The Mohawk Valley: Sustaining Momentum

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

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

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

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

Significant achievements include:

• Growing the foundation for Nano-science, engineering and manufacturing in the Mohawk Valley through stalwart support for the Center for Computer Chip Commercialization - the cutting edge cleanroom facility at the heart of Governor Cuomo’s Nano Utica initiative.

• Building strategic support of Marcy NanoCenter, a 400-plus-acre greenfield site in preparation to host high-tech manufacturing firms that will create thousands of new, well-paying jobs.

• Creating opportunities for expansion of the Mohawk Valley’s thriving agri-business sector, and connecting MV agricultural producers with local and global food manufacturers.

• Helping to revive communities and to support the victims of devastating floods that followed Hurricane Sandy and Tropical Storm Irene, and doing so in a manner that will help to create jobs and provide long-term security from flooding risks.

• Forging strong relationships with our region’s leaders toward the revitalization our towns, villages and cities into lively and attractive places; that will foster an entrepreneurial spirit and the economic growth our people want and need.

• Building strategic support of Marcy NanoCenter, a 400-plus-acre greenfield site in preparation to host high-tech manufacturing firms that will create thousands of new, well-paying jobs.

Through our 2014 Action Plan, we describe the tangible progress made over the course of the year to advance strategies within our individual communities, across the Mohawk Valley and beyond our borders. Our implementation agenda is supported by enhanced regional and state priorities, with specific attention drawn to the people and places that live our story.

By acting as champions for our Region’s Priority Projects, the Mohawk Valley Regional Council believes we will build on our momentum and with that belief move with confidence toward our vision.

- The Mohawk Valley Regional Economic Development Council

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The Mohawk Valley Opportunity Agenda has placed its initial focus on education, training, and the elimination of barriers to employment as vital to lifting individuals and families from poverty to life-sustaining jobs. In addition, the Regional Council has persisted in its focus on securing the transformational projects that will create many good jobs across a very wide range of income and skill levels – particularly in the area of high technology. Thus, a number of projects, as well as educational and training programs we have seen come forward have a STEM emphasis.

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

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

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

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

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

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

**Key Program Icons**

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

- **NY Rising Communities Projects**
- **Veterans Outreach Projects**
- **PATH Through History Projects**
- **Multi-Regional Projects**
- **Multiple NYS Projects**
- **Global NY Projects**

**Initiative Overview**

**High Technology**

**Strategies:**

- GROW, BUILD, CREATE, REVIVE, FORGE

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

**Momentum Profiles**

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

**Priority Project Graphic**

**NUAIR- UAS Test Range**

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

**Project Implementation**

Looking to better understand how a project from previous years fits into a broader regional strategy? Curious about how that project is performing since receiving State funds? The Implementation Strategy, starting on page 43, is where you can find each project’s award amount, estimated timeline for completion, economic impacts, and current status.
The Mohawk Valley is home to: 8 State Parks, 72 Golf Courses, 500 Miles of Trails, 4 True Seasons, 6 Historical Sites, Plus Museums, Performing Arts Centers, Theaters, Racetracks, an Opera House and a Casino

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

Part One:
Overview of Progress & Regional Priorities
Public Engagement

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

MVREDC Meetings, Workshops and Major Events in 2014

MVREDC Regional Summit: On April 30th, 2014, MV 4.0 brought together leaders and stakeholders across the six-county region to take inventory of our assets, measure our progress, share successes, sharpen our vision, and to identify priority projects for 2014 and beyond. Attendees learned how businesses and communities are shaping the future through new investment; participated in workshops and forums that will determine the deployment of state resources in 2014; and witnessed first-hand the energy and momentum that is taking place throughout the Mohawk Valley. MV 4.0 provided a platform for collaboration, a springboard for ideas, and a nexus of opportunity for communities and businesses seeking to grow and thrive in the regional economy.

Interactive workshops included; Rustbelt to Greenbelt: Growing Agribusiness and Community Development, and State & Main: Investing on Main Street. Reviving the Farm to Table Culture, and Institutional Knowledge: Colleges as partners in Regional Economic Development.

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Mighty Waters Initiative, New York Rising and the Mohawk Valley Gateway Overlook.

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

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

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

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

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

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

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

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

Cleaner, Greener Communities Program

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1. CFA #40213- UAS Test Range Instrumentation Northeast UAS Airspace Integration Research Alliance Inc. (NUAIR)
The investment will make the Mohawk Valley a strategic location for the emerging UAS industry and strengthen key defense assets at nearby Hancock ANG (174th ANG), Fort Drum (10th Infantry Division) and at Griffiss with the Air Force Research Lab - an anchor of the regional economy.

2. CFA #41048- Full Spectrum Exploitations Lab/Facility ANDRO Computational Solutions, LLC
ANDRO will be expanding its existing Software Defined Radio (SDR) laboratories. This facility will be used in support of the Air Force Research Lab - an anchor of the regional economy.

3. CFA #38993- Beechgrove Buildout Trenton Technology
This project includes the renovation of a vacant structure into an industry-standard facility, for the advanced design and manufacturing of electronic products used for military, industrial, and commercial applications.

4. CFA #39256- Marcy Nanocenter- Time to Market Site Improvements Project Mohawk Valley EDGE
This project will continue development of the Marcy Nanocenter at SUNYIT, a pivotal anchor in Governor Cuomo’s Nano Canal Corridor initiative and provides the catalytic economic driver that will infuse new economic activity within the region.

5. CFA #42738- Center for Nano Cyber Fort Schuyler Management Corp.
FSCMC will direct the construction of a Nano Cyber Security, Reliability and Quality Assurance Innovation/Training facility in Utica that will utilize a co-location model integrating partner companies for innovation in cyber-security, system reliability, and quality assurance in partnership with CNSE & SUNYIT.

6. CFA #39226- Robotics & Automation Program Edmeston Central School District
The Edmeston Robotics and Automation program is a workforce alignment and educational program for high school students. Classes will provide background in engineering design, materials science, computer aided design, and automated manufacturing including CNC machinery.

7. CFA #4256- Richfield Commerce Park County of Otsego IDA
This project involves the development of a 100+ acre business park in the Town/Village of Richfield Springs. Outcomes and deliverables will include job creation and private investment in a variety of sectors including agriculture-related processing, data centers, small scale distribution, and manufacturing.

8. CFA #41064- Optimization of Energy System Griffiss Utility Services Corporation
Griffiss Utility Services Corporation (GUSSC) will upgrade its district energy system to increase overall energy efficiency and increase its ability to generate more renewable energy from its newly installed bioenergy plant.

9. CFA #41578- Tryon Technology Park Incubator Center Phase II Fulton County
Phase II involves disconnecting the water line coming from the State Prison’s elevated tank and rerouting the line as part of a DOCS ordered disconnection.

10. CFA #42507- Schuyler Business Park Sewer Extension Herkimer County
This project will extend sewer service to the Schuyler Business Park located in the Town of Schuyler, replacing the septic systems that businesses located within the park are currently using.

11. CFA #40952- Assistive Technology Services SUNYIT
The Assistive Technology Services project is a new component of an existing partnership between Sitrin and SUNYIT to rehabilitate wounded soldiers facing barriers to re-employment after returning home from military service. Existing rehabilitation services include counseling, occupational, speech & physical therapy, adaptive sports, computer skills and job coaching. The Assistive Technology laboratory would customize commercially available equipment to more fully restore functionality, thereby enabling the soldiers to return to work.

12. CFA #41609- MVCC UAS Program Mohawk Valley Community College
The growth of the UAS industry in New York will require the availability of an educated and trained workforce. MVCC is working to develop a continuum of training options in partnership with NUAIR. One of the major components of the training program is to have two Unmanned Aerial Vehicles for students to work on along with the necessary tools for maintenance.

13. CFA #40819- ISO The Harva Company Inc
The Harva Company Inc, is a custom plastics fabricator in Schoharie, NY. With 67% of annual sales represented by defense contractors, Lockheed Martin representing 42%, becoming ISO certified enables Harva to not only retain but grow their customer base, become more profitable and gain worldwide exposure.
Technology & The Innovation-Based Economy

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

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

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

The Mohawk Valley is a critical emerging focal point in New York’s growing nanotechnology strategy, and part of Governor Cuomo’s “Nano Canal” Corridor that stretches from Albany to Buffalo. The Nano Canal is generating new economic energy in communities like “Nano Canal” Corridor that stretches from Albany to Buffalo. The Nano Canal is a critical emerging focal point in New York’s growing nanotechnology strategy, and part of Governor Cuomo’s “Nano Canal” Corridor that stretches from Albany to Buffalo. The Nano Canal is a critical emerging focal point in New York’s growing nanotechnology strategy, and part of Governor Cuomo’s “Nano Canal” Corridor that stretches from Albany to Buffalo. The Nano Canal is the site of a $1.8 billion Connect NY grant to expand broadband to 30 miles of the Global Foundries site in Malta. And in March 2014, the Mohawk Valley was selected as one of six national sites to test the commercial use of Unmanned Aerial Systems, which is being led by a two-state consortium known as the Northeast UAS Integration Planning and Development Program (NUAIR). With more than 40 industry, technology and academic partners in New York and Massachusetts, NUAIR will lead the formation into a new industry cluster that marks a “Sputnik” type moment for making the Upstate economy a pioneer in the development and commercialization of UAS systems that will help make the region a hub of new economic activity.

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

Last year, the Federal Aviation Administration chose Griffiss International Airport as one of six national sites to test the commercial use of Unmanned Aerial Systems, which is being led by a two-state consortium known as the Northeast UAS Integration Planning and Development Program (NUAIR). With more than 40 industry, technology and academic partners in New York and Massachusetts, NUAIR will lead the formation into a new industry cluster that marks a “Sputnik” type moment for making the Upstate economy a pioneer in the development and commercialization of UAS systems that will help make the region a hub of new economic activity.

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

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

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

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

In Round IV the MVREDC has selected as regional economic development priorities two technology investments that underscore the Region’s robust core competencies in information and cyber-security technologies. Both competencies can trace their origins to the presence of the U.S. Air Force Research Laboratory at the Griffiss Business and Technology Park in Rome. With annual R&D and contract awards exceeding $500 million, the AFRL is an integral part of the technology ecosystem in the Region and beyond.

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

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

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

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

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

Refugees and immigrants have accounted for a nearly 20% increase in Utica’s population, and Trenton’s growth is enabling these families to pursue meaningful, enriching employment in an industry with firm growth prospects and market potential.
Complementing and supporting the region’s strategic technology investments is a recommended investment in workforce development to nurture and sustain the region’s burgeoning innovation economy.

High-Technology Education

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

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

Outside the REDC, SUNY PI and Sitrin are set to launch a program in robotics and automation to prepare students for the high-tech careers that are becoming available in the Mohawk Valley. The project will expand its Project Lead the Way course selection and allow for the purchase of a CNC milling machine, computer software and hardware, and other supplies such as robotics kits and automated systems components.

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

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

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

Economic Impact of Unmanned Aerial Systems Integration

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

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

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

Potential unmanned aircraft systems: • Public Safety- including search and rescue, accident investigation, disaster preparedness and response and shooter response. UAS can also be used for weather tracking and storm response especially important to minimize impacts of recent flooding.
• 3-D Mapping- UAS have the ability to survey landscapes with thousands of images and seamlessly integrate them into 3-D maps that can be used for crowd control, storm damage assessment and utility inspection.
• Protecting Wildlife- UAS can monitor wildlife populations as well as land management in remote areas like parts of the Adirondacks, which are inaccessible by foot.
• Precision Agriculture- The first Certificate of Authorization granted by the FAA is to Cornell Cooperative Extension (CCE). CCE plans to use the UAS to examine crops for insect activity, crop growth, soil conditions and disease spread. Testing will begin as soon as September 2014.
1. CFA #40526- 123 Hotel Street Development
123 Hotel Street LLC
123 Hotel Street Development will convert a vacant, historic Erie Canal Era structure, in Utica’s Bagg’s Square into a thriving mixed-use development. This adaptive reuse project will help the region meet a well-documented need for upscale market-rate living space in downtown Utica and allow for the creation of several new businesses that all focus on delivering or creating locally produced goods.

2. CFA #41042- 121 Hotel Street
The Nehemiah Fund LLC
121 Hotel Street Development includes the redevelopment of an existing historic warehouse structure located in Historic Bagg’s Square of Utica, into mixed use space, with high-end loft-style apartments on the upper 3 floors, and office space on the first floor.

3. CFA #39400- Utica Landmarc Project
Primo Property Management, LLC
The Utica Landmark Building Project is the multi-phase rehabilitation of an 80,000 sq ft abandoned and vacant 3-story building in downtown Utica - resulting in quality housing, job creation and new downtown activity.

4. CFA #38893- Casa Imports Business Expansion
R.L.E. Corp.
R.L.E. Corp. has outgrown its current warehouse space, which is an adapted multi-story complex located in the City of Utica. By adding this space, the company will be able to increase its buying power and diversify its market offerings.

5. CFA #42770- Susquehanna Regional Center for Jobs
County of Otsego Industrial Development Agency
The Susquehanna Regional Center for Jobs (SHRC) is a proposed collaborative initiative of Hartwick College, Hudson Valley Community College, SUNY Cobleskill, SUNY Dauphin, SUNY Oneonta, the County of Otsego IDA, whose mission is to provide a regional full service, one stop, location and resources for business and workforce development needs, with special emphasis on challenged to employ and high school students, with targeted skill sets directly connected to employment needs.

6. CFA #42598- Dr. William F. Streck Community Clinic
Pathfinder Village, Inc.
The new clinic will double the capacity of the project sponsor’s existing health care facility and provide greater primary care access to the rural communities it currently serves.

7. CFA #39592- Richmondville Broadband Initiative
The Middleburgh Telephone Company (MIDTEL)
The goal of the project by MIDTEL is to provide voice, cable TV-video, and broadband services to the residents and businesses in the Richmondville area.

8. CFA #40866- B240 Redevelopment Griffiss
Griffiss Local Development Corporation
The Griffiss Local Development Corporation (GLDC) is requesting funds for the demolition of Building 240. The building and the accompanying parcel, in addition to surrounding properties currently owned by GLDC, has the potential to be part of a large scale, job creating and revenue generating brownfield redevelopment project.

9. CFA #42196- Planning the Renaissance
Village of Sharon Springs
Sharon Springs proposes a planning project that will result in a document that clearly evaluates the current conditions of Transportation, Land Use, Energy, Water Management, Waste Management, and Economic Development.

10. CFA #43521- Old City Hall Making LEED History
YES Development
The building is located at 207 North James St. in the center of downtown Rome. A LEED certified mixed use facility with both a commercial and residential portion will be constructed.

11. CFA #41854- Marcy Smart Growth Update
Town of Marcy
The project is a Smart Growth update to the Town Master Plan, including 1) neighborhood plans for specific areas that can become healthy walkable communities, 2) sprawl management, 3) green stormwater program, 4) green power planning, and the draft zoning/planning measures required to put the plan in place in time to manage the growth associated with Nano Utica, NUAIR Drone, Marcy Nanocenter, and other economic development success in the area.

12. CFA #39613- Sewer Separation Phase 5
City of Amsterdam
This project will modernize Amsterdam's aging sewer infrastructure to lay the foundation for new investments in commercial, residential and industrial development.
Downtown Agenda

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

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

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

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

When Moses Bagg, of Westfield, Massachusetts sailed up the Mohawk River with his wife and two sons in the autumn of 1793, he was not very much impressed by the area (he noted that the odor of the place didn’t particularly agree with him) then known as the Village of Utica and stayed instead at the Middle Settlement during the winter. He changed his mind and came back in the spring of 1794. He opened a blacksmith shop on Main Street, a little east of the village center. Finding it was more profitable to fit rooms to visitors than shoes to horses, in 1795 he put up a two story wooden building on the same site and kept it as a tavern until his death in September 1805. That small tavern became the center of life as that tiny village grew into a booming metropolis. Now, after decades of slumber, the Bagg’s Square Association has partnered with Rust 2 Green Utica (a Cornell University initiative) to conceive a new vision for a high-density, low-carbon future for downtown. This eclectic, unlikely assemblage of entrepreneurs, property owners, and professionals has initiated a balanced approach of targeted investment and strategic planning to revitalize the city’s oldest and most promising neighborhood. CFA awards over the past three rounds have helped to restore a long vacant wing of the historic Union Station into a regional farmer’s market and the Utica Memorial Auditorium – respectively, the Eastern and Western sentinels of Bagg’s Square. In the center, a Round III CFA is helping the iconic Utica Coffee Roasting Company to expand both its footprint and manufacturing capacity.

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

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

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

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

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

These and other investments along the Canal Corridor are proving to be mutually beneficial and helping to build momentum from one end of the “Nano” Canal to the other.
Entrepreneurs have the ability to play an important role in the redevelopment of the Mohawk Valley’s urban cores and in enhancing the region’s competitiveness to spin off high technology economy. Contributing to the revival of downtown Utica is MVCC’s thINCubator, which is a business incubator and student accelerator that started operation in the winter of 2013. Located in the heart of Utica’s thriving Bagg’s Square downtown district, the thINCubator is modeled after other successful business accelerator programs, such as Syracuse’s Student Sandbox, and offers a 14-week program that helps students refine and pitch their business ideas. At SUNYIT in Nano and Cyber. Also as part of the application, the thINCubator will provide space and technical support to the teams of students. The thINCubator will also partner in this effort, which will increase the numbers of entrepreneurs actively turning their ideas into businesses, while also creating a new culture that will increase interest in startups among area residents, students and entrepreneurial-minded individuals. This project, along with the thINCubator’s attention to the local and surrounding areas, a team of professors from Arizona State University approached the GI in the spring of 2014 with the intent to launch a technology transfer accelerator program modeled after a successful venture on their campus in Arizona. Called New York Furnace, the program is slated to begin in the fall of 2014, and will enable the market to pull technologies from research institutions, such as AFRL, and turn them into new ventures and new products.”

Futureing the entrepreneurial environment in the Mohawk Valley, the thINCubator submitted a 2014 CFA requesting $27,704 to develop a new location and surrounding assets, a team of professors from Arizona State University approached the GI and the thINCubator executed a Memorandum of Understanding to form a cooperative partnership for a Hot Spot designation in this year’s REDC funding cycle. The joint application provides a comprehensive approach to facilitating entrepreneurship across a broad spectrum of business activities. In their partnership, the GI and MVCC seek to establish successful interactions that include: mutually benefiting from the NYS Incubator Grant recently awarded to the GI and the NYS Hot Spot Program for which MVCC is a potential site, sharing faculty spaces, increasing the opportunity of clients to satisfy their venture capital needs; increasing the transfer, transition, commercialization, and exchange of technologies; developing markets, and new companies; and improving employment opportunities.

The Griffiss Institute is charged with developing and expanding high tech employment opportunities in the Mohawk Valley. By partnering with the AFRL, private industry, and academia, the Griffiss Institute was designed to become a recognized leader in cybersecurity with the vision of creating a “Center of Excellence in Cyber Security in the Mohawk Valley.” Today, the GI has grown to become a major player in technology transfer, training and education and economic development in the Mohawk Valley region.

Acknowledging the GI’s stature as a major player in regional tech transfer and economic development, as well as its location and surrounding assets, a team of professors from Arizona State University approached the GI in the spring of 2014 with the intent to launch a technology transfer accelerator program modeled after a successful venture on their campus in Arizona. Called New York Furnace, the program is slated to begin in the fall of 2014, and will enable the market to pull technologies from research institutions, such as AFRL, and turn them into new ventures and new products. Moving the anticipated result of these activities is not an isolated incident just in the Mohawk Valley, as the Griffiss Institute has been awarded New York’s Certified Business Incubator program modeled after a successful venture on their campus in Arizona. Called New York Furnace, the program is slated to begin in the fall of 2014, and will enable the market to pull technologies from research institutions, such as AFRL, and turn them into new ventures and new products.

The creation and success of business incubators such as the thINCubator and Griffiss Institute illustrates the GI’s desire and commitment to become a major player in technology transfer, training and economic development in the Mohawk Valley, and to continue to incorporate all populations, especially those newest to this country, into its diverse economy and to give these individuals an opportunity to sustain and thrive.
1. **CFA #41325- Utica Harbor Marina Bulkhead & Infrastructure Improvements**  
   **City of Utica**  
   A vestige of the canal during the “Barge Canal” (industrial era) period, the Utica Harbor is envisioned to both celebrate its past but also drive a new economic engine accommodating private investments including commercial, retail, and mixed uses, food/restaurant establishments, and entertainment venues. This project in particular will address the deteriorated condition of the harbor walls (bulkheads) and will also continue implementation phases of the Utica Harbor Master Plan.

2. **CFA #41562- Bellinger Brook Preservation**  
   **Village of Herkimer**  
   The impact of damages from the failure of Bellinger Brook has left the Village with nearly $2 million in damages. As a result, the Bellinger Brook project is listed as project #46 in the Herkimer County NY Rising flood recovery plan. The restoration of these areas along Bellinger Brook will improve the flood resiliency of the Village, thereby reducing the economic cost in the event of another flood situation.

3. **CFA #41534- The Rose Building Project**  
   **Marge for Middleburgh, LLC**  
   This building construction project in Middleburgh is to utilize a currently empty lot on a very busy Main Street for the construction of a new mixed-use development. Due to recent flooding and a downturn in the economy, Middleburgh has suffered some significant losses in retail business and housing, mostly due to the lack of undamaged available space.

4. **CFA #39744- Mohawk Gateway Overlook**  
   **City of Amsterdam**  
   The project is the Mohawk Valley Gateway Overlook, a pedestrian bridge across the Mohawk River in Amsterdam that connects Bridge Street on the south-shore with the waterfront on the north shore. The bridge will create a continuous park-like environment and a unique recreational and cultural heritage destination.

5. **CFA #42105- Veterans Memorial Park**  
   **City of Little Falls**  
   The Project will enable the “Mohawk Valley Diamond Dawgs” amateur baseball team and the Little Falls School District to use the Park for nearly 40 baseball games, attracting hundreds of residents and visitors to the City.

6. **CFA #40397- Village of Camden River Walk**  
   **Village of Camden**  
   The River Walk Trail project has been a recognized and community supported vision for over 10 years. The project will also include signage, road striping, benches, lighting, fencing and various other amenities to enhance and improve pedestrian safety and recreational experience.

7. **CFA #41195- Fulmer Creek Greenplain Resiliency Project**  
   **Town of German Flatts**  
   Severe rainstorms inundated the Town and Village in 2013, causing massive flooding, property damage, long term power outages and loss of potable water. The Fulmer GreenPlain is a design and construction project to restore the natural floodplain and floodplain processes along approximately 1.3 miles of the Fulmer Creek corridor. The project will also enhance water quality and support State Resiliency and Recovery functions including recreation, tourism, public education, and economic development using open space and green infrastructure as a primary means.

8. **CFA #41451- Local Water Revitalization Program**  
   **Village of Middleburgh**  
   The Village's waterfront can supply recreation, tourism, business, and preservation of the scenic character that residents and visitors value so very much. The Schoharie Creek is an inseparable part of Schoharie County's culture and the Village of Middleburgh will begin to proactively reclaim the waterfront boundary area.

9. **CFA #42215- Cooperstown Comprehensive Plan**  
   **Otsego County IDA**  
   This CFA request will fund, in partnership with the Otsego County IDA and other local partners, a detailed Comprehensive Plan and Downtown Revitalization Strategy for the Village of Cooperstown. A blueprint for action will be produced and will guide development investment and attraction.

10. **CFA #39769- Village of Fonda Canalside Park Improvements**  
    **Village of Fonda**  
    The proposed Canalside Park is located off South Bridge Street in the Village of Fonda. Grant funding is requested for the preparation of final engineering, construction, cost estimating and permitting documents to develop a new waterfront boat launch, parking, and docking structure.
Waterfront Development

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

Our key regional planning principles are:

**Make public goals the primary objective**

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

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

**Create destinations**

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

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

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

**Foster resiliency**

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

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

**Optimize public access and connectivity**

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

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

**Integrate seasonal activities into each destination**

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

The Schoharie Creek Multi-Use Trail project was conceived to meet the triple goals of mitigation, conservation, and recreation. It integrates a crucial disaster management concern — flood mitigation — with the quality-of-life and ecological objectives of enjoying and preserving our natural environs. The project’s holistic vision is to promote economic, ecological, social, and spiritual recovery in the community. Phase I of the project is targeting year round, non-motorized use of the trail for residents and visitors alike.
Resident of the rural and tight-knit Schoharie Valley have a complex relationship with Schoharie Creek. The Creek created the Valley long ago, carving through rock to create the especially fertile soil that continues to sustain the residents along its winding northward path to the Mohawk River. The natural beauty of the Creek brings tourists looking to recapture the simplicity of days spent hiking through forests, searching for pollywogs, and stopping at roadside stands for apples and pumpkins. Visitors help to support Main Street businesses and buoy the local economy. Yet while the Schoharie Creek offers the promise of fertile soils and an unparalleled natural beauty beckoning to tourists and residents alike, floodwaters that have raged from the Schoharie Creek and its tributaries have also caused incredible destruction and loss as the Schoharie Creek has attempted to carry ice melt and rain water away.

The Community has committed to take active steps to avoid or mitigate future impacts from flooding. Working Together to Build Back Better: Towns and Villages of Esperance, Schoharie and Middleburgh- NY Rising Community Reconstruction Plan

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

NY Rising Priorities

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Proposed Projects

Featured Projects

To view the MV’s NY Rising Plan

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Strategy Five: FORGE Partnerships

1. CFA #38811- SUNY Cobleskill Dairy Processing Center
   SUNY Cobleskill
   SUNY Cobleskill proposes to build on the regional economic strengths of agriculture and food processing through construction and operation of a Dairy Processing Center. The project will address the critical need in the northeast for qualified technicians and managers in the food/dairy processing sector and lack of access to processing infrastructure for dairy producers wishing to tap into local value-added food marketing opportunities. Further, enhanced demand for regionally-produced foods creates opportunity for entrepreneurs to start new businesses and for existing dairy producers to diversify their enterprises and expand marketing options through novel product development.

2. CFA #42213- Upper Susquehanna Regional Ag Center
   County of Otsego Industrial Development Agency
   The Upper Susquehanna Center for Agriculture will be a multi-purpose 40,000 square foot facility situated in downtown Oneonta. The physical space will be linked to the Susquehanna Regional Center for Jobs through an IDA-funded agricultural economic development position working to enhance the impact of value added product production. The Center for Agriculture will create jobs both directly and through a strong local multiplier, while working toward the goal of increasing farm profitability and median farmer income such that a majority of the County’s farmers earn incomes above the poverty level.

3. CFA #41298- Project SOFT
   The Fountainhead Group Inc.
   This project will complete the development and release of a new sprayer into our core retail lawn and garden segment with proprietary technology that significantly improves the consumer experience with pump-up sprayers. The new sprayer would be designed, manufactured and assembled at the New York Mills facility and offered to consumers in 2016.

4. CFA #40615- Otsego County Agricultural Microenterprise Program
   County of Otsego IDA
   The program will focus on agricultural enterprises. The program will include the required entrepreneurial training program. The program will be county wide and will assist 10 enterprises.

5. CFA #40756- Schoharie County Strategic Plan
   Schoharie County
   The most recent plan was completed in 2004. Since then, many changes have occurred in Schoharie County. An economic recession, several floods and a shift in population have all created a new Schoharie County. This plan is no longer relevant to base economic strategy from. A new plan will allow for a new vision and new set of goals for economic development in Schoharie County.

6. CFA #37964- CGC Phase II Category 3 Round 2 funding for Pellet Hub
   Vincent’s Heating and Fuel LLC
   Vincent’s Heating and Fuel LLC is developing the concept of a ‘Pellet Hub’. Vincent’s Heating & Fuel will implement this concept to support the governor’s initiative, in two phases in the Mohawk Valley and North Country regions. The bulk of the proposal will focus on the installation of pellet boiler systems within 8 municipalities and commercial buildings as well as smaller systems for 5 residential homes within the Mohawk Valley and North Country.

7. CFA #41660- Regional Resource Recovery
   City of Rome
   This project involves a rehabilitation of the existing 825,000 gallon digester to include new mixing technology, cogeneration equipment, a high strength receiving station, flare relocation, and new solids handling equipment at the City of Rome Public Owned Treatment Works (POTW).

Map Key:

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

Agriculture & Agribusiness

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

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

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

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

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

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

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

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

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

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

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

Producing quality food products has also created an entirely new and promising export for the Mohawk Valley: agri-tourism. Increasingly, tourists are visiting our farms, breweries, wineries, and cideries from other parts of the state, the nation and the world. Creating alluring pathways for tourists – pathways that include the Region’s many important historical sites and monuments – is yet another key strategic focus of the Mohawk Valley Regional Economic Development Council.
Mangali Rai grew greens, potatoes and peppers in a refugee camp in Nepal. Some of the American customs for gardening – how to work in the cold soil and using worms to compost – are foreign to her, but she is excited to learn those through a 10-week agriculture class hosted by the Mohawk Valley Resource Center for Refugees. Refugees make up about one quarter of Utica’s population.

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

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

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

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

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

Mohawk Valley SUNY 2020 Projects

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

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

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

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

Matt Brewing Company- Not your average brewery

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>Project Code</th>
<th>Project Title</th>
<th>Location</th>
<th>Description</th>
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<tbody>
<tr>
<td>CFA #42964</td>
<td>Brew Central Marketing Campaign Oneida County Tourism</td>
<td>Brew Central is a comprehensive regional tourism marketing campaign positioning the Central NY Vacation Region and Mohawk Valley as New York’s premier Craft Brew Destination to complement the TASTE NY program. Specific target marketing with focused messaging to stimulate day tripper and overnight leisure travel from domestic markets across NY, PA, NJ, CT, VT, MA. International marketing will target Canada, UK and Germany.</td>
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<tr>
<td>CFA #40995</td>
<td>Glimmerglass Festival Tourism Facilities Renovations The Glimmerglass Festival</td>
<td>The project will extensively refurbish the lobby, front of theater and walkways, relocate and enlarge the concessions stands and box office, relocate the previews to a newly-established area, repurpose the covered courtyard, add a new driveway for tour buses and improve the restroom facilities.</td>
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<tr>
<td>CFA #40116</td>
<td>Collection Digitization National Baseball Hall of Fame and Museum</td>
<td>The project involves the continuation and expansion of the Baseball Hall of Fame’s digital marketing campaign that began in 2011. The BHOF is embracing the digital age with two goals: Engage online visitors with meaningful content that will encourage visits to Cooperstown and the region, and the preservation of the priceless collection of artifacts in a digital format.</td>
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<tr>
<td>CFA #42497</td>
<td>Mohawk Valley Path Through History Cycling Trails WIB Herkimer Oneida Madison Counties</td>
<td>Building on the successful MVPTH Rev War Trail launched in 2013, MVPTH group will implement phase two of a multi-year plan to develop and market cycling routes connecting the Erie Canalway Trail to historic sites in the project area.</td>
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<tr>
<td>CFA #39012</td>
<td>Monet to Matisse Munson Williams Proctor Arts Institute</td>
<td>Through an exhibition of 55 major paintings by the leaders of French Impressionism such as Claude Monet, Pierre-Auguste Renoir, Camille Pissaro, and Alfred Sisley as well as by America’s most noted Impressionist painters Mary Cassatt and John Singer Sargent, the Museum seeks funding to engage audi-</td>
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<tr>
<td>CFA #38672</td>
<td>Main Street Diefendorf Hall Cultural Heritage Center and Inn Friends of Fort Plain Inc</td>
<td>Main Street Redevelopment. Diefendorf Hall Cultural Heritage Center. Complete structural repairs to the 1860’s Erie Canal Era music hall located at 47 Main Street in downtown Fort Plain. The structure will accommodate the reassembly of an authentic museum artifact, the “Old Erie Canal Lock Store”, anchoring a downtown interpretive center for residents and visitors.</td>
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<tr>
<td>CFA #42149</td>
<td>NY Main Street Thendara- Eagle Bay Central Adirondack Partnership for the 21st Century CAP21</td>
<td>CAP-21 will implement the revitalization of 10 properties within the business districts of Eagle Bay and Thendara, both districts located along NYS Route 28 in the Town of Webb, Herkimer County. CAP-21 will also work with the Town, the Eagle Bay Upift Society and the Thendara Business Association to implement Streetscape improvements that complement the property renovations.</td>
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<tr>
<td>CFA #42554</td>
<td>Utica Zoo AZA Foundation Project Utica Zoological Society</td>
<td>The Utica Zoo would like to plan and develop a new marketing campaign focusing on specific components of the Zoo’s mission of fostering education, conservation, and recreation throughout NYS. The Utica Zoo has recognized the need to promote its programming to other local regions through updated vibrant marketing materials from brochures, to billboard ads, to our website and app.</td>
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<tr>
<td>CFA #40781</td>
<td>Arts Culture and Heritage Project Village of Middleburgh</td>
<td>The Village of Middleburgh will sponsor and create the Breadbasket Heritage Trail. Starting in 2015, the community will build a series of stops along this trail to educate our residents and visitors of the Schoharie Valley’s rich and diverse history.</td>
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<tr>
<td>CFA #42546</td>
<td>Bicentennial and Beyond City of Rome</td>
<td>The City of Rome is determined to become a premiere tourist and boater destination for the Erie Canal. Rome has identified critical projects that will enhance, revitalize, and restore their waterfront park. Coupled with a canal building restoration, Navigation Center construction, and new boat launch; the proposed projects are necessary for the City to attract boaters, tourists, host events, and drive economic development at their waterfront park.</td>
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### Strategies:

**GROW, CREATE, REVIVE, FORGE**

- **GROW**: Focus on expanding and enhancing existing tourism destinations.
- **CREATE**: Develop new tourism products and experiences.
- **REVIVE**: Revitalize faded or underutilized tourism areas.
- **FORGE**: Forge partnerships and collaborations to drive tourism growth.
Tourism

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

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

Tourism Typology

Passive Tourism: Generally self-guided tours that emphasize seeing and observing rather than more active pursuits.

Interactive Tourism: Activity that combines elements of outdoor physical activity, nature or stage performance.

Induced Tourism: Activity that involves an immediate investment designed to capture new tourism revenue or modernize existing opportunities.

Heritage

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

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

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

Agritourism

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

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

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

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

Agritourist Characteristics

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

* Agritourism in New York: A Market Analysis
**Cultural**

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

**Induced:**

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

**Interactive:**

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

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

In May, the Oneida Indian Nation reached a historic agreement with New York State, bringing a resolution to the long-standing dispute. This agreement utilizes the wisdom of the Oneida Nation tradition which instructs them to consider the effects of today’s actions on the next seven generations. This strong collaborative partnership will strengthen the region’s economy for many years to come. Turning Stone Resort Casino is an economic engine in the Mohawk Valley and Central New York regions, with nearly $1 billion in capital expenditures, over 4,500 employees representing an annual payroll of approximately $127 million and nearly $300 million in local vendor contracts.

The National Baseball Hall of Fame in Cooperstown, the countless motels and inns, shops, restaurants that line the streets of and surrounding the Village of Cooperstown would simply not exist. Cooperstown and the hundreds of thousands of annual visitors to the Hall of Fame, the countless motels and inns, shops, and restaurants that line the streets of and surrounding the Village of Cooperstown would simply not exist. Cooperstown and the hundreds of thousands of annual visitors to the Hall of Fame, the countless motels and inns, shops, and restaurants that line the streets of and surrounding the Village of Cooperstown would simply not exist. Cooperstown and the hundreds of thousands of annual visitors to the Hall of Fame, the countless motels and inns, shops, and restaurants that line the streets of and surrounding the Village of Cooperstown would simply not exist. Without the presence of the National Baseball Hall of Fame and Museum in Cooperstown and the Mohawk Valley Region, the influence the Museum has on business identity.

The National Baseball Hall of Fame and Museum is a major catalyst for the local economy of Cooperstown and Otsego County. Walking through Cooperstown, it is evident at every turn how local businesses depend on the Hall of Fame, and the influence the Museum has on business identity. The National Baseball Hall of Fame and Museum’s project supports the attraction of new businesses to the Mohawk Valley region, encourages home-grown business start-ups and spin-offs, and facilitates the expansion and retention of existing businesses that will create and retain jobs. Without the presence of the National Baseball Hall of Fame and Museum in Cooperstown and the hundreds of thousands of annual visitors to the Hall of Fame, the countless motels and inns, shops, and restaurants that line the streets of and surrounding the Village of Cooperstown would simply not exist.

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

**Glimmerglass FESTIVAL 2014**

**National Baseball Hall of Fame Impact**

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

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

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

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

Pre-2011 Status: ENDANGERED

2014 Status: THRIVING

*MVREDC is developing project pipeline for strategic deployment of recaptured funds
### Regionally Significant Project Pipeline

<table>
<thead>
<tr>
<th>CFA#</th>
<th>Project</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>38756</td>
<td>Upper Hudson River Watershed Management Plan</td>
<td>Multi-Region</td>
</tr>
<tr>
<td>39480</td>
<td>Neawha Park Projects</td>
<td>Otsego</td>
</tr>
<tr>
<td>39757</td>
<td>Trenton Fire District Consolidation</td>
<td>Oneida</td>
</tr>
<tr>
<td>39777</td>
<td>22 Main Street Rehabilitation and Accessibility Project</td>
<td>Otsego</td>
</tr>
<tr>
<td>39795</td>
<td>Herkimer Municipal Pool Improvement Project</td>
<td>Herkimer</td>
</tr>
<tr>
<td>39848</td>
<td>Green Biomass District Energy System for City of Utica NY</td>
<td>Oneida</td>
</tr>
<tr>
<td>40338</td>
<td>Phase II Implementation Mohawk River Watershed Management Plan</td>
<td>Schoharie</td>
</tr>
<tr>
<td>40473</td>
<td>Consolidation and Relocation of Office Buildings</td>
<td>Montgomery</td>
</tr>
<tr>
<td>40619</td>
<td>Otsego County Rail Yards</td>
<td>Otsego</td>
</tr>
<tr>
<td>40847</td>
<td>SUNY Oneonta Lower Campus Stormwater Interception Program</td>
<td>Otsego</td>
</tr>
<tr>
<td>41028</td>
<td>Repair Exterior Facades Herkimer Jail</td>
<td>Herkimer</td>
</tr>
<tr>
<td>41126</td>
<td>The Shared Code Enforcement Information Project</td>
<td>Multi-Region</td>
</tr>
<tr>
<td>41617</td>
<td>Rome Cable Building Complex 4 Demolition</td>
<td>Oneida</td>
</tr>
<tr>
<td>41767</td>
<td>Taberg Drinking Water System Preliminary Engineering Report</td>
<td>Oneida</td>
</tr>
<tr>
<td>41826</td>
<td>Griffiss Building 100 Modifications</td>
<td>Oneida</td>
</tr>
<tr>
<td>43410</td>
<td>More Than 112 Miles of Smiles Exploring W 28 Kingston to Herkimer</td>
<td>Multi-Region</td>
</tr>
<tr>
<td>43531</td>
<td>City Hall Restoration</td>
<td>Montgomery</td>
</tr>
<tr>
<td>41680</td>
<td>Regional Resource Recovery</td>
<td>Oneida</td>
</tr>
<tr>
<td>42246</td>
<td>Bicentennial and Beyond</td>
<td>Oneida</td>
</tr>
<tr>
<td>43321</td>
<td>Griffiss Site Development</td>
<td>Oneida</td>
</tr>
</tbody>
</table>

### Other Priority Projects (Non-ESD)

<table>
<thead>
<tr>
<th>CFA #</th>
<th>Project Name</th>
<th>Applicant Name</th>
<th>County</th>
<th>Funding Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>42715</td>
<td>Cooperstown Comprehensive Plan and Revitalization Strategy</td>
<td>County of Otsego IDA</td>
<td>Otsego</td>
<td>$98,384</td>
</tr>
<tr>
<td>40758</td>
<td>Schoharie County Strategic Plan</td>
<td>Schoharie County</td>
<td>Schoharie</td>
<td>$15,000</td>
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<tr>
<td>42066</td>
<td>Schoharie County Broadband Feasibility Study</td>
<td>Schoharie County</td>
<td>Schoharie</td>
<td>$37,500</td>
</tr>
<tr>
<td>42964</td>
<td>Brew Central Marketing Campaign</td>
<td>Oneida County Tourism</td>
<td>Mohawk Valley</td>
<td>$500,000</td>
</tr>
<tr>
<td>38672</td>
<td>Main Street Defendorf Hall Cultural Heritage Center and Inn</td>
<td>Friends of Fort Plan Inc</td>
<td>Montgomery</td>
<td>$243,262</td>
</tr>
<tr>
<td>39012</td>
<td>Monet to Matisse</td>
<td>Munson Williams Proctor Arts Institute</td>
<td>Oneida</td>
<td>$20,000</td>
</tr>
<tr>
<td>40995</td>
<td>Glimmerglass Festival Tourism Facilities Renovations</td>
<td>Glimmerglass Opera Theatre, Inc. dba The Glimmerglass Festival</td>
<td>Otsego</td>
<td>$251,500</td>
</tr>
<tr>
<td>42116</td>
<td>Collection Digitization</td>
<td>National Baseball Hall of Fame and Museum</td>
<td>Otsego</td>
<td>$750,000</td>
</tr>
<tr>
<td>42664</td>
<td>Utica Zoo AZA Foundation Project</td>
<td>Utica Zoological Society</td>
<td>Oneida</td>
<td>$21,450</td>
</tr>
<tr>
<td>42497</td>
<td>Mohawk Valley Path Through History Cycling Trails</td>
<td>Workforce Investment Board Herkimer Oneida Madison Counties</td>
<td>Mohawk Valley</td>
<td>$478,570</td>
</tr>
<tr>
<td>42149</td>
<td>NY Main Street Thendara Eagle Bay</td>
<td>Central Adirondack Partnership for the 21st Century CAP51</td>
<td>Herkimer</td>
<td>$200,000</td>
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<tr>
<td>40138</td>
<td>Village of Oriskany Falls</td>
<td>Village of Oriskany Falls</td>
<td>Oneida</td>
<td>$200,000</td>
</tr>
<tr>
<td>41998</td>
<td>Unadilla Downtown Planning Study</td>
<td>Village of Unadilla</td>
<td>Otsego</td>
<td>$20,000</td>
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<tr>
<td>41017</td>
<td>The Baggs Square Regeneration Project</td>
<td>Baggs Square Association</td>
<td>Oneida</td>
<td>$200,000</td>
</tr>
<tr>
<td>42196</td>
<td>Planning the Renaissance</td>
<td>Village of Sharon Springs</td>
<td>Schoharie</td>
<td>$37,500</td>
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<tr>
<td>43921</td>
<td>Old City Hall Making LEED History</td>
<td>YES Development</td>
<td>Oneida</td>
<td>$200,000</td>
</tr>
<tr>
<td>41854</td>
<td>Marcy Smart Growth Update and Implementation</td>
<td>Town of Marcy</td>
<td>Oneida</td>
<td>$150,000</td>
</tr>
<tr>
<td>37964</td>
<td>CGC Phase II Category 3 Round 2 funding for Pellet Hub</td>
<td>Vincents Heating and Fuel LLC</td>
<td>Oneida, Herkimer</td>
<td>$1,337,625</td>
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### NYSERDA Cleaner, Greener Category 2: Planning

<table>
<thead>
<tr>
<th>CFA #</th>
<th>Project Name</th>
<th>Applicant Name</th>
<th>County</th>
<th>Funding Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>41195</td>
<td>Fulmer Creek Greenplan Resilience Project</td>
<td>Town of German Flatts</td>
<td>Herkimer</td>
<td>$444,068</td>
</tr>
<tr>
<td>39744</td>
<td>Mohawk Valley Gateway Overlook</td>
<td>City of Amsterdam</td>
<td>Montgomery</td>
<td>$500,000</td>
</tr>
<tr>
<td>41451</td>
<td>Local Water Revitalization Program</td>
<td>Village of Middleburgh</td>
<td>Schoharie</td>
<td>$20,000</td>
</tr>
<tr>
<td>40623</td>
<td>Schoharie Creek MultiUse Trail</td>
<td>Schoharie County</td>
<td>Schoharie</td>
<td>$149,876</td>
</tr>
<tr>
<td>41225</td>
<td>City of Utica</td>
<td>Schoharie County</td>
<td>Schoharie</td>
<td>$750,000</td>
</tr>
<tr>
<td>42124</td>
<td>Soldiers Sailors Memorial Park Improvement Project</td>
<td>Village of St Johnsville</td>
<td>Montgomery</td>
<td>$125,000</td>
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### NYSERDA Cleaner, Greener Category 3: Sustainability projects

<table>
<thead>
<tr>
<th>CFA #</th>
<th>Project Name</th>
<th>Applicant Name</th>
<th>County</th>
<th>Funding Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>39744</td>
<td>Mohawk Valley Gateway Overlook</td>
<td>City of Amsterdam</td>
<td>Montgomery</td>
<td>$150,000</td>
</tr>
<tr>
<td>41195</td>
<td>Fulmer Creek Greenplan Resilience Project</td>
<td>Town of German Flatts</td>
<td>Herkimer</td>
<td>$150,000</td>
</tr>
</tbody>
</table>

### DOS Local Waterfront Revitalization Program

<table>
<thead>
<tr>
<th>CFA #</th>
<th>Project Name</th>
<th>Applicant Name</th>
<th>County</th>
<th>Funding Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>41195</td>
<td>Fulmer Creek Greenplan Resilience Project</td>
<td>Town of German Flatts</td>
<td>Herkimer</td>
<td>$444,068</td>
</tr>
<tr>
<td>39744</td>
<td>Mohawk Valley Gateway Overlook</td>
<td>City of Amsterdam</td>
<td>Montgomery</td>
<td>$500,000</td>
</tr>
<tr>
<td>41451</td>
<td>Local Water Revitalization Program</td>
<td>Village of Middleburgh</td>
<td>Schoharie</td>
<td>$20,000</td>
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<tr>
<td>40623</td>
<td>Schoharie Creek MultiUse Trail</td>
<td>Schoharie County</td>
<td>Schoharie</td>
<td>$149,876</td>
</tr>
<tr>
<td>41225</td>
<td>City of Utica</td>
<td>Schoharie County</td>
<td>Schoharie</td>
<td>$750,000</td>
</tr>
<tr>
<td>42124</td>
<td>Soldiers Sailors Memorial Park Improvement Project</td>
<td>Village of St Johnsville</td>
<td>Montgomery</td>
<td>$125,000</td>
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</table>

### NYSE Canal Corporation Canalsway Grants

<table>
<thead>
<tr>
<th>CFA #</th>
<th>Project Name</th>
<th>Applicant Name</th>
<th>County</th>
<th>Funding Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>39744</td>
<td>Mohawk Valley Gateway Overlook</td>
<td>City of Amsterdam</td>
<td>Montgomery</td>
<td>$150,000</td>
</tr>
<tr>
<td>41195</td>
<td>Fulmer Creek Greenplan Resilience Project</td>
<td>Town of German Flatts</td>
<td>Herkimer</td>
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</table>

### DOS Local Government Efficiency

<table>
<thead>
<tr>
<th>CFA #</th>
<th>Project Name</th>
<th>Applicant Name</th>
<th>County</th>
<th>Funding Recommendation</th>
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</thead>
<tbody>
<tr>
<td>38893</td>
<td>Cobleskill DPW Garage Consolidation Implementation Project</td>
<td>Town of Cobleskill</td>
<td>Schoharie</td>
<td>$200,000</td>
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<tr>
<td>41224</td>
<td>Shared Emergency Services Telecommunications Tower Facility</td>
<td>Otsego County</td>
<td>Otsego, Delaware</td>
<td>$380,000</td>
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<tr>
<td>41135</td>
<td>Shared Technology Services</td>
<td>Digital Toepath Cooperative</td>
<td>Oneida</td>
<td>$62,374</td>
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</tbody>
</table>
### ESD Priority Project Recommendations

#### 42123 UAS Test Range Instrumentation
- **Project:** UAS Test Range Instrumentation
- **Applicant:** NUJAR
- **Recommended Funding Amount:** $18,470,000

#### 38993 Beechgrove Buildout - Trenton Technology
- **Project:** Beechgrove Buildout - Trenton Technology
- **Applicant:** Trenton Technology
- **Recommended Funding Amount:** $10,419,000

#### 42738 Center for Nano Cyber
- **Project:** Center for Nano Cyber
- **Applicant:** SUNY Cobleskill
- **Recommended Funding Amount:** $25,000,000

#### 38811 SUNY Cobleskill Dairy Processing
- **Project:** SUNY Cobleskill Dairy Processing
- **Applicant:** SUNY Cobleskill
- **Recommended Funding Amount:** $1,427,396

#### 42213 Upper Susquehanna Regional Ag Center
- **Project:** Upper Susquehanna Regional Ag Center
- **Applicant:** County of Otsego IDA
- **Recommended Funding Amount:** $11,800,000

#### 38893 Warehouse Addition Broad Street
- **Project:** Warehouse Addition Broad Street
- **Applicant:** Casa Imports
- **Recommended Funding Amount:** $1,239,904

#### 41048 Full Spectrum Exploitation Lab/Facility Expansion
- **Project:** Full Spectrum Exploitation Lab/Facility Expansion
- **Applicant:** ANDRO Computational Solutions LLC
- **Recommended Funding Amount:** $1,000,000

#### 39356 Marcy Nanocenter Time to Market Improvements
- **Project:** Marcy Nanocenter Time to Market Improvements
- **Applicant:** MVEDGE
- **Recommended Funding Amount:** $30,961,231

#### 41298 SOFT
- **Project:** SOFT
- **Applicant:** Fountainhead Group
- **Recommended Funding Amount:** $3,000,000

#### 39203 Utica Landmark Project
- **Project:** Utica Landmark Project
- **Applicant:** Fulton County
- **Recommended Funding Amount:** $4,000,000

#### 40526 123 Hotel Street Development
- **Project:** 123 Hotel Street Development
- **Applicant:** 123 Hotel Street LLC
- **Recommended Funding Amount:** $1,200,000

#### 41042 121 Hotel Street
- **Project:** 121 Hotel Street
- **Applicant:** The Nehemiah Fund LLC
- **Recommended Funding Amount:** $1,200,000

#### 41325 Utica Harbor Marina Bulkhead & Infrastructure Improvements
- **Project:** Utica Harbor Marina Bulkhead & Infrastructure Improvements
- **Applicant:** City of Utica
- **Recommended Funding Amount:** $6,950,000

#### 39592 Richmondvilles Time to Market Initiative
- **Project:** Richmondvilles Time to Market Initiative
- **Applicant:** Marge for Middleburgh, LLC
- **Recommended Funding Amount:** $4,033,500

#### 41578 Tyrone Technology Park - Incubator Center Project Phase II
- **Project:** Tyrone Technology Park - Incubator Center Project Phase II
- **Applicant:** Fulton County
- **Recommended Funding Amount:** $1,000,000

#### 41562 Battinger Brook Community Preservation Project
- **Project:** Battinger Brook Community Preservation Project
- **Applicant:** Village of Herkimer
- **Recommended Funding Amount:** $3,790,000

#### 42656 Richford Commerce Park
- **Project:** Richford Commerce Park
- **Applicant:** County of Otsego IDA
- **Recommended Funding Amount:** $7,800,000

#### 42598 Dr. William Steck Community Clinic
- **Project:** Dr. William Steck Community Clinic
- **Applicant:** Pathfinder Village Inc
- **Recommended Funding Amount:** $1,200,000

#### 41534 The Ross Bldg. Project
- **Project:** The Ross Bldg. Project
- **Applicant:** Marge for Middleburgh, LLC
- **Recommended Funding Amount:** $2,522,500

#### 41064 Optimization of District Energy System
- **Project:** Optimization of District Energy System
- **Applicant:** FCCDC
- **Recommended Funding Amount:** $3,000,000

#### 40562 Assistance Technology Services
- **Project:** Assistance Technology Services
- **Applicant:** SUNY Pl & Sitin
- **Recommended Funding Amount:** $11,800,000

#### 41609 MVCC UAS Program
- **Project:** MVCC UAS Program
- **Applicant:** MVCC
- **Recommended Funding Amount:** $1,500,000

#### 39226 Robotics & Automation Program
- **Project:** Robotics & Automation Program
- **Applicant:** Edmeston Central School District
- **Recommended Funding Amount:** $50,100

#### 40866 8240 Redevelopment Griffiss
- **Project:** 8240 Redevelopment Griffiss
- **Applicant:** GUSC
- **Recommended Funding Amount:** $7,800,000

#### 42770 Susquehanna Regional Center for Jobs
- **Project:** Susquehanna Regional Center for Jobs
- **Applicant:** County of Otsego IDA
- **Recommended Funding Amount:** $357,500

#### Total Recommendation
- **Total Recommended Funding Amount:** $159,135,286

### Regional Opportunity Agenda

#### Priority Project
- **Project:**s
- **Applicant:**s
- **Recommended Funding Amount:** $s

### Criteria for Recommended Funding of Priority Projects

- County Liaison Committee scored submitted Priority Projects utilizing standard scoring criteria
Part Three:
Priority Project Descriptions
### UAS Test Range Instrumentation

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

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

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

- **Total Project Cost:** $18,470,000
- **MVREDC Recommended Funding:** $2,162,000
- **5-Year Jobs Created/Retained:** 32

### Beechgrove Buildout

**Applicant:** Trenton Technology Utica, Oneida County

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

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

- **Total Project Cost:** $10,419,000
- **MVREDC Recommended Funding:** $1,100,000
- **5-Year Jobs Created/Retained:** 30

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### Priority Projects by Rank

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Applicant: SUNY Cobleskill
Cobleskill, Schoharie County

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

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

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

Center for Nano Cyber
CFA# 42738

Applicant: Fort Schuyler Management Corp.
Utica, Oneida County

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

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

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

Applicant: County of Otsego Industrial Development Agency
Oneonta, Otsego County
CFA# 42213

Project Description: The Upper Susquehanna Center for Agriculture will be a multi-purpose 40,000 square foot facility situated in downtown Oneonta. It will be developed and owned by an agricultural LDC created and managed by the Otsego County IDA. Eventually the project will transition to private management or a public/private partnership. Grant funds will be used to purchase the site, demo the existing building, and prepare the property for construction. Funds will then be used to help with design, engineering and architectural soft costs and equipment to initiate needed operations inside the facility. The physical space will be linked to the Susquehanna Regional Center for Jobs through an IDA-funded agricultural economic development position working to enhance the impact of value added product production. The Center for Agriculture will create jobs both directly and through a strong local multiplier, while working toward the goal of increasing farm profitability and median farmer income such that a majority of the County’s farmers earn incomes above the poverty level.

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

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

Total Project Cost: $11,800,000
MVREDC Recommended Funding: $1,500,000
5-Year Jobs Created/Retained: 25 Construction

Warehouse Addition Broad Street

Applicant: R.L.E. Corp.
Utica, Oneida County
CFA# 38893

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

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

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

Total Project Cost: $1,239,904
MVREDC Recommended Funding: $575,000
5-Year Jobs Created/Retained: 16
Full Spectrum Exploitation Lab

Applicant: ANDRO Computational Solutions, LLC
Rome, Oneida County

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

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

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

Marcy Nanocenter Time to Market

Applicant: Mohawk Valley EDGE
Marcy, Oneida County

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

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

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

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

**Total Project Cost:** $3,000,000  
**MVREDC Recommended Funding:** $185,000  
**5-Year Jobs Created/Retained:** 7

**Strategic Alignment:** GROW - This project aligns well with Strategy 1 of the MVREDC’s Strategic Plan. A local manufacturer with a long history as a significant employer in the regional economy, the Fountainhead Group Inc. remains a key business in the area, now offering gainful employment to many refugees improving their economic position. This project helps to ensure the continued growth of the company and the retention of existing manufacturing jobs, many of which are filled by refugees relocating to the area. The company is projecting an 8-10% increase in sales as a result of the project.

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

### Utica Landmarc Project

**Applicant:** Primo Property Management, LLC  
Utica, Oneida County

**Total Project Cost:** $4,000,000  
**MVREDC Recommended Funding:** $800,000  
**5-Year Jobs Created/Retained:** 30

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

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

**Strategic Actions:** Promote development and reuse of vacant building stock; Promote investment in regional cores and Main Street districts to foster community revitalization
Applicant: The Nehemiah Fund LLC
Utica, Oneida County

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

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

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

Applicant: 123 Hotel Street LLC
Utica, Oneida County

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

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

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

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123 Hotel St. Development
CFA# 40526

Total Project Cost: $3,100,000
MVREDC Recommended Funding: $850,000
5-Year Jobs Created/Retained: 50-100

121 Hotel Street
CFA# 41042

Total Project Cost: $1,200,000
MVREDC Recommended Funding: $240,000
5-Year Jobs Created/Retained: 5 Construction

Applicant: 123 Hotel Street LLC
Utica, Oneida County

63
Strategic Alignment: REVIVE – Strategy 4 of the MVREDC Strategic Plan lists as one of its key action items the need to improve the region’s broadband connectivity. This project aligns perfectly with the action item, as it extends broadband to an area that is grossly underserved. As a result of this project, Richmondville and the surrounding community can expect an increase in economic investment and the creation of sustainable community revitalization. Being able to offer broadband now modernizes the infrastructure of this community and creates vast opportunity. Now people who need internet to be able to choose their home and business location will be able to add the Town of Richmondville to their list of choices. Not being on that list stifles any potential for growth in the upstate region.

Strategic Actions: Improve the region’s broadband connectivity; Make key investments that improve critical infrastructure assets and promote sustainability
### Tryon Tech Park - Phase II

**Applicant:** Fulton County  
**Perth, Fulton County**

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

**Total Project Cost:** $1,000,000  
**MVREDC Recommended Funding:** $650,000  
**5-Year Jobs Created/Retained:** 25 Construction

### Bellinger Brook Community Preservation

**Applicant:** Village of Herkimer  
**Village of Herkimer, Herkimer County**

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

**Total Project Cost:** $10,419,000  
**MVREDC Recommended Funding:** $1,594,826  
**5-Year Jobs Created/Retained:** 0

### Strategic Alignment:

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

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

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

**Strategic Actions:** Assist communities with public improvements and other strategic investments to safeguard the region from future storm damage
Richfield Commerce Park
Applicant: County of Otsego Industrial Development Agency
Richfield Springs, Otsego County
CFA# 42656

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

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

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

Total Project Cost: $7,800,000
MVREDC Recommended Funding: $1,200,000
5-Year Jobs Created/Retained: 75 Construction

Dr. William Streck Community Clinic
Applicant: Pathfinder Village, Inc.
Edmeston, Otsego County
CFA# 42598

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

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

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

Total Project Cost: $1,200,000
MVREDC Recommended Funding: $240,000
5-Year Jobs Created/Retained: 6
The Rose Building Project
CFA# 41534
Applicant: Marge for Middleburgh, LLC
Middleburgh, Schoharie County

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

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

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

Optimization of District Energy System
CFA# 41064
Applicant: Griffiss Utility Services Corporation
Rome, Oneida County

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

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

Strategic Actions: Make key investments that improve critical infrastructure assets and promote sustainability
Applicant: Mohawk Valley Community College
Rome, Oneida County

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

Total Project Cost: $10,600,000
MVREDC Recommended Funding: $600,000
5-Year Jobs Created/Retained: 7

MVCC UAS Program

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

Total Project Cost: $1,500,000
MVREDC Recommended Funding: $450,000
5-Year Jobs Created/Retained: 20

Applicant: SUNY Institute of Technology
Utica, Oneida County

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

Total Project Cost: $10,600,000
MVREDC Recommended Funding: $600,000
5-Year Jobs Created/Retained: 7

Assistive Technology Services

Applicant: SUNY Institute of Technology
Utica, Oneida County

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

Total Project Cost: $10,600,000
MVREDC Recommended Funding: $600,000
5-Year Jobs Created/Retained: 7

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

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

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Robotics & Automation Program

Applicant: Edmeston Central School District
Edmeston, Otsego County

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

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

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

Total Project Cost: $50,205
MVREDC Recommended Funding: $50,100
5-Year Jobs Created/Retained: 0

B240 Redevelopment Griffiss

Applicant: Griffiss Local Development Corporation
Rome, Oneida County

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

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

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

Total Project Cost: $2,953,550
MVREDC Recommended Funding: $590,710
5-Year Jobs Created/Retained: 50 Construction
### Susquehanna Reg. Center for Jobs

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

**CFA# 42770**

<table>
<thead>
<tr>
<th>Strategic Alignment: BUILD - The Susquehanna Regional Center for Jobs aligns well with Strategy 2 the MVREDC’s Strategic Plan, in that it enhances regional workforce alignment and education. As a regional center for workforce training and development, this project helps fulfill the key action item of expanding workforce development and training programs that are aligned with regional concentrations, and employers demand for labor. As the Regional Center for Jobs also seeks to integrate other components such as entrepreneurship, incubation, and small business growth, the project also works toward the regional strategies to GROW businesses and BUILD a culture of entrepreneurship and innovation. Acknowledging and incorporating the Mohawk Valley’s Opportunity Agenda, the Regional Center for Jobs primary effort will be to identify and work with a clientele that is “challenged to employ” by providing overall coordination, mentoring and training resources for that population. An additional targeted focus will reach out to and provide services to regional middle school and high school drop-outs.</th>
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**Project Description:** The Susquehanna Regional Center for Jobs (SRCJ) is a proposed collaborative Initiative of Hartwick College, Hudson Valley Community College, SUNY Cobleskill, SUNY Delhi, SUNY Oneonta, the County of Otsego IDA and many additional identified regional resources, whose mission is to provide a regional full service, “one stop” location and resources for business and workforce development needs, through a physical and virtual connection to important community, private sector business, educational, financial and governmental tools, programs and talent. The SRCJ aims to connect to the business community and prepare a pipeline of workforce, with special emphasis on “challenged to employ” and high school students, with targeted skill sets directly connected to employment needs. This challenge will be accomplished by building confidence through education, training, skills enhancement, internships, the cultivation of entrepreneurship, partnerships with the private business community, and an overall “coordinated mentoring” effort.

**Total Project Cost:** $357,500  
**MVREDC Recommended Funding:** $47,500  
**5-Year Jobs Created/Retained:** 10 Construction

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### Schuyler Sewer

**Applicant:** Herkimer County  
Schuyler, Herkimer County

**CFA# 42507**

<table>
<thead>
<tr>
<th>Strategic Alignment: REVIVE - The MVREDC strategic plan calls for investments that improve key infrastructure assets. This project will coincide with the strategy by providing sewer system access for the Schuyler Business Park. The main priority for providing sewer access to this location is to make it a more attractive option to businesses interested in expanding or relocating in the area, with particular attention paid to nanotechnology-related businesses. Inability to provide this service to the location may not only affect the stability of existing businesses, but may also prevent the expansion and construction of new businesses to this area.</th>
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**Project Description:** This project will extend sewer service to the Schuyler Business Park located in the Town of Schuyler, replacing the septic systems that businesses located within the park are currently using. Home to several anchor employers in the Town of Schuyler, the Schuyler Business Park has the potential to attract ancillary businesses that result from the proliferation of nanotechnology at the SUNYIT campus and at the Marcy Nanocenter. The installation of a 2+ mile sewer extension to the business park will make the site more attractive to prospective companies.

**Total Project Cost:** $3,225,000  
**MVREDC Recommended Funding:** $500,000  
**5-Year Jobs Created/Retained:** 50

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### Total Project Cost

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<tr>
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<th>MVREDC Recommended Funding</th>
<th>5-Year Jobs Created/Retained</th>
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### Strategic Actions

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### Strategic Actions: Make key investments that improve critical infrastructure assets and promote sustainability |
The Central New York and Mohawk Valley Regions, recognizing the strength of interregion- 
al collaboration, are submitting a joint Global NY plan.

Introduction

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

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

To achieve this, in 2011 community leaders embarked on a new program with the Brookings Institution known at the time as the Metropolitan Export Initiative. This year-long program included a comprehensive market assessment (including business interviews and surveys) to determine the health of the local export economy. The program concluded with the launch of the CenterState Metropolitan Export Initiative, a plan designed to enhance and grow exports for businesses within the 12-county CenterState region, which overlapped in part with several of the Governor’s Regional Economic Development Councils (in the Mohawk Valley, Oneida and Herkimer counties were included). Since the launch of the plan, Brookings has rebranded the program through a partnership with the Global NY initiative of the Global City Initiatives. This new program has helped 12 communi- ties develop export plans throughout the United States with an additional 8 expected to complete plans by the end of 2014. The end result has been a combined $4.4 billion worth of new export business and $7.4 billion in new exports.

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

Key Findings:

• In 2012, the combined Central New York and Mohawk Valley regions exported $7.4 billion worth of goods and services. The figure places the regions among the top 50 in terms of total export performance out of the top 100 U.S. metro areas. The combined growth for the regions’ export econo- my lagged behind the national average. The regions’ growth rate between 2003 and 2012 was 93.7 percent, compared to the national average of 113.3 percent. In 2012 the export of goods represented 65 percent of the region’s total exports, and services comprised the remaining 35 percent. This is an increase in the total intensity of service exporting since 2003, when services represented 30 percent of total regional exports.

• The combined regions boast a diverse set of export industries that drive the region’s global engagement. The combined regions’ export growth has been spread across a number of industries that are closely related to the re- gions’ growth story, offering relatively critical driver of current and future job growth. The combined regions, services exports more than doubled between 2003 and 2012, accounting for an outsized share of the regions’ total export growth. The strong growth effects of services export are tied to the region’s strong service pro- viders found in the education, healthcare, engineering and tourism fields. Additionally, the region’s proximity to Canada enhances the potential for growth, offering relatively easy entry to a broader market for this emerging component of exports.

• The original market assessment of the CenterState Metro Export Initiative identified the region as being relatively un- specialized in global orientation. Subsequent work with local businesses over the past three years has confirmed that many local firms lack basic market knowledge and business acumen regarding the opportunities in selling a good or ser- vice overseas. Importantly, 40 percent of respondents to a survey conducted in 2011 indicated that they did not export because they thought their good or service could not be sold in foreign markets. This is partially attributed to a lack of knowledge of the best growth opportunity markets for their product or service and potential leakage of natural and language barriers within target export markets. The region’s export assistance ecosystem is available through the re-

Progress to Date in Implementing the Metro Export Initiative

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

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

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

• Established the CNY IBA as the lead group for export assistance in the community — A key finding of the market assessment was that the business community did not know where to go for export assistance. With the reconstitu- tion of the CNY IBA, the community designated it as the lead group to promote exports and coordinate businesses looking for specific export assistance across the 12-county CenterState region. The CNY IBA is comprised of the Central New York, Mohawk Valley, North Country, South- ern Tier, and Finger Lakes regional economic development councils.

• Hired first professional dedicated export staff in the region — Through a partnership with Syracuse University and other community members, the CNY IBA hired its first dedicated export assistance professional staff person. Charged with providing direct one-on-one counseling to businesses in the region and launching new export services and program, this staff position is the first dedicated export assistance position in the CNY and Mohawk Valley economic development community has had.
CNY IBA provided. IBA representatives have met with more grant applications often include efforts to enhance inter-

CNP IBA – A Belgian-owned firm in Oswego County continues to expand and add product lines. It completed a major expansion, and with a workforce that has grown in the past year. Ommegang is one of New York’s most popular craft beers.

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

Fage, USA – The second-largest producer of Greek yogurt on the East Coast, this Greek company established its North American production facility in Johnstown, Fulton County, and employs more than 155 workers.

Agrafa – A leading Austrian food processor of fruit preparations for the dairy industry built a new manufacturing facility in Fulton. Ommegang – A Dutch-owned firm in Otsego County specializes in Belgian-style craft beers.

Fage – USA – The second-largest producer of Greek yogurt on the East Coast, this Greek company established its North American production facility in Johnstown, Fulton County, and employs more than 155 workers.

Sovena – This Portuguese-owned company, the largest butter manufacturer in the country, established its North American headquarters in Rome, Oneida County, recently expanded its footprint on Griffiss Technology Park and employs more than 155 workers.

Premier Aviation – This Canadian firm established a US subsidiary at Griffiss International Airport to perform aircraft maintenance on narrow and wide body commercial airliners. It has expanded its workforce to 500 employees and is expected to increase to nearly 200 employees.

Though it is too early to track the full impact of the CenterState Metro Export Initiative, a number of early indicators show the success of the effort. Since the community colla-

collective regions have taken the following steps to launch-

1. Increased coordination among regional councils and business groups between the Mohawk Valley and Central New York regions – Both the Mohawk Valley and Central New York regional economic development councils, through the CenterState Metro Export Initiative, have committed to collaborat-

2. Planned new events to spread the word about export-

3. Added new partners to the export assistance-

Building a Global Engagement Support Ecosystem

1. Strengthen and expand the delivery of export support services throughout the Central New York and Mohawk Valley regions – The CNY IBA has shown its ability to en-

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

3. Enhance Export Outreach Activities – Engage new partners and individuals in providing one-on-one export services.

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

The efforts of the initiative have also affected regional export assistance providers. The U.S. Department of Commerce reports an increase of the total companies it interacts with in the region by 100 over last year and notes that export initia-

INFICON, a recipient of Round 3 REDC funding, received the President’s “E” Award for exporting excellence in 2013 and with the assistance of CNY IBA, has committed to doubling the number of orders received by the Department of Commerce. INFICON, and a hand-

The progress made in the Mohawk Valley region around the CenterState Metro Export Initiative, Central New York and the Mohawk Valley have also made significant strides in organizing and growing industry concentrations upon which future global strategies can be built. These include:

• The progress made in the Mohawk Valley region around manufacturing and fabrication.

• The CenterState-Metro Export Initiative in early 2014.

• The CNY IBA and Mohawk Val-

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reasons in the North Country.
e. Increase Participation in Overseas Trade Missions and Relationship Development Activities — Engage businesses directly in activities designed to take them overseas to establish relationships and meet directly with potential customers.
f. Coordinate International Tourism Promotion — Tourism is a key export industry in the joint CNY and Mohawk Valley regions. To date, there have been limited collaborative promotional efforts largely centered on the Erie Canal. An expanded coordinated tourism promotion initiative would deliver key regional assets of history, culture, Destiny USA, Turning Stone Resort and Casino, universities, sports and food/beverages to key travel trade buyers in Canada, Europe, Brazil and China.

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

a. Capitalize on START-UP NY zones — START-UP NY is a game changing economic development program that is tailor made for foreign direct investment. Economic development partners in these regions should put the START-UP NY zones front and center in their FDI attraction strategies.
b. Pursue FDI around key industry clusters — The region has already seen success in attracting FDI around agribusiness and financial services, it should expand this success with a new focus on Chip Fab, Unmanned Aerial Systems, Data to Decisions, and Thermal and Environmental Control Systems.
c. Develop trade and investment partnerships with key overseas entities — Relationships are often what drives foreign direct investment deals. Economic development partners in the region must focus on developing meaningful economic relationships with overseas entities like trade groups and sovereign wealth funds.
d. Make it Easier for Smaller Foreign Investors to Support Local Businesses — Programs like the EB-5 immigration investment initiative can help aggregate mid-sized investments into having a larger impact. Economic development partners should develop an investment aggregator (possibly in the form of a venture fund) to pool smaller investment into real estate and business development projects.
e. Establish a Reshoring Program — Reshoring companies and products back to U.S. soil has emerged as a strong trend towards driving US manufacturing growth. Economic development officials in the region will create a reshoring task force framed on attracting investment into supply chains already existing in the region.

3. Align Global Efforts With Other Economic Development

a. Develop Economic Development Relationships with Foreign Metros — Programs such as the partnership that CenterState CEO is developing with a Chinese trade executive group called CAPPSTE can help provide a cross-industry and cross-cultural exchange of ideas and economic development activities. Through this partnership, CenterState CEO may provide entrepreneurship development support to businesses growing out of Chinese Universities. These programs could establish global connections between economic development practitioners and businesses in our region with growing overseas customers.
b. Provide Workforce Development Opportunities to Immigrants of All Skills — Many of the ‘Skill Train’ programs currently in operation in the region have provided meaningful training and employment opportunities for entry level positions. The region must also focus on helping connect skilled immigrants with areas of high job demand (such as science, engineering and international business).

Achieving a Global Support Ecosystem

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

1. Staff Support — While the CNY IBA has developed most of the export support programs, curriculum, and services that are demanded by companies in the region, it would need increased staff support to conduct the one-on-one outreach to businesses throughout its proposed expanded service territory. Further, program development support may be needed to help launch new export assistance programs based on the specific needs of businesses in the expanded territory.
2. Development of More Support on the Ground Overseas — A key finding in the CenterState Metro Export Initiative was the need to develop additional overseas support systems for companies in high-priority target markets. The CNY IBA has started to pilot this program with efforts focused on Singapore and the ASEAN countries, but New York could reopen previously closed offices or launch new offices in high-priority countries like Mexico, Japan, South Korea, China, Brazil, and the European Union.
3. Support with Existing Trade Development Programs — Both the CNY IBA and the Buffalo Niagara World Trade Center run programs designed to bring companies on trade shows and missions to target markets in Southeast Asia. New York could partner with both of these organizations to provide outreach and lead development support as they attract business participants.
4. Enhance Export Data Tracking – In partnership with each REDC, develop a database of exporting companies. The database could include information such as total exports, top exporting countries, target overseas industries, and persistent obstacles or export assistance needs.
5. Assist Metro Areas in Developing Metro Export Plans – The Brookings Institution has a proven, yearlong model that has been used to help metropolitan areas develop comprehensive export plans. New York could encourage and possibly fund the participation in these planning activities to become the only state whose major metro areas all have dedicated export plans.
6. Examine the Creation of New Export Financing Tools – Most businesses looking for exporting financing receive support from the Export-Import Bank and the Small Business Administration. Though these offices are helpful, shortcomings in their financing products make it difficult for small and medium-sized enterprises to receive financing. New York State could consider providing seed funding to a statewide export financing entity to fill some of these gaps. This was done successfully with a statewide export finance office in California.
7. Coordinate Statewide FDI Attraction – New York could purchase a pavilion at one of the large foreign direct investment global trade shows (possibly the Hannover Messe) to help promote START-UP NY zones and the individual industry strengths of each REDC.
8. Catalyze Local FDI Activities – CenterState CEO is piloting a trade and investment program to encourage foreign direct investment from Canadian companies. If these locally developed programs are successful, New York could invest in taking them statewide or replicating them with other target countries.
9. Invest in Critical Global Infrastructure – Strong global infrastructure is not just about having well-maintained roads and bridges. Efficiently moving goods to overseas markets continues to be a critical need for the region’s businesses. Assets like the Port of Oswego and projects like the Inland Port should be supported and maintained. Completing the build-out of statewide access to broadband allows companies of all sizes to reach and communicate with businesses around the globe.
10. Develop a Statewide Talent Recruitment and Attraction Strategy – While the efforts in Central New York, which are supported by the Opportunity Agenda program, have integrated some immigrants into jobs in high demand, the State should focus on attracting and retaining highly skilled immigrants in our globally relevant growth sectors. To do this, the State could facilitate development of a statewide EB-5 office or could provide direct legal immigration assistance to students approaching graduation from SUNY programs.