing, packaging and distribution. Aligned with and inspired by the principles of Smart Growth, the project demonstrates the creative use of infill downtown development, adaptive reuse, and the promotion of local food systems. Strategically positioned along the I-88 corridor, the Center will empower small family farms by providing access to local, downstate, and global markets.

Today, New York finds itself on the cusp of becoming the leading dairy state in North America. Owing to a reliable snowpack and a favorable climate, our clear-running streams and lush pastures are abundantly suited to sustained growth in dairy farming; while our industrial base has kept pace with dairy processing expansion and innovation, churning out milk, Greek yogurt, cheese, ice cream, and a host of artisanal and value-added dairy products.

Dairies and food processors – stalwarts of the Mohawk Valley's economy - are generating a much-needed boost to a region long struggling with manufacturing decline, high unemployment and declining household income. To ensure these industries remain productive and competitive, a steady supply of properly trained workers, managers and technicians are required.

Commercial processors often struggle to find appropriately-educated or experienced candidates who will succeed in an environment that is increasingly incorporating more technology to aid production. Regionally, there are too few opportunities for continuing education, training and food-safety certification. Further, while growing demand for regionally produced food products is creating opportunity for entrepreneurs, it is also amplifying the workforce development challenge.

To sustain this sector's momentum, SUNY educators and researchers have responded with a proposal to develop and

SUNY Cobleskill Dairy Processing Center



train entrepreneurs and technicians critical to the agribusiness industry. The Dairy Processing Center at SUNY Cobleskill in Schoharie County will form a public-private partnership of New York State, the U.S. Economic Development Administration and corporate sponsors to construct and equip a 3,000-square-foot training and demonstration facility that will contain milk processing and bottling equipment, as well as equipment to make ice cream, yogurt and cheese. Complete with offices and classrooms, the project will graduate qualified technicians and managers currently in demanded by producers. This \$1.4 million project, recently received a major boost with a \$100,000 contribution from Stewarts and the Drake Family, the first private contribution committed for the project. Stewarts and the Drake Family have indicated that they would provide an additional \$150,000 if the college receives other federal/state funds.

Of course, it will take more than just milk to slake the thirst of a growing population. Once one of America's most prolific hop-producing regions in the nation, the Mohawk Valley brimmed with small batch breweries and distilleries fed by local crops and labor. The number of craft breweries in the nation have exploded in recent years, from 1,459 in 2007 to 2,768 by the end of 2013. The Mohawk Valley has similarly witnessed significant expansion in this category and counts among its craft brewers The Matt Brewing Co. (Saranac), Brewery Ommegang, Cooperstown Brewing and Butternuts Beer & Ale.

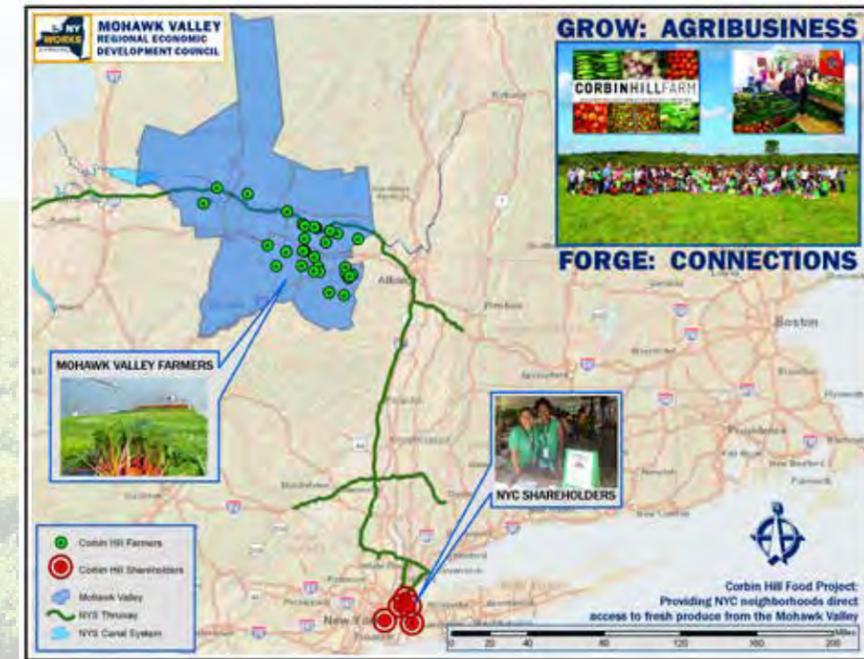
Along with the growing prowess of the Region's craft food and beverage producers, we are witnessing more integration of sustainable, environmentally beneficial technologies in their manufacturing processes. Matt Brewery has built an anaerobic digester to take its mash byproducts and use it to supply energy for its beer making operation. Whey from FAGE's yogurt manufacturing operations are used to supply energy needs for the nearby wastewater treatment facility. The City of Rome is proposing a similar initiative with an bio-digester that can handle waste from

nearby dairy operation to supply energy needs within the City.

At the end of the day, we foresee a regional model that encourages and empowers all in our Region – businesses, residents and government -- to use our natural resources wisely, as it makes both environmental and economic sense.

A 2014 Priority Project that promises to significantly reduce energy costs for a number of rural communities is proposed by Vincent's Heating and Fuel in Herkimer County. Formerly a fuel oil supplier to homes and businesses, this small family-owned business has been gradually converting its fuel supply business to biomass. The cornerstone of the company's plan includes the installation of three 70-ton storage silos – a regional wood-pellet hub. The distribution model is supported by the installation of pellet boiler systems in eight municipalities, spanning government facilities, commercial buildings, and households. This carbon-neutral solution would reduce pollution, dramatically cut heating costs and strengthen the market for local forest products. The proposed pellet hub establishes the connection between factory and furnace that will stabilize and grow this emerging market for environmentally sustainable forest products.

Producing quality food products has also created an entirely new and promising export for the Mohawk Valley: agritourism. Increasingly, tourists are visiting our farms, breweries, wineries, and cideries from other parts of the state, the nation and the world. Creating alluring pathways for tourists – pathways that include the Region's many important historical sites and monuments – is yet another key strategic focus of the Mohawk Valley Regional Economic Development Council.



Momentum Profile

Mohawk Valley Resource Center for Refugees teaches agriculture basics

Mangali Rai grew greens, potatoes and peppers in a refugee camp in Nepal. Some of the American customs for gardening – how to work in the cold soil and using worms to compost – are foreign to her, but she is excited to learn those through a 10-week agriculture class hosted by the Mohawk Valley Resource Center for Refugees. Refugees make up about one quarter of Utica’s population.

The class, was taught in seven languages helped local refugees to acclimate to gardening and growing crops in foreign soil, and how it could become a future business venture.

The students- mainly Nepali and Karen populations – are familiar with many of the same crops that are grown in this area, but are unfamiliar with ideas such as composting and indoor gardening.

The course was funded by the Workforce Development Institute with many supplies and support donated by individuals and other organizations. The class worked with recently established community gardens on Park Avenue in Utica but donations of land in Waterville, Hamilton and Mohawk have been also offered.

The 10-week series included some business and entrepreneur training, and space at the Oneida County Public Market (CFA Awardee- REA Wing) was reserved starting this spring for refugee groups wanting to sell their edible wares.

Besides the agriculture class- people have the option to participate in the Community Garden. Over 100 people currently participate, many of them refugees. The gardens provide a practical purpose of providing for individuals and families with a limited budget, but they also bring people together beyond cultural boundaries to work together.



Photo Credit: Mark DiOrio / Observer-Dispatch

Matt Brewing Company- Not your average brewery

From the first beer sold after prohibition to the forefront of the craft beer movement- Matt Brewing Company has always been on the leading edge.

For the past 125 years the brewery has been known for its quality and selection. Currently the 15th largest beer producer in the US, creates over 65 different seasonal offerings each year.

Not only does the brewery offer daily tours of its manufacturing facilities, but it also hosts a summer concert series called “Saranac Thursdays,” which benefits the local United Way. Each Thursday thousands of people cram the brewery parking lot to listen to local bands and drink Saranac beer.

They also host the Boilermaker Road Race post race party which draws over 40,000 people from all over the country into the center of Utica, NY.

Recently the company undertook a \$5M project to install an anaerobic digester to increase their energy efficiency while treating wastewater and reducing company expenses.



NYSUNY2020

SUNY Cobleskill

Delhi
STATE UNIVERSITY of NEW YORK

MORRISVILLE
STATE COLLEGE

Mohawk Valley SUNY 2020 Projects

Governor Cuomo’s commitment to new economic development initiatives has made it clear that collaboration is key to a region’s success, and a leading catalyst for job growth in New York State is to recognize and strengthen the academic and research programs throughout the State University System. SUNY 2020 awarded plans strengthen the MVREDC plan by leveraging the regional industry concentrations that already exist, encouraging cross-industry collaboration and attracting outside investment and interest.

In Round 2 of SUNY 2020 Challenge Grant awards, two collaborative initiatives anchored in the Mohawk Valley Region, with partners in neighboring regions were recipients of grant awards.

In the Southern end of our region, SUNY College of Agriculture and Technology at Cobleskill is a leader in the NYS Bioenergy Learning Collaborative which also includes SUNY College of Technology at Delhi; and SUNY College of Agriculture at Morrisville. The NYS Bioenergy Learning Collaborative project aims to develop commercial-scale biodigesters that will help the dairy industry and farms reduce waste while generating energy. NYSBLC is expected to create 200 construction jobs, another 490 jobs in engineering and project management, and 75 jobs in the dairy, food processing and yogurt manufacturing sector.

While at the northern end of our region, SUNY Institute of Technology, Mohawk Valley Community College and Herkimer Community College are spearheading the SUNY Manufacturing Alliance for Research and Technology Transfer (SMART) along with Morrisville State College and 5 community colleges in the Hudson Valley Region. These collaborating institutions will create an educational curriculum and workforce training programs for manufacturers through the Center for Global Advanced Manufacturing (CGAM). CGAM will directly support manufacturers by coordinating education and training of the workforce and by providing incubation, acceleration and technology transfer facilities in both regions. Training will take place in areas of high demand for both employers and students. This project is expected to create and retain 1,700 jobs in New York’s Mohawk Valley and Mid Hudson regions.

Round 4- 2014 Priority, Regionally Significant & Pipeline Projects

1. CFA #42964- Brew Central Marketing Campaign Oneida County Tourism

Brew Central is a comprehensive regional tourism marketing campaign positioning the Central NY Vacation Region and Mohawk Valley as New York's premier Craft Brew Destination to compliment the TASTE NY program. Specific target marketing with focused messaging to stimulate day tripper and overnight leisure travel from domestic markets across NY, PA, NJ, CT, VT, MA. International marketing will target Canada, UK and Germany.



2. CFA #40995- Glimmerglass Festival Tourism Facilities Renovations The Glimmerglass Festival

The project will extensively refurbish the lobby, front of theater and walkways, relocate and enlarge the concessions stands and box office, relocate the previews to a newly-established area, re-purpose the covered courtyard, add a new driveway for tour buses and improve the restroom facilities.



3. CFA #40116- Collection Digitization National Baseball Hall of Fame and Museum

The project involves the continuation and expansion of the Baseball Hall of Fame's digital marketing campaign that began in 2011. The BHOFF is embracing the digital age with two goals: Engage online visitors with meaningful content that will encourage visits to Cooperstown and the region, and the preservation of the priceless collection of artifacts in a digital format.



4. CFA #42497- Mohawk Valley Path Through History Cycling Trails WIB Herkimer Oneida Madison Counties

Building on the successful MVPTH Rev War Trail launched in 2013, MVPTH group will implement phase two of a multi-year plan to develop and market cycling routes connecting the Erie Canalway Trail to historic sites in the project area.



5. CFA #39012- Monet to Matisse Munson Williams Proctor Arts Institute

Through an exhibition of 55 major paintings by the leaders of French Impressionism such as Claude Monet, Pierre-Auguste Renoir, Camille Pissarro, and Alfred Sisley as well as by America's most noted Impressionist painters Mary Cassatt and John Singer Sargent, the Museum seeks funding to engage audi-



6. CFA #38672- Main Street Diefendorf Hall Cultural Heritage Center and Inn Friends of Fort Plain Inc

Main Street Redevelopment. Diefendorf Hall Cultural Heritage Center. Complete structural repairs to the 1860's Erie Canal Era music hall located at 47 Main Street in downtown Fort Plain. The structure will accommodate the reassembly of an authentic museum artifact, the "Old Erie Canal Lock Store", anchoring a downtown interpretive center for residents and visitors.



7. CFA #42149- NY Main Street Thendara- Eagle Bay Central Adirondack Partnership for the 21st Century CAP21

CAP-21 will implement the revitalization of 10 properties within the business districts of Eagle Bay and Thendara, both districts located along NYS Route 28 in the Town of Webb, Herkimer County. CAP-21 will also work with the Town, the Eagle Bay Uplift Society and the Thendara Business Association to implement Streetscape improvements that complement the property renovations.



8. CFA #42654- Utica Zoo AZA Foundation Project Utica Zoological Society

The Utica Zoo would like to plan and develop a new marketing campaign focusing on specific components of the Zoo's mission of fostering education, conservation, and recreation throughout NYS. The Utica Zoo has recognized the need to promote it's programming to other local regions through updated vibrant marketing materials from brochures, to billboard ads, to our website and app.

9. CFA #40781- Arts Culture and Heritage Project Village of Middleburgh

The Village of Middleburgh will sponsor and create the Breadbasket Heritage Trail. Starting in 2015, the community will build a series of stops along this trail to educate our residents and visitors of the Schoharie Valley's rich and diverse history.



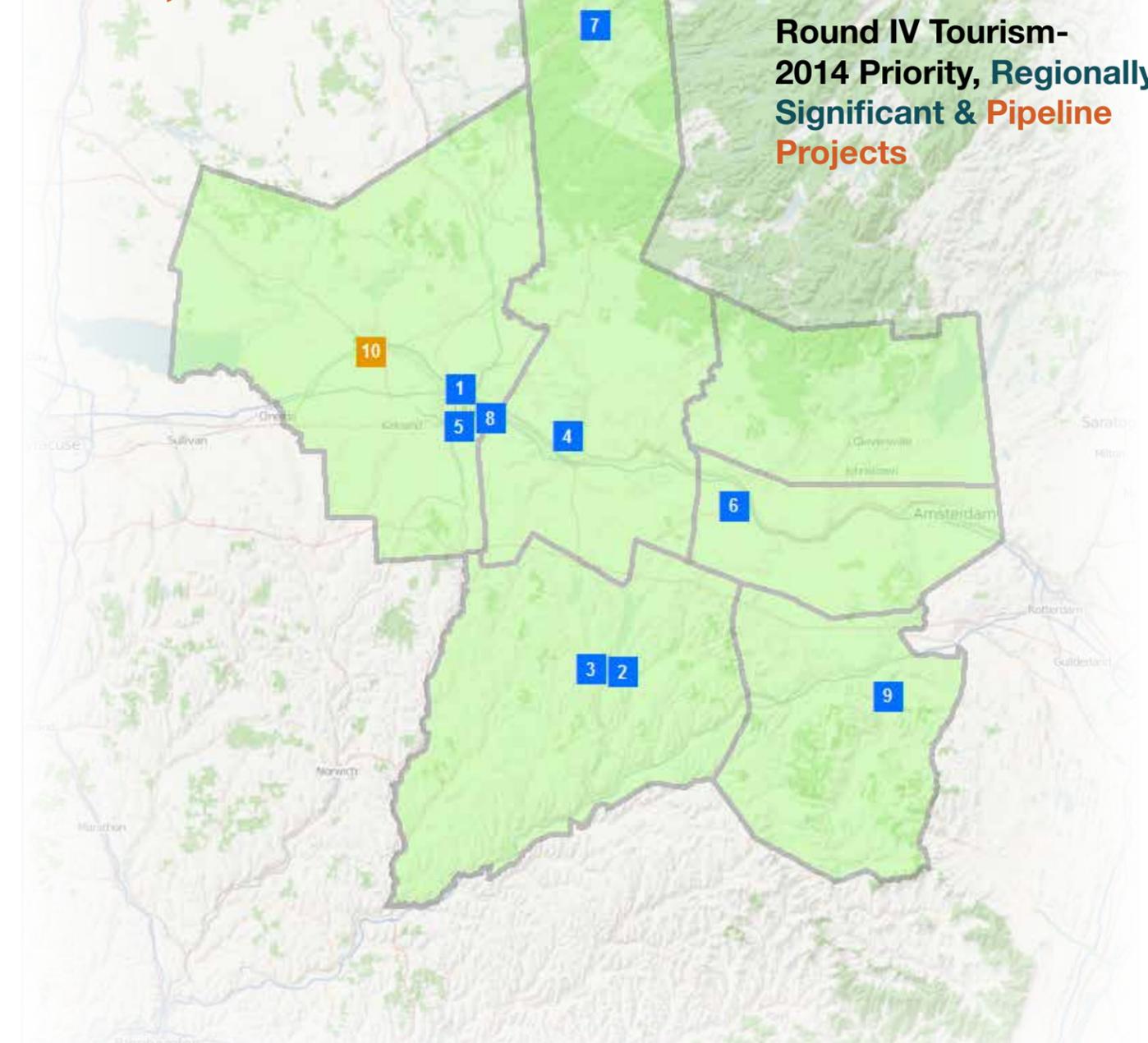
10. CFA #42546- Bicentennial and Beyond City of Rome

The City of Rome is determined to become a premiere tourist and boater destination for the Erie Canal. Rome has identified critical projects that will enhance, revitalize, and restore their waterfront park. Coupled with a canal building restoration, Navigation Center construction, and new boat launch; the proposed projects are necessary for the City to attract boaters, tourists, host events, and drive economic development at their waterfront park.



Tourism

Strategies: GROW, CREATE, REVIVE, FORGE



Round IV Tourism-
2014 Priority, Regionally
Significant & Pipeline
Projects

Map Key:

1. Priority Project

2. Other Priority Projects
(Non-ESD)

3. Regionally Significant
Pipeline Project

Tourism

The Mohawk Valley is one of the State's richest regions in terms of tourism assets. The tourism industry accounts for \$1.6 billion in direct spending in the Mohawk Valley and employs more than 25,000 people in the region. In fact, the impact is so extensive that to properly appreciate the Region's diverse range of offerings and activities, the MVREDC has developed a regional tourism industry framework.

The three main categories of tourism highlighted in the Mohawk Valley in 2014 are heritage, agri-tourism and cultural tourism. Within these categories are three distinct types of tourism experiences - passive, interactive and induced. Developing this framework provides the region (and New York State) with a clear understanding of the breadth and economic impact that tourism provides annually.

Tourism Typology



Heritage

The Mohawk Valley Region is a fascinating mosaic of natural, cultural and social historical treasures, offering endless learning opportunities for residents and visitors alike.

Passive: The rehabilitation of Diefendorf Hall will help to preserve the historic character of Fort Plain's Main Street. Since the 1860s, Diefendorf Hall has served as the cultural, social and economic center for the Montgomery County community. Proposed improvements will reestablish just such a point of interest. Rehabilitating this structure protects the character and heritage of a downtown long-cherished by residents and visitors. It is important to return this languishing vacant building to usefulness so it can serve as a catalyst for economic development, social activity and area revitalization.

Interactive: Path Through History Cycling Tour - Building on the successful Mohawk Valley Path Through History Revolutionary War Trail launched in 2013, MVPTH moves onto the second phase of a multi-year plan to develop and market cycling routes connecting the Erie Canalway Trail.

Encompassing a 10-county area that spans four REDCs (MV, Central, Southern Tier, Capital), the project goal is to increase visitation sales and occupancy tax revenue. Activities include targeted online advertising, messaging, consumer travel shows, trade shows, and sales/media missions. Partnering with the New York Bike Coalition, the project will utilize existing and new loops to connect cyclists with historic sites, bicycle shops, rentals, restaurants, lodging, convenience stores, restrooms, and ATMs.

Induced: A New York Main Street grant proposal for the town of Webb municipalities of Thendara and Eagle Bay seeks to revitalize two distinct historic business districts. Both Eagle Bay and Thendara have distressed business districts with aging infrastructure that requires public sector improvements to protect and leverage existing private sector investments in these Herkimer County communities. Webb's economy has always relied on tourism and requires regular improvements to retain repeat customers and capture new ones. This project will spur continued seasonal investment for years to come.

Agritourism



In the spirit of Governor Cuomo's Taste NY Program, the Mohawk Valley is creating new opportunities for the Region's farmers, beverage producers, and agricultural businesses through strategic investments in agri-tourism events and initiatives.

Passive: Brew Central combines the stories, traditions and tastes behind craft beer, hard cider and spirits in Central New York in a single on-line portal. It provides visitors with enough information to design their own self-guided tour across a 10-county region. Through its marketing efforts, Brew Central is creating a multitude of opportunities for tourists to enjoy unique and memorable experiences while visiting Upstate New York.

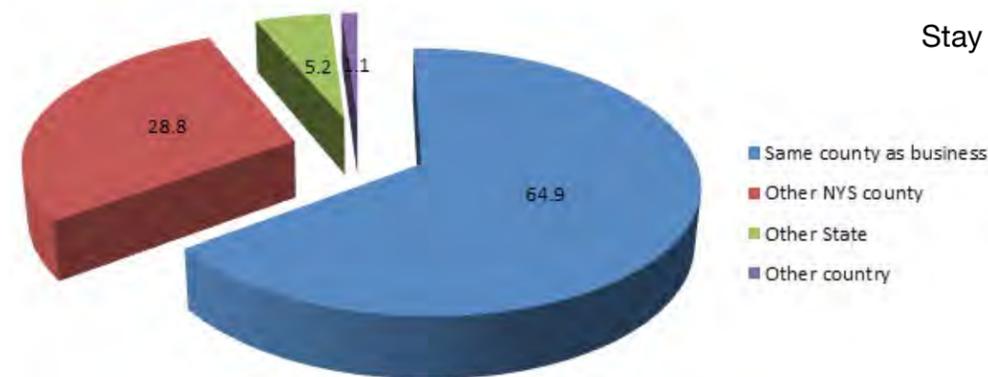
Interactive: At its own thriving distillery in Utica's Historic Brewery District, Adirondack Distilling offers interactive tours of its facility. Tours allow customers and visitors a unique view of the craftsmanship, equipment and ingredients that combine to make into quality spirits. The tour attracts additional foot traffic to the District, home to Matt Brewing Co., brewery tours and Saranac Thursdays, a popular summer-evening celebration and charitable event. The success of these enterprises has sparked the establishment of a number of new pubs and restaurants in the area.

Induced: The Otsego County and Schoharie County Agricultural Micro-enterprise grant programs will provide businesses with gap financing for eligible job creating projects. Many of those projects will create and/or foster additional agritourism opportunities. By making a direct investment in entrepreneurial ventures and job creation, the MVREDC is developing a continuum of economic development assistance - from financing to shared marketing services.



Agritourist Characteristics

Where do the Mohawk Valley's Agri-Tourists Come From?



79%
Stay one-day

2-4
Average size of tourist group

20-39
Largest age group of tourists

72%
Repeat customers

72%
Families traveling together

*Agritourism in New York: A Market Analysis

MUNSON WILLIAMS PROCTOR ARTS INSTITUTE

Museum, School, Performing Arts.

Cultural

Cultural destinations are the cornerstone of the Mohawk Valley, with the capacity to drive tourism and sustain our communities.

Passive:

Exhibitions of renowned artwork that can be seen in few places outside of the world's largest metropolitan areas establishes the Munson Williams Proctor Art Institute as a key regional tourism draw, increasing visitors to the Region's other destinations and enhancing the Mohawk Valley's marketability well beyond its borders. Through a showing of 55 major paintings by the leading French Impressionists -- Monet, Renoir, Pissarro and Alfred Sisley -- as well as by noted American artists Cassatt and Sargent, MWPAI will engage new audiences. Monet to Matisse, from the collection of the Dixon Gallery and Garden, Memphis Tennessee, is a rare opportunity to bring artwork to our region that cannot be viewed outside of New York City.

Interactive:

The Glimmerglass Festival project will improve the tourism experience for the thousands of visitors who purchase tickets, come for multi-day stays and spend locally on lodging, food and other services. The Festival is one of the largest economic drivers in Otsego County, with more than 30,000 tickets sold annually to attendees of all ages from throughout the State, the country and the world (49 states and 10 foreign countries are frequently represented in the audience). The project's physical improvements will greatly improve the visitor experience, resulting in audience growth and the expansion of seasonal employment. The spillover effect of vibrant cultural tourism will also result in more jobs at shops, restaurants, hotels, motels and other cultural and recreational attractions.

Induced:

The National Baseball Hall of Fame in Cooperstown will spend the next few years digitizing its extensive archive so that baseball fans all over the world can view items from their favorite teams and players. The primary goal of the project is to make a select number of items available online to entice fans to travel to the Hall who would otherwise not have considered a trip. Similar marketing has been effective at other museums, attracting new visitors and creating additional foot traffic and spending in their communities.

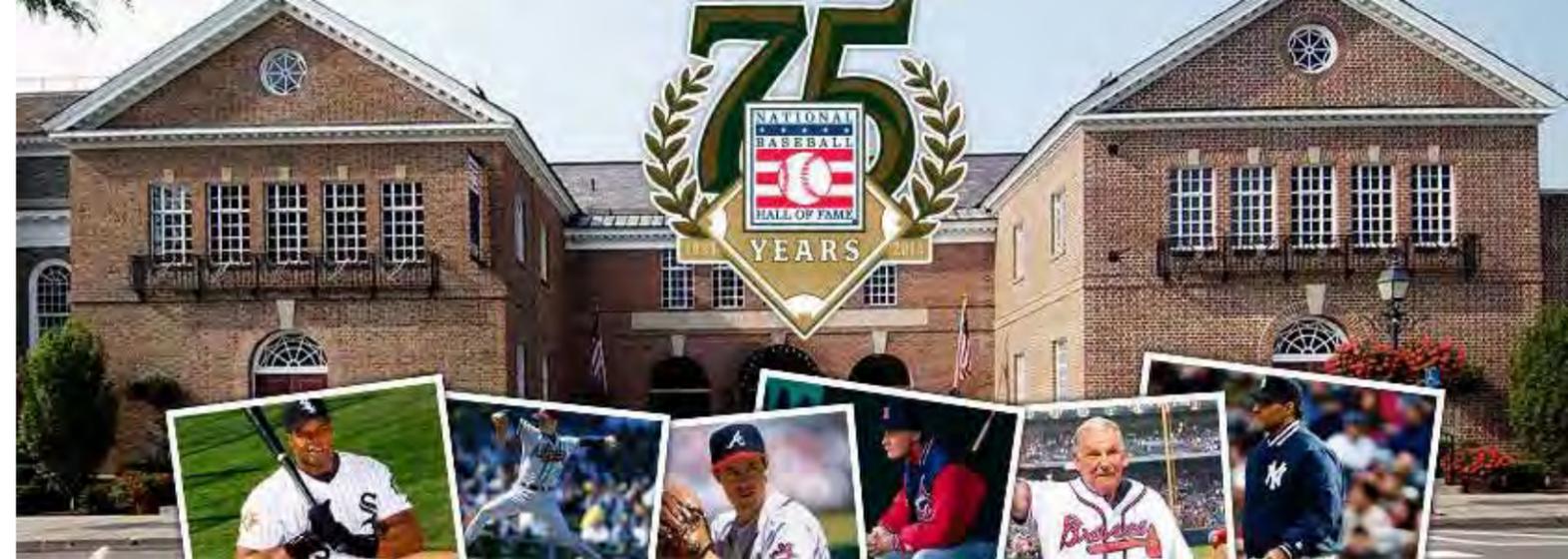


Glimmerglass FESTIVAL 2014

Landmark Agreement Between State, Oneida Nation, and Oneida and Madison Counties

In May, the Oneida Indian Nation reached a historic agreement with New York State, bringing a resolution to the long standing dispute. This agreement utilizes the wisdom of the Oneida Nation tradition which instructs them to consider the effects of today's actions on the next seven generations. This strong collaborative partnership will strengthen the region's economy for many years to come.

Turning Stone Resort Casino is an economic engine in the Mohawk Valley and Central New York regions, with nearly \$1 billion in capital expenditures, over 4,500 employees representing an annual payroll of approximately \$127 million and nearly \$300 million in local vendor contracts.



National Baseball Hall of Fame Impact

The National Baseball Hall of Fame and Museum is planning a \$2.75 million project to increase its exposure to a worldwide audience, using the Museum's collection as a powerful marketing tool, which will lead to an increase in tourism to the Hall of Fame and the Mohawk Valley region. The main goal of the project is the digitization of the Hall of Fame's archive. The Museum has partnered with Google and is featured on their Cultural Institute and Hangout platforms allowing users to virtually connect with the BHOF and interact with baseball celebrities and enthusiasts. These initiatives will lead to increased traffic at the Hall of Fame's website and increased attendance at the Hall of Fame in Cooperstown.

By allowing people from around the world, many of whom have never been to the Cooperstown, to experience the archival relics virtually, the Hall of Fame will connect with new audiences, using the priceless collection as a powerful marketing tool to encourage visits to Cooperstown. This engaging online experience will serve as the a powerful motivator to encourage domestic and international tourists to visit Cooperstown to experience first-hand the magnificence of the National Baseball Hall of Fame and Museum and enjoy all that Cooperstown and the Mohawk Valley Region have to offer.

The National Baseball Hall of Fame and Museum is a major catalyst for the local economy of Cooperstown and Otsego County. Walking through Cooperstown, it is evident at every turn how local businesses depend on the Hall of Fame, and the influence the Museum has on business identity.

The National Baseball Hall of Fame and Museum's project supports the attraction of new businesses to the Mohawk Valley region, encourages home-grown business start-ups and spin-offs, and facilitates the expansion and retention of existing businesses that will create and retain jobs. Without the presence of the National Baseball Hall of Fame and Museum in Cooperstown and the hundreds of thousands of annual visitors to the Hall of Fame, the countless motels and inns, shops, and restaurants that line the streets of and surrounding the Village of Cooperstown would simply not exist.

Annually, over 300,000 people visit the Hall of Fame and the region, spending on average over \$500 each during the course of their visits. Most of this spending occurs outside the Hall of Fame, in the surrounding communities on lodging, food, retail items and services, supporting the overall health and growth of the local economy.

Momentum Profile

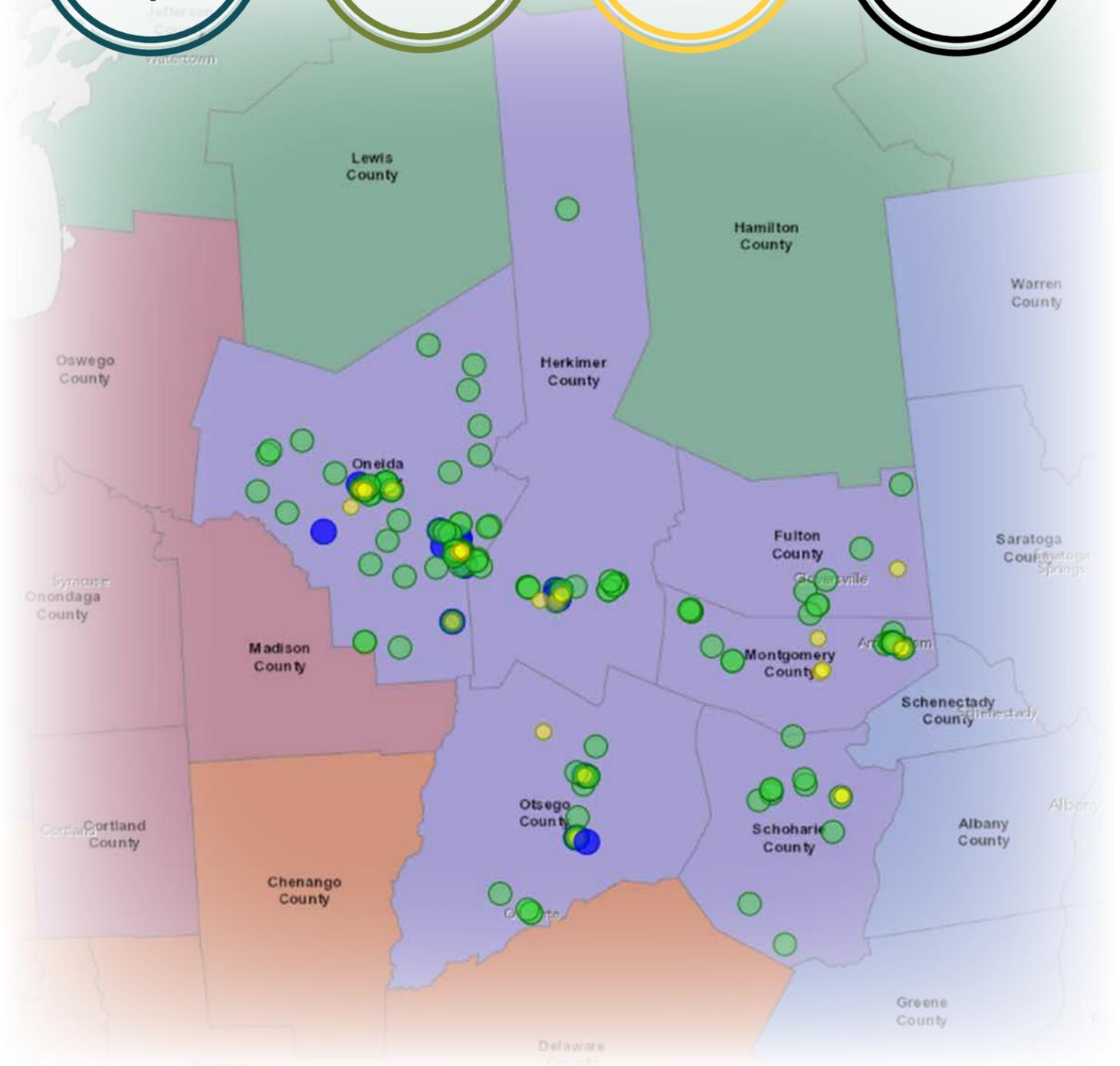
Part Two: Implementation



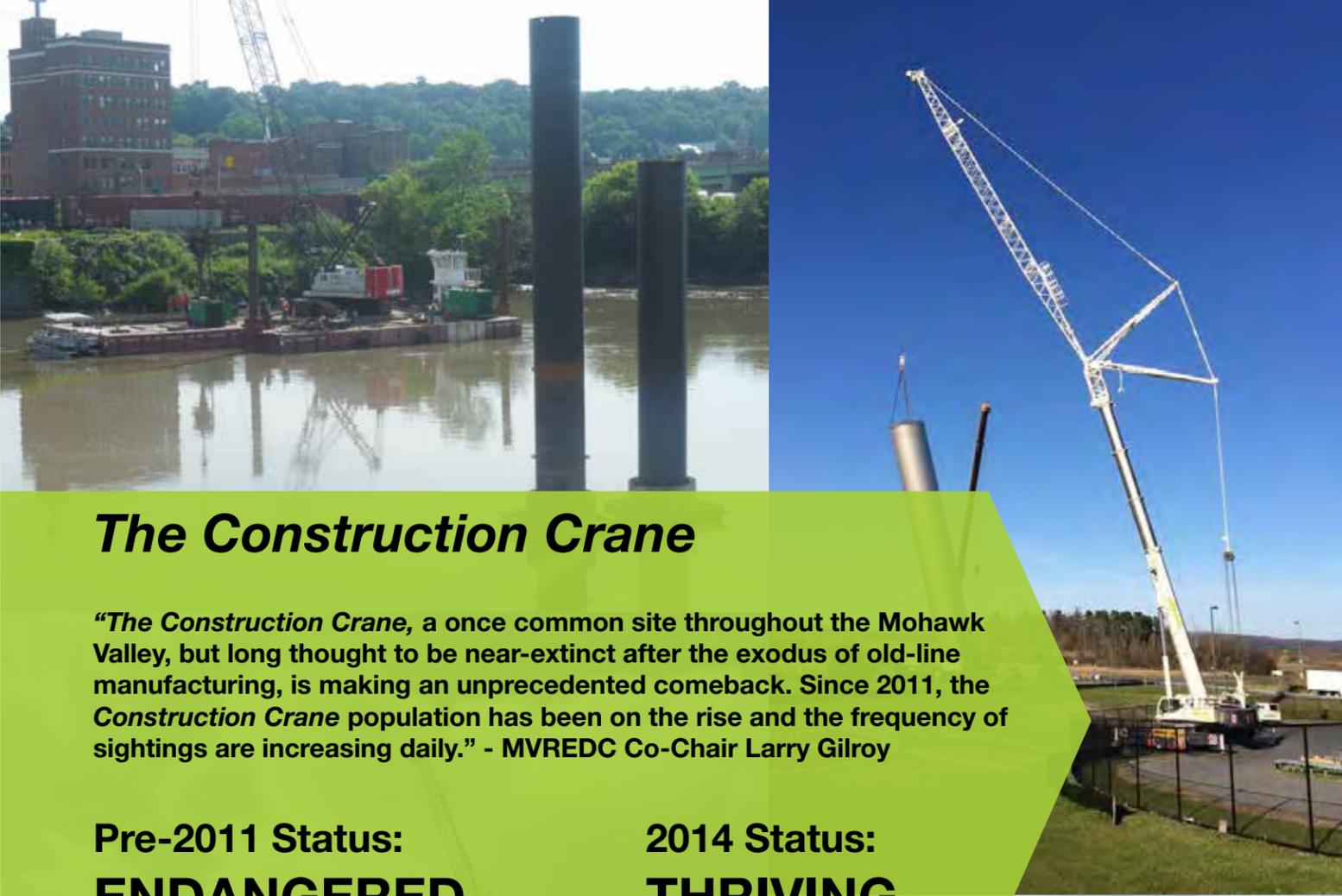
Implementation Agenda

Strategy	Action	Past and Present CFA Projects	Outside Initiatives	Performance Metrics
GROW	Optimize key business and industry clusters to catalyze economic growth	Project SOFT, Full Spectrum Exploitation Lab/Facility Expansion Servicing Regional Commercial UAS, Nano and Integrated Cyber-Communications-Safety Applications, UAS Test Range Instrumentation, Beechgrove Buildout, Business Expansion CASA Imports	Oneida County Vision 20/20	Total change in jobs
	Target the attraction-growth of complementary firms and business activities that will contribute to efficiency and productivity within key regional concentrations, and foster a robust ecosystem that strengthens and grows regional concentrations	Dr. William F Streck Community Clinic, Upper Susquehanna Regional Ag Center	O'Brien & Gere, Brooklyn Co-Packaging Initiative	# of small businesses
	Foster the creation of new, and expansion of existing, university and college based -economic development partnerships to strengthen regional concentrations and foster opportunities to create new/emerging businesses that can become a regional concentration	Center for Nano Cyber, MVCC UAS Program	SUNYIT Center for Global Advanced Manufacturing, Nano Utica	START-up NY
	Promote a business climate that fosters innovation and entrepreneurial growth in regional competitive strengths	Blenheim Hill Farm, Schoharie Co. Ag. Assistance Program	NY Furnace Program	Tech Transfer
	Improve linkage among region's tourism assets to increase region's brand name identity and foster more development opportunities	Brew Central, Glimmerglass Festival, National Baseball Hall of Fame	Local Farmer's Markets	Tourism Spending
	Foster a stronger export economy	Griffiss FIS	CNYIBA Export Forums	Exports
BUILD	Build a sustainable STEM Hub to help build a regional pipeline of skilled workers for existing and new business attraction opportunities	-	SEMI HTU, Greater Mohawk Valley STEM Hub	-
	Expand regional industry internships, job shadowing programs, and apprenticeship – certificate programs to build closer networks between employers and students	Edmeston Robotics, STEM Hub, MVCAA UAS Training, SUNYPI-Sitrin Assistive Technology Services Program	Oneida County Vision 20/20, Mohawk Valley Connect Internship Program	-
	Align regional strategies that will complement the Community Foundations 25 by 25 Initiative to boost the region's percentage of population with four-year college degrees	-	MVCC & St. John Fisher 2+2, Community Foundation 25 by 25, Greater Mohawk Valley STEM Hub	Educational Attainment
	Continue regional partnerships with BOCES, School Districts, Government and the Community Foundation with SEMI on the High Technology University to enable teachers to gain a better understanding on the semiconductor industry	-	SEMI HTU Teachers Edition, Greater Mohawk Valley STEM Hub	-
	Strengthen collaborative partnerships to support critical industry needs with the area's community colleges	MVCC Brownfield training, BOCES Man. Training, MVCC UAS Training, Hartwick Craft Food & Beverage Center, MVCC UAS Program	MVCC A&P School, Utica College Economic Crime Programs	-
CREATE	Strengthen regional R&D capacity through educations, facilities and funding	Griffiss Institute, SUNYIT CGAM, QUAD C, NuAir, Masonic Medical Research Lab, C2IE	Air Force Research Lab	-
	Provide better access to capital/funding for small business development (small business lending, Micro-enterprise or Jump Start Programs)	Oneonta Microenterprise Program, HCIDA Loan Fund, Schoharie Co. Ag. Assistance Program, thINCubator Program, Oneonta Microenterprise	NY Furnace Program	New Businesses Change in Small Business Lending
	Improve the region's entrepreneurship	thINCubator Program, Griffiss Institute, Upper Susquehanna Regional Center for Ag	Young Entrepreneurs Academy, MVCC Sandbox, NY Furnace Program	-
REVIVE	Make key investments that improve critical infrastructure assets and promote sustainability	Gloversville-Johnstown Waste Water Treatment Facility, GUSC PV Array, HARC Business Park, Tryon Tech Park, Schuyler Sewer, GUSC Energy Optimization, Marcy Nanocenter Time to Market, Richfield Commerce Park	Utica Arterial Project	-
	Leverage the region's waterfront and canal corridor assets	Frankfort Marina, Mohawk Valley Gateway Overlook, Rome Navigation Center, Ft. Plain Canalway Trail, Utica Harbor, Schoharie Crossing, Village of Northville	-	Acres of waterfront revived
	Redevelopment of urban centers and main streets	Utica Downtown, Little Falls, Amsterdam Downtown, Rome, Utica, Waterville, Mohawk Gateway, Cooperstown, Jefferson, MV Main St., Harbor Point, Old Forge Main St, Little Italy Colonnade, Tryon Business Park, 121 Hotel Street, 123 Hotel Street, Utica Landmarc Project, The Rose Building, NY Main St. Thendara Eagle Bay	Utica Memorial Auditorium, Bagg's Square Redevelopment, Oneida County Vision 20/20	-
FORGE	Modernize governmental structures and systems and civic institutions through regionalization, consolidation/shared services, modernization of systems and governmental services	Regional Mainstreet Program, Cleaner Greener Communities, Cobleskill DPW Garage Consolidation, Otsego Shared Services, Schenectady Shared Code Enforcement	Oneida County 911 Service Consolidation, Central Valley School Consolidation, Openheim Ephratah- St. Johnsville School Consolidation	-
	Promote revenue sharing and tax base sharing arrangements to achieve overarching economic development objectives, deployment of technology	-	Marcy Nanocenter at SUNYIT Master PILOT, Oneida Indian Nation Agreement	-
	Achieve cross-sectoral partnerships and build broader institutional capacity	Brew Central, CNY Fresh, Sculpture Space	Fulton-Montgomery Chamber of Commerce Consolidation, Mohawk Valley Refugee Center Employment Services	-

Project Tracking



*MVREDC is developing project pipeline for strategic deployment of recaptured funds



The Construction Crane

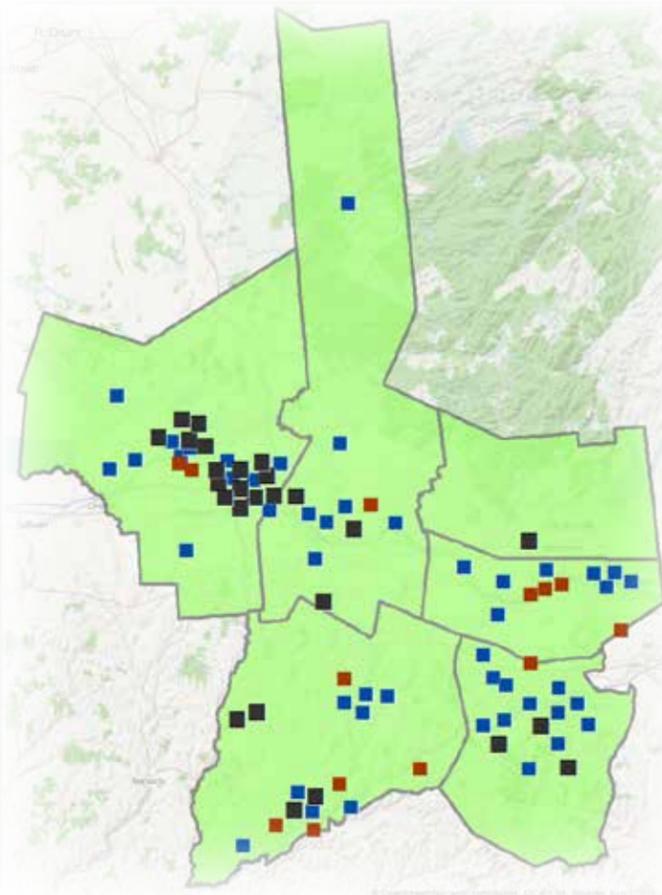
“The Construction Crane, a once common site throughout the Mohawk Valley, but long thought to be near-extinct after the exodus of old-line manufacturing, is making an unprecedented comeback. Since 2011, the Construction Crane population has been on the rise and the frequency of sightings are increasing daily.” - MVREDC Co-Chair Larry Gilroy

Pre-2011 Status:
ENDANGERED

2014 Status:
THRIVING



Regionally Significant Project Pipeline



CFA#	Project	County
38756	Upper Hudson River Watershed Management Plan	Multi-Region
39480	Neawha Park Projects	Otsego
39757	Trenton Fire District Consolidation	Oneida
39775	22 Main Street Rehabilitation and Accessibility Project	Otsego
39795	Herkimer Municipal Pool Improvement Project	Herkimer
39848	Green Biomass District Energy System for City of Utica NY	Oneida
40338	Phase II Implementation Mohawk River Watershed Management Plan	Schoharie
40473	Consolidation and Relocation of County Office Buildings	Montgomery
40619	Otsego County Rail Yards	Otsego
40847	SUNY Oneonta Lower Campus Stormwater Interception Program	Otsego
41028	Repair Exterior Facade Hekimer Jail	Herkimer
41526	Otsego Biomass Project	Otsego
41626	The Shared Code Enforcement Information Resource Pilot Project Leveraging Cross City Collaborations to Fight the Blight	Multi-Region
41671	Rome Cable Building Complex 4 Demolition	Oneida
41767	Taberg Drinking Water System Preliminary Engineering Report	Oneida
41826	Griffiss Building 100 Modifications	Oneida
43410	More Than 112 Miles of Smiles Exploring Rt 28 Kingston to Herkimer	Multi-Region
43531	City Hall Restoration	Montgomery
41660	Regional Resource Recovery	Oneida
42546	Bicentennial and Beyond	Oneida
43321	Griffiss Site Development	Oneida



- High-Tech
- Downtown
- Waterfront
- Agribusiness
- Tourism

Other Priority Projects (Non-ESD)

CFA #	Project Name	Applicant Name	County	Funding Recommendation
ESD Strategic Planning and Feasibility Studies				
42215	Cooperstown Comprehensive Plan and Revitalization Strategy	County of Otsego IDA	Otsego	\$58,384
40756	Schoharie County Strategic Plan	Schoharie County	Schoharie	\$15,000
42066	Schoharie County Broadband Feasibility Study	Schoharie County	Schoharie	\$37,500
ESD Market New York				
42964	Brew Central Marketing Campaign	Oneida County Tourism	Mohawk Valley	\$500,000
38672	Main Street Diefendorf Hall Cultural Heritage Center and Inn	Friends of Fort Plain Inc	Montgomery	\$243,262
39012	Monet to Matisse	Munson Williams Proctor Arts Institute	Oneida	\$20,000
40995	Glimmerglass Festival Tourism Facilities Renovations	Glimmerglass Opera Theatre, Inc. dba The Glimmerglass Festival	Otsego	\$251,500
40116	Collection Digitization	National Baseball Hall of Fame and Museum	Otsego	\$750,000
42654	Utica Zoo AZA Foundation Project	Utica Zoological Society	Oneida	\$21,450
42497	Mohawk Valley Path Through History Cycling Trails	Workforce Investment Board Herkimer Oneida Madison Counties	Mohawk Valley	\$478,570
HCR New York Main Streets				
42149	NY Main Street Thendara Eagle Bay	Central Adirondack Partnership for the 21st Century CAP21	Herkimer	\$200,000
40138	Village of Oriskany Falls	Village of Oriskany Falls	Oneida	\$200,000
41998	Unadilla Downtown Planning Study	Village of Unadilla	Otsego	\$20,000
41037	The Baggs Square Regeneration Project	Baggs Square Association	Oneida	\$200,000
NYSERDA Cleaner, Greener Category 2- Planning				
42196	Planning the Renaissance	Village of Sharon Springs	Schoharie	\$37,500
43521	Old City Hall Making LEED History	YES Development	Oneida	\$200,000
41854	Marcy Smart Growth Update and Implementation	Town of Marcy	Oneida	\$150,000
NYSERDA Cleaner, Greener Category 3- Sustainability projects				
37964	CGC Phase II Category 3 Round 2 funding for Pellet Hub	Vincent's Heating and Fuel LLC	Oneida, Herkimer	\$1,337,625
DOS Local Waterfront Revitalization Program				
41195	Fulmer Creek Greenplain Resiliency Project	Town of German Flatts	Herkimer	\$444,068
39744	Mohawk Valley Gateway Overlook	City of Amsterdam	Montgomery	\$500,000
41451	Local Water Revitalization Program	Village of Middleburgh	Schoharie	\$20,000
40623	Schoharie Creek MultiUse Trail	Schoharie County	Schoharie	\$149,876
41325	Utica Harbor Marina Bulkhead and Infrastructure Improvements	City of Utica	Oneida	\$750,000
42194	Soldiers Sailors Memorial Park Improvement Project	Village of St Johnsville	Montgomery	\$125,000
NYS Canal Corporation Canalway Grants				
39744	Mohawk Valley Gateway Overlook	City of Amsterdam	Montgomery	\$150,000
41195	Fulmer Creek Greenplain Resiliency Project	Town of German Flatts	Herkimer	\$150,000
DOS Local Government Efficiency				
39893	Cobleskill DPW Garage Consolidation Implementation Project	Town of Cobleskill	Schoharie	\$200,000
41241	Shared Emergency Services Telecommunications Tower Facility	Otsego County	Otsego, Delaware	\$360,000
41135	Shared Technology Services	Digital Towpath Cooperative	Oneida	\$562,374

Other Priority Projects (Non-ESD)

CFA #	Project Name	Applicant Name	County	Funding Recommendation
OPRHP Historic Preservation, Acquisition & Development Projects				
42943	Forever Generations Nick Iorio Park Project	Village of Cobleskill	Schoharie	\$159,835
41195	Fulmer Creek Greenplain Resiliency Project	Town of German Flatts	Herkimer	\$397,265
39744	Mohawk Valley Gateway Overlook	City of Amsterdam	Montgomery	\$500,000
40397	Village of Camden River Walk	Village of Camden	Oneida	\$146,967
39769	Village of Fonda Canalside Park Improvements	Village of Fonda	Montgomery	\$500,000
42105	Veterans Memorial Park Economic Improvement Project	City of Little Falls	Herkimer	\$484,000
39341	South Side Park	City of Amsterdam	Montgomery	\$400,000
39241	Granite Slab Repair	Munson Williams Proctor Arts Institute	Oneida	\$285,000
NYSCOA Arts, Culture, & Workforce Investment Projects				
43317	Glimmerglass Festival 40th Anniversary Initiative	Glimmerglass Opera Theatre, Inc dba Glimmerglass Festival	Otsego	\$85,000
40781	Arts Culture and Heritage Project	Village of Middleburgh	Schoharie	\$20,000
39012	Monet to Matisse	Munson Williams Proctor Arts Institute	Oneida	\$100,000
DOL Workforce Training				
40819	ISO	The Harva Company Inc	Schoharie	\$67,905
40957	High Skills Technology Training Project	Mohawk Valley Community College	Oneida	\$98,967
40927	201415 Unemployed Worker Training Program	Madison Oneida BOCES	Oneida	\$59,695
DOS Community Services Block Grant				
40966	Project Veterans Environmental Training VET	Workforce Investment Board	Oneida	\$200,000
HCR CDBG				
41534	The Rose Building Project, a Multi-Use economic retail stimulus and housing project in Downtown Middleburgh	Marge for Middleburgh, LLC	Schoharie	\$750,000
39476	Microenterprise Assistance Program 3	City of Oneonta	Otsego	\$200,000
40615	Otsego County Agricultural Microenterprise Program	Otsego County IDA	Otsego	\$200,000
39513	Sewer Separation Phase 5	City of Amsterdam	Montgomery	\$600,000
38772	Washington Street Reconstruction Project	Village of Herkimer	Herkimer	\$187,000
40636	Water System Improvements	Village of Fultonville	Montgomery	\$600,000
41255	Water System Improvements	Village of Richmondville	Schoharie	\$535,000
EFC Green Innovation Grant Program				
41195	Fulmer Creek Greenplain Resiliency Project	Town of German Flatts	Herkimer	\$4,311,402
42198	Permeable Pavement Park Project	Village of Sharon Springs	Schoharie	\$216,000
DEC Engineering & Feasibility Studies				
42484	Nanocenter Wastewater Water Treatment System	Oneida County	Oneida	\$30,000
43368	Wastewater Study	Village of Sharon Springs	Schoharie	\$30,000
41009	Village of Frankfort Inflow and Infiltration Study	Village of Frankfort	Herkimer	\$30,000
43465	Nelliston Wastewater	Village of Nelliston	Montgomery	\$30,000
40780	WWTP Evaluation	Village of Vernon	Oneida	\$30,000
ESD Excelsior Jobs Program				
41298	SOFT	The Fountainhead Group	Oneida	\$64,590
38993	Beechgrove Buildout - Trenton Technology	Trenton Technology	Oneida	\$225,000
NY Rising Municipal Bond Bank				
41562	Bellinger Brook Community Preservation Project	Village of Herkimer	Herkimer	\$1,895,000
NY Incubator Hot Spot				
40861	thincubator	MVCC	Oneida	\$250,000

ESD Priority Project Recommendations

CFA #	Project	Applicant	Recommended Funding Amount	Total Project
40213	UAS Test Range Instrumentation	NUAIR	\$2,162,000	\$18,470,000
38993	Beechgrove Buildout - Trenton Technology	Trenton Technology	\$1,100,000	\$10,419,000
42738	Center for Nano Cyber	FSMC	\$4,000,000	\$25,000,000
38811	SUNY Cobleskill Dairy Processing	SUNY Cobleskill	\$272,839	\$1,427,396
42213	Upper Susquehanna Regional Ag Center	County of Otsego IDA	\$1,500,000	\$11,800,000
38893	Warehouse Addition Broad Street	Casa Imports	\$575,000	\$1,239,904
41048	Full Spectrum Exploitation Lab/Facility Expansion	ANDRO Computational Solutions LLC	\$200,000	\$1,000,000
39256	Marcy Nanocenter Time to Market Improvements	MVEDGE	\$2,900,000	\$30,961,231
41298	SOFT	Fountainhead Group	\$185,000	\$3,000,000
39400	Utica Landmarc Project	Primo Property Management	\$800,000	\$4,000,000
40526	123 Hotel Street Development	123 Hotel Street LLC	\$850,000	\$3,100,000
41042	121 Hotel Street	The Nehemiah Fund LLC	\$240,000	\$1,200,000
41325	Utica Harbor Marina Bulkhead & Infrastructure Improvements	City of Utica	\$2,750,000	\$6,950,000
39592	Richmondville Broadband Initiative	Middleburgh Telephone Company	\$806,700	\$4,033,500
41578	Tryon Technology Park - Incubator Center Project Phase II	Fulton County	\$650,000	\$1,000,000
41562	Bellinger Brook Community Preservation Project	Village of Herkimer	\$1,594,826	\$3,790,000
42656	Richfield Commerce Park	County of Otsego IDA	\$1,200,000	\$7,800,000
42598	Dr. William Streck Community Clinic	Pathfinder Village Inc	\$240,000	\$1,200,000
41534	The Rose Bldg. Project	Marge for Middleburgh, LLC	\$506,500	\$2,532,500
41064	Optimization of District Energy System	GUSC	\$228,825	\$1,525,500
40952	Assistive Technology Services	SUNY PI & Sitrin	\$600,000	\$10,600,000
41609	MVCC UAS Program	MVCC	\$450,000	\$1,500,000
39226	Robotics & Automation Program	Edmeston Central School District	\$50,100	\$50,205
40866	B240 Redevelopment Griffiss	GLDC	\$590,710	\$2,953,550
42770	Susquehanna Regional Center for Jobs	County of Otsego IDA	\$47,500	\$357,500
42507	Schuyler Sewer	Herkimer County	\$500,000	\$3,225,000
Total			\$25,000,000	\$159,135,286

Regional Opportunity Agenda Priority Project

Edmeston Central School- Robotics and Automation Program	\$50,100
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Criteria for Recommended Funding of Priority Projects

- County Liaison Committee scored submitted Priority Projects utilizing standard scoring criteria

Part Three: Priority Project Descriptions



UAS Test Range Instrumentation

CFA# 40213

Applicant: Northeast UAS Airspace Integration Research Alliance, Inc.
Rome, Oneida County

Project Description: This joint project between the Mohawk Valley and Central New York regions will install Air Surveillance Radar at the FAA-designated Griffiss International Airport test range and to the north in the Lewis County's Lowville area. The project will supply aircraft tracking data for safety and awareness for UAS operators with a future opportunity to support capabilities of the MQ-9 Reaper mission of the 174th NYANG Wing, 10th Mtn Division MQ-1C Gray Eagle operations, AFRL activity and Governor's Civil Support. The proposed investment will position NUAIR to offer UAS detect and avoid capability, a key issue that will determine the success and pace at which UAS can be safely integrated into US airspace. The investment will make Griffiss a strategic location for the emerging UAS industry and strengthen key defense assets at nearby Hancock (174th ANG), Fort Drum (10th Infantry Division) and Griffiss with the Air Force Research Laboratory (AFRL Rome).



Total Project Cost:
\$18,470,000

MVREDC Recommended Funding:
\$2,162,000

5-Year Jobs Created/Retained:
32

Strategic Alignment: GROW - This project closely aligns with Strategy 1 of the MVREDC Strategic Plan, as it will support the Griffiss UAS Test Site, create new jobs, attract investment and increase industry-university partnerships. UAS testing in the United States is a field with very high growth potential, and capitalizing on this opportunity in the Mohawk Valley (and Central New York) will go toward the fulfillment of the MVREDC's Strategic Plan. The test site could create nearly 350 new jobs in the Mohawk Valley and CNY regions, and have a total economic impact of more than \$106M by 2017. By capitalizing on shared facilities and surveillance coverage, this project will increase efficiency of US DOD assets and help secure the 174th (Syracuse) and AFRL (Rome) in future BRAC rounds. These installations provide 2,793 jobs and \$390M in annual economic activity.

Strategic Actions: Focus on business attraction-recruitment efforts on businesses with high-growth potential; Optimize key business and industry clusters to catalyze economic growth

Beechgrove Buildout

Applicant: Trenton Technology
Utica, Oneida County CFA# 38993

Project Description: This project includes the renovation of a 143,000 square foot vacant structure into an industry-standard high tech area for relocation of an industrial computer factory to rival the technical abilities of the largest international competitors. Trenton Technology is planning the construction of space specifically for advanced design and manufacturing of electronic products used for military, industrial, and commercial applications. Among the considerations in this building renovation are specialized flooring, temperature/humidity controls, and other requirements unique to this type of manufacturing, all of which increase the minimum project cost. The benefit of this renovation/expansion is to keep up with the growth of current customers, and to have the infrastructure in place to prevent declining new business.



Total Project Cost:
\$10,419,000

MVREDC Recommended Funding:
\$1,100,000

5-Year Jobs Created/Retained:
30

Strategic Alignment: GROW - This project aligns very closely with the MVREDC's first strategy of its Strategic Plan, which is to grow employment and enhance regional concentrations. This project allows for a home-grown technology company to keep up with industry competitors and expand its presence locally, while hiring new employees. Through this renovation and expansion project, Trenton Technology will create jobs for those with acute experience in their fields, especially engineering/logistics/accounting, for those with recently earned college degrees in a variety of fields, and also for unskilled immigrants who may not have strong English skills. As a home-grown manufacturing business, Trenton Technology has developed as an employer in traditional manufacturing to a leading local company in the growing cluster of nanotechnology. Assistance to this company will coincide with the key regional action item of ensuring that business outreach and retention efforts assist and stabilize existing employers.

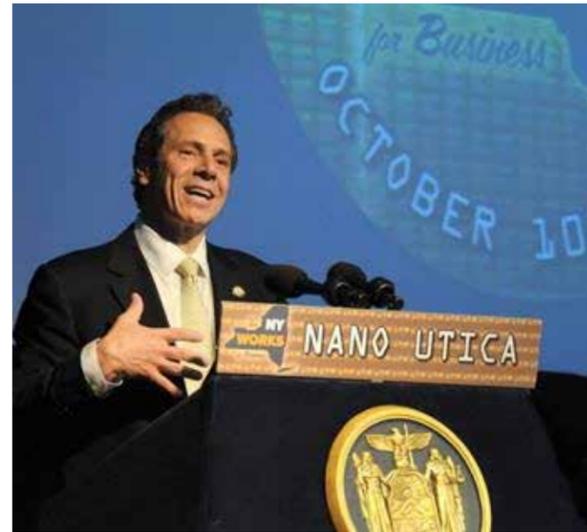
Strategic Actions: Optimize key business and industry clusters to catalyze economic growth; Focused business outreach/retention effort to assist and stabilize existing employers

Center for Nano Cyber

CFA# 42738

Applicant: Fort Schuyler Management Corp.
Utica, Oneida County

Project Description: FSMC will direct the construction of a 50,000 square foot Nano Cyber Security, Reliability and Quality Assurance innovation/training facility in Utica that will utilize a co-location model integrating partner companies for innovation in cyber-security, system reliability, and quality assurance in partnership with CNSE & SUNYIT. FSMC will develop an 8-acre green-field parcel adjacent to the SUNYIT campus, eligible for StartUP NY. This facility will dramatically expand the rapidly growing cyber-nano business ecosystem in the Mohawk Valley and host private sector anchor tenants Quanterion and Bridge 360. Quanterion is a leader in cyber-security, reliability, maintainability, and quality evaluation services for key partners such as DoD and AFRL, while Bridge 360 serves as a leading Quality Assurance provider, currently located in Texas but looking to establish operations in New York State. Bridge 360's move could bring over 100 new jobs to the Mohawk Valley, as well as a Veterans4Quality program targeting NY veterans.



Total Project Cost:
\$25,000,000

MVREDC Recommended Funding:
\$4,000,000

5-Year Jobs Created/Retained:
180 Construction

Strategic Alignment: GROW/BUILD/CREATE - The project aligns with the MVREDC's Strategy 1 to enhance regional concentrations by promoting/expanding regional cybersecurity and nanotechnology clusters. The project also helps fulfill Strategy 2, expanding workforce alignment and education through its training emphasis and research aspects that will tap into the resources available at SUNYIT. The Center for Nano Cyber will also build an innovation-enabling infrastructure for Nano Cyber security, reliability and quality assurance, thereby advancing Strategy of the MVREDC Strategic Plan. This facility and the academic and local partnerships would link the nanotechnology enterprise of Nano Utica with the cyber-security and reliability/quality assurance sectors to broaden economic investment and enhance the sustainability of the region's Nano Cyber industries, such as AFRL. Bridge 360's Veterans4Quality program will accelerate veterans' workforce development and advance NYS's Opportunity Agenda.

Strategic Actions: Foster the creation of new college-based economic development partnerships to strengthen regional concentrations; Expand regional workforce development and training programs that are aligned with regional concentrations; Strengthen regional R&D capacity through education

Total Project Cost:
\$1,427,396

MVREDC Recommended Funding:
\$272,839

5-Year Jobs Created/Retained:
28

SUNY Cobleskill Dairy Processing

Applicant: SUNY Cobleskill
Cobleskill, Schoharie County CFA# 38811

Project Description: SUNY Cobleskill proposes to build on the regional economic strengths of agriculture and food processing through construction and operation of a Dairy Processing Center. Funding is being sought from New York State, the US EDA, and private sources to construct and equip a 3,000 square foot building that will house the Center, which will contain milk processing equipment, milk bottling equipment, ice cream manufacturing, yogurt making, and cheese making equipment, as well as classroom and office space. The project will address the critical need in the northeast for qualified technicians and managers in the food/dairy processing sector and lack of access to processing infrastructure for dairy producers wishing to tap into local value-added food marketing opportunities. Further, enhanced demand for regionally-produced foods creates opportunity for entrepreneurs to start new businesses and for existing dairy producers to diversify their enterprises and expand marketing options through novel product development.



Strategic Alignment: BUILD - This project closely aligns with Strategy 2 of the MVREDC's Strategic Plan. Agriculture and food processing is a key regional concentration for the Mohawk Valley, and assisting educational facilities and programs that enable growth in this sector is a priority for the MVREDC. This program gives the Mohawk Valley the ability to attract and retain skilled workers in agriculture and food processing, while also expanding training programs that address market and employment demands. Access to physical capital and industry-relevant education in processing technology, food safety, product development and marketing will be critical for job and business start-up creation. To ensure that these industries remain in New York, a workforce of educated managers and trained technicians needs to be available. Commercial processors currently struggle to find college-educated individuals with background in processing technologies and have few choices for continuing education opportunities and food safety certification training for employees.

Strategic Actions: Expand regional workforce development and training programs that are aligned with regional concentrations and employer demand for labor

Upper Susquehanna Regional Ag Center

Applicant: County of Otsego Industrial Development Agency
Oneonta, Otsego County

CFA# 42213

Total Project Cost:
\$11,800,000

MVREDC Recommended Funding:
\$1,500,000

5-Year Jobs Created/Retained:
25 Construction

Project Description: The Upper Susquehanna Center for Agriculture will be a multi-purpose 40,000 square foot facility situated in downtown Oneonta. It will be developed and owned by an agricultural LDC created and managed by the Otsego County IDA. Eventually the project will transition to private management or a public/private partnership. Grant funds will be used to purchase the site, demo the existing building, and prepare the property for construction. Funds will then be used to help with design, engineering and architectural soft costs and equipment to



initiate needed operations inside the facility. The physical space will be linked to the Susquehanna Regional Center for Jobs through an IDA-funded agricultural economic development position working to enhance the impact of value added product production. The Center for Agriculture will create jobs both directly and through a strong local multiplier, while working toward the goal of increasing farm profitability and median farmer income such that a majority of the County's farmers earn incomes above the poverty level.

Strategic Alignment: GROW - By servicing the regional concentration of agriculture and food processing, this project aligns closely with Strategy 1 of the MVREDC Strategic Plan. The Regional Ag Center will provide services to stabilize existing farmers, and identify convergence opportunities among regional concentrations, thereby helping to achieve multiple key components of the Mohawk Valley's Strategic Plan. Agriculture is a primary industry in Otsego County, employing 2.1% of the civilian workforce with nearly 200,000 acres of land devoted to a variety of farm products. Given that nearly 10,000 acres of idle farmland exists in Otsego and neighboring Delaware County, upstate NY in general and Otsego County in particular has a unique opportunity build economic development around the agricultural sector.

Strategic Actions: Optimize key business and industry clusters to catalyze economic growth

Warehouse Addition Broad Street

Applicant: R.L.E. Corp.
Utica, Oneida County

CFA# 38893

Total Project Cost:
\$1,239,904

MVREDC Recommended Funding:
\$575,000

5-Year Jobs Created/Retained:
16



Project Description: R.L.E. Corp. has outgrown its current warehouse space, which is an adapted multi-story complex located in the City of Utica. By adding this space, the company will be able to increase its buying power and diversify its market offerings. This project of increasing storage capacity, specifically the 15,000 SF addition of refrigeration and freezer space, will substantially increase the R.L.E. Corp.'s ability to handle increased volume. The added capacity makes it possible for the company to purchase additional volume at reduced cost. Additionally, it allows for an increase in product lines, positioning R.L.E. to respond to an increasingly diverse demand curve and helps put R.L.E. on par with its competitors. The additional office space will complement the overall effort by housing the newly created sales, IT, and customer service positions that result from the expansion. A minimum of 16 new FTE jobs are anticipated.

Strategic Alignment: GROW - This project aligns closely with Strategy 1 of the MVREDC's Strategic Plan. This business expansion investment in the R.L.E. Corp. will garner a significant net benefit for the community as 16 new FTE positions will be created while ensuring the retention of others. These employees exist within the key regional concentration of Distribution. This investment will ensure that R.L.E. Corp. will be on par with its competitors and thereby continue being an economic engine in the Mohawk Valley.

Strategic Actions: Optimize key business and industry clusters to catalyze economic growth; Focused business outreach/retention effort to assist and stabilize existing employers

Full Spectrum Exploitation Lab

CFA# 41048

Applicant: ANDRO Computational Solutions, LLC
Rome, Oneida County

Total Project Cost: \$1,000,000
MVREDC Recommended Funding: \$200,000
5-Year Jobs Created/Retained: 10

Project Description: ANDRO will be expanding its existing Software Defined Radio (SDR) laboratories and leasing/renovating an attached vacant annex building, to house additional laboratory and office space. This facility will be used in support of Air Force Research Labs - an anchor of the regional economy & cyber/IT concentration and transition technologies with strong market potential into emerging regional drivers such as NUAIR, Nanotech, Cyber-Communication-Safety, and R&D and university projects. This project will enable ANDRO to move forward with strategic plans and meet project milestones that will contribute to the economic growth of the company and regional high-tech ecosystem. The expansion and upgrade of the existing laboratories into a mirror test facility to the Air Force Research Labs will augment the development and subsequent commercialization of ANDRO's cutting edge technologies that will benefit NUAIR and Nanotechnology investments at SUNYIT.



Strategic Alignment: GROW – ANDRO's project addresses several of the key action items originally identified in the MVREDC Strategic Plan. As an established and growing employer within the region's cybersecurity/IT concentration, and an important complementary firm to the Air Force Research Lab in Rome, this lab expansion will enhance research capability and strengthen collaboration with AFRL – an anchor of the regional economy & the cyber/IT concentration – and other research institutions. ANDRO has also identified this project's ability to create convergence opportunities among other regional concentrations, as the expansion will also support emerging regional drivers, including NUAIR, nanotechnology, and spectrum efficiency technologies. Renovation and expansion allows for commercialization of ANDRO technologies and continued cultivation of relationships with area universities through intern and hiring programs designed to build cohesion between academic and work environments. This directly coincides with the MVREDC's goals of fostering the expansion of existing university/college based economic development partnerships that strengthen regional concentrations.

Strategic Actions: Optimize key business and industry clusters to catalyze economic growth; Leverage key R&D institutions for spinoff economic development activities

Marcy Nanocenter Time to Market

Applicant: Mohawk Valley EDGE
Marcy, Oneida County CFA# 39256

Total Project Cost: \$30,961,231
MVREDC Recommended Funding: \$2,900,000
5-Year Jobs Created/Retained: 660 Construction



Project Description: This project will continue development of the Marcy Nanocenter at SUNYIT site by supporting planned improvements to the project site. The Marcy Nanocenter is a pivotal anchor in Governor Cuomo's Nano Canal Corridor initiative and provides the catalytic economic driver that will infuse new economic activity within the region in terms of job creation, higher wage levels, and robust indirect job growth. The proposed project supports CNSE's plans to be end-user for the project site to expand its investment in the G450 Consortia. Funds will be used to develop the site to support full build-out for a three-fab campus that can support 8.25 M square feet of advanced manufacturing and related facilities. Planned improvements include clearing, grubbing, grading and earthwork activities, wetland mitigation, storm drainage, interior access roads, and construction of retaining walls to support construction for a 450mm enabled semiconductor manufacturing campus. The site development program was developed by O'Brien & Gere and M+W Group to reduce time to market requirements so that a facility can be built and ready for tool install within 18 to 21 months. The region is beginning to see visible signs of new economic interest with recent announcements on Marcy Nanocenter, Nano Utica, and the SUNY CNSE-SUNYIT.

Strategic Alignment: GROW- This project aligns well the MVREDC's key strategy of growing employment opportunities. The Marcy NanoCenter site is a key physical asset that is being utilized for transformational economic growth. Therefore, this project not only enhances a key physical asset, but also supports a regional employment concentration (semiconductors and nanotechnology) with high growth potential. Investment in site development activities is required to support planned investment by CNSE in development of the semiconductor manufacturing campus at Marcy Nanocenter at SUNYIT. This investment is an expansion of CNSE's \$4.4B Global 450 Consortia partnership with leading semiconductor and tool manufacturers on the transition from 300 MM to 450 MM wafer technology. The Marcy Site will be used to develop full 450 MM enabled production facilities that would be developed by CNSE using its current business model that involves public and private partnerships. This funding request is necessary to reduce time to market considerations for the semiconductor in-

Strategic Actions: Make key investments that improve critical infrastructure assets and promote sustainability; Focus on business attraction-recruitment efforts on businesses with high-growth potential

Project SOFT

CFA# 41298

Applicant: The Fountainhead Group Inc.
New York Mills, Oneida County

Project Description: The project includes new product research & development costs, the purchase of a new 2-Head Extrusion Blow Mold Machine, purchase of a used 550-650 ton plastics injection molding press, purchase of a blow molding sprayer tank molds and injection molds. This project will lead to an increase of seven skilled manufacturing jobs and the retention of existing manufacturing jobs, many of which are filled by refugees relocating to the area. The company is projecting an 8-10% increase in sales as a result of the project.



Total Project Cost:
\$3,000,000

MVREDC Recommended Funding:
\$185,000

5-Year Jobs Created/Retained:
7

Strategic Alignment: GROW - This project aligns well with Strategy 1 of the MVREDC's Strategic Plan. A local manufacturer with a long history as a significant employer in the regional economy, the Fountainhead Group Inc. remains a key business in the area, now offering gainful employment to many refugees improving their economic position. This project helps to ensure the continued growth of the company and the retention of over 175 jobs in a depressed area. Furthermore, the development of this new product will enhance the company's focus on growing international sales. This project is the next level of innovation that parallels the REDC's Strategic Plan for growth, entrepreneurial leadership and innovation.

Strategic Actions: Optimize key businesses and industry clusters to catalyze economic growth; Focused business outreach/retention effort to assist and stabilize existing employers

Total Project Cost:
\$4,000,000

MVREDC Recommended Funding:
\$800,000

5-Year Jobs Created/Retained:
30

CFA# 39400

Utica Landmarc Project

Applicant: Primo Property Management, LLC
Utica, Oneida County



Project Description: The Utica Landmarc Building Project is the multi-phase rehabilitation of an 80,000 sq ft abandoned and vacant 3-story building in downtown Utica - resulting in quality housing, job creation and new downtown activity. Funding for the project will provide the types of amenities that attract young professionals and empty nesters who are looking for quality, energy efficient housing in a walkable urban environment. The first floor will house multiple commercial tenant spaces. The second and third floors will include 30 loft-style urban apartment homes. The roof will provide greenspace as well a neighborhood restaurant. Phase 1 of the project included demolition, remediation, and structural repairs, and is nearing completion. This application's Phase 2 will include the construction of a 4th floor, mechanical/electrical/plumbing systems, restaurant & roof patio, glass/glazing, sprinkler system, elevators, interior heated parking and new roof. Phase 1 will be completed fall, 2014 with Phase 2 to begin winter 2014-15. The completed Landmarc building is anticipated to open in late 2015.

Strategic Alignment: REVIVE- This project aligns well with the MVREDC's fourth strategy of its 2011 strategic plan, as it saves and repurposes the vacant Utica Landmarc Building (formerly HSBC building), one of the most iconic and recognized structures in the heart of Utica's downtown. This project aims to be a demonstration for energy efficiency, smart growth and sustainable downtown development. The building and the business plan are being designed to attract young professionals, entrepreneurs and the new empty-nesters back to downtown to live, work and be entertained. The goal is to seed new and diverse commercial and residential activity in one of the most neglected yet beautiful areas of the city.

Strategic Actions: Promote development and reuse of vacant building stock; Promote investment in regional cores and Main Street districts to foster community revitalization

123 Hotel St. Development

CFA# 40526

Applicant: 123 Hotel Street LLC
Utica, Oneida County

Total Project Cost:
\$3,100,000

MVREDC Recommended Funding:
\$850,000

5-Year Jobs Created/Retained:
50-100

Project Description: 123 Hotel Street Development will convert a vacant, historic Erie Canal Era structure on Hotel St. in Utica's Bagg's Square into a thriving mixed-use development. This adaptive reuse project will help the region meet a well-documented need for upscale market-rate living space in downtown Utica and allow for the creation of several new businesses that all focus on delivering or creating locally produced goods. This building rehabilitation will create 16,000 square feet of commercial space, with early plans to open a regional food market, local food gastropub, and a shared commercial kitchen. In addition to commercial space, the building will include two dozen market-rate rental units that will help address the desire and need for downtown living space in the City of Utica.



Strategic Alignment: REVIVE – this project aligns very closely with Strategy 4 of the MVREDC Strategic Plan. Smart adaptive reuse of existing building infrastructure is the best approach to neighborhood revitalization, and the MVREDC's key action item of promoting investment in regional cores, in order to foster community revitalization, is partly fulfilled through this project and many others taking place in downtown Utica. Additionally, this project supplements investments being made in the Harbor Point area of Utica as well as at the Utica Memorial Auditorium located just a few blocks away. The 123 Hotel St redevelopment rehabilitates a vacant Brownfield Opportunity Area Site and NYS & Federal registered Historic property into a functional mixed-use development, and has the potential to seed new and diverse commercial and residential activity into one of Utica's previously neglected, yet beautiful neighborhoods.

Strategic Actions: Promote development and reuse of vacant building stock; Promote investment in regional cores and Main Street districts to foster community revitalization

121 Hotel Street

CFA# 41042

Applicant: The Nehemiah Fund LLC
Utica, Oneida County

Total Project Cost:
\$1,200,000

MVREDC Recommended Funding:
\$240,000

5-Year Jobs Created/Retained:
5 Construction

Project Description: 121 Hotel Street Development includes the redevelopment of an existing historic warehouse structure located in Historic Bagg's Square of Utica, into mixed use space, with high-end loft-style apartments on the upper 3 floors, and office space on the first floor. This project is just one of several taking place in the flourishing Bagg's Square neighborhood in the heart of downtown Utica, and is evidence of the new enthusiasm and confidence in reinvesting in the Mohawk Valley's downtowns. Expected space on first floor for businesses is three office suites, with one of the three already committed. In addition to the building, there is outdoor space that is to be developed into a green parking area to meet needs of tenants and additional neighborhood parking needs.



Strategic Alignment: REVIVE- This project aligns well with the fourth strategy of the MVREDC's Strategic Plan, as it repurposes a vacant and underutilized warehouse building in the heart of Utica's downtown. The MVREDC's key action item of promoting investment in regional cores, in order to foster community revitalization, is partly fulfilled through this project and many others taking place in downtown Utica and other downtowns throughout the Mohawk Valley. Loft-style redevelopments such as this are being made to attract young professionals, entrepreneurs and empty-nesters back to downtown to live, work and be entertained. Projects such as this one seed new and diverse commercial and residential activity into one of Utica's previously neglected, yet beautiful neighborhoods.

Strategic Actions: Promote development and reuse of vacant building stock; Promote investment in regional cores and Main Street districts to foster community revitalization

Utica Harbor Marina Bulkhead

CFA# 41325

Applicant: City of Utica
Utica, Oneida County

Total Project Cost:
\$6,950,000

MVREDC Recommended Funding:
\$2,750,000

5-Year Jobs Created/Retained:
35 Construction



Project Description: The Utica Harbor is a historical landmark along the Erie Canal that is waiting to be recognized and utilized as a destination attraction. A vestige of the canal during the “Barge Canal” (industrial era) period, the Utica Harbor is envisioned to both celebrate its past but also drive a new economic engine accommodating private investments including commercial, retail, and mixed uses, food/restaurant establishments, and entertainment venues. This project in particular will address the deteriorated condition of the harbor walls (bulkheads) and will also continue implementation phases of the Utica Harbor Master Plan. The project will consist of the following elements: 1) various site/building improvements, 2) complete road, water and sewer extensions, 3) Repair/Replace Bulkhead, 4) complete final site restoration of Harbor Point, and 5) implement Developer selection program. On the west side of the harbor, National Grid is nearly completed with remediation of over 100 acres of land at the former manufactured gas plant site. On the east side of the harbor, Canal Corporation is preparing to convey approximately 34 acres of land to the HPLDC. The final outcome will be a destination attraction that will celebrate the rich history and engineering marvel of the canal in the “Barge Canal” industrial era.

Strategic Alignment: REVIVE- This project embraces the components of Strategy 4 of the MVREDC Strategic Plan by: 1) Making key investments that improve critical infrastructure assets and promote sustainability; 2) Using the region’s natural resources in an environmentally sound manner; 3) Leveraging unique historic character and assets within the region including canal corridor and waterfront development initiatives to promote its tourism potential; 4) Promoting investment in regional cores, municipal centers, central business districts and Main Street districts to foster community development and community revitalization; and 5) Promoting brownfield development, and reuse and rationalization of vacant building stock.

Strategic Actions: Leverage the region’s waterfront and canal corridor assets; Promote brownfield redevelopment

Richmondville Broadband Initiative

CFA# 39592

Applicant: The Middleburgh Telephone Company (MIDTEL)
Richmondville, Schoharie County

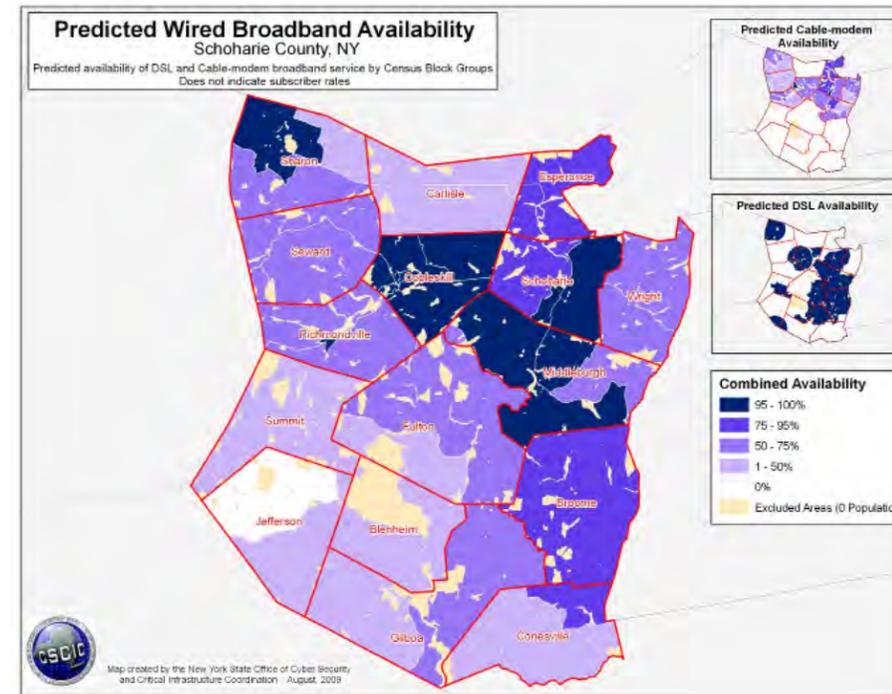
Total Project Cost:
\$4,033,500

MVREDC Recommended Funding:
\$806,700

5-Year Jobs Created/Retained:
2

Project Description: As seen in all instances bringing Broadband to rural upstate NY is a challenge, not just because of terrain but also because of the exorbitant cost. The goal of the project by MIDTEL is to provide voice, cable TV-video, and broadband services to the residents and businesses in the proposed grant service area of Richmondville.

Initial broadband speed offerings will start at 20Mb downstream and 5Mb upstream. Anchor institutions and businesses will have the ability to receive connections up to 1Gb. There are no existing broadband providers in the proposed area and while there are areas that have access to satellite service, the services are expensive and the speeds are limited. This project will not be broken up into phases, however it will take up to 24 months to complete. Leveraging existing Stimulus sponsored Middle Mile fiber in the area by ION, a Round 1 BTOP award recipient, ION will provide reliable, redundant, and diverse backhaul transport to support the project and broadband speeds being served.



Strategic Alignment: REVIVE – Strategy 4 of the MVREDC Strategic Plan lists as one of its key action items the need to improve the region’s broadband connectivity. This project aligns perfectly with the action item, as it extends broadband to an area that is grossly underserved. As a result of this project, Richmondville and the surrounding community can expect an increase in economic investment and the creation of sustainable community revitalization. Being able to offer broadband now modernizes the infrastructure of this community and creates vast opportunity. Now people who need internet to be able to choose their home and business location will be able to add the Town of Richmondville to their list of choices. Not being on that list stifles any potential for growth in the upstate region.

Strategic Actions: Improve the region’s broadband connectivity; Make key investments that improve critical infrastructure assets and promote sustainability

Tryon Tech Park- Phase II

CFA# 41578

Applicant: Fulton County
Perth, Fulton County

Total Project Cost:
\$1,000,000

MVREDC Recommended Funding:
\$650,000

5-Year Jobs Created/Retained:
25 Construction

Project Description: Fulton County was recently told by the State that it must disconnect water and sewer lines servicing Tryon from the State Prison located west of Tryon. This was a complete surprise, and generated the need for this Phase II Project. Phase II involves disconnecting the water line coming from the State Prison's elevated tank and rerouting the line. This change will result in water no longer being able to flow by gravity from the City of Gloversville to the ground-mounted tank at Tryon. Instead, a new elevated tank and water pump station must be installed at Tryon. Phase II will also involve disconnecting and redirecting the sewer force main from the State Prison. Larger wastewater pumps will need to be installed Tryon's wastewater pump station to pump wastewater.



Strategic Alignment: REVIVE- The proposed project directly aligns with the MVREDC's Strategy 4, as it facilitates the adaptive reuse of the former Tryon juvenile Detention Facility, getting the property onto County tax rolls. There are approximately 300 acres of usable land, as well as several buildings available, and using conservative build-out estimates, approximately 2.6 million sqft of building space could be constructed on the property. The potential job creation estimates for this project greatly exceed the number of jobs that were lost at the Facility. Due to its location between the Marcy Nanocenter and SU-NYIT in Oneida County, GlobalFoundries in Malta, and the College of Nanoscale Science and Engineering in Albany, this site has the potential to serve as a home for businesses looking to serve these economic anchors.

Strategic Actions: Make key investments that improve critical infrastructure assets and promote sustainability; Promote development and reuse of vacant building stock

Bellinger Brook Community Preservation

Applicant: Village of Herkimer
Village of Herkimer, Herkimer County CFA# 41562

Total Project Cost:
\$10,419,000

MVREDC Recommended Funding:
\$1,594,826

5-Year Jobs Created/Retained:
0

Project Description: The impact of damages from the failure of Bellinger Brook has left the Village with nearly \$2 million in damages. As a result, the Bellinger Brook project is listed as project #6 in the Herkimer County NY Rising flood recovery plan. The proposed project addresses damage sites in Bellinger Brook: Site #1 – Route 5 to Herkimer High School; 2400 lineal feet. Site #2 – Church Street to 50 lineal feet above the Maple Grove Bridge; 1450 lineal feet long by 20 lineal feet wide by 8 feet high. Site #3 – 50 lineal feet above the Maple Grove Bridge to the bottom of the waterfall at Brook wood Park Pavilion; 1550 lineal feet long by an average width of 100 lineal feet and an average depth of 50 lineal feet. Site #4 – West Brookwood Road Embankment; 168 lineal feet long by 20 lineal feet wide by 20 lineal feet high. The restoration of these areas along Bellinger Brook will improve the flood resiliency of the Village, thereby reducing the economic cost in the event of another flood situation. All project documentation has been reviewed/validated and found reasonable by a FEMA Project Specialist assigned to the Village.



Strategic Alignment: The MVREDC's Strategy 4 calls for strategic investments that promote sustainability and safeguard the region from future floods and storm damage. The reconstruction of Bellinger Brook will help improve the integrity and future resiliency of critical water, sewer and other public utilities by constructing more flood-resistant structures. This project is a key investment in the community responding to a declared disaster that improves the security of critical infrastructure and promotes long-term sustainability.

Strategic Actions: Assist communities with public improvements and other strategic investments to safeguard the region from future storm damage

Richfield Commerce Park

Applicant: County of Otsego Industrial Development Agency
Richfield Springs, Otsego County

CFA# 42656

Total Project Cost:
\$7,800,000

MVREDC Recommended Funding:
\$1,200,000

5-Year Jobs Created/Retained:
75 Construction

Project Description: This project involves the development of a 100+ acre business park in the Town/Village of Richfield Springs. The strategy will be to develop a “shovel ready” site that can be competitive among site selectors as well as predictable in timeframe. Negotiations on site control are proceeding and are expected to be finalized in a short time. Outcomes and deliverables will include job creation and private investment in a variety of sectors including agriculture-related processing, data centers, small scale distribution, and manufacturing and other technologies connected to semiconductor manufacturing and nanotechnology research and development in the Utica/Rome area. Without the proactive approach of getting a business park site fully approved and to “shovel ready” status, the Otsego County area will not have success in creating jobs. This important investment is needed to impact the regional economy, create jobs and drive private investment.



Strategic Alignment: GROW – The preparation and future development of this site aligns with Strategy 1 of the MVREDC Strategic Plan, in that it enables future job creation in regional concentrations that will be attracted to the location. The strategy of getting the site to “shovel ready” status and gaining advance approvals is critical to the overall success of this project.

Strategic Actions: Make key investments that improve critical infrastructure assets and promote sustainability

Dr. William Streck Community Clinic

Applicant: Pathfinder Village, Inc.
Edmeston, Otsego County

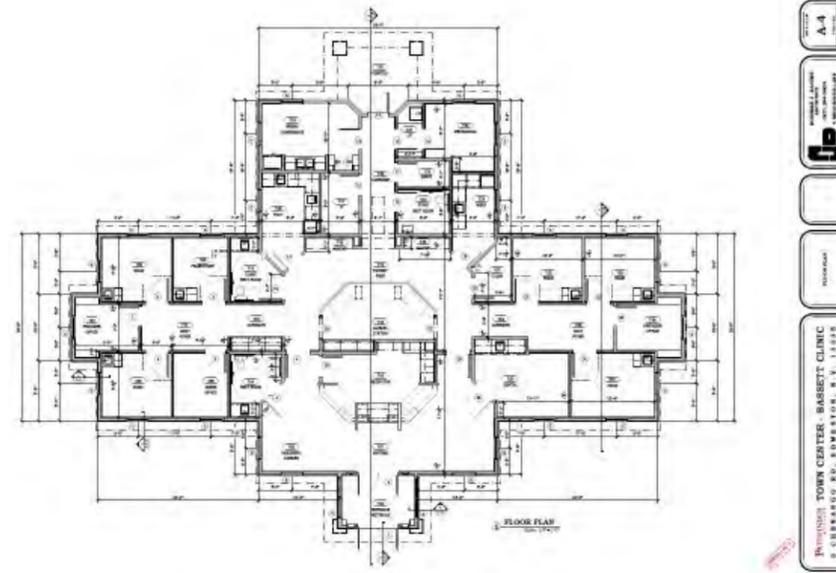
CFA# 42598

Total Project Cost:
\$1,200,000

MVREDC Recommended Funding:
\$240,000

5-Year Jobs Created/Retained:
6

Project Description: The project is a new, modern 3,800 square foot \$1.2 million primary health care clinic in Edmeston, New York. It is intended to address an acute need for primary health care services in the northern Unadilla Valley region, which is expected to grow sharply as recent demographic shifts and the implementation of the Affordable Care Act increase demand for primary care services. Construction is expected to begin in late 2014. The new clinic will double the capacity of the project sponsor’s existing health care facility and provide greater primary care access to the rural communities it currently serves. The expansion of health care is expected to help retain and attract jobs to the region. The applicant will own and lease out the facility to the applicant’s healthcare partner, Bassett Healthcare Network, who will staff the facility and hire the necessary new employees.



Strategic Alignment: GROW – As this project induces investment and creates jobs within the regional Healthcare concentration, this project aligns well with Strategy 1 of the MVREDC Strategic Plan. Furthermore, this investment is intended to expand primary care coverage to an area that lacks coverage. The project will replace an aging, stressed-to-capacity health care facility with a new, modern one that is twice the size. Crucially, the existing facility is a major health care provider to the largest employers in the region. By addressing the shortage of access to primary health care in the region, which is a major issue of concern to local employers, the project will encourage employers not only to retain existing jobs, but expand operations and hire additional workers

Strategic Actions: Target the attraction-growth of complementary firms and business activities

The Rose Building Project

CFA# 41534

Applicant: Marge for Middleburgh, LLC
Middleburgh, Schoharie County

Total Project Cost:
\$2,532,500

MVREDC Recommended Funding:
\$506,500

5-Year Jobs Created/Retained:
9

Project Description: This building construction project in Middleburgh is to utilize a currently empty lot on a very busy Main Street for the construction of a new mixed-use development. Specifically, this project will result in the construction of an approximately 16,000 square foot, 2-story building that will house 4-5 new businesses, creating 15-18 new jobs, and supplying 7-8 apartments on the second floor. Due to recent flooding and a downturn in the economy, Middleburgh has suffered some significant losses in retail business and housing, mostly due to the lack of undamaged available space. Through this project, the Mohawk Valley is addressing this deficiency, as well as other issues such as quality LMI jobs and housing in Middleburgh and in Schoharie County, creating jobs for unskilled workers, bringing a much needed dental clinic to the village, and spurring investment and economic development on the Main Street.

Strategic Alignment: REVIVE – This project aligns closely with Strategy 4 of the MVREDC’s Strategic Plan. Labeled as a critical issue in the NY Rising plan, downtowns and central business districts lack vibrancy and economic activity. The region is characterized by several cities and villages that are economically distressed, and in need of revitalization. Planning and redevelopment of these areas is a critical issue within the region that is applicable to numerous communities, including Middleburgh. If this issue is not addressed, the consequences will hinder business attraction efforts, affect the ability to attract young people for the region’s workforce, cause threats to human health and the environment, and lead to more urban sprawl. Additionally this plan recognizes that small businesses are a key component of downtown development and strengthening of the region’s urban cores.

Strategic Actions: Promote investment in regional cores and Main Street districts to foster community revitalization

Total Project Cost:
\$1,525,500

MVREDC Recommended Funding:
\$228,825

5-Year Jobs Created/Retained:
13 Construction

Optimization of District Energy System

Applicant: Griffiss Utility Services Corporation
Rome, Oneida County

CFA# 41064



Project Description: Griffiss Utility Services Corporation (GUSC) will upgrade its district energy system to increase overall energy efficiency and increase its ability to generate more renewable energy from its newly installed bioenergy plant. Specifically, the proposed project will replace its current legacy boilers installed ~1985 by the Air Force with a smaller, more efficient gas-fired boiler. The new boilers will allow more discrete control of the gas used to supplement the wood-fired plant during peak load operation when multiple boilers are required to meet the energy demands of GUSC’s customers. The new boiler will reduce thermal energy delivery costs to customers at Griffiss Business and Technology Park by approximately 10 percent and will substantially increase operational flexibility. The proposed project will significantly strengthen the reliability and efficiency of steam and electricity generation at the GUSC boiler plant facility, directly impacting the overall value and quality of energy supplied to local customers.

Strategic Alignment: REVIVE – This project closely aligns with Strategy 4 of the MVREDC Strategic Plan, as it helps promote the use of the region’s natural resources in an environmentally sound manner, promotes sustainability, and facilitates the further development of a critical economic asset: the Griffiss Business and Technology Park, which is home to more than 70 employers with nearly 6,000 employees. GUSC is responsible for providing electricity and steam energy to these tenants. The proposed project is expected to further reduce energy costs to all of the tenants of Griffiss Business and Technology Park by approximately 10 percent. Lowering operating costs across its customer base should result in increased profitability and additional local investment. The economic gains will be paired with environmental benefits. Most notably a reduction in the plant’s net carbon footprint as biogenic carbon will be substituted for fossil-based carbon.

Strategic Actions: Make key investments that improve critical infrastructure assets and promote sustainability

Assistive Technology Services

CFA# 40952

Applicant: SUNY Institute of Technology
Utica, Oneida County

Project Description: The Assistive Technology Services project is a new component of an existing partnership between Sitrin and SUNYIT to rehabilitate wounded soldiers facing barriers to re-employment after returning home from military service. Sitrin and SUNYIT have had great success offering employment rehabilitation services to wounded warriors and others facing long-term disabilities. Existing rehabilitation services include counseling, occupational, speech & physical therapy, adaptive sports, computer skills and job coaching. Despite these great efforts, many soldiers still face physical barriers when commercially available adaptive equipment does not fully meet their needs. The Assistive Technology laboratory would customize commercially available equipment to more fully restore functionality, thereby enabling the soldiers to return to work. Mechanical, electrical and computer science faculty would engage with their students to modify assistive devices tailored to the specific limitations of individuals with physical disabilities.

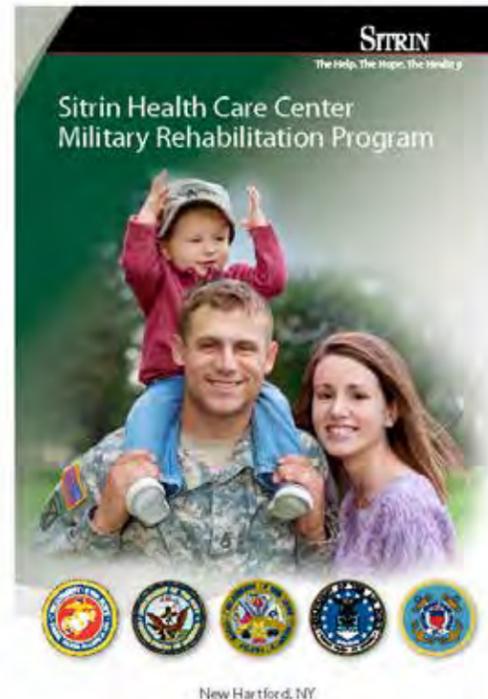
Strategic Alignment: GROW/BUILD - This project aligns with the MVREDC's goal of expanding employment opportunities for service veterans within the region. The joint SUNYIT-Sitrin venture has the dual purpose of providing a unique learning opportunity to engineering- and computer-related students at SUNYIT, while also assisting veterans gain the "last mile" equipment needed to overcome barriers to achieving gainful employment and successful re-immersion into the civilian workforce. This project also enables the expansion of a unique existing college-based economic development partnership that creates employment opportunities and promotes a climate of innovation and entrepreneurship.

Strategic Actions: Focus on business attraction-recruitment efforts on businesses with high-growth potential; Optimize key business and industry clusters to catalyze economic growth

Total Project Cost:
\$10,600,000

MVREDC Recommended Funding:
\$600,000

5-Year Jobs Created/Retained:
7



Total Project Cost:
\$1,500,000

MVREDC Recommended Funding:
\$450,000

5-Year Jobs Created/Retained:
20



Strategic Alignment: BUILD- This project advances the Mohawk Valley region's strategic plan by aligning the region's workforce and educational systems to help grow and produce the workforce and talent base needed to support an economy increasingly centered around innovation and entrepreneurialism. The growth of the UAS industry in New York will require the availability of an educated and trained workforce. This will require programs at a wide variety of levels. MVCC is working to develop a continuum of training options. This project also helps advance Strategy 1 – GROW regional concentrations – by stimulating growth from within, and to add to that growth by attracting new technologies and industries to the Mohawk Valley region. Griffiss Business and Technology Park's unique combination of research, education and training, and high-end employers has the potential to make Griffiss a major part of this growth. Griffiss has a significant capability to support AFRL-UAS related R&D. MVCC, with strong links to ARFL through cybersecurity programming and MRO operators through its Airframe and Powerplant program, has the background and expertise to develop and implement training for UAS operations and maintenance.

Strategic Actions: Expand regional workforce development and training programs that are aligned with regional concentrations and employer demand for labor; Foster the creation of new college-based economic development partnerships to strengthen regional concentrations

MVCC UAS Program

Applicant: Mohawk Valley Community College
Rome, Oneida County

CFA# 41609

Project Description: The growth of the UAS industry in New York will require the availability of an educated and trained workforce. This will require programs at a wide variety of levels. MVCC is working to develop a continuum of training options in partnership with the Northeast UAS Airspace Integration Research Alliance (NUAIR), a regional alliance of private industry, academic institutions and military assets and operations. One of the major components of the training program is to have two Unmanned Aerial Vehicles for students to work on – for only by taking apart UAVs, putting them back together, and flying them can they fully understand these systems. MVCC seeks to buy two UAVs along with the necessary tools for maintenance. The college is seeking to buy from within New York State, and has worked with NUAIR and UAV Factory USA LLC in Irvington, NY, to tentatively select the Penguin B UAV, which has capability to take off and land from the Griffiss Runway. The Penguin B, used by the FAA and other training programs around the nation, has the best fit for a training program in which components will be disassembled and reassembled multiple times. Adding these UAVs will allow MVCC to provide trainees with the hands-on experience necessary for the growing sector.

Robotics & Automation Program

CFA# 39226

Applicant: Edmeston Central School District
Edmeston, Otsego County

Project Description: The Edmeston Robotics and Automation program is a workforce alignment and educational program for high school students. The program will offer a sequence of courses in the Project Lead the Way Pathways to Engineering curriculum. 11th and 12th grade students will be provided with improved educational opportunities, including the following full year courses: Principles of Engineering, Design and Drawing for Production, and Computer Integrated Manufacturing. These classes will provide background in engineering design, materials science, computer aided design, and automated manufacturing including CNC machinery. The expected outcomes include increased opportunities for students to identify and focus their education, make connections with businesses, apply to colleges that align with this STEM field and strengthen the future workforce. Edmeston is located within a 45 minute drive of Utica, where high technology businesses associated with the nanotechnology industry are growing. The resulting employment opportunities will be of great benefit to the Edmeston area's young people if they are able to attain the required education and training.



Strategic Alignment: The activities associated with the Edmeston Central School District Robotics and Automation Program align closely with Strategy 2 of the MVREDC's Strategic Plan, which is to promote workforce alignment and education. This program will expand education programs that are aligned with the growing regional concentration of nanotechnology, and will help fulfill employer demands for labor. Offering students courses in science and technology will prepare them to attend two and four year college programs in science and technology, and will also prepare students to qualify for the technology jobs that are being created in the Mohawk Valley nanotechnology industry. It will also make possible entrepreneurial activities as young people learn of the opportunities in the high technology industries that are developing in the area.

Strategic Actions: Expand regional workforce development and training programs that are aligned with regional concentrations and employer demand for labor

Total Project Cost:
\$50,205

MVREDC Recommended Funding:
\$50,100

5-Year Jobs Created/Retained:
0

Total Project Cost:
\$2,953,550

MVREDC Recommended Funding:
\$590,710

5-Year Jobs Created/Retained:
50 Construction

B240 Redevelopment Griffiss

Applicant: Griffiss Local Development Corporation
Rome, Oneida County

CFA# 40866

Project Description: The Griffiss Local Development Corporation (GLDC) is requesting funds for the demolition of Building 240, a former Air Force laboratory building that is located on the corner of Floyd Ave and Hill Rd. in the city of Rome. Unlike previous Air Force property, which was donated via an economic development conveyance, B240 was part of a public auction held by the Federal GSA. GLDC was the high bidder in the auction. The building and the accompanying parcel, in addition to surrounding properties currently owned by GLDC, has the potential to be part of a large scale, job creating and revenue generating redevelopment project. Before that can happen, the building must first be remediated and demolished.



Strategic Alignment: REVIVE – This project aligns well with Strategy 4 of the MVREDC's Strategic Plan. The remediation and demolition of Building 240 at the Griffiss Business and Technology Park will bring the MVREDC closer to the goal of promoting brownfield development, and reuse and rationalization of vacant building stock. Additionally, deferred maintenance and poor stewardship on the part of the Air Force make for a total demolition and remediation cost that cannot be recuperated through the resale of the cleared property. The Griffiss Park is one of the most successful and robust employment centers in the Mohawk Valley, demonstrated by the fact that to date, GLDC has attracted more than \$520 million in public and private investment to the Park, which now includes a diverse array of development activity including hi-technology, mixed commercial/office uses, aviation, manufacturing and distribution. The development of this strategically located property will further contribute to the success of the Griffiss Park.

Strategic Actions: Make key investments that improve critical infrastructure assets and promote sustainability; Promote development and reuse of vacant building stock

Susquehanna Reg. Center for Jobs

Applicant: County of Otsego Industrial Development Agency
Oneonta, Otsego County

CFA# 42770

Total Project Cost:
\$357,500

MVREDC Recommended Funding:
\$47,500

5-Year Jobs Created/Retained:
10 Construction

Project Description: The Susquehanna Regional Center for Jobs (SRCJ) is a proposed collaborative Initiative of Hartwick College, Hudson Valley Community College, SUNY Cobleskill, SUNY Delhi, SUNY Oneonta, the County of Otsego IDA and many additional identified regional resources, whose mission is to provide a regional full service, “one stop” location and resources for business and workforce development needs, through a physical and virtual connection to important community, private sector business, educational, financial and governmental tools, programs and talent. The SRCJ aims to connect to the business community and prepare a pipeline of workforce, with special emphasis on “challenged to employ” and high school students, with targeted skill sets directly connected to employment needs. This challenge will be accomplished by building confidence through education, training, skills enhancement, internships, the cultivation of entrepreneurship, partnerships with the private business community, and an overall “coordinated mentoring” effort.

Strategic Alignment: BUILD - The Susquehanna Regional Center for Jobs aligns well with Strategy 2 the MVREDC’s Strategic Plan, in that it enhances regional workforce alignment and education. As a regional center for workforce training and development, this project helps fulfill the key action item of expanding workforce development and training programs that are aligned with regional concentrations, and employers demand for labor. As the Regional Center for Jobs also seeks to integrate other components such as entrepreneurship, incubation, and small business growth, the project also works toward the regional strategies to GROW businesses and BUILD a culture of entrepreneurship and innovation. Acknowledging and incorporating the Mohawk Valley’s Opportunity Agenda, the Regional Center for Jobs primary effort will be to identify and work with a clientele that is “challenged to employ” by providing overall coordination, mentoring and training resources for that population. An additional targeted focus will reach out to and provide services to regional middle school and high school drop-outs.

Strategic Actions: Expand regional workforce development and training programs that are aligned with regional concentrations and employer demand for labor

Total Project Cost:
\$3,225,000

MVREDC Recommended Funding:
\$500,000

5-Year Jobs Created/Retained:
50



Strategic Alignment: REVIVE - The MVREDC strategic plan calls for investments that improve key infrastructure assets. This project will coincide with the strategy by providing sewer system access for the Schuyler Business Park. The main priority for providing sewer access to this location is to make it a more attractive option to businesses interested in expanding or relocating in the area, with particular attention paid to nanotechnology-related businesses. Inability to provide this service to the location may not only affect the stability of existing businesses, but may also prevent the expansion and construction of new businesses to this area.

Strategic Actions: Make key investments that improve critical infrastructure assets and promote sustainability

CFA# 42507

Schuyler Sewer

Applicant: Herkimer County
Schuyler, Herkimer County

Project Description: This project will extend sewer service to the Schuyler Business Park located in the Town of Schuyler, replacing the septic systems that businesses located within the park are currently using. Home to several anchor employers in the Town of Schuyler, the Schuyler Business Park has the potential to attract ancillary businesses that result from the proliferation of nanotechnology at the SUNYIT campus and at the Marcy Nanocenter. The installation of a 2+ mile sewer extension to the business park will make the site more attractive to prospective companies.

Part Four: Global NY



The Central New York and Mohawk Valley Regions, recognizing the strength of interregional collaboration, are submitting a joint Global NY plan.

Introduction

Since the publishing of the original Central New York and Mohawk Valley Regional Economic Development Council Strategic plans, both regions have focused on enhancing their competitiveness in the global marketplace. In the late part of the 20th century, several disruptive economic forces struck Central New York and Mohawk Valley, along with adjacent regions of the North Country and Southern Tier. The globalization of the economy brought about foreign competition. Mergers and acquisitions of local firms, many by foreign-owned businesses, removed local corporate decision making for many large Upstate firms.

In light of these challenges, economic development, private, and public community leaders have rallied around efforts to change the combined regions' role in the global market. These efforts were driven by the simple fact that the global middle class continues to expand in places like China, Brazil and Southeast Asia at rates faster than its expansion domestically. The regional leaders realized that if they wanted to maintain and strengthen existing jobs while laying the framework for future job growth, they needed to reposition the region for stronger global engagement.

To achieve this, in 2011 community leaders embarked on a new program with the Brookings Institution known at the time as the Metropolitan Export Initiative. This year-long program included a comprehensive market assessment (including business interviews and surveys) to determine the health of the local export economy. The program concluded with the launch of the CenterState Metropolitan Export Initiative, a plan designed to enhance and grow exports for businesses within the 12-county CenterState region, which overlapped in part with several of the Governor's Regional Economic Development Councils (In the Mohawk Valley, Oneida and Herkimer counties were included). Since the launch of the plan, Brookings has rebranded the program through a partnership with JPMorgan Chase as the Global Cities Initiative. This new program has helped 12 communities develop export plans throughout the United States with an additional 8 expected to complete plans by the end of 2014. By the end of 2014 metropolitan areas that have developed export plans will cover 20 percent of the total U.S. population, 19 percent of total U.S. jobs, and 20 percent of total U.S. production.

Though the community has been publicly recognized for its work in supporting export growth, becoming a more globally engaged region also includes a strategic focus on advancing foreign direct investment activities and creating a culture of

openness that allows immigrants to find meaningful employment. While much has been reported on the benefits of growing exports (e.g. \$1 billion in export growth for a metro area generally accounts for the creation of 5,600 new jobs), attracting foreign direct investment provides a much more nuanced, yet equally important, economic benefit to regions. Foreign owned companies employ roughly 2 percent of the workers in the United States. While these employment numbers may seem relatively low, foreign-owned companies are often some of the most competitive and stable companies in a region. For example, foreign-owned firms export their products 3.7 times more than domestic firms. Further, foreign-owned firms invest more in capital and R & D and have 2.3 times higher net income than domestic firms.

Enhancing the region's global position through increased exports and attracting new foreign direct investment is a critical driver of current and future job growth. The combined regions can only achieve success in these areas by continuing the practice of developing strategies and goals based on the needs of existing businesses. Partnership with the Global NY program can help launch new services and improve existing services to provide more value to businesses throughout the region that are seeking to grow their exports. The MVREDC is participating in the Metropolitan Export Initiative by including Fulton, Montgomery, Otsego and Schoharie Counties to the multi-regional export initiative.

Market Assessment

In 2011, community partners initiated a comprehensive, year-long assessment of the local export eco-system. This analysis included surveys, in depth interviews, and an analysis of all available data. That original market assessment drove the development of the strategies and tactics that laid the foundation for the region's export development work. Those original key findings have been updated with the most recently available data; yet, many of them still ring true. Ultimately, the common theme identified in 2011 that the region is, on average, less sophisticated about exporting compared to firms in other mid- to large-sized U.S. metropolitan areas is still applicable; however, the past 3 years of effort are beginning to show that the export initiative is having success.

Key Findings:

- In 2012, the combined Central New York and Mohawk Valley regions exported \$7.4 billion worth of goods and services. The figure places the regions at around 50 in terms of total export performance among the top 100 U.S. metro areas. The combined growth for the regions' export economy lagged behind the national average. The regions' growth rate between 2003 and 2012 was 93.7 percent, compared to the national average of 113.31 percent. In 2012 the export of goods represented 65 percent of the region's total exports, and services comprised the remaining 35 percent. This is an increase in the total intensity of service exporting

since 2003, when services represented 30 percent of total regional exports.

- The combined regions boast a diverse set of export industries that drive the regions' global engagement. The combined regions' export growth has been spread across a number of industries that are closely related to the region's competitive growth clusters. These include Machinery Manufacturing; Computer and Electronic Product Manufacturing; Telecommunications; Tourism; Transportation Equipment; Financial Services; Agriculture; Medical Equipment; and Education and Health Services.

- Service exports represent a significant growth opportunity for the region and nation. Nationally, the export of services has continued to steadily rise over the past 10 years. In the combined regions, services exports more than doubled between 2003 and 2012, accounting for an outsized share of the regions' total export growth. The strong growth effects of services export are tied to the region's strong service providers found in the education, healthcare, engineering and tourism fields. Additionally, the region's proximity to Canada enhances this opportunity, offering relatively easy entry to a broader market for this emerging component of exports.

- The original market assessment of the CenterState Metro Export Initiative identified the region as being relatively unsophisticated in global orientation. Subsequent work with local businesses over the past three years has confirmed that many local firms lack basic market knowledge and business acumen regarding the opportunities in selling a good or service overseas. Importantly, 40 percent of respondents to a survey conducted in 2011 indicated that they did not export because they are more focused on domestic markets or they think their good or service could not be sold in foreign markets. This is partially attributed to a lack of knowledge of the best growth opportunity markets for their product or service and a relative unease with cultural and language barriers within target export markets.

- Further compounding this export awareness gap, local businesses face a number of real and perceived obstacles that affect their exporting decisions:
 - Lack of qualified export sales and services staff expertise
 - Knowledge of foreign markets
 - Transportation costs
 - U.S. Export Control Laws, regulatory compliance, licensing, inspections, tariffs
 - Global sale contracts, contract negotiations
 - Protection of intellectual property rights
 - Foreign import control laws, regulatory compliance inspections, tariffs
 - Foreign government regulations and policies
 - Global advertising, marketing, distribution
 - Language and cultural barriers
 - Customs clearance
 - Exchange rate fluctuations
 - Export financing

- The original market assessment also identified strong fragmentation among the regions' export service providers.

Extensive local export expertise is available through the regions' system of export service providers. However, only 19 of 144 respondents to the original survey reported having received local export services during the last 10 years. Though many businesses that have used existing export assistance services ranked them highly, there was not a designated lead for export service provision in the region. Furthermore, there was not a clear delineation of roles and responsibilities among local public / private export service providers, state service providers, and federal assistance experts, making the region's export resources difficult to tap.

Progress to Date in Implementing the Metro Export Initiative

With the launch of the CenterState Metro Export Initiative in 2011 and the subsequent prioritization of driving global competitiveness in the original CNY and Mohawk Valley Regional Economic Development Council plans released in 2012, the combined CNY and Mohawk Valley community, as well as the North Country REDC, has embraced the need to go global as a key cornerstone of its future economic growth. Before 2011, the export assistance ecosystem was fragmented in the community with many businesses confused about where to find assistance with their international sales challenges. What's more, many of these companies did not consider the global marketplace as an opportunity for them to grow sales. Therefore, public and private leaders collectively prioritized export growth and agreed to work together towards making this a reality.

In the 3 years since the launch of the Metro Export Initiative, the following progress has been made:

- Reconstituted the board of the Central New York International Business Alliance (CNY IBA) with dedicated private sector leadership — The CNY IBA, which was previously an all-volunteer group, established a new board of directors that included a majority of private-sector exporters.

- Established the CNY IBA as the lead group for export assistance in the community — A key finding of the market assessment was that the business community did not know where to go to find export assistance. With the reconstitution of the CNY IBA, the community designated it as the lead group to promote exports and coordinate businesses looking for specific export assistance across the 12-county CenterState region. This footprint covers counties within the Central New York, Mohawk Valley, North Country, Southern Tier, and Finger Lakes regional economic development councils.

- Hired first professional dedicated export staff in the region — Through a partnership with Syracuse University and other community members, the CNY IBA hired its first professional staff person. Charged with providing direct one-on-one counseling to businesses in the region and launching new export services and program, this staff position is the first dedicated export assistance personnel that the CNY and Mohawk Valley economic development community has had.

- Launched new educational programs and services — With assistance from partner groups, such as the U.S. Department of Commerce, CNY Technology Development Organization, the Center of Excellence, Mohawk Valley Edge, and Syracuse University, the CNY IBA has launched new educational programs and direct export assistance services. These programs are designed to respond to the direct needs of businesses outlined in the market assessment and have steadily gained attendees throughout the past year and a half. Further, the community relaunched an export accelerator program called Export NY in early 2014. This nationally recognized program provides intensive export assistance for companies looking to develop a new-to-export or new-to-market export growth strategy.

- Launched new export assistance website — Directly addressing the confusion that once existed from businesses looking to find export assistance, the CNY IBA launched a one-stop coordinating website in 2013 (www.cnyiba.net). This site provides simple direction for companies looking to access specific types of export assistance.

- Received federal funding to enhance trade with Singapore, Thailand, Indonesia, Malaysia, and the Philippines — In 2013, the CNY IBA, in partnership with CenterState CEO, was awarded a competitive grant from the U.S. Department of Commerce to enhance the region's exporting to Singapore and other ASEAN nations, chosen for their strong potential market growth for products and services developed in the region. The CNY IBA will launch trade missions and relationship development trips to these countries in late 2014 and 2015.

- Became an Export-Import Bank City State partner — To ease the availability of export financing to local businesses, the CNY IBA, in partnership with CenterState CEO, was named an Export-Import Bank City State partner in 2012. This partnership provides enhanced consideration and financing assistance for businesses in the region looking to fund or insure export activities. Further, CenterState CEO has become a licensed export loan originating organization and can now provide quicker financial assistance to business looking to access the Export-Import Bank's services.

- Accelerate Foreign Greenfield Investments and Mergers and Acquisitions — Though foreign direct investment data indicates that total employment driven by foreign-owned firms has plateaued, the region has seen a number of foreign investment projects in the past 5 years. Some of these projects are more recent than the most updated data, including:

- o K&N — A Pakistani firm will invest \$1.2 million in opening a chicken processing operation in the former Birdseye facility in Fulton, Oswego County.

- o Teti Bakery — A growing Toronto-based business will conduct a \$1 million expansion into Oswego County to continue to support its growing U.S. operations.

- o InBev — One of the largest foreign acquisitions of the past decade occurred when InBev bought Anheuser-Busch. InBev has a large employment presence in Baldwinsville, Onondaga County. More than \$300 million has been invested in this production facility in the past decade.

- o Novelis — The world's leading producer of rolled aluminum products is expanding its operations in Oswego County with a \$200 million investment.

- o Werma Singatechnik — A German optical and audible signal device firm has opened a sales office in East Syracuse.

- o Bitzer Scroll — This German firm with an office in DeWitt, Onondaga County, rehabilitated a former G.E. facility and recently expanded to allow for enhanced production and operations.

- o Felix Schroeder — A \$6 million investment will add roughly 155 new jobs at its facility in Oswego County.

- o SAM North America — A plastic extrusion project in Schroepfel, Oswego County.

- o Huhtamaki — The Finnish food packaging company project in Fulton, Oswego County, is bringing more than \$6 million in new investments and an estimated 25 new jobs.

- o Marquardt Switches — The German parent company added 7,000 square feet to its Cazenovia, Madison County, facility in 2013.

- o Inficon — The Swiss-owned firm will add a CNY REDC-supported 64,000 square feet to its manufacturing facility in East Syracuse in 2014.

- o Agrana — A leading Austrian food processor of fruit preparations for the dairy industry built a new manufacturing and distribution center in Onondaga County.

- o Brewery Ommegang — A Belgian-owned firm in Otsego County continues to expand and add product lines. It completed a major expansion, and with a workforce that has grown by 80 percent since 2010, Ommegang is one of New York's most popular craft beers.

- o ConMed — A publicly traded medical device manufacturer with headquarters in Utica, has secured nearly 40% of its annual revenues from exports.

- o Fage, USA — The second-largest producer of Greek yogurt on the East Coast, this Greek company established its North American production facility in Johnstown, Fulton County, and is in the midst of a 180,000-square-foot expansion that will double production capacity and add more than 100 new dairy manufacturing jobs.

- o Sovena — This Portuguese-owned company, the largest bottler/exporter of olive oil in the country, established its North American headquarters in Rome, Oneida County, recently expanded its footprint on Griffiss Technology Park and employs more than 155 workers.

- o Premier Aviation — This Canadian firm established a US subsidiary at Griffiss International Airport to perform aircraft maintenance on narrow and wide body commercial airframes. The company has 147 employees and is expected to increase to nearly 200 employees.

Though it is too early to track the full impact of the CenterState Metro Export Initiative, a number of early indicators show the success of the effort. Since the community collectively prioritized export growth as critical to economic growth, larger economic development plans, initiatives, and grant applications often include efforts to enhance international sales. Companies such as SRC Inc. have started exporting for the first time in part as a result of services the CNY IBA provided. IBA representatives have met with more than 150 businesses throughout the 12-county CenterState

region (including many in the Mohawk Valley and North Country) to discuss exporting and offer assistance.

The efforts of the initiative have also affected regional export assistance partners. The U.S. Department of Commerce reports an increase of the total companies it interacts with in the region by 100 over last year and notes that export initiative as a primary driver of this enhancement. Also, the CNY TDO, in partnership with Syracuse University, relaunched Export NY with support from the CNYIBA and partner funders.

Finally, export companies in the region are experiencing nationwide attention for their participation in these local efforts. INFICON, a recipient of Round 3 REDC funding, received the President's "E" Award for exporting excellence in 2013 and was recognized in a ceremony moderated by the secretary of the Department of Commerce. INFICON, and a handful of other local companies, have been noted in a number of articles and publications by national news media that report on the success of the program. The community has also attracted visits from prominent export officials and has hosted Export-Import Bank Chairman Fred Hochberg, U.S. Department of Commerce Deputy Secretary nominee Bruce Andrews, and Amy Liu, deputy director of the Brookings Metropolitan Policy Program.

Progress in Implementing Global NY

As mentioned, the larger CenterState region has been working across traditional regional barriers to drive coordinated export assistance. This Global NY plan can help accelerate that collaboration so that even more businesses can become more intentional about their global activities. In addition to strengthening the export assistance pipeline, the collective regions have taken the following steps to launching a successful Global NY plan:

1. Increased coordination among regional councils and business groups between the Mohawk Valley and Central New York regions — Both the Mohawk Valley and Central New York regional economic development councils, through the submission of this joint plan, have committed to adopting the same Global NY plan and strategies in their regions. This coordinated effort will maximize scarce resources, prevent the duplication of efforts, and will build a critical mass of participants in export development programming.

2. Planned new events to spread the word about exporting — As a first step to expanding export services to the Mohawk Valley region, the CNY IBA will host a joint event with regional chambers from Mohawk Valley to promote international opportunities and the available export assistance services. A recent export event was held in Montgomery County to network with area businesses in the eastern part of the Mohawk Valley on exports.

3. Added new partners to the export assistance pipeline — The CNY IBA is adding new partners to enhance its ability to engage directly with businesses. In addition to expanding all of its services to the entire Mohawk Valley, the CNY IBA will partner with business associations from

the North Country and will act as a resource to any of those firms seeking international growth assistance.

Recommended Global NY Strategies

Governor Cuomo's plan to enhance how regions address their global engagement comes at an opportune time for Central New York and the Mohawk Valley. The International Business Alliance is almost 3 years into its operations and is steadily launching new programs and engaging new companies. The region's foreign direct investment activities will soon get a boost through CenterState CEO's participation in a new planning partnership with the Brookings Institution to enhance foreign direct investment strategies, in similar fashion to the partnership that led to the CenterState Metro Export Initiative. Central New York and the Mohawk Valley have also made significant strides in organizing and growing industry concentrations upon which future global strategies can be built. These include:

- The progress made in the Mohawk Valley region around nanotechnology and chip fabrication;
- The designation in early 2014 of the CNY and Mohawk Valley regions as partners in a test site of the Federal Aviation Administration's Unmanned Aerial Vehicle Airspace Testing;
- The recent identification of data to decisions as a key industry cluster in the CenterState region;
- The growing global demand for high-quality agricultural goods; and
- Activities led by the Center of Excellence to support the global growth of thermal and environmental control system firms.
- Using the Governor's Start UP NY Initiative to help identify and attract foreign investment opportunities within CNY, the Mohawk Valley and North Country, With a fully developed global support ecosystem, these industries could better tap into the growing global demand for these products.

Building a Global Engagement Support Ecosystem

1. Strengthen and expand the delivery of export support services throughout the Central New York and Mohawk Valley Regions — The CNY IBA has shown its ability to engage businesses directly in exporting activities; yet, it could launch additional programs and services:

- a. Exporting Forums — Discussion groups and forums among current and new-to-export executives designed to share experiences and provide feedback for individuals looking to expand their exports.

- b. Export NY — Continue to expand and promote this 16-week export accelerator program so that it may offer 2 rounds of the program each year.

- c. Enhance Export Outreach Activities — Engage new partners and individuals in providing one-on-one export services directly to businesses.

- d. Expand the CNY IBA's Territory Covered by the IBA's Programs and Services — The IBA covers only 2 of the most populous (Oneida and Herkimer) of the six counties that are in the Mohawk Valley REDC region. Additionally, the IBA could offer targeted services and assistance to busi-

nesses in the North Country.

e. Increase Participation in Overseas Trade Missions and Relationship Development Activities — Engage businesses directly in activities designed to take them overseas to establish relationships and meet directly with potential customers.

f. Coordinate International Tourism Promotion — Tourism is a key export industry in the joint CNY and Mohawk Valley regions. To date, there have been limited collaborative promotional efforts largely centered on the Erie Canal. An expanded coordinated tourism promotion initiative would deliver key regional assets of history, cultural, Destiny USA, Turning Stone Resort and Casino, universities, sports and food/beverages to key travel trade buyers in Canada, Europe, Brazil and China.

2. Position Central New York and the Mohawk Valley Regions a Global Centers for Foreign Direct Investment

a. Capitalize on START-UP NY zones — START-UP NY is a game changing economic development program that is tailor made for foreign direct investment. Economic development partners in these regions should put the START-UP NY zones front and center in their FDI attraction strategies.

b. Pursue FDI around key industry clusters — The region has already seen success in attracting FDI around agribusiness and financial services, it should expand this success with a new focus on Chip Fab, Unmanned Aerial Systems, Data to Decisions, and Thermal and Environmental Control Systems.

c. Develop trade and investment partnerships with key overseas entities — Relationships are often what drives foreign direct investment deals. Economic development partners in the region must focus on developing meaningful economic relationships with overseas entities like trade groups and sovereign wealth funds.

d. Make it Easier for Smaller Foreign Investors to Support Local Businesses — Programs like the EB-5 immigration investment initiative can help aggregate mid-sized investments into having a larger impact. Economic development partners should develop an investment aggregator (possibly in the form of a venture fund) to pool smaller investment into real estate and business development projects

e. Establish a Reshoring Program — Reshoring companies and products back to U.S. soil has emerged as a strong trend towards driving US manufacturing growth. Economic development officials in the region will create a reshoring task force framed on attracting investment into supply chains already existing in the region.

3. Align Global Efforts With Other Economic Development Priorities

a. Develop Economic Development Relationships with Foreign Metros — Programs such as the partnership that CenterState CEO is developing with a Chinese trade executive group called CAPPSTE can help provide a cross industry and cross cultural exchange of ideas and economic development activities. Through this partnership, CenterState CEO may provide entrepreneurship development support to businesses growing out of Chinese Universities. These programs could establish global connections between economic development practitioners and businesses in our

region with growing overseas customers.

b. Provide Workforce Development Opportunities to Immigrants of All Skills — Many of the ‘Skill Train’ programs currently in operation in the region have provided meaningful training and employment opportunities for entry level positions. The region must also focus on helping connect skilled immigrants with areas of high job demand (such as science, engineering and international business).

Achieving a Global Support Ecosystem

Over the past years, the region has significantly increased its own investment in global engagement strategies. This investment has been leveraged by federal grants that have made the region’s current programs and services possible. To achieve the strategies listed above, the Central New York and Mohawk Valley regions request the consideration of New York State to invest in the following initiatives.

1. Staff Support — While the CNY IBA has developed most of the export support programs, curriculum, and services that are demanded by companies in the region, it would need increased staff support to conduct the one-on-one outreach to businesses throughout its proposed expanded service territory. Further, program development support may be needed to help launch new export assistance programs based on the specific needs of businesses in the expanded territory.

2. Development of More Support on the Ground Overseas — A key finding from the CenterState Metro Export Initiative was the need to develop additional overseas support systems for companies in high-priority target markets. The CNY IBA has started to pilot this program with efforts focused on Singapore and the ASEAN countries, but New York could reopen previously closed offices or launch new offices in high-priority countries like Mexico, Japan, South Korea, China, Brazil, and the European Union.

3. Support with Existing Trade Development Programs — Both the CNY IBA and the Buffalo Niagara World Trade Center run programs designed to bring companies on trade shows and missions to target markets in Southeast Asia. New York could partner with both of these organizations to provide outreach and lead development support as they attract business participants.

4. Enhance Export Data Tracking — In partnership with each REDC, develop a database of exporting companies. The database could include information such as total exports, top exporting countries, target overseas industries, and persistent obstacles or export assistance needs.

5. Assist Metro Areas in Developing Metro Export Plans — The Brookings Institution has a proven, yearlong model that has been used to help metropolitan areas develop comprehensive export plans. New York could encourage and possibly fund the participation in these planning activities to become the only state whose major metro areas all have dedicated export plans.

6. Examine the Creation of New Export Financing Tools — Most businesses looking for exporting financing receive support from the Export-Import Bank and the Small Business Administration. Though these offices are helpful, shortcomings in their financing products make it difficult for small and

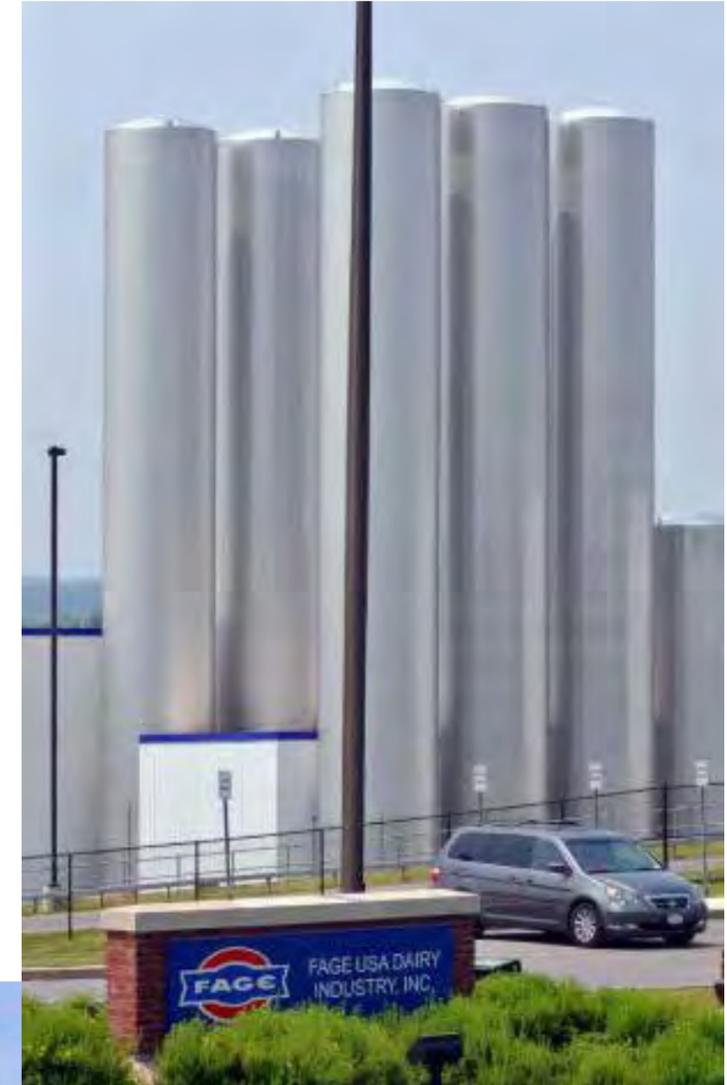
medium-sized enterprises to receive financing. New York State could consider providing seed funding to a statewide export financing entity to fill some of these gaps. This was done successfully with a statewide export finance office in California.

7. Coordinate Statewide FDI Attraction — New York could purchase a pavilion at one of the large foreign direct investment global trade shows (possibly the Hannover Messe) to help promote START UP NY zones and the individual industry strengths of each REDC.

8. Catalyze Local FDI Activities — CenterState CEO is piloting a trade and investment program to encourage foreign direct investment from Canadian companies. If these locally developed programs are successful, New York could invest in taking them statewide or replicating them with other target countries.

9. Invest in Critical Global Infrastructure — Strong global infrastructure is not just about having well-maintained roads and bridges. Efficiently moving goods to overseas markets continues to be a critical need for the region’s businesses. Assets like the Port of Oswego and projects like the Inland Port should be supported and maintained. Completing the build-out of statewide access to broadband allows companies of all sizes to reach and communicate with businesses around the globe.

10. Develop a Statewide Talent Recruitment and Attraction Strategy — While the efforts in Central New York, which are supported by the Opportunity Agenda program, have integrated some immigrants into jobs in high demand, the State should focus on attracting and retaining highly skilled immigrants in our globally relevant growth sectors. To do this, the State could facilitate development of a statewide EB-5 office or could provide direct legal immigration assistance to students approaching graduation from SUNY programs.



Mohawk Valley Regional Economic Development Council

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2011

2012

2013

