

A graphic consisting of several overlapping hexagons in various shades of teal, green, and orange. The text 'MOHAWK VALLEY REDC' is centered within the overlapping area.

**MOHAWK  
VALLEY  
REDC**

# **CONNECTIONS**



**Mohawk Valley  
Regional Economic  
Development Council**

## **2015 Progress Report**

**FULTON • HERKIMER • MONTGOMERY  
ONEIDA • OTSEGO • SCHOHARIE**



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# MOHAWK VALLEY REGIONAL COUNCIL MEMBERS

## **Regional Council Chair**

Lieutenant Governor Kathy Hochul

## **Mohawk Valley Regional Co-Chairs**

Lawrence T. Gilroy III- President Gilroy, Kernan & Gilroy, Inc.  
Dr. Robert Geer- Senior VP and COO SUNY Polytechnic Institute

## **Council Members**

Ladan Alomar, Executive Director, Centro Civico Inc.  
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\*  
Nicholas O. Matt, Chairman & CEO, Matt Brewing Company\*  
Mary Morse, Owner, Kwik-Kut Mfg\*  
Nancy Pattarini, President & CEO, The Paige Group  
Michael J. Reese, Retired  
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

## **Ex-Officio**

Ralph Ottuso, Chairman, Fulton County Board of Supervisors  
Vincent Bono, Chairman, Herkimer County Legislature  
Kathleen Clark, Chair, Otsego County Board of Representatives  
Joseph Griffo, NYS Senate- District 47  
Dayton King, Mayor, City of Gloversville  
William Magee, NYS Assembly- District 111  
Matthew Ossenfort, County Executive, Montgomery Co. Board of Supervisors  
Robert Palmieri, Mayor, City of Utica  
Anthony Picente, County Executive, Oneida County  
Ann Thane, Mayor, City of Amsterdam\*  
Richard Lape, Chairman, Schoharie Co. Board of Supervisors

## **Executive Staff**

Kenneth M. Tompkins, Executive Director  
Delores Caruso, DOL Representative and Team Leader

## **NY State Senate Representing MV**

Joseph Griffo, Senator, 47th District  
Hugh Farley, Senator, 49th District  
James Seward, Senator, 51st District  
George Amedore, Senator, 46th District  
David Valesky, Senator, 53rd District

## **NY State Assembly Representing MV**

Ken Blankenbush, Assembly member, 117th District  
Anthony Brindisi, Assembly member, 119th District  
Marc Butler, Assembly member, 118th District  
Peter Lopez, Assembly member, 102nd District  
William Magee, Assembly member, 121st District  
Angelo Santabarbara, Assembly member, 111th District  
Claudia Tenney, Assembly member, 101st District



# THE MOHAWK VALLEY – MAKING CONNECTIONS ◀

Since its establishment in 2011, the Mohawk Valley Regional Economic Development Council has worked tirelessly to describe and implement an investment strategy that will revitalize our region. Capitalizing on our strengths and recognizing opportunities for improvement, the MVREDC has become a catalyst for progress in economic development.

In realizing Governor Andrew M. Cuomo’s vision to empower New Yorkers who are committed to rekindling the economic spirit that created the Empire State, MVREDC has already guided the investment of more than \$200 million in state funds. Through the Council’s efforts, this strategic investment in competitively awarded funding has created jobs and supported the foundation for a renewal of our regional economy.

Building a strong foundation, however, is just the beginning. In this Progress Report, descriptions of successful projects are paired with our goals for the future. Each year’s measurable progress is paving the way for substantive change, as we continue to reinvigorate a region whose storied past inspires its 21st-century rebirth.

We celebrate the work that has been done, acknowledging that the Mohawk Valley has already seen the benefits of regional strategic planning; and, we remain committed to putting the taxpayers’ investment to work.

Sincerely,  
The Mohawk Valley Regional Economic Development Council



## 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.

# I. EXECUTIVE SUMMARY



*The story of the Mohawk Valley Regional Economic Development Council has been one of building connections – connections among strategies, among communities, among ideas for growth and investment.*

The Mohawk Valley's long economic decline followed decades of high-wage, wealth-creating jobs departing the region. In August 2011 Governor Cuomo tasked the Mohawk Valley Regional Economic Development Council with reversing that slide.

The MVREDC's first five-year strategic plan has driven the creation of more than 1,400 new full-time jobs and nearly three-quarters of a billion dollars in new investment. The Region's decline has been slowed but not fully halted. In fact, our metropolitan poverty rate has increased slightly, and the region actually has fewer jobs now than in 2010.

Then, in 2015, the MVREDC witnessed a dramatic return on one of its key strategies: Growing high-wage, wealth-creating jobs at SUNY Polytechnic Institute's QUAD C and Marcy Nanocenter. Both were early-round MVREDC priority projects that were perfectly positioned this year to attract billions of dollars of private investment as part of the Governor's "Nano Utica" initiative. With a commitment of 4,000 high-wage, wealth-creating jobs, the critical new private investment is now in place to propel the revitalization that the Council has been seeding since 2011.

In the pages that follow, you will read of this and other progress being made on each of the Council's core strategies. Although much work remains to be done, the impact of MVREDC investments from the beginning have now placed our region at a tipping point for sustainable and prolonged economic prosperity and success.

The impacts of this news, of course, are not reflected in current data. But there can be no argument that a critical new foundation now exists – as planned – that will surely change Mohawk Valley lives and communities for the better. Moreover, these developments made it even clearer that the Regional Council's other strategies – to build an able and appropriate workforce pipeline, create a technology-enabling environment and improve the living environment – are as sound and essential as ever.

The MVREDC's focus on a strategy of "Growth" has helped longstanding Mohawk Valley employers such as Harden Furniture and Burrows Paper to modernize their manufacturing operations to meet the latest consumer demands. New and fast-growing businesses such as Utica Coffee Roasting have been able to expand and add jobs. Future sites – such as the MarcyNanocenter – got much-needed investment to position it for growth. The 2015 roster of Priority Growth projects include the expansion of Par Technology Corporation, a leading maker of service solutions for the hospitality industry. And, new software firm Mair Magaw promises to bring creative-class jobs to downtown Amsterdam.

Through its "Build" strategy, the MVREDC continues to fashion a pipeline to provide training and opportunity for the Region's labor force as well as ready supply of talent for Mohawk Valley employers. REDC support has helped launch innovative programs that address the needs of a growing specialty brewing segment (Hartwick College Center for Craft Food and Beverage) and the Region's lead role in the area of commercial unmanned aircraft (MVCC Aircraft & Powerplant program).

In 2015, workforce development programs will address the needs of advanced manufacturing and nanotechnology. Further, training and business development in agriculture and food production are at the heart of the proposed Mohawk Valley Agribusiness Incubator at SUNY Cobleskill.

Across the Region communities are showing signs of rebirth. In downtown Utica, the 55-year-old Memorial Auditorium became home to the American Hockey League Comets and received long-needed renovations, with critical State and REDC help. A few blocks away, a former bank once facing the wrecking ball begins life anew this fall as a commercial-residential building with a seafood restaurant on the top floor. In Round V, the MVREDC is supporting revitalization projects in the village of Schoharie, in downtown Oneonta and in the historic Baggs's Square section of Utica.

The story of the Mohawk Valley Regional Economic Development Council has been one of building connections – connections between strategies, between communities, between people, between ideas for growth and investment.

Read on to see how those connections are energizing the rebirth of a region, according to plan.

**MARCY**   
Nanocenter at **SUNY Polytechnic Institute**

**am** 

**SUNY POLYTECHNIC INSTITUTE**

**SUNY POLYTECHNIC INSTITUTE**  
QUAD-C



**SUNY POLYTECHNIC INSTITUTE**  
Innovation Center

**MVREDC  
PERFORMANCE  
SINCE 2011**

1,952  
JOBS

7:1  
LEVERAGE

293  
PROJECTS

\$890M  
INVESTMENT

# PUBLIC PARTICIPATION ◀

The Mohawk Valley Regional Economic Development Council (MVREDC) has embraced a new type of public participation model with the formation of MV500. MV500 was specifically created to draft the MVREDC's Upstate Revitalization Initiative, but the group has evolved into an engine of unity and collaboration that has encompassed the entire REDC process.

Over the past eight months MV500 working with MVREDC has cultivated support from critical sectors across the region, including public and private sectors, government and education, and has had active participation from representatives in all six counties by creating several teams and workgroups to undertake the creation of the URI plan as well as spur the development of key elements of the MVREDC strategies.

The MV500 Strategy Team, which has over 50 members, has developed into an inclusive body that challenge and support one another. The Team has developed a common agenda, no easy feat for a region that has long been characterized as disjointed and divided. From these meetings, workgroups popped up to address shared needs and weaknesses, for example: how can we connect precision agriculture UAS testing in Oneida County to needs of farmers in Schoharie or Otsego County? Or how can we make sure there are educational and workforce development opportunities available for the 25% of Mohawk Valley residents living in or near poverty?

To answer some of these questions, MV500 and the MVREDC launched an exploratory quantitative survey and began a series of outreach meetings to the entire region in April. Public responses received shout for the same thing, as if in chorus: well-paying jobs; a well-educated workforce; safe spaces to live, work and play and prosperity. The Mohawk Valley has never experienced such regional unity.

## OUTREACH AND ENGAGEMENT MEETINGS

MV County Leadership Summit

Featuring Rich Tobe, Director of Upstate Economic Development

HUD Strengthening Communities Summit

Communities from MV & Capital District (300+ attendees)

Global NY Craft Brewers Micro-Summit

More than 60 craft beverage producers and stakeholders

2015 Clean Energy Economy Conference

Partnership between MVREDC & NCREDC (200+ attendees)

MV500 Regional Outreach

Cobleskill MV500 Community Briefing

Oneonta MV500 Business & Community Leadership Briefing

Mohawk Valley Mighty Waters Inter-agency Think-Tank

Regional strategy for brownfields and waterfronts

**41**  
MEETINGS,  
WORKGROUPS AND  
OUTREACH EVENTS  
**1500**  
INDIVIDUALS  
REACHED



# UNDERSTANDING THE PLAN ◀

The 2015 MVREDC Progress Report 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 2016 slate of priority projects.

At its core the Progress Report 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.

## KEY PROGRAM & WORKGROUP ICONS



NY RISING



VETERANS



Cleaner Greener



PATH THROUGH HISTORY



GLOBAL NY



OPPORTUNITY AGENDA



MULTI-REGION



INNOVATION



STATEWIDE INITIATIVES

## CONNECTIONS PROFILES

*These Connections Profiles will showcase how the Mohawk Valley is connecting its assets and strengths to advance the regional economy and quality of life.*



KEY STATS

# II. PROGRESS



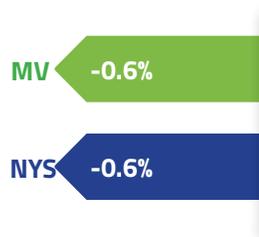
*“This is a transformative moment that will make a difference in peoples’ lives in the Mohawk Valley for generations to come.”*

*- Governor Andrew Cuomo, August 20, 2015  
ams & GE Announcement*

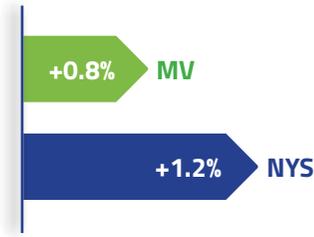
# REGIONAL PERFORMANCE METRICS ◀

## WORKFORCE

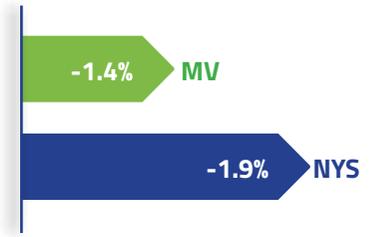
The Mohawk Valley needs to build and maintain an education and workforce development pipeline if we are to sustain our economic growth. Our investment in training and education programs needs to promote inclusivity as the region needs to create pathways that will help vulnerable and hard to place workforce achieve economic success. In Utica and Rome alone, 40% of working age individuals are living in or near poverty- by increasing access to middle-skills job training and an increase the number of job openings, we can reverse this trend. According to the UB Regional Institute advancing the economic prospects of the region's vulnerable populations lies in occupations that require education or training and pay higher wages- especially STEM Industries which command up to a 10% higher wage while requiring only a two-year degree or specialized training certificate.



% POPULATION 25+ WITH ONLY HIGH SCHOOL DIPLOMA (2013)  
% Change Since 2010  
Source: US Census Bureau



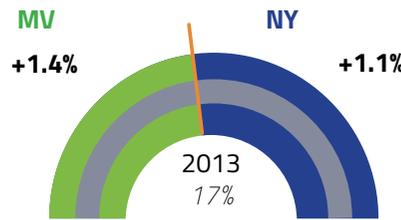
% POPULATION 25+ WITH BA DEGREE OR HIGHER (2013)  
% Change Since 2010- 2013  
Source: US Census Bureau



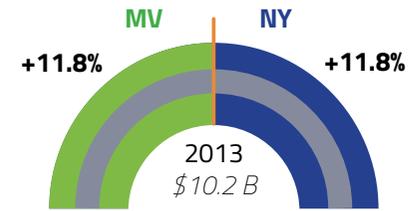
UNEMPLOYMENT (2015)  
% Change Since 2010  
Source: US Bureau of Labor Statistics

## ECONOMY

According to UB Regional Institute- the Mohawk Valley is poised for growth in several key industries, including STEM Intensive Industries, Agribusiness and Tourism. We are uniquely poised to build on key partnerships to connect our STEM industries to agriculture R&D and tourism destinations. To fully create an innovation ecosystem within the region we will increase R&D at area colleges, work to retain our highly-skilled graduates and grow local production and exports. Data from the NYS Department of Labor shows that exporting in the Mohawk Valley alone has grown by 31% in recent years, tourism accounted for 10% of the region's global exporting.



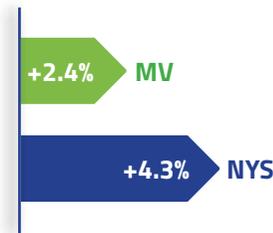
METRO POVERTY RATE (2013)  
% Change Since 2010  
Source: US Census Bureau



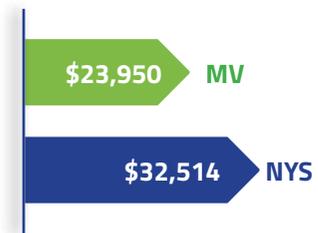
GROSS DOMESTIC PRODUCT (2013)  
% Change Since 2010  
Source: Bureau of Economic Analysis

## QUALITY OF LIFE

As our region transitions to an innovation-rich economy, it is imperative that the condition of the human habitat align with the preferences and pursuits of a new and expanding workforce. Pedestrian-friendly downtowns, diverse amenities, and neighborhood-connected waterfronts comprise the foundation of a healthy urban ecosystem. Our goal is to transform the physical landscape of the Mohawk Valley from a series of isolated, tired rustbelt communities to an archipelago of verdant, connected, and vibrant communities.



MEDIAN HOUSEHOLD INCOME (2013)  
% Change Since 2010  
Source: US Census Bureau

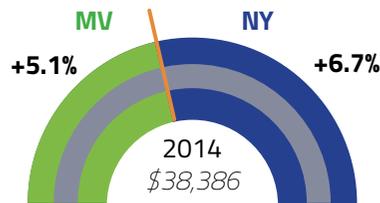


PER CAPITA INCOME (2013)  
Source: US Census Bureau

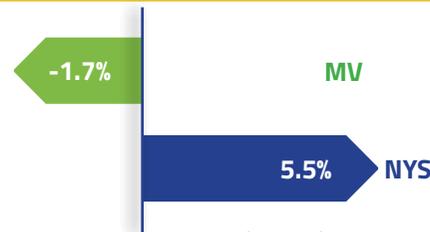
## HARD-TO-PLACE WORKERS

SOURCE: US CENSUS BUREAU

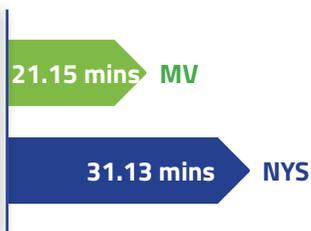
	TOTAL MOHAWK VALLEY	% IN POVERTY IN MV	% IN POVERTY IN UPSTATE NY
HS DIPLOMA OR LESS	156,292	18%	17%
LANGUAGE OTHER THAN ENGLISH AT HOME	38,360	27%	22%
DISABLED (AGE 18-64)	38,221	33%	28%
FOREIGN BORN	23,449	22%	16%
SINGLE PARENT	18,923	37%	39%
VETERAN	19,793	9%	9%



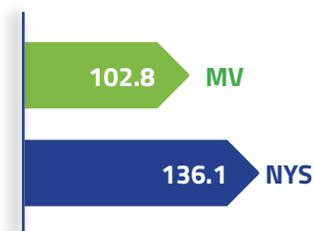
AVERAGE WAGE (2014)  
% Change Since 2011  
Source: NYS DOL



JOBS (2013)  
% Change Since 2010  
Source: Bureau of Economic Analysis



COMMUTE TIME (2015)  
Source: US Census Bureau



COST OF LIVING INDEX 2015  
Base 100  
Source: ACCRA Cost of Living Index

## DEMOGRAPHICS

### POPULATION

496,971

### MEDIAN AGE

41

### POPULATION AGE 20-34

18%

### % POPULATION BORN OUTSIDE THE US

5.2%

### LABOR MARKET

231,800

Source: NYS DOL, US Census Bureau

## MVREDC PERFORMANCE SINCE 2011



# STATE OF THE REGION- ECONOMIC INDICATORS ◀

## PUBLIC & PRIVATE SECTOR

NUMBER OF PRIVATE ESTABLISHMENTS (2013)

10,240

-0.8%  
GROWTH

TOTAL ANNUAL WAGES PRIVATE (2014)

\$4.9B

-1.3%  
GROWTH

NUMBER OF PUBLIC ESTABLISHMENTS (2013)

3,453

TOTAL ANNUAL WAGES PUBLIC (2014)

\$2.0B

Source: 2013 US Census Bureau

## REGION WIDE

NUMBER OF ESTABLISHMENTS

12,158

Source: 2013 US Census Bureau

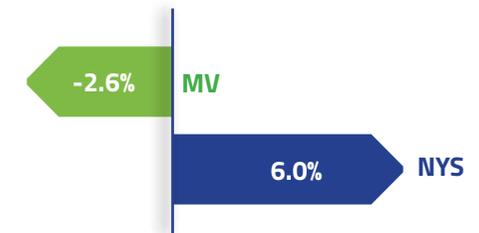
TOTAL ANNUAL WAGES

\$7.2B

Source: 2014 NYS DOL

AVERAGE ANNUAL EMPLOYMENT  
GROWTH (2014)

Source: US Census Bureau



## QUALITY OF LIFE INDICATORS

ESTIMATED VISITOR SPENDING (2014)

\$1.49B

Source: Tourism Economics

PERCENT LIVING IN REGION

86.1%

PERCENT COMMUTING INTO REGION

21%

Source: US Census Bureau



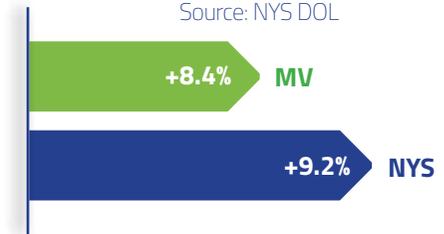
AVERAGE PRIVATE SECTOR  
EMPLOYMENT GROWTH (2009-2014)  
Source: NYS DOL, US Bureau of Labor Statistics



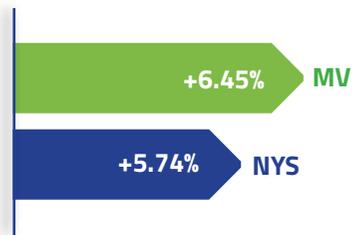
AVERAGE PUBLIC SECTOR  
EMPLOYMENT GROWTH (2009-2014)  
Source: NYS DOL, US Bureau of Labor Statistics



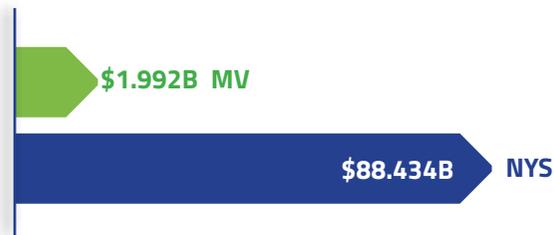
AVERAGE ANNUAL PRIVATE WAGES (2014)  
% CHANGE SINCE 2010  
Source: NYS DOL



AVERAGE ANNUAL UNEMPLOYMENT (2015)  
Source: NYS DOL



REGIONAL EXPORTS (2014)  
Source: US Bureau of Economic Analysis, US Census Bureau, export.gov



EXPORTS GROWTH (2012)  
% Change since 2009  
Source: US Bureau of Labor Statistics, US Census Bureau



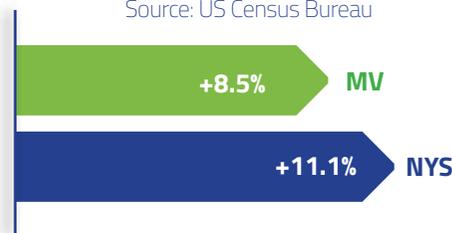
PERCENT LIVING IN SAME  
REGION AS 2014

85.9%

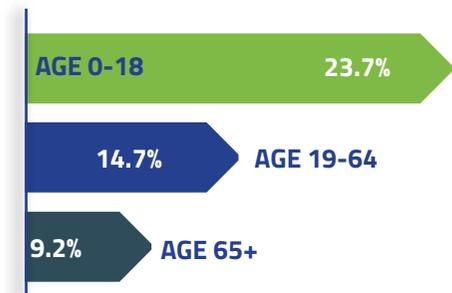
PERCENT LEAVING NYS

1.4%

SHARE OF RESIDENTS LACKING  
HEALTH INSURANCE (2013)  
Source: US Census Bureau



POVERTY STATUS OF RESIDENTS



# STATUS OF PAST PRIORITY PROJECTS

The Mohawk Valley Regional Economic Development Council has placed emphasis on attracting high quality, impactful priority projects. Over the past four rounds of the CFA, the Mohawk Valley has completed 30 of its priority projects, while 43 are on schedule, 7 are progressing, 1 contract is not executed and 20 projects have been canceled or declined their CFA award offer. Examples of priority projects that have leveraged the execution of other projects include: investments at the Marcy Nanocenter at SUNY Polytechnic Institute site, Construction of the Quad C, expansion of FAGE USA, the Landmarc Project in downtown Utica, and technology upgrades at the National Baseball Hall of Fame and Museum. Strategic alignment remains a top priority for all past and future priority projects.

## SUMMARY OF ALL PAST PRIORITY PROJECTS



COMPLETE 29%  
 ON SCHEDULE 43%  
 PROGRESSING 5%  
 CONCERNS 0%  
 CONTRACT NOT EXECUTED 0%  
 CANCELED OR DECLINED 23%



COMPLETE 6  
 ON SCHEDULE 5  
 PROGRESSING 0  
 CONCERNS 0  
 CONTRACT NOT EXECUTED 0  
 CANCELED OR DECLINED 5



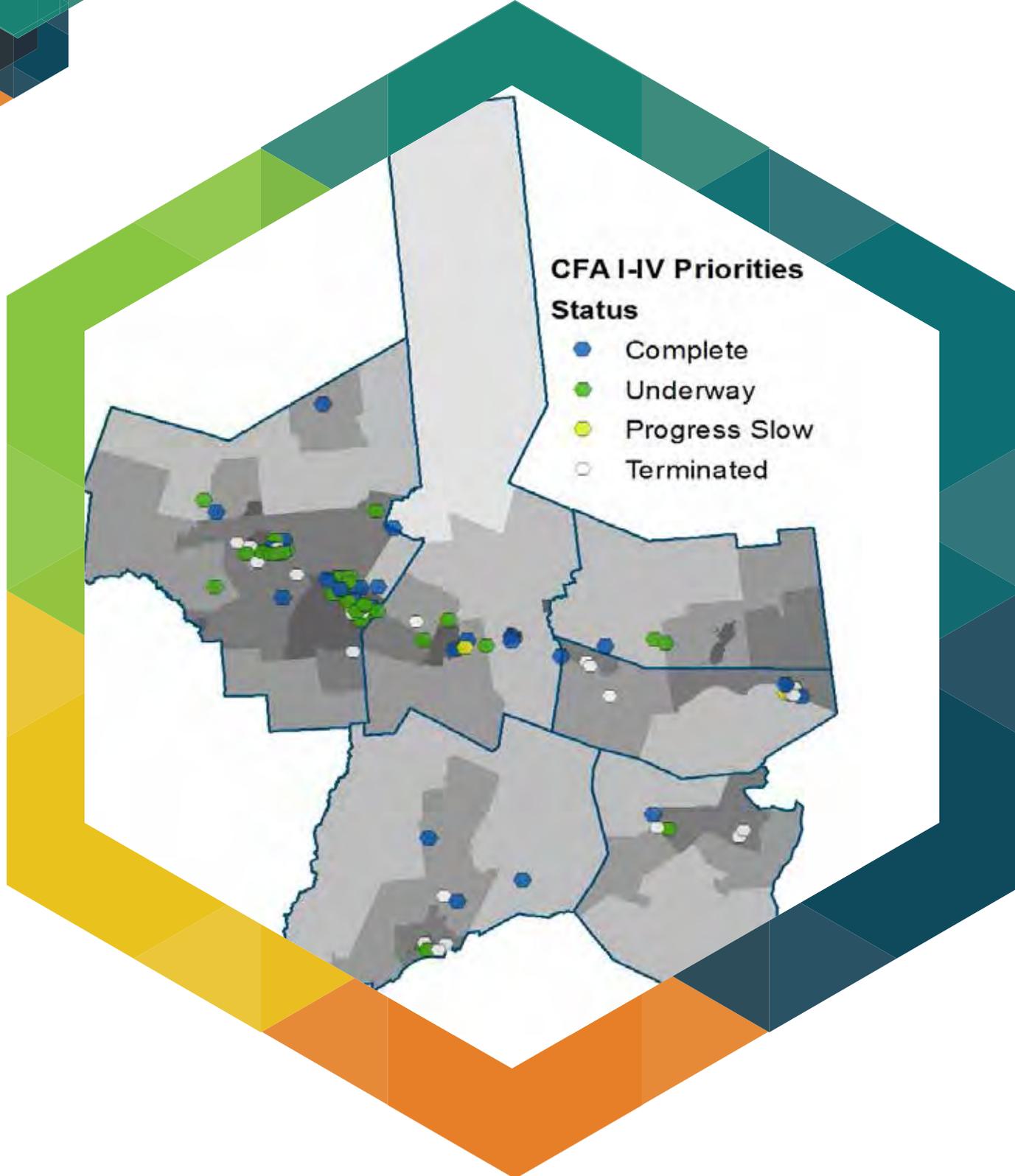
COMPLETE 12  
 ON SCHEDULE 9  
 PROGRESSING 2  
 CONCERNS 0  
 CONTRACT NOT EXECUTED 0  
 CANCELED OR DECLINED 10



COMPLETE 12  
 ON SCHEDULE 16  
 PROGRESSING 3  
 CONCERNS 0  
 CONTRACT NOT EXECUTED 0  
 CANCELED OR DECLINED 9



COMPLETE 0  
 ON SCHEDULE 15  
 PROGRESSING 0  
 CONCERNS 0  
 CONTRACT NOT EXECUTED 0  
 CANCELED OR DECLINED 0



# STATUS OF PAST PRIORITY PROJECTS ◀

## BY STRATEGY

### Priority Projects GROW

Round	CFA	Project Name
2	12945	Mohawk Fabrics Expansion
2	14506	Rome Strip Steel Capital Upgrades
2	16424	Harden Furniture Modernization Project
2	17487	Expansion of the Manufacturing of Jet Engine Parts
2	18579	Gehring Tricot Capital
2	18651	Masonic Medical Research Laboratory Capital
2	18660	Burrows Paper Capital
3	27424	Utica Coffee Roasting Company Capital
3	29295	3B Timber Shavings Capital
3	30441	Westmoreland Ambulatory Surgery Center Capital
3	31966	Medcare Administrators Capital
1	3319	MVEDGE- Marcy Interceptor Sewer Upgrade ETP Capital
1	4252	Griffiss International Airport Capital
1	4312	MVEDGE - Marcy Nanocenter - Phase 1A Capital
2	15727	Small Business Improvement Program
2	17859	Advanced Tool Inc. Equipment Upgrade
2	18900	PAR Government Systems Capital
2	19405	HCIDA Revolving Loan Fund Capital
3	28106	MVEDGE Sewer Crossing Capital
3	28409	MVEDGE - Marcy Nanocenter - Phase 1B Capital
3	29562	Adirondack Barrel Cooperage Capital
3	30669	Cardiac Research Institute of Masonic Research Laboratory Capital

### Priority Projects GROW

Round	CFA	Project Name
3	31860	AIDA & Giant Solutions Capital
4	38993	Facility renovation
4	39256	Marcy Nanocenter - Time-to-Market Site Improvements Project
3	31071	Cryo Pure Capital
3	32652	Matt Brewing Company Capital
1	6316	Quandt's Foodservice
1	6635	Brouwerij Belame Capital
1	6803	Homogeneous Metals Capital
1	7008	Cobleskill Brewing Capital
2	16507	Power Distribution
2	16601	Cold Point Expansion Project
2	17516	Bonide Products Inc. Manufacturing Upgrades
2	18037	Pro-Zone Lockers
2	18642	Adirondack Distilling Capital
2	18874	Cardinal Phase II Buildout Capital
2	19366	TecMar Aquaculture Facility Capital
3	29182	Corbin Hill Road Farm Capital
3	30035	Revolutionary Spirits Farm Distillery
3	30535	Mohawk Resources Capital
3	32026	Erie Canal Distillers Capital
3	32026	Establish Distillery in Fort Plain
3	32244	Rome Strip Steel Company Capital

### Priority Projects MODERNIZE

Round	CFA	Project Name
2	19209	Gloversville-Johnstown WWTF Capital

Project is complete

Project is on schedule

Project is progressing

Project concerns

Project contract not executed

Project canceled or funding declined

### Priority Projects BUILD

Round	CFA	Project Name
1	7071	Milford CSD CORE Initiative Working Capital
2	17519	Valley Health Living Learning Community
3	27585	Hartwick Craft Food and Beverage Center Capital
2	18119	Center for Global Advanced Manufacturing CGAM Characterization Laboratory
3	30379	MVCC Unmanned Aerial Systems Capital
1	6188	SUNY POLY Research Foundation Capital
2	18511	Utica College Forensics Center Capital

### Priority Projects CREATE

Round	CFA	Project Name
1	3799	Northland Networks Capital
1	5027	Griffiss Local Development Corporation Fiber Connectivity Hub Capital
1	6507	GUSC Energy Capital
1	8871	Fort Schuyler Management Corporation - Quad C - Phase 1 Capital
3	20823	Fort Schuyler Management Corporation - Quad C - Phase 1B Capital
3	30045	Northland Networks Fiber Phase 2 Capital
3	30373	Community Entrepreneurship Sandbox Capital
3	31808	Oneida County - Griffiss Airport Terminal Building
1	4745	Fulton County - Tryon Park and Incubator Center Capital
2	19358	Griffiss FIS Capital
3	29853	Mohawk Valley Certified Business Incubator Proposal
3	31542	Griffiss Institute Capital
4	40213	UAS Test Range Instrumentation
4	40861	Mohawk Valley Innovation Hot Spot
1	41578	Tryon Tech Park Phase II
3	32271	GUSC Energy Capital

### Priority Projects REVIVE

Round	CFA	Project Name
1	3811	Town of Cobleskill - Route 7 Corridor Capital
2	16513	Digitization Project
2	18319	Outpatient Pavilion Expansion
2	19030	Utica Memorial Auditorium Capital II
3	28060	Oneida County Union Station REA Wing Capital
3	30628	Primo Property Management Capital (Utica Landmarc)
3	31174	Valley Cinema Digital Conversion Capital
2	18794	Verona Sewer System Capital
2	19280	Rome Capitol Theatre Capital
2	19794	Utica City Center Sewer Improvements Capital
3	30267	Herkimer NYSARC Capital
3	30321	Rock Ledge Campground Capital
3	31159	Rome Cable From Unusable to Renewable
3	31924	Cobleskill Water Supply - Capital
3	32032	City of Utica Sewer Separation Capital
3	32339	City of Utica- Harbor Point
3	32511	Utica Memorial Auditorium Capital III
3	32625	Town of Oneonta Southside
4	39400	Utica Landmarc Project
4	41042	121 Hotel Street Project
2	17748	Rome Cable Complex 4 Demolition and Cleanup
2	19795	East Herkimer Sewer Capital
3	31633	Deer Run at River Ridge Capital
3	32273	American Hotel & Hospitality Management Capital
2	19194	Utica Street Scape Capital
2	19298	Foothills Performing Arts Center Capital
3	32088	Erie Canal RV Resort & Campground
3	32241	Matthew Dann Oneonta

# STATUS OF PAST CFA PROJECTS ◀

The Mohawk Valley has focused CFA investment on five core strategic areas that include strong partnerships among the state, the private sector, higher education and the community. By concentrating on growing business and industry, building an educational pipeline of future workers, creating a culture of entrepreneurship, investing in reviving our population centers and modernizing our civic institutions, the Council has enabled the region to begin a dynamic culture shift; residents are now thinking about their hometowns with pride rather than just simply places to live and work. Changing attitudes of Mohawk Valley residents also gives potential visitors a much different view of the community.

Investments by NYS that traditionally spurred business growth are now being leveraged by investments in downtown living, new retail and eating establishments and increased attention on regional tourism specializations. Visitors to the region can now visit the National Baseball Hall of Fame's collection online before their trip, then visit the museum, walk along a revitalized downtown Cooperstown and visit Brewery Ommegang as well as other breweries along the Brew Central beverage trail and stay overnight at any one of the region's bed-and-breakfasts. These connections are important to the overall health of the region and what will carry the region ahead in the future.



**JOBS CREATED- 259**  
**TOTAL RETAINED- 329**  
**TOTAL- 588**



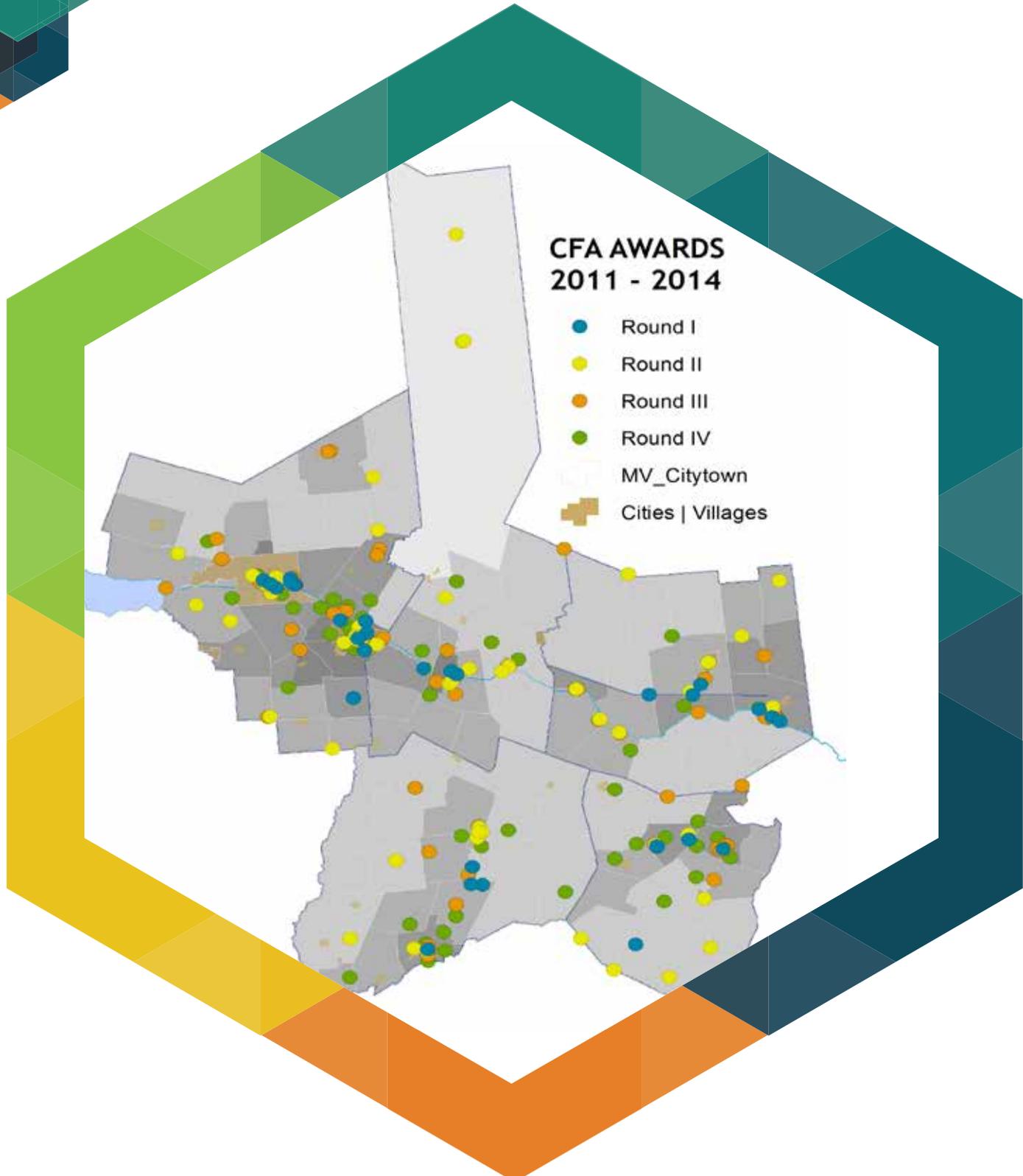
**JOBS CREATED- 72**  
**TOTAL RETAINED- 949**  
**TOTAL- 1,021**



**JOBS CREATED-173**  
**TOTAL RETAINED- 131**  
**TOTAL- 304**



**JOBS CREATED- 16**  
**TOTAL RETAINED- 23**  
**TOTAL- 39**



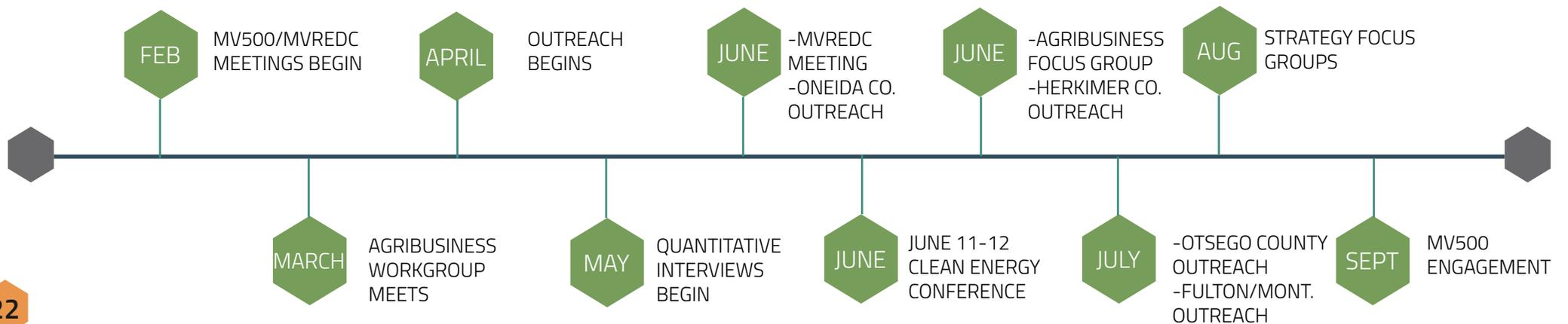
# CFA PROJECT DEVELOPMENT ◀

The Mohawk Valley once again used its Project Development Committee (PDC) as lead to solicit project ideas. By having a networked group of county-level economic development professionals, the group was able to get out into the community and identify strategic projects and provide technical assistance to needed projects. Potential project applicants were encouraged to fill out a priority project survey and attend CFA workshops. Considerable outreach was also accomplished by utilizing social media and industry specific events like the Craft Brewing Micro-Summit and Clean Energy Conference. Partnerships with other MVREDC working groups also led to an increased focus on identifying projects that would advance some of the region's key initiatives. The Mohawk Valley Anti-Poverty Task Force has aligned with the MVREDC Opportunity Agenda to advance projects that help overcome the barriers for hard-to-place workers to find employment including veterans, refugees and the resettlement community. By collaborating with the Central New York International Business Alliance the MVREDC was also able to put a specific emphasis on business investment projects that would increase the amount of the region's global exports and foreign direct investment.

Not only are the PDC and MVREDC workgroups important for generating project leads, but they are also key in making sure that these projects come to fruition. The Council has engaged the PDC to prioritize and vet the submitted projects to identify which projects are immediately implementable and others that may not be quite ready, but will fit into the overall strategy pipeline. The Council has engaged the PDC to help it identify and prioritize potential priority projects and to otherwise help in the development of a longer-term project pipeline consistent with Council strategies. Because of the work done by the PDC throughout the year- 2015 brought the most geographically diverse and best projects to the table to date.

## PROJECT DEVELOPMENT COMMITTEE MEMBERSHIP

RONALD PETERS- FULTON COUNTY  
STEPHEN SMITH- HERKIMER COUNTY  
KENNETH ROSE- MONTGOMERY COUNTY  
STEVEN DIMEO- ONEIDA COUNTY  
SANDY MATHES- OTSEGO COUNTY  
WILLIAM CHERRY- SCHOHARIE COUNTY





## STATUS OF PAST CFA PROJECTS BY YEAR ◀

PROJECT STATUS	2011	2012	2013	2014	TOTAL	% of Projects
Complete	34	29	24	0	87	30%
On Schedule	15	22	47	64	148	51%
Progressing	2	5	6	0	13	4%
Concerns	0	0	1	6	7	2%
Contract not Executed	1	0	0	0	1	0%
Canceled or Declined	10	14	12	1	37	13%
TOTALS	62	70	90	71	293	100%

# III. IMPLEMENTATION

## AGENDA



# MVREDC IMPLEMENTATION ◀

## ADVANCING THE PLAN

Internal review of the MVREDC implementation identified several areas in which the Council can make a larger impact. These include finding alternate sources of funds to implement strategies, pursuing implementation actions that don't require outside funding and fostering regional partnerships to advance the strategic plan.

### Successful projects that used alternate sources of funding include:

In May of 2015, **Smith Packing Company** pursued a USDA grant (Local Food Promotion Program) that assists in the expansion of local and regional food business enterprises. The grant aims to increase access to and consumption of locally produced agricultural products, and will allow Smith Packing to develop new market opportunities. Smith Packing Company's grant request furthers the Mohawk Valley region's goal to grow investment and employment in the key sector of agriculture and agribusiness.

In January of 2015, \$1.6 million was allocated for the remediation of the **Rome Cable site in Rome**, through the NY Works II program. The money allows the site to move past planning phases of clean-up and allows for remediation work to begin. Rome Cable is among the largest brownfield sites in the Mohawk Valley region. This funding assists in the Mohawk Valley region's strategy to

revive urban centers and promote brownfield redevelopment.

In August of 2015, Congressman Richard Hanna announced \$5 million in federal funding, through the Airport Improvement Program and the Military Airport Program, for **Griffiss International Airport** in order to rehabilitate its taxiway, improve taxiway lighting, and renovate a 50,000 square foot hangar. This investment assists in the implementation of the Mohawk Valley region's strategy to maintain and improve critical infrastructure assets.

In May of 2015, the New York State Department of Transportation announced the \$10 million project to rebuild the last remaining 2-lane stretch of Route 825 at the **Griffiss Business and Technology Park** in Rome into a four-lane highway. The investment in this main artery through the growing tech park will further assist in developing the business park, and contribute to the Mohawk Valley region's strategy of improving critical infrastructure assets.

In 2014, the New York State Department of Transportation commenced the \$60 million Arterial Viaduct Replacement project, which, when completed in 2017, will improve transportation flow and cost within the City of Utica, and improve this critical infrastructure asset that serves as one of the most traveled thoroughfares in the Mohawk Valley. Furthermore, in August of 2015, New York State also announced additional funding for the development of a safer, modern and sustainable Route 5S corridor through downtown Utica.

In August 2015, Empire State Development announced approval of a \$500,000 grant to help **Utica College** relocate its business school into the remaining space in the Clark Center, which is located in downtown Utica. The project will bring 400 students and faculty into downtown Utica

In August 2015, the New York Power Authority announced a partnership with **Herkimer College** that will create on the campus a \$1 million joint training program that will share resources and curriculum between NYPA and the College. The partnership will train Mohawk Valley residents for jobs at NYPA and upgrade training of current NYPA workers. This investment assists in the Mohawk Valley region's strategy of expanding workforce development and training programs that are aligned with employer demands for labor.



### Implementation actions that don't require outside funding:

The Mohawk Valley region's two **STEM Hubs** help align STEM curricula with regional industry needs. This is done with a budget based on member school contributions. Aligning closely with the region's STEM Hubs, the region's three **P-TECH** programs will operate in a self-sustained manner after having received initial investments from New York State. These initiatives contribute in the implementation of the region's strategy to improve the quality of education and training systems through K-12 learning, STEM programs, job shadowing, and internships.

Also assisting in improving the quality of education and training systems through internships and apprenticeships is **Connect Mohawk Valley**. Begun in 2014, this is a program initiated and funded by two local nonprofits as well as the Workforce Investment Board of Herkimer, Madison, and Oneida Counties, that facilitates experiential learning opportunities between local high school and college students and regional employers.

In 2014, the Air Force Research Lab in Rome partnered with the Griffiss Institute, Arizona State University, and venture capital firm Wasabi Ventures to form the **NY Furnace program**. Through this program, entrepreneurs are given the opportunity to commercialize AFRL technologies and turn them into a business. As part of the program, teams are given seed funding and technical support as they work to bring their products to market and attract outside investors. \$400,000 in seed funding was raised by local partners in a matter of months. A second cohort of teams will begin the program Fall of 2015.

Also partnering in the Furnace program is the **thINCubator**, a business incubator in Utica that provides shared workspace and technical assistance to start-ups in the region. This institute is funded by Mohawk Valley Community College. Both the thINCubator and Furnace assist in the Mohawk Valley's strategies to develop a culture of entrepreneurialism, to capitalize on key R&D institutions to create businesses, and provide better access to capital for small business development.

### Fostering regional partnerships to advance the strategic plan:

The **Cyber NY Alliance** was established in 2011 to engage the Central New York community to support initiatives that enhance the high tech footprint and job creation in both the Mohawk Valley and Central NY regions. The Alliance seeks to strengthen and expand the defense industry and the Command & Control, Communications, Cyber and Intelligence (C4I) technology base of Central New York. This organization assists the Mohawk Valley in the implementation of its strategy to focus business attraction investments in the cyber-security and IT sector.

In 2013, the FAA designated **Griffiss International Airport** as one of the six test sites nationwide for UAS testing. The managing organization of this testing is the NUAIR Alliance. The Alliance is a coalition of more than 70 private and public entities and academic institutions working together to operate and oversee UAS test ranges in New York, Massachusetts and Michigan. This testing will establish the case for safe UAS operations in the nation's commercial airspace. The **NUAIR Alliance** assists in the implantation of the region's strategy to foster the creation of new university/research institution-based economic development partnerships to create new businesses that will become a regional concentration.

Starting with **HFM P-TECH** in 2014, and following up with **VP-TECH** and **P-TECH OHM** in 2015, this region's P-TECH programs provide hands-on learning opportunities to students in grades 9-14, and assist in the Mohawk Valley's strategies to improve the quality of K-12 education and workforce training systems.



# MVREDC IMPLEMENTATION ◀

## COLLABORATION

Ranging over 5000 square miles and spanning six counties, the Mohawk Valley is one of the most geographically and institutionally diverse regions in the state. Similar to the Southern Tier and North Country REDCs, our counties continue to explore opportunities upon which to partner and capitalize. Initially, natural markets and historic alliances beyond the REDC borders oftentimes posed a challenge to building a regional identity. As our economy evolves, however, we are embracing these internal and external partnerships to reinforce our manufacturing base, expand into new markets, grow tourism, and fertilize innovation. No longer perceived as a threat, internal and external collaboration is making us stronger than ever.

Five short years ago, any meaningful communication between economic development leaders from Oneida and Fulton Counties would have been by pure chance, if not by accident. A testament to the concept of regional economic development, the Mohawk Valley **Project Development Committee (PDC)**, consisting of economic development directors and staff from each of the six counties meet on a regular basis to discuss projects in the pipeline across the region.

Each bringing different industry concentrations, stakeholders, and skill sets to the table, PDC members and their staff share best practices, project leads, and

tricks of the trade. As a result, each county is positioned to benefit from one another's successes. Herkimer and Fulton counties are developing sites and working with local industry to participate in the emerging Nanotech supply chain. Schoharie and Otsego counties are investing in agriculture and transportation hubs with the potential to expand domestic and global markets for Oneida and Herkimer counties. Communities across the region are connecting and collaborating to revitalize brownfields, Main Streets, and waterfronts in a regional effort to lose the rustbelt identity in favor of more attractive, verdant and modern places.

Internally, we are finding common ground, and, more importantly, common cause in the pursuit of a modern, diverse, and sustainable regional economy. Externally, our cross-regional alliances are playing a leading role in the transformation of Upstate New York.

One of the most profound cross-regional partnerships in New York can be found in the **North-east UAS Airspace Research Integration Alliance (NUAIR)** – a unique marriage of innovation between the Central New York and Mohawk Valley REDCs. The NUAIR Alliance is coalition of more than 70 private and public entities and academic institutions working together to operate and oversee UAS test ranges in New York, Massachusetts and Michigan. NUAIR manages one of just six UAS test sites in the



United States. Joint CFA applications and investments in research, instrumentation, and training programs with CNY have resulted in an emerging unmanned aerial systems cluster that places New York State firmly at the epicenter of a global revolution. By leveraging regional strengths in data-to-decisions, aerospace systems, nanotechnology, and cyber, Upstate New York has the distinct potential to attract UAS technology companies from around the globe.

Cross-pollination is a phenomenon with roots in agriculture. Agriculture is the green thread that binds us as a region, while Food and Beverage processing continues to be one of our fastest-growing regional exports. Appropriately, the Mohawk Valley is cultivating two dynamic multi-regional efforts to market our diverse agribusiness entrepreneurs, food processors, and craft brewers in Upstate New York. Fueled by the partnership of I Love NY, the Central New York Tourism Region is spearheading the locavore-inspired **CNY Fresh** initiative and the nationally recognized **Brew Central** campaign. Exceptionally industry-connected, these initiatives leverage regional specializations unique to the Central New York, Southern Tier, and Mohawk Valley economies to grow tourism exports, foster entrepreneurialism, and promote Upstate's preeminent craft food and beverages.



# STRATEGY 1 ◀

## GROW BUSINESS & INDUSTRY

From its inception in 2011, the overarching goal of the five MVREDC strategies has been to reverse the decades of economic stagnation and job loss in the Mohawk Valley. The implementation of **STRATEGY 1: GROW BUSINESS AND INDUSTRY** has made critical and impactful strides in establishing foundational business investments that are now bearing fruit in the form of transformative economic development initiatives. The region's job loss has stemmed, businesses are again investing in the Mohawk Valley, and several key industry clusters are driving its economic resurgence. Three key business growth elements comprise **STRATEGY 1**:

- 1. Advanced Technology:** High wage, high value-add technology business and advanced technology manufacturing which will spur dramatic wealth creation in our region and attract global investment.
- 2. Agri-Business:** Encompassing agriculture production, processing, and distribution, this business growth strategy unites all 6 MVREDC counties and supports business growth and employment among the Mohawk Valley's distributed urban and rural centers.
- 3. Tourism:** Spanning regional attractions from Oneida County's Turning Stone Resort and Casino to Cooperstown's Baseball Hall of Fame, this strategic element drives increased consumer spending from outside our region to stabilize and grow the Mohawk Valley's job base.

This section is organized as follows: Progress of each of the key business growth elements summarized above is reviewed – including specific examples of *signature achievements* resulting from specific CFA projects from Rounds 1-4. In addition, in this strategy section the MVREDC identifies its **Economic Cluster Plan** which centers on Cybersecurity. A detailed rationale for this plan is provided as well as its connection to prior MVREDC CFA Projects. Lastly, this section concludes with a progress summary for the MVREDC's *Global New York Agenda*.

### ADVANCED TECHNOLOGY Signature Strategic Achievements:

- **Marcy Nanocenter- AMS AG- 1,000 Construction Jobs, 1,200 Direct & Indirect, Total Investment: \$3 billion**
- **SUNY POLY Computer Chip Commercialization Center- General Electric Phase 1- 4740 jobs additional 450 jobs over 10 years Total Investment: \$400 million**

Advanced technology industries, such as advanced manufacturing, are further leading the Mohawk Valley's way into the 21st century economy. Perhaps the most dynamic industry within the Mohawk Valley's advanced manufacturing cluster is the growing nanotechnology and semiconductor industry. MVREDC Investments starting in the first round of the CFA process have helped sustain this growth. Through a Round 1 CFA, the MVREDC endorsed Fort Schuyler Management Corporation's project to build the **Computer Chip Commercialization Center (Quad-C)** on the SUNY Polytechnic Institute campus. This CFA-backed project is nearing completion, and will house more than 1,500 employees at full capacity, including nearly 500 within **General Electric's** new Power Electronics manufacturing facility. These investments, and the resulting public-private partnership with General Electric and other Quad-C tenants, perfectly address the MVREDC's key strategic action of fostering the creation of new university and college-based economic development partnerships to strengthen regional concentrations.

Complementing this development, the MVREDC has invested millions, starting with a Round 1 CFA in preparing the **Marcy Nanocenter** site, also on the SUNY Poly campus, for semiconductor manufacturing tenants. With MVREDC CFA investments going toward site clearing, ring road construction, and other time-to-market improvements, the site has become one of the premier greenfield sites globally for semiconductor manufacturing. These MVREDC CFA investments have paid off 10-fold, as the site secured its first commercial tenant, Austrian semiconductor manufacturer **AMS AG**, which will begin facility construction in 2016 and at full capacity, will employ over 700 workers. Between the investments made at the Quad-C and Marcy Nanocenter, over 2,000 high-paying, STEM-intensive jobs will be created in the Mohawk Valley, making now a transformative time in the region's economy.

The MVREDC has also had the opportunity to support several other businesses within the region's growing nanotechnology industry. In Round 2, the MVREDC supported two CFAs from **Advanced Tool, Inc.**, a machinery manufacturer that supplies tooling to the nanotechnology industry. Two CFA awards for this business allowed the company to expand and upgrade its equipment to become more efficient and competitive. In Round 4, another homegrown business within the nanotechnology/computer components industry was supported through the CFA process. Through its Empire State Development grant, **Trenton Technology**, a company that builds and repairs computer circuit boards, will be embarking on a facility expansion, which will allow it to increase business capacity and create 30 new jobs. While

the MVREDC has been a vehicle to support existing local companies, investment in this industry locally has also attracted interest from other supply chain businesses within the nanotechnology industry. An example of this is **Cryo-Pure Corp.** receiving Round 3 CFA Empire State Development grant funding to assist in its expansion from the Capital District into the Mohawk Valley, in anticipation of the growth in nanotechnology. The company's new Oneida County location will provide gases and chemicals to nanotechnology companies within the region. Through these CFA-funded projects, the MVREDC has made substantial progress in attracting and growing complementary businesses that contribute to productivity and growth within key regional concentrations.

While advanced manufacturing within the nanotechnology field is catalyzing economic growth in the Mohawk Valley, the MVREDC has also fostered growth in another STEM-intensive industry: cybersecurity and information technology. With the **Air Force Research Lab (AFRL)** in Rome serving as a regional anchor for this industry, the MVREDC has sought out and endorsed projects that can complement this asset and grow this cluster.

In Rome, the **Griffiss Institute** has become the lead facilitator between private industry, academia, and the AFRL in developing cybersecurity research and development. The Institute also provides a conducive environment to enable the spinning off of new business opportunities and ideas through AFRL technology commercialization. Through a Round 3 CFA, the Institute received an Empire State Development grant to assist in its expansion project, which will provide more space to start-ups and entrepreneurs. In a 2014 Round 4 CFA, the MVREDC endorsed **Andro Computational Solutions**, a spinoff company of the Air Force Research Lab, for an expansion of its laboratory space. The company's receipt of an Empire State Development grant enhances its research capacity and its ability to collaborate with AFRL. These are examples of the MVREDC enabling projects that leverage key R&D institutions for spinoff economic development activity, and that optimize key business and industry clusters to catalyze economic growth.

Complementing the capabilities of the Air Force Research Lab, and utilizing **Griffiss International Airport** as a key physical asset, the Mohawk Valley has also found itself the new home of research and development within the Unmanned Aerial Systems (UAS) industry. In 2013, the FAA announced the **NUAIR Alliance**, based out of Griffiss International Airport in Rome and Hancock International Airport in Syracuse, as one of six locations nationally designated for UAS testing. With the opportunity to be a foundational location for a multi-billion industry, the possibilities for the region are nearly limitless. It is clear that the NUAIR award was due, in no small part, to the MVREDC's commitment to invest in high-technology industries and economic clusters. To capitalize on this opportunity, the Mohawk Valley region has partnered with the Central New York region to seek and obtain CFA funding to install UAS test range instrumentation. With Empire State Development grant funding awarded in Round 4, the NUAIR Alliance will become the first location nationally to install this instrumentation. As testing ramps up across the two regions, this industry has the ability to create more than \$100 million in economic impact, while creating hundreds of jobs. This cooperation with Central New York assists in the achievement of the MVREDC's strategic goal to optimize key business



# GROW BUSINESS & INDUSTRY ◀

and industry clusters to catalyze economic growth, and also foster the creation of new, economic development partnerships to create and strengthen regional concentrations.

Since 2011, the MVREDC has found advanced technology manufacturers willing to invest in their Mohawk Valley facilities. Transportation equipment manufacturers have long made the Mohawk Valley home. Some, such as *Turbo Machined Products*, are solidifying their place in the Mohawk Valley economy and within the transportation industry. This Herkimer County business received Round 2 CFA funding to expand its facility to accommodate greater capacity in its manufacturing of jet engine parts. *UTC Aerospace (formerly Goodrich Corporation)*, another manufacturer of jet engine parts, also accessed Round 2 CFA funding in Round 2 to enhance worker training. Investments such as these can give employees confidence in the longevity of their employers.

## **AGRIBUSINESS Signature Strategic Achievements:**

- **Fage- 100 jobs, \$100 million investment**

During the formulation of its 2011 strategic plan, the MVREDC identified a handful of industry and employment concentrations believed to hold high growth potential. The MVREDC has been able to support business investments throughout each round to advance these industries. One sector that thrives throughout the entire region is agriculture and agribusiness. Comprised of craft beverage producers, dairy product manufacturing, food processors and more, the region's agribusiness sector is thriving. The best example of this growth is Greek yogurt producer *Fage's* Round

1 CFA award that enabled a \$100 million facility expansion. This investment in Fulton County created more than 100 jobs, many of which were made available to low-moderate income individuals, including refugees. On the other end of the spectrum, the MVREDC has had the ability to directly assist farm-to-table operations such as *Blenheim Hill Farms*. This

Schoharie County business produces meats and vegetables that

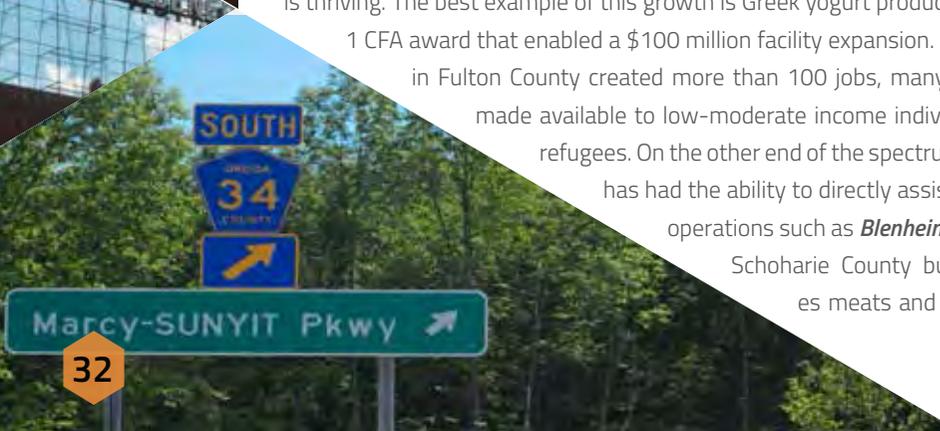
supply New York City restaurants, and through a Round 1 CFA award, was able to increase production and packaging capacity and create six jobs. This assistance to agribusinesses continues into 2015, as the MVREDC has endorsed several ag-related businesses as priority projects. For example, Otsego County's *Generations Malting Company* is seeking Empire State Development grant funding to open a malt house that will meet the needs of New York's craft brewing industry. (This Round 5 CFA, one of 32 2015 Priority Projects is described in more detail on page 76).

## **TOURISM Signature Strategic Achievements:**

- **National Baseball Hall of Fame- \$160 million economic impact**

As the region's agribusinesses tie in closely with a growing tourism sector, the Mohawk Valley has seen several instances of tourism related projects also benefiting the food industry. These sorts of projects serve to fulfill the MVREDC's strategic goal of creating convergence opportunities among regional concentrations. For example, *Brew Central's* Round 4 CFA award resulted in the creation of a regional tourism marketing campaign promoting the Mohawk Valley as New York's Craft Brew Destination to complement the TASTE NY program. The Cooperstown Beverage Trail is among the areas of the Mohawk Valley seeing the most growth in tourism, which complements another of the region's major tourism drivers – *the National Baseball Hall of Fame and Museum* in Cooperstown. The Hall of Fame is one of the biggest tourism locations in the Mohawk Valley, and has received two CFA awards to further enhance its guest experience. Through archive digitization and the creation of a mobile app, the Hall of Fame is positioning itself to reach more potential customers, and its proposed Round 5 CFA further seeks to reach a global audience through a marketing campaign targeting Latino and Latin-American baseball fans. (This Round 5 CFA, one of 32 2015 Priority Projects is described in more detail on page 76).

These investments in both agribusiness and tourism assets contribute to the achievement of the Council's strategic goal of improving linkages among tourism assets to increase the region's brand and foster more development opportunities. Since the beginning of the REDC process, the MVREDC has refined its focus of key regional drivers for economic growth. The region's STEM intensive industries, agriculture and agribusiness and tourism unite all six counties, and have the potential to drive the region forward. Together, these industry clusters create the kind of quality of life that is necessary to sustain a 21st century economy. Transformational investments occurring in these industries, in large part through CFA funding and MVREDC backing, all support the achievement of creating a business climate that fosters innovation and entrepreneurial growth in regional strengths.



# ECONOMIC CLUSTER PLAN ◀

## CYBERSECURITY

### SELECTION RATIONALE:

Cybersecurity is a growing national defense and industry concern in terms of vulnerabilities and security threats to information systems and critical infrastructure systems. The global cybersecurity market is projected by "Markets and Markets" to grow from \$106.32 Billion in 2015 to \$170.21 Billion by 2020, at a Compound Annual Growth Rate (CAGR) of 9.8%. Increases in cyber threats are backed by factors such as increasing mobile and web usage and social media, among others. Also, the projected growth of the Internet of Things (IoT) is another major factor that has invited various cyber threats at various sensors, terminals, and end devices.

Former CIA Director Leon Panetta stated that "the next Pearl Harbor could very well be a cyber-attack that cripples our government, our security, and financial systems". Five of the largest data breaches in New York State occurred in the past three years. Governor Cuomo noted the increasing cyber vulnerability and exposure that exists within New York State when he said: "Recent reports of cyber-attacks on governments and corporations are further evidence that our physical and virtual worlds are increasingly intertwined and the need to guard against these threats is urgent".

To give a sense of how big a threat cybercrime and malicious cyber activities pose to our economy, the Cyber Research Institute, located at Griffiss Business and Technology Park, notes that over one million adults are becoming cybercrime victims each day and the total cost of cybercrimes is \$4.1 billion dollars. This surpasses the value of global drug trafficking and looms as a major threat to our national economy as well as our national security.

According to a report from Attorney General Schneiderman (July 2014), the number of reported data security breaches in New York more than tripled between 2006 and 2013. In that same period more than 22.8 million personal records of New Yorkers were exposed in nearly 5,000 data breaches, which cost the public and private sectors nearly \$1.3 billion in 2013 alone. The threats to our commercial information systems was made even more apparent with the disclosure by Excellus Blue Cross Blue Shield that its information systems were "hacked", putting personal information for about \$7 million members and other individuals at risk.. The "sophisticated cyberattack" also put at risk information for another 3.5 million individuals associated with the Lifetime Healthcare Cos., Excellus parent company.



# ECONOMIC CLUSTER PLAN ◀

## CYBERSECURITY *conti.*

President Obama issued an Executive Order in February of this year directing the Department of Homeland Security to establish Information Sharing and Analysis Organizations (IASOs) as one way to better protect information and critical infrastructure systems in our commercial economy.

The MVREDC has selected cybersecurity as its regional cluster industry since this industry is expected to exhibit dramatic growth and the region has the potential to leverage its competitive strengths and capabilities that exist within the Upstate corridor. The largest concentration of cybersecurity expertise and activity is centered in the Utica Rome MSA although there are important industry and university linkages elsewhere in New York that are critical to building a more robust cluster in this technology area.

### WORLD CLASS CYBERSECURITY CLUSTER COMPONENTS:

The presence of the Air Force Research Laboratory's C4I Directorate in Rome is a critical R&D asset for the Utica-Rome MSA but also has strong connectivity with other important industry and university assets throughout New York State. The lab has nearly 1,200 employees and in-house contractors with an annual research and operating budget in excess of \$1 billion. The lab has established strong financial relationships with other federal defense and related agencies. In

addition to funding that the lab receives from its AFRL headquarters, the lab oversees contracting and research work in C4I technologies from other Air Force organizations, other military services (i.e., Navy and Army), DARPA, the Intelligence Community, Department of Homeland Security, SBIR funding, and other federal agencies. The lab's world-class reputation as a leader in pressing research and development challenges in the areas of command and control, communications and networking, computational sciences, intelligence exploitation, and cyber security science and technology ensures the effective ability to process raw data and intelligence into actionable information<sup>1</sup>. This is a major reason why so many federal agencies choose to work with AFRL Rome on defense and national security C4I issues.

There is a critical mass of national and locally grown defense contractors that are involved in working with AFRL's C4I Directorate. BAE, AIS, Exelis, Booz Allen Hamilton, Northrup Grumman, Andro Computational Solutions, Black River Systems, CUBRC, Research Associates of Syracuse, Capraro Technologies, PAR Government Systems, Quanterion Solutions, NYSTEC, AX Enterprize and others are critical parts of the Utica-Rome MSA economy.

Outside of the Utica Rome MSA, the region has critical industry partners with SAAB Sensis, SRC, Lockheed Martin, Wetstone Technologies, IBM, and Harris Corporation to name just a few. The lab also has strong academic ties with most of the key public and private universities. Cornell, Clarkson, RIT, Syracuse, Binghamton University, RPI, University at Albany and Stony Brook are critical partners in terms of sourcing talent for the lab but also collaborating on critical R&D projects. Locally, Utica College and SUNY Polytechnic Institute are forging strong collaborative partnerships to expand the lab's capability to build more cyber security expertise in non-defense areas and in the convergence of cyber with nano and UAS applications. The region's local community colleges at MVCC and HCCC are also aligning some of their curriculum to help produce an education pipeline for cyber professionals.

The lab also has a national network of academic and industry partners with partnership agreements with over 150 universities and 70 companies. These universities send faculty and students to Rome each year to work in the lab on critical research problems that help build a much more robust cyber and C4I ecosystem.

The Lab's presence has also contributed to the growth of key academic and industry concentrations within the Upstate corridor. Given the Utica-Rome MSA's concentration of C4I and cyber assets, the Utica-Rome MSA participated in the Brookings

<sup>1</sup> C4I Information Directorate, Air Force Research Laboratory, Annual Review with an Economic Impact Analysis, Fiscal Year 2014.



Institution's Metropolitan Business Plan (November 2013) for the Centerstate New York Region, an area that encompasses 12 upstate counties. The Utica Rome MSA along with the Syracuse MSA and Ithaca MSA are the three largest population centers that were part of this Metropolitan Business Plan strategy. The Centerstate NY Region also overlapped with parts of five regional councils (Mohawk Valley, Central NY, North Country, Finger Lakes and Southern Tier). One of the key strategies that emerged from the Brookings MBP was a recommendation that would strengthen the region's position as a leader in Cybersecurity, maintaining the critical asset offered by AFRL Rome's C4I Directorate and assisting the cybersecurity industry to enter into new markets such as finance, the power industry, law enforcement, autonomous systems, healthcare and other non-defense sectors.

The Brookings Centerstate New York Agenda for Economic Opportunity noted that traditional NAICS-based analyses do not appear to show that an information technology and information assurance is a growing cluster. Excluding the lab's employment (AFRL Lab jobs are about 731 government employees), the location quotient for this sector was 0.52 with total employment of 5,037 STEM Intensive Industry workers. Battelle estimated that the total output from this sector was approximately \$1.1 billion for the twelve county Centerstate NY region.

The Mohawk Valley is including cybersecurity as a regional cluster given the mounting concerns over cyber threats, which indicates that this is not just a national security-defense issue but a growing concern with costly implications on our national economy. The MVREDC believes there are opportunities to leverage our existing competitive strengths that have been more aligned with the defense industry and position the region to expand its cyber capabilities from defense to commercial sectors. This expanded capability would also make the region less prone to fluctuations in defense spending and a robust commercial cybersecurity sector would be synergistic with the existing core competency that remains in place due to the presence of the lab. Thus our defense industry expertise can help build a commercial industry base and the ability to penetrate this growing market segment would help enhance the level of innovation and core competency for the defense customers served by AFRL.

Cyber is also very much related to other critical technology initiatives that are part of the region's economic transformation. This includes the FAA designation of Griffiss as a UAS Test site, which will focus on sense and avoid technologies but also look at needs to protect autonomous systems from hackers.

Another critical initiative is the multi-billion investment at nearby SUNY Poly in nanotechnology with a primary focus in semiconductor manufacturing and packaging technologies. The growing UAS and nanotechnology initiatives, coupled with the existing capability that the region has in C4I and cyber technologies, provides for a complete electronics ecosystem that is focused on hardware and software areas.

**Specific initiatives in place or in the development pipeline where the region is leveraging its critical assets to strengthen its cyber cluster include:**

- **Utica College** has earned a place among nationally recognized undergraduate and graduate programs in both cybersecurity and financial crime. Total enrollment is approximately 850 students which includes approximately 435 students in undergraduate programs, and approximately 415 students in graduate programs. In the case of the latter, Utica College was a trail blazer introducing the first-of-its kind program in 1999, and now has one of the largest and highest ranked graduate cyber degree programs in the world. Utica College



# ECONOMIC CLUSTER PLAN ◀

## CYBERSECURITY *conti.*

was the first institution in the nation to earn two elite cybersecurity designations: the National Security Agency/Department of Homeland Security, Center of Academic Excellence in Cyber Defense Education and the Defense Cyber Crime Center, Center of Digital Forensics Academic Excellence. Both designations offer prestigious endorsement of this professionally-oriented curriculum. Today, Utica College is one of just a small number of academic institutions who have earned both of these sought-after designations. It recently earned a third designation from EC-Council, one of the premier cybersecurity certifying bodies, as an Academic Center of Excellence. This further proves its ability to offer a contemporary, relevant curriculum taught by world-class faculty with significant professional and academic accomplishments to their collective record. The Bachelor of Science degree curriculum in Cybersecurity offers four subject areas: Information Assurance, Cybercrime and Fraud Investigation, Network Forensics and Intrusion Investigations, Homeland Security and Emergency Management and Cyber Operations. The Master of Science degree curriculum in Cybersecurity is an on-line program focused in four subject areas: Cyber Intelligence, Computer Forensics, Cyber Operations and Electronic Crime Management. Utica College also offers programs focused on the highly important financial services and payment transactions processing industries for the investigation of financial crimes and the detection of financial fraud. The Financial Crimes Investigator Certificate is an online certificate program that educates students on how to prevent and investigate financial crimes for both the public or private sectors. The Bachelor of Sci-

ence in Fraud and Financial Crime Investigation offers two subject areas: Financial Investigation and Fraud Prevention and Detection. The Executive Master of Science in Financial Crime and Compliance Management educates students in the areas of technology and compliance. Recently, combining its expertise in cyber, law and government, the college added a Masters of Professional Studies program in Cyber Policy and Risk Analysis specifically aimed at the emerging need for thoughtful regulation and policy of a dynamic, fast-moving technology-related phenomenon. This program offers two market-leading majors in two subject areas: Cyber Data Fusion and Analysis and Cyber Policy. Within the next two years, Utica College has a target of achieving a 1000+ student enrollment in our cybersecurity and financial crime programs combined.

Additionally, Utica College is home to the Northeast Cybersecurity and Forensics Center (NCFC). The NCFC is an innovative partnership of academic, government and private sector resources that collaborate to provide cutting edge research, development and service in the fields of digital forensics and cybersecurity including the ability to offer students working internships in a fully-functional New York Stated approved digital crime lab. As part of this proposal, Utica College is working to develop a malware analysis center of excellence to expand its existing cyber capabilities and build stronger industry partnerships to help address growing industry needs for highly-trained cyber specialists. Expertise within dataRAMPART would provide core competency in static and dynamic analysis of malware samples gathered from members participating in dataRAMPART.

▪ **SUNY Poly** is building opportunities linked to cyber with nano and UAS applications. This builds on the presence of the lab, the UAS

test site at Griffiss International Airport and the multi-billion dollar investments underway and planned with the GE Global Research Center's SIC Power Electronics Packaging Center in the Quad C, and the ams semiconductor facility that will be located at the Marcy Nanocenter site to serve its consumer electronics, communications, industrial, medical and emerging IOT markets, and the proposed Innovation Acceleration Center at SUNY Poly's Utica site. SUNY Poly is looking at convergence opportunities in trusted computing, photonics, and quantum computing and computational sciences.

▪ **Griffiss Institute** has a Project Intermediary Agreement with the lab on cooperative and joint activities with small businesses, universities and colleges, technology transfer initiatives, as well as new technologies in the private sector that the lab can utilize and transfer for operational requirements. Two critical initiatives that the GI performs for the lab are operation of the Commercialization Academy, which is looking to commercialize AFRL patents for commercial uses; and GI is overseeing the Information Institute which brings faculty into the lab and oversees the lab's ACE Program for bringing the best and the brightest students to Griffiss each summer for the lab's intern program.

▪ **NUAIR** was created to help spearhead creation of a UAS corridor in Upstate New York given the designation of Griffiss International Airport as one of six FAA Test sites. NUAIR has more than 40 public and private partners and is attracting major national and international interest from UAS companies to deploy UAS systems that can be tested at Griff-

iss and related test ranges for future integration into the commercial airspace. NUAIR was given a mandate by FAA to focus on sense and avoid technologies. NUAIR is also looking to collaborate with AFRL to address cyber issues to protect UAS and autonomous systems from being hacked and losing control of the UAS platform. The presence of the UAS test site provides a unique level of technology that strengthens ties with the region's cyber expertise.

The **Cyber Research Institute** was created out of state legislation and is a 501 (c)(3) not for profit corporation (wholly owned subsidiary of the Griffiss Institute) that is focused on leveraging the lab's capability to support research initiatives that are outside the DoD domain but need to be performed in a classified, secured location. CRI has taken a leadership role in convening academic, government, industry and not for profit interests to focus on how best to transition the expertise of the AFRL Community to the rest of the region, state and nation. A CRI sponsored symposium of 90 + industry, government and university interests met at the Griffiss Institute in July of this year. The breadth of the cybersecurity threat to our society was well represented by the wide spectrum of symposium participants that included representation from the power industry, banking and finance, automotive, healthcare, SCADA, aviation product security, biometrics, computer forensics and others.

The symposium focused on a proposal to create **dataRAMPART** as a unique approach to achieve the key objectives contained in the President's Executive Order on Information Sharing and Analysis Organizations and link this initiative with existing capabilities that are evident at AFRL, Utica College, the Griffiss Institute and SUNY Poly.

The symposium's breakout sections focused on CRI's proposal to create an information and threat sharing consor-

tium known as dataRAMPART. dataRAMPART is a discovery research, analysis, and response Cybersecurity Center was founded on the alliance of an open innovation ecosystem through academic, industry and government collaboration for the cyber threat protection of public and private organizations of all sizes across industry sectors. The different industry sectors such as finance, manufacturing, healthcare, agriculture, nanotechnology, government agencies, not for profits, retail, pharmaceutical, critical infrastructure, and others, represents the diversification needed to complete a comprehensive assessment of the threat landscape to provide member organizations with common alert, incident analysis, and compromise response.

The dataRAMPART value proposition is that more advanced services such as malware analysis, research, policy generation, and incident response are better provided on an as-needed basis. By pooling the data, tools and skilled human resources necessary to provide these services, dataRAMPART staff can serve a large number of member organizations with these functions, which required dedicated attention to each members' unique needs, but which are only occasionally deployed and therefore are not efficient as in-house capabilities. dataRAMPART represents a business model concept that overcomes the barriers that cybersecurity has long struggled to address:

- Barrier 1: Public-private partnership in cybersecurity – overcoming the public-private divide on government having access to information on data breaches since it has authoritative enforcement powers that can hold private industry accountable (financially and legally). Private industry is interested in government supporting the solution financially, and receiving a benefit that would protect critical infrastructure.
- Barrier 2: Shortage of trained cybersecurity workforce. There is a shortage of skilled professionals and the cost of talent is prohibitive for smaller organizations. dataRAMPART is a shared concept model where the participants are sharing talent which helps off-

set the high cost of finding skilled cyber talent.

- Barrier 3: Creating a process that is beyond just sharing information. dataRAMPART provides a cost effective way to mitigation risks, and a quick streamlined incident response mechanism that is not financially crippling as the core capability is part of a shared services agreement for participating members. dataRAMPART model also recognizes the evolving nature of threats and that dataRAMPART will have flexibility and ability to evolve as threats evolve.
- Barrier 4: R&D technology for response and recovery. Competitive assets and presence of AFRL Rome addresses concerns about ability to maintain ongoing R&D investment activity. There could be a shared approach for sustainment given the evolving nature of potential risks associated with investing in new R&D, particularly given the evolving nature of emerging threats.
- Barrier 5: Transformative progress – moving beyond defense contracting. The dataRAMPART model provides opportunities for commercial industry based cyber activities that better diversifies the region's cyber capability and gives reason to help attract cyber capability that is non-defense oriented.

The region's cyber industry base is positioned for growth with ongoing investments in UAS and Nano technologies and targeted investment opportunities to build more malware capability and integrate that with dataRAMPART to provide a unique information analysis and sharing approach to address growing cyber challenges that are impacting commercial industry. The dataRAMPART approach is linked to core R&D capability in residence at AFRL and Utica College which has a nationally recognized Cybersecurity curriculum that is training cyber specialists and can be a source of talent for an expanding industry base.

# GROW BUSINESS & INDUSTRY

## GLOBAL NY AGENDA



Interregional collaboration has been a cornerstone of the success of the Mohawk Valley region. While recognizing the success the region has had on its own, by forging cooperative agreements with our neighboring regions around common goals we can find even greater success. Over the past few years the Mohawk Valley has partnered with the Central New York region on a common Global NY Agenda to advance both regions competitiveness on a global stage and undertook a Metropolitan Export Initiative facilitated by the Brookings Institution. 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. Global exports in the Mohawk Valley have grown by 31% from 2009-2013.

This past year the Mohawk Valley conveyed a **Brew Central Micro Summit** to discuss expanding exports; this session was attended by over 60 businesses. Two Mohawk Valley businesses, Mercer's Dairy who currently exports to 15+ countries and Adirondack Distilling attended the **Fancy Food Show in NYC** with Mohawk Valley EDGE. At the show representatives from the Mohawk Valley interfaced with over 1,600 international companies in 40 countries. A presentation on expanding and relocating your business to the Mohawk Valley was also given at the Polish Consulate.

Through the work of the **Central New York International Business Alliance**, the region is

bring one-on-one export development to an

expanded geographic footprint of businesses. Over the past 12 months, the CNYIBA conducted 10 new export events focused on topics around export readiness, country specific export assistance, and export compliance.

In 2014-2015 the CNYIBA also expanded in-country assistance through a targeted trade mission. In November 2014, the organization brought seven Central New York and one Mohawk Valley digital electronics companies to Singapore and other ASEAN (Association of Southeast Asian Nations) countries. Each of the companies that participated in this mission has benefitted from new or expanded business in these Southeast Asian countries. In 2015, the CNYIBA assisted with trade missions to Montreal and is planning follow-up visits to Singapore.

Through its engagement with more than 200 firms over the past two years, the CNYIBA proactively identified companies that could benefit from the development of strategic export plans. The ExportNY program provides intensive export training, market analysis, and strategic plan development. Many of the firms that have created plans through this process are either expanding export sales or are exporting for the first time. Based on the success of this, and other, programs, the CNYIBA partnered with JPMorgan Chase in 2015 to launch the Export Catalyst Program. This pilot initiative will test the concept of offering in-house export consulting to build new-to-market or new-to-export plans and develop company competence in export compliance.





# GLOBAL NY- CONNECTIONS PROFILE

## NO.22 BICYCLE

A Toronto precision bicycle designer has opened a new U.S. bicycle frame-building production facility in Johnstown, NY, in a former textile plant called the Johnstown Knitting Mill. No.22 Bicycle Company designs the kind of precision-crafted road and track bikes that inspire passionate obsession in their owners. When it was ready to expand from design into production, No.22 chose Johnstown, which has an inventory of affordable manufacturing spaces ripe for repurposing, as well as easy access to multiple methods of shipping.

The Johnstown Knitting Mill Company was a large employer in Fulton County throughout the entire 20th century, manufacturing knitted goods and work glove cloth. By 2000, the Johnstown Knitting Mill Company succumbed to the financial stresses of foreign competition and closed after more than 100 years.

The industrial-age mill at 309 West Montgomery Street was renovated five years ago to accommodate multiple tenants, making it a flexible choice for the young and growing bicycle company, which was founded in 2012.

The location was attractive, but it was the availability of talent that drew the Canadians to upstate New York. No.22 hired three of the craftsmen who had been responsible for making the now-defunct Serotta company in Saratoga Springs the bicycle industry benchmark for build and finish quality.

"There are only a couple of places in the world that have ex-

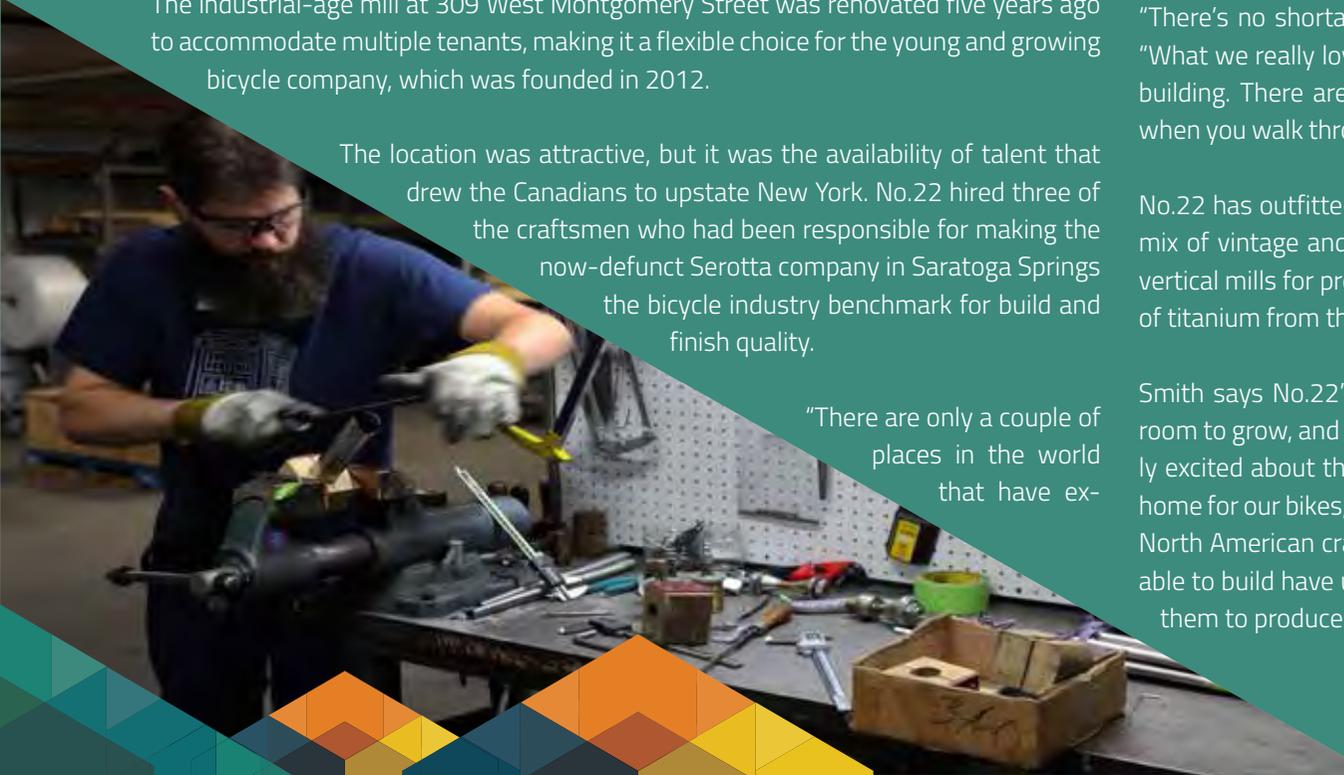
perience with high-end titanium bikes," said Mike Smith, who founded No.22 with partner Bryce Gracey. No.22 had been having its designs produced by a large Tennessee manufacturer. In an effort to move their products upmarket, they had started to shift production work to Saratoga Frameworks.

"The talent pool is 100 percent of the reason we're in Johnstown," Smith said. "When we were looking at setting up the facility, we were looking for a place that was close to the employees we wanted." Scott Hock, No.22's new director of operations for the production facility, is a Johnstown native. The Canadian partners contacted real estate agent Clayton Sitterley and began to tour vacant Fulton County manufacturing buildings of all shapes and sizes, from modern industrial parks to old glove factories.

"There's no shortage of nice space, and the rents are extremely affordable," Smith said. "What we really loved about the Knitting Mill is the character of the space. It's a beautiful building. There are hardwood floors and these big, beautiful windows. You can't help it when you walk through there, you want to hatch an idea to be able to take advantage of it."

No.22 has outfitted 4,500 square feet in the 100,000-square-foot Johnstown mill with a mix of vintage and new equipment, such as a bank of 50-year-old US-made Bridgeport vertical mills for precision mitering and a new HAAS CNC lathe to remove minuscule flecks of titanium from the frame tubes for a precise fit.

Smith says No.22's sales will probably triple this year over last. The Knitting Mill offers room to grow, and Smith thinks the company may need to expand soon. "We are extremely excited about the opportunity to work with this team as the long-term manufacturing home for our bikes," Smith said. "We have been building our brand around the resurgence of North American craftsmanship, and the frames that Scott, Frank and their colleagues are able to build have us thrilled about this relationship. We feel privileged to be working with them to produce bikes that we can all be proud of."



# GROW BUSINESS & INDUSTRY ◀

## IMPLEMENTATION AGENDA

ACTION IDENTIFIED BY COUNCIL	PROGRESS-TO-DATE	FUTURE ACTIONS & TIMELINE FOR COMPLETIONS
<p>Attract new, or facilitate expansion of existing employers with in the key sections to foster sectoral growth.</p>	<ol style="list-style-type: none"> <li>1. Site improvements, utility upgrades, and infrastructure development on Marcy Nanocenter to attract global semiconductor firm.</li> <li>2. Infrastructure investments and site improvements to Tryon Technology &amp; Incubator Center to attract STEM intensive industries.</li> <li>3. Substantial completion of Quad C Phase 1 and 2 to attract international investment and talent, strengthening emerging semiconductor cluster.</li> <li>4. Investments in FAGE yogurt manufacturing expansion are complete, adding an additional 100 jobs and doubling manufacturing capacity.</li> </ol>	<ol style="list-style-type: none"> <li>1. ams recently announced \$3 billion investment to construct high-performance analog semiconductor fabrication facility at Marcy Nanocenter.</li> <li>2. Empire State Health Solutions recently granted one of five licenses to operate medical cannabis research, development, and distribution facility at Tryon Tech Park.</li> <li>3. GE recently announced \$2 billion investment and tenancy of enhanced QUAD-C facility to complement and strengthen semiconductor concentration.</li> <li>4. New Age Renewables proposing \$8 million whey processing plant to manufacture commercial-grade alcohol and high-protein livestock feed from dairy wastewater.</li> </ol>
<p>Develop two new and expand two existing university and college based economic development partnerships to strengthen regional concentrations and foster opportunities to create new or emerging businesses that can become a regional concentration.</p>	<ol style="list-style-type: none"> <li>1. Investments in Phase 1 &amp; 2 of MVCC UAS Training Programs in concert with deployment of sensor &amp; instrumentation technology to support UAS Test Range operations.</li> <li>2. Dairy Processing Center build-out is underway at SUNY Cobleskill to provide access to equipment and training for students, dairy industry, and value-added dairy entrepreneurs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposed UAS Technology Center at Griffiss International Airport to expand UAS industry capabilities and provide direct opportunity and collaboration with MVCC UAS Training Programs.</li> <li>2. Proposed Agribusiness Innovation Hot Spot built around the SUNY Cobleskill dairy lab.</li> </ol>



ACTION IDENTIFIED BY COUNCIL	PROGRESS-TO-DATE	FUTURE ACTIONS & TIMELINE FOR COMPLETIONS
Leverage key R&D institutions and spin off new economic development initiatives.	<ol style="list-style-type: none"> <li>1. R&amp;D expansion at PAR Technologies nearly completed.</li> <li>2. AFRL activities have resulted in a \$291 million impact on our regional economy.</li> <li>3. Successive CFA investments in Masonic Medical Research Laboratories have created new STEM jobs and globally-recognized innovations in cardiac research.</li> </ol>	<ol style="list-style-type: none"> <li>1. Proposed modernization of PAR R&amp;D facility will allow for expanded research, penetration of new markets, and restoring of light computer &amp; electronics manufacturing from Asia to the Mohawk Valley.</li> <li>2. AFRL's budget is in excess of \$1 billion and is a critical linchpin in the cyber economy.</li> </ol>
Improve linkage among region's tourism assets to increase region's brand name identity and foster more development opportunities	<ol style="list-style-type: none"> <li>1. Market NY investments in promoting regional specializations and industry-based tourism initiatives in agribusiness and craft brewing result in award-winning CNY Fresh and Brew Central marketing campaigns, strengthening Mohawk Valley and CNY agribusiness, food processing, and craft brewing industries.</li> </ol>	<ol style="list-style-type: none"> <li>1. Brew Central is beginning phase 2 of an expanded, nationally-recognized marketing campaign to promote the Mohawk Valley, Southern Tier, and CNY craft brewers and distillers to an increasingly international audience.</li> </ol>
Foster a stronger export economy	<ol style="list-style-type: none"> <li>1. 2014 alignment with CNY International Business Alliance to expand export plan development and technical assistance to businesses in all six MV counties.</li> </ol>	<ol style="list-style-type: none"> <li>1. CNY IBA pilot program is identifying Tier 1 companies in the Mohawk Valley to develop export capacity and connect with international markets.</li> </ol>

# STRATEGY 2 ◀

## BUILD A 21<sup>st</sup> CENTURY WORKFORCE

In 2011, the Mohawk Valley REDC set out to increase the supply of skilled workers to meet employer demands, and to expand job pools and improve the quality of education and worker training systems. This strategy was adopted with the knowledge that a region's economy can only grow as much as its workforce has the capacity for. Without a steady supply of skilled workers to meet the increasingly technical needs of employers, an economy will remain stagnant and weak. That is as true today as it ever has been in the Mohawk Valley, in the advent of an explosion of employment opportunities in the nanotechnology industry.

The Mohawk Valley's strategy to build its workforce has been a cradle-to-career approach, focusing on K-12 education and lifelong learning, STEM Programs, internships, apprenticeships, and non-degree work certificated programs as part of long term career paths. All the while, these programs are developed in order to align with regional concentrations and employer demand. This approach is necessary to build, attract, and retain young skilled talent.

### Key Projects:

STEM Hubs

P-TECH Programs

Young Scholars

Milford CORE

### Strategy Advancement:

The region has seen several advancements in the area of K-12 education, particularly with a focus on STEM programs. Recognizing that many schools in the Mohawk Valley region are under-performing in science and math, two **STEM Hubs** have been established to enhance STEM curriculum and student performance. Combined, these two STEM Hubs – the **Greater Mohawk Valley STEM Hub and CDO STEM** – serve each of the region's six counties. Both are dedicated to enhancing STEM curriculum, growing interest in STEM careers, and offering ex-

periential learning opportunities in partnership with college and industry partners. These programs also establish educational and career pathways between high schools, colleges, and workplaces in growing industries such as agricultural sciences and technology, biomedicine, cybersecurity and information technologies, and nanotechnology.

Another effort undertaken by the BOCES of the Mohawk Valley is the creation of three **P-TECH** programs, which together currently reach students in four of the region's six counties. These programs give at-risk students the opportunity to earn a high school diploma and associate's degree at no cost in an experiential learning environment. Upon completion of the program, students are given priority consideration for employment from partnering employers. Each **P-TECH** program provides a pathway to a career in a growing industry in the Mohawk Valley. **HFM P-TECH**, serving Fulton and Montgomery counties, provides students hands on learning experiences with more than 20 local businesses, and offers ten associate's degree options through Fulton-Montgomery Community College. **VP-TECH**, serving school districts in Herkimer County, similarly offers hands on learning experiences with more than 20 local businesses, and offers students the opportunity to achieve an associate's degree in Quality Assurance through Herkimer County Community College. **P-TECH OHM**, serving students in Oneida County, offers hands on learning experiences with more than 15 local businesses, and offers students the opportunity to achieve an associate's degree in Advanced Manufacturing through Mohawk Valley Community College. Each P-TECH program keeps at-risk students engaged in their education and interested in STEM fields, while providing a pipeline of talent for growing industries in the region's economy.

In order to expect students to perform higher and remain interested in science and math, the tools and skills must also be given to teachers to allow them to teach to the best of their abilities. With this in mind, and with the expectation that the number of STEM

careers – particularly in nanotechnology – will grow significantly within the region, key partners in local K-12 education have begun hosting a professional development program for teachers to provide new and engaging ways to teach STEM concepts to students. **High Tech U.**, hosted by Oneida-Herkimer-Madison BOCES, began locally in 2012, and so far has equipped 150 teachers with information about career and educational pathways and hands-on activities for students. This program has been unique in that it combines teachers representing elementary, middle school and high schools. This allows teachers from all stages of the education system to better understand the importance of STEM education and envision the end product in the educational process.

Since the beginning of the REDC process, the Consolidated Funding Application has been an effective tool to further advance this critical strategy of the MVREDC. Employers, Workforce Investment Boards, and schools have all accessed CFA funding to enhance the workforce of the Mohawk Valley. The **Milford Central School District** has been among the most active school districts within the region in its use of the CFA to build its education programs. Starting in Round 1, the district accessed Empire State Development funding to establish a community-centered physical and virtual network of adult education courses and career advancement opportunities servicing some of the most rural parts of the region, including Otsego and Schoharie counties. Following the completion of that project, the school district partnered with Laurens Central School Districts to apply for Round 3 funding from the Department of State to expand their **Career Opportunities in Rural Education Initiative (C.O.R.E)** by creating a consolidated Biomedical Science Curriculum. The districts used this funding to provide students with unique educational opportunities in the biomedical field, allowing students access to similar curricula available in larger metropolitan counterparts.

With a strong pulse on the condition of the local workforce, the region's Workforce Investment Boards have sought CFA funding to provide employment training to many different segments of the workforce. In Round 3 of the REDC process, the Workforce Investment Board of Herkimer, Madison, and Oneida Counties obtained Department of State funding to provide **training opportunities to among the hardest-to-place populations** in the Mohawk Valley: refugees. Young refugee adults in the City of Utica are often just a language barrier away from the jobs that



# BUILD A 21st CENTURY WORKFORCE ◀

can help them rise to self-sufficiency. This project provides this population with the **literacy, workplace, and soft skill training** needed for fast attachment to the workforce. Also in Round 3, the Workforce Investment Board of Herkimer, Madison, and Oneida Counties obtained Empire State Development Technical Assistance funding to provide 75 young people **summer internship opportunities** introducing them to local STEM careers. By providing these experiential learning opportunities to local students, the region stands to build a pipeline of young talent for growing STEM industries.

Local BOCES have also made effective use of the Consolidated Funding Application as a way to advance the skills of the region's workforce. In Round 1, Otsego Northern Catskills BOCES secured Department of Labor funding to provide unemployed workers with **health occupation training** in a number of concentrations, including nursing assistant/home health aide, pharmacy technician, and medical billing and coding. As the healthcare industry is among the largest employment industries in the region, this training went far in providing individuals with a new opportunity to participate in the region's workforce. Similarly, Madison-Oneida BOCES has twice received Department of Labor funding (Rounds 1 and 2) to provide **manufacturing training** to those seeking employment.

The region's colleges have accessed CFA funding most frequently as a method of providing workforce training for strategic regional industries. In Round 3, **Hartwick College** received Empire State Development funding to help establish its **Craft Food and Beverage Center**, complete with lab space for a food and beverage training, testing, and research. This center provides the tools necessary to enter the region's rapidly growing craft food and beverage industry. Building on this success, the College is seeking funding in Round 5 funding to further grow this successful program. **Mohawk Valley Community College** has also made frequent use of CFA funding, beginning with Round 1 Department of Labor funding for its **Brownfields**



**Training Program**, which trained 25 unemployed workers in an **Environmental Technician Program**. Graduates finished with multiple certifications in demand by local employers, to help them find work in green jobs and in construction, maintenance and manufacturing. In Round 3, the College was awarded Empire State Development funding to implement an **Unmanned Aerial Systems Training program** to provide local workers a chance to access a high-tech industry that is rapidly growing in the region as a result of the FAA's decision to award one of six UAS testing sites to the Mohawk Valley. The grant allowed the College to purchase necessary machinery and equipment to develop a UAS training curriculum.

Among the employers seeking CFA funding for worker training is **Valley Health Services** of Herkimer, which received Round 2 funding from both the Department of Labor and Empire State Development to establish a living-learning community which serves as a supportive housing facility for older individuals while training unemployed workers in healthcare careers. **Advanced Tool, Inc.**, which utilized Department of Labor Round 1 funding to train 15 employees at its Marcy location to expand existing capabilities and capacity to manufacture cutting tools used within the nanotechnology industry. In Round 4, the **Harva Company, Inc.**, of Schoharie won Department of Labor funding to train 22 workers in ISO 9001 quality management systems standards. This training allows the plastics manufacturer to stay competitive and get more product to customers within the aerospace, military, and medical device industries.

Developing a well-aligned workforce in the Mohawk Valley is a concerted effort among employers, schools, colleges, and economic development organizations. Whether its employers seeking funds for training directly, or employers partner with educational institutions to create the most relevant and meaningful training programs, the MVREDC strives to ensure that projects within the Mohawk Valley are framed with the goal of providing the region's population with the skills needed to find meaningful employment in the region's most advancing industries.



# BUILD A 21st CENTURY WORKFORCE ◀

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## *OPPORTUNITY AGENDA*

A solid strategic plan and several years of focused investments have planted solid footings for sustained growth in Mohawk Valley. But data indicate that not everyone is in a position to benefit as the Region's fortunes improve.

According to the National Center for Education Statistics and the U.S. Census Bureau, the Mohawk Valley Region's Poverty rate exceeds that of Upstate New York and of the State in general. The Region also grapples with a higher percentage of hard-to-place workers than elsewhere in New York State. Such problems are exacerbated by limited access to transportation and the lack of quality child care options.

The core of the Mohawk Valley Regional Economic Development Council's vision is to encourage and nurture thriving individuals and vibrant places – to promote and sustain a diverse, integrated and dynamic economy. The Council's primary emphasis has been to support initiatives along the entire education pipeline, to address high school and college graduation rates for disadvantaged students and to promote the career advancement and economic security of low-income individuals and families.

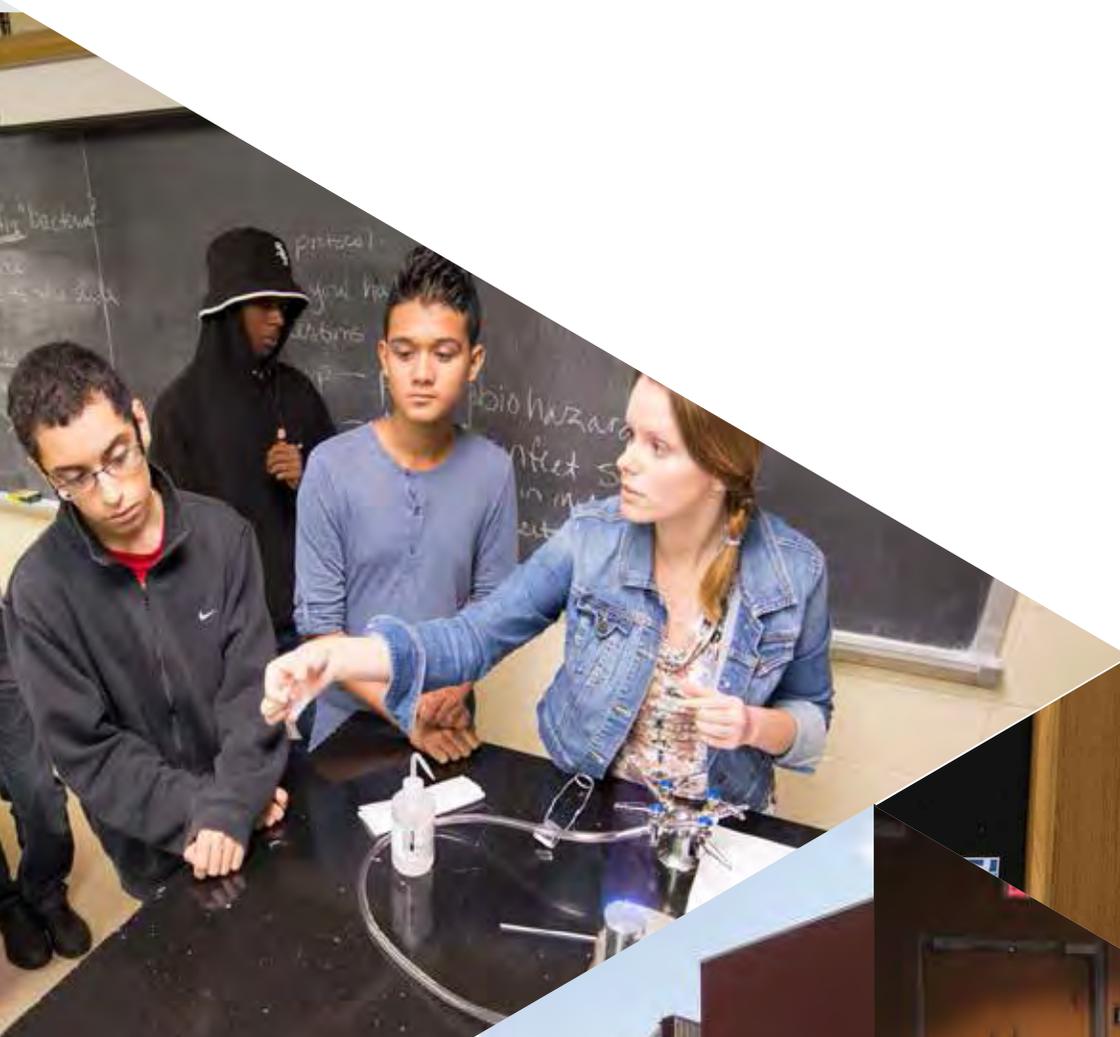
The 2015 Opportunity Agenda is comprised of projects that address cultural diversity, economic opportunity, and place – built upon a foundation of prior successes and the promise of a more prosperous future. These projects address such critical items as English-language proficiency, child care, access to affordable and nutritious food and worker training.

One of the Region's greatest challenges is the geographic spread of poverty. While poverty is certainly concentrated in its largest cities – particularly in Utica and Rome – it is nonetheless significant across the six counties where the concentration of available jobs is low and public transportation nonexistent.

The MVREDC is working with and through organizations to support the application for critical resources with which to do the most good for our most vulnerable citizens. This year, the MVREDC is directly addressing:

- Refugee and New American Populations
- Employment Barriers to the Latino Community and Lower-Wage Workers
- Affordable, Accessible, and Healthy Food Systems
- Continuing to Provide Employer-Driven Skills Training for Hard-to-Place Workers.
- Eliminating Blight and Revitalizing Downtown Neighborhoods.





## 2015 OPPORTUNITY AGENDA PROJECTS

### **MIDTOWN UTICA COMMUNITY CENTER (MUCC), UTICA**

**CFA #54193**

According to the 2010 Census, 27.2% (or 6,500) of the city's population speaks a language other than English as their primary language, owing largely to refugees accepted into the open arms of the Mohawk Valley Resource Center for Refugees. Refugees are an extremely vulnerable population. Some of them come to this country fully prepared to join the workforce. Others take longer to adjust to American life, requiring more cultural orientation and help with accessing services. There are issues of past trauma, poverty, and disability that hinder transition into the workforce. The center assists people from all stages in the resettlement process, helping Utica's refugees to adapt culturally and build necessary skills to fully participate in the community and the regional economy.

MUCC currently provides STEM educational programming in collaboration with SUNY Polytechnic Institute, the National Science Foundation, Google, MAKE, and National Geographic. The project consists of renovating a 10,000 square foot structure in the heart of the refugee community, proximal to Eastern religious temples and community soccer fields, allow the MUCC the capacity to assist up to 3,000 individuals from low income refugee families. Through tutoring, Regents prep, enrichment camps, field trips, and mentoring, the new center will continue to keep students on track for high school graduation and higher educational attainment.

### **MEMORY LANE DAY CARE, AMSTERDAM**

**CFA #57871**

Consistently, the most difficult barriers to employment, and especially to the Latino community in Amsterdam, are the lack of transportation and affordable, enriching childcare choices. For single mothers, returning veterans, and recently-incarcerated individuals, meaningful employment opportunities are simply unsustainable without a safe, caring environment for their children. Although the Amsterdam area offers a significant number of entry-level positions for hard-to-place workers in the form of manufacturing and distribution centers like Beech Nut and Target Distribution, the dearth of quality childcare remains one of the primary barriers to obtaining and maintaining employment.

Memory Lane Day Care is currently a home-based group of family daycare providers seeking a commercial location on the south side of Amsterdam. The new facility is planned to be directly across the street from the Montgomery County Industrial Park which houses Beechnut Manufacturing, Target Distribution, Hill & Marks, Liberty Enterprises, Alpin Haus, and the Amsterdam Recorder. By doing so, this project not only provides a much need social

service that connects people living below poverty levels to entry points into the workforce. This facility will serve up to 55 children from ages 6 to 12 years of age, offering an after school curriculum developed and delivered by NYS Certified educators – at a convenient, walkable location.

### **COMPASSION COALITION NEIGHBORHOOD GROCERY EXPANSION, UTICA ST. JOHN'S ONE CHURCH STREET FOOD PANTRY, JOHNSTOWN**

**CFA#56243**

**CFA #51045**

Nothing links identified between healthy eating and academic achievement, many schools and communities are taking steps to make healthy and affordable foods accessible to all residents to improve diets and reduce obesity while creating jobs, increasing local investment and economic activity, and revitalizing neighborhoods. In Utica, 81% of Utica School students qualify for free or reduced lunch, while over 37% of residents of Johnstown-Gloversville are living in poverty. Choices are limited for these families, especially when it comes to putting food on the table for their children. As the families of hard-to-place workers make the transition into the workforce, their financial situation should not limit their opportunity for nutritious food options.

The two projects are proposed to provide families from all backgrounds with easy access to healthy and affordable foods – even in the toughest of times. One project is a neighborhood grocery that offers fresh fruits, organics, proteins, and staples in what used to be a food desert and a neighborhood plagued by high poverty, rampant blight, and commercial vacancy. The store is walkable and bikeable for the majority of its customers, who do not have access to reliable transportation; and offers a diversity of ethnic foods to refugee families, purchases food from local farms, and maintains a relationship with NY Greek yogurt manufacturers like FAGE – all at an affordable structure for low-income families.

The other is an emergency food pantry in the downtown Johnstown. Through the gracious provision of warm meals and a source of emergency non-perishable foods, St. John's Church provides a very important service to the region's families and individuals in need. The new facility will convert the former YMCA into an eating area, commercial kitchen, food storage area for the food pantry, and upper floors converted for use as an emergency shelter for the Red Cross to use as an emergency shelter in times of crisis.

### **HEALTH CARE WORKER TRAINING PROGRAM**

**CFA #52816**

The particular cruelty of poverty is its vicious circle, whereby people do not have access to health, education and other means to increase their income and to improve their health status. Yet without good health, a person's potential to escape from poverty is severely weak-

ened. Nurses in poor communities are often the first line of care providers. In fact, recent analysis by the United Nations has shown that there is a direct link between the health of a community and its healthcare workforce. As a well-respected profession, nurses can make a real difference in their communities. As an employment opportunity, nursing can aide in stopping the cycle of poverty for future generations by providing gainful employment in a high need area.

MVCC will operate a training program to train 76 unemployed individuals as Certified Nursing Assistants (CNAs). The program will focus on serving the high-poverty city of Utica, NY, but will expand to offer classes in nearby Rome and other regional locations to encourage participation from rural workers. The project addresses an extreme local need for trained CNA workers. In a 2013 employer survey conducted by the region's Workforce Investment Board, 100% of all responding healthcare employers reported they were very likely or extremely likely to be hiring in the next year; while three out of five report a difficulty level of "moderate to extreme" in finding workers who are well-prepared even for entry-level positions. The college projects that 100% of program graduates will be offered job interviews by local health care providers.

**SECOND CHANCE MANUFACTURING WORKER TRAINING, ONEIDA COUNTY CFA #52151**

Most of the nearly 700,000 state prisoners released each year are ill equipped to meet the challenges of reentering society. More than two-thirds of released prisoners are arrested within three years of leaving prison, and almost half are re-incarcerated because they are lacking marketable skills, are burdened by a criminal record that makes them ineligible to be hired in many occupations, and have few supports to make transitions to society.

The Council of State Governments and the National Governors Association, for example, have launched initiatives to help states develop, coordinate, and promote strategies for addressing these challenges. Correctional education programs are intended to break the cycle of catch-and-release by providing inmates with more opportunities to develop the skills required to succeed and the necessary skills to keep pace with today's changing labor market. Meanwhile, the Mohawk Valley is expected to produce 1,810 "middle skills" jobs annually – primarily in the manufacturing and STEM-related fields.

The Second Chance Manufacturing Project will provide 100 inmates at the Oneida County Correctional Facility with Certified Production Technician training. The project will reduce recidivism in the community, creating a stronger, safer community, and also address workforce shortages in the manufacturing sector. The goal of the program is to introduce individuals with low

educational attainment, minimal skill levels, and a record for recidivism to the working environment as rapidly as possible – while meeting the middle-skill needs of the manufacturing sector.

**MICROENTERPRISE ASSISTANCE PROGRAMS CFA #51459, 52158, 53405, & 51430**

Starting a small business has long been a career path that was accessible to a wide array of people, allowing them to provide for themselves and their families, create jobs in their communities, and solidify a middle-class existence. However, recent Census data hints that, in general, entrepreneurship is becoming a much more selective club that favors the affluent and excludes average Americans.

In a Harvard survey, respondents said that access to funding sources such as venture capital and angel investors was highly important. But that's not traditionally how most small-business owners raise their funds. Instead, average Americans have long relied on things such as personal savings, home equity lines, and smaller loans to fund their ventures—options that are in limited supply for working class Americans since the onset of recession.

Yet, the problem is solvable—one that State and local leaders can remedy through increasing access to capital and providing targeted help for small business owners, especially those in groups that are traditionally underserved, such as minorities, women, and low-to-moderate income families. This is why the Mohawk Valley is supporting four new HCR Microenterprise assistance programs in Schoharie, Montgomery, Otsego, and Fulton County.

*Our region is pursuing a more meaningful and holistic economic recovery, fueled by knowledge and sustained by access to unlimited opportunity where previously, there was none. The REDC process has given the Mohawk Valley the financial and collaborative tools with which we are now rebuilding our economy. Expanded stakeholder outreach and closer alignment with the vision of our Community Colleges and Workforce Investment Boards and has shaped a new Opportunity Agenda – grounded in good projects and conceived by great people. The resulting projects represent a fresh start and a renewed promise to our under-represented populations, underserved neighborhoods, and those with yet-untapped talent. It is time.*



# VETERANS PARTICIPATION



Mohawk Valley veterans have received extensive training in the military and possess valuable technical skills, leadership abilities, and the numerous soft skills (such as time management, a team orientation, a strong work ethic, self-confidence, and bearing) that are in high demand by employers.

These attributes make the veteran population a valuable resource for Mohawk Valley employers and the regional economy. The regional workforce system and local colleges work to ensure that veterans are prepared for employment following their military service and that employers have access to every available skilled worker.

Veterans are an important part of the local community. Census data shows veterans make up 12% of the region's population, roughly twice the level of the state as a whole. The success of the region in assisting veterans in their transitions to employment is shown by the fact that across the target region, the median income for veterans is roughly 20% higher than those without military service.

One of the major gateways connecting veterans with the programs and services that can assist in their transition is the Oneida County Veterans Services agency, which in 2014 provided 28,614 services to 15,716 veterans and their families.

All local colleges offer specialized support services to assist veterans in their transitions from the service to education, including counseling to ensure that veterans access all

benefits and services for which veterans are eligible. As a result, academic success for veterans is high. Mohawk Valley Community College, the region's largest postsecondary institution, with 252 veterans currently enrolled, has experienced a 100% increase in veteran enrollment in the past five years. Between 60 and 75% of veterans record GPAs of 2.0 or higher, far higher than the average of MVCC, an open enrollment college. Success of education and training programs that help veterans connect to the workforce is shown in the regional unemployment rate for veterans roughly two percentage points below the non-veterans population, according to 2012 Census data and the percentage of veterans who are college graduates four percentage points above the non-veteran population.

Many area colleges are specific benefits for accepted veteran students. SUNY Cobleskill is recognized as a Military Friendly School, is approved by the Department of Defense, is a member of the Service members Opportunity Colleges and has a robust Student Veterans Association. The college has also facilitated programs off campus to help returning veterans transition into school and the workforce including parking fee waivers, public transit to the Albany VA hospital at no charge, discounted child care, 0% interest loans for textbooks and supplies while students wait for their educational benefits to be paid and a dedicated space for student veterans that includes a comfortable "living room" environment, separate computer lab (with CAC readers) and peer support office.



Veterans who return home with barriers to employment receive support through a variety of Veterans Outreach Centers located across the region, most offers support services including counseling, referral to services and a food pantry for homeless veterans or veterans down on their luck. The Vet Centers are linked with the community human services and social services networks to ensure that veterans receive assistance in addressing physical or mental health issues that stem from their service.

This past year Utica Mayor Robert Palmieri launched a program in conjunction with the United States Department of Housing and Urban Development and the United States Department of Veterans Affairs to find housing for displaced and homeless veterans in Utica. This program's goal is to end veteran homelessness by the end of the year. A ten member task force was assembled to devise strategies to accomplish this mission and will focus on removing barriers to affordable housing for veterans experiencing chronic homelessness. This is one step the region is taking to make sure our returning veterans not only have a place to work, but also a place to live.

VETERAN POPULATION AGE 18+

**MV 8% ■ NY 6%**

LABOR FORCE PARTICIPATION RATE

**MV 73% ■ NY 72.5%**

VETERAN POPULATION BELOW POVERTY

**MV 8% ■ NY 6.7%**



# BUILD A 21st CENTURY WORKFORCE ◀



## *SUNY 2020 & START UP NY UPDATE*

Since 2011, Governor Andrew M. Cuomo and SUNY Chancellor Nancy Zimpher have embarked on two significant initiatives, SUNY 2020 and START-UP NY, that have spurred economic growth across the state and strengthened the academic programs of New York's public universities and colleges. The mission of these programs is to elevate SUNY as a catalyst for regional economic development and affordable education, while providing business and industry strong research and business development partners, rich with human capital and a motivated, innovative workforce.

SUNY 2020 is a premier example of how our Mohawk Valley colleges are actively pursuing the expansive opportunities provided to source substantial funds, encouraging cross-industry collaborations and facilitating economic development of the Mohawk Valley.

SUNY Poly – Utica, SUNY Cobleskill and SUNY Oneonta have each taken advantage of the SUNY 2020 Challenge Grant Program to bolster their academic strengths, enhance their facilities and be leaders in collaborative programs.

Leveraging its strength in the agricultural industry, SUNY Cobleskill's ROUND 2 SUNY 2020 award, developed a Bioenergy Learning Collaborative project which 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.

That same round, SUNY Poly along with Mohawk Valley Community College and Herkimer Community College were awarded funds to spearhead the SUNY Manufacturing Alliance for Research and Technology Transfer (SMART) which will create an educational curriculum and workforce training programs for manufacturers through the Center for Global Advanced Manufacturing (CGAM). This project is expected to create and retain 1,700 jobs in New York's Mohawk Valley and Mid Hudson regions.

In May 2015, SUNY Oneonta applied for a SUNY 2020 Challenge Grant to expand and renovate Alumni Hall, anchoring its School of Economics & Business' expanding enrollment, academic offerings and technological needs; create an entrepreneurial incubator to foster innovation and economic development; and expand applied learning and research initiatives through a formalized Applied Learning Network. SUNY Oneonta's Plan exceeds an economic impact of \$90 million, enabling the creation of over 200 jobs and ten new companies over a 10-year period.

In January 2014, Governor Andrew M. Cuomo announced START-UP NY, the innovative program that establishes Tax-Free Areas associated with colleges and universities across the state. The program offers a truly one-of-a-kind opportunity, and the educational institutions of the Mohawk Valley have embraced the strategy and are working diligently to connect appropriate sites with academic alignments to attract new businesses and jobs to our communities.

Nearly all eligible colleges and universities in the Mohawk Valley have approved plans including SUNY Oneonta, Hartwick College, SUNY Cobleskill, SUNY Poly – Utica, Fulton-Montgomery Community College, Herkimer Community College, and Mohawk Valley Community College.

Combined, these facilities contribute over 181 acres of vacant land and nearly 300,000 square feet in additional vacant space in communities from Amsterdam to Cobleskill, and Oneonta to Rome. Combined with the extreme efforts of SUNY Polytechnic Institute further designated is 343,376 square feet of vacant space on campus and 253.15 acres of land that includes properties at the former SUNY IT Utica/Rome campus as well as the Albany Nanotech Complex at the main campus on Fuller Road, the Smart Cities Technology Innovation Center in downtown Albany, and the Smart System Technology and Commercialization Center in Canandaigua.

Strong academic alignment by our colleges to the Region's identified targeted industry clusters, clearly highlights the Power of SUNY and higher education as a driving force to moving the economy forward. To date, five businesses have been attracted through SUNY Cobleskill representing 315 new jobs and \$70 million in investment over the next five years.





# ▶ START-UP NY- CONNECTIONS PROFILE

## ROYAL MEADERY

Royal Meadery of Richmondville is one of the businesses taking advantage of SUNY Cobleskill's START-UP NY Program. What started as a home-brewery and one beehive six years ago has grown to a company that is distilling 1,000 gallons of mead, or honey wine. Each gallon takes three pounds of honey to produce, and unable to meet that demand himself, owner Gregory Wilhelm has to purchase honey from other organic New York State farms. By utilizing local honey, fruits and hops the company is able to produce artisan mead that is unlike any other commercially produced mead.

Royal Meadery joined the START-UP NY program this past April and will create seven new jobs, invest over \$225,000 and partner with SUNY Cobleskill to offer internships to students.

Owner Wilhelm started the business as a senior in the Weekend College program at SUNY Cobleskill, and worked full time as a designer for an engineering firm, but realized that his real dream was to own his own business. He entered his business into the Mohawk Valley Region Business Plan Competition at SUNY IT. There, he won first place in the category of Products/Services, taking home a \$500 prize and

the chance to enter the state-level competition. He became the first competitor from the Mohawk Valley Region to place at the state competition when he won third place in his category, earning him a \$1500 prize.

The recent boom of the craft beer industry has also increased sales of craft spirits, cider and mead and Royal Meadery hopes to capitalize on this trend. Wilhelm has held on tightly to the idea of "hyperlocal," coordinating with nearby farms for the fruit and ciders he uses. He's also making connections with other area craft beverage outfits like Green Wolf Brewery in Middleburgh and Kymar Distillery in Charlotteville, with whom he hopes to work to cement Schoharie County as a craft beverage destination.

Other SUNY Cobleskill START-UP NY approved businesses include Blenheim Pharmacal, Inc. who will partner with SUNY Cobleskill to create internships for students in several of the college's programs and provide post-graduation employment opportunities at the company. It is committing to create 18 new jobs and will invest \$4.5 million.



# BUILD A 21st CENTURY WORKFORCE ◀



## LWIB REGIONAL WORKFORCE PLANS

### 1. Labor Market Information for Workforce Planning

Labor Market Information (LMI) to support Local Workforce Investment Board (LWIB) regional workforce planning has been developed in a form that provides workforce planners an understanding of: (1) labor demand, or the occupational skills needed by businesses – immediately, short-term and long-term; (2) the labor supply, or availability of skilled workers in each of these labor markets; and (3) the education and community capacity to create skilled workers.

LMI for Workforce Planning is available at:

<http://labor.ny.gov/workforcenypartners/lwia/lmi-for-workforce-planning.shtm>.

This information includes: LWIB regional priority occupations; Regional Economic Development Council priority occupations; occupations in demand in current, short-term and long-term labor markets; and occupations associated with significant economic development projects.

### 2. Priority Sectors and Projects

We have identified the follow priority sectors for our region:

- Advanced Manufacturing,
- Health Sciences,
- Agri-Business,
- Next Generation Technology,
- F.I.R.E. (Financial Services, Insurance, and Real Estate) and
- Travel and Tourism

These critical regional sector clusters were identified as a result of conversations with our Regional Labor Market Analyst as well as employers and economic development agencies and are supported by the Mohawk Valley REDC strategic goals and priorities and the priorities of the Local Workforce Development Boards within the Mohawk Valley Region.

Opportunities in **Advanced Manufacturing** have continued to grow with a potential growth of more than 9,000 manufacturing related jobs within the Mohawk Valley Region by 2018. Many of these are middle skill jobs requiring two years of college or a one year certificate in a technical field.

Opportunities in **Health Sciences** continue to increase both as a result of a the job openings caused by baby boomers retiring from many entry and mid level positions and by the increased need for enhanced health care services required and expected by many baby boomers. Health care demand for technicians is estimated to increase by 20% to 35% by 2018. The same increase is expected for health care support occupations.

Opportunities in **Agri-Business** will continue to grow as our Regional demand for locally-sourced foods increase as well as by businesses such as Chobani, FAGE, Beechnut, Eu-phrates Cheese, Corbin Hills Farm, Schoharie Valley Farms and Beekman 1802 which have chosen to locate and/or expand here because of the rich agricultural produce and dairy and also the transportation networks and proximity to downstate markets. In addition craft breweries and distilleries continue to be attracted to the region for the same reasons.

Opportunities in **Next Generation Technology** are seemingly limitless as New York emerges as a global hub for the semiconductor and nanotechnology industry with Nano Utica at SUNY IT merging with the College of Nanoscale Science and Engineering in Albany and providing a corridor of education and research facilities that will eventually reach across the Mohawk Valley from Albany to Buffalo. The growth of the Global Foundries chip fab plant in Saratoga County continues to generate a number of spin off companies across the Region. The announced Marcy Nanocenter of Austrian based AMS is expected to produce 5,000 direct jobs and 15,000 indirect jobs to the Mohawk Valley Region. Also the announced return of GE to the Mohawk Valley is highly anticipated and expected to produce 500 jobs within five years. Opportunities in F.I.R.E. are increasing by up to 14% in the Mohawk Valley by 2018 as the Mohawk Valley continues to be a center for major back-office operations for insurance claims, check processing and call centers. Cyber security and IT remain increasingly important to this sector.



Finally, opportunities in **Travel and Tourism** are growing as a result of venues like the Stanley Performing Arts Center, National Baseball Hall of Fame, Howe Caverns, The Arkell Museum of Canajoharie, The Walter Elwood Museum of the Mohawk Valley, and other smaller, but no less attractive, venues such as local museums and tourist destinations. In addition the opening of the Taste of New York visitor center at the Erie Canal Lock will be opening soon and driving increased tourism.

### *3. Aligning Business-led Partnerships and Resources*

Currently the Mohawk Valley LWIBs have 3 representative of the healthcare sector, 6 representatives of the advanced manufacturing sector, 3 representatives from agriculture and food processing, 3 from Next Generation Technology, and 3 representatives from F.I.R.E, the financial services/insurance sector. When filling future vacancies, preference will be given to appointing representatives from the Mohawk Valley REDC target sectors.

Business Advisory Committees – Prepare an inventory of Business Advisory Committees established by community colleges, and describe LWIB involvement in these committees where applicable. Note that NYSDOL will create web-based mechanism to compile information on business advisory committees. Mohawk Valley Community College has reached out to the HMO WIB to establish a Business Advisory Committee for them.

Fulton Montgomery Community College utilizes Advisory Committees including the Technology Division Advisory Council, Business Division Advisory Council, Nursing Advisory Committee, Radiologic Technology Advisory Committee, and the Perkins Advisory Committee. Representation on these Committees includes both local and regional business people. Additionally FMCC conducts 3 – 5 DACUM (Developing a Curriculum) Processes each year to specifically drill down in these selected career programs to determine the skills needed be graduates to perform well in their jobs, as well as the future of the industry.

In addition, FMCC works closely with the Fulton-Montgomery Regional Chamber of Commerce and has a representative of the college administration on the FMS Workforce Development Board's Business Services Committee.

The WIBs of the MV Region are participating and coordinating with the Mohawk Valley REDC and its planning process in a number of ways. Our WIB Directors attend meetings of the REDC and subcommittees, sharing information when appropriate.

We also participate in organizations which align with the REDC including Chambers of Commerce, manufacturing groups, MV 500, the Mohawk Valley Economic Development District, and Mohawk Valley EDGE.

### *4. New York State Career Center Services*

The Regional Business Services Team members have been working together to broker training for the region's demand occupations by accessing all available funding to promote growth in REDC target sectors. OJT and customized training funds have been used to promote growth in advanced manufacturing sectors and health care opportunities. We are committed to continuing to seek funding to provide training in the sectors of healthcare, advanced manufacturing and technology so that we can continue to provide a skilled workforce to local and regional employers.

Our Centers provide assessments; specialized workshops such as resume writing and interviewing skills, labor market information, and other related workforce services to all unemployed including long term unemployed, Re-entry population, public assistance recipients. We partner with local departments of social services, RCIL, Access-VR, ARCs, and CCFIL.

NYSDOL Employment Services Representatives and WIA Business Services work to match business/employer needs with skills and abilities of our jobseekers. They may utilize the SMART resume system and may also receive referrals from Workforce Advisors and other Career Center personnel working directly with jobseekers. They also work closely with Eligible Training Providers, including community colleges, BOCES' and private concerns to align their curriculum with the needs of business and jobseekers, and provide businesses with customized recruitment opportunities.

The WIBs of the Mohawk Valley Region have formed a number of partnerships that assist in filling job openings. We work with private staffing agencies such as Adecco, Manpower, Altruistic, Snelling and Snelling, and Weststaff as well as with other organizations such as ACCES-VR, and the FMS Business Services Consortium. We also hold customized on-site recruitment at Career Centers and assist with targeted recruitment at specific places of business.

# BUILD A 21st CENTURY WORKFORCE ◀



## SECTOR-BASED WORKFORCE TRAINING

Maintaining and repairing heavy aircraft requires a team with a number of specialized skills working in a variety of areas, including sheet metal, engines, electrical, hydraulics and more. Someone who has been trained in several related disciplines can earn an Airframe and Powerplant license to be an A&P technician.

Aviation maintenance, repair and overhaul (MRO) companies require a bevy of A&P's on staff to complete the task of returning airplanes to the skies following routine light and heavy maintenance checks.

Empire Aero Center was struggling to fill A&P positions after opening its doors in January 2004. A concerted effort recruited A&P technicians from around the country, but a source of talent was closer to the company's Rome, New York operations – local residents who just needed some training.

In the fall of 2004 all interested parties- Empire Aero Center, Working Solutions and BOCES Consortium of Continuing Education- came together to set up a structural technician training program. Mohawk Valley Community College then developed an A&P curriculum to fit the needs of Empire Aero Center, and Oneida County (sponsor of the community college and operator of the Griff-

iss Airfield) invested \$2 million to renovate a former Air Force hangar just a few hundred yards from Empire's headquarters to serve as the program's home.

While Empire Aero Center has since left the region and Premier Aviation of Canada has taken its place, the same principles still apply. But as the region's demographics change- so must its workforce. With many veterans returning from Active Duty at Fort Drum, they see a perfect fit with the resources available at the A&P School. An 80-hour training program specifically for veterans is offered monthly to transition these soldiers who worked on military airplanes and helicopters into the required FAA qualification for civilian jobs. Over 260 veterans have been trained and qualified to-date. With the demand for new aircraft maintenance technicians expected to be 650,000 worldwide through 2026, with an average annual salary of \$40,000, the region is poised to continue its growth in A&P mechanics.

The MVCC A&P Program is not resting on its laurels. With the designation of Griffiss International Airport as a FAA-Certified Unmanned Aerials Systems (UAS) testing site, the college is already underway with the help of a Round IV CFA in developing and implementing UAS curriculum that will train pilots and operators as well as technicians. MVCC is not undertaking this mission alone- they have partnered with Monroe Community College and the consortium is ranked as one of the "Top 15 Drove Training Colleges in the U.S.," according to Unmanned-aerial.com.

What started as a way to fill a specific sector's employers needs has evolved into a way to address the needs of one of the most vulnerable segments of our workforce and address employment needs to prepare for the future.



# BUILD A 21st CENTURY WORKFORCE ◀

## IMPLEMENTATION AGENDA



ACTION IDENTIFIED BY COUNCIL	PROGRESS-TO-DATE	FUTURE ACTIONS & TIMELINE FOR COMPLETIONS
<p>Strengthen workforce development and training programs that are aligned with regional concentrations and employers' demand for labor</p>	<ol style="list-style-type: none"> <li>1. Hartwick College recently completed buildout and staffing of the Center for Craft Food &amp; Beverages.</li> <li>2. MVCC has instituted new training programs in UAS, Airframe &amp; Powerplant, Cyber Technology, Advanced Manufacturing, and mid-skills training in response to the needs of new and existing industries.</li> <li>3. SUNY Cobleskill recently began build-out of the Dairy Processing Center, which will train dairy plant operators and managers in response to increasing demand by Greek Yogurt manufacturers in NYS.</li> </ol>	<ol style="list-style-type: none"> <li>1. Hartwick is proposing a second phase of the CCFB in response to growing demand by employers and students.</li> <li>2. MVCC is proposing a new Advanced Manufacturing Institute, as well as the relocation of mid-skills and trades training programs to the urban core in Utica.</li> <li>3. SUNY Cobleskill is on schedule to complete the project by mid-2016, in time for a 2016-17 school year.</li> </ol>
<p>Improve the region's overall educational attainment</p>	<ol style="list-style-type: none"> <li>1. Johnstown was the first P-Tech High School in the region, shattering the mold in high school education in a district challenged by poverty, low educational attainment, and declining tax base.</li> <li>2. MVCC, AFRL, and the Griffiss Institute have developed more than 12 STEM-based summer programs for 4th-8th grade students in the Oneida-Herkimer area.</li> </ol>	<ol style="list-style-type: none"> <li>1. Other districts across the region are following the P-Tech model, and coming online for the 2015-16 school year, with OHM Boces beginning its first P-Tech classes this semester.</li> <li>2. Ongoing investments are being made by AFRL to continue these programs.</li> </ol>
<p>Increase the number of Career and Technical Education internships</p>	<ol style="list-style-type: none"> <li>1. Since 2011, the districts of Milford, Laurens, and Edmeston have implemented Career Opportunities in Rural Education (CORE) program in biotech, per-engineering, and advanced manufacturing/robotics, respectively - following the accredited Project Lead the Way model.</li> <li>2. In 2015, Valley Health Services Living Learning Community was completed, providing on-the-job training, internship, and placement opportunities for HCCC students pursuing health care careers.</li> </ol>	<ol style="list-style-type: none"> <li>1. In Round V, MVCC is proposing a project specifically aimed at providing career training and internships for formerly incarcerated workers.</li> <li>2. Additionally, in Round V, MVCC is targeting the shortage in health care professionals by providing direct technical training opportunities to students pursuing careers in health care and biotech.</li> </ol>

# STRATEGY 3 ◀

## CREATE AN INNOVATION ECOSYSTEM

Recognizing that the Mohawk Valley region's economy has lagged its counterparts elsewhere in New York and around the nation in terms of entrepreneurship and innovation, the MVREDC adopted a strategy to create an innovation-enabling infrastructure, in order to encourage a culture of entrepreneurship and develop new technologies, services, and businesses. The most robust economies are also those that are highly innovative, as they are driven by public and private investments in research and development, and well-educated risk takers opening new businesses bringing new ideas to fruition.

### Key Projects:

Microenterprise Programs

Broadband Extensions

Research and Development

Entrepreneurialism

### Strategy Advancement:

#### MICROENTERPRISE PROGRAMS

With this knowledge, the MVREDC has continuously pursued projects that lead to this sort of innovative ecosystem. Since 2011, several initiatives have leveraged key regional R&D assets to attract and create businesses and build an entrepreneurial culture. Additionally, the Council has sought out projects that provide better access to capital for small business development. Across the region, and through each funding round, the region has been awarded funds to implement microenterprise assistance programs. *Otsego County* has been among the most successful parts of the region in securing this funding. Starting in Round 1, the City of Oneonta received Community Development Block Grant funding to establish its *Microenterprise Assistance Program*, which assisted more than 7 microbusinesses and created 13 jobs. The success of this program led the City to apply for and receive another grant award in Round 4, which will help its Microenterprise Assistance Program assist 7 microenterprises, 3 of which will be owned by low- to moderate-income persons. In addition, the program will create a minimum of 10 jobs. Also in Round 4, the County of Otsego received Community Development Block Grant funding to establish a *County Agricultural Microenter-*

*prise Program*, which will assist 10 agriculture-related micro-businesses, 5 of which will be owned by low- to moderate-income persons. This program will also create 8 jobs.

Otsego County is not the only county to experience a boost in microenterprise assistance programs, as funding has also been awarded to Schoharie County, to establish the *Schoharie County Microenterprise Tropical Storm Relief Grant Program* in the wake of Tropical Storms Lee and Irene in 2011, and to programs in Herkimer and Oneida Counties. These programs have all worked to achieve the region's goal to increase small business lending through microenterprise programs by 10%.

#### BROADBAND EXTENSIONS

While access to capital has helped the region's microbusinesses, creating an environment suitable for 21st century businesses to thrive is equally important for Mohawk Valley businesses. Without 21st century communications infrastructure, a community cannot expect to develop an innovative economy. Through several projects, the MVREDC has advanced its goal to build entrepreneurial networks through the expansion of broadband networks. Through two rounds of funding, *Northland Networks LTD* received Empire State Development funding to expand fiber optic network service to under-served communities in Herkimer and Oneida Counties. The focus of these projects was to provide improved telecommunications services and private network bandwidth to private businesses currently lacking sufficient service. Also recognizing this need for adequate broadband service, *Schoharie County* received Round 4 Empire State Development funding to conduct a *broadband study* that will determine un-served and under-served areas of the county, and create a strategy to address these needs.

#### RESEARCH AND DEVELOPMENT

Aside from an array of colleges and universities that engage in various R&D ventures, the Mohawk Valley possesses two premier research facilities— *the Air Force Research Lab and Masonic Medical Research Lab*—that support new products and services. Engaging in some of the world's leading heart research, the Masonic Lab has been the recipient of two



CFA awards, which together enhance research capacity of the institution. Its Round 2 funding award from Empire State Development allowed for the purchase of an optical mapping system, flow hood and bioreactor to study Congestive Heart failure and explore alternative therapies for end-stage heart failure using an innovative approach to grow new hearts using a patient's own skin cells. This project created 2 jobs and retained 40. Building on the success of this award, the Lab received Round 3 funding from Empire State Development to purchase additional scientific materials and equipment to advance research in genome sequencing. These investments strengthen regional R&D capacity, and bolster an institution that provides more than \$35 million in economic impact to the region annually.

The Air Force Research Lab (AFRL) in Rome serves as the region's other R&D asset, providing nearly \$300 million in economic impact to the region annually, and catalyzing a cybersecurity sector, which is one of the region's fastest-growing, highest-paid sectors. The AFRL partners with several other local institutions to catalyze commercialization of technology and knowledge.

## ENTREPRENEURIALISM

The *Griffiss Institute (GI)*, located just blocks away on the Griffiss Business and Technology Park in Rome, was created as an institution to build upon technologies under development at AFRL and to provide a collaborative research environment accessible to AFRL with the goals of fostering research and new business ventures in the information assurance field. To better achieve these goals, the Institute has been awarded two CFA awards – to establish advanced fiber connectivity and to construct a 20,000-square-foot expansion to provide office and laboratory space. The advanced fiber connectivity HUB was awarded Empire State Development funds in Round 1 to upgrade a network to provide wideband research capa-

bilities as well as additional facility equipment. The facility expansion was partially funded by Empire State Development funding in Round 3, and will provide much-needed additional space to tenants at market rates.

Yet another economic development initiative to emerge from the AFRL and GI is the *Cyber Research Institute (CRI)*. Established in 2013, the CRI was set up by NYS as a subsidiary of the GI to address transfer, prototyping, and subsequent research for commercial applications of cyber technology from AFRL. Most recently, the CRI has begun collaborating with Utica College, a leader in cybersecurity education, on information assurance research. Institutions such as the CRI and the Furnace program have helped the MVREDC achieve the goal of utilizing research-industry linkages to create at least 2 new economic development initiatives, while simultaneously using one of the region's colleges as a growth engine in the cybersecurity industry.

Another college that helps achieve that goal is Mohawk Valley Community College, through the creation of its *thINCubator* in 2014. Receiving Empire State Development funding in Round 3 to assist in the establishment of this institution, the thINCubator is an entrepreneurial sandbox that allows business ventures from across the community to co-locate and receive mentoring and other technical assistance while in the start-up phase. The thINCubator is located in downtown Utica, and is open not only to students from MVCC, but to students from the region's other colleges and universities, as well as members of the community, including refugee entrepreneurs. By giving these entrepreneurs and innovators the tools needed to succeed, the thINCubator is an entrepreneurial initiative that allows new businesses to succeed in their home community, thereby retaining some of the region's most talented minds.

The Mohawk Valley is fortunate to have great R&D assets, including several colleges, the Masonic Medical Research Lab, and the Air Force Research Lab. Since 2011, the MVREDC has assisted numerous projects that leverage these assets, and grow a culture of entrepreneurship. Through microenterprise assistance programs, technology commercialization, and collaborative work and research environments, the Mohawk Valley is building the sort of innovative and entrepreneurial ecosystem that will put the region on par with the state and nation, and encourage entrepreneurs to bring new ideas to fruition.

# CREATE AN INNOVATION ECOSYSTEM ◀

## *INCUBATOR & HOT SPOT DESIGNATION*



In 2013 the Griffiss Institute (GI) at Griffiss Business and Technology Park was designated one of the New York State Incubator and in 2014 the partnership between Mohawk Valley Community College's ThINCubator and the Griffiss Institute was designated as a New York State Hot Spot. This partnership provides a comprehensive approach to facilitating entrepreneurship across a broad spectrum of business activities.

The Griffiss Institute has focused its activities on three key areas: Technology Transfer with AFRL, Workforce Education and Training and STEM Education all with the common goal of merging business with technology.

The Air Force Research Laboratory's C4I Directorate has a Partnership Intermediary Agreement (PIA) with the Griffiss Institute (GI) A PIA is an agreement between the government and an intermediary organization. As a Partnership Intermediary the GI performs services for AFRL that increases the likelihood of success in the conduct of cooperative or joint activities with small business firms, institutions of higher education, and industry. The PIA facilitates a wide range of licensing and other technology transfer initiatives. Specifically, the GI provides assistance to AFRL in Technology Transfer (T2), assisting in the identification of appropriate AFRL technologies for Cooperative Research And Development Agreements (CRADAs), Educational Partnership Agreements (EPAs), licensing and commercialization as well as identification of new technologies in the private sector that AFRL can utilize and transfer to operational use.

Over the past year the GI has facilitated high school STEM competitions that address real world problems, as identified by AFRL- where students compete for paid summer internships; in school STEM programs that included CyberPatriot Competitions, Access to Engineers, Career and Science Fairs, DimensionU Competition and teach trainings; they also provided opportunities for kids to take their education beyond the classroom during summer programs- where students learned real life career skills in STEM.

Recent programming at the ThINCubator included the introduction of a 2015 Summer Cohort at which began on June 11th and has attracted 12 teams that span a wide range of business ideas from consumer goods, to consulting agencies, marketing strategy firms and software solutions. Several of the teams will have moved from idea to alpha product and some will have moved from business plan to beta testing or customer acquisition by the time the program concluded in the middle of August.

The ThINCubator has also held multiple entrepreneurial events in 2015 which have been attended by over one hundred Makers, Entrepreneurs, Students and Hackers from around the entire region, with attendees from as far as Syracuse to the west and Schenectady to the east.

Besides the 12 cohort teams, they have met with approximately 12 additional businesses/startups who would like to take advantage of the mentor network and workspace of the ThINCubator.

Both the Griffiss Institute and the ThINCubator have seen such an increase in participation and awareness that they both need to increase the amount of space they occupy. The GI has received CFA funding to expand its footprint on its current site and the ThINCubator will be renovating a building in downtown Utica that will also house MVCC's trades program as well as office space and loft housing.

The proposed 2015 Mohawk Valley incubator will be located on the SUNY Cobleskill campus. The Farm and Food Business Incubator (FFBI) will facilitate enhanced profitability for agricultural producers in the region to ensure full utilization of significant natural resources and encourage job creation and business start-up throughout the food ecosystem. The Mohawk Valley's proximity to urban markets and storied role in NY's agricultural economy beg explicit focus on this industry cluster as a driver of re-

gional economic potential. FFBI will operate as a partnership between the Center for Agricultural Development and Entrepreneurship (CADE) and SUNY Cobleskill, with support from SUNY Oneonta, Hartwick College and Cornell Cooperative Extension (CCE), and speaks to Opportunity Agenda priorities of public entity collaboration, workforce and education alignment and supplemental educational opportunities that translate to jobs.

The Mohawk Valley REDC has identified agriculture as a defining industry cluster and has made development of innovation-enabling infrastructure in the food complex a strategic priority for achieving overall development goals. Despite forward momentum in the sector, net farm incomes for the region's producers lag behind the state average, as does regional median household income. Through access to technical support services and physical infrastructure for new food product development, market research and entrepreneur matchmaking, the Incubator will directly address structural challenges in the food marketplace and leverage an entrepreneurial culture to increase the volume of value-added products produced in and exported from the region, thereby increasing net income for producers and attracting new farm and support businesses.

Though not formally identified as a Global NY Project, services provided by the FFBI will lead to the development of new value-added food products by and enhanced marketing prowess of the region's food producers, both critically important for tapping into foreign markets. Currently, U.S. export sales of consumer food products are growing three times faster than domestic sales as a result of fewer trade barriers and growing

purchasing power worldwide. Incubator services will include assistance with accessing Global NY and trade-facilitating Farm Bill benefits and educational support to entrepreneurs developing business and marketing plans that include export components.

SUNY Cobleskill commits significant resources to Veterans' Affairs and is recognized as a military-friendly college that offers an array of services to veterans and their families including fee waivers, child care assistance, hiring preferences and specialized counseling services. To leverage this culture of veteran support, the Incubator project will positively impact veterans through preferential selection of student veterans for credit-bearing Incubator business-assistance projects, facilitated internship opportunities with incubated businesses and priority access to product development processing facilities offered by FFBI. Further, CADE can explicitly engage veteran offices and promote agriculture as a viable opportunity to veterans.



# CREATE AN INNOVATION ECOSYSTEM ◀

## IMPLEMENTATION AGENDA



ACTION IDENTIFIED BY COUNCIL	PROGRESS-TO-DATE	FUTURE ACTIONS & TIMELINE FOR COMPLETIONS
Strengthen regional R&D capacity through education, facilities and funding	<ol style="list-style-type: none"> <li>1. Expansion of Griffiss Institute and designation as a Certified Business Incubator.</li> <li>2. Partnerships with AFRL, University of Arizona, and NYSTEC leveraged to implement NY Furnace and creation of Commercialization Academy, which has since spun off (x) new business ventures.</li> </ol>	<ol style="list-style-type: none"> <li>1. Thincubator in downtown Utica leverages relationship with Griffiss Institute to establish Innovation Hot Spot, with proposed expansion to 5,000 square foot facility in Baggs Square District.</li> <li>2. Commercialization Academy cadre #2 in session, inclusive of five potential entrepreneurial startup firms.</li> </ol>
Provide better access to capital/funding for small business development (small business lending, Micro-enterprise or Jump Start Programs)	<ol style="list-style-type: none"> <li>1. Since 2011, the REDC has supported CFA awards totaling more than \$2,000,000 in microenterprise and small business grant programs through HCR and Ag &amp; Markets, including the establishment of the Thincubator and the Cobleskill Dairy Processing Center.</li> <li>2. Microenterprise programs in Schoharie, Otsego, Fulton, and Montgomery Counties have assisted more than 39 new and existing small businesses since 2012.</li> </ol>	<ol style="list-style-type: none"> <li>1. In Round V, the MVREDC is proposing \$800,000 in microenterprise funding in Montgomery, Fulton, and Otsego Counties, as well as \$350,000 for an Agribusiness Incubator.</li> <li>2. In Round V, funding for three exciting new small businesses are proposed in chemical manufacturing, alternative fuels, and software development.</li> </ol>
Expand broadband connectivity throughout the region	<ol style="list-style-type: none"> <li>1. Phase 1 &amp; 2 Northland broadband expansion of 10G network in Herkimer and Oneida Counties to support more than 200 businesses, hospitals, educational institutions, and business parks.</li> <li>2. Broadband feasibility and propagation studies underway in Schoharie and Otsego counties.</li> </ol>	



## ▶ CONNECTIONS PROFILE

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### *FURNACE PROGRAM*

In 2014 the Griffiss Institute (GI) partnered with the Air Force Research Laboratory (AFRL) to launch a technology transfer program entitled FURNACE that would enable the market to pull technology from AFRL and turn it into new ventures and new products. \$400,000 of external seed funding was raised by key stakeholders to support the teams in the first cohort. Funders include National Grid, Oneida County, NYSTEC, The Community Foundation of Herkimer and Oneida Counties, and the Oneida County Industrial Development Agency. The GI further partnered with the ThINCubator and Wasabi Ventures to mentor and provide technical support to the cohort. Six of the teams brought into the program will present their companies to external investors at a "Demo Day" on October 5th.

One of the teams in the first cohort, Lilo, is led by Stacey Smith who is also participant in the ThINCubator's summer cohort and is currently working on their go-to-market strategy and prototype product for an inverted water bottle. The product is based on an existing patent, has won a local business plan competition, and has already been awarded \$15,000 in funding. ThINCubator is continuing to provide resources to the team so that they can meet and exceed development benchmarks set by FURNACE and obtain a working prototype and an additional \$15,000 in funding. Lilo will present their product at Demo Day.

This program is one of the region's most significant efforts in addressing a key need in its innovation ecosystem, which is to provide better access to capital through angel investment and venture capital funds.



# STRATEGY 4 ◀

## REVIVE OUR COMMUNITIES

The Mohawk Valley has worked diligently to advance its Revive strategy over the last four years, and continues to do so in 2015. Just as urban design involves the weaving together of a multitude of elements into a coherent and organized structure, so too does the Mohawk Valley's Revive strategy.

### Key Projects:

The Landmarc Building

Mohawk River Trail

Mohawk Valley Gateway Overlook

Schoharie River Center

### Strategy Advancement:

#### BUILDINGS

Buildings are the most pronounced elements of urban design - they

shape and articulate space by forming the street-walls of the city. Well designed buildings and groups of buildings work together to create a sense of place. The adaptive re-use of existing buildings and the preservation and revitalization of significant commercial structures in our vibrant communities has been a key component of the MVREDC's Revive Strategy. *The Utica Landmarc Project* (2013 CFA Awardee) continues to progress. Most of the units have been rented and the Ocean Blue Restaurant (located on the top floor overlooking Downtown Utica) will open in October. The momentum created by that State investment is evident throughout the neighborhood, and has resulted in a number of private investments that would have otherwise not existed, but for the initial State investment (*Bagg's Square, Clark City Center Building, Bassett Healthcare Data Center, etc*). Likewise, 2015's plan includes a new

adaptive re-use project - *Bagg's Square Lofts*. As part of the rebirth of downtown Utica's historic Bagg's Square core neighborhood, Bagg's Square Lofts will serve as an anchor in the neighborhood's resurgence. Bagg's Square Partners will acquire the currently abandoned property at 310 Broad St. in the city of Utica and begin demolition, renovation and construction early in 2016.



The property will have 5,000 sq. ft. of commercial space, as well as 27 market-rate, one- and two-bedroom loft apartments. Apartments will range from 1,100-1,600 sq. ft. and will each have storage and laundry in addition to traditional amenities. The building will house a community space for tenants that includes lounge space, a media room, a gym and a business center. There will be on-site parking for each tenant. Developing the multi-property historic structure will meet growing demand for loft apartments and office space in this reviving section of the community.

### **PUBLIC SPACES**

Great public spaces are the living room of vibrant regions - they are the place where people come together to enjoy the community and each other. Public spaces form the stage and backdrop to the drama of life. *The Mohawk River Trail*, a non-CFA project completed recently by the City of Rome, provides a pedestrian-only public connection between Griffiss Business and Technology Park, Downtown Rome, and Rome's Waterfront - the location of recent public space improvements at *Bellamy Harbor Park* (2012 CFA Awardee). Public and private investments over the next few years will only enhance the robust public spaces in the region.

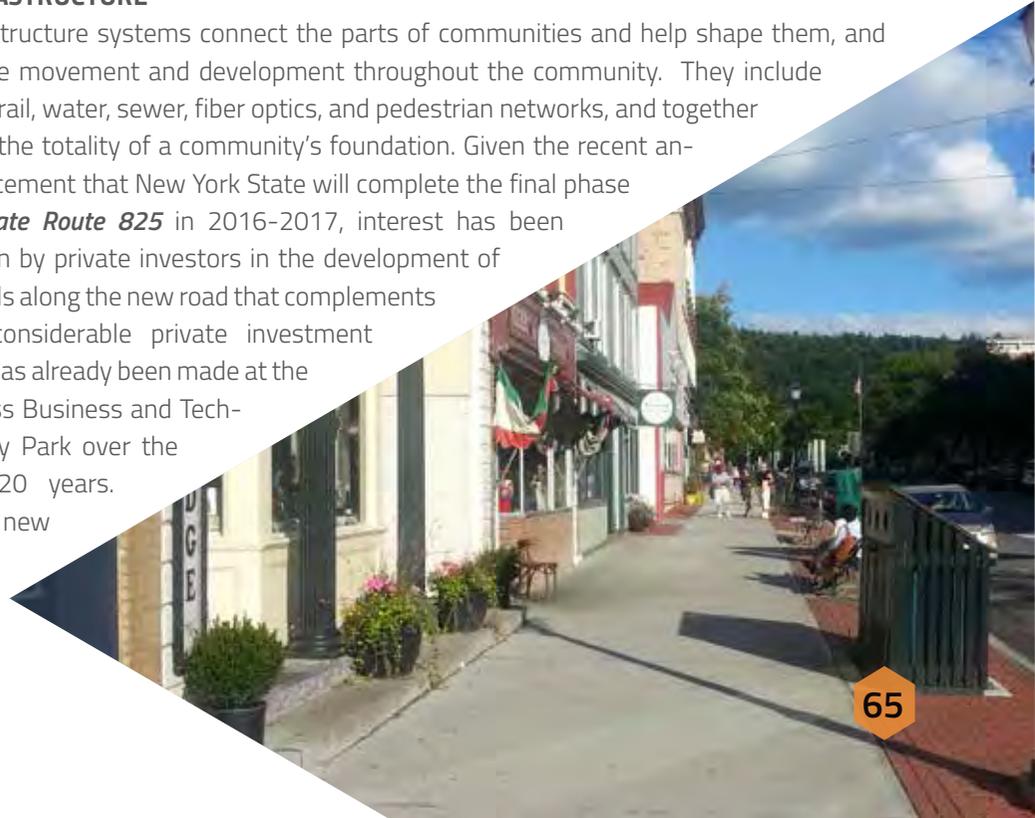
In 2015, the *Schoharie River Center* (SRC) hopes to use CFA funding to create important public space connections across the region, and foster interest in environmental science and forestry as a career pathway for youth in Montgomery County. SRC is an environmental and cultural education center located in the Town of Charleston. Formed in 2000, SRC includes twenty forested acres and a riparian zone along the Schoharie Creek. Currently the land includes a one-mile looped trail, as well as a trail fragment which is currently inaccessible due to a steep embankment, and a timber-framed lean-to that was constructed in 2013. The construction of new trails have the potential to create much-needed connections to other regional trails, specifically the system managed by the Hudson Mohawk Land Conservancy. The project has several elements, including the creation of a handicapped accessible trail, construction of connections to other existing trails, the fabrication and installation of wayfinding and interpretive signage, and leveraging a strong partnership with the AmeriCorps Environmental Stewardship Program, which will provide internships to young adults interested in forestry and conservation, in support of the project.

### **STREETS**

Streets are the connections between spaces and places, as well as being spaces themselves. They are defined by their physical dimension and character as well as the size, scale, and character of the buildings that line them. In fact, often the buildings that line those streets are what define a community, and what makes each community unique. *The Village of Schoharie* is requesting 2015 capital funding to support the adaptive re-use of the *Parrott House*, the anchor structure that largely defines the historic and economic character of the core of the village, as well as planning dollars for the *Taylor Block*, which is a complementary structure from the same period, but immediately across Main Street. Built in 1870, both buildings suffered major flooding impacts during Hurricane Irene and have been vacant since, are an underutilized resource, and are a major component in the context of the village's fine architectural fabric. The adaptive re-use concept includes the provision of low-to-moderate income rental housing (<80% of AMI). Both the Parrott House and Taylor Block are central to the economy of Main Street in the Village of Schoharie.

### **INFRASTRUCTURE**

Infrastructure systems connect the parts of communities and help shape them, and enable movement and development throughout the community. They include road, rail, water, sewer, fiber optics, and pedestrian networks, and together form the totality of a community's foundation. Given the recent announcement that New York State will complete the final phase of *State Route 825* in 2016-2017, interest has been shown by private investors in the development of parcels along the new road that complements the considerable private investment that has already been made at the Griffiss Business and Technology Park over the last 20 years. The new road



# REVIVE OUR COMMUNITIES ◀

will provide enhanced accessibility to the Griffiss International Airport, which is moving forward with the creation of new development parcels to capture the employment growth in UAV technologies that are expected to occur in the short term. The completion of the road will also cement Griffiss as a true multi-modal environment that integrates road, rail, air, bicycle and pedestrian improvements into a cohesive transportation network. In 2015, the **Village of Cobleskill** is taking proactive steps to create a foundation for future growth. The Main Street portion of the Village of Cobleskill is scheduled to be milled and re-paved by NYSDOT and therefore the Village has coordinated with NYSDOT to replace the water and sewer mains prior to re-pavement of the road to minimize the need to disturb the new road material due to future repairs. This portion of the Village includes original infrastructure of 100+ years in age and is prone to considerable leaking. Main Street in this area is comprised of old brick pavers underneath the asphalt pavement. These pavers are deteriorating and prone to excessive frost heave causing potholes and premature pavement failure. The project will also remove the pavers and replace them with suitable road subbase and replace the base and binder pavement courses. The brick pavers will be recycled to be a walking path through Centre Park, creating an enhanced public space from recycled historic materials.



## LANDSCAPE

The landscape is the part of the community that weaves throughout and creates vital connections. Landscapes may come in the form of parks, vegetation, or most importantly, water in its many forms. No project better supports the importance of landscapes as design elements than the **Mohawk Valley Gateway Overlook Bridge** in

Amsterdam (2012 CFA Award-ee). Progress continues on the project, with the final connections nearing completion. Finishing work will commence shortly after that. The curvilinear bridge will provide a pedestrian scale greenway and will include extensive plantings, viewing areas, gathering spaces for large functions and a variety of interpretive elements highlighting the history and culture of the City and its relationship to the Mohawk Valley Region.



The **Bagg's Square neighborhood** is comprised of some of the oldest buildings in Utica and is currently undergoing a revitalization. The Bagg's Square Association (BSA) is a community group comprised of property and business owners in the Bagg's Square neighborhood. The City has been interfacing with the BSA to develop stormwater management solutions that enhance and encourage the revitalization effort. The progressiveness and energy of the BSA has allowed us to look at a combination of green infrastructure practices that will simultaneously reduce Combined Sewer Overflows (CSO's) while conserving resources, improving air quality and bettering the neighborhood.

Together the City and the BSA propose the following green infrastructure practices to manage the stormwater tributary to the combined sewer on Whitesboro Street:

- Permeable pavers or stone on Burchard Lane (within the City's right-of-way).
- Redirection of roof drains that outlet onto pavement to a more permeable area.
- Disconnection of designated roof drains from the combined system and into a bioretention area or stormwater planter (on private property).
- Disconnection of designated roof drains from the combined system and into a cistern where it can be re-used for non-potable use (on private property).

# REVIVE OUR COMMUNITIES ◀

NY RISING



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. Communities participating in this community-driven planning and reconstruction effort are located along rivers and waterways which experienced significant flooding during Hurricane Irene and Tropical Storm Lee, such as Mohawk River, Fulmer Creek, West Canada Creek, and Schoharie Creek.

- Community Reconstruction & Waterfront Revitalization
- Stream Restoration & Stormwater Management Infrastructure
- Redevelopment of Flood-Damaged Structures for Housing Recovery & Small Business

## 2015 NY RISING PRIORITY PROJECTS

### **RAIL STATION RELOCATION STUDY, AMSTERDAM**

**CFA #57532**

Among the top priorities identified in the NY Rising plan for the City and Town of Amsterdam is the relocation of the City's flood-ravaged rail station, out of the floodplain and into the Amsterdam Brownfield Opportunity Area. Recognizing the remarkable potential for Transit-Oriented Development (TOD), flood prevention, and access to transportation alternatives for residents of urban core neighborhoods, this proposal would fund the preparation of detailed plans for the relocation of the AMTRACK passenger station in Amsterdam from the far West End of the city to its downtown core. It would advance the recommendations made as a result of NYRCR, BOA, and LWRP community planning efforts, connecting a major transit hub to Main Street and the burgeoning Amsterdam waterfront.

### **FULMER GREENPLAIN PARK NORTH, MOHAWK**

**CFA #54193**

The Fulmer Greenplain Park is perhaps the most comprehensive NY Rising project in 2015, continuing the development of a 'GreenPlain' along the Fulmer Creek corridor. The Fulmer Creek 'GreenPlain' will function as a more natural linear riparian buffer to absorb the energy of future flood events, reducing the potential for erosion, property damage, and habitat destruction. The 'GreenPlain' will also enhance the community's resiliency to storm events, will

better protect the downstream business and Main Street districts, will encourage businesses to reopen, and will encourage increased tourism and recreation through the creation of a linear riverine park system. This phase of the project includes site improvements and design corridor to include trail connections, trailhead parking, utilities and recreational amenities.

### **47 MAIN STREET | DIEFENDORF HALL RESTORATION**

**CFA#51976**

The proposed project will restore a prominent historic Main Street structure, create a Cultural Heritage Center, and be home to a new Mohawk River Environmental Center. The renovated structure will also greatly improve the appearance of Main Street, generate tourism, and create much needed jobs for the area. Collaboration with the New York State Museum, the Fort Plain Museum, Diefendorf Hall will be a mixed use building that serves as the home base for the Mohawk River Environmental Center initiative, led by the Schoharie River Center Environmental Study Team.

### **MAIN STREET SCHOHARIE REHABILITATION PROJECTS**

**CFA #54116**

The Village of Schoharie is requesting funding to support the adaptive re-use of the Parrott House, the anchor structure that largely defines the historic and economic character of the core of the village. Built in 1870, the building suffered major flooding impacts during Hurricane Irene and has been vacant since, an underutilized resource and a major edifice in the context of the village's fine architectural fabric with opportunity for mixed use. The project also involves a planning process for the Taylor Block, a sister property which was also badly damaged during flooding from Hurricane Irene. The redevelopment strategy for these properties include low-to-moderate income workforce housing and new opportunity for small business development.

Inspired by these efforts, communities across the region are proactively engaging in planning, engineering, and capital projects to increase resiliency, enhance riparian habitat, and protect lives and property from catastrophic weather events in the future. The communities of Rome, Utica, Schoharie, Middleburgh, Mohawk, and Cooperstown are actively integrating green infrastructure into downtown streetscapes to intercept large volumes of stormwater runoff. A major project, Oriskany Creek Stretch 1 Streambank Stabilization, is taking shape in Oneida County to protect critical infrastructure, property values, and wildlife habitat from major flood events in a designated FEMA Special Flood Hazard Area.

*NY Rising has changed the way Mohawk Valley communities are approaching housing development, transportation infrastructure, stormwater management, and natural resource conservation. As a result, we are not only building back better; we are planning smarter to protect our strategic investments.*

# REVIVE OUR COMMUNITIES ◀

## CLEANER GREENER SUSTAINABILITY PLAN



The decline that the Mohawk Valley endured for decades was, in many ways, a product of our own making. As external market forces pummeled our economy, like many regions across the American Rustbelt, we continued to pursue unsustainable land use, transportation, infrastructure, and energy policies that only compounded the problem. Exurban sprawl, smokestack chasing, and deferred investments in infrastructure led to the decay of our urban centers, main streets, and former industrial districts. Even as our population declined, we continued to develop agricultural and ecologically-sensitive land outside of our cities and villages for residential and commercial use. Something had to give.

In 2011-12, the Mohawk Valley Sustainability Plan process began to change the way we approached economic development, community revitalization, and the stewardship of our precious and abundant natural resources. Grounded in the premise that “every decision we make – what land to build on, what street to pave, what energy to use – affects the environmental health of our region,” we are looking at projects through a very different lens.

Leveraging the Cleaner-Greener Communities, NYSUN, GIGP, BOA, and other state programs, we are moving the needle and realizing ancillary benefits on a number of Sustainability Plan goals since the planning process began in 2011:

**Land Use & Livable Communities.** Since 2011, eleven brownfield sites in the major cities of Rome, Utica, and Amsterdam, have been remediated and redeveloped in urban core districts. The *Downtown Rome BOA* was among the first 12 BOAs designated in New York State History in 2014. In East Rome alone, since 2011, five brownfield sites have been redeveloped for industrial, commercial, and recreational use along the NYS Barge Canal, resulting in tens of millions of dollars in taxable value and the largest expansion in public access to the Canal in Rome’s history.

**Water Quality.** Nine green infrastructure projects in Oneida and Otsego are underway or have been completed in downtown neighborhoods. In Cooperstown, the *Green Main Streets* project was part of a comprehensive stormwater management and streetscape reconstruction project, contributing to water quality improvements to Otsego Lake while enhancing the walkability of an international tourism destination. In 2015, the City of Utica is proposing the complete green infrastructure retrofit of *Burchard Lane* in the heart of historic Baggs Square, complementing tens of millions of dollars in private mixed-use redevelopment...and creating a more pedestrian friendly connection between the Aud and Utica Coffee Roasters. A few blocks away, Oneida County is proposing a \$55 million project involving the separation of combined sewers, and the construction of a *state-of-the-art anaerobic digester*. Both projects seek to mitigate combined sewer overflows and protect water quality in the Mohawk River and NYS Barge Canal.

**Materials Management.** Institutions are modernizing while entrepreneurs are developing new technologies in the Mohawk Valley to reduce our communities’ impact on the environment. The Oneida-Herkimer solid waste authority expanded recycling programs in more than 100 cities, towns, villages, schools, and institutions since 2011, achieving the highest recorded recycling rate since the authority’s creation. In Round V, *New Age Renewables* is proposing a \$12 million project in Johnstown to transform dairy waste into commercial-grade alcohol products for a wide range of commercial and industrial uses.

**Energy.** Community, industrial, and private alternative energy projects since 2011 have added more than 100 Megawatts to the



grid, with more on in development. **Wind, and solar projects** are coming online up in Oneida, Herkimer, Fulton, Schoharie, and Otsego counties. **GJWWTF** is currently operating at net-zero for heat and power; enabling the continued success of Fage USA by providing a low-cost alternative to high-strength dairy waste disposal. Projects like this were the inspiration for the first-ever partnership between the NCREDC and MVREDC to host the **Clean Energy Economy Conference** in June. Renewable energy experts, engineers, and entrepreneurs converged on SUNY Polytechnic for a two-day conference to promote clean energy technology adoption in the Mohawk Valley and North Country. The conference featured speakers from O'Brien & Gere, the NYPA, and NYSERDA, and attracted more than 200 participants from every corner of Upstate New York.

**Agriculture & Forestry.** As wood pellet heating technology improves, demand for wood pellets for heating rural homes, businesses, schools, and community buildings continues to explode in the Mohawk Valley and North Country. In an unprecedented partnership with the Upstate forest products industry, **Vincent's Heating and Fuel Systems** received a \$1.3 million grant to install eight commercial and five residential wood pellet systems – using boilers designed and manufactured in the Capital District. The grant will also fund three 70 ton silos. These silos are for a new concept designed by Vincent's called "The Pellet Hub". This hub will bring more wood pellets into the area from different New York State manufactures, expanding access to low-cost bulk pellets in rural areas. The bulk pellet hub will guard against possible shortages, eliminate bag waste, reduce miles traveled, and lower rural heating costs to low-income households by up to 40% as compared to fuel oil. In 2015, Erie Pellets is proposing the construction of a new bulk pellet manufacturing facility in a major population center, with the promise of new jobs and a carbon-neutral heating alternative in the western Mohawk Valley.

It is clear that we are beginning to right the ship; although the coming about is a slow and steady process, demanding vigilance and commitment to the future that we bequeath to our posterity. The turns that we effect today may take years before the course is corrected; but it is undeniable that we are finally steering toward a new horizon.



# REVIVE OUR COMMUNITIES *IMPLEMENTATION AGENDA* ◀



ACTION IDENTIFIED BY COUNCIL	PROGRESS-TO-DATE	FUTURE ACTIONS & TIMELINE FOR COMPLETIONS
<p>Make key investments that improve critical infrastructure assets and promote sustainability</p>	<p>1. Sewer separation and stormwater infrastructure upgrades in downtown Utica and Amsterdam. 2. Completion of major green infrastructure projects in downtown Rome, Utica, and Cooperstown to enhance pedestrian connectivity to urban core mixed use districts while intercepting and displacing millions of gallons of stormwater from previously overburdened sewer systems. 3. Marcy sewer interceptor construction underway to support semiconductor industry attraction. 4. Cobleskill Route 7 Corridor infrastructure to support Howe Caverns expansion, craft brewing capacity, and tourism destination development in Schoharie County. 5. The Mohawk River Gateway Overlook bridge has spanned the Mohawk River, after more than a decade of planning and development. 6. Phase One Local Waterfront Revitalization, Mighty Waters and NY Rising projects in Rome, Fonda, Fultonville, Utica, Mohawk, Schoharie, and Frankfort are nearly complete, providing unprecedented public access to the waterfront and establishing destinations along the Mohawk Valley section of the NYS Barge Canal and creating more resilient communities.</p>	<p>1. Amsterdam, Utica, and Sharon Springs are each proposing major wastewater treatment plant upgrades to further address and mitigate CSO problems in Round V, while Montgomery County is studying sewer district consolidation . 2. Utica and Rome are proposing 2016 green infrastructure projects to further mitigate stormwater issues in urban core neighborhoods aimed at retrofitting nearly an acre of impervious surfaces with pervious paving, bioretention, and landscaping and removing hundreds of thousands of gallons of rooftop and street-level runoff from inundated sewer systems. 3. Marcy sewer interceptor set to be completed in 2016, providing the critical capacity necessary for the construction of a semiconductor plant at Marcy Nanocenter. 4. Cobleskill is partnering with the NYS DOT on a major downtown reconstruction project in the Village to facilitate a business &amp; pedestrian-friendly mixed-use district. 5. Pedestrian infrastructure and cultural enhancements to the Overlook bridge are planned for next year, with a target completion date of September 2016 - connecting an revitalized mixed-use district to the heart of downtown and presenting an unprecedented international tourism opportunity for the Mohawk Valley. 6. Next phases are proposed for the Fulmer Greenplain, West Canada Creek, Utica Harbor Point, Fonda, and Fultonville in CFA Round V.</p>
<p>Develop uniform criteria and priorities for central business districts and Main Street redevelopments</p>	<p>1. Main street target areas identified and capacity building underway in Rome, Utica, Little Falls, Herkimer, Oneonta, Cooperstown, Sharon Springs, Amsterdam, Schoharie, and Gloversville. 2. Completion of Main Street façade, streetscape, and microenterprise programs for East Dominick Street in Rome, South Main Street and Bridge Street in Amsterdam, Main Street Schoharie &amp; Middleburgh, and Main Street in Oneonta serving 42 Main Street businesses. 3. Priority Main Street adaptive reuse projects completed and underway at Utica Landmarc building, Utica Coffee Roasters in Baggs Square, IDA building in downtown Amsterdam.</p>	<p>1. Next phase Main Street strategic planning projects are proposed in CFA Round V for Baggs Square in Utica, Village of Unadilla, and the Oneonta Entertainment District...2. Comprehensive streetscape and facade renovation projects are proposed in Round V for Camden Riverwalk and Facade program, downtown Amsterdam, and 3. Anchor Main Street adaptive reuse projects proposed in CFA Round V include the Parrot House &amp; Taylor Block in Schoharie, Stevens Building in Oneonta, and the Smith Brothers Furniture building in Herkimer.</p>
<p>Complete Brownfield Opportunity Area planning processes and identify top ten regional brownfield redevelopment opportunities</p>	<p>1. Downtown Rome BOA Nomination Study and Implementation Strategy complete, officially designated as one of only twelve BOAs in NYS in 2015. 2. Pre-Nomination and Nomination Studies underway in Rome, Utica, Amsterdam, and Little Falls. 3. Identification and preliminary site engineering complete for top twelve brownfield redevelopment opportunities in Canajoharie (Beech Nut), Ilion (Duofold &amp; Smith Bros Furniture), Amsterdam (Chalmers), Utica (Harbor Point &amp; Baggs Square East), Rome (Rome Cable &amp; Griffiss Building 240), Gloversville (Burr Street &amp; Estee School), Oneonta (Market Street &amp; Rail Yards).</p>	<p>1. Rome is completing a comprehensive Smart Growth zoning update for their two BOA target areas to implement form-based code and flexible mixed-use zoning code reform for downtown Rome in 2016. 2. The City of Amsterdam is taking the first step in relocating the Amtrack station in the heart of the Amsterdam BOA, the first in the region to explore transit-oriented development opportunities for the urban core. 3. The next stages of strategic planning and initial capital investments are proposed in Oneonta on Market Street and the Rail Yards; while Baggs Square Partners are tackling the redevelopment of the former ConMed building in Utica.</p>

# CONNECTIONS PROFILE



## TRYON TECH PARK

Fulton County, in partnership with Governor Cuomo, Empire State Development, NYS Office of General Services and the NYS Department of Children and Family Services, successfully completed transferring ownership of the former Tryon Juvenile Detention Facility over to the Fulton County Industrial Development Agency (IDA). Fulton County and the IDA partnered to transform this former State facility into shovel-ready sites for new businesses. This transformation has been completed through the construction of a new internal access road, relocating existing water and sewer lines, installing new water and sewer lines and installing a new water pumping station and elevated water storage tank. There now exists 260+/- acres of shovel-ready land available for new businesses.

Fulton County has completed a comprehensive and detailed Targeted Industry Analysis for Tryon Technology Park that identified specific industry clusters for marketing.

The industry clusters identified included:

1. Biomedical Research & Development
2. Food & Beverage
3. HQ & Business Services
4. Renewable Energy
5. Software & Media
6. Health Care Products & Services
7. Electronics

This past year, New York State issued licenses to five companies to grow and manufacture medical cannabis. Each company will be allowed to operate four dispensaries where the medicines to be made from medical cannabis will be sold.

Empire State Health Solutions (ESHS), LLC was one of the five companies that was issued a license to grow medical cannabis and manufacture medicines. ESHS is developing a pharmaceutical manufacturing project at the Tryon Technology Park. On the 20+/- acre parcel they have acquired lies an existing 15,000+/- sq. ft. building. ESHS has gutted that building and is retrofitting it to create greenhouse spaces, laboratories, manufacturing, packaging, shipping, office and other spaces. In addition, ESHS will be constructing two (2) new greenhouses behind this existing building. Depending upon patient adoption rates, ESHS may further expand on the site.

ESHS' project is expected to create 30+/- new jobs to start with that number projected to grow to 75 in three (3) years. Job titles will include pharmacist, horticulturists, cultivators, lab techs, security and others. Starting wages are expected to be \$20+/-/hour with benefits. ESHS has not requested a Payment in Lieu of Tax Agreement (PILOT) from the IDA. The company is using local contractors to perform a majority of the renovation work in the existing building.

The growth of the medically and scientifically based medical cannabis manufacturing and biomedical research and development ecosystem in New York State is clearly a STEM-related industry cluster. As an innovative STEM-based health care industry, this pharmaceutical business represents a key component of the STEM-related ecosystem that we are striving to build here in the Mohawk Valley.

The Tryon Technology Park and Incubator Center received \$184,153 in federal funding to convert a building on the site into training space, U.S. Sen. Charles Schumer announced in September. The facility will be leased by businesses in the region to train workers when they don't have the needed space at their own facilities. It may also be used by FMCC and the Hamilton-Fulton-Montgomery Board of Cooperative Educational Services. The entire Tryon project will now have the potential to attract new companies, create new jobs and reinvigorate the local economy.

# STRATEGY 5 ◀

## MODERNIZE OUR CIVIC INSTITUTIONS

Historically, local property taxes are higher in New York than anywhere else in the country. The median property tax paid by a homeowner in New York (\$4,090) is twice the national median (\$2,043). And in the context of home value—median property taxes as a percentage of median home value—thirteen of the fifteen highest-taxing counties in the country are in New York. Recognizing that rapid growth in already-high property taxes was fueling New York’s negative tax climate reputation, under the leadership of Governor Andrew M. Cuomo, the New York State Legislature enacted in 2011 New York State’s first-ever property tax cap.

### Key Projects:

CNY Fresh

Brew Central

Shared Services

### Strategy Advancement:

At the same time, the growth and proliferation of local agencies across the region has long been a concern of the private sector in the Mohawk Valley. Over the years, political fragmentation has generated redundancies and inefficiencies in the delivery of local services. The ultimate consequences of that government excess has included higher tax burdens, increased fiscal stress on local governments, and reduced levels of eco-

omic growth. In fact, there are over 300 units of government in the Mohawk Valley alone. So in addition to the Governor’s commitment to a property tax cap, the Mohawk Valley also committed to the refinement and streamlining of local government through its regional economic development plan. That strategy, referred to as Forge, has been a key component of the economic improvements and resurgence witnessed across the Mohawk Valley.

Step one in that strategy is to achieve cross-sectoral partnerships across the region, in order to reduce the duplication of services that could best be provided on a regional scale. The *Brew Central* craft beverage marketing campaign continues to be the best representation of this goal. Brew Central not only provides a one stop, multi- platform regional media outlet for craft brewers and producers, but it has received national recognition, including an Academy of Interactive and Visual Arts Communicator Award for the print campaign. Brew Central also picked up a Telly Award for the “What’s on Tap” web series.

Building off of this multi-county ini-



tiative, the MVREDC has prioritized the *MV Path Through History Cycling Trail* project. Building on the Mohawk Valley's successful Path Through History initiative launched by Governor Cuomo in 2012, the MVPTH group will implement the next phase of its original multi-year plan to develop and market cycling trails that will connect the existing Erie Canalway Trail to historic sites throughout the region. The 7-county project area is defined as the Mohawk Valley Region: Fulton, Herkimer, Montgomery, Oneida, Otsego, and Schoharie counties plus Saratoga County. The project is collaboration between two (2) REDCs: Mohawk Valley and Capital-Saratoga; and two (2) ILNY Vacation Regions: Central New York and Capital-Saratoga. The goal of the project is to increase visitation, sales and occupancy tax revenues in the project area. Marketing activities will include geo-targeted multi-media advertising, consumer travel shows, trade shows, sales and media missions, and cross-promotion of cycling and adventure events. Partnering with the expertise of the New York Bike Coalition, the project will utilize existing cycling routes and develop new routes connecting cyclists to historic sites and attractions, local bicycle and repair shops, bike rentals, restaurants, events and lodging facilities for an exceptional outdoor adventure experience directly connected to the region's rich heritage and historic attractions.

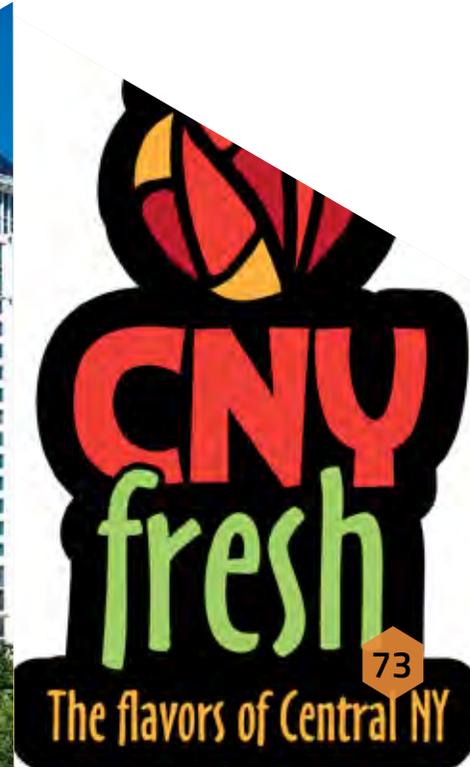
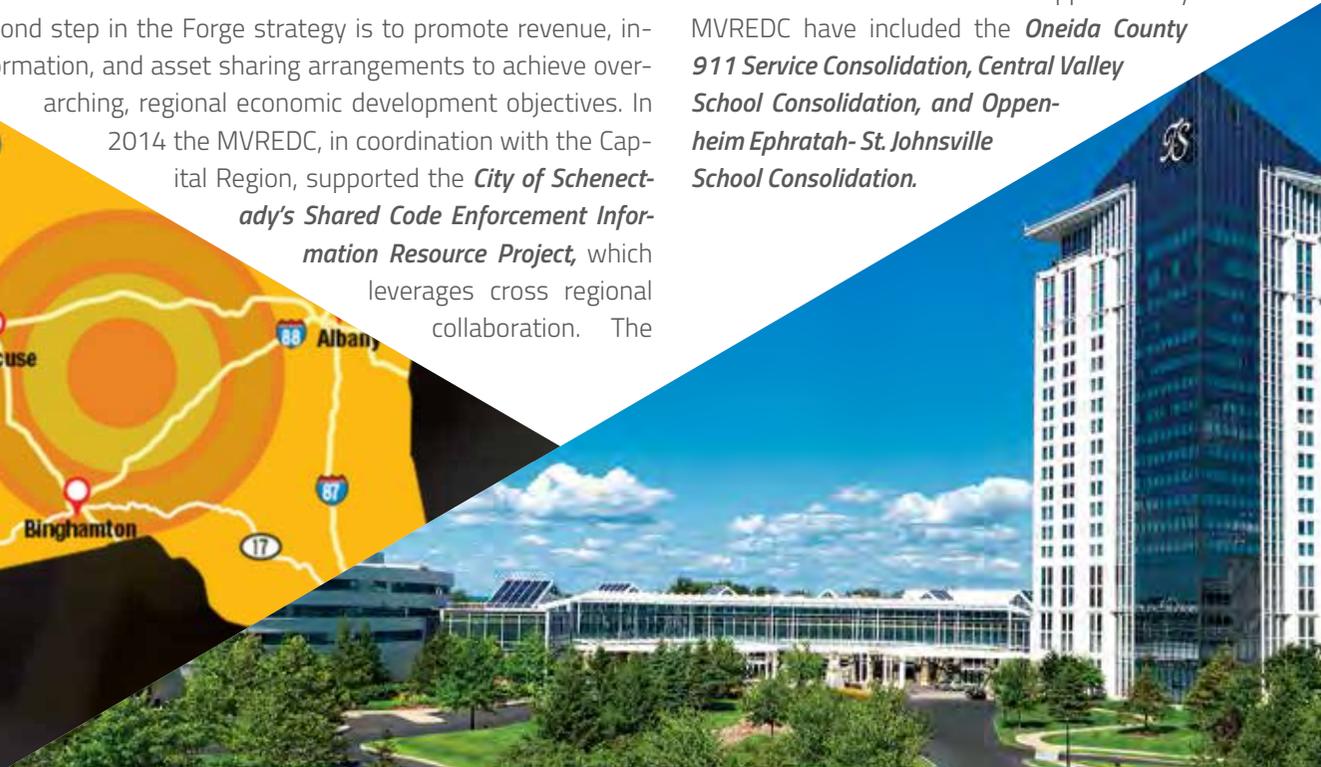
The second step in the Forge strategy is to promote revenue, information, and asset sharing arrangements to achieve overarching, regional economic development objectives. In 2014 the MVREDC, in coordination with the Capital Region, supported the *City of Schenectady's Shared Code Enforcement Information Resource Project*, which leverages cross regional collaboration. The

project provided for the cities of Schenectady, Amsterdam, Troy and Gloversville to pilot a shared regional code-enforcement repository that, if successful, could be replicated by other local governments. The project will determine what data is most critical to share across governments; build on systems already in place; and implement the most appropriate platform from which to share this data."

In 2015, Fulton and Montgomery County are working together on a *Regional Business Park* project that involves creating a 280+/- acre shovel ready site along NYS Route 30A in the Town of Mohawk. There is currently no municipal water and sewer infrastructure available to the site in the Town of Mohawk. The project proposes the annexation of the 280+/- acres into the City of Johnstown in Fulton County, in order to gain access to the City's municipal water and sewer systems. The site would provide both counties with a valuable economic development opportunity.

The final step in the Forge strategy is to modernize governmental structures and civic institutions through regionalization and consolidation, where possible.

Past successful initiatives supported by the MVREDC have included the *Oneida County 911 Service Consolidation, Central Valley School Consolidation, and Oppenheim Ephratah- St. Johnsville School Consolidation*.



# MODERNIZE OUR CIVIC INSTITUTIONS ◀

In 2015, the MVREDC is making the *Frankfort public safety consolidation study* a priority. The Village and Town of Frankfort in Herkimer County are partnering together to develop a Police Consolidation Feasibility Study. The Town and Village, like many small communities across NY, are confronted with declining revenues and rising costs. The goal of the Police Consoli-

ation Feasibility Study will be to identify solutions to reduce the tax burden on Village and Town residents through restructuring, consolidation, or shared services arrangements. Implementing any alternative action will ideally achieve cost savings and improve the quality and efficiency of service delivery.

## MODERNIZE OUR CIVIC INSTITUTIONS IMPLEMENTATION AGENDA ◀



Modernize governmental structures and systems and civic institutions through regionalization, consolidation/shared services, modernization of systems and governmental services

1. Leveraging LGE funding and expertise, the Village of Bridge-water became the first Village to officially dissolve in 2015.
2. The US Department of Housing & Urban Development hosted the first ever "Strengthening Communities Summit" in the Mohawk Valley, featuring the Cities of Utica, Rome, Gloversville, and Amsterdam to address issues of poverty, workforce development, sustainability, and community revitalization.
3. CFA investments in the Gloversville-Johnstown Wastewater Treatment Facility to provide the necessary capacity for the exponential expansion of Fage Greek yogurt manufacturing since 2012 and to save millions of dollars in operational costs through combined heat and power generated by anerobic digestion of the dairy waste.

1. Despite similar efforts met with failure at the polls, the Villages of Frankfort and x are seeking LGE support in Round V to study Public Safety Consolidation.
2. HUD spearheaded a Community Needs Assessment was recently completed in Utica; a similar exercise is underway in Amsterdam, and another is planned for Rome in 2016.
3. Jumpstart Fulton County is continuing this partnership by interconnecting and expanding water and sewer capacity to enable expansion of the Johnstown Regional Industrial Park to attract international food processing and beverage manufacturing companies.

Promote revenue sharing and tax base sharing arrangements to achieve overarching economic development objectives, deployment of technology

1. An historic and unprecedented PILOT revenue sharing agreement was approved by local governments and institutions to lay the foundational taxation structure for the construction and development of the Marcy Nanocenter at SUNY Polytechnic Institute.
2. Groundwork has been laid for the annexation of Montgomery County property by Fulton County for the Johnstown Regional Industrial Park for expansion of the Food Processing industry cluster.

1. The way is paved for the construction of the ams high performance analog semiconductor plant in Marcy, providing predictability in overhead for the company and sustainability for the impacted local governments - ensuring tax base stabilization and reduced threat of sprawl in Marcy.
2. A revenue sharing agreement is being negotiated by Fulton and Montgomery Counties and expected to be in place by 2016.



# ▶ CONNECTIONS PROFILE

## *OIN AGREEMENT*



In May 2013, 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.

In 2015 Oneida County dispersed \$1 million in grant funds from the revenue dollars from the Oneida Nation agreement and partnerships with the Community Foundation. The grants were distributed in two key areas; Arts and Culture and STEM Education.

Seventeen Arts and Culture grants were awarded which included the acquisition of a vacant church for the creation of the Midtown Utica Community Center—whose main focus is to foster inclusive community participation by providing an environmentally sound facility for arts, recreation, celebration, and locally based human services in order to increase opportunity for personal and collective growth in the community. Upstate Cerebral Palsy was also awarded funding for an integrated community art program for residents with disabilities.

Ten STEM Education projects were funded which include the purchase of nano-related equipment for Whitesboro Central School, First Lego League at SUNY Poly, partnerships for STEM education at Oneida-Herkimer Madison BOCES and engineering in elementary in Westmoreland Central School.

# PROPOSED PRIORITY PROJECTS ◀

CFA	Applicant Name	Project Name	Total Recommended ESD Funding	Total Project Cost
54974	New Age Renewable Energy	Johnstown Renewables	\$2,000,000	\$12,430,000
55825	Robinson Smith	New Facility	\$1,700,000	\$8,620,000
52145	Fulton County	Jumpstart Fulton County repair interconnection between 2 cities	\$51,000	\$255,000
51045	St Johns Episcopal Church	St Johns One Church Street 2015 Expansion and Revitalization Project	\$80,000	\$539,659
51270	Gloversville Public Library	Necessary structural library improvements	\$501,554	\$7,452,939
54306	SCOTT HENZE	Nathan Littauer Hospital Primary Care Perth	\$240,000	\$1,200,000
55744	SCOTT HENZE	Nathan Littauer Hospital Dialysis Center	\$300,000	\$1,500,000
52422	Ace of Diamonds	Ace of Diamonds 2016 Tourism Enhancement Project	\$110,000	\$276,936
56055	TJ Allen Bulk Services LLC	Bulk Storage Diversification	\$46,000	\$230,000
53205	Village of Herkimer	Smith Brothers Standard Furniture Building Rejuvenation	\$269,193	\$769,193
53068	Klugo Enterprises	Stevens Building Redevelopment Oneonta	\$120,000	\$800,000
52716	Mair Magaw Information Systems LLC	Mair Magaw Information Systems LLC	\$489,450	\$2,447,525
56966	Amsterdam IDA	AGT Services Expansion	\$3,000,000	\$15,000,000
51420	Fulmont College Association	The Global Village at FM	\$4,000,000	\$37,000,000
57871	Amsterdam IDA	Memory Lane Day Care II	\$50,000	\$254,260
54329	Scott Henze	Nathan Littauer Hospital Primary Care Fonda	\$208,000	\$1,040,000
57094	Par Technology Corporation	Facility and Equipment upgrade	\$1,180,000	\$5,900,000
56243	Compassion Coalition Inc	Grocery Expansion	\$185,000	\$740,000
42858	Erie Pellets	RENEWABLE ENERGY WOOD PELLET FUEL PRODUCTION	\$700,000	\$6,841,413
58009	Oneida County	Griffiss UAS Technology Center	\$2,860,000	\$14,300,000
55765	Fort Schuyler Management Corporation	Innovation Network for Technology Convergence Facility	\$6,000,000	\$30,000,000
56260	Fort Schuyler Management Corporation	Advanced Manufacturing Workforce Development Center	\$1,100,000	\$7,500,000
51496	Mohawk Valley Community College	Mohawk Valley Advanced Manufacturing Institute	\$1,800,000	\$37,400,000

CFA	Applicant Name	Project Name	Total Recommended ESD Funding	Total Project Cost
54250	Baggs Square Partners	Baggs Square Lofts	\$900,000	\$4,500,000
52468	Town of Kirkland New York	Robinson Road Sewer Improvements	\$360,000	\$1,800,000
53734	Hartwick College	Center for Craft Food and Beverage	\$68,580	\$342,900
56842	County of Otsego IDA	Oneonta Rail Yards ReDevelopment	\$500,000	\$93,760,000
54004	B&B Ranch	Manufacturing Expansion	\$110,000	\$1,100,000
54003	Camoin Associates	Malt and Barley Manufacturing	\$303,383	\$1,516,916
54116	Village of Schoharie	Rehabilitation of Main St Properties Village of Schoharie	\$347,840	\$1,784,208
53824	Village of Cobleskill	Water System Storage and Distribution Improvements	\$200,000	\$800,000
57429	Village of Cobleskill	Main Street Pavement Reconstruction Project	\$220,000	\$1,143,000
<b>Total</b>			<b>\$30,000,000</b>	<b>\$299,243,949</b>



Proposed  
Priority Projects



# ALL REGIONAL COUNCIL PRIORITY PROJECTS BY AGENCY ◀

SCORES OF 20

CFA	PROJECT NAME	COUNTY	REGIONAL CLUSTER PLAN	GLOBAL NY	OPPORTUNITY AGENDA	SUSTAINABILITY PLAN	NY RISING	VETERANS
EMPIRE STATE DEVELOPMENT- ESD CAPITAL								
54974	Johnstown Renewables	Fulton		X		X		
55825	Robison Smith New Facility	Fulton						
52145	JUMPSTART Fulton County Repair Interconnect between 2 cities	Fulton						
51045	St Johns One Church Street 2015 Expansion and Revitalization Project	Fulton			X			
51270	Gloversville Library Necessary structural library improvements	Fulton				X		
54306	Nathan Littauer Hospital Primary Care Perth	Fulton						
55744	Nathan Littauer Hospital Dialysis Center	Fulton						
52422	Ace of Diamonds 2016 Tourism Enhancement Project	Herkimer		X				
56055	Bulk Storage Diversification	Herkimer						
53205	Smith Brothers Standard Furniture Building Rejuvenation	Herkimer				X	X	
53068	Stevens Building Redevelopment Oneonta	Otsego				X		
52716	Mair Magaw Information Systems LLC	Montgomery	X	X				
56966	AGT Services Expansion	Montgomery		X				
51420	The Global Village at FM	Montgomery						
57871	Memory Lane Day Care II	Montgomery			X			
54329	Nathan Littauer Hospital Primary Care Fonda	Montgomery						
57094	PAR TECH Facility and Equipment upgrade	Oneida	X	X				
56243	Compassion Coalition Grocery Expansion	Oneida			X	X		
42858	Renewable Energy Wood Production Pellet Fuel Facility	Oneida				X		
58009	Griffiss UAS Technology Center	Oneida	X	X				X
55765	Innovation Network for Technology Convergence Facility	Oneida	X	X				



CFA	PROJECT NAME	COUNTY	REGIONAL CLUSTER PLAN	GLOBAL NY	OPPORTUNITY AGENDA	SUSTAINABILITY PLAN	NY RISING	VETERANS
56260	Advanced Manufacturing Workforce Development Center	Oneida						X
51496	Mohawk Valley Advanced Manufacturing Institute	Oneida						
54250	Baggs Square Lofts	Oneida				X		
52468	Robinson Road Sewer Improvements	Oneida				X		
53734	Hartwick College Center for Craft Food and Beverage	Otsego						
56842	Oneonta Rail Yards ReDevelopment	Otsego		X		X		
54004	B&B Ranch Manufacturing Expansion	Otsego				X		
54003	Malt and Barley Manufacturing	Otsego				X		
54116	Rehabilitation of Main St Properties Village of Schoharie	Schoharie			X	X	X	
53824	Cobleskill Water System Storage and Distribution Improvements	Schoharie						
57429	Cobleskill Main Street Pavement Reconstruction Project	Schoharie				X		
<b>EMPIRE STATE DEVELOPMENT- INCUBATOR HOT SPOT</b>								
53982	SUNY Cobleskill Mohawk Valley Agribusiness Incubator	Schoharie		X				
<b>EMPIRE STATE DEVELOPMENT- STRATEGIC PLANNING AND FEASIBILITY</b>								
52210	Fulton County Development Strategy	Fulton		X				
57629	Cooperstown and Charlotte Valley Railroad Feasibility Study	Otsego						
51940	West Canada Creek East German St Ext Flood Mitigation Plan	Herkimer				X		
<b>EMPIRE STATE DEVELOPMENT- MARKET NY</b>								
50351	Arts Tourism: It's all within View!	Herkimer						
55843	Baseball Hall of Fame Global Marketing Campaign	Otsego		X				
52422	Ace of Diamonds 2016 Tourism Enhancement Project	Herkimer						

# ALL REGIONAL COUNCIL PRIORITY PROJECTS BY AGENCY ◀

SCORES OF 20

CFA	PROJECT NAME	COUNTY	REGIONAL CLUSTER PLAN	GLOBAL NY	OPPORTUNITY AGENDA	SUSTAINABILITY PLAN	NY RISING	VETERANS
57283	Mohawk Valley Path Through History Cycling Trails	Fulton, Herkimer, Montgomery, Oneida, Otsego, Schoharie, Saratoga				X		
51520	A Thousand Faces, A World of Stories: Photographs by Steve McCurry	Oneida						
51732	2016 Application - Photography Exhibit	Otsego						
<b>COMMUNITY DEVELOPMENT-NYS COUNCIL ON THE ARTS</b>								
55609	Downtown Oneonta Entertainment District Planning Study	Otsego						
14339	Iroquois Indian Museum	Schoharie						
51520	A Thousand Faces, A World of Stories: Photographs by Steve McCurry	Oneida						
51732	2016 Application - Photography Exhibit	Otsego						
<b>HOMES AND COMMUNITY RENEWAL CDBG</b>								
51459	City of Amsterdam Microenterprise	Montgomery			X			
52158	Schoharie County Microenterprise Program	Schoharie			X			
53405	Otsego Microenterprise Assistance Program 2	Otsego			X			
51430	Fulton County Microenterprise Grant Program II	Fulton			X			
51044	St Johns One Church Street 2015 Expansion and Revitalization Project	Fulton County			X	X		X
52032	Middleburgh Wastewater Project	Schoharie County				X	X	
51940	West Canada Creek East German St Ext Flood Mitigation Plan	Herkimer				X	X	
<b>HOMES AND COMMUNITY RENEWAL MAIN STREETS</b>								
53057	Stevens Building Redevelopment	Otsego				X		
51468	City of Amsterdam Main Street Revitalization	Montgomery				X		



CFA	PROJECT NAME	COUNTY	REGIONAL CLUSTER PLAN	GLOBAL NY	OPPORTUNITY AGENDA	SUSTAINABILITY PLAN	NY RISING	VETERANS
53205	Smith Brothers Standard Furniture Building Rejuvenation	Herkimer				X		
54116	Rehabilitation of Main St Properties Village of Schoharie	Schoharie				X	X	
54193	Renovations to the Midtown Utica Community Center	Oneida			X	X		
<b>WATERFRONT DEVELOPMENT- DEPARTMENT OF STATE</b>								
57532	Amsterdam Relocate Train Station	Montgomery				X	X	
55768	Fulmer GreenPlain Park North	Herkimer				X		
55815	Village of St. Johnsville The Soldiers Sailors Memorial Park Improvement Project	Montgomery						
53632	Mohawk River Watershed Management Plan Implementation 2015	Oneida, Fulton, Schoharie				X	X	
<b>WATERFRONT DEVELOPMENT- CANAL CORPORATION</b>								
52727	Village of Fonda Canalside Park Improvements Project	Montgomery					X	
51976	Mohawk Valley Villages/47 Main Street Project/Diefendorf Hall	Montgomery				X	X	
51913	Village of Fultonville Dock Phase 2	Montgomery					X	
<b>OFFICE OF PARKS, RECREATION AND HISTORIC PRESERVATION EPF &amp; TRAILS</b>								
52727	Village of Fonda Canalside Park Improvements Project	Montgomery					X	
51270	Gloversville Library Necessary structural library improvements	Fulton				X		
55768	Fulmer GreenPlain Park North	Herkimer					X	
52721	Village of Camden Riverwalk and Park Improvements	Oneida				X		
51976	Mohawk Valley Villages/47 Main Street Project/Diefendorf Hall	Montgomery				X	X	
51913	Village of Fultonville Dock Phase 2	Montgomery					X	
56510	SRC Accessible Trails Network	Montgomery			X	X	X	

# ALL REGIONAL COUNCIL PRIORITY PROJECTS BY AGENCY ◀

SCORES OF 20

CFA	PROJECT NAME	COUNTY	REGIONAL CLUSTER PLAN	GLOBAL NY	OPPORTUNITY AGENDA	SUSTAINABILITY PLAN	NY RISING	VETERANS
ENVIRONMENTAL IMPROVEMENTS- DEC								
54566	Montgomery County Sewer District Consolidation Plan	Montgomery				X		
57067	Sharon Springs Sewer Inflow Infiltration Study	Schoharie				X		
ENVIRONMENTAL IMPROVEMENTS- DEC WATER QUALITY								
51454	City of Amsterdam Wastewater Treatment Plant Improvements	Montgomery			X			
55853	Sharon Springs Wastewater System Improvement Project	Schoharie			X			
57529	Cobleskill Stormwater Retrofit Project	Schoharie						
56990	City of Sherrill Waste Water Treatment Expansion	Oneida						
ENVIRONMENTAL IMPROVEMENTS-EFC								
53042	Burchard Lane Green Infrastructure Improvements	Oneida				X		
54330	City of Rome Race to the Harbor	Oneida				X		
SUSTAINABILITY PLANNING AND IMPLEMENTATION- NYSERDA								
53356	Cleaner Greener Category 3 Community Partnership	All counties within the four select- ed REDC regions				X		
LOCAL GOVERNMENT EFFICIENCY- DEPARTMENT OF STATE								
52212	Town Village of Frankfort Police Consolidation Study	Herkimer						
EDUCATION AND WORKFORCE DEVELOPMENT- DEPARTMENT OF LABOR								
52151	WIB Second Chance Manufacturing Worker Training	Oneida			X			
52816	MVCC Health Care Worker Training Project	Oneida			X			X



# PROPOSED PRIORITY PROJECTS ◀

## Nathan Littauer Hospital Dialysis Center

Nathan Littauer Hospital & Nursing Home  
Gloversville, Fulton County

### PROJECT DESCRIPTION

Addition of renal dialysis center adjacent to our current hospital (99 East State Street Gloversville, NY 12078). A new 7000 sf building will be constructed to house an out-patient renal dialysis practice and dialysis treatment center. When completed, this facility will fill a significant gap in regional healthcare, as identified by NYSDOH. Adding this facility will also allow expansion of in-patient and nursing home / rehabilitation services. Not fewer than 20 FTE's will be created at start-up. Funding is available immediately to complete a private / public match.

Strategic Alignment: GROW – this project allows for the creation of STEM jobs, sustainability, potential for workforce development (educational opportunities to train displaced workers at FMCC), augments essential infrastructure, constructed within the confines of a small, poor, rural city.



## STRATEGY: GROW BUSINESS & INDUSTRY

**APPLICANT: Nathan Littauer Hospital & Nursing Home**

**CFA #55744**

**TOTAL ESD FUNDING REQUEST: \$300,000**

**RECOMMENDED ESD GRANT: \$300,000**

### SOURCES OF FUNDS

### USES OF FUNDS

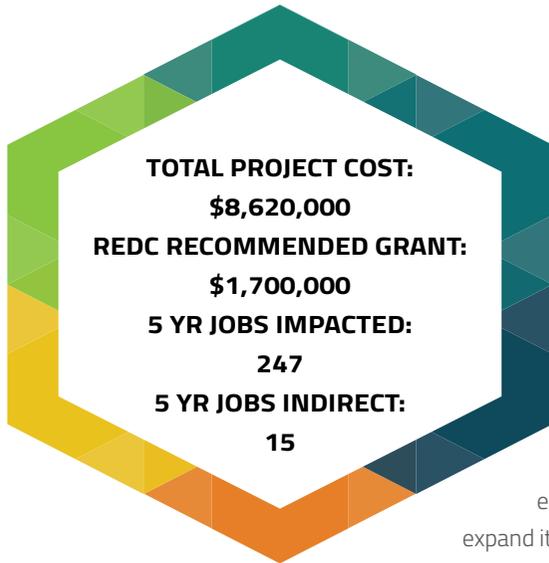
#### PUBLIC SOURCES OF FUNDS

#### USE

#### AMOUNT

Empire State Development Grant	\$300,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$300,000</b>
<b>PRIVATE SOURCES OF FUNDS</b>	
PRIVATE: Owner Equity	\$1,200,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$1,200,000</b>

Construction	\$300,000
Construction	\$1,200,000
<b>TOTAL COST</b>	<b>\$1,500,000</b>



**PROJECT DESCRIPTION**

Robison & Smith, a 100 year old industrial laundry operation, has two antiquated and undersized facilities, in Gloversville and in Johnstown. The proposed project would consolidate the two operations into one new facility in the Johnstown Industrial Park, with new equipment. This consolidation would increase efficiency, reduce energy consumption, and enable the company to expand its operations and take on more customers. The company is looking at several options, including moving to Albany or Massachusetts, but would like to remain in the Fulton County area as most of its employees are from Fulton County. The Albany and Massachusetts locations are also very attractive, as a majority of Robinson and Smith's customers are located in the Albany area, and the Massachusetts location comes with a wide range of incentives. This project would not only

increase efficiency, it would provide a means of expansion of operations, ensure that the company remains competitive, and retain jobs that may otherwise be relocated out of state.

Strategic Alignment: GROW – this project directly aligns with the MVREDC's strategy of growing business investments that attract or retain jobs. The Robinson & Smith project retains 240 permanent full time jobs and creates 7 new jobs over a 5 year period, and allows the company to remain competitive and to accommodate future growth.

## ▶ PROPOSED PRIORITY PROJECTS

### Robison & Smith - New Facility

Robison & Smith, Inc  
*Johnstown, Fulton County*

## STRATEGY: GROW BUSINESS & INDUSTRY

**APPLICANT: Robinson & Smith, Inc**

**TOTAL ESD FUNDING REQUEST: \$1,700,000**

**CFA # 55825**

**RECOMMENDED ESD GRANT: \$ 1,700,000**

**SOURCES OF FUNDS**

**USES OF FUNDS**

**PUBLIC SOURCES OF FUNDS**

**USE**

**AMOUNT**

NYS CAPITAL	\$1,700,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$1,700,000</b>

1) Equipment and Machinery	\$1,700,000
2) Construction/Renovation	\$750,000
3) Architectural/Engineering/Soft Costs	\$500,000
4) Equipment and Machinery	\$5,370,000
5) Equipment and Machinery	\$300,000
<b>TOTAL COST</b>	<b>\$8,620,000</b>

**PRIVATE SOURCES OF FUNDS**

PRIVATE	\$800,000
	\$6,120,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$6,920,000</b>

BUDGET NARRATIVE:

# PROPOSED PRIORITY PROJECTS ◀

## Johnstown Renewables

New Age Renewable Energy  
Johnstown, Fulton County

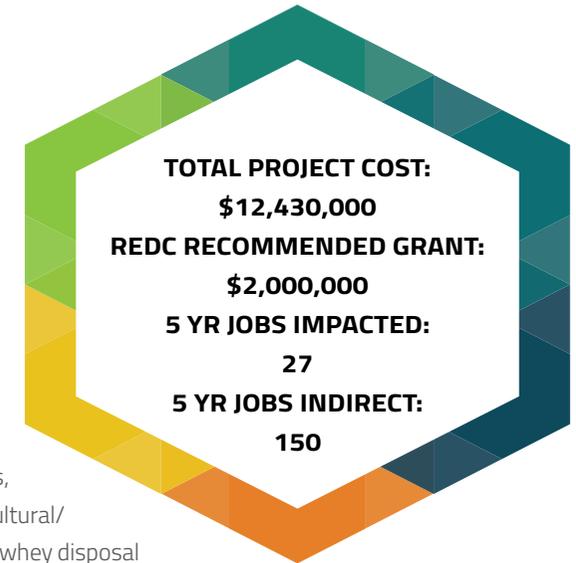


### PROJECT DESCRIPTION

New Age Renewable Energy intends to build an acid whey treatment facility in the Johnstown Industrial Park that converts FAGE's acid whey with a high biological oxygen demand load into ethyl alcohol for industrial use as well as livestock feed product (dry yeast). New Age Renewable Energy has completed process engineering for this facility which will produce 3 million gallons of ethyl alcohol per year and 2.4 million lbs. of dry yeast. New Age Renewable Energy will provide an invaluable resource to New York State Greek yogurt producers who are struggling to responsibly, reliably and sustainability dispose of their acid whey waste streams. The New Age Renewable Energy whey processing facilities removes the barrier to the continued unprecedented growth of the New York State yogurt & cheese

industry by providing an environmentally responsible and economical method to dispose of whey / acid whey waste streams.

Strategic Alignment: GROW – this project creates 27 permanent full time jobs and leverages \$12.4 million in business investment within the region's Agriculture/Food processing concentration. This investment attracts and assists a new start-up business, and provides a valuable service to the agricultural/ food processing cluster, by solving a serious whey disposal problem for the Greek yogurt industry. FAGE, one of the fastest growing businesses in the region, with over \$350 million in capital investment and 350 jobs created in the past 5 years, will directly benefit from the New Age Renewal Energy project.



## STRATEGY: GROW BUSINESS & INDUSTRY

**APPLICANT: New Age Renewable Energy**

**TOTAL ESD FUNDING REQUEST: \$2,000,000**

**CFA # 54974**

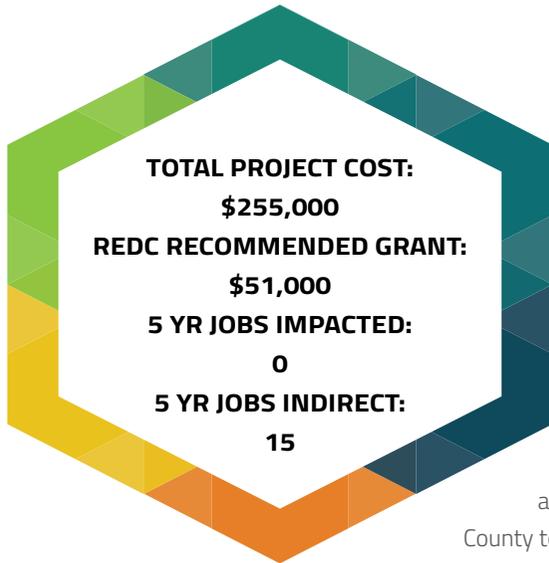
**RECOMMENDED ESD GRANT: 2,000,000**

### SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$2,000,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$2,000,000</b>
PRIVATE SOURCES OF FUNDS	
Private: Owner Equity	\$4,000,000
Private: Other	\$6,430,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$10,430,000</b>

### USES OF FUNDS

USE	AMOUNT
1) Equipment and Machinery	\$2,000,000
2) Equipment and Machinery	\$6,430,000
3) Equipment and Machinery	\$2,500,000
4) Architectural/Engineering/Soft Costs	\$1,500,000
<b>TOTAL COST</b>	<b>\$12,430,000</b>



**PROJECT DESCRIPTION**

Fulton and Montgomery County are working together on a Regional Business Park Project that involves getting a 280+/- acre site along NYS Route 30A in the Town of Mohawk certified as shovel ready by the Empire State Development (ESD). There is no municipal water and sewer infrastructure available to the site. The site will be annexed into the City of Johnstown in Fulton

County to gain access to the City’s municipal water and sewer systems. Providing sufficient water capacity is essential

to the success of the site. The County’s 2014 “SMART Waters” report

determined that the City of Johnstown has little excess water capacity, and a consultant report concluded that the City of Johnstown could obtain up to a half million gallons a day of additional capacity from the City of Gloversville. For this project, two existing interconnections between the Cities of

## ▶ PROPOSED PRIORITY PROJECTS

### Jumpstart Fulton County Repair Interconnection Between Two Cities Water Systems Fulton County

Gloversville and Johnstown water systems will be upgraded.

Strategic Alignment: REVIVE & MODERNIZE – This project aligns with Strategy 4 of the Mohawk Valley Regional Economic Development Council’s Strategic Plan by increasing spatial efficiency. The County’s effort represents a key investment in public infrastructure that could open up the Region to large manufacturing businesses. The proposal also aligns with Strategy 5 of the Mohawk Valley Regional Economic Development Council’s Strategic Plan by promoting revenue sharing and tax base sharing arrangements between both Fulton and Montgomery Counties and the Cities of Johnstown and the Town of Mohawk.

## STRATEGY: REVIVE LOCAL INFRASTRUCTURE

**APPLICANT: Fulton County**

**TOTAL ESD FUNDING REQUEST: \$ 51,000**

**CFA # 52145**

**RECOMMENDED ESD GRANT: \$51,000**

**SOURCES OF FUNDS**

**PUBLIC SOURCES OF FUNDS**

Empire State Development Grant	\$51,000
Other Public Funds	\$204,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$255,000</b>

**PRIVATE SOURCES OF FUNDS**

<b>TOTAL PRIVATE FUNDS</b>	<b>\$0</b>

**USES OF FUNDS**

USE	AMOUNT
1) Construction/Renovation	\$51,000
2) Construction/Renovation	\$204,000
<b>TOTAL COST</b>	<b>\$255,000</b>

# PROPOSED PRIORITY PROJECTS ◀

## Nathan Littauer Hospital Primary Care - Perth

Nathan Littauer Hospital & Nursing Home  
Perth, Fulton County

### PROJECT DESCRIPTION

This project involves the expansion of a primary care practice in Perth NY, adjacent to a current facility, via the construction of a 7,000 sq. ft. medical facility. Perth, NY is an area of great regional expansion. The Broadalbin – Perth area is a bridge zone between Fulton and Saratoga County. With continued growth in Saratoga County, the Broadalbin – Perth area is an attractive area for new home and business expansion. Nathan Littauer Hospital constructed a Primary Care clinic in Perth nearly eight years ago and has now grown beyond what this facility can accommodate. This care center will provide medical care to patients in a 15 – 30 mile radius and help meet a growing need for care. New York State Department of Health is encouraging hospital systems to more effectively treat patient lives in the

primary care center environment to reduce costly hospital and emergency room visits. This center will initially be staffed with several medical doctors, mid-level providers and clerical staff. These will all be new hires and total start-up staffing should total 20 – 30 FTE.

Strategic Alignment: GROW – this project allows for the creation of high paying health-care jobs and the augmentation of essential infrastructure, by serving a community experiencing growth in both population and wealth.



## STRATEGY: GROW BUSINESS & INDUSTRY

**APPLICANT: Nathan Littauer Hospital & Nursing Home**

**TOTAL ESD FUNDING REQUEST: \$ 240,000**

**CFA #54306**

**RECOMMENDED ESD GRANT: \$240,000**

### SOURCES OF FUNDS

#### PUBLIC SOURCES OF FUNDS

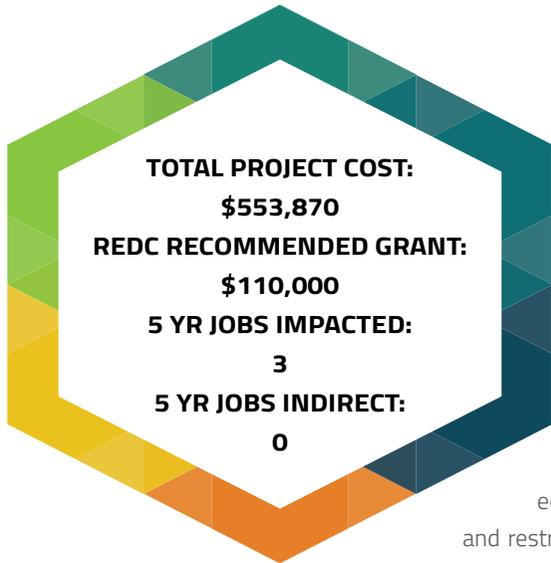
Empire State Development Grant	\$240,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$240,000</b>

#### PRIVATE SOURCES OF FUNDS

Private: Owner Equity	\$960,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$960,000</b>

### USES OF FUNDS

USE	AMOUNT
1) Construction/Renovation	\$200,000
2) Equipment and Machinery	\$40,000
3) Construction/Renovation	\$800,000
4) Equipment and Machinery	\$160,000
<b>TOTAL COST</b>	<b>\$1,200,000</b>



**PROJECT DESCRIPTION**

The Ace of Diamonds Tourism Enhancement Project is an expansion of a very popular tourist attraction in Middleville, New York. The purpose of this expansion project is to increase camping capacity for tourists, expand Herkimer Diamond exploration for tourists, improve restroom facilities, accessibility and mine safety. Through this project, 12 new Adirondack-style camping cabins

and restrooms will be installed to expand the existing campground above the mine overlooking the West Canada

Creek valley. In addition, a new sluice (trough of flowing water) will be

constructed so tourists can wash crystals. To support the tourists, a new conveyor will need to be purchased to safely send new freshly crushed material to the tourist area for them to hunt for Herkimer Diamonds. Additional equipment purchases include a haul truck, wheel loader, crusher and generator.

▶ **PROPOSED PRIORITY PROJECTS**

**Ace of Diamonds 2016 Tourism Enhancement**

Ace of Diamonds Mine and Campground

*Middleville, Herkimer County*

Strategic Alignment: GROW – this project fosters nearly \$600,000 in business investment within the region’s Tourism cluster. This investment will create a richer tourist experience, and will attract a wider range of visitors.

**STRATEGY: GROW BUSINESS & INDUSTRY**

**APPLICANT: Ace of Diamonds Mine and Campground**

**CFA #52422**

**TOTAL ESD FUNDING REQUEST: \$110,000**

**RECOMMENDED ESD GRANT: \$110,000**

SOURCES OF FUNDS	
PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$138,468
Other State Funds	\$138,468
<b>TOTAL PUBLIC FUNDS</b>	<b>\$276,936</b>
PRIVATE SOURCES OF FUNDS	
Private: Owner Equity	\$26,934
Private: Other	\$250,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$276,934</b>

USES OF FUNDS	
USE	AMOUNT
1) Equipment and Machinery	\$138,468
2) Equipment and Machinery	\$26,934
3) Equipment and Machinery	\$138,468
4) Equipment and Machinery	\$250,000
<b>TOTAL COST</b>	<b>\$553,870</b>

# PROPOSED PRIORITY PROJECTS ◀

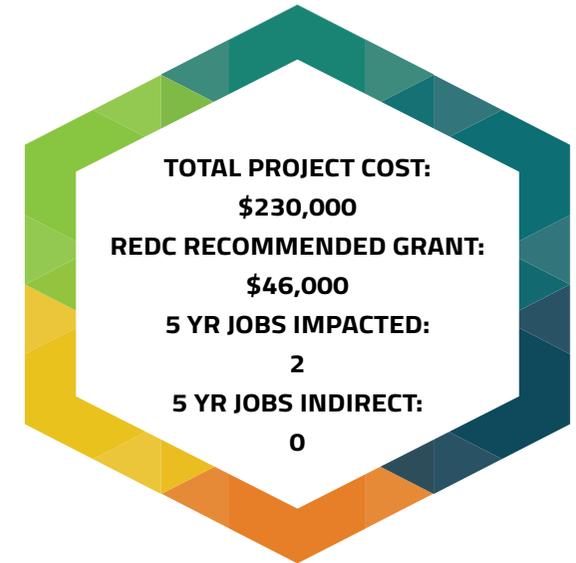
## Bulk Storage Diversification

TJ Allen Bulk Services, LLC  
Newport, Herkimer County

### PROJECT DESCRIPTION

TJ Allen Bulk Services is looking to expand offerings and provide new, better and faster alternatives for agribusiness customers. This will be accomplished through the purchase of a new Peterbilt 335 truck with a spreader as new equipment to stay competitive, add employees and in turn allow farm clients to stay competitive.

Strategic Alignment: GROW – This project directly aligns with the Mohawk Valley’s REDC strategic plan by enhancing regional concentrations for agriculture and food processing, and also increasing spatial efficiencies by reducing transportation costs and leverages our best natural asset: farms.



## STRATEGY: GROW BUSINESS & INDUSTRY

**APPLICANT: TJ Allen Bulk Services, LLC**

**CFA # 560555**

**TOTAL ESD FUNDING REQUEST: \$ 46,000**

**RECOMMENDED ESD GRANT: \$46,000**

### SOURCES OF FUNDS

### USES OF FUNDS

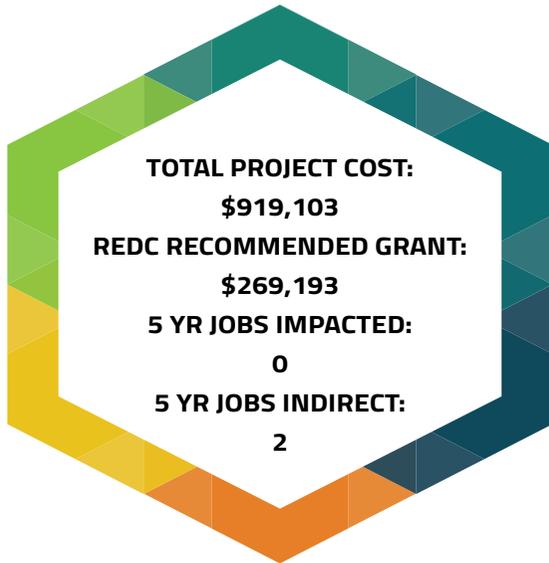
#### PUBLIC SOURCES OF FUNDS

Empire State Development Grant	\$46,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$46,000</b>

USE	AMOUNT
1) Equipment and Machinery	\$46,000
*CFA Budget Incomplete	
<b>TOTAL COST</b>	<b>\$46,000</b>

#### PRIVATE SOURCES OF FUNDS

Private: Other	\$184,000
*CFA Budget Incomplete	
<b>TOTAL PRIVATE FUNDS</b>	<b>\$184,000</b>



**PROJECT DESCRIPTION**

The Smith Brothers Standard Furniture Building is a landmark property located in the Village of Herkimer's Central Business District. The proposed project involves the installation of a new roof and new windows to help maintain the long-term integrity of the building for its current and future business tenants, as well as improvements to exterior brickwork to preserve the structure and aesthetics of the neighborhood. This project will catalyze investment in a substandard neighborhood, provide affordable commercial space for small businesses, and preserve building character and enhance neighborhood aesthetics.

▶ **PROPOSED PRIORITY PROJECTS**

**Smith Brothers Standard Furniture Building Rejuvenation**

Village of Herkimer  
*Herkimer, Herkimer County*



Strategic Alignment: REVIVE – this project aligns closely with Strategy 4 of the MVREDC Strategic Plan, which is to adaptively reuse existing building infrastructure to revitalize neighborhoods through the investment in regional cores. This investment also promotes sustainability and preserves local historic character by preserving the building to prevent it from succumbing to demolition.

**STRATEGY: REVIVE LOCAL INFRASTRUCTURE**

**APPLICANT: Village of Herkimer**

**TOTAL ESD FUNDING REQUEST: \$269,193**

**CFA # 53205**

**RECOMMENDED ESD GRANT: \$269,193**

**SOURCES OF FUNDS**

**PUBLIC SOURCES OF FUNDS**

Empire State Development Grant	\$269,193
Other State Funds	\$500,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$769,193</b>

**PRIVATE SOURCES OF FUNDS**

Private: Owner Equity	\$150,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$150,000</b>

**USES OF FUNDS**

USE	AMOUNT
1) Construction/Renovation	\$269,193
2) Construction/Renovation	\$500,000
3) Construction/Renovation	\$51,515
4) Administration	\$24,895
5) Architectural/Engineering/Soft Costs	\$73,500
<b>TOTAL COST</b>	<b>\$919,103</b>

# PROPOSED PRIORITY PROJECTS ◀

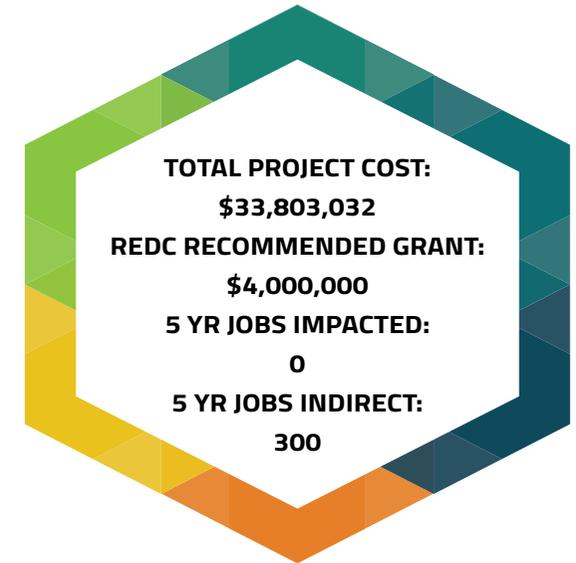
## Global Village at Fulton-Montgomery Fulmont College Association Inc. *Montgomery County*



### PROJECT DESCRIPTION

With a growing need for student housing on FMCC campus, the regional need for contemporary apartment living, and the area's need for independent senior living, the Global Village will create a "College Town" that will include student housing for "young professionals" and independent senior living. It will offer retail space along with venues for social interaction including coffee shops, a variety of restaurants with varied cuisine, a space to plan small concerts and events, and community green space. It is creating more than buildings, it is creating a culture. It will be located on 60 acres of land across from the FMCC Campus bordered by Route 67, Bendix Corner Road, and Sacandaga Road.

Strategic Alignment: REVIVE – this project will create a community that will allow students to live where they learn, and become more immersed in the community.



## STRATEGY: REVIVE LOCAL INFRASTRUCTURE

**APPLICANT: Fulmont College Association Inc.**

**CFA # 51420**

**TOTAL ESD FUNDING REQUEST: \$4,000,000**

**RECOMMENDED ESD GRANT: \$3,750,000**

### SOURCES OF FUNDS

### USES OF FUNDS

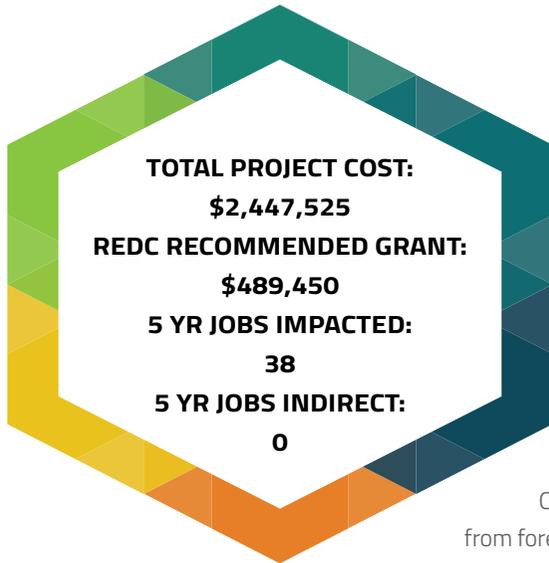
#### PUBLIC SOURCES OF FUNDS

Empire State Development Grant	\$4,000,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$4,000,000</b>

USE	AMOUNT
1) Infrastructure/Site Work	\$4,000,000
*CFA Budget Incomplete	
<b>TOTAL COST</b>	<b>\$33,803,032</b>

#### PRIVATE SOURCES OF FUNDS

*CFA Budget Incomplete	
<b>TOTAL PRIVATE FUNDS</b>	<b>\$0</b>



**PROJECT DESCRIPTION:**

Mair Magaw is a minority; veteran-owned global company, based in NYS, seeking funding for acquisition, redesign, & re-purposing of an empty building in downtown Amsterdam NY, that will become our world headquarters, housing our Operations & IT departments & management. Our programs are global in nature, with local impact.

Our software programs work around the world, from forecasting monsoon effects in India to facilitating fresh food delivery to undeserved inner city and rural food deserts in the US. We will offer employment opportunities to residents of

the Mohawk Valley, managing overseas & US enterprises from our new Amsterdam NY headquarters. We estimate 34 full-time & 5 contract hires over 5 years, and plan to offer paid Internships for students at local colleges.

▶ **PROPOSED PRIORITY PROJECTS**



**Mair Magaw Information Systems LLC**

Mair Magaw Information Systems LLC  
*Amsterdam, Montgomery County*

Strategic Alignment: GROW, REVIVE, BUILD – this project aligns with three of the strategies 4 of the MVREDC. The relocation of this company to Amsterdam will GROW the region’s concentration of cyber/IT companies while providing employment opportunities in a distressed community; it will REVIVE Amsterdam’s urban center by revitalizing a previously vacant building in the city’s downtown; and it will BUILD the region’s workforce in a regional concentration by providing internship opportunities to students from local colleges.

**STRATEGY: GROW BUSINESS & INDUSTRY; REVIVE INFRASTRUCTURE; BUILD ALIGNED WORKFORCE**

**APPLICANT: Mair Magaw Information Systems LLC**

**CFA # 52716**

**TOTAL ESD FUNDING REQUEST: \$489,450**

**RECOMMENDED ESD GRANT: \$489,450**

**SOURCES OF FUNDS**

**USES OF FUNDS**

**PUBLIC SOURCES OF FUNDS**

**USE**

**AMOUNT**

Empire State Development Grant	\$489,450
Other State Funds	\$90,214

1) Equipment and Machinery	\$489,450
2) Salaries/Wages/Fringe Benefits	\$823,125

<b>TOTAL PUBLIC FUNDS</b>	<b>\$579,664</b>
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3) Equipment and Machinery	\$291,825
4) Rent/Lease	\$20,000

**PRIVATE SOURCES OF FUNDS**

Private: Owner Equity	\$843,125
Private: Other	\$1,024,736

5) Salaries/Wages/Fringe Benefits	\$732,911
6) Salaries/Wages/Fringe Benefits	\$90,214

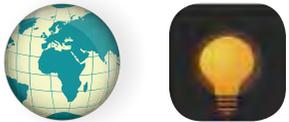
<b>TOTAL PRIVATE FUNDS</b>	<b>\$1,867,861</b>
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<b>TOTAL COST</b>	<b>\$2,447,525</b>
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# PROPOSED PRIORITY PROJECTS ◀

## AGT Services Expansion

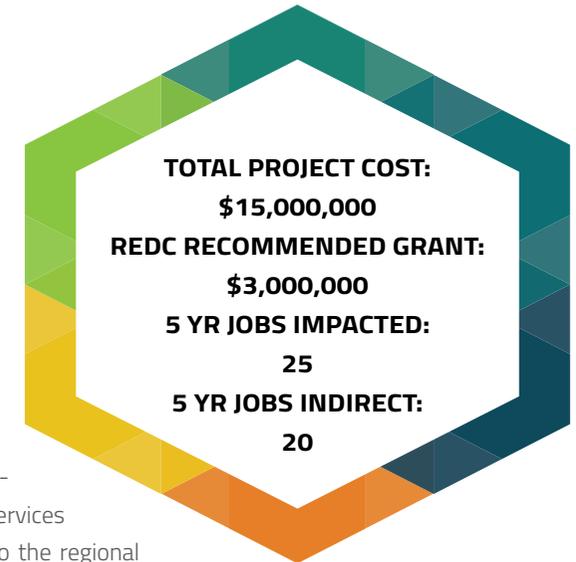
City of Amsterdam Industrial Development Agency  
Amsterdam, Montgomery County



### PROJECT DESCRIPTION

AGT Services, Inc. (AGTS) provides repair and rebuild services for power generators manufactured by any and all Original Equipment Manufacturers (OEM's) from around the world. This project will allow for the purchase and installation of a new high speed balance machine which will allow the company to remain competitive and enhance its marketability worldwide, while creating up to 25 new jobs

Strategic Alignment: GROW – this project aligns with the Regional Economic Development Council’s first strategy of growing regional concentrations, by maintaining and enhancing the manufacturing capabilities of our economy as well as promoting high tech capabilities to our manufacturing base. The Amsterdam area has been positioning itself as a regional hub for power turbine generating industries. Currently, several companies provide turbine generating services and employ over 300 people. In addition to the regional turbine industry Amsterdam has as its hub, numerous opportunities exist for machinists as well.



## STRATEGY: GROW BUSINESS & INDUSTRY

**APPLICANT:** City of Amsterdam Industrial Development Agency

**CFA # 56966**

**TOTAL ESD FUNDING REQUEST: \$3,000,000**

**RECOMMENDED ESD GRANT: \$3,000,000**

### SOURCES OF FUNDS

### USES OF FUNDS

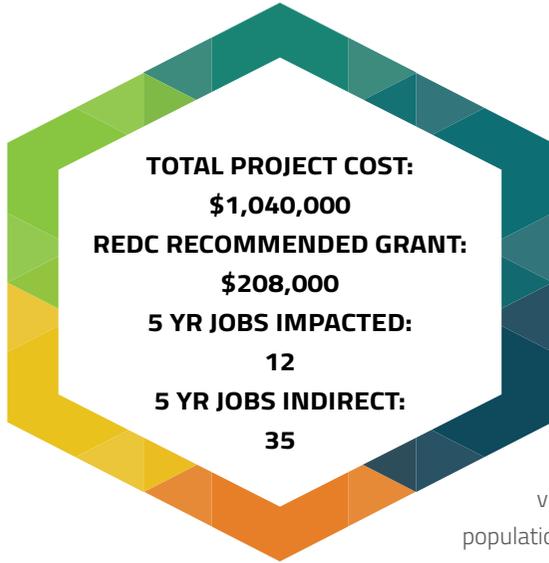
#### PUBLIC SOURCES OF FUNDS

Empire State Development Grant	\$3,000,000
Other State Funds	\$375,000
*CFA Budget Incomplete	
<b>TOTAL PUBLIC FUNDS</b>	<b>\$3,375,000</b>

USE	AMOUNT
1) Equipment and Machinery	\$3,000,000
2) Equipment and Machinery	\$375,000
3) Equipment and Machinery	\$2,000,000
4) Equipment and Machinery	\$6,484,100
5) Construction/Renovation	\$2,190,900
6) Architectural/Engineering/Soft Costs	\$950,000
<b>TOTAL COST</b>	<b>\$15,000,000</b>

#### PRIVATE SOURCES OF FUNDS

Private: Owner Equity	\$2,000,000
Private: Other	\$9,625,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$11,625,000</b>



**PROJECT DESCRIPTION**

Nathan Littauer Hospital and Nursing Home has identified that there is a gap in health care services in the Village of Fonda. Nathan Littauer Hospital and Nursing Home proposes to construct a new 4,000 sq. ft. primary care center facility – with the potential to expansion – in the Village of Fonda to meet the increasing health service demands of this and adjacent concentrated

population centers in Montgomery County. The applicant proposes to incorporate behavioral health services at this

facility. New York State Department of Health is encouraging hospital

systems to more effectively treat patients in the primary care center environment to reduce costly hospital and emergency room visits. This center will initially be staffed with at least one medical doctor, two mid-level providers (NP or PA) and clerical staff. These new hires will create 12–15 FTE jobs.

## ▶ PROPOSED PRIORITY PROJECTS

### Nathan Littauer Hospital Primary Care - Fonda

Nathan Littauer Hospital & Nursing Home  
*Fonda, Montgomery County*

Strategic Alignment: GROW – this project allows for the creation of high paying healthcare jobs and the augmentation of essential infrastructure, by serving a community that has traditionally been undeserved and economically disadvantaged.

## STRATEGY: GROW BUSINESS & INDUSTRY

**APPLICANT: Nathan Littauer Hospital & Nursing Home**

**CFA # 54329**

**TOTAL ESD FUNDING REQUEST: \$208,000**

**RECOMMENDED ESD GRANT: \$208,000**

**SOURCES OF FUNDS**

**USES OF FUNDS**

**PUBLIC SOURCES OF FUNDS**

**USE**

**AMOUNT**

Empire State Development Grant	\$208,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$208,000</b>

1) Equipment and Machinery	\$208,000
2) Construction/Renovation	\$832,000
*CFA Budget Incomplete	
<b>TOTAL COST</b>	<b>\$1,040,000</b>

<b>TOTAL PUBLIC FUNDS</b>	<b>\$208,000</b>
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**PRIVATE SOURCES OF FUNDS**

Private	\$832,000
*CFA Budget Incomplete	
<b>TOTAL PRIVATE FUNDS</b>	<b>\$832,000</b>

# PROPOSED PRIORITY PROJECTS ◀

## Facility & Equipment Upgrade

PAR Technology Corporation  
New Hartford, Oneida County



### PROJECT DESCRIPTION

This is a multi-phased project that will result in high-tech jobs relocating from out-of-state and overseas back to the Mohawk Valley. The first phase of this project is to relocate PAR's customer service center from Boulder, CO to its facility in New Hartford, NY. Portion of building will need to be retrofitted to accommodate the new customer service center that encompasses over 60 employees. The second phase will be to enhance the current New Hartford facility for expanded office space for engineering and marketing personnel in PAR's restaurant technology business. The third phase will be to retrofit the current PAR New Hartford facility to return light manufacturing capability and functionality from 3rd party manufacturing partners in Asia. The fourth phase will be to embark on investing in Cor-

porate-wide Enterprise Resource Planning software systems.

Strategic Alignment: GROW – this project aligns with the first strategy of the Mohawk Valley Regional Economic Development Council, which is to grow employment in regional concentrations. PAR Technology Corporation is a home-grown company that falls within the region's clusters of information technology and advanced manufacturing. By creating additional permanent professional jobs and growing overall business capability and opportunities to the local workforce, PAR will contribute to the achievement this prime strategy.



## STRATEGY: GROW BUSINESS & INDUSTRY

**APPLICANT: PAR Technology Corporation**

**TOTAL ESD FUNDING REQUEST: \$1,180,000**

**CFA # 57094**

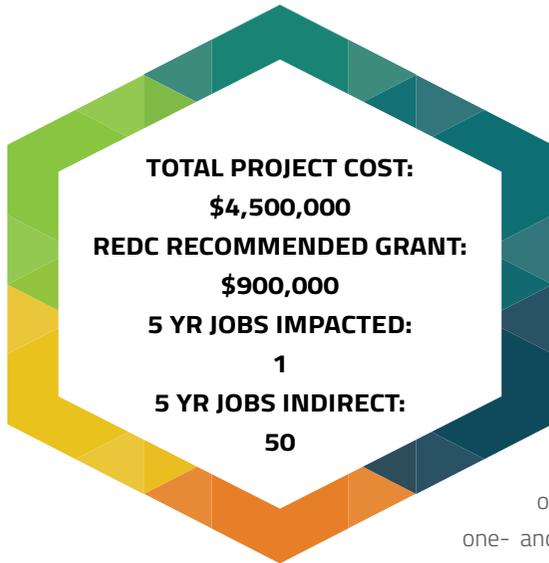
**RECOMMENDED ESD GRANT: \$1,180,000**

### SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$1,180,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$1,180,000</b>
PRIVATE SOURCES OF FUNDS	
Private: Other	\$4,720,000
*CFA Budget Incomplete	
<b>TOTAL PRIVATE FUNDS</b>	<b>\$4,720,000</b>

### USES OF FUNDS

USE	AMOUNT
1) Construction/Renovation	\$800,000
2) Equipment and Machinery	\$100,000
3) Furniture & Fixtures	\$280,000
4) Architectural/Engineering/Soft Costs	\$4,700,000
5) Furniture & Fixtures	\$20,000
<b>TOTAL COST</b>	<b>\$5,900,000</b>



**PROJECT DESCRIPTION:**

As part of the rebirth of downtown Utica's historic Bagg's Square, Bagg's Square Lofts will serve as an anchor in the neighborhood's resurgence. Bagg's Square Partners will acquire the currently abandoned property at 310 Broad St. and begin demolition, renovation and construction early in 2016. The property will have 5,000 sq. ft.

of commercial space, as well as 27 market-rate, one- and two-bedroom loft apartments. Apartments

will range from 1,100-1,600 sq. ft. and will each have storage and laundry in addition to traditional amenities. The building will house

community space for tenants that includes lounge space, a media room, a gym and a business center. There will be on-site parking for each tenant. Developing the multi-property historic structure will meet growing demand for loft apartments and office space in this reviving section of the community.

## ▶ PROPOSED PRIORITY PROJECTS



### **Baggs Square Lofts** Bagg's Square Partners, LLC *Utica, Oneida County*

Strategic Alignment: REVIVE – this project aligns with the MVREDC's Strategic Plan, as it relates to downtown development and Main Street improvements. The investment made through this project takes a previously vacant property and turns it into a multi-use anchor location in a resurgent urban neighborhood. The project is consistent with smart growth principles and is located in the City of Utica's Brownfield Opportunity Area.

## STRATEGY: REVIVE LOCAL INFRASTRUCTURE

**APPLICANT: Bagg's Square Partners, LLC**

**TOTAL ESD FUNDING REQUEST: \$900,000**

**CFA #54250**

**RECOMMENDED ESD GRANT: \$900,000**

**SOURCES OF FUNDS**

**PUBLIC SOURCES OF FUNDS**

Empire State Development Grant	\$900,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$900,000</b>

**PRIVATE SOURCES OF FUNDS**

Private: Other	\$525,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$525,000</b>

**USES OF FUNDS**

USE	AMOUNT
1) Construction/Renovation	\$3,975,000
2) Architectural/Engineering/Soft Costs	\$225,000
3) Infrastructure/Site Work	\$200,000
4) Furniture & Fixtures	\$100,000
*CFA Budget Incomplete	
<b>TOTAL COST</b>	<b>\$4,500,000</b>

# PROPOSED PRIORITY PROJECTS ◀

## Griffiss UAS Technology Center

Oneida County  
Rome, Oneida County

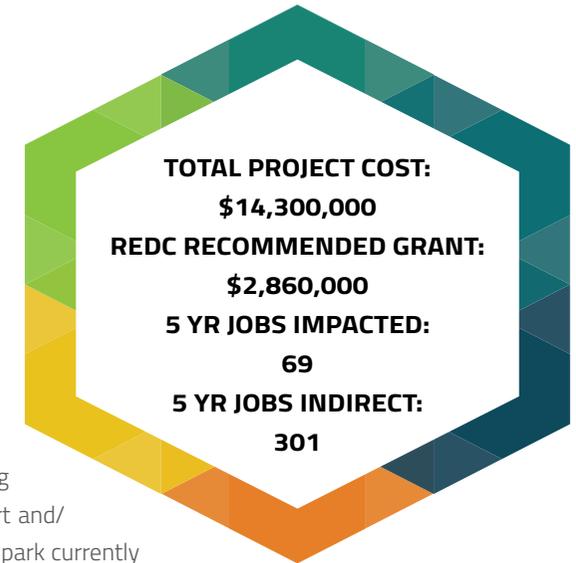


### PROJECT DESCRIPTION

The project will install Saab Sensis Corporation Wide Area Multilateration (WAM) Surveillance & SR-3 Airport Surface Radar and SRC, Inc. LSTAR (V3) Air Surveillance Radar at the FAA-designated Griffiss International Airport test range and to the north in Lowville area. The phase two deliverable is to allow for high accuracy data collection and advance testing capability of the Griffiss Test Range. The project will supply aircraft tracking data for safety and awareness for UAS operations with a future opportunity to support capabilities of the MQ-9 Reaper mission of the 174th NYANG Wing, 10th Mountain Division MQ-1C Gray Eagle operations, AFRL activity and Governor's Civil Support. The project will give the FAA NY UAS Test Site the potential to lead development of a Detect and Avoid (DAA) system for

safe UAS operations in national airspace.

Strategic Alignment: GROW – this project aligns with the Mohawk Valley REDC's Strategic Plan by enhancing the region's growing concentration in unmanned aerial systems research and development. The proposed development can be successful in attracting new aeronautical and/or technical businesses by leveraging existing business and industry located at the airport and/or industrial park. The airport and industrial park currently employ more than 6,000 people in highly technical and innovative fields, including the Air Force Research Laboratory, aircraft maintenance facilities and UAV industry.



## STRATEGY: GROW BUSINESS & INDUSTRY

**APPLICANT: Oneida County**

**TOTAL ESD FUNDING REQUEST: \$2,860,000**

**CFA # 58009**

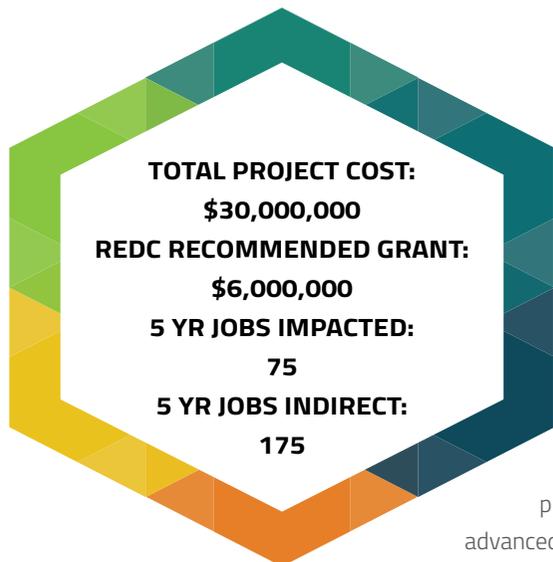
**RECOMMENDED ESD GRANT: \$2,564,394**

### SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$2,860,000
Other Public Funds	\$11,440,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$14,300,000</b>
PRIVATE SOURCES OF FUNDS	
<b>TOTAL PRIVATE FUNDS</b>	<b>\$0</b>

### USES OF FUNDS

USE	AMOUNT
1) Construction/Renovation	\$4,300,000
2) Construction/Renovation	\$4,500,000
3) Construction/Renovation	\$5,500,000
*CFA Budget Incomplete	
<b>TOTAL COST</b>	<b>\$14,300,000</b>



**PROJECT DESCRIPTION**

FSMC will direct the construction of a 100,000 sq. ft. nano-cyber Innovation Accelerator Center (IAC) on an 8-acre green-field parcel adjacent to SUNY Poly in Marcy to extend SUNY Poly's advanced manufacturing ecosystem by creating an integrated research, development, prototyping, and educational training center. The IAC will

provide: (1) Strategic support to the region's advanced nano-manufacturing initiative through cutting-edge process and tool development (including support of

the Quad-C and AMS Project Alpine fabrication facilities at the Marcy Nanocenter); (2) Technology acceleration and business incubation of nano-cyber and UAS systems technology with AFRL Rome; (3) Advanced computational infrastructure for nano-analytics, and system integration and testing; (4) Cutting-edge nano-manufacturing training infrastructure

for the Mohawk Valley. The IAC will comprise a powerful resource for R&D, manufacturing support and workforce education in nano-technology related high tech industries and stimulate job creation.



**PROPOSED PRIORITY PROJECTS**

**Innovation Network for Technology Convergence Facility**  
Fort Schuyler Management Corporation  
*Utica, Oneida County*

for the Mohawk Valley. The IAC will comprise a powerful resource for R&D, manufacturing support and workforce education in nano-technology related high tech industries and stimulate job creation.

Strategic Alignment: GROW – this project aligns with the MVREDC's Strategic Plan by growing the region's concentration in nano-technology, and align with key areas of investment identified in the Regional Economic Development Council's Strategic Plan, including the Quad-C and the recently announced semiconductor chip fabrication plant for ams AG (Project Alpine). The addition of an advanced manufacturing training program will help provide the skilled workforce needed by the SUNY Poly partners and the region's high-tech companies.

**STRATEGY: GROW BUSINESS & INDUSTRY**

**APPLICANT: Fort Schuyler Management Corporation**

**CFA #55765**

**TOTAL ESD FUNDING REQUEST: \$6,000,000**

**RECOMMENDED ESD GRANT: \$6,000,000**

**SOURCES OF FUNDS**

**USES OF FUNDS**

**PUBLIC SOURCES OF FUNDS**

**USE**

**AMOUNT**

NYS CAPITAL	\$6,000,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$6,000,000</b>

1) Construction/Renovation	\$6,000,000
<b>TOTAL COST</b>	

<b>TOTAL PUBLIC FUNDS</b>	<b>\$6,000,000</b>
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**PRIVATE SOURCES OF FUNDS**

PRIVATE	*CFA Budget Incomplete
<b>TOTAL PRIVATE FUNDS</b>	

# PROPOSED PRIORITY PROJECTS ◀



## Advanced Manufacturing Workforce Development Center Fort Schuyler Management Corporation *Utica, Oneida County*

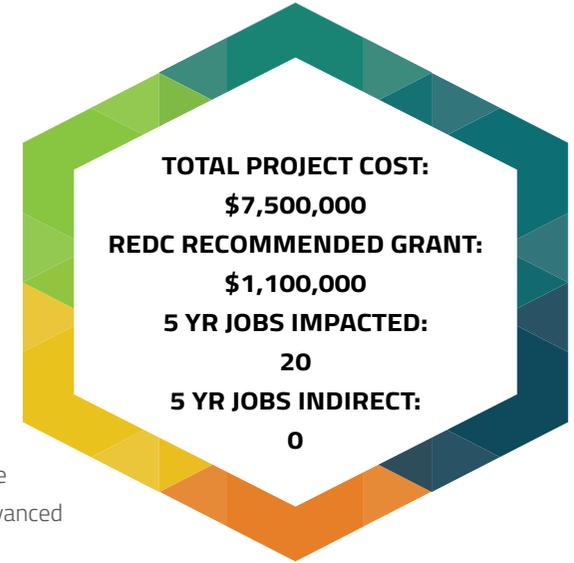


### PROJECT DESCRIPTION

The Workforce Innovation Center (WIC) is an education and training center for advanced manufacturing in semiconductor fabrication, PV, MEMS, mixed signal, IT, and power electronics, consisting of cutting edge training equipment. It will be designed and constructed in cooperation with the National Science Foundation's Northeast Advanced Technological Training Center (NEATEC), Bridge360, a Texas-based education and training firm and officials from Fort Drum. The funding requested will support WIC training equipment purchase and installation. The WIC facility is specifically configured to engage NYS veterans in retraining programs to prepare them for nano-manufacturing jobs. WIC's capabil-

ities will be configured specifically for the 300 service members separating from Fort Drum each month. The project is crafted in partnership with Fort Drum's Transition Assistance Program in cooperation with NEATEC. The WIC will also be specially configured for hands-on, high-tech training for under-skilled and displaced workers. The center will utilize this space in partnership with regional community colleges for course modules and certificate programs in advanced nano-manufacturing.

Strategic Alignment: BUILD – this project aligns with the MVREDC's strategic plan for high-tech industry workforce development. Specifically, the WIC helps to complete the high-tech training ecosystem advanced by the regions institutions of higher education by providing critical, cutting-edge infrastructure. This project also advances the MVREDC's effort to benefit New York



## STRATEGY: BUILD WELL ALIGNED WORKFORCE

**APPLICANT: Fort Schuyler Management Corporation**

**CFA #56260**

**TOTAL ESD FUNDING REQUEST: \$1,500,000**

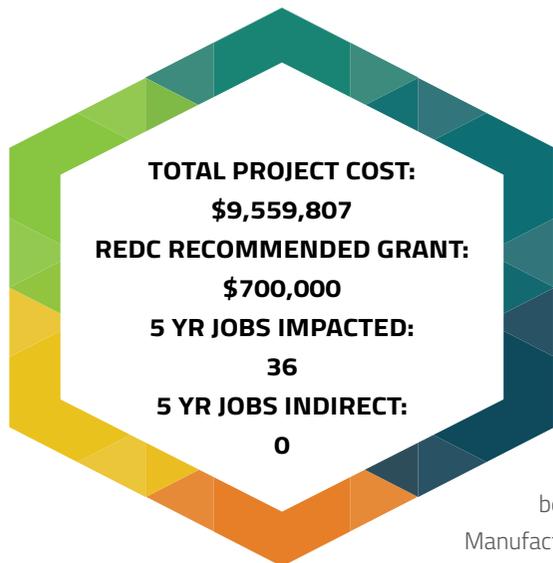
**RECOMMENDED ESD GRANT: \$1,100,000**

### SOURCES OF FUNDS

### USES OF FUNDS

PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$1,500,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$1,500,000</b>
PRIVATE SOURCES OF FUNDS	
PRIVATE	*CFA Budget Incomplete
<b>TOTAL PRIVATE FUNDS</b>	

USE	AMOUNT
1) Equipment and Machinery	\$1,500,000
	*CFA Budget Incomplete
<b>TOTAL COST</b>	



**PROJECT DESCRIPTION**

Erie Pellets Inc. seeks to construct a new wood pellet production facility on a 70.2 acre parcel in Rome, NY, to help serve the local market's growing demand for wood fuel pellets. The site includes a working gravel pit. This facility will contain space for manufacturing, maintenance, green storage, sales, and offices. Energy-efficiency will be incorporated into the design of the facility.

Manufacturing equipment will be purchased, and cost and installation estimates have been received. This investment

will allow for the creation of 36 new full time jobs.

## ▶ PROPOSED PRIORITY PROJECTS

### Renewable Energy Wood Pellet Fuel Production



Erie Pellets, Inc.  
*Rome, Oneida County*

Strategic Alignment: GROW – this project aligns with Strategy 1 of the MVREDC Strategic Plan, which is to grow investments in the region's key employment concentrations. This project creates 36 new full-time jobs within the region's growing agri-business cluster, and helps the Mohawk Valley region become an important supplier for renewable biofuels both statewide and further, as demand for these biofuels grows.

## STRATEGY: GROW BUSINESS & INDUSTRY

**APPLICANT: Erie Pellets, Inc.**

**TOTAL ESD FUNDING REQUEST: 1,352,282**

**CFA #42858**

**RECOMMENDED ESD GRANT: \$500,000**

**SOURCES OF FUNDS**

**PUBLIC SOURCES OF FUNDS**

Empire State Development Grant	\$1,352,282
Other State Funds	\$95,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$1,447,282</b>

**PRIVATE SOURCES OF FUNDS**

Private: Owner Equity	\$811,500
Private: Other	\$6,029,913
<b>TOTAL PRIVATE FUNDS</b>	<b>\$6,841,413</b>

**USES OF FUNDS**

USE	AMOUNT
1) Equipment and Machinery	\$5,782,913
2) Construction/Renovation	\$661,500
3) Property Acquisition	\$167,000
4) Infrastructure/Site Work	\$150,000
*CFA Budget Incomplete	
<b>TOTAL COST</b>	<b>\$6,761,413</b>

# PROPOSED PRIORITY PROJECTS ◀

## Mohawk Valley Advanced Manufacturing Institute

Mohawk Valley Community College

*Utica, Oneida County*



### PROJECT DESCRIPTION

This project will create the Mohawk Valley Advanced Manufacturing Institute on the Utica campus of Mohawk Valley Community College. The project adds a fully-functional cleanroom for nanotechnology programs and a lab for Mechatronics, and drastically expands the college's capacity in Semiconductor Manufacturing, HVAC (nanotechnology focus), Robotics, 3D fabrication, and more. Once completed, the Institute would – by expanding existing programs and adding new programs – have the capacity to provide nanotechnology education and training (with an emphasis on Mechatronics and Semiconductor Manufacturing) for more than 1,000 students in its first five years. Additionally, the Institute will assist employers by offering training access to the labs, enabling them to secure the necessary

skills upgrades for workers at the Nano Utica site.

Strategic Alignment: BUILD – this project aligns with Strategy 2 of the MVREDC 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. In this case, this investment assists in the transformation of the region's economy by establishing cross-university partnerships to supply the growing technology hub of semiconductors, nano-electronics and emerging related technologies with talented workers.



## STRATEGY: BUILD WELL ALIGNED WORKFORCE

**APPLICANT: Mohawk Valley Community College**

**TOTAL ESD FUNDING REQUEST: \$7,400,000**

**CFA #51496**

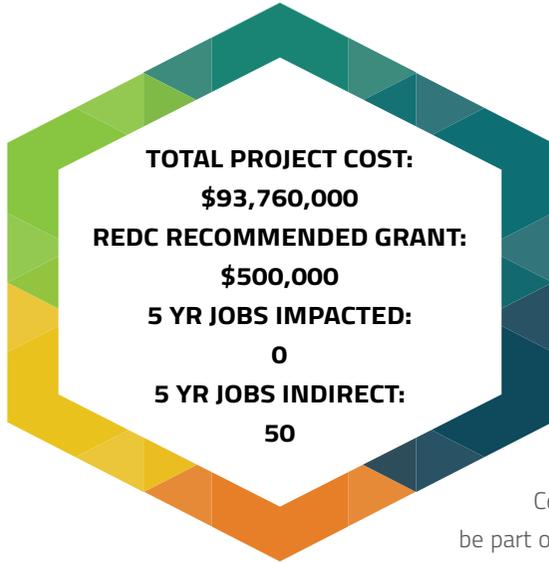
**RECOMMENDED ESD GRANT: 1,800,000**

### SOURCES OF FUNDS

PUBLIC SOURCES OF FUNDS	
Empire State Development Grant	\$7,400,000
Other Public Funds	\$30,000,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$37,400,000</b>
PRIVATE SOURCES OF FUNDS	
PRIVATE	
<b>TOTAL PRIVATE FUNDS</b>	<b>\$0</b>

### USES OF FUNDS

USE	AMOUNT
1) Construction/Renovation	\$7,400,000
2) Construction/Renovation	\$30,000,000
<b>TOTAL COST</b>	<b>\$37,400,000</b>



**PROJECT DESCRIPTION**

The Oneonta Rail Yard redevelopment project seeks to bring back to economic life a once vibrant location of jobs and transportation-related commerce. The IDA will work with Norfolk Southern, who is purchasing a portion of the yard from Canadian Pacific; to generate an active rail supported location.

Connections to Rt. 88 and local airports will also be part of the strategy. We project over 500,000 SF of

newly constructed space and the creation of over 250 new jobs,

while supporting the growth of other jobs and businesses with the rail

support. A connector bridge is a critical component of the project, which will direct traffic closer to St. Rt. 88 and will eliminate the current requirement to travel through the City. Municipal water, sewer and natural gas are already at the site with significant capacity.

▶ **PROPOSED PRIORITY PROJECTS**

**Oneonta Rail Yards Redevelopment**

County of Otsego Industrial Development Agency

*Oneonta, Otsego County*

Strategic Alignment: REVIVE – this project aligns with the MVREDC strategic plan by a strong focus of redeveloping existing sites and connecting to the region’s strong transportation resources. The Oneonta Rail Yards have been underutilized for years, and this project will breath new life into a site that can further advance the region’s distribution and transportation cluster.

**STRATEGY: REVIVE LOCAL INFRASTRUCTURE**

**APPLICANT: County of Otsego Industrial Development Agency**

**CFA # 56482**

**TOTAL ESD FUNDING REQUEST: \$24,260,000**

**RECOMMENDED ESD GRANT: \$3,390,000**

**SOURCES OF FUNDS**

**USES OF FUNDS**

**PUBLIC SOURCES OF FUNDS**

Empire State Development Grant	\$24,260,000
Other Public Funds	\$11,000,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$35,260,000</b>

**PRIVATE SOURCES OF FUNDS**

Private: Other	\$62,500,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$62,500,000</b>

**USE**

**AMOUNT**

1) Infrastructure/Site Work	\$16,510,000
2) Architectural/Engineering/Soft Costs	\$2,500,000
3) Construction/Renovation	\$62,500,000
4) Infrastructure/Site Work	\$7,000,000
5) Construction/Renovation	\$2,000,000
6) Construction/Renovation	\$2,000,000
7) Property Acquisition	\$1,250,000
<b>TOTAL COST</b>	<b>\$93,760,000</b>

# PROPOSED PRIORITY PROJECTS ◀

## Necessary Structural Library Improvements

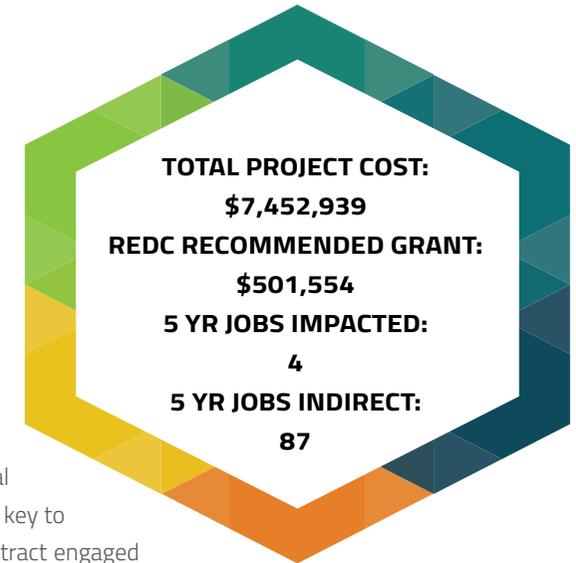
Gloversville Public Library  
Gloversville, Fulton County



### PROJECT DESCRIPTION

Phases of a complete renovation of the Gloversville Public Library, built in 1904 as a Carnegie library, began in 2009. The renovation includes all mechanical, plumbing, and heating systems, an elevator for access to all floors, a sprinkler system, and bringing the building into compliance with NYS building code and ADA. The full project will take approximately 18 months to complete starting in the spring of 2016. The total cost is \$7.4M. Among the critical improvements are the 111 year old steam boiler which is failing, to be replaced with a full HVAC system; replacing basement windows which are compromising the building's foundation; improvements to the front door and vestibule; and replacing the roof thereby halting damage to the frame and walls.

Strategic Alignment: REVIVE – this project aligns closely with Strategy 4 of the MVREDC Strategic Plan, which aims to promote investment in municipal centers in order to foster community revitalization. The Gloversville Public Library acts as an anchor institution for Gloversville urban core, and this project stabilizes and preserves a building on the state and federal historic registers. It is a cultural asset and a key to the community's revitalization which will attract engaged citizens who in turn support businesses. This project also aligns with the MVREDC's goal of improving the quality of education/training systems by providing an environment and materials conducive to both. The library offers technology, workforce training and GED programs, and offers a variety of meeting space.



## STRATEGY: REVIVE LOCAL INFRASTRUCTURE

**APPLICANT: Gloversville Public Library**

**TOTAL ESD FUNDING REQUEST: \$1,295,304**

**CFA # 51270**

**RECOMMENDED ESD GRANT: \$501,554**

### SOURCES OF FUNDS

#### PUBLIC SOURCES OF FUNDS

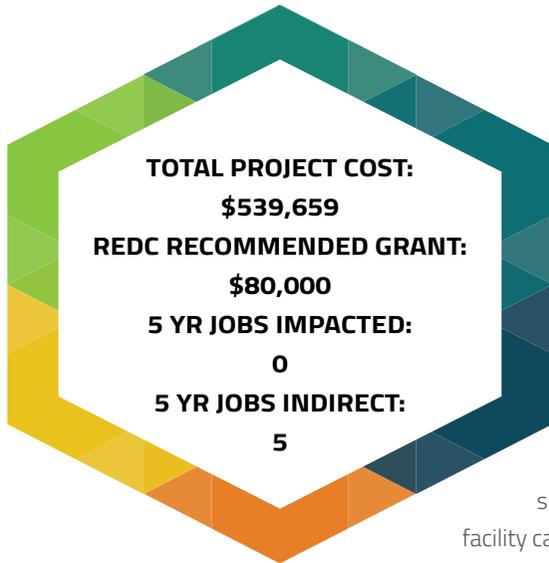
Empire State Development Grant	\$1,295,304
Other State Funds	\$500,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$1,795,304</b>

#### PRIVATE SOURCES OF FUNDS

Private: Other	\$5,657,635
<b>TOTAL PRIVATE FUNDS</b>	<b>\$5,657,635</b>

### USES OF FUNDS

USE	AMOUNT
1) Infrastructure/Site Work	\$974,493
2) Construction/Renovation	\$1,750,453
3) Architectural/Engineering/Soft Costs	\$916,686
5) Construction/Renovation	\$3,156,307
6) Architectural/Engineering/Soft Costs	\$183,337
7) Equipment & Machinery	\$500,000
<b>TOTAL COST</b>	<b>\$7,452,939</b>



**PROJECT DESCRIPTION**

This project is located in the center of the historic City of Johnstown’s historic downtown. The food pantry and soup kitchen operated by St. John’s Church provides a very important service to the region’s families and individuals in need. With increasing demand for service, the existing food pantry and soup kitchen can no longer safely sustain those utilizing its services. The existing

facility cannot accommodate growing needs, so the former YMCA building was purchased to be converted into a large

public service facility providing warm meals, nonperishable goods, and

emergency shelter. The new facility will convert the former YMCA into an eating area, commercial kitchen, food storage area for the food pantry, and upper floors converted for use as an emergency shelter.

▶ **PROPOSED PRIORITY PROJECTS**

**St Johns One Church Street Expansion & Revitalization Project**



St. John’s Episcopal Church  
*Johnstown, Fulton County*

Strategic Alignment: OPPORTUNITY AGENDA – This project provides critical services to families and individuals in need, and will result in improved community sustainability and revitalization. While the demand for emergency provisions in the Region has increased dramatically, the existing food pantry and soup kitchen can no longer sustain those that are hungry. This new facility will eliminate the degrading line that forms outside the current building, will serve more people in need of this service, and will provide a resource for the Red Cross to use as an emergency shelter in times of crisis.

**STRATEGY: OPPORTUNITY AGENDA**

**APPLICANT: St. John’s Episcopal Church**

**CFA #51045**

**TOTAL ESD FUNDING REQUEST: \$ \$80,000**

**RECOMMENDED ESD GRANT: \$80,000**

**SOURCES OF FUNDS**

**USES OF FUNDS**

**PUBLIC SOURCES OF FUNDS**

**USE**

**AMOUNT**

Empire State Development Grant	\$80,000
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1) Construction/Renovation	\$80,000
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Other State Funds	\$400,000
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2) Construction/Renovation	\$19,659
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<b>TOTAL PUBLIC FUNDS</b>	<b>\$480,000</b>
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3) Construction/Renovation	\$400,000
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**PRIVATE SOURCES OF FUNDS**

Private: Owner Equity	\$59,659
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4) Architectural/Engineering/Soft Costs	\$40,000
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<b>TOTAL PRIVATE FUNDS</b>	<b>\$0</b>
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<b>TOTAL COST</b>	<b>\$539,659</b>
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# PROPOSED PRIORITY PROJECTS ◀



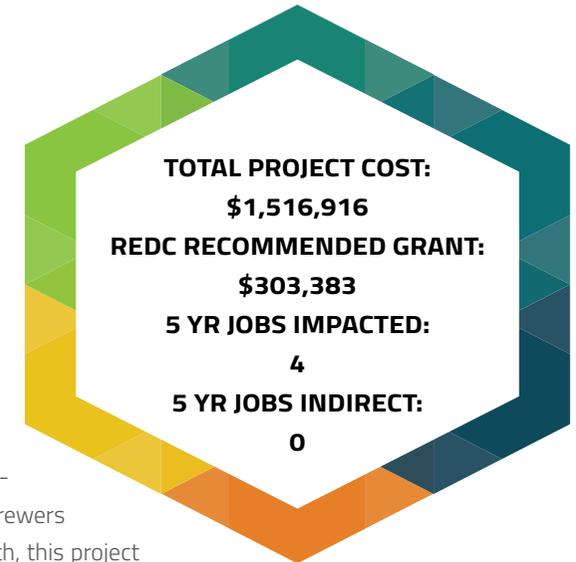
## Malt & Barley Manufacturing Generations Malting Company *Oneonta, Otsego County*



### PROJECT DESCRIPTION

Currently in New York State, base and premium malted barley varieties are in high demand. However the infrastructure necessary to process all the barley grown from local farmers is not in place, forming a bottleneck to the greater consumer market created by the growth in craft brewing. This project will address the bottleneck issue plaguing farmers by opening and operating a mid-size malthouse to produce malted barley in Oneonta. The malthouse will operate in the Northern Eagle Beverages Inc.'s building in Oneonta, NY, and will produce 480 tons annually once fully operational.

Strategic Alignment: GROW – this project aligns with the MVREDC Strategic Plan by adding value to agricultural products that are seen as a regional strength and a driver for local economic development. The agricultural nature of this proposal provides a viable option for diversification to area farmers and value-added processing, which syncs with the REDC's stated goals. By providing a new means for obtaining local ingredients to an increasing number of brewers that rely on new products for further growth, this project supports the regional concentration of those industries too.



## STRATEGY: GROW BUSINESS & INDUSTRY

**APPLICANT: Generations Malting Company**

**CFA #54003**

**TOTAL ESD FUNDING REQUEST: \$303,383**

**RECOMMENDED ESD GRANT: \$303,383**

### SOURCES OF FUNDS

### USES OF FUNDS

#### PUBLIC SOURCES OF FUNDS

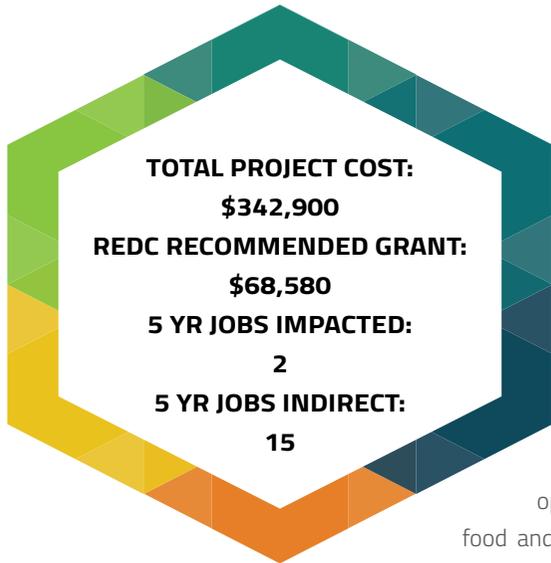
Empire State Development Grant	\$303,383
<b>TOTAL PUBLIC FUNDS</b>	<b>\$303,383</b>

USE	AMOUNT
1) Equipment and Machinery	\$303,383
2) Equipment and Machinery	\$151,689
3) Equipment and Machinery	\$718,847
4) Property Acquisition	\$127,832
5) Architectural/Engineering/Soft Costs	\$215,165

#### PRIVATE SOURCES OF FUNDS

Private: Owner Equity	\$151,689
Private: Other	\$1,059,844
<b>TOTAL PRIVATE FUNDS</b>	<b>\$1,211,533</b>

<b>TOTAL COST</b>	<b>\$1,516,916</b>
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**PROJECT DESCRIPTION**

Hartwick College is investing in STEM education by enhancing undergraduate science programs and providing workforce development training through the Center for Craft Food and Beverage. As part of this effort, the College is renovating a 900-sq. ft. space to house the Center for Craft Food and Beverage. This project offers the opportunity of business partnerships with craft

food and beverage producers, and enables enhanced educational opportunities in emerging fields such as food and

beverage science, biochemistry, and microbiology. The Center will also

provide local and regional training for craft food and beverage producers, and product testing and support of new farm products and processes. The project will support agriculture and agri-tourism in Otsego and surrounding counties and will promote the farming of specialty and value-added crops

▶ **PROPOSED PRIORITY PROJECTS**

**Hartwick College Center for Craft Food and Beverage**



**Hartwick College**  
*Oneonta, Otsego County*

such as hops and barley.

Strategic Alignment: BUILD – this project aligns with the MVREDC Strategic Plan by aligning new educational programs to meet the needs and opportunities created through the region’s evolving agriculture and agri-business concentration. Additionally, through the CCFB, Hartwick will support regional entrepreneurs, provide professional development and training opportunities for small businesses, and offer technical assistance in marketing and business planning. The Center for Craft Food and Beverage supports the region’s STEM-based workforce pipeline and cultivates entrepreneurs in a growing cluster.

**STRATEGY: BUILD WELL ALIGNED WORKFORCE**

**APPLICANT: Hartwick College**

**TOTAL ESD FUNDING REQUEST: \$68,580**

**CFA #53734**

**RECOMMENDED ESD GRANT: \$68,580**

**SOURCES OF FUNDS**

**PUBLIC SOURCES OF FUNDS**

Empire State Development Grant	\$68,580
<b>TOTAL PUBLIC FUNDS</b>	<b>\$68,580</b>

**PRIVATE SOURCES OF FUNDS**

Private: Other	\$274,400
<b>TOTAL PRIVATE FUNDS</b>	<b>\$274,400</b>

**USES OF FUNDS**

USE	AMOUNT
1) Construction/Renovation	\$68,580
2) Equipment and Machinery	\$60,000
3) Infrastructure/Site Work	\$142,700
4) Construction/Renovation	\$71,700
<b>TOTAL COST</b>	<b>\$342,980</b>

# PROPOSED PRIORITY PROJECTS ◀

## B & B Ranch Manufacturing Expansion

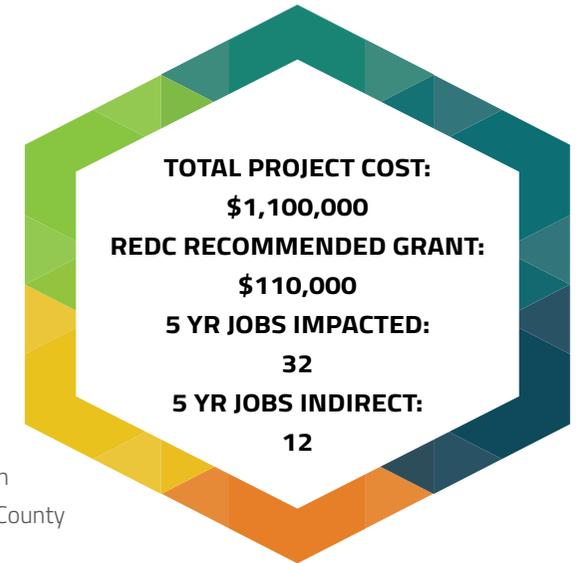
B&B Ranch, Guest House, Spa & Equestrian Center  
Fly Creek, Otsego County



### PROJECT DESCRIPTION:

The B&B Ranch, Spa and Equestrian facility is a boutique resort located minutes outside of Cooperstown. This agri-tourism business and specialty food manufacturer is designed to leverage rural up-state natural resources, bringing down-state tourism dollars and 15-25 new jobs to this rural community. Under the proposed project plan and with the aid of CFA funding, this year-round resort will move into value-added production in meat and pasta products all in a farm-to-table business model. Specifically, the project will focus on manufacturing pre-packaged foods, the B&B Guest House and horse boarding stables.

Strategic Alignment: GROW – this project aligns with Strategy 4 of the MVREDC Strategic Plan, as it further enhance the region’s agricultural tourism cluster through an integrated business offering that supports job growth. The expansion of B&B could put it on the map as a significant agri-tourism brand and destination, which in turn would increase recognition for Otsego County and the rest of the Mohawk Valley region.



## STRATEGY: GROW BUSINESS & INDUSTRY

**APPLICANT: B&B Ranch, Guest House, Spa and Equestrian Center**

**CFA # 54004**

**TOTAL ESD FUNDING REQUEST: \$110,000**

**RECOMMENDED ESD GRANT: \$110,000**

### SOURCES OF FUNDS

### USES OF FUNDS

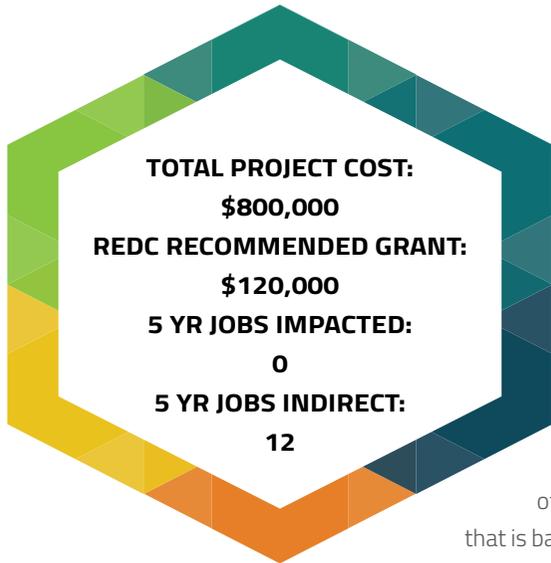
#### PUBLIC SOURCES OF FUNDS

Empire State Development Grant	\$110,000
Other State Funds	\$110,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$220,000</b>

USE	AMOUNT
1) Equipment and Machinery	\$110,000
2) Construction/Renovation	\$110,000
3) Equipment and Machinery	\$110,000
4) Working Capital/Reserves	\$770,000
<b>TOTAL COST</b>	<b>\$1,100,000</b>

#### PRIVATE SOURCES OF FUNDS

Private: Owner Equity	\$110,000
Private: Other	\$770,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$880,000</b>



**PROJECT DESCRIPTION:**  
The project will consist of the renovation of a currently vacant anchor building and the subsequent creation of six upper-story housing units in Oneonta’s downtown. Exterior façade and internal renovations will deliver quality space needed to attract and retain small businesses, as well as a downtown residential population. The project will offer mid-range cost housing units to a market that is balanced by a high demand for upper-story living space.

## ▶ PROPOSED PRIORITY PROJECTS

### Stevens Building Redevelopment - Oneonta

Klugo Enterprises LLC  
*Oneonta, Otsego County*



**Strategic Alignment: REVIVE** – this project aligns with Strategy 4 of the MVREDC Strategic Plan, which is to adaptively reuse existing building infrastructure to revitalize downtowns and Main Streets. The revitalization of anchor buildings such as the Stevens Building serve the role of catalyzing further downtown development. This investment also promotes sustainability and preserves local historic character by preserving the building to prevent it from succumbing to demolition.

## STRATEGY: REVIVE LOCAL INFRASTRUCTURE

**APPLICANT: Klugo Enterprises LLC**

**TOTAL ESD FUNDING REQUEST: \$120,000**

**CFA #53068**

**RECOMMENDED ESD GRANT: \$120,000**

#### SOURCES OF FUNDS

##### PUBLIC SOURCES OF FUNDS

Empire State Development Grant	\$120,000
Other State Funds	\$303,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$423,000</b>

##### PRIVATE SOURCES OF FUNDS

Private: Owner Equity	\$127,000
Private: Other	\$250,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$377,000</b>

#### USES OF FUNDS

USE	AMOUNT
1) Construction/Renovation	\$303,000
2) Construction/Renovation	\$127,000
3) Construction/Renovation	\$120,000
4) Property Acquisition	\$250,000
<b>TOTAL COST</b>	<b>\$800,000</b>

# PROPOSED PRIORITY PROJECTS ◀

## Main St. Pavement Reconstruction Project

Village of Cobleskill

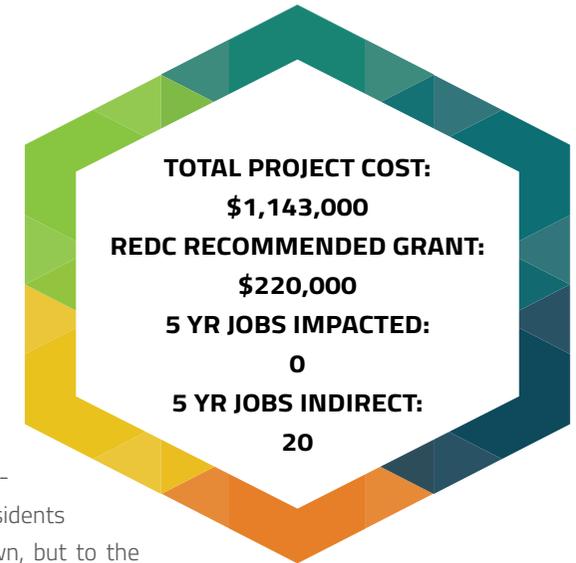
*Cobleskill, Schoharie County*



### PROJECT DESCRIPTION:

The Village of Cobleskill is currently taking the proactive steps to replace deteriorated water and sewer infrastructure to improve the downtown Main Street commercial district. The Main Street portion of the Village of Cobleskill is scheduled to be milled and re-paved by NYSDOT and therefore the Village has coordinated with NYSDOT to replace the water and sewer mains prior to re-pavement of the road to minimize the need to disturb the new road material due to water or sewer main repairs. The project will also remove original brick pavers and replace them with suitable road sub-base, with the pavers being recycled to be a walking path through Centre Park.

Strategic Alignment: REVIVE – this project aligns with the MVREDC’s fourth strategy, which is to revive urban centers and increase spatial efficiency. Properly functioning infrastructure is essential for the residents and businesses in the Village of Cobleskill. Cobleskill is the retail and industrial hub of Schoharie County, and the failure of the Village’s wastewater infrastructure would not only be detrimental to residents and businesses in the Village and the Town, but to the water quality in the Cobleskill Creek and Schoharie Creek and the communities downstream.



## STRATEGY: REVIVE LOCAL INFRASTRUCTURE

**APPLICANT: Village of Cobleskill**

**TOTAL ESD FUNDING REQUEST: \$220,000**

**CFA #57429**

**RECOMMENDED ESD GRANT: \$220,000**

### SOURCES OF FUNDS

#### PUBLIC SOURCES OF FUNDS

Empire State Development Grant	\$220,000
Other Public Funds	\$923,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$1,143,000</b>

#### PRIVATE SOURCES OF FUNDS

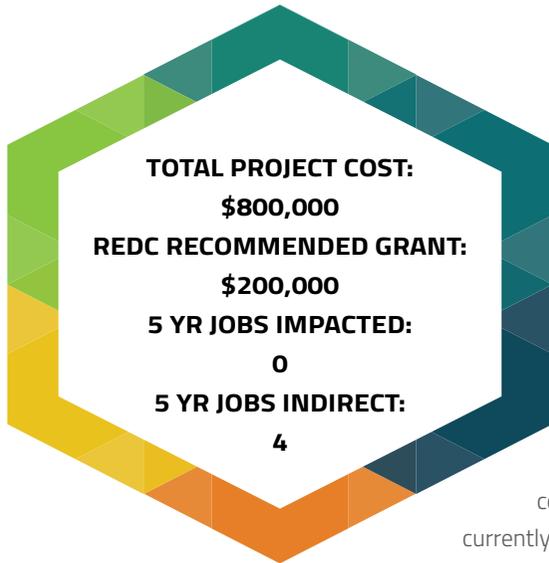
<b>TOTAL PRIVATE FUNDS</b>	<b>\$0</b>
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### USES OF FUNDS

#### USE

#### AMOUNT

1) Infrastructure/Site Work	\$220,000
2) Construction/Renovation	\$222,000
3) Infrastructure/Site Work	\$701,000
<b>TOTAL COST</b>	<b>\$1,143,000</b>



**PROJECT DESCRIPTION:**

The Village of Cobleskill Water System includes several water storage tanks, two of which are located within the Village of Cobleskill and are in need of repairs and/or replacement. Both Tanks have been recently inspected for conditions and areas of concern. One metal storage tank has been noted that it is deteriorating rapidly with corrosion, has a deteriorated foundation and is currently leaking. The second concrete tank is in a deteriorated condition with deteriorated concrete. This tank is

no longer functioning properly. The proposed project will include the

replacement and reconfiguration of the Village water storage tanks to eliminate the threat of water system failure and ensure the Village Water System has a properly functioning water storage system.

## ▶ PROPOSED PRIORITY PROJECTS

### Water System Storage & Distribution Improvements

Village of Cobleskill  
*Cobleskill, Schoharie County*

Strategic Alignment: REVIVE – this project aligns with the MVREDC’s fourth strategy, which is to revive urban centers and increase spatial efficiency. Properly functioning infrastructure is essential for the residents and businesses in the Village of Cobleskill. Cobleskill is the retail and industrial hub of Schoharie County, and the failure of the Village’s infrastructure would be detrimental to residents and businesses in the Village and the Town.

## STRATEGY: REVIVE LOCAL INFRASTRUCTURE

**APPLICANT: Village of Cobleskill**

**TOTAL ESD FUNDING REQUEST: \$200,000**

**CFA #53824**

**RECOMMENDED ESD GRANT: \$200,000**

**SOURCES OF FUNDS**

**PUBLIC SOURCES OF FUNDS**

Empire State Development Grant	\$200,000
Other State Funds	\$600,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$800,000</b>

**PRIVATE SOURCES OF FUNDS**

<b>TOTAL PRIVATE FUNDS</b>	<b>\$0</b>
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**USES OF FUNDS**

USE	AMOUNT
1) Construction/Renovation	\$200,000
2) Construction/Renovation	\$600,000
<b>TOTAL COST</b>	<b>\$800,000</b>

# PROPOSED PRIORITY PROJECTS ◀

## Memory Lane Day Care II

City of Amsterdam  
Amsterdam, Montgomery County



### PROJECT DESCRIPTION:

Memory Lane Day Care is currently a home-based group of family daycare seeking a commercial location on the south side of Amsterdam, NY, nearby several of the area's large manufacturers and distribution centers. This facility will serve children from ages 6 to 12 years of age, and will provide parents with an excellent place where children can be taken care of while at work. The Daycare will have capacity for 38 children during regular hours and 17 after school children. This facility will also offer an educational curriculum to meet the needs of each child's age level. Memory Lane will be employing certified teachers in early childhood education. Memory Lane has received City of Amsterdam IDA assistance in the form of a PILOT.

Strategic Alignment: OPPORTUNITY AGENDA – For many in the region, access to quality affordable child care is a barrier to meaningful full-time employment. The creation of this child care facility addresses that need, by providing quality child care in a location that is convenient to employees at several of the region's major employers.

This project also aligns with the MVREDC's goal to enhance the region's educational and workforce development opportunities, by using certified teachers to provide care and assistance to school-age children.



## STRATEGY: OPPORTUNITY AGENDA

**APPLICANT: Village of Cobleskill**

**TOTAL ESD FUNDING REQUEST: \$50,000**

**CFA #57429**

**RECOMMENDED ESD GRANT: \$50,000**

### SOURCES OF FUNDS

#### PUBLIC SOURCES OF FUNDS

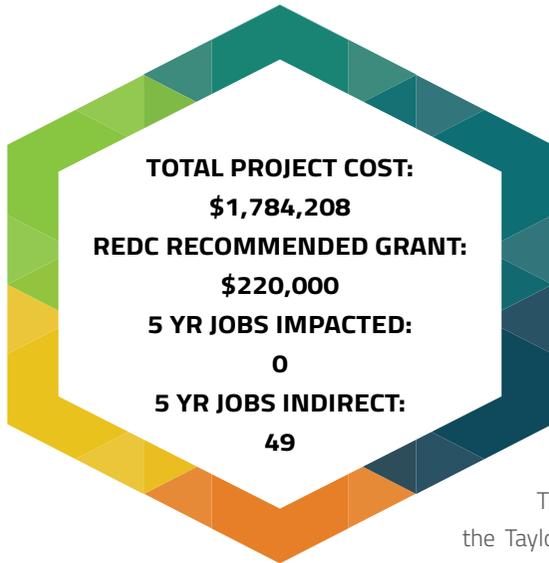
Empire State Development Grant	\$50,000
Other Public Funds	\$100,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$150,000</b>

#### PRIVATE SOURCES OF FUNDS

<b>TOTAL PRIVATE FUNDS</b>	<b>\$0</b>
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### USES OF FUNDS

USE	AMOUNT
1) Furniture & Fixtures	\$50,000
2) Furniture & Fixtures	\$104,260
3) Furniture & Fixtures	\$100,000
<b>TOTAL COST</b>	<b>\$254,260</b>



**PROJECT DESCRIPTION:**  
The Village of Schoharie is seeking to support the adaptive re-use of the Parrott House, an anchor structure at the core of the village. Built in 1870, the building suffered major flooding during Hurricane Irene and has been vacant since. The adaptive re-use concept includes the building's use for low-to-moderate income rental housing. The project also involves a planning process for the Taylor Block, the Parrott House's complementary structure from the same period, immediately across Main St.

The Taylor Block also was badly damaged during flooding from Hurricane Irene and is currently vacant.

## ▶ PROPOSED PRIORITY PROJECTS

### Rehabilitation of Main St. Properties



Village of Schoharie  
*Schoharie, Schoharie County*

**Strategic Alignment: REVIVE** – this project aligns closely with Strategy 4 of the MVREDC Strategic Plan, which is to adaptively reuse existing building infrastructure to revitalize neighborhoods. The revitalization of anchor buildings such as the Parrott Building serve the role of catalyzing further downtown and Main St. development. This investment also promotes sustainability and preserves local historic character by preserving the building to prevent it from succumbing to demolition.

## STRATEGY: REVIVE LOCAL INFRASTRUCTURE

**APPLICANT: Village of Schoharie**

**TOTAL ESD FUNDING REQUEST: \$ 347,840**

**CFA #54116**

**RECOMMENDED ESD GRANT:\$220,000**

#### SOURCES OF FUNDS

##### PUBLIC SOURCES OF FUNDS

Empire State Development Grant	\$347,840
Other State Funds	\$500,000
Other Public Funds	\$334,368
<b>TOTAL PUBLIC FUNDS</b>	<b>\$1,182,208</b>

##### PRIVATE SOURCES OF FUNDS

Private: Owner Equity	\$175,000
Private: Other	\$462,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$637,000</b>

#### USES OF FUNDS

USE	AMOUNT
1) Construction/Renovation	\$485,000
2) Construction/Renovation	\$312,840
3) Administration	\$15,000
4) Construction/Renovation	\$462,000
5) Planning	\$35,000
6) Architectural/Engineering/Soft Costs	\$175,000
7) Construction/Renovation	\$299,368
<b>TOTAL COST</b>	<b>\$1,784,208</b>

# PROPOSED PRIORITY PROJECTS ◀

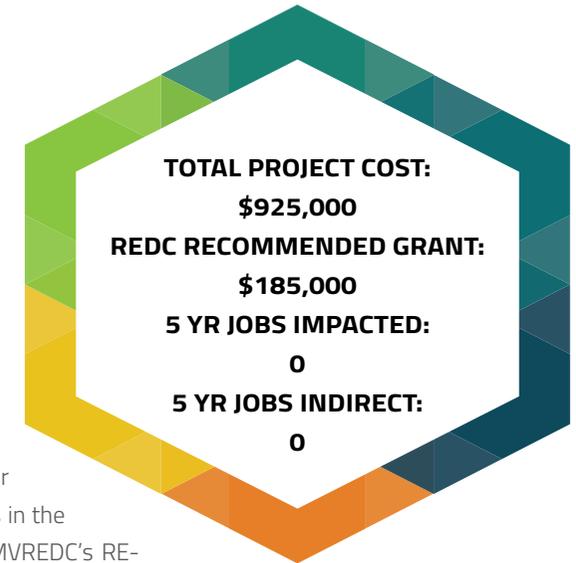
## Your Bargain Grocer Compassion Coalition, Inc. *Utica, Oneida County*



### PROJECT DESCRIPTION

This project enables the expansion of Compassion Coalition’s current neighborhood grocery store business from 1,200 sq. ft. to 5,500 sq. ft. The new store will occupy and provide for the rehabilitation of unfinished, available office and storage space in our current building located at 509 Lafayette Street, in Utica. Demolition will take place inside an existing area to make way for new leveled floors & walls and an energy-efficient HVAC system. A new accessible entrance/exit will be installed, and both sides of the building will receive new facades & includes the installation of freezers, coolers, dry good shelves, meat & produce coolers & cash registers. Funding assistance for our project will enable neighborhood residents access to healthy food in an area that has long been a food desert.

Strategic Alignment: OPPORTUNITY AGENDA – This project provides local residents – many of which are in poverty – with access not only to staple products, but also fresh fruits & vegetables, meats, organics and healthier selections. The store’s affordable pricing structure will make healthy food choices affordable to a growing customer base. Another key expected outcome will be to meet the healthy food choice needs for a growing number of refugee & immigrants in the area. This project also helps address the MVREDC’s RE-VIVE strategy, as it will result in a new facade, improved parking, and attractive landscaping.



## STRATEGY: OPPORTUNITY AGENDA

**APPLICANT: Compassion Coalition, Inc.**

**TOTAL ESD FUNDING REQUEST: \$185,000**

**CFA #56243**

**RECOMMENDED ESD GRANT: \$185,000**

### SOURCES OF FUNDS

#### PUBLIC SOURCES OF FUNDS

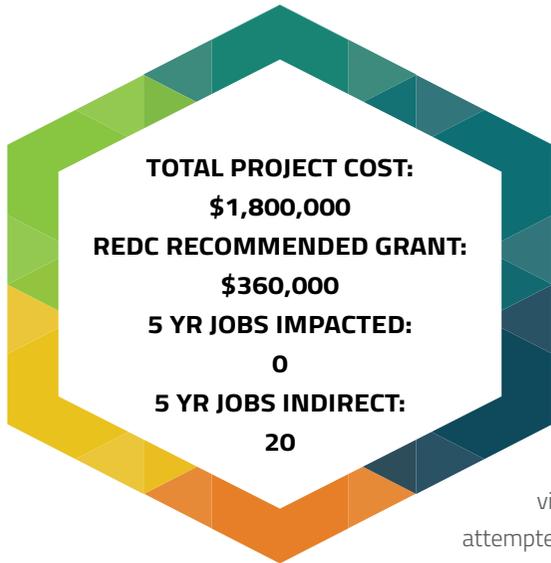
Empire State Development Grant	\$185,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$185,000</b>

#### PRIVATE SOURCES OF FUNDS

Private	\$740,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$0</b>

### USES OF FUNDS

USE	AMOUNT
1)Construction/Renovation	\$185,000
*CFA Budget Incomplete	
<b>TOTAL COST</b>	<b>\$185,000</b>



**PROJECT DESCRIPTION:**

The project will construct new sanitary sewers in the Robinson Road area of the Town of Kirkland. The project was preliminarily designed under CWSRF EPG Grant #32662. Robinson Road currently has several locally important employers, and through this project, new business development and expansion will be possible. Providing public sewers on Robinson Road has been attempted previously, but has been stymied by lack of

grant and or low interest financing. The project will attempt to use County Funds made available through grants, Hamilton College

annual contributions to the Town, and Indium Corporation direct contributions. Requested CFA funds through ESDC will fill the gap.

# ▶ PROPOSED PRIORITY PROJECTS

## Robinson Rd Sewer Improvements

Town of Kirkland  
Clinton, Oneida County

Strategic Alignment: REVIVE – this project aligns closely with Strategy 4 of the MVREDC Strategic Plan, which aims to enable infrastructure investments that fosters business investments and expansions. Several employers, including high-tech employer Indium Corporation, are located on Robinson Road in the Town of Kirkland, and have limited capacity for growth due to lack of sewer. This investment in critical infrastructure will allow for growth among these businesses, and for the development of new businesses within this area.

## STRATEGY: REVIVE LOCAL INFRASTRUCTURE

**APPLICANT: Town of Kirkland**

**TOTAL ESD FUNDING REQUEST: \$ 360,000**

**CFA #52468**

**RECOMMENDED ESD GRANT: \$360,000**

**SOURCES OF FUNDS**

**PUBLIC SOURCES OF FUNDS**

Empire State Development Grant	\$360,000
Other State Funds	\$1,140,000
Other Public Funds	\$250,000
<b>TOTAL PUBLIC FUNDS</b>	<b>\$1,750,000</b>

**PRIVATE SOURCES OF FUNDS**

Private: Other	\$50,000
<b>TOTAL PRIVATE FUNDS</b>	<b>\$50,000</b>

**USES OF FUNDS**

USE	AMOUNT
1) Infrastructure/Site Work	\$360,000
2) Infrastructure/Site Work	\$250,000
3) Infrastructure/Site Work	\$50,000
4) Infrastructure/Site Work	\$1,140,000
<b>TOTAL COST</b>	<b>\$1,800,000</b>

# IV. Work Groups



# WORKGROUPS ◀

The MVREDC workgroups have been actively engaged in advancing the Mohawk Valley's key strategies and Governor Cuomo's statewide priorities. Examples of work done to date include:

**Project Development-** provided technical assistance to CFA applicants and engaged potential CFA applicants. This group also met to prioritize CFA projects as to impact in their community.

Ronald Peters, Fulton County  
Stephen Smith, Herkimer County  
Kenneth Rose, Montgomery County  
Steven DiMeo, Oneida County  
Sandy Mathes, Otsego County  
William Cherry, Schoharie County

**Outreach and Communications-** provided support to the MV500 team for overall communications.

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

**Veterans Advisory Group-** held a meeting during Capital for the Day outcomes include; will build on its education session held to assist Mohawk Valley region veterans understand and participate in the State procurement process. Department of Veterans Affairs will push for expansion of Mohawk Valley veteran-owned business participation in State contracts. Efforts statewide to date have resulted in 143 veteran-owned businesses being certified by the State and therefore eligible to participate in the bidding program.

Co-Chairs- Delores Caruso & Kimberly Haley

**Workforce & Opportunity Agenda-** worked to identify potential CFA applicants and how to garner additional funds outside the CFA process.

Dr. Dustin Swanger, President, FMCC  
Carolyn Lewis, SUNY Oneonta  
Alice Savino, Executive Director, Workforce Investment Board of Herkimer, Madison, and Oneida County  
Dr. Randall VanWagoner, President, MVCC  
Gail Breen, Executive Director at Fulton, Montgomery, and Schoharie Counties Workforce Development Board, Inc.  
Ladan Alomar, Centro Civico of Amsterdam  
John Stemen, Office of Assemblyman Brindisi  
Mark Barbano, Economic Analyst, Department of Labor  
Laura Cohen, Community Foundation of Herkimer & Oneida Counties

**Incubator & Hot Spot Work Group-** worked with area colleges to identify an incubator for potential funding.

Co-Chairs- Charles Green & Mike Reese

**Mighty Waters & BOA Implementation-** held an inter-agency task force to implement the growth of BOA strategic projects and priority projects identified in NY Rising and Mighty Waters Plans.

Hon. Ann Thane, Mayor, City of Amsterdam  
Paul Beyer, Smart Growth Director, Department of State  
Jeff Jones, New Partners for Community Revitalization  
Karl Gustafson, Office of the Montgomery County Executive  
Chris Lawrence, Planner, City of Utica  
Matt Andrews, Senior Planner, City of Rome  
Paul Romano, O'Brien & Gere  
Christian Mercurio, Empire State Development

**Path Through History-** worked with WIB to identify a project for the 2015 CFA.

Chair- Helen Martin  
Kelly Blazosky, Oneida County Tourism  
Ann Thane, Mayor Amsterdam

**Scoring Committee-** scored CFA's.

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

**Economic Cluster Group- identified a cluster for the REDC plan and worked to construct the Economic Cluster Plan.**

Steve DiMeo, President, MVEDGE  
Chuck Green, President & CEO, Assured Information Systems, Inc.  
Dr. Robert Geer, Senior Vice President & Chief Operating Officer, SUNY Polytechnic  
Dr. Todd Hutton, President, Utica College  
Bill Wolfe, Executive Director, Griffiss Institute  
Mary Carol Krzycki, Executive Director, Cyber NY Alliance

**Global NY- working to identify companies with global export potential and fostering those relationships.**

Steven King, CNYIBA  
Alan Fink, ConMed  
Shawna Papale, MVEDGE  
Tim Fitzgerald, MVEDGE

**Agribusiness & Agriculture - worked to identify food system gaps and how to address those needs.**

Dr. Jason Evans, SUNY Cobleskill  
Christopher Guldner, Bull's Head Inn  
Rebecca Morgan, Center for Agricultural Economic Development  
James Giombetti, B&B Ranch  
Jim Manning, Cornell Cooperative Extension  
Vince DeSantis, Mohawk Harvest Cooperative Market  
George Joseph, North Star Orchards  
Don Smyers, Cornell Cooperative Extension  
Jim & Cindy Barber, Barber's Farm  
Pete Oberacker, FormTech Solutions  
Margi Neary, Village of Sharon Springs Trustee

**Tourism Development- identified potential CFA applicants as well as fostering relationships with multi region connections.**

Kelly Blazosky, Executive Director, Oneida County Tourism & Visitors Bureau  
Gina DaBierre-Gibbs, Director of Tourism, F-M Regional Chamber of Commerce  
Jeff Katz, Mayor, Village of Cooperstown  
Barbara Ann Heegan, President, Otsego County Chamber of Commerce  
Ken Meifert, National Baseball Hall of Fame  
Robert Esche, Utica Comets  
Mark Kilmer, President, Fulton-Montgomery Regional Chamber of Commerce

**Land Use & Livable Communities- evaluated and developed projects to ensure smart growth in our communities.**

Alicia Dicks, Executive Director, Community Foundation of Herkimer & Oneida Counties  
Fred Arcuri, Mohawk Valley EDGE  
Caroline Williams, Cornell Cooperative Extension  
Jake DiBari, City of Rome Community & Economic Development  
Elizabeth Horvath, County of Otsego IDA  
Bob Lambe, Director of Planning, Town of Marcy  
Shane Nickel, Schoharie County  
Laura Cohen, The Community Foundation of Oneida & Herkimer Counties

**Clean Energy Economy- organized the Clean Energy Conference partnered with the North Country Regional Economic Development Council.**

Nick Matt, President, FX Matt Brewery  
Tony Collins, President, Clarkson University  
Kate Fish, Executive Director, Adirondack North Country Association  
Jon Montan, North Country  
Mike DeWein, Leidos Engineering  
Amanda Lavigne, Adirondack North Country Association  
Mario Roefaro, NYPA  
Mark Kaucher, Mohawk Valley EDGE & NYSERDA  
Christian Mercurio, Empire State Development



# MOHAWK VALLEY REDC

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**Mohawk Valley  
Regional Economic  
Development Council**