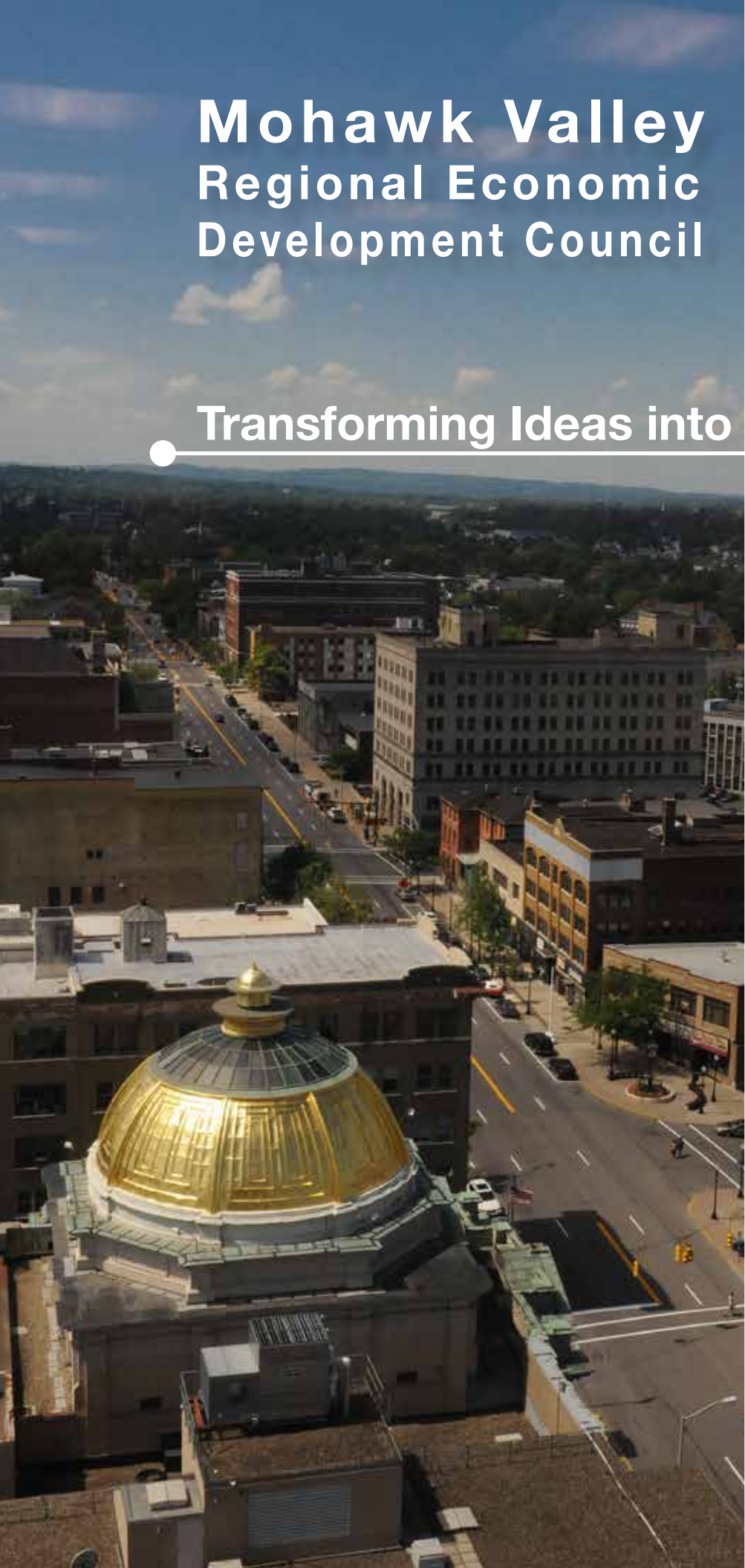


An aerial photograph of a city street. In the foreground, a large building with a prominent gold-domed roof is visible. The street runs diagonally through the center of the image, lined with various buildings and parked cars. In the background, rolling hills are visible under a blue sky with scattered clouds.

Mohawk Valley Regional Economic Development Council

● Transforming Ideas into

Economic Engines

2013 Action Plan

Fulton • Herkimer • Montgomery
Oneida • Otsego • Schoharie

Mohawk Valley Regional Economic Development Council

Regional Council Chair

Lieutenant Governor Robert J. Duffy

Mohawk Valley Regional Co-Chair

Lawrence T. Gilroy III- President Gilroy, Kernan & Gilroy, Inc.

Dr. Bjong Wolf Yeigh- President SUNY Institute of Technology
(through 8/1/13)

Executive Director

Kenneth M. Tompkins- Empire State Development

Representatives

Ladan Alomar, Executive Director, Centro Civico Inc.

Richard Ball, Owner, Schoharie Valley Farms/Carrot Barn*

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

Frank DeRiso, President, UFCIW

Steven J. DiMeo, President, Mohawk Valley EDGE*

Marianne W. Gaige, President & CEO, Cathedral Corporation

Charles Green, President & CEO, Assured Information Security*

Wally Hart, Business and Community Development, Lexington*

William L. Keller III, President, Keymark Corp.

Carolyn A. Lewis, Economic Developer, Otsego Co. Economic Development*

Nicholas O. Matt, Chairman & CEO, Matt Brewing Company*

Mary Morse, Owner, Kwik-Kut Mfg*

Nancy Pattarini, President & CEO, The Paige Group*

Michael J. Reese, President & CEO, Fulton Co. Economic Development Corp.*

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

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

Dr. Randall VanWagoner, President, Mohawk Valley Community College

Scott White, President, Bank of Cooperstown*

* Denotes Executive Committee Membership

Ex-Officio Representatives

Vincent Bono, Chairman, Herkimer County Legislature

Kathleen Clark, Chair, Otsego County Board of Representatives

William Waldron, Chairman, Fulton County Board of Supervisors

Joseph Griffo, NYS Senate- District 47

Dayton King, Mayor, City of Gloversville

William Magee, NYS Assembly- District 111

Robert Palmieri, Mayor, City of Utica

Anthony Picente, County Executive, Oneida County

Ann Thane, Mayor, City of Amsterdam*

Philip Skowfoe Jr. , Chairman, Schoharie Co. Board of Supervisors

John Thayer, Chairman, Montgomery Co. Board of Supervisors

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**Appendix includes Priority Project
Detailed Budgets**



930 Jobs Created

2,403 Jobs Retained

5:1 Leverage

152 Projects

\$579,697,910 Total Investment

The Mohawk Valley: Transforming Ideas into Economic Engines

Together, as a region, we are immeasurably stronger and more capable than the mere sum of our parts.

Since 2011, the Mohawk Valley Regional Economic Development Council has made enormous progress. In keeping with Governor Andrew M. Cuomo's vision, the forming of the Regional Council and the process that ensued has brought our six counties together in ways that none of us could have foreseen.

We now think regionally; our goals, vision and mission are interconnected. Just as the regional economy spans the borders of our six counties and dozens of municipalities, so must our inspiration and strategic direction. While the role of State government is critical, the continued evolution of the Council's work is key to continued success in the development of our region.

Each of the six counties in the Mohawk Valley are unique, and each, by itself, can point with pride to remarkable assets: talented workforce, natural resources, rich history, diverse culture, and more. Together, as a region, we are immeasurably stronger and more capable than the mere sum of our parts. And our unified goal remains the economic, cultural and sustainable betterment of the region's communities by "transforming ideas into economic engines." This Action Plan showcases how far we have come in the past two years, it is the roadmap that describes how we will continue that success.

For generations, those who have made the Mohawk Valley their home have been doers, makers—"change agents." Entrepreneurism has been our past, and it is our future. To realize our regional vision—to "secure the highest quality of life for all"—requires the input and commitment of all members of our regional community. We ask that you join us in this mission, as we work to build the Mohawk Valley of tomorrow.

Sincerely,

The Mohawk Valley Regional Economic Development Council

Our Vision

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

Committee Membership

Committee Representatives

Project Monitoring

Co-Chairs- Nicholas O. Matt & V. Daniel Robinson

County Liaison

Co-Chairs- Steven J. DiMeo & Carolyn A. Lewis

Outreach and Communications

Co-Chairs- Mary Morse & Wally Hart

Strategic Planning and Oversight

Co-Chairs- Charles Green & Michael J. Reese

CFA Endorsement Standards

Co-Chairs- Ann Thane & Scott White

NY State Senate Representing Mohawk Valley

Joseph Griffo, Senator, 47th District

Hugh Farley, Senator, 44th District

James Seward, Senator, 51st District

Cecilia Tkaczyk, Senator, 46th District

David Valesky, Senator, 49th District

NY State Assembly Representing Mohawk Valley

Ken Blankenbush, Assembly member, 117th District

Anthony Brindisi, Assembly member, 116th District

Marc Butler, Assembly member, 117th District

Peter Lopez, Assembly member, 127th District

William Magee, Assembly member, 121th District

Angelo Santabarbara, Assembly member, 111th District

Claudia Tenney, Assembly member, 115th District

County Liaison Steering Committee

Ken Rose

Mike Reese

Steven DiMeo

Carolyn Lewis

Mark Feane

Sarah Blood

Opportunity Agenda Steering Committee

Ann Thane

Carolyn Lewis

Charles Green

Kevin Millington

Ken Tompkins

Dr. Randy VanWagoner

Margaret O'Shea

Outreach and Communications Steering Committee

Mary Morse

Nancy Pattarini

Wally Hart

Ann Thane

Jennifer Waters

Ken Tompkins

Cleaner Greener Steering Committee

Karen Sullivan: Chair, Ann Marie Murray, PhD, Douglas Greene, Christian Mercurio, Travis Sauerwald, Carolyn Lewis, Diane Shoemaker, Ray Durso, Greg Eisenhut, Steve Huntzinger, J. Caroline Williams

Over 200 additional workgroup members

Incubator & Hot Spot Steering Committee

Scott White

Alicia Terry

Mary Morse

Ann Thane

Richard Ball

Larry Gilroy

Wally Hart

Nancy Pattarini

Nicholas Matt

Charles Green

Mike Reese

Dan Robinson

Carolyn Lewis

Scoring Committee

Mike Reese

Steven DiMeo

Carolyn Lewis

Randall VanWagoner

Mary Morse

Scott White

Dan Robinson

Nick Matt

Ladan Alomar

Charles Green

Richard Ball

Path Through History Steering Committee

Alice Savino, Alicia Terry, Beth Sciumeca, Brian Mack, Carle Ko-pecky, Catherine Raddatz, Deb Taylor, Debbie Conway, Diane Forsberg, Don Quigley, Erin Tobin, Janice Fontanella, Frank Tomaino, Gina Dabiere-Gibbs, Helen Martin, J. Caroline Williams, Jacki Meola, Jane Kulczycki, Jason Cornwall, Jayne Ritz, Joan Loveday, John Bach, John Dimura, John Sagendorf, John Vendetti, Kelly Blazosky, Kelly Rabideau-Baquerizo, Kelly Yacobucci Farquhar, Kenneth Tompkins, Kevin Millington, Kimberly Szewczyk, Kyle Jenks, Leigh Eckmair, Linda Rockwood, Linda Vincent, Lori Solomon-Duell, Lynn Herzig, Mark Pollak, Micki Lieber, Nan Ressue, Norm Bollen, Paul D'Ambrosio, Rachel Bliven, Cordell Reaves, Renee Shevat, Ron and Wanda Burch, Sandy Lane, Steven Smith, Susan Perkins, Tim Trent, Todd Kenyon, Tracy Montoni, Wayne Lenig, Wade Wells, William Sawyer

Understanding the Plan

The 2013 MVREDC Action Plan is a performance driven, analytical document intended to update community members and State officials on current and past CFA projects, the status of regional initiatives and economic development strategies outlined in the 5-Year Strategic Plan, and also acts as a means of introducing its 2014 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:

Strategy Overview

1. GROW Business

Each strategy outlined in the 5 year regional plan has its own section, which includes an overview of that strategy, action items, and updates of key projects from previous years.

Sustainability Goals

The Cleaner Greener Communities initiative, the results of which have become an integral part of all ten regional plans across the State, require that all projects be analyzed against a region's sustainability goals and metrics. In addition to projects that meet a particular sustainability goal or goals within the action plan being identified by their respective icon, some projects or initiatives also have corresponding sustainability narratives. These narratives help community members better understand how the Mohawk Valley is not just growing, but growing in a smart and sustainable way.

Transforming Ideas Profile

New to this year's plan are the Transforming Ideas Profiles, which provide a deeper look into how a project is born, its regional importance, and how it's an integral part of a larger regional strategy. These profiles give the reader better sense of the people and places in our region that are impacted by the projects that the MVREDC helps foster.

Priority Project Graphic Priority Projects- Strategy 1

HARC Business Park Development

What's ahead for the Mohawk Valley in 2014? Check out the 2014 Priority Projects, which begin on page 65. 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.

Performance Measurement

81%
of the Council chose

GROW

as their highest priority now
and in the next five years

Data based on the annual survey conducted by the MVREDC are distributed throughout the document as break outs. Conducting annual performance measurement surveys and analyzing the results aids in the overall decision making related to which projects and initiatives should be considered priorities.

Project Maps & Metrics

Strategy One
Project Map



Project maps and metrics provide readers who are more graphically inclined with an opportunity to better understand the geographic distribution of active or completed projects. Corresponding tables provide a snapshot of economic development impacts that those projects have had on the region - another quick and easy way to reference the work being done by the MVREDC.

Project Implementation

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

Looking to better understand how a project from previous years fits into a broader regional strategy? Curious about how that project is performing since receiving State funds? The Implementation Strategy, starting on page 55, is where you can find each project's award amount, estimated timeline for completion, economic impacts, and current status.

Community Profile

41

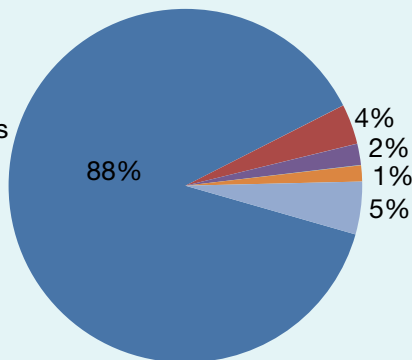
Average Age

496,738

Population

Ethnicity

- Caucasian
- African American
- Asian
- Two or More Races
- Hispanic



Source: QCEW Employees & Non-QCEW Employees - EMSI 2013.2 Class of Worker

Tourism

\$1,564,919,000

Tourism Visitor Spending

Recreation

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

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, Sylvan Beach Amusement Park, Oriskany Battlefield, Adirondack Scenic Railroad, Enchanted Forest Water Safari, Herkimer Diamond Mines, Brewery Ommegang, Matt Brewing Company



Points of Pride

Bristol-Myers Squibb founded in Clinton by Hamilton College Alumni

The Pledge of Allegiance written by Rome native Francis Bellamy

Boilermaker Road Race held in Utica celebrated its 36th year and is one of the nation's largest 15K races attracting more than 17,000 runners from across the world

Matt Brewing Company is celebrating its 125th anniversary and sold the first beer following the end of prohibition

Remington Arms in Ilion is the oldest company in the U.S. which still makes its original product and is the oldest continuously operating manufacturer in North America

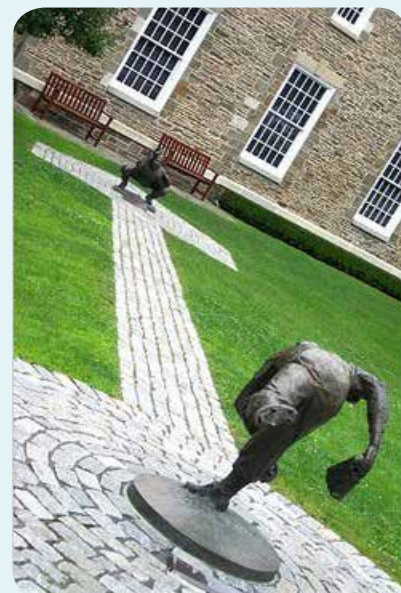
Howe Caverns -Home to the #2 Natural Attraction in NY

Amsterdam, NY: Birthplace of Kirk Douglas

Johnstown, NY: Birthplace of Elizabeth Cady Stanton

Sharon Springs is home to the Beekman Boys, the 2012 winners of CBS's *The Amazing Race* and stars of *The Fabulous Beekman Boys* airing on the Cooking Channel

The National Baseball Hall of Fame in Cooperstown is celebrating it's 75th Anniversary



Economic Profile

Regional Economic Performance Indicators

	MVREDC Starting Point	Most Recent	% Change	New York
Total Jobs	251,168 (2010)	249,688 (2011)	-0.6%	8.8M (2011)
Gross Metro Product	\$9.12B (2010)	\$9.25B (2011)	1.4%	\$1.21T (2012)
Population	500,149 (2010)	498,738 (2012)	-0.7%	19.57M (2012)
Unemployment	9.9% (2011)	7.8% (2013)	-21%	7.5% (2013)
Metro Poverty Rate	14.7% (2010)	15.2% (2011)	3%	14.5% (2011)
Worker Productivity	\$57,309 (2010)	\$58,660 (2011)	2%	\$132,332 (2011)
Average Wage	\$36,511 (2011)	\$37,090 (2012)	1.6%	\$62,703 (2012)
Median Household Income	\$45,149 (2010)	\$46,209 (2011)	2.3%	\$56,951 (2011)
Total Personal Income	\$16,803B (2010)	\$17.395B (2011)	3.5%	\$536.8B (2012)
Educational Attainment (Bachelor's or Higher)	20.1% (2010)	20.5% (2012)	2.0%	32.5% (2011)
Educational Attainment (High School)	78.6% (2011)	79.2% (2012)	0.7%	74% (2012)

Source: US Census Bureau (2013)

Education

14

Colleges & Universities

34,238

College Students

Educational Attainment

20.5%

Bachelors Degree or Higher

79.2%

High School Grads

Source: US Census Bureau (2013)

Key Industries

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

Top Employers

Oneida Indian Nation- 4,500
Bassett Healthcare Network- 3,400
Wal-Mart Stores- 3,245
Faxton St. Luke's Healthcare- 3,100
Upstate Cerebral Palsy- 2,125

22.5 minutes

Travel Time to Work

Cost of Living

\$113,283

Median Home Price

Source: NYS DOL 2012

St. Elizabeth Medical Center- 1,948
Utica Mutual Insurance Co.- 1,325
St. Mary's Healthcare- 1,318
TECT Utica- 1,300

Source: NYS DOL 2012

Public Participation

“Work toward a shared vision for a stronger community.”

The first two years of the MVREDC’s public engagement process was devoted to information sharing; establishing the foundation of a strategic plan by developing a regional mission, vision, and economic development priorities; and building consensus around those plan elements through community feedback.

In 2013 the Council has focused its energy on refining and actualizing the shared vision of our six member counties
Including:

- Gaining cross-regional perspectives on essential economic development building blocks
- Shifting from point-in-time input to a process that can evolve into a sustainable engagement program

2013 Engagement Plan Elements:

- Cross-regional discussions with community and business leaders on key economic development pillars. Facilitated by subject matter experts
 - o Outcome goals:
 - Strengthen relationships
 - Find opportunities to work jointly on projects that are of importance to region
 - Create ways to share information
 - Increase awareness of funding opportunities and criteria
 - Provide MVREDC board with more insight on cross-regional needs
 - Provide information and ideas that help MVREDC prioritize regional activities and actualize strategies
 - o Scheduled forums in key industry clusters
 - Cyber security, Banking/insurance, Small business, Workforce development/training, & Education (K-higher ed)
- Sponsor round table forums for elected officials representing the region
 - o Outcome goals:
 - Create opportunities for intergovernmental collaboration
 - Provide a forum for discussing alignment of state and local government economic development priorities
 - Increase alignment of MVREDC strategic plan with evolving needs of member communities
 - Provide MVREDC with feedback on local government initiatives to address community needs
 - Provide information and ideas that help MVREDC prioritize regional activities and actualize strategies
 - o Scheduled round table forums:
 - County leadership and State elected officials
- Annual caucus for business and community representatives, elected officials, MVREDC board
- Continue information sharing and data gathering through use of MVREDC web site, surveys, two public meetings, publication of activity reports, strategic plan updates, and mission-specific outreach activities such as county tours.

2013 Public Outreach Highlights

- **Engagement of a network of chambers of commerce** to expand distribution of MVREDC news
- Launched the MVREDC newsletter
- Hosted stakeholder meetings across the region, with special focus on industry clusters whose needs are not directly being addressed through the CFA process. Goal is to gather information such as growth drivers, gaps in funding or other types of needed support, and policy issues that will help the MVREDC fully incorporated the sectors in the region’s strategic plan
- MVREDC web site updates
- Issue MVREDC progress reports through press releases and media outreach
- Promote CFA workshops



Mohawk Valley Sustainability Consortium

In 2011, the Mohawk Valley Sustainability Consortium began meeting regularly, initiating the grassroots planning effort that eventually blossomed into the Mohawk Valley Regional Sustainability Plan initiative. Funded through Phase One of Governor Cuomo's Cleaner, Greener Communities initiative, development of the sustainability plan began in 2012 and was officially adopted in 2013.

The planning effort accomplished the following:

- assessed current greenhouse gas emissions and energy use, along with available natural resources and economic assets, liabilities, and opportunities;
- set sustainability targets for energy supplies, transportation, waste management, water conservation, land use, housing, agriculture, economic development, and open space; and
- developed a sustainability plan outlining the short- and long-term actions the region can undertake to achieve the targets and goals

Every development decision that we make – what land to build upon, what street to pave, what energy source to use – affects the economic and environmental health of our region. Sustainable communities adopt smart growth practices to improve quality of life, reduce expenses, control sprawl, and grow jobs. This is accomplished through energy efficiency, renewable energy development, clean transportation alternatives, natural resource conservation, and industrial innovation.

In 2013 and beyond, the MVREDC will endeavor to integrate the actions, goals, and principles identified in the Mohawk Valley Sustainability Plan. Already, the plans are beginning to align. CFA applications for CGC Phase II, Category II & III, have been submitted and proposed as Regional Priority Projects.

Throughout the 2013 Action Plan, projects and initiatives are identified by an icon that corresponds to a Sustainability Goal outlined in the plan:



(LULC)

Land Use and Livable Communities

- LULC-1:* Redevelop Main Streets, Waterfronts, & Brownfields
- LULC-2:* Provide Technical Assistance & Collaboration Opportunities
- LULC-3:* Identify, Preserve, & Protect Lands Suitable for Viable Agriculture
- LULC-4:* Invest in Existing Infrastructure & Housing Stock



(T)

Transportation

- T-1:* Align Transportation & Land Use Planning & Investment
- T-2:* Improve Efficiency in Maintenance of Transportation Infrastructure
- T-3:* Improve & Connect Regional Multi-Use Trails
- T-4:* Increase Public Transportation Ridership
- T-5:* Promote Transportation Alternatives



(MM)

Materials Management

- MM-1:* Reduce Solid Waste Generation
- MM-2:* Increase the Regional Market for Recycled Goods
- MM-3:* Reduce Energy Costs associated with Materials and Solid Waste Management
- MM-4:* Expand Effective Existing Projects & Promote New Regional Strategies



(WM)

Water Management

- WM-1:* Conserve Water & Related Energy Consumption
- WM-2:* Maintain Water Quality
- WM-3:* Improve Existing Water, Wastewater, & Stormwater Infrastructure
- WM-4:* Establish Watershed Planning



(E)

Energy

- E-1:* Reduce Consumption of Electricity & Heat Generated by Fossil Fuels
- E-2:* Increase Energy Efficiency
- E-3:* Increase Renewable Local Energy Generation
- E-4:* Evaluate Life-Cycle Impacts of Energy Generation & Use



(A&F)

Agriculture and Forestry

- A&F-1:* Promote Education
- A&F-2:* Enhance Efficiencies
- A&F-3:* Promote Sustainable Economic Development Programs for Agriculture & Forest Products



Climate (C)



Economic Development (ED)

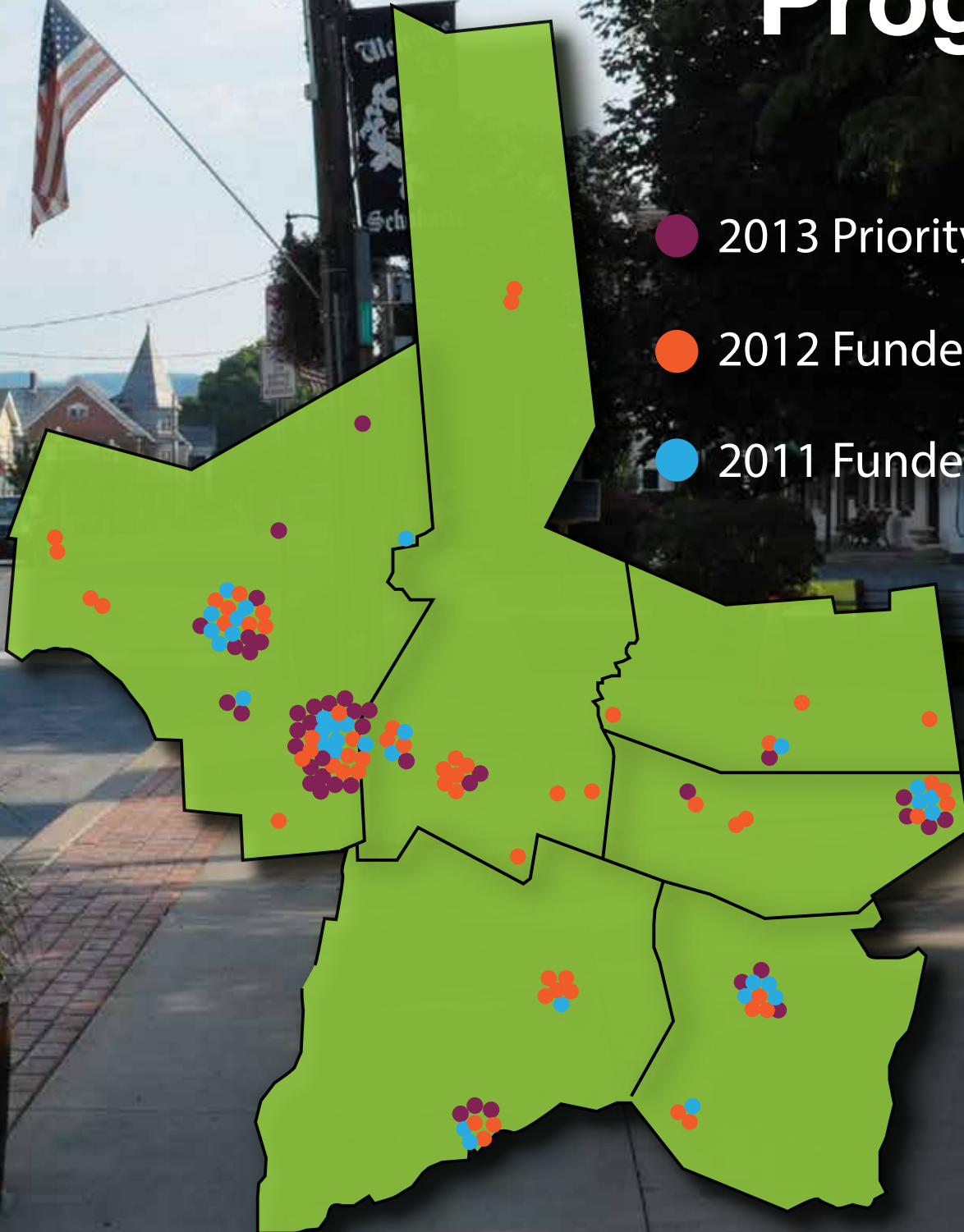
- ED-1:* Grow, *ED-2:* Build, *ED-3:* Create, *ED-4:* Revive, *ED-5:* Forge, *ED-6:* Promote Unique Regional Assets Through a Unified Identity Campaign

Ostensibly, this won't happen overnight. Sustained, focused investments in education, transportation, infrastructure, business, and environmental quality are critical to moving towards a sustainable regional economy.



Part One: Overview of Progress

- 2013 Priority Projects
- 2012 Funded Projects
- 2011 Funded Projects





Strategy One Overview:

The MVREDC's top priority is to leverage key economic drivers that will help attract, expand and retain jobs in existing concentrations that are believed to be the underpinnings for growing an economy. The MVREDC also believes that leveraging key economic drivers from within the region and capitalizing on other key statewide investments or other cross regional strategies are essential in helping the region build an innovation economy that will attract new high technology jobs that will help reinvent the region's economy.

Key economic drivers that can help focus the MVREDC's economic development strategies include:

- Enhancing partnerships with the state and region's colleges and universities to align education and workforce development programs to support business attraction and business expansion opportunities;
- Leveraging the research base at AFRL Rome and other key research institutions that can help attract, grow and expand economic development opportunities that will help improve the region's economy;
- Tapping the region's agricultural base for food processing and agribusiness opportunities;
- Building upon the region's logistics and transportation assets to further opportunities for distribution, aircraft maintenance and aviation businesses and food processing;
- Supporting key tourism initiatives that will attract tourist spending, foster new small business ventures in the growing craft brewing, wine and spirits clusters that are growing in Upstate, and business investment for hospitality and leisure related investments,
- Aligning the region's economic development strategy to capitalize on major statewide investment strategies in semiconductor and nanotechnology that have positioned NYS as a global industry hub so that the region can capture new business attraction and expansion opportunities.

2012 and 2011 funded CFA projects:

- Leveraging \$13,380,063 in state funding
- \$259,904,300 in total investment,
- Retained over 1,900 jobs
- Created over 325 new jobs

1. GROW Business

Strategy One Project Map



Round 3- 2013 Priority Projects

Project Name	County	Recommended Funding	Total Project Cost	Jobs (Created & Retained)
HARC Business Park	Herkimer	\$264,706	\$1,460,000	23
MV Tourism Waterfront Development (Campground)	Montgomery	\$200,000	\$1,500,000	20
Deer Run at River Ridge	Montgomery	\$1,575,000	\$20,754,000	70
GIANT Solutions	Montgomery	\$40,000	\$158,225	2
Mohawk Lifts	Montgomery	\$180,000	\$3,100,000	9
Erie Canal Distillers	Montgomery	\$10,000	\$184,700	15
QUAD C	Oneida	\$3,100,000	\$125,000,000	350
Cyro Pure Corp.	Oneida	\$100,000	\$750,000	12
Rome Strip Steel	Oneida	\$150,000	\$1,400,000	-
Matt Brewing Company	Oneida	\$250,000	\$1,600,000	119
3B Timber Shavings Project	Oneida	\$100,000	\$1,300,000	6
Adirondack Barrel Cooperage	Oneida	\$120,000	\$605,800	4
MedCare Administrators	Oneida	\$200,000	\$1,300,000	10
Utica Coffee Roasting Company	Oneida	\$150,000	\$1,503,000	10
Westmoreland Ambulatory Surgical Center	Oneida	\$400,000	\$5,246,756	20
Corbin Hill Farms	Schoharie	\$180,000	\$1,756,215	10
Totals		\$7,019,706	\$167,618,696	680

The Mohawk Valley Regional Economic Development Council has developed its implementation strategy around a key set of actions. These actions help guide the MVREDC's identification and selection of projects through the Consolidated Funding Application process, and its endorsement of out-of-cycle projects that are proposed for State funding assistance. In addition, the MVREDC is committed to supporting initiatives and projects that do not receive state funding support but helps, further the overall thrust of the MVREDC Regional Economic Development Strategy.

ACTION: Optimize key business and industry clusters to catalyze economic growth.

An integral component of the MVREDC implementation strategy is to enhance key business and industry sectors to catalyze economic growth.

Examples of how the region is optimizing key and business and industry initiatives to support to improve the region's economic profile are exemplified by targeted investments and initiatives in the following areas:

Agriculture and Food Processing

Agribusiness and food processing manufacturing have had substantial growth over the past few years. Some of their success derives from the region's rich produce and dairy agricultural base, as well as the logistical advantages of the regions transportation networks and proximity to down-state markets and other northeast population centers.

The growth of the local food movement has also sparked renewed interest in the development of food and agricultural projects that support organic farming, smaller spe-

cialty food producers, a return to hops farming to support the brewing industry, spring water bottling and distribution, craft brewing and the emerging spirits and wine industry, ethnic food production and products, and other food processing initiatives that have grown from the region's rich agricultural heritage. The region's agricultural sector is also benefitting from the migration of Amish settlements from Pennsylvania who are purchasing and developing farms and providing specialty agricultural, food and craft products and providing new vitality to the region's agricultural, farming and rural economy.

Key agricultural and food processing employers in the region include: FAGE, Beechnut, Euphrates Cheese, Sovena USA, Nirvana Water, Corbin Hills Farms, Matt Brewing Company, Brewery Ommegang, Richardson Brands, and Beekman 1802.

FAGE Yogurt in the Johnstown Industrial Park continues to expand operations since it located in Johnstown in 2008 to grow what has become a booming Greek Yogurt market in the United States.

FAGE is the largest yogurt company in Greece and is the No.4 U.S. yogurt producer. In the past year FAGE's sales increased 27% with a volume increase of 32%.

Capitalizing on this boom, FAGE received State funding in the 2011 CFA round to support the expansion of its Johnstown facility. Additional state funding has been secured through the CFA process to support upgrades to the local wastewater treatment and water filtration systems to support FAGE's growth.

Today, FAGE has 250 employees, with additional job creating expansions proposed. The company currently produces 85,000 tons of Greek style yogurt annually with plans to expand

Sustainability Goals

Clean Water, Clean Energy



LULC-1



T-1



ED-1



E-1, E-3



**MM-1,
MM-3**

Two brilliant examples of business investments that achieve multiple sustainability goals in the Mohawk Valley include the FAGE USA relationship with the Johnstown-Gloversville waste water treatment plant and the Anaerobic Digester project at the FX MATT brewery. The former demonstrates a synergy between the public and private sector to develop infrastructure that facilitates business expansion, job creation, and overall reduction in industrial and municipal operating costs. What was once considered an expensive by-product of Greek yogurt production has essentially become fuel for alternative energy production. As more high-strength waste capacity is built into the system, the treatment plant is on the precipice of Net-Zero operations while fully prepared for industrial expansion and job growth.

On a parallel track, one of New York's most dynamic (and most delicious) craft breweries made a capital investment that will change the industry. Rather than send the high-strength wastewater to the treatment plant, the brewery has devised an on-site pre-treatment strategy: an anaerobic digester system that cleans 80% of the wastewater while producing methane gas for electricity production. The energy generated accounts for a 40% of the brewery's electrical demands. This means less demand on the overburdened Oneida County treatment facility, cleaner water leaving the brewery, high-value development in Utica's brewery district, and a robust renewable energy portfolio. Even the Pale Ale tastes better.

Stewardship pays dividends. The spent grains (mash) from the brews are sent to farmers for cow feed - where the locally-sourced, protein-packed feed results in high quality milk for the burgeoning yogurt industry in the Mohawk Valley. For both companies, these investments in waste-stream diversion result in lower operating costs, vertical integration, sustainable energy sources, and minimal impact on the environment - helping to rebuild our communities while preserving the quality of the very resources that continue to grow our economy.

yogurt output to 160,000 tons once its \$120 million expansion is complete in 2014. FAGE's investments have not only added direct employment in Fulton County but have also created indirect job growth on dairy farms and other suppliers to FAGE.

This is exemplified by Feldmeier Equipment, which is a family owned operation that began in 1952 when Robert H. Feldmeier developed the world's first triple tube heat exchanger. The company is a leader in producing specialized stainless steel processing equipment used in the production of many consumer products, with food and dairy being one of the key industry sectors served by the company.

Feldmeier recently announced that it will invest \$8 million in the construction of a 50,000 square foot facility in Little Falls. The new facility and investment in production equipment will lead to the creation of 80 jobs. The project has received assistance from Empire State Development as part of an out-of-cycle project with a capital grant and Excelsior refundable tax credits. Feldmeier also serves the craft brewery and wine markets.

Matt Brewing Company has been brewing award winning beers for 125 years and its Saranac brands along with its contract brewing has made it one of the leading specialty breweries in the United States and continues to make strategic investments that will help make the brewery more efficient, establish new product offerings, and strengthen key partnerships for contract brewing. Recent improvements include, installing an anaerobic digester to take excess wastewater out of the City of Utica sewer system. The digester converts brewery mash to methane gas to produce 40% of the company's energy.

In the 2013 CFA round, Matt Brewing company has established a priority project request to increase tank storage capacity for its Saranac and contract brewing lines, and is further evidence of the company's continued investment at its Utica facility. The project will create another 25 jobs.

Matt Brewing Company also has a long standing contract brewing agreement with Brooklyn Brewing Company. Last year, Brooklyn Brewing Company undertook a warehouse expansion in Utica to take advantage of its contract brew-



ing relationship with Matt Brewing and the logistic and cost advantages present in the Utica area.

The Matt Brewing and Brooklyn Brewing partnership has helped open up discussions between the Mohawk Valley and Brooklyn on other collaborative efforts to identify other food processing co-packaging opportunities. Both Assemblyman Anthony Brindisi and Assemblyman Joseph Lentol along with the Brooklyn Chamber of Commerce and Mohawk Valley EDGE are looking at creating business to business networking opportunities to help match Brooklyn food manufacturers with Mohawk Valley food producers and food manufacturers. Within the Mohawk Valley there are over 20 businesses who are already actively involved with co-packaging including Delorios bakery in Frankfort.

Delorios underwent a freezer expansion as part of the 2011 CFA process to increase their availability to co-package. Brooklyn and the Mohawk Valley region are exploring building business to business networks to see if there are opportunities for Brooklyn food manufacturing businesses to consider co-packaging opportunities in the Mohawk Valley to take advantage of the region's central location, good transportation network and lower production and operating costs. Such an initiative helps further cross-regional economic development partnerships.

Manufacturing

A cornerstone of the region's economy has been manufacturing. The Erie Canal helped make the region a leading center of Industry and commerce.

Over time the region's central location, coupled with major transportation improvements with the development of the railroad and later the construction of I-90 and I-88 and other key road improvements helped continue the region's manufacturing prowess and solidified the region's reputation as a center for innovation and manufacturing excellence.

While the region has seen a decline in overall manufacturing employment, manufacturing remains a key part of the region's economy and the MVREDC is committed to supporting key





investments that will help strengthen its manufacturing economy and new initiatives that will help build the region's advanced manufacturing sector.

The Mohawk Valley helped give birth to the modern aerospace industry. In the 1950's Utica Drop Forge (now Special Metals Corporation in New Hartford) developed the vacuum induction melting furnace technology to help create the superalloys used in the production of jet engines. Today, Special Metals and Homogenous Metals (Clayville) are producing super alloys and powdered metals that are used in aerospace and power generation.

The Mohawk Valley was a pioneer in the advancement in the computer industry with the development of data recorder and the magnetic tape encoder, which eliminated the need for keypunches and punched cards by direct encoding on tape.

Sperry Univac and later Mohawk Data Sciences help build a burgeoning computer manufacturing economy in the region. This also helped foster innovation through Cogar Corporation who pioneered the intelligent terminal an early forerunner to the personal computer and was one of the pioneers in the development semiconductor memory devices. Unfortunately, the region did not continue to innovate and with the untimely death of George Cogar, and the region's electronics and computer manufacturing industry declined.

Ironically the region is seeking to regain its position in this industry through its partnership with the College of Nanoscale Science and Engineering (CNSE) through the development of the Quad C (Computer Chip Commercialization Center) and the development of the Marcy Nanocenter at SUNYIT site that seeks to capitalize on New York's emergence as a global hub for the semiconductor and nanotechnology industry. The Quad C and Marcy Nanocenter initiatives coupled with the alignment between CNSE and SUNYIT is the trans-

formational investment that can help re-energize the Mohawk Valley economy.

It is no accident that the region's development as an electronics center was due to the 1950 Congressional Act that authorized the establishment of an "Air Force Electronic Development Center at what was then Griffiss Air Force Base. Through that legislation, President Truman directed the transfer of personnel from Watson Laboratories at Fort Monmouth, NJ to Griffiss Air Force Base in Rome, NY. The Air Force officially established the Rome Air Development Center (RADC) in 1951, which is now known as AFRL Rome Research Site.

AFRL Rome has been a cornerstone of the Upstate economy for more than sixty years. As an Air Force research and development site, Rome conducted research on a number of major aerospace systems, including the Ballistic Missile Early Warning System (BMEWS), the Distant Early Warning (DEW) Line, the Semi-Automated Ground Environment (SAGE) system, the Airborne Warning and Control System (AWACS), the first Air Force telephone switching facility, and the first operational Russian-to-English translator. Rome scientists and engineers helped develop the technology that resulted in the first intercontinental voice transmission sent via satellite. In 1960, a message from an RADC test site in Trinidad was bounced off NASA's Echo I balloon satellite and received by a 30-foot antenna at the Center's Floyd test site, three miles east of today's Griffiss Business & Technology Park.

AFRL Rome has continued to evolve as a leader in information technologies, with a major focus in cyber security technologies. The lab has an estimated economic impact of nearly \$285 Million and has nearly 1,300 government and industry scientists and engineers located at Griffiss Business and Technology Park. The lab is also a cornerstone with cross-regional academic and industry ties throughout Upstate New York.

HARDEN



Transforming Ideas Profile

The Mohawk Valley Region values its residents' pioneering spirit and the tenacity and resilience they have demonstrated as they turn creative ideas into economic engines. We have the resources to grow businesses, build our workforce, create pathways to innovation, revive our infrastructure, and forge partnerships to provide our region a stable and prosperous future.

From One Family's Dream, a Legacy of Craftsmanship

Harden Furniture is a homegrown business, begun with the seeds of an idea to build not just useful furniture, but heirlooms that become part of family traditions. Since 1844 the Harden family has guided the success of North America's oldest furniture manufacturer. The current CEO, Greg Harden, represents the fifth generation of Hardens to run the company. Generations of McConnellsville families have worked for Harden and the company prides itself on its commitment to producing high-quality furniture using skilled local workers in jobs that blend traditional American craftsmanship with advanced technology. Harden cares about its neighborhood as well as its neighbors. The company cultivates its own timber, managing its harvests in compliance with the Sustainable Forestry Initiative.

Harden received grant funding in 2012 to assist the company's modernization by contributing to machinery upgrades. As Harden modernizes, it will be able to increase its sales and its number of employees. This project will create 10 new jobs and retain 250 other jobs at the McConnellsville facility. Through assisting Harden's plans, New York State is helping to ensure that the company can continue to stimulate regional growth and will not need to join the ranks of furniture manufacturers who have abandoned U.S. operations and outsourced their production.

Three long-standing home-grown manufacturers:

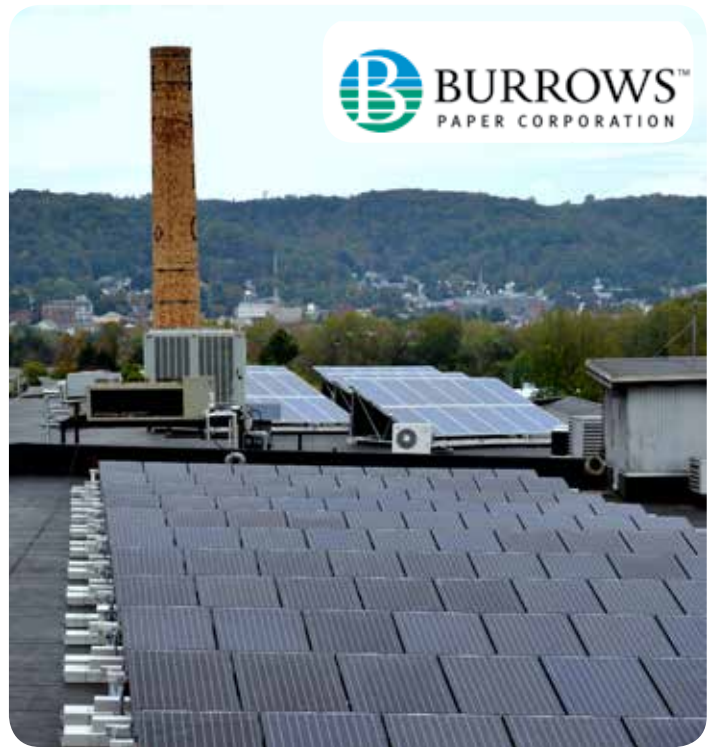
Mohawk Fabrics, Rome Strip Steel and Burrows Paper are making investments that will improve operations, increase manufacturing efficiencies, create jobs and help boost competitiveness.

Mohawk Fabrics, a manufacturer of specialty fabrics for aerospace, apparel and automotive uses has been located in Amsterdam for 92 years. It received \$1.38 million in 2012 to upgrade its operation. Included in the project includes the purchase of new equipment and installation of a solar energy system. The new solar system will reduce the facilities use of fossil fuels by 35% The company's employment is expected to double from 5 to 10.

Founded in 1926, Rome Strip Steel produces cold rolled strip steels and is the only remaining like facility in the State. They have undertaken several projects in the past years to modernize their processes. In 2012 the company was awarded \$150,000 for a nearly \$1 million project to purchase new equipment which would in turn make them more efficient and produce less scrap metal. Their 2013 Priority Project will replace 8-annual furnaces, a lynchpin to their manufacturing process. The \$14 million project will install new energy efficient furnaces and continue to solidify Rome Strip Steels presence in the region.

Burrows Paper Corporation is the 4th largest paper and packaging producer in the world. They have been making medical, food packaging and industrial grade papers in Little Falls since 1919 and are known today for the fastest papermaking machines and state-of-the-art converting equipment. Customers include McDonalds.

Burrows is investing \$21 million for capital expenditures that will retain 240 employees and update the company's paper machines, which were originally installed in 1960. This third generation family business- is undergoing a multi-year, multi-



million dollar upgrade at its facilities. The results of their effort will be improved output capacity, reduction of energy-consumption per pound of paper produced, increased product lines and increased quality of paper output.

The Mohawk Valley's manufacturing economy continues to evolve with high tech companies:

ConMed is a global leader in the medical device industry with its corporate headquarters in Utica. The company specializes in the development and sale of surgical and patient monitoring equipment. Currently they have over 925 employees at their Utica location- including many refugees. By providing on-the-job training, communication and language skills, the refugee population in our region has been able to find steady paying jobs and provide for their families.



Over the past few years our region has seen an influx of refugees especially from Bosnia, Burma and Cambodia, without the increase in population from refugee resettlement many manufacturing companies would have shuttered their doors and neighborhoods would go vacant. As a region we need to seize this opportunity and remain a welcoming community to those populations that need a new "home."

Custom Electronics in Oneonta was established in 1964 and is a globally recognized manufacturer of mica paper capacitors and high-voltage assemblies. Since its start in 1964 Custom has designed and manufactured over 20,000 capacitor solutions. Most uses for its products include military, commercial and industrial. The company is undergoing a \$500,000 2012 CFA project to renovate and upgrade their manufacturing

facility. New equipment will be received by the company in September and fully installed by the end of the month.

Advanced Tool is a woman owned business located in Marcy, NY. Founded in 1974, this company has been a key specialty and manufacturer of cutting tools that serves aerospace, defense, automotive, medical device manufacturers, and the electronics industry.

ACTION: 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.

Semiconductor & Nanotechnology

The Mohawk Valley is home to Indium Corporation. Indium is a manufacturer of advanced assembly materials and supplies used in solar, photovoltaic, thin film, optical fiber, flat panel display and semiconductor industries around the world.

Indium's 2012 project invested \$10 million to expand its operations to Rome, NY. Empire State Development assisted the project with \$1 million in state assistance which included a capital grant, Excelsior tax credits, and other local assistance. Indium employs 320 in Oneida County and with this project will create 24 new full-time jobs. Their new facility in Rome is renovated and adapted to fit their needs, including new equipment.

The 2013 MVREDC Action Plan includes a request from Cryo Pure Corp. Cryo Pure Corp. is a supplier of specialty gases used in the nanotechnology manufacturing process and is a new business that is looking to locate in the region due to the statewide investments at QUAD C and Marcy Nanocenter at SUNYIT. The Company will provide specialty gases that the tenants at the Quad C and Marcy site will require. This is the first announcement from a supply chain of company that is part of the semiconductor ecosystem.

The company has identified a local site to set-up a state-of-the-art orbital welding/clean room manufacturing facility. The facility will be used to design, build, test, distribute and

2013 Public Outreach Highlights- Strategy 1

- Identify economic development initiatives across the region that might benefit by collaboration and joint effort (ongoing). An example is Fage and workforce development, where joint-county collaboration is aligning a talented workforce in one location with training and job opportunities in another.
- Support County Liaison Committee's outreach efforts with economic development leaders in each county.
- Organized two industry sector meetings to identify challenges and how to address them.
 - Cybersecurity
 - Insurance/Finance

81%

of the Council chose

GROW

as their highest priority now
and in the next five years

sell gas/chemical/cryogenic equipment and supply the critical gases/chemicals and cryogenics to support the needs of the QUAD C at SUNYIT and Marcy Nanocenter at SUNYIT, as well as other markets. This project will create 12 full-time permanent jobs.

Cryo Pure's decision is the tip of the iceberg for the Mohawk Valley with the development of the Marcy Nanocenter site for semiconductor manufacturing and construction of the Quad C for commercialization of disruptive technologies in packaging and systems-on-a-chip technologies.

The transformational economic development initiative in the Mohawk Valley is built on several pillars including:

- Marcy Nanocenter at SUNYIT Site: CNSE in collaboration with Mohawk Valley EDGE will be the end user for the Marcy Nanocenter site to oversee development of this site for expansion of its Global 450 Consortium at NanofabX in Albany. The Marcy site provides the opportunity to develop a 450 MM enabled semiconductor manufacturing site that helps transition 450 PILOT manufacturing to full scale high volume semiconductor manufacturing on a site that is suitable for:

- Development of three large scale semiconductor fabrication facilities with 1.35 M square feet of clean room facilities (450,000 SF each) and additional space for R&D, offices, and ancillary support facilities (upon full build out- Marcy site can support 8.25 M SF of semiconductor and support space)
- Attracting \$30 B to \$45 B in total public and private investment for buildings and tooling in a state of the art semiconductor campus;
- Attract 5,000 direct jobs and another 15,000 in direct jobs to the Mohawk Valley and Upstate economy; The first phase of development will attract a minimum of \$1.5 B in investment to develop the first phase development of the Marcy Nanocenter 450 MM enabled site to support CNSE industry partners.
- QUAD C (Computer Chip Commercialization Center)

Collectively, these investments will produce catalytic economic development activity that will remake the Mohawk Valley economy and build a technology corridor along I-90 that expands upon New York's strategic investments at CNSE, Global Foundries and IBM.

Distribution

Region has attracted distribution and logistics centers that are a growing part of the regional economy. An affordable workforce, proximity to major population centers in the NE and the robust transportation network with I-90 and I-88 makes the MV Region a prime location for distribution center and logistics hub. Northern Safety, Walmart (Marcy and Sharon Springs), Target, Hill & Markes, and Family Dollar have developed major logistics centers to take advantage of the region's competitive strengths. The Mohawk Valley region is positioned to capitalize on additional distribution expansion opportunities that are looking to be strategically located to capitalize on the the region's access to major northeast markets where nearly 90 million people are within 250 miles of the Mohawk Valley.

Northern Safety, a distributor of medical and first-aid supplies located in Frankfort is undergoing an expansion and renovation of their facility. Assisted by a \$200,000 grant from Empire State Development and a \$310,000 Small Cities grant this expansion will allow them to further customize their products with embroidering and imprinting equipment. Currently the facility in Frankfort has 209 employees as well as an additional 200 employees in 13 other locations around the country. This project will make Northern Safety one of the largest manufacturers/distributors in the region by retaining 209 employees and creating 50 new jobs.

ACTION: 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

Cybersecurity

The Air Force Research Lab- Information Directorate has an estimated \$285 million economic impact on its five-county impact area (Oswego, Onondaga, Oneida, Madison and Herkimer Counties). Beyond its economic impact, its partnership with the Griffiss Institute and its ability to generate spin-off companies is vastly important.

With the help of the Griffiss Institute 70 new businesses have been introduced to AFRL, 18 potential licensees for commercialization of AFRL intellectual property have been identified, over 19 Cooperative Research and Development Agreements have been signed and 9 education partnerships have been formalized.

In our region there have been many spin-offs from AFRL that contribute to the growing IT/Cybersecurity industry in the region. One such company AIS, began with two-people and now with 160-employees, it is leading the field in highly dynamic and emerging technologies. With varied customers like the US Department of Defense and private industry the company is focused on the research and development of technologies to deter the deliberate threat and attack on the United States information infrastructure.



ACTION: Promote a business climate that fosters innovation and entrepreneurial growth in regional competitive strengths.

Utilizing our regions strength in agriculture and strategic location- Blenheim Hill Farm and Corbin Hill Farm both in Schoharie County are solving some of New York City's biggest food problems- fresh produce.

Blenheim Hill Farm recently underwent a \$1.5 million expansion and renovation of its 150-acre property. Owned by Smorgas Chef- a Scandinavian restaurant group in NYC, the farm is supplying up to 400 pounds of produce a month to the owners of Manhattan restaurants as well as 1,000 gallons of sap to be distilled into maple syrup. This 2011 CFA project is revolutionizing the way that NYC restaurants obtain fresh produce and small-scale sustainable local farming.

Corbin Hill Farm- a 2013 priority project intends to expand the Corbin Hill Food Project HUB (CHFP HUB) a network of locally grown produce who needs a new facility to expand operations. They currently work with 19-farms who supply them with produce, that produce is then transported to South Bronx and Harlem. Normally those 19 farms do not have the transportation system to supply these markets with fresh produce, but by aggregating their products through the CHFP HUB they are able to distribute their produce to 700 shareholders and 10 institutions at 14 sites in New York City. The CHFP HUB has grown from 200 to 700 shareholders and from 4 farms to 19 farms in the recent years. The CHFP HUB serves a population in the Bronx and Harlem that has been unable to access fresh, locally produced fruits and vegetables. 70% of their customers are deemed "at-risk." With this expansion they intend to grow to 5,000 shareholders who are served by 75 farms. This project is another way in which the assets of Upstate NY can address the concerns and needs of Downstate NY in a unique partnership.



ACTION: Improve linkage among region's tourism assets to increase region's brand name identity and foster more development opportunities

Annual tourism spending for the Mohawk Valley tops \$1.565 billion and is continuing to grow. From one corner of the region to the other- we are rich with tourism destinations.

Howe Caverns in Schoharie County is the second most visited natural attraction in New York State. Drawing more than 200,000 visitors each year- Howe Caverns is the largest public show cave in the Northeast. Since ownership changes in 2007, Howe Caverns has undergone major renovations including the ongoing build-out of the 330-acre estate and a substantial rebranding effort. Recent additions include a gemstone mining building, expanded cave viewing areas, Cave House Museum, a ropes course, aerial adventure course and picnic pavilion. Future plans for growth include a 250- room hotel and construction of a 50,000 indoor waterpark.

The Utica Memorial Auditorium (The Aud) a staple Utica landmark now has a renewed purpose. It is now home to the "Utica Comets," an American Hockey League (AHL) affiliate of the Vancouver Canucks. Our region has a proud ice hockey traditional and we welcome the "Utica Comets" to our make new history in The Aud. 2013 will be their inaugural season and many upgrades and updates have been done to make The Aud AHL-ready. A new locker room, seating and video board have been installed. Because of these updates The Aud will now also be drawing national acts and has the ability to host larger concerts. Because of the increased amount of people in downtown- Utica will also see an economic increase. Their 2013 priority project includes façade replacement, canopy replacement, major mechanical and electrical upgrades, lower concourse roof replacement, a 300-car parking lot and a building addition to accommodate suites. Currently The Aud attracts over 100,000 visitors per year- but this number is expected to increase sub-

stantially with the introduction of the "Utica Comets."

The National Baseball Hall of Fame (BHO) in Cooperstown is celebrating their 75th anniversary this year. In order to continue to increase their attendance the BHO is undergoing a series of projects. Their 2012 project will digitize their entire collection and make it available for view online as well as several infrastructure upgrades to increase efficiencies and operations. Once the digitization project is completed the BHO will be able to increase exposure to potential visitors and it will also allow any person at any time to access the entire BHO collection. This project is expected to increase attendance by 9,000 visitors annually. Each year 300,000 baseball enthusiasts flock to Cooperstown to visit the BHO and surrounding Cooperstown. Their 2013 project will go one-step further, by designing and implementing a free mobile app- the BHO will be able to also attract visitors. The mobile app will provide content from the BHO archive that is relative to the users' location, which will increase their level of engagement with the Museum. The app will also offer robust trip planning tools and exclusive features available only when you visit the Museum.

Tucked behind the former Beech-Nut factory, the Arkell Museum in Canajoharie collects, preserves, researches and presents American art and Mohawk Valley history and promotes active participation in art and history related activities. Canajoharie Art Gallery founded by the first president of the Beech-Nut Packing Company Bartlett Arkell in 1927- the museum has grown and includes art from our country's most influential painters including 21 works by Winslow Homer as well as other significant paintings including Georgia O'Keeffe and Mary Cassatt. In 2004 the Arkell Hall Foundation partnered with the Canajoharie Library and Art Gallery to create the Arkell Museum.

The Oneida Indian Nation is helping to transform the economy in the Mohawk Valley. As the region's top employer, the Nation's Turning Stone Casino and Resort currently employs 4,500 and continues to grow. With their recent \$25 million entertainment venue expansion of "Exit 33" at the Turning Stone Resort and





Casino- they are continue to expand their resort destination. Other amenities include world-class golf, spas, a casino, shopping, auditoriums, event halls and some of the county's most famous acts in concert.

The landmark agreement between New York State, Oneida and Madison Counties and the Oneida Indian Nation concludes long standing land claim issues and provides a foundation that fosters greater opportunities to expand the region's tourism economy and build a true collaborative partnership between the Nation and state-regional stakeholders.

The city of Gloversville has been involved in the glove and leather making industry for 150 years and was known as the "glove capital of the world," and is still home to the "Glovemaker to the Hollywood Star." Daniel Storto Gloves is located on Main Street in Gloversville. The only storefront glove making shop in the world- Storto exchanged his Los Angeles lifestyle for that of the small-town life in historic Gloversville. Storto has designed and hand-stitched gloves for celebrities including Madonna, Cher,

Celine Dion and Nicole Kidman. He has been profiled several time in the New York Times and recreated all the gloves for the Metropolitan Museum of Art's "Jacqueline Kennedy" exhibit. Nearly 90% of all gloves sold in the United States were manufactured in Gloversville and this town of 15,000 is proud of its roots. Storto is currently working to become the only freestanding glove museum in the world.

ACTION: Foster a stronger export economy

In partnership with the Central New York region, the Mohawk Valley region and several partners have developed a Metropolitan Business Plan with the help of the Brookings Institution. This plan is intended to generate an updated strategic plan that will highlight the region's best growth opportunities, produce a detailed feasibility study based on our metro's current market position and a complete implementation plan designed to support metro growth. It will also develop a prospectus to engage federal, state and regional agencies, policy makers and other investors in identifying and securing resources to implement the tactics in the plan. Goals of the plan include connecting the region's economy to global markets, creating effective public and civic culture institutions as well as building on our region's industry clusters. Part of the plan will also be the creation of a Metropolitan Export Initiative- which is designed to assist regions in developing a strategy to increase regional exports. The plan and the Export Initiative are developed on a parallel process and will provide strategies and resources to connect businesses to growing global markets. The goals of the Export Initiative include identifying export growth markets and align opportunities with local businesses, identify regulatory and other barriers preventing the growth of exports, increase the goods and services exported from our region and raise regional per capita income.

In the 2013 Performance Measurement Survey the top goal of the Council is to

create private sector jobs
followed by

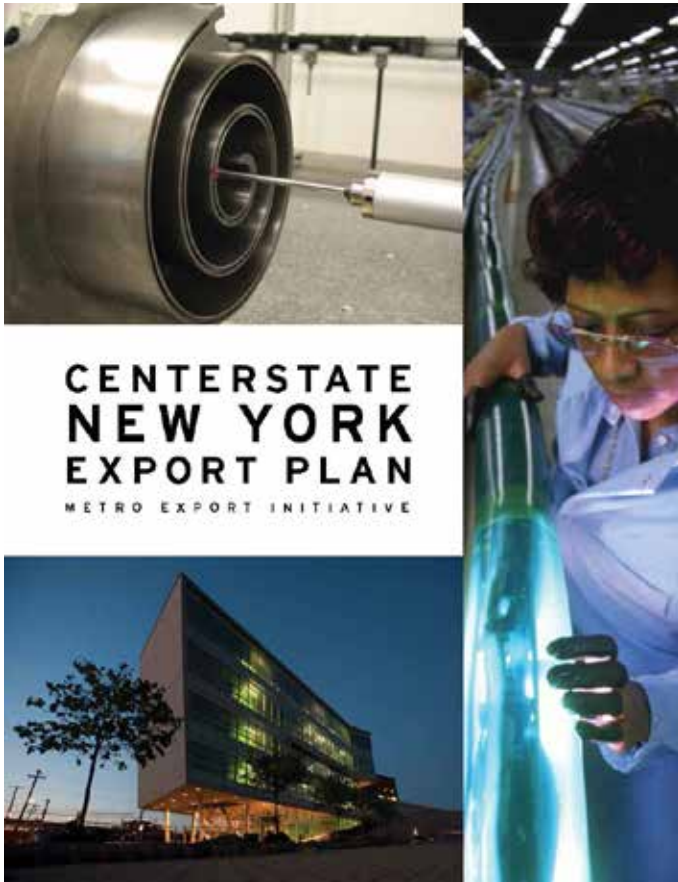
focus investments in existing industry clusters



Remington

Centerstate NY Export Plan

Metro Export Initiative



Export Plan

Goal

Aligned with the Obama administration's National Export Initiative, the CenterState region seeks to double exports over the next five years.

Objectives

The CenterState Metropolitan Export Initiative (MEI) team has identified four primary objectives to guide its work:

- 1 Create quality and highly productive jobs through increased export activity
- 2 Improve regional competitiveness in the global marketplace
- 3 Ensure long-term economic sustainability and growth
- 4 Attract and retain world-class talent and new wealth to the region



Strategy Two Overview:

A growing and prosperous regional economy relies heavily on its ability to produce and attract a skilled workforce that supports existing employer needs and also complements regional efforts to build and expand its innovation economy. The success of a properly aligned workforce-academic-industry-regional economic development partnership is also critical to help stem the brain drain that has seen the region's educated population relocate for better economic development opportunities elsewhere in the United States.

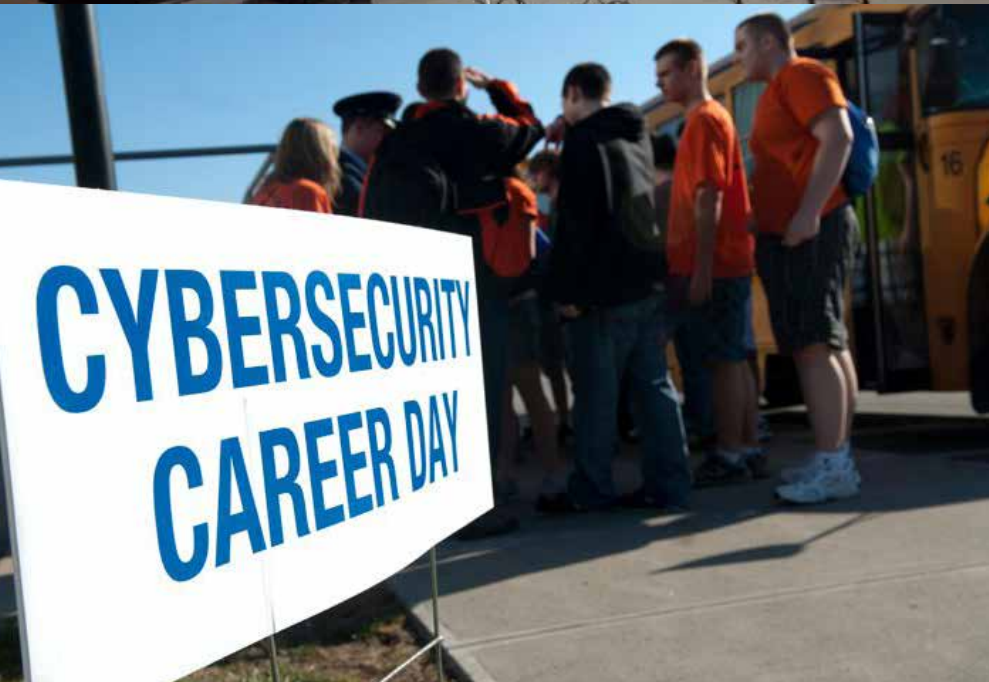
The MVREDC is committed to ensuring that its workforce and educational assets are closely aligned with industry needs and economic development strategies that will help ensure the region's continued economic growth and vibrancy and supports strategies that:

- Build a sustainable STEM HUB to help build a regional pipeline of skilled workers for existing and new business attraction opportunities;
- Expand regional industry internships, job shadowing programs, and apprenticeship – certificate programs to build closer networks between employers and students
- 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;
- 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.
- Strengthen collaborative partnerships to support critical industry needs with the area's community colleges.

2012 and 2011 funded projects enabled:

- \$78,142,897 of educational investments
- Created over 325 jobs
- Trained over 150 individuals

Investments in the strategy have leveraged the capability of the region's colleges and universities to serve as a driver for regionally based economic development initiatives.

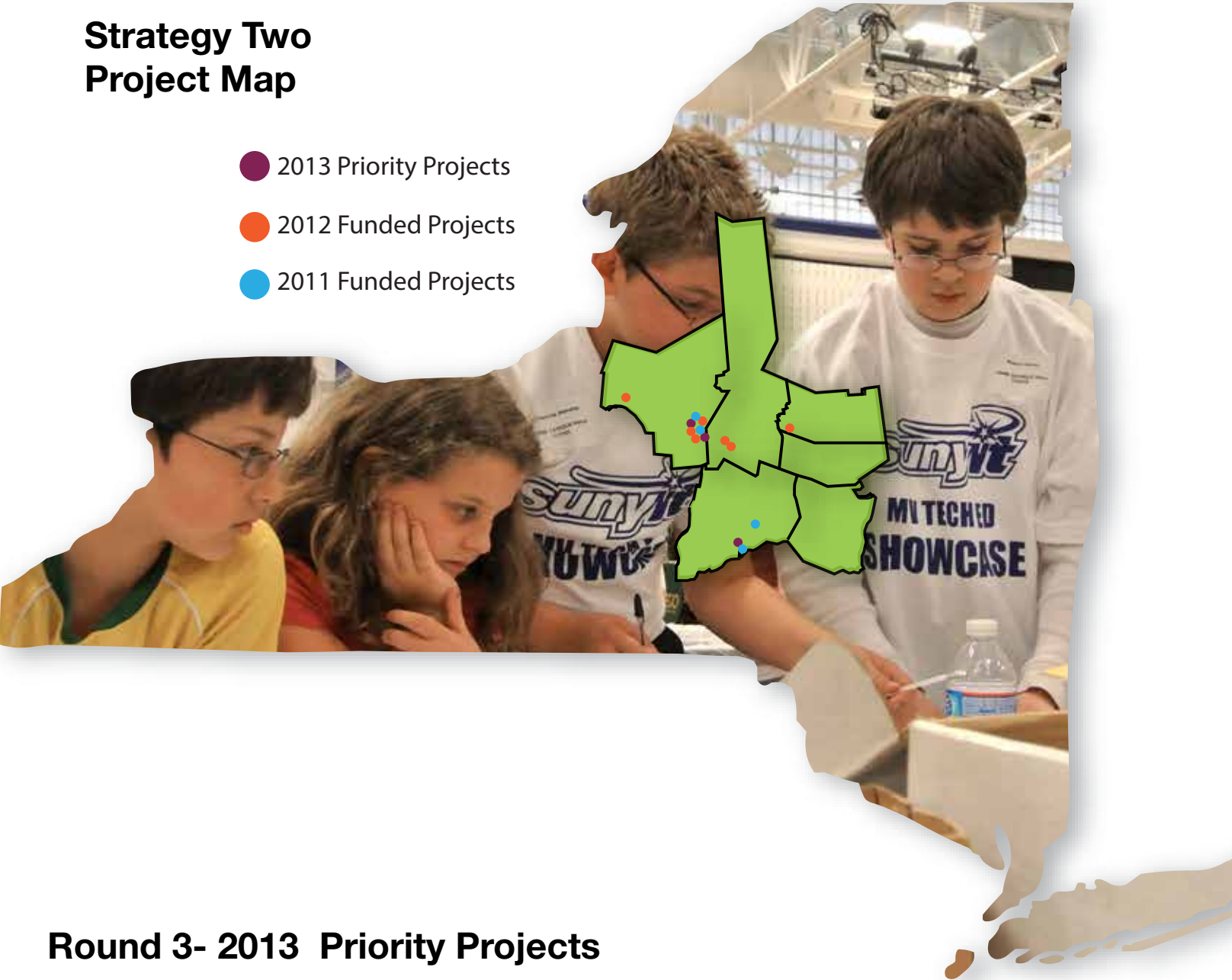


2. BUILD

Workforce

Strategy Two Project Map

- 2013 Priority Projects
- 2012 Funded Projects
- 2011 Funded Projects



Round 3- 2013 Priority Projects

Project Name	County	Recommended Funding	Total Project Cost	Jobs (Created & Retained)
Center for Craft Food and Beverage at Hartwick	Otsego	\$60,000	\$300,000	3
UAS Training- MVCC	Oneida	\$500,000	\$2,500,000	20
Totals		\$560,000	\$2,800,000	23

The region needs to invest in key workforce development and educational initiatives to gain traction in expanding key technology areas like nanoscale science and cybersecurity.

ACTION: Build a sustainable STEM HUB to help build a regional pipeline of skilled workers for existing and new business attraction opportunities

Providing high-quality STEM experiences can help prove to students that they have the ability to enter these careers, and will serve as a catalyst to attract new partners for extra-curricular programming to grow the technicians, engineers and scientists the region will need in the future. Preparing the Mohawk Valley workforce must begin in elementary school, so that students have a foundation for the future. Through this project, school districts throughout the Mohawk Valley region and adjacent counties propose to develop regional cutting edge elementary science curriculum that will assist in the economic transformation of the regional economy.

The five BOCES within the region are teaming together to create the Greater Mohawk Valley STEM HUB. This new initiative will allow 65 of our region's school districts to have coordinated STEM curriculum and outreach. This project represents a broad, regional step to develop STEM Curriculum Pathways that will provide local students with the education they need to succeed and integrate local STEM employers as curriculum partners. As the regional STEM HUB for the Mohawk Valley, Oneida-Herkimer-Madison has worked with educational, community and private sector partners to develop a broad-based project that will bring regional cohesion to science curricula in the formative elementary school years, while also allowing schools to customize the curriculum for STEM niches within their home community – from wind energy to advanced manufacturing.

BUILD

and

CREATE

**were considered equally important
by the Council in the 2013 Performance
Measurement Survey**



2013 Public Outreach Highlights- Strategy 2

- Collaboration with Mohawk Valley Refugee Center to assess advances in job placements, identify new, untapped opportunities, and develop strategies to more fully integrate our immigrant/refugee population in the region's workforce development efforts.
- Liaison with Oneida County's Vision 2020. Specifically, support the initiative's committees on Education, Housing, and Diversity that are developing strategies to build a high quality and highly inclusive workforce that will benefit the county and the region.

ACTION: Expand regional industry internships, job shadowing programs, and apprenticeship – certificate programs to build closer networks between employers and students

In order to prepare students for successful future careers- the Mohawk Valley region must focus on increasing industry internships, job shadowing programs and apprenticeship programs. By utilizing these programs students often times have a leg-up on other prospective job applicants and can gain real world experience and perspective on an occupation.

Hamilton- Fulton- Montgomery BOCES (HFM BOCES) recently implemented a new apprenticeship program for students interested in retail, service industry and manufacturing careers. Many students who choose not to attend college are also not prepared for entry-level positions in retail, service and manufacturing careers. The HFM BOCES program provides students with curriculum that teaches technical and soft skills, while also impressing on them the culture of a work environment. The program, which begins in 9th grade, teaches core academic classes as well as technical and general skills needed and further on in the program the students work in an apprenticeship position to apply the skills they learned throughout their high school program.

Utica College is embarking on a new program "Professional Partnership Pilot Project." This pilot program partners Utica College and Oriskany Central School in a joint staff development, student teacher experience. The program will give Utica College teaching students hands-on classroom experience as well as providing new opportunities for Oriskany Central School teachers to learn. Students have access to Oriskany's N.A. Walbran Elementary School's new "adult learning room," which is fully stocked with the latest in teaching technology. This partnership will also enforce to the elementary students that learning does not stop when you graduate high school or even college- it is lifelong.

SUNY Oneonta is expanding its partnership with local and regional employees to increase internship opportunities for its students. Recently SUNY Oneonta was selected as one of 18 SUNY's for Phase II of SUNY Works- a cooperative education and internship initiative. During the 2012-13 academic year, 234 students completed credit-bearing internships with busi-

nesses and nonprofits in the community. The college is also hosting networking receptions on the campus for organizations interested in learning more about the college's internship programs and the benefits of becoming an internship partner. These internships will integrate classroom instruction with on-the-job experience and will also make students aware of potential job opportunities right in their own backyard.

ACTION: 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

The Community Foundation of Herkimer and Oneida Counties has undertaken a program to increase the number of Herkimer and Oneida Counties residents with bachelor's degrees to 25% by 2025. Currently 21% of residents in Oneida County and 18% of residents in Herkimer County have bachelor's degrees- both are far below the state average of 31% and the national average of 28%.

In recent studies communities with higher educational levels have higher incomes, lower poverty rates, lower health care costs and less reliance on State and Federal services, according to the Community Foundation.

ACTION: Continue regional partnerships with BOCES, School Districts, Government and the Community Foundation with SEMI on the High Technology University model to enable teachers to gain a better understanding of the semiconductor industry

Building upon the success the past two SEMI High Tech U Teacher Edition programs- the Mohawk Valley region must continue to inspire and educate our local teachers in key skill areas needed by local high-growth employers. This program was supported by the Community Foundation of Herkimer and Oneida Counties, Workforce Investment Board, Oneida County, Mohawk Valley EDGE, BOCES and National Grid.

The SEMI High Tech U Teacher Edition program offers an in-depth, interactive course taught by industry professionals to train local educators in the most effective way to introduce to their classrooms the rapidly expanding career fields of STEM (science, technology, engineering and math). The program connects local educators with training in practical applications of course material and presents both new concepts in career exploration and simplifies the connection between academics and the workplace.

This year the SEMI High Tech U program added over 60 participants. Also, for the first time teachers from Kindergarten through 6th Grade and Middle School teachers as well as High School were represented.

ACTION: Strengthen collaborative partnerships to support critical industry needs with the area's colleges

No one knows what type of skill sets that industries are going to need- better than the industry themselves. It is a priority in the Mohawk Valley region to tie together those industries with our educational systems. The needs of a manufacturer in a clean room setting may be different than those in other old-line manufacturing settings. But the need for a steady, well training workforce remains paramount. There are currently several successful examples of industry and education partnerships which should be replicated amongst the gamut of our industries.

Fulton Montgomery Community College (FMCC) recently installed a clean room for its electronics curriculum, the only clean room at a community college in the region. By installing the clean room, students are able to get hands-on experience, which makes obtaining a job at GlobalFoundries in Malta more attainable. The lab is also equipped with high tech research tools- FMCC has seen a 50% increase in their electronics program enrollment since the introduction of the clean room labs. Students in the program are now suited to be hired by nearby GlobalFoundries or a take their marketable

skills to other nanotechnology manufacturing sites. With the increase of clean room ready employees, our region is also able to market the current workforce to other potential nanotechnology manufacturers.

Mohawk Valley Community College Airframe and Powerplant Program (MVCC A&P) currently trains mechanics for the aircraft maintenance industry which has a presence at Griffiss Business and Technology Park. Founded in 2006, the three-semester program is the only college-based aviation program in the state. Students gain hands-on experience with





real equipment and aircrafts- the majority of the instruction takes place at the college's state-of-the-art training center. Since the programs inception 75 graduates work at Griffiss International Airport, 129 aviation positions have been filled throughout NYS with MVCC graduates and 225 mechanics have graduated from the program- many finding jobs in the aviation industry throughout the US and at Griffiss.

Building on its existing A&P Program, MVCC will establish a Federal Aviation Administration- designated test site for unmanned aircraft systems. This initiative requires MVCC to develop a UAS training curriculum which would be the only one of its kind in NYS. Through a coalition of efforts led by Northeast Unmanned Airspace Integration Research Alliance (NUAIR), Griffiss Park and the Mohawk Valley region are in a unique position to build workforce and technical capacity for UAS researchers, developments, manufacturers, suppliers, trainers and educators. Efforts are currently underway to bring the military's UAS programs to regional military installations including those at Griffiss Park, Fort Drum and Hancock Field Air National Guard Base. In order to grow the UAS industry in the region- we must create an educated and trained workforce. One critical issue with the growth of this industry is the need for trained payload operators and pilots. The MVCC UAS Flight Training Center will begin to accomplish these needs by providing observer training and certifications for civil and commercial UAS operations and related needs.

Capitalizing on the growing craft food and beverage industries- several Mohawk Valley educational institutions are creating programs

to prepare students for employment. SUNY Cobleskill is training students to be the next generation of butchers. The program, now in its fifth year, is a four-week certification course in meat processing and food safety gives students a basic understanding what it takes to be a butcher. With increased attention on where our food and meat comes from- our region has seen an increased market for meat that is raised and processed locally. An old-fashioned trade is now seeing resurgence. By focusing on ethical and environmentally sound butchering processes, students in the program are taught the importance of "farm-to-table." SUNY Cobleskill is the only school in the SUNY system that operates a USDA- approved meat processing facility, the meat lab processes livestock raised on campus as well as from local farmers.

Hartwick College is working to link its biotechnology courses and economic and business programs with growth industries by creating New York State's first Center for Craft Food and Beverage. This 2013 priority project will provide education, testing and business planning to the agribusiness, beer, wine and spirits industries. The Center will also provide specific education programs to meet industry needs; it will also allow small scale and start-up businesses the ability to do cost effective research and development as well as testing and support. Much of this research and development and testing is currently done at out of state labs and now will be able to be completed locally at a much lower cost. By creating an education, testing and research center to serve the growing agribusiness industry, the college is able to leverage the resources of high education to promote business in the Mohawk Valley.





Transforming Ideas Profile

Great Minds Think Alike — Collaboration Yields Powerful STEM Initiative

Thanks to the collaborative thinking of our education leaders, the federal government's STEM (science, technology, engineering, mathematics) initiative is sure to become one of the Mohawk Valley's most important economic engines. Oneida-Herkimer-Madison BOCES is an ideal organization to champion the STEM initiative. Its 2013 CFA application seeks funding to help develop and implement a regional, cutting-edge science curriculum for students in kindergarten through eighth grade. Graduates of the program will be prepared for further educational success; ultimately, the program will produce a well-trained regional workforce ready for demands of a twenty-first century economy.

The BOCES project includes 65 school districts across nine counties. This effort would unite schools from the Mohawk Valley Economic Development Council with schools from Madison, Hamilton, Jefferson, and Lewis counties. Most importantly it reflects our belief that, given the opportunity, today's students are tomorrow's inventors, innovators, and world-class producers of products and services that will ensure a healthy and sustainable economy.

Strength in Diversity

The Mohawk Valley's workforce has another great asset, our refugee and new immigrant community. The Mohawk Valley Resource Center for Refugees (MVRCR) provides employment orientation classes for new residents. The Center has had such success placing these new members of our community with local employers that it now has to look beyond the immediate Utica area to find job openings. Keymark, an aluminum casting firm in Fonda, and the Turning Stone Resort Casino in Verona have hired hundreds of employees trained by the MVRCR.



Strategy Three Overview:

The Mohawk Valley must encourage development of new products, services, and technologies, as well as foster new ideas that stimulate business investment and growth. By accepting new approaches to organizing work and new business models to encourage economic growth, the region can capitalize on its physical and intellectual infrastructure to enhance entrepreneurialism.

It is essential to foster innovation. Pooling the region's technical, financial and educational assets will drive entrepreneurialism. Capitalizing on our research and development assets leverages small business development in the Mohawk Valley.

Among the 2012 goals of this strategy include: strengthening regional research and development capacity, technology transfer through research-industry linkages, increase small business lending through micro-enterprise programs and establishment of entrepreneurial networks.

2012 and 2011 funded projects:

- Invested \$4,868,425
- Added broadband capability to more than 33,000 households and businesses
- Retained 240 jobs
- Created 12 jobs

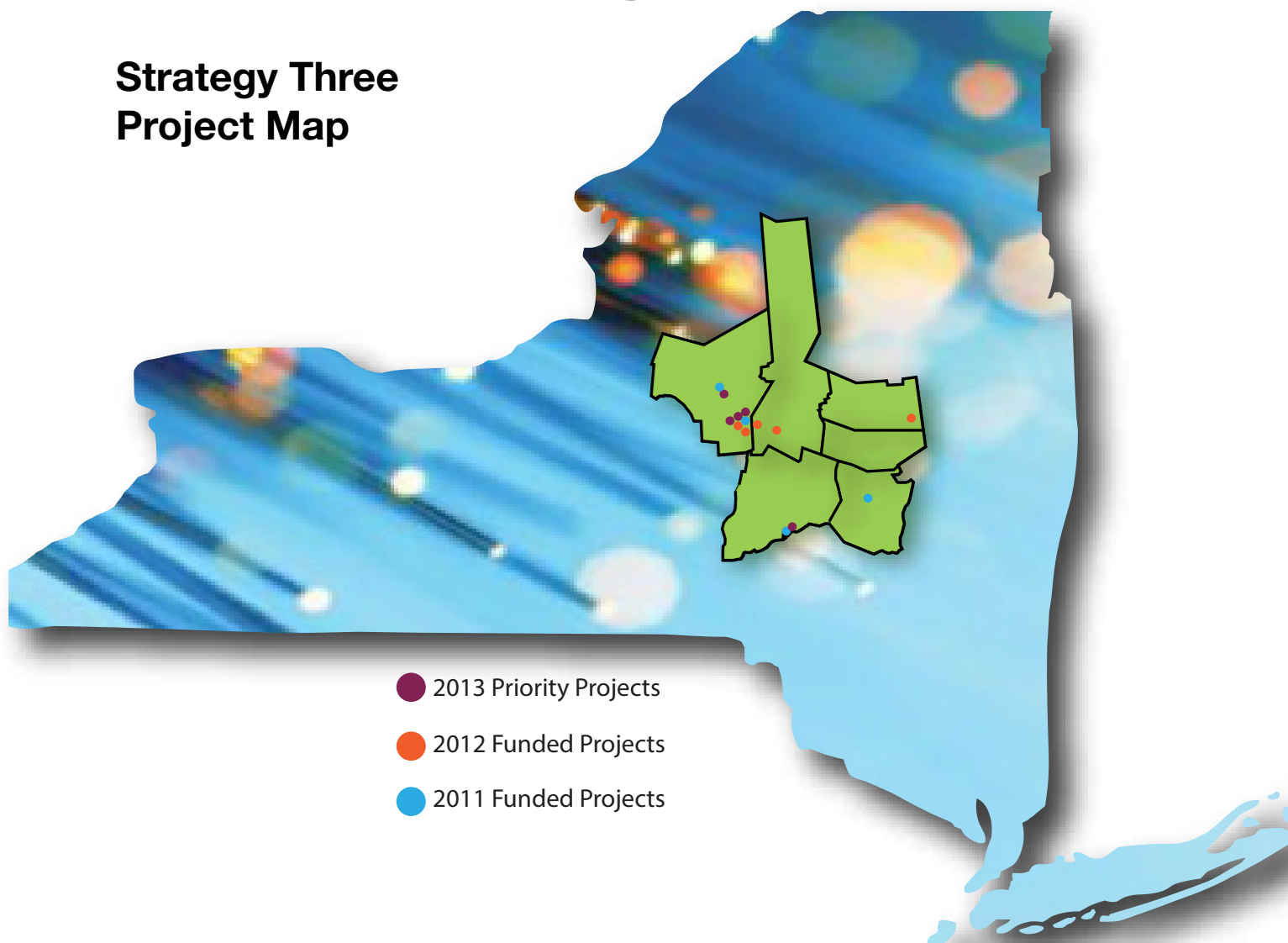
These investments helped to improve the Mohawk Valley's ability to build local entrepreneurship capacity by growing small and innovative businesses.



3. CREATE

Pathways to Innovation

Strategy Three Project Map



Round 3- 2013 Priority Projects

Project Name	County	Recommended Funding	Total Project Cost	Jobs (Created & Retained)
Northland Fiber Phase 2	Herkimer	\$73,000	\$365,000	-
GUSC PV Array @ USAFRL-Rome	Oneida	\$150,000	\$1,010,000	10 Const
Rome Cable PV	Oneida	\$150,000	\$5,800,000	20 Const
Griffiss Institute Expansion	Oneida	\$1,100,000	\$5,900,000	35 Const
Community Entrepreneurship Sandbox- MVCC	Oneida	\$56,000	\$280,000	20
Next Generation Genetic Sequencing- Masonic	Oneida	\$400,000	\$2,194,000	8 Ret
Totals		\$1,929,000	\$15,549,000	-

The Mohawk Valley Regional Council has recognized the necessity of innovation and entrepreneurship within a thriving economy. As a result, Strategy 3 – CREATE innovation enabling infrastructure – identifies ways to build local entrepreneurial capacity and enhance regional R & D strengths.

ACTION: Strengthen regional R&D capacity through education, facilities and funding

The Mohawk Valley has a proud history of research and innovation. The MVREDC has recognized this and has made progress in maintaining this tradition through a set of strategic actions set out in its original strategic plan. These actions have been realized through projects both within and outside of the CFA process.

Use colleges and universities as growth engines

Colleges and universities within the Mohawk Valley have the ability to act as catalysts for innovative research and entrepreneurial growth. The region's twelve higher education institutions are consistently engaged in collaborative partnership research initiatives that benefits not just the Mohawk Valley, but the entire nation and world. These institutions include SUNY IT at Utica-Rome, Utica College, Hamilton College, Mohawk Valley Community College, Pratt/MWP, Utica School of Commerce, St. Elizabeth College of Nursing, Herkimer County Community College, SUNY Oneonta, Hartwick College, Fulton-Montgomery Community College, and SUNY Cobleskill. These colleges are utilized as economic growth engines both within and outside of the CFA process.

From 2010 through 2012, faculty and students at SUNY Cobleskill utilized expertise in the area of biomass technology to provide engineering and financial feasibility technical assistance to entrepreneurs in rural New York. This program, the Technical Assistance for Customer-Sited Rural Biomass Energy Projects in New York State program, was implemented in collaboration with the New York Biomass Energy Alliance (NYBEA) and the New York, and provided assistance to entrepreneurs particularly within the biomass technology field.

Utica College's Cybersecurity, Economic Crime, and Criminal Justice Research and Learning Facilities are the home of three research institutes that offer student and professional research opportunities within the College's burgeoning Economic Crime and Justice Studies discipline. Aside from facilitating collaborative learning between students and professionals in these fields, the college's Economic Crime Institute (ECI) has created research opportunities through the establishment of the Computer Forensics Research and Development Center (CFRDC) and the Center for Identity Management and Information Protection (CIMIP).

2013 Public Outreach Highlights- Strategy 3

- Growing a culture of entrepreneurship. Participate in the efforts of Upstate Venture Connect, a nonprofit dedicated to accelerating high-growth entrepreneurship in new industries throughout the Upstate NY region.

The creation of the CFRDC is the result of a computer forensics study funded by the Air Force Research Laboratory at the Griffiss Business and Technology Park. The CFRDC "brings together key organizations from the military, law enforcement, commercial industry, and academe to help rapidly advance the emerging field of forensic information sciences". Today, its key partners include the Air Force Research Lab, The National Center for Digital Forensics Academics Program (CDFAE), WetStone Technologies, Inc., and the Utica Police Department.

Through Hamilton College's Levitt Research Group, students and faculty have initiated a research project in 2013 to adapt a water-collecting technique into an alternative energy-generating system. By modifying solar stills to incorporate water turbines, the research group sees this research as an opportunity to provide a "simple, low-maintenance, and self-sustaining" source of both water and electricity to those without adequate access, both in the U.S. and around the world.

At SUNYIT, the long-awaited Computer Chip Commercialization Center (Quad-C) is finally becoming a reality. Announced in 2009, and awarded \$15 million in CFA funding in 2011, this facility will contain over 50,000 square feet in cleanroom space, and will act as a business incubator to attract chip suppliers and contractors at SUNYIT. This \$125 million facility will bolster the college's place within the field of packaging and systems-on-a-chip technologies. It will act as a site for advanced research and development initiatives between SUNYIT, the College of Nanoscale Science and Engineering (CNSE), and global industry partners. In the Quad-C, researchers and industry partners will collaborate in the development and commercialization of nanotechnology. Construction is underway on the first phase of the Quad C, including a 210,000 facility with 55,000 SF of flexible clean room ready space that will support a consortium of companies and partners that will focus on packaging and systems-on-a-chip technologies. Total build out and fit out of this facility is estimated at \$500 M and will attract over 1,000 packaging and related industry jobs to help support economic development in the Mohawk Valley and strengthen SUNYIT's research and academic capacity.

CNSE's involvement at Quad-C will help ensure the sustainability of the facility, and can help enhance the research capacity of SUNYIT. This partnership will help build SUNYIT's academic and research programs to meet expectations and requirements of most leading technology firms that are being targeted for attraction within the region. The SUNY Board of Trustees action to allow CNSE to become a free standing SUNY Campus, provides CNSE with the flexibility of establishing new academic-industry and regional partnerships to leverage CNSE's successful business model for economic development. Nowhere in NYS is this opportunity more promising than in the CNSE-SUNYIT alignment that will create a new degree granting structure that will help enhance SUNYIT's undergraduate and graduate degree granting programs, and attract research activity that will help leverage the investment underway at the Quad C and the Marcy Nanocenter site

In the 2013 round of CFA funding, two priority projects have emerged that will utilize local colleges as growth engines. In

sector based in and around the Mohawk Valley.

Leverage key R&D institutions such as the Air Force Research Laboratory and Masonic Research Laboratory

The Air Force Research Laboratory (AFRL) is the technology development component of the Air Force Material Command and is responsible for providing the science and technology underpinning for all Air Force systems. The Information Directorate is located in Rome, NY and has the mission of leading the discovery, development and integration of affordable warfighting information technologies for our air, space and cyberspace force. AFRL- Information Directorate operated a world-class research facility with an annual budget of \$903.4 million and a workforce of nearly 1,300 civilian, military and industry employees. The region is recognized as a National Center of Excellence in Cyber and Information Technology Research and Development.

The primary goal of the Griffiss Institute (Rome, NY) established in 2002 is to advocate and facilitate the co-operation of private industry, academia and government in developing solutions to critical cybersecurity problems. Another goal is to build upon technologies under development at AFRL- Information Directorate. By partnering AFRL with private industry and academia the Griffiss Institute is able to facilitate and grow the technology base of the region. The Griffiss Institute provides a collaborative research environment accessible to AFRL as well as local business and academia with the goal of identifying new solutions in information assurance and the spin out of new business opportunities.

The Griffiss Institutes 2011 CFA project will create a new high speed network that is necessary for the types of research being conducted at the facility. Using this high speed connection to other key research institutions such as Brookhaven, Watson Labs and other University centers, the Griffiss Institute will have the ability to support ongoing research and development initiatives of AFRL. This upgrade has been instrumental in establishing cooperative research programs between AFRL and major defense contractors and universities including IBM and the University of Illinois Center of Expertise in Assured Cloud Computing.



Otsego County, Hartwick College will link its biotechnology courses and its economics and business programs by creating New York State's first Center for Craft Food and Beverage to provide education, testing, and business planning to the agribusiness, beer, wine, and spirits sectors. Through the Center for Craft Food and Beverage, the College will develop education programs in areas such as food and brewing science that meet specific workforce needs, and will provide research and marketing services while saving small businesses money and spurring innovation.

In Oneida County, Mohawk Valley Community College's partnership with NUAIR – a regional alliance of private industry, academic institutions and military assets and operations – will build on the unique expertise of the Air Force Research Lab and seek to develop a curriculum in Unmanned Aircraft Systems (UAS) training curriculum, which would be the only one of its kind in New York State and would help spur the growth of a UAS

1000

Technical Training to Individuals

18

Potential Licensees for Commercialization

19

Cooperative R&D Agreements

9

Educational Partnership Agreements

Strategy 3 Impacts

70

Businesses Introduced to AFRL

66

jobs created

44

retained through Microenterprise Programs

6

Entrepreneurship Programs

Coupled with this investment, the Griffiss Institute is being proposed for funding as a technology incubator and designation as a hot spot. In this action plan, the Griffiss Local Development Corporation (GLDC) has proposed to add 20,000 SF of technology space to the GI to support attraction of cyber and nano related businesses to capitalize on the strong base of cyber and technology jobs at Griffiss and the proximity to SUNYIT which is 10 minutes away and the opportunity that is available to foster collaboration in trusted computing and other synergistic technologies that would be part of the Quad C and Marcy Nanocenter.

The Central New York Alliance has been formed as a proactive organization to promote, strengthen and expand the cybersecurity base of the region including its cornerstone asset AFRL. The Alliance is a collaborative effort between businesses, academia, government agencies and community leaders who are focused on leveraging the existing information technology base and AFRL into new opportunities.

The Masonic Medical Research Laboratory (MMRL) is an internationally recognized biomedical research institute, with a focus in the field of experimental cardiology. MMRL has become an international center for genetic screening of cardiac arrhythmia diseases, and also works to develop safe and effective drugs for unmet medical needs. MMRL is also making progress in the creation of human models of disease at its recently inaugurated Stem Cell Center, which is focused on the development of innovative therapies and cures to heart-related diseases. Other research areas include molecular genetics and molecular biology. Through mentoring, fellowships, and both pre- and post-doctoral research training programs, MMRL provides an opportunity for students, scientists and physicians from all over the world to spend time contributing to the generation of knowledge and information necessary for development of medical cures and treatments. The economic impact on our region is estimated at \$35 million.

In the 2012 round of CFA funding, MMRL was awarded \$300,000, as part of a \$1.5 million five-year investment to study congestive heart failure. The project creates two full-time jobs and retains 40 full-time jobs. The total investment for the 5 year research project is \$1,505,398. MMRL's desire to expand its research capabilities continues into the 2013 round of funding, and the MVREDC has recommended \$400,000 in priority project funding to advance the institution's capacity in genetic sequencing. This project will allow for the purchase of new sequencing equipment, thus, helping this program stay highly competitive within the research industry, and will retain 8 full-time positions.

MMRL has acknowledged the possibility of this new sequencing program to stimulate and enhance some of the efforts of the nanotechnology sector in the Mohawk Valley. MMRL has proposed that a vibrant molecular genetics program will complement the investment being made at the Quad C facility at SUNYIT, creating synergy in the region's ability to attract a highly skilled workforce to our region.



Catalyze commercialization of knowledge through research-industry linkages

As Quad-C and the Griffiss Institute provide opportunities for the commercialization of research-industry partnerships in knowledge creation, several other linkages have emerged throughout the region that further help spur innovation.

In the 2012 round of CFA funding, PAR Government Systems Corporation was awarded \$50,000, as part of a nearly \$900,000 initial investment that establishes the C2IE Training Center of Excellence at the Griffiss Park in Rome. This project created a cyber security training will result in \$1 million in R&D investment over a five-year span, and identifies critical cyber security challenges facing the nation. This program also leads in training a local workforce that can resolve cybersecurity challenges. C2IE is an important project for local talent retention, as young engineering talent from area colleges such as SUNYIT, Utica College, MVCC, and Clarkson will be recruited to fill the five high tech jobs created.

Also in 2012, SUNYIT's Center for Global Advanced Manufacturing (CGAM) was established to support of innovative, advanced manufacturing in New York's Mohawk and Mid-Hudson Valleys. CGAM was created as a not-for-profit organization that will support manufacturing in the Mohawk Valley and Mid-Hudson regions through education and training for the State's manufacturing engineering workforce. The collaboration also provides technology and business support services to improve competitiveness, aiding the sector's growth and sustainability. This collective is comprised of SUNYIT, The Solar Energy Consortium (TSEC), Council for Industry (CI), Manufacturers Association of Central New York (MACNY), Hudson Valley Technology Development Center (HVTDC), Mohawk Valley Applied Technology Corporation (MVATC), and Mount Saint Mary College.

ACTION: Provide better access to capital/funding for small business development

The inability to acquire initial investment dollars is often a significant barrier for potential entrepreneurs. Thus, the MVREDC has sought to provide better access to capital and funding for



SUNY COLLEGE OF NANOSCALE
SCIENCE AND ENGINEERING



Transforming Ideas Profile

Hello Mohawk Valley — New York's Newest Partner in Nanotech Development

Governor Cuomo's policies have encouraged an economic renaissance in Upstate New York, led by the growth of high-tech research and the development of nanoelectronics manufacturing. In 2012, state funds are supporting construction of the Quad C/CAT Technology Center at SUNYIT in Marcy, placing the Mohawk Valley at the cutting edge of this new economy. The fully equipped clean room will attract corporate partnerships, academic research, and additional investment opportunities focused in packaging and systems-on-a-chip technologies. This \$125 million project is expected to leverage additional resources and create approximately 1,000 jobs.

In 2013, the Fort Schuyler Management Corporation requests funds to establish the Center for 21st Century Workforce Education and Innovation (C-21) at Quad C. As a high tech training facility, C-21 will harness the research at SUNYIT and similar facilities to the economic engine of nanotech development. For current and new residents of the Mohawk Valley it will mean tremendous opportunities for career development and training for nanotech workers. For our region it will establish the high-tech training facilities and the programs necessary to support one of New York State's most lucrative and growing industries.

small business development. Progress made to reach this goal has been made mostly through the CFA process.

In the 2011 round of CFA funding, two local microenterprise assistance programs were established to support small business start-ups. Schoharie County's Microenterprise Assistance program was established and funded at \$200,000, with a goal to assist those businesses and entrepreneurs affected by Tropical Storms Irene and Lee. This program succeeded in assisting at least 5 businesses, and retaining 10 jobs. Similarly, the City of Oneonta's Microenterprise Assistance program was established and funded at \$200,000 in order to assist at least 7 micro-businesses in the City and create 12 jobs.

As a result of the 2012 round of CFA funding, three more microenterprise grant programs and one revolving loan fund were established in the Mohawk Valley. Utilizing a pot of Community Development Block Grant (CDBG) money, the MVREDC approved funding for Microenterprise Grant Programs in Fulton, Oneida, and Otsego Counties, with each funded at \$200,000. These programs are anticipated to create around 40 new full-time jobs.

Additionally, \$50,000 was awarded to continue funding for the Herkimer County IDA's Small Business Revolving Loan/Grant Program. The awarded funds are being given to small businesses in Herkimer in the form of \$2,000 grants or low interest loans, while businesses infuse at least \$2,000 in cash equity for eligible projects.

In the 2013 round of CFA funding, a region-wide microenterprise program has been proposed by the Mohawk Valley Economic Development District to provide better access to capital in rural areas in the Mohawk Valley region. The Rural Community Improvement Program (RCIP) focuses on providing financing toward community and business development projects in the region. The RCIP would provide grant and loan funds for improvement activities for small businesses with less than 5 employees and are located in communities with populations under 10,000.

ACTION: Improve the region's entrepreneurship

Beyond better access to funding, the MVREDC has acknowledged the need to improve the region's entrepreneurship through physical and interpersonal networks. Several projects, both within and outside of the CFA process have been instrumental in the advancement of this regional goal.

Build entrepreneurial networks

Several physical infrastructure projects have been funded and carried out over the past two years to help build greater information-carrying capacity in the broadband networks that allow businesses and entrepreneurs to communicate faster.

Northland Communications, based in Oneida County, has taken an early lead in expanding broadband networks to local businesses throughout the Mohawk Valley. In the 2011 round of CFA funding, this company was awarded more than \$700,000 to design, build, and maintain a fiber optic network that extends from the Village of Herkimer in Herkimer County to the Town of Verona in Oneida County. The goal of the project

was to provide improved telecommunications services to private businesses currently lacking sufficient service. In the 2013 round of funding, the MVREDC has recommended another Northland application as a priority project. This round, a total investment of \$365,000 will be used to expand their network into the Herkimer County communities of Mohawk, Ilion, and Herkimer.

In March 2013, Governor Cuomo announced nearly \$3 million in funding for three other internet access projects in the Mohawk Valley region. The Otsego County Wireless Network project will partner with a last-mile provider to provide open access wireless broadband to 24 towns, 9 villages and 1 city in Otsego County, serving approximately 4,500 businesses and 300 community anchor institutions. In Herkimer and Hamilton counties, Newport Telephone Company was awarded to implement its Broadband 1 project, which will leverage existing infrastructure to provide broadband service to 230 residents, businesses and community anchor institutions. Lastly, the MARK Project Inc. – serving communities in the Mohawk Valley, Capital District, and Southern Tier – will deliver telecommunications services, including broadband, to 900 residents, businesses, and anchor institutions.

Foster an entrepreneurial community and culture

Through several initiatives being taken by local community organizations, the Mohawk Valley region is building interpersonal networks and fostering a more entrepreneurial community and culture. At Mohawk Valley Community College (MVCC), the Young Entrepreneurs Academy is hosted each year and takes middle and high school students through the processes of launching and running their own real businesses.

Also in Oneida and Herkimer Counties, Mohawk Valley EDGE hosts an Entrepreneur EDGEducation Success Series and EDGEccelerator Business Competition each year for start-ups and current businesses that have a project and a strong business plan. These programs help individuals fine-tune business plans, network with peers, and build an ecosystem for success. The winner of the business competition receives a cash grant of \$20,000, and other businesses in the competition become eligible to receive a loan of up to \$50,000.

In the 2013 round of CFA funding, the MVREDC has recommended an application from MVCC as a priority project, which would establish an Entrepreneurship Sandbox in downtown Utica. This project fosters a culture of entrepreneurship by building mentoring relationships, focusing college students and refugees on entrepreneurship as a career choice, and helping to build professional networks. This project will also include a Refugee Sandbox Program, which will reach out to young refugees to help nurture start-up ideas based on global experiences. The Refugee Sandbox will also link to microenterprise funding streams. The goal for MVCC's Sandbox program is to attract more than 40 participants each year, which would spin off more than 10 startups.

MVREDC Incubator & Innovation Hot Spot



Strategic Plan: The Griffiss Institute (GI) was established in 2002 as a nonprofit corporation to advocate and facilitate the co-operation of private industry, academia and government in developing solutions to critical cybersecurity problems. Today the GI is recognized leader in cybersecurity with the vision of creating a “Cyber Center of Excellence.” They are also a major player in technology transfer, training, education and economic development in the Mohawk Valley with approximately \$1.6M in revenue for 2012.

In 2007 the GI opened a business incubator dedicated to high tech business development specifically focused on information technology, information assurance and computer security. This incubator fills a unique void, as it is the only incubator in the Mohawk Valley. The GI is a member of the NYS Business Incubator Association and the National Business Incubator Association. The strategic plan of the GI has evolved over time to leverage their Partnership Intermediary Agreement (PIA) with the Air Force Research Laboratory (AFRL). The GI serves to transfer technology from the Air Force to incubator clients for commercialization as well as fostering contractual relationships with AFRL to develop new technology products; and leverage the technology developments from the local tech community at Griffiss Business Park and the newly established QUAD C at SUNYIT. The Incubator can house 5-6 new start-ups and serve as a “landing zone” to enable existing businesses to establish a presence at Griffiss Park and build capacity near AFRL.

The GI is affiliated with the AFRL Information Institute with its network of 60 college and universities, as well as a Memorandum of Understanding with Mohawk Valley Community College, a Cooperative Research and Development Agreement with AFRL and SUNYIT, and Herkimer County Community College. The GI currently facilitates a PhD program with Clarkson University.

Track Record:

200 Classes Offered, 1000 Individuals Trained from over 50 Companies, 70 New Small Businesses Introduced to AFRL, 50 Facilitated Cooperative Research and Development Agreements, 50 New Educational Partnership Agreements, 18 Potential Licensees Identified for Commercialization, Successful Start-ups: AIS, CUBRC, Everis, Cyber Defense Institute, Greenview Energy Management Systems, Agile Technical Solutions, Quanterion Solutions, JADCO Signals

New & Expanded Services: Expanded building footprint, collaborative lab space, lower cost of space rental, entrepreneur in residence among many others





Strategy Four Overview:

- A key pillar of the MVREDC strategy is to focus investments for projects that will reclaim and help revitalize the communities that make up the MV Region.
- Many of these communities were once centers of industry and commerce that have suffered from a loss of manufacturing jobs, population decline and weakened tax bases. Downtowns and Mainstreet areas reflect a once thriving part of the fabric that defined communities within the MV Region. Former industrial sites are now often grim reminders of what was once a rich manufacturing heritage and reuse of these properties are hampered by environmental contamination and weakened commercial real estate markets that make redevelopment economically challenging.
- Key waterfront areas that were once part of the region's manufacturing heritage are now positioned for new development opportunities as residential, commercial, mixed use and recreational opportunities that can bring population back and redirect commercial and residential development to support smart growth policies and build sustainable communities.

• This strategy is being advanced through regional efforts to promote Main Street Revitalization Programs, development of and implementation of Brownfields, waterfront development initiatives, renovation and adaptive reuse of existing commercial buildings for residential, commercial and innovation economy uses and investment in pivotal regional civic facilities to help promote the revitalization of communities.

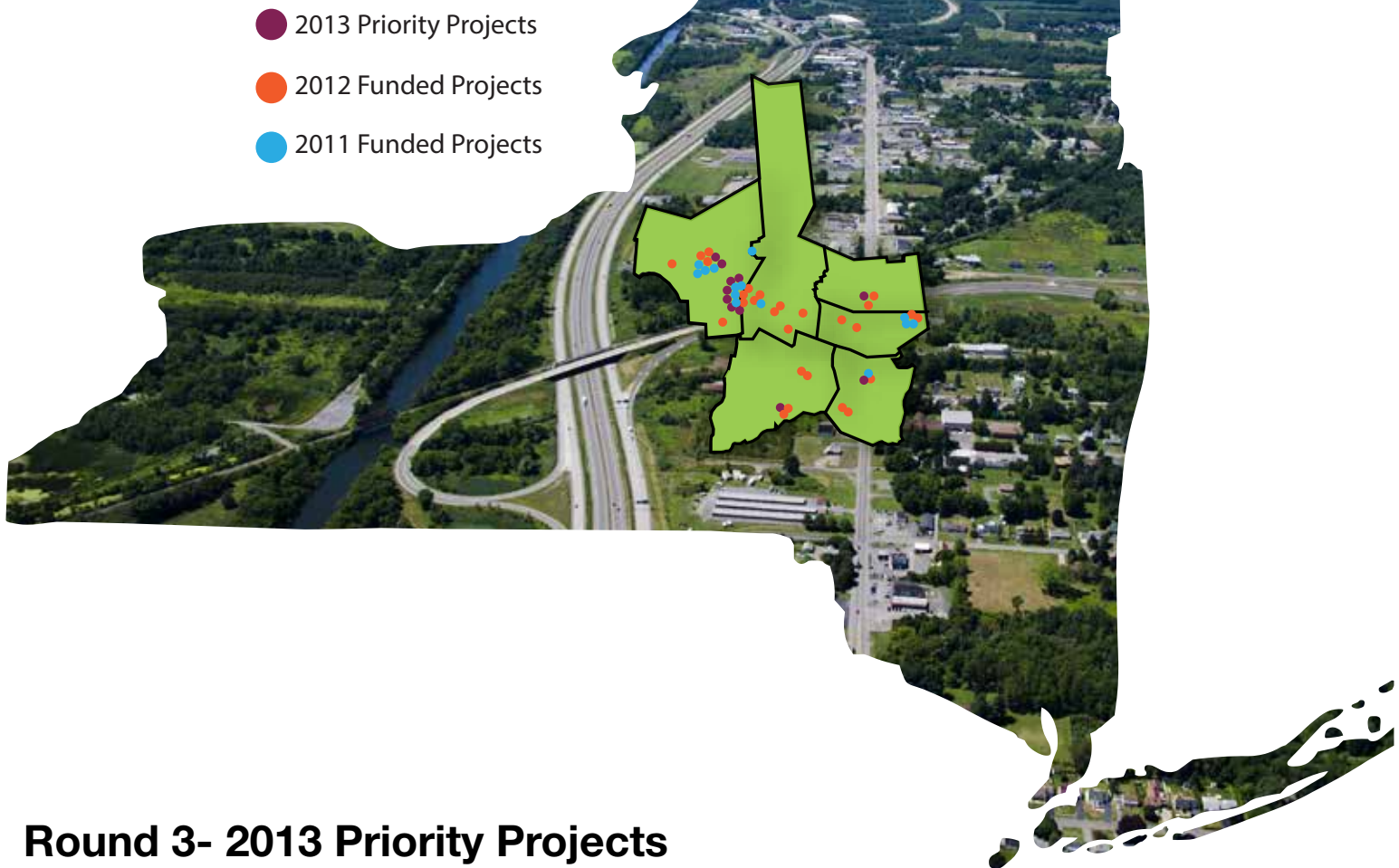
2012 and 2011 funded projects:

- Leveraging \$31 million in state funds
- Created \$158,375,908 of investment
- Reduced energy consumption equivalent to removing 2,150 cars from the road
- Reused over 500 acres of land.

These targeted investments have positioned the region to attract new private investment, support job creation efforts, upgrade aging infrastructure, improve system capabilities and optimize the use of key physical assets.

4. REVIVE Infrastructure

Strategy Four Project Map



Round 3- 2013 Priority Projects

Project Name	County	Recommended Funding	Total Project Cost	Jobs (Created & Retained)
Mohawk Valley Community Improvement Fund	ALL	\$1,775,000	-	-
Hampton Inn and Suites Amsterdam	Montgomery	\$900,000	\$5,800,000	25
Marcy Sewer Interceptor Phase 2	Oneida	\$700,000	\$3,500,000	25 Const
Marcy Nanocenter Development	Oneida	\$3,250,000	\$1,500,000,000	1000
Utica Auditorium Upgrade Project	Oneida	\$734,294	\$7,000,000	8
Union Station REA Phase 2	Oneida	\$200,000	\$1,023,900	-
Utica CSO Control Project A8	Oneida	\$1,300,000	\$11,660,000	-
Utica Harbor Point	Oneida	\$5,000,000	\$36,000,000	70
The Utica Landmark Project (HSBC Bldg)	Oneida	\$400,000	\$2,000,000	25
Oneonta Southside Water Project	Otsego	\$500,000	\$8,808,000	-
Matthew Dann Oneonta- HDB Realty	Otsego	\$432,000	\$2,160,000	1
Water Supply Improvements Project- Cobleskill	Schoharie	\$300,000	\$1,500,000	5 Const
Totals		\$15,491,294	\$1,579,451,900	1129+30 Const

Much of the growth and development we have experienced across New York State creates higher costs to governments and taxpayers, significant damage to our environment, and stark inequities—not to mention visual pollution and loss of our historic resources. This has impacted each of New York's ten unique regions.

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

A key component of the MVREDC implementation strategy is to promote sustainability by making key investments in existing infrastructure assets. The MVREDC wants to get the most out of State and Local investments, ensure that investments and resources are used wisely, and that improvements are made where it makes the most sense, by not duplicating or undermining previous expenditures.

The Marcy Nanocenter at SUNYIT sewer interceptor upgrade is utilizing 2011 CFA funding to replace an existing sewer collector pipe with new pipe, thereby increasing capacity within the system, which is necessary to accommodate growth at the SUNYIT campus (Quad C) as well as in furtherance of the development of the site by a semiconductor end user. The project also alleviates stress at the Oneida County Sewage Treatment Plant, providing additional environmental benefits to the City of Utica, as well as any other system connected to the plant.

A joint venture between the cities of Gloversville and Johnstown in the 1970s resulted in the creation of a joint wastewater treatment facility. 2012 CFA funding resulted in the completion of a multimillion dollar investment in the facility in order to accommodate existing growth and future expansion at Fage Yogurt. The project also expanded an already thriving anaerobic digestion system. The majority of wastewater that is conveyed to the facility is treated biologically by aerobic microorganisms. Anaerobic microorganisms convert high strength waste (predominately cheese and yogurt whey) to biogas, a renewable blend of approximately 50% methane and 50% carbon dioxide. This liquid is pumped to the digester 24-hours per day, 7-days a week for consistent biogas generation. Last year the facility met 100% of its electrical needs through anaerobic digestion.

ACTION: Leverage the region's waterfront and canal corridor assets

The small cities and towns of America, like their larger counterparts, have changed dramatically over recent decades. Nowhere is this more apparent than along the harbor or riverfront where many of these towns grew up. A generation or two ago, a "walk down to the docks" was a descent into a netherworld—a land where the odors of mills and manufactured gas mixed with the decaying smell of a polluted waterway. Few frequented a working waterfront who did not have business there. Today, these working waterfronts have virtually disappeared. Most of the mills have closed, the barges no longer call, and the harbors are either contaminated, in disrepair, or both. Often only remnants of the past remain—old pilings, marine railways, concrete foundations, and rust-



ing boilers and other equipment. Today's waterfront is often a source of embarrassment to many small towns and cities, so they have turned their backs on it, and allowed it to be reclaimed by natural overgrowth.

The MVREDC recognizes that in some of its communities, waterfronts and canal corridors have been preserved and are a great source of pride. While a closer look at the rest of the region's waterfronts turn up many unrealized opportunities for revitalization—improvement of public access, creation of new economic activity, the restoration of historic structures and sites, and the general creation of new life and energy. The MVREDC has made it a goal to both assist in the expansion of thriving waterfronts, and provide new opportunities at waterfronts and canal corridors that are currently underutilized.

The City of Rome is nearing completion of the Rod Mill Re-use Strategy – a multi-phase BOA Implementation Strategy that includes remediation and redevelopment of seven acres along the Erie Canal. The Rome Navigation Center, a 2011 CFA Project, will serve as the project anchor. Surrounded by green infrastructure, new parking, docking, and boat launch facilities, the Rod Mill project is a collaborative effort by the Department of State, Canal Corporation, and Environmental Facilities Corporation. The project presents a gateway to the Little Italy Colonnade (2012 CFA Green Infrastructure Project) and downtown Rome.

The Village of Mohawk is in the process of designing and constructing a kayak/canoe launch along the Erie Canal, which will include parking amenities and wayfinding signage. The boat launch will provide connectivity with the launch at Frankfort, and will serve as a catalyst for the future development of a blueway trail along the canal. The project is a key part of the Village's 2012 Master Plan, which includes recommendations

for the expansion of recreational opportunities along waterways. The project is utilizing 2012 CFA funds provided by the NYSDOS.

In 2013, the City of Utica, in partnership with National Grid and supporting investments from the private sector, is requesting CFA funds in order to make a transformational improvement to Harbor Point. The project, which includes \$36,000,000 in total investment would provide much needed development opportunities along the Harbor and foster the creation of new economic activity in the Mohawk Valley region's largest urban center.

The Utica Harbor is a historical landmark along the Erie Canal that is waiting to be recognized and utilized as a destination attraction. A vestige of the great NYS Canal System during the "Barge Canal" 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. The project is a critical part of larger efforts to cleanup and redevelop the underutilized harbor area for public use and private investment. The Harbor Master Plan, due this Fall, will incorporate stakeholder and public input, existing conditions, and results from a market/real estate analysis. On the west side of the harbor, National Grid is nearly completed with remediation of over 100 acres of land at the former manufactured gas plant site.

ACTION: Redevelopment of urban centers and main streets

Over the past 30 years, the way communities think about their main streets has changed dramatically. Cities and towns across the nation have come to see that a prosperous, sustainable community is only as healthy as its core. The MVREDC believes that the region's main streets are the core of our collective community. Our main streets tell us who we are and who we were, and how the past has shaped us. Our main streets are the places of shared memory where people still come together to live, work, and play.

In 2012 Otsego County took the lead on applying for, and receiving, funds for the establishment of a regional Main Street coordination program. The genesis of that program was the hope on the part of MVREDC members that there could be region-wide planning and vision building in terms of what makes a "Mohawk Valley Main Street". Though it is still in its infancy, the hope is that the coordination effort will produce resources and guidance that any municipality or community development organization in the Mohawk

Valley can utilize as a basis for redevelopment.

Successful CFA main street project applications in Little Falls, Mohawk, Amsterdam, Utica, Rome, Oriskany Falls, Waterville, Cooperstown, Jefferson, and Oneonta over the course of the last two years have come in a variety of shapes and sizes. From single facility improvements to historic structures (Oriskany Falls - Old Stone Church), and more comprehensive revitalization efforts (Little Falls), to green infrastructure improvements that both beautify and improve sustainability (Cooperstown, Utica and Rome) and even micro-enterprise programs designed to foster reinvestment - the Mohawk Valley has taken a comprehensive and approach to driving reinvestment in its community centers. Yet, regardless of size and scale, all main street projects have had the same intent - to restore, promote, and restructure the the heart of our region, with the hope of providing new economic development opportunities.

In 2013 round of CFAs, American Hotels and Hospitality Management LLC have proposed the retrofit of a downtown Amsterdam hotel that is currently underutilized. The project would include \$5,500,000 million in total investment and would serve as a catalyst for further redevelopment. Likewise, in downtown Utica, Primo Property Management LLC is requesting funds for the overhaul and revitalization of a historic building that is currently underutilized and in disrepair. The company recently purchased the property and is planning a multi-phase rehabilitation of the 80,000 square foot abandoned building - resulting in quality housing, job creation and new downtown activity. The first floor will house a food service outlet, along with multiple commercial tenant spaces. The second and third floors will include twenty-five loft style urban apartment homes. The roof will provide greenspace for the tenants and a public rooftop bar and lounge. The plan also includes an enclosed parking structure at the rear of the building for premium tenant parking.



Mighty Waters Working Group

Governor Cuomo created the Mighty Waters Working Group in 2012, an inter-agency working group to promote economic development, community revitalization, environmental sustainability, and flood hazard risk reduction in the Mohawk River Valley. The multi-agency working group is being co-chaired by Secretary of State Cesar A. Peralles and Environmental Conservation Commissioner Joe Martens. The Working Group's efforts related to economic development and community revitalization are being coordinated by the Department of State, and those related to environmental sustainability and flood hazard risk reduction are being coordinated by the Department of Environmental Conservation. The efforts of the Working Group span counties of the Capital Region and Mohawk Valley Regional Economic Development Councils, and are intended to support Congressman Paul Tonko's Mighty Waters Initiative and complement the work of both Economic Development Councils.

Elements of the Working Group Strategy

A key product of the Working Group will be a unified strategy which identifies priority projects and actions needed to promote the four core elements of the initiative – economic development; community revitalization; environmental sustainability; and flood hazard risk reduction. The strategy will also establish a pipeline of priority projects and actions needed to support the Capital Region and Mohawk Valley Regional Economic Development Councils. The Economic Development and Community Revitalization elements will identify priority projects and actions needed to revitalize and redevelop downtowns, waterfronts, and brownfield opportunity areas; enhance waterfront access and connectivity between communities; and strengthen the ability of communities to take advantage of heritage-related tourism opportunities for communities along the Mohawk River and its confluence with the Hudson River. It is anticipated that many of these projects have already been identified through existing State programs, such as the Local Waterfront Revitalization Program and Brownfield Opportunity Areas Program.

The Environmental Sustainability and Flood Hazard Risk Reduction elements will identify current threats to water quality, fish and wildlife resources, and community vulnerability to flooding. Initially, these elements will be focused on the Mohawk River watershed. Priority actions will focus on assuring environmental protection and addressing flood risks to communities and infrastructure through administering grant

programs, research, awareness education, and proper ecosystem management, among others. It is anticipated that future priorities will be identified through existing programs, such as the Mohawk River Basin Program, Division of Water and Division of Fish, Wildlife, and Marine Resources. The process of implementing the Mohawk River Basin Action Agenda will focus actions needed to address these elements and will include short- and long-term strategies for action.



Organizational Structure

Preparation of the Mighty Waters Strategy will be overseen by the Working Group, coordinated by the Departments of State and Environmental Conservation, which will include the following additional State agencies:

- Empire State Development Corporation
- Department of Agriculture and Markets
- Canal Corporation
- Office of Parks, Recreation and Historic Preservation
- Department of Transportation
- Department of Health
- Hudson River Valley Greenway
- Albany Port District Commission
- NYSERDA
- Division of Homes and Community Renewal

In addition, the Working Group will include representation from the business community, local governments, academic institutions, federal agencies, and non-governmental organizations, including, but not limited to, the following:

- Federal agencies, such as the Army Corps of Engineers and Fish and Wildlife Service
- Capital District Regional Planning Commission
- Herkimer-Oneida Counties Comprehensive Planning Program
- Hudson/ Mohawk Industrial Gateway River-spark Heritage Area
- Erie Canalway National Heritage Corridor Commission
- Capital Region and Mohawk Valley Economic Development Councils
- Municipal leaders
- University representatives
- Other member organizations of the Mohawk River Basin Steering Committee

Recognizing the distinct subject matter for each of the four elements, other stakeholders may be invited to participate as priority actions are identified and implemented. It is implicitly understood, however, that the four elements are indeed inter-related and coordination among the work group members is necessary.



**LULC-1,
LULC- 3,
LULC- 4**



T-1, T-5



**WM-2,
WM-3**



ED-4, ED-6

Sustainability Goals

Downtown, Waterfront, & Brownfields

In most of our urban centers, these are one in the same. Mohawk Valley communities are reinvesting in their urban cores while taking measures to protect farms and forests. During the first two CFA rounds, the Valley used creative funding sources to rehabilitate dozens of vacant, underutilized, contaminated, and historic properties in mixed-use districts in Utica, Rome, Cooperstown, Oneonta, etc. Transportation and utility efficiency are proportional to building and population density in urban centers; as is the quality and availability of viable agricultural lands. Cities, towns, and villages in the Mohawk Valley are shifting the trend from Sprawl to Smart Growth by investing in green infrastructure, adaptive reuse, and infill development to facilitate new businesses, housing, and tourism. HCR's NY Main Streets Program, EFC's Green Innovation Grant Program, and the Department of State's Brownfield Opportunity Areas Program are providing the resources to communities to build, innovate, and thrive. This translates to better land-use policy, more vibrant urban centers, and new investment.

Mohawk Valley Community Improvement Fund

Mohawk Valley Community Improvement Fund is proposed as a capital grant fund to support sustainable implementation projects throughout the region, focusing on investments in Brownfields, Main Streets, Waterfronts and Business Parks. The purpose of the fund is to deploy the necessary infrastructure to cultivate new opportunity and investment in targeted opportunity areas, urban centers, and business parks.

Project selection for Community Investment funds will build upon the model developed by the County Liaison Committee, whereby local officials communicate the infrastructure needs, growth opportunities, and critical site development components that are required to attract and assist small businesses, industrial development, and new construction in strategic target areas.

- Maximum Grant Amount of \$400,000
- All projects will require a demonstrated 50% equity
- Projects should be implementation-ready (design & construction documents)
- Projects should advance an MVREDC Strategy (GROW, BUILD, CREATE, REVIVE, FORGE)
- Projects should align with MV Sustainability Plan goals

MAIN STREETS/DOWNTOWNS

The core tenets of Strategy Four – REVIVE – are to promote new investment on our Main Streets. Spatial efficiency demands high-density, high-value development in our urban centers that follow a community's design standards. Private sector investments in adaptive reuse blighted structures, vacant lots, and streetscapes to provide energy efficient, modern commercial and residential opportunities are a vital component of reviving our downtowns.



BUSINESS PARKS

Economic Developers across the region have engaged in masterplanning and made strategic investments in infrastructure to position business parks in the Mohawk Valley for growth in the new economy. In a global economy, site selectors are presented with hundreds of options in dozens of countries to locate transformational projects. In many cases, one critical piece of infrastructure can make the difference. Funds will be made available to sustainable development scenarios that result in new construction and job creation.



WATERFRONTS

The Mohawk Valley is rich in water resources. Most of our communities were built on and around our rivers, lakes, and canals, so it is no coincidence that our waterfronts are strewn with former industrial facilities and aging infrastructure. The latter half of the century has betrayed a cycle of disinvestment and loss of vigor along our rivers and canals – largely due to urban blight, vacant structures, and environmental contamination. Recognizing that waterfront property carries the greatest potential for high-value development, communities have engaged in comprehensive planning, analysis, and cleanup efforts to reverse this trend.

Communities that have completed Brownfield Opportunity Area strategies, Local Waterfront Revitalization Program plans, and Environmental Restoration Programs are poised for project implementation and structuring public-private partnerships to reconnect our waterfronts to our urban centers.





Gloversville - Johnstown Joint Wastewater Treatment Facility

Transforming Ideas Profile

The Roots of Economic Growth — Building Essential Infrastructure

Fage USA is a prime example of how one company's success can be the catalyst for growing new industry clusters — if the infrastructure is there to support it. The 2012 grant for the Gloversville-Johnstown Joint Waste Water Treatment Facility (WWTF) is an example of the public/private partnerships that help strengthen the Mohawk Valley economy. The Fage USA yogurt manufacturing facility in Johnstown is planning to enlarge its plant and expand production. The expansion will significantly increase the discharge of wastewater. Current plans for the WWTF include construction of sewer piping, an equalization tank, process tanks, pumps, and other equipment to treat this wastewater in an energy-efficient process. Fage's prospective \$150 million manufacturing expansion rests on these wastewater improvements.

The Fage project will create dozens of construction jobs and the expanded facility will generate at least 100 permanent jobs. The initiative is expected to stimulate regional agriculture as Fage purchases more milk, and is part of Fulton County's larger strategic plan to develop more agriculture-based industries. The WWTF will also benefit the local environment through extending the continued protection of Cayadutta Creek, the receiving waterway. This partnership will enhance the Mohawk Valley economy at the same time as it improves regional infrastructure and protects our natural resources.



Strategy Five Overview:

- Forging partnerships and enhancing regional collaboration efforts are key to modernizing governmental structures through government consolidation shared services, and use of technology to deliver governmental services more effectively and through a more efficient use of tax dollars.
- In addition, regional efforts to create new structures that will support regional economic development efforts and enhance investments that will better enable the region to compete in a global economy should also be advanced and supported. Regional efforts to develop innovative financing approaches for transformational initiatives through PILOT Allocation Financing Agreements are also key to enabling regions to build new economic development initiatives.

2012 funded projects:

- Leveraged \$370,000 in state funds for two projects



5. FORGE

Partnerships

Strategy Five Project Map

- 2013 Priority Projects
- 2012 Funded Projects
- 2011 Funded Projects



An essential component to the economic revitalization of the Mohawk Valley includes the modernization of current government configurations and an increase civic effectiveness. If a fragmented approach to service provision and business assistance continues, resources will be wasted, and economic development opportunities may be lost.

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

Over the past two years, progress has been made in modernizing governmental structures through consolidation and shared services. In 2012, Oneida County received a \$600,000 grant from the state to consolidate 911 services with the municipalities of Utica and New Hartford. In its first year, the consolidation was expected to save more than \$600,000 in taxpayer money, while increasing coordination between emergency responders.

In the past year, the Mohawk Valley region also saw voters approve the merger of four school districts into two new districts. In Herkimer County, Central Valley School District was created in spring 2013 after voters from the villages of Ilion and Mohawk overwhelmingly approved a merger between central school districts. The new Central Valley Academy opened to students September 2013. In Montgomery County, voters from the Oppenheim-Ephratah and St. Johnsville School Districts approved a merger between the schools in December 2012. This vote created the new OESJ Central School District, which also opened to students September 2013.

In higher education, SUNY Cobleskill and Fulton-Montgomery Community College (FMCC) recently teamed up to create a new Weekend College Partnership. In May 2013, representatives from each institution signed the Memorandum of Understanding for Seamless Partnership Program, which allows graduates from FMCC to enroll in baccalaureate programs at SUNY Cobleskill. The colleges will also provide weekend classes in baccalaureate programs at FMCC.

FORGE

was seen as the least important
of the five strategies by the Council

As a result of the 2012 round of CFA funding, the Mohawk Valley's Cleaner Greener Communities Phase I- Regional Sustainability project came to life, which develops a Regional Sustainability Plan for the Mohawk Valley region. This plan will establish a sustainability baseline and will assess sustainability indicators throughout the community. The plan's goals will address energy efficiency, renewable energy, and reducing carbon emissions. Once the plan is completed, it is intended to inform municipal land use policies, guide regional infrastructure investments, and identify actions to reduce greenhouse gas emissions.

The 2012 CFA round also awarded funds for Mohawk Valley's Planning for Mohawk Valley Main Street Program. Through this project, a Regional Main Street Coordinating Program will be established – with a focus on traditional commercial downtowns – to help revitalize communities located along the Erie Canalway National Heritage Corridor, Mohawk Valley Heritage Corridor, the Mohawk River, Otsego Lake, and the Susquehanna River. This coordinated effort will establish standards and guidelines for revitalization that can be utilized by any community in the region.

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

Transformational economic development initiatives often require the coordination and cooperation of multiple govern-

ment and civic entities. One such example of this happening is the development of the Marcy Nanocenter in Oneida County.

The MVREDC 2012 Action Plan referenced an innovative tax base sharing proposal that would include adoption of a Master PILOT Agreement encompassing the entire Marcy Nanocenter site. The Agreement would include an Allocation agreement that would dedicate a majority of the PILOT proceeds as a revenue stream to finance certain improvements and capitalize two funds that are targeted for overarching regional needs that extends beyond the corporate boundaries of the town of Marcy.

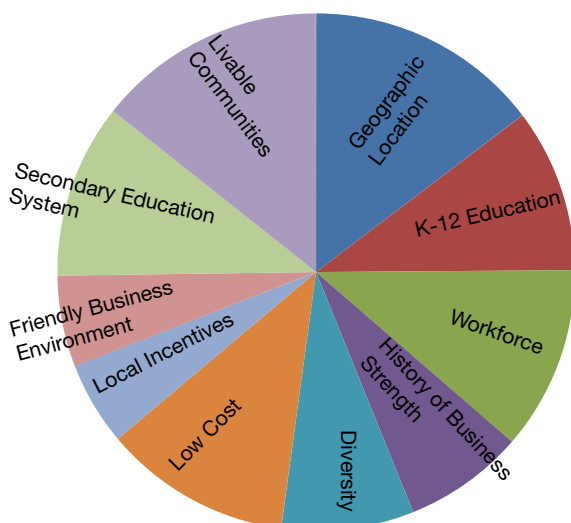
The Agreement Approving PILOT Terms and Allocating PILOT Payments identified in the 2012 Action Plan has been approved between the Oneida County Industrial Development Agency, Mohawk Valley EDGE and the various taxing jurisdictions including: Oneida County, Whitesboro Central School District, Town of Marcy, Maynard Fire District and Dunham Public Library District. The Agreement encompasses the Marcy Nanocenter at SUNYIT site and would run for a period of 49 years for each phase of development, on what is anticipated to be a multi-phase development project to achieve full build out of the site.

This agreement, which has been approved and executed by the parties, accomplishes the following objectives:

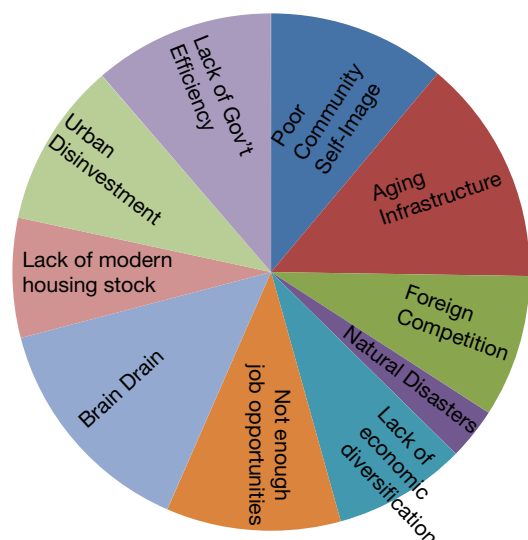
- Streamlines the site selection decision making process, which is critical for projects with sensitive "time to market" schedules.
- Predetermines the method of calculating real property tax assessments for unique and specialized facilities.
- Recognizes the intensely competitive and incentive driven requirements of the industry and how the region needs to differentiate itself from the competition.
- Provides certainty to end users who locate at the Marcy site and taxing jurisdictions on what they can expect to

For the first time, we surveyed the Council Members about their perception of the region's greatest strengths and biggest threats to economic success:

Strengths



Threats



receive in PILOT payments.

- Leverages a currently tax-exempt site for transformational economic development.
- Is a creative financing vehicle that also addresses overarching regional needs to enable STEM education and upgrading an aging sewer system within the sewer district, in addition to providing a revenue stream that will amortize project debt for site development, infrastructure development and reimbursement for job training and workforce development activities.

The Agreement is structured so that facilities are assessed based on a formula that establishes a per square foot value set forth in the agreement for the various types of facilities that would be built (e.g., Semiconductor fabrication facility, offices, technology manufacturing and ancillary warehousing). That per square foot value which is contained in the agreement is multiplied by the square footage for each type of facility to generate the assessed valuation factor. The derived assessment is then multiplied by the applicable tax rate (inclusive of special district taxes) to arrive at the total PILOT Obligation that would be due and owed.

That number is then subject to the Allocation Agreement which by contract generates a portion of the PILOT to the taxing jurisdictions with the balanced allocated in accordance to the following order of priority:

1. Allocation to Affected Taxing Jurisdictions Fund
2. Payment to Town of Marcy Community Host Fund
3. Deposit of funds into NYS Refundable Equity Investment Fund to amortize upfront investment by NYS to help advance the development of the site.
4. Deposit of funds into the MNY-SUNYIT Project Development Fund to amortize debt incurred through Mohawk Valley EDGE as project developer to support site and infrastructure improvements for the project.
5. Deposit into the EDGE Project Related Debt Service Fund to cover other project improvements

that are financed in support of the project and including reimbursement of job training and workforce development activities for the end user(s), and establishing dedicated regional funds for STEM Education Initiatives in Oneida County and the Oneida County Sewer Fund to support sewer improvements that will help boost sewer and wastewater treatment capacity and reduce CSO discharges.

ACTION: Achieve cross-sectoral partnerships and build broader institutional capacity

When partnerships between the public, private, and/or non-profit sectors develop, the result is often a greater capacity – fiscally and organizationally – to achieve shared goals. One such example of this occurred in 2012, with the merger of Fulton County and Montgomery County Chambers of Commerce. Upon merging, the new Fulton Montgomery Regional Chamber of Commerce became one of the largest chambers in Upstate New York, boasting roughly 1,100 members. This consolidation will better focus economic development efforts in the two counties, will allow for better business assistance to members, and will improve functionality when dealing with internal issues such as payroll and human resources.

In Utica, the Mohawk Valley Resource Center for Refugees (MVRRC), a nonprofit organization, works closely with several area employers who employ newly arriving immigrants and refugees. In order to provide suitable employees, the MVRRC offers employment orientation classes, which teach language skills, self-sufficiency, and interviewing skills. In recent years, the MVRRC has expanded its list of potential employers to businesses outside the City of Utica and even outside Oneida County. At Keymark Corp. in Montgomery County, employees are primarily refugees that live in Utica. In Verona, the Turning Stone Resort Casino has employed nearly 170 refugees since the beginning of 2012. Since the beginning of 2012, nearly 650 immigrants and refugees found employment through MVRRC services.

Unite the Kingdoms



LULC-2



ED-5

Sustainability Goals

During the past Century, the Mohawk Valley communities were slowly alienated through the separation of municipalities into institutional fiefdoms - to its ultimate misfortune. Fast forward to the new decade, the region's municipalities, school districts, and professional networks are realizing the benefits of shared services and collaboration. For example, the Department of State awarded the Mohawk Valley funding for the creation of a Regional Main Streets Program to build capacity and momentum for Main Street revitalization throughout the region. The design team behind the Johnstown-Gloversville biogas project recently collaborated with the City of Rome's treatment facility to design the next anaerobic digester to service the western half of the region's dairy industry sector.

In a synchronized effort, organizations like Leadership Mohawk Valley, The Genesis Group, and Leatherstocking ReLeaf have emerged to educate the public, cultivate leadership, promote the region, and forge the partnerships necessary to bring about substantive, catalytic, and meaningful change. This year, the NYS Urban & Community Forestry Council held Rust 2 Green: 2013 – a statewide conference dedicated to the promotion of Green Infrastructure and Urban Forestry to revitalize urban centers; LMV graduated its 19th class of business and community leaders; and The Genesis Group was the regional liaison for the Mohawk Valley Sustainability Plan.

In a multi-regional effort, CNY Arts is an organization that works within the Central New York and Mohawk Valley regions to promote, support, and celebrate arts and culture. This organization supports artists and cultural organizations through grants, capacity-building assistance, education and training, and promotional services. In 2014, CNY Arts is endeavoring to find ways for arts, culture, history, and heritage assets to boost economic vitality. Objectives of this effort include providing a comprehensive inventory of cultural assets, establishing a roadmap to maximize these assets, and integrating cultural assets within economic development, quality of life, and tourism strategies.

Another similar multi-regional effort is under way in the Mohawk Valley, Central New York, and Southern Tier regions thanks to an award from the 2012 round of CFA funding. The Central New York Agri-Tourism Marketing Project is under way to develop new marketable agri-tourism products through the creation of thematic regional trails and packages, implement a comprehensive agri-tourism marketing campaign, build awareness of the region's agri-tourism events, activities and experiences. This project provides participating tourism promotion agencies the capability to develop and collectively market thematic trails and experiences, further developing the region's agri-tourism sector. It will also create an efficient method to facilitate the sale of packages to consumers.

History of interregional collaboration

The Erie Canal not only wedded the waters, but inextricably bound the futures all of the communities along its path. From the peak of its commercial success, to the flight of Upstate manufacturing, to its rejuvenation as a hi-tech hub, the Erie Canal Corridor will always be a part our collective Upstate story. Today, many of the initiatives outlined in the respective strategies of Western NY, the Finger Lakes, Central NY, the Mohawk Valley, and the Capital Region reflect that shared history, as well as a commitment to the revitalization of Upstate as a whole.

As a result, it benefits us all to work together towards collective prosperity. This theory has been successfully put into practice with NY Loves Nanotechnology a consortium of like-minded organizations consisting of economic development groups, academia and technology equipment suppliers that have joined forces to promote New York and all it has to offer to the semiconductor industry.

NY Loves Nano has been successfully selling Upstate New York on an international stage for over a decade, with each

2013 Public Outreach Highlights- Strategy 5

Outreach to elected officials at the state, county, town, and village level. Goal is to ensure the MVREDC has the benefit of our elected leaders' perspectives. Primary focus is to understand existing economic development priorities and how they align with the overall regional plan and priority projects. Outreach through one-on-one meetings and a series of leadership round-table discussions (ongoing).

member and partner temporarily setting aside its differences and focusing instead on our cumulative strength, which is considerable.

As a result of these public-private collaborations, along with support from the State's highest levels of government, New York State has become a household name in the semiconductor industry, and is competing internationally for the siting of the industry's next multi-billion dollar investment.

Successful Cross-Regional Collaborations

Center for Global Advanced Manufacturing: Thanks in part to state funding provided through the CFA process, SUNY-IT and their manufacturing partners are currently building a characterization laboratory to support the Mohawk Valley region's advanced manufacturers with the development of new products, accelerated testing of products and materials, and experimentation with emerging technologies. The lab is being built in coordination with the Center for Global Advanced Manufacturing (CGAM) in the Mid-Hudson region. SUNYIT is a charter member of CGAM, and serves as its lead academic institution. A separate request was submitted by the Mid-Hudson REDC to enhance its existing characterization lab and the State committed \$1,000,000 to that project. The intent of the two CFAs was to build labs in both regions that support one another with resources that are unique to each region. Highly specialized equipment will be shared between regions rather than duplicated. CGAM partners will support manufacturers in both regions.

SUNYIT's corporate partners in this initiative include Indium, Eversan, HiTechnic/Matrix, Advanced Tools, New West Technologies, and Warner Energy Partnership.

CNY Fresh: The Central NY Fresh initiative, is a farm-to-table portal and information resource that benefits and promotes the agricultural assets of four of New York State's ten regions. Long term goals of the project are to:

1. Develop new, marketable agri-tourism products through the creation of thematic regional trails and packages;
2. Implement a comprehensive agri-tourism marketing campaign – co-branding and aligning partner marketing plans;
3. Develop the capacity within each partner website to facilitate the sale of bundled trails and packages through our participating hotels inns, and B&Bs with an on-line reservation service for all ten (10) counties; and
4. Build awareness of the region's agri-tourism events, activities and experiences.





**Homegrown. Homemade. Homebrewed.
Bring it all home to your family.**



Want the freshest fruits and veggies, meats and homemade goodies Central New York has to offer?

Coming this fall, CNYFresh.com will be your resource for finding the best foods from CNY.

Find a farm stand, pumpkin patch, nursery – you name it – near you.

Discover great eats and support good health. Buy fresh. CNY Fresh.

Go ahead. Hop online and visit

Transforming Ideas Profile

Tourism Partners Create Uniquely New York Experience

Our tourism industry experts have long known that the prosperity and stability of the Mohawk Valley is intrinsically linked with the success of our neighbors. In 2012, the Oneida County Tourism Bureau received a grant to partner with nine other counties (Fulton, Herkimer, Otsego, Montgomery, Schoharie, Madison, Onondaga, Broome, and Chenango Counties) spanning the Mohawk Valley, Central New York, and Southern Tier Economic Regional Development Councils. This fall the tourism partners will expand their CNY Fresh buy local initiative into a comprehensive agri-tourism marketing campaign focused on the many flavors of our region.

The extensive media campaign will feature targeted online and print ads in the lucrative Northeastern US and Canadian markets. In addition to social media, a mobile-friendly website will promote the partners, events and the “Fresh Excursions” experience. The project’s goals are to develop new agri-tourism products through the creation and marketing of thematic regional trails, with the aim of increasing the number of visitors and length of stay. Expanding overnight stays contributes to the economy by increasing sales at hotels, occupancy taxes, local and state sales tax revenues, and by sustaining more than 34,090 tourism jobs and 17,754 agricultural jobs in the area. Agri-tourism demonstrates both the natural wealth of the region and the innovative thinking of its residents.

The campaign will be implemented in two phases with the website and social media elements of the campaign scheduled to launch this fall 2013. Phase two, the promotion of CNY Fresh Excursions (trails and packages), is slated for spring and summer 2014.

Milford C.O.R.E.: Milford Central School District's Career Opportunities in Rural Education is focused on current and future workforce development in three key areas; STEM, healthcare, and entrepreneurship. CORE targets the typical disadvantages of rural communities and is creating a standardized curriculum that can be replicated by other communities. The program touches schools in the Mohawk Valley, the Capital Region, and the Southern Tier.

Other Cross-Regional Initiatives

Brookings Metro Plan: CenterState CEO, along with Mohawk Valley EDGE and other economic development partners, are working with the Brookings Institution to develop a Metropolitan Business Plan (MBP) and a Metropolitan Export Initiative (MEI). These separate, yet integrated initiatives, will allow regional partners to engage stakeholders across three regions to create a renewed regional economic development and business growth strategy that targets shared opportunities, and limits the unnecessary duplication of efforts.

Brooklyn Eats/Mohawk Valley Agricultural Producers: Assemblyman Anthony Brindisi and Assemblyman Joe Lentol in coordination with the Brooklyn Chamber of Commerce and Mohawk Valley EDGE, are working to connect upstate and downstate agri-business assets in an attempt to create successful partnerships that address the high cost of doing business downstate (but which also provides the strongest marketplace), by leveraging the excess capacity of skilled producers upstate. This initiative, which is still in its infancy, should prove successful for all parties, as it will leverage

strengths and provide opportunities for growth that would not otherwise exist, while at the same time reducing business risk.

NUAIR: The Northeast UAS Airspace Integration Research Alliance (NUAIR) is a regional alliance of private industry, academic institutions and military assets and operations, working together to establish a Federal Aviation Administration-designated test site for unmanned aircraft systems (UAS) in the Northeast, based in New York and Massachusetts. The proposed test site will conduct research in order to begin to safely integrate unmanned vehicles and systems into the National Airspace System. The project connects nearly every region in New York State, and is a true cross-regional collaboration capable of benefiting all of New York State.

Identifying New Opportunities

Current interregional collaborations are created from necessity. Many times, that necessity is a result of grant funding requirements, though academic collaboration has also been a large source of cross regional projects historically. As such, aside from more New York State grant resources being structured to require collaboration, it would be beneficial to have statewide academia lead the way in identifying new cross regional opportunities, as they are already actively participating in that space. That process might take the form of a series of half day or day long learning trips for regional council chairs or members to travel to other regions and learn about a particular area of strength within that host region's plan. It could also be as simple as coordinating regular dialogue between the co-chairs or council members, or developing a statewide list-serv for council members to share information, news, and ideas.



Path Through History

The Mohawk Valley Region, America's First Frontier.

"In many ways, it was on this frontier... that a distinctively American identity was born- diverse, self-reliant, impatient with the Old World conceptions of inherited rank and station."

-Robert Moss, The World of the Firekeeper

Vision: To preserve and promote our vast variety of cultural resources; provide dynamic, entertaining and educational experiences that connect our past to our present; and, create and sustain a high quality of life while generating tourism revenues and developing our local economies.

Strategic Goals:

- Showcase the Mohawk Valley and New York State's historic and cultural significance.
- Promote tourism and economic development in regional communities.
- Continually engage, inform, and educate visitors of these historic destinations.
- Bring History into the "future" with multimedia marketing and web applications.

Brockett Creative Group of New Hartford, NY chosen to draft Media Strategy Campaign.

Explore
the great events and heroic people of Upstate New York's Mohawk Valley Region; how they shaped early American history and changed the world.

Visit us online to learn more.
MohawkValleyHistory.com

Revolutionary War-Mohawk Valley Region

DISCOVER MOHAWK VALLEY REGION'S PATH THROUGH HISTORY
America's First Frontier

The Mohawk Valley Region, America's First Frontier. The path of American struggle for independence was heavily traveled through the beautiful vistas, pasture land, and streams of the Mohawk Valley Region.

Nearly 300 battles were fought during the American Revolution, and almost 100 of these contests were fought on New York soil.

Travel back through history and visit the heritage sites that abound in this Region, serving as a reminder to current generations of the legendary pluck, great events, and heroic people who changed the course of nation and the world. Walk in the footsteps of Patriots and Loyalists, Mohawks and Oneidas, by Palatine German, Dutch and Highland Scot settlers, and discover the hardships and glories of these first New Yorkers.

"In many ways, it was on this frontier... that a distinctively American identity was born—diverse, self-reliant, impatient with the Old World conceptions of inherited rank and station."

-Robert Moss, The World of the Firekeeper

Revolutionary War Attractions

1. Fort Stanwix National Monument
2. Oneida County Historical Society
3. Oneida Battlefield State Historic Site
4. Rome Historical Society
5. Madison Memorial State Historic Site
6. Mohawk Cultural Center
7. Oneida Village Museum
8. Herkimer County Historical Society
9. Herkimer House State Historic Site
10. Cherry Valley Museum
11. Vassar Museum, Warwick College
12. Johnson Hall State Historic Site
13. Fort Clark Historic Battlefield
14. Fort Mifflin, N. Historical Park
15. Montgomery County Days of History and Antiques
16. Old Fort Ontario
17. Old Fort Mifflin Complex
18. Saratoga National Historical Park/Saratoga Monument
19. General Policy School House

Related Attractions

- A. Roland E. Hill Memorial Indian Museum
- B. Putnam County Museum
- C. Putnam County Courthouse
- D. 1787 Villa Tavern / Palatine Settlement Society
- E. National Route 124 on the Mohawk and Mohawk Confluence Indian Museum
- F. Auroraville Village
- G. Tugay Indian Museum
- H. Palatine House

Timeline

- 1774: Three Great Colonies of Mohawk Valley...
- 1775: The Mohawk Valley Region...
- 1776: The Mohawk Valley Region...
- 1777: The Mohawk Valley Region...
- 1778: The Mohawk Valley Region...
- 1779: The Mohawk Valley Region...
- 1780: The Mohawk Valley Region...
- 1781: The Mohawk Valley Region...
- 1782: The Mohawk Valley Region...
- 1783: The Mohawk Valley Region...
- 1784: The Mohawk Valley Region...
- 1785: The Mohawk Valley Region...
- 1786: The Mohawk Valley Region...
- 1787: The Mohawk Valley Region...
- 1788: The Mohawk Valley Region...
- 1789: The Mohawk Valley Region...
- 1790: The Mohawk Valley Region...
- 1791: The Mohawk Valley Region...
- 1792: The Mohawk Valley Region...
- 1793: The Mohawk Valley Region...



Part Two: Implementation



Implementa

Strategy	Action
GROW	Optimize key business and industry clusters to catalyze economic growth
	Target the attraction-growth of complementary firms and business activities that will contribute to efficiency and productivity within key regional concentrations, and foster a robust ecosystem that strengthens and grows regional concentrations
	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
	Promote a business climate that fosters innovation and entrepreneurial growth in regional competitive strengths
	Improve linkage among region's tourism assets to increase region's brand name identity and foster more development opportunities
	Foster a stronger export economy
BUILD	Build a sustainable STEM Hub to help build a regional pipeline of skilled workers for existing and new business attraction opportunities
	Expand regional industry internships, job shadowing programs, and apprenticeship – certificate programs to build closer networks between employers and students
	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
	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
	Strengthen collaborative partnerships to support critical industry needs with the area's community colleges
CREATE	Strengthen regional R&D capacity through educations, facilities and funding
	Provide better access to capital/funding for small business development (small business lending, Micro-enterprise or Jump Start Programs)
	Improve the region's entrepreneurship
REVIVE	Make key investments that improve critical infrastructure assets and promote sustainability
	Leverage the region's waterfront and canal corridor assets
	Redevelopment of urban centers and main streets
FORGE	Modernize governmental structures and systems and civic institutions through regionalization, consolidation/shared services, modernization of systems and governmental services
	Promote revenue sharing and tax base sharing arrangements to achieve overarching economic development objectives, deployment of technology
	Achieve cross-sectoral partnerships and build broader institutional capacity

tion Agenda

	CFA Projects	Outside Initiatives	Performance Metrics
	FAGE, Deiorio's, Indium, Mohawk Fabrics, Fiber Instrument Sales, Burrows Paper, Schoharie Co. Ag Assistance, Program Rome Strip Steel, Custom, Electronics, Gehring Tricot, Advanced Tool, Cardinal Griffiss, Cryo-Pure, Rome Strip, 3-B Timber, Villa Verona Vineyard, Munson Machinery	Nirvana Water, Project Top Hat, Exit 33 at Turning Stone Casino and Resort, Oneida County Vision 20/20	Total change in jobs
	Ommegang, Kintz Plastics, Cobleskill Brewery, Harden, Turbo, Rome Hospital, Alliance Paving, ADK Cooperage	O'Brien & Gere, Brooklyn Co-Packaging Initiative	# of small businesses
	QUAD C	SUNYIT Center for Global Advanced Manufacturing	START-up NY
	Blenheim Hill Farm, Schoharie Co. Ag. Assistance Program, TecMar	EDGEccelerator Business Competition	Tech Transfer
	CNY Agritourism, BHOF, Strand Theatre, Howe Caverns, Fenimore Art Museum, Capitol, Aud, Foothills, Munson Williams Proctor Arts Institute	Local Farmer's Markets	Tourism Spending
	Griffiss FIS	Brookings MEI	Exports
	Greater Mohawk Valley STEM Hub	-	-
	Milford CORE, Advanced Tool, HCCC Living Learning, Goodrich, MVCC CNC, STEM Hub, MVCAA Training	Oneida County Vision 20/20	-
	Greater Mohawk Valley STEM Hub	MVCC & St. John Fisher 2+2, Community Foundation 25 by 25	Educational Attainment
	Greater Mohawk Valley STEM Hub	SEMI HTU Teachers Edition	-
	MVCC Brownfield training, BOCES Man. Training, MVCC UAS Training, Hartwick Craft Food & Beverage Center	MVCC A&P School, Utica College Economic Crime Programs	-
	Griffiss Institute, SUNYIT CGAM, QUAD C, NuAir, Masonic Medical Research Lab, C2IE	Air Force Research Lab	-
	Oneonta Microenterprise Program, HCIDA Loan Fund, Schoharie Co. Ag. Assistance Program	EDGEccelerator Business Competition	New Businesses Change in Small Business Lending
	MVCC Community Entrepreneurship Sandbox	Young Entrepreneurs Academy, MVCC Sandbox, EDGEucator Series	-
	Gloversville-Johnstown Waste Water Treatment Facility, GUSC PV Array, HARC Business Park, Rome Cable PV	Utica Arterial Project	-
	Frankfort Marina, Amsterdam River Walk, Rome Navigation Center, Ft. Plain Canalway Trail, Utica Harbor, Schoharie Crossing, Village of Northville, Mohawk Boat Launch, Rome & Bellamy Harbor, Utica, German Flatts Park, Oriskany Comm. Ctr, Cobleskill Fairgrounds, REA Wing, Harbor Point, Herkimer Jail	-	Acres of waterfront revived
	Utica Downtown, Little Falls, Amsterdam Downtown, Rome, Utica, Waterville, Mohawk Gateway, Cooperstown, Jefferson, MV Main St, Harbor Point, Old Forge Main St, Little Italy Colonnade, Tryon Business Park	Utica Memorial Auditorium, Bagg's Square Redevelopment, Oneida County Vision 20/20	-
	Regional Mainstreet Program, Cleaner Greener Communities	Oneida County 911 Service Consolidation, Ccentral Valley School Consolidation, Openheim Ephratah-St. Johnsville School Consolidation	-
	-	Marcy Nanocenter at SUNYIT Master PILOT	-
	CNY Fresh, Sculpture Space	Fulton-Montgomery Chamber of Commerce Consolidation, Mohawk Valley Refugee Center Employment Services, CNY Arts Initiative	-

Project Implementation Strategy 1

Round 1- 2011 Projects

Project on Track

Project Delayed

Project did accept award

Project Name	CFA Award Amount	Total Project	Completion Date	Jobs Existing/ Created/ Retained
Fage USA Dairy	\$750,000	\$100,148,000	12/31/2014	-
Delorio Foods (Excelsior)	\$450,000	\$5,185,000	8/31/2013	185
Griffiss ETP Capital	\$350,000	\$3,460,000	12/31/2013	30
Fiber Instrument (Excelsior)	\$200,000	\$3,951,752	11/30/2013	234
Advanced Tool	\$16,000	\$16,000	9/30/2012	59
Griffiss International Airport	\$2,700,000	\$3,000,000	9/30/2013	-
Brewery Ommegang	\$140,000	\$3,052,528	11/1/2013	59
W. Kintz Plastics, Inc.	\$21,563	\$134,770	12/9/2013	-
Blenheim Hill Farm	\$152,500	\$152,500	12/9/2013	-
Embassy Millworks	\$205,000	\$1,330,000	12/9/2013	-
Cobleskill Brewing Capital	\$750,000	\$5,125,000	5/31/2014	35
Homogeneous Metals	\$428,605	\$26,159,119	-	-
M. H. Stallman Company	\$400,000	\$4,111,000	-	-
Advanced Tool Capital	\$75,000	\$1,279,371	-	-
Quandt Food Service	\$903,021	\$18,800,000	-	-
Oriskany Retro (Daimler Bus)	\$80,000	\$490,952	-	-
Pro Terra Lighting	\$750,000	\$11,300,000	-	-



Brewery Ommegang

Round 2- 2012 Projects

Project Name	CFA Award Amount	Total Project	Completion Date	Jobs Existing/ Created/ Retained
Strand Theatre Digital Conversion	\$25,000	\$300,000	3/31/14	0
Turbo Machined Products	\$100,000	\$945,329	12/31/2013	46
Burrows Paper (Excelsior)	\$300,000	\$21,297,468	1/31/2016	-
Burrows Paper	\$250,000	\$21,297,468	1/31/2016	240
Mohawk Fabrics	\$40,000	\$300,000	12/31/2013	15
Mohawk Fabrics (HCR)	\$125,000	\$1,205,000	-	-
TecMar NY (Excelsior)	\$1,000,000	\$57,020,000	12/31/2015	175
TecMar NY	\$400,000	\$57,020,000	-	-
Rome Strip Steel	\$150,000	\$925,000	12/31/2013	124
Rome Memorial Hospital	\$150,000	\$5,224,200	7/31/2015	77
Harden Furniture	\$150,000	\$1,900,000	-	-
Advanced Tool	\$100,000	\$1,430,471	-	-
Harden Furniture	\$600,000	\$2,222,000	3/31/2016	259
Alliance Paving	\$100,000	\$557,454	-	25
Goodrich Corporation	\$50,000	\$50,000	-	-
Cardinal Griffiss Phase II	\$150,000	\$1,461,200	8/31/2014	140
Griffiss FIS	\$300,000	\$1,700,000	4/1/2014	0
Custom Electronics	\$100,000	\$502,000	12/31/2013	96
Custom Electronics (Excelsior)	\$150,000	\$502,000	12/31/2013	0
Baseball Hall of Fame Digitization	\$200,000	\$996,000	-	-
Assistance to Howe Caverns	\$400,000	\$1,000,000	-	-
Schoharie Co. Ag. Assistance	\$475,000	\$950,000	-	-
Old Forge Biomass Heating	\$1,000,00	\$2,000,000	-	-
Gehring Tricot Capital	\$200,000	\$2,006,727	12/1/2013	156
Pro Zone Lockers	\$205,000	\$1,205,000	-	-
ProZone Lockers	\$50,000	\$1,200,000	-	0
Gehring Tricot (Excelsior)	\$200,000	\$2,006,727	12/1/2013	-
Baseball Hall of Fame Digitization	\$75,000	\$996,000	12/31/2014	97
Foothills Performing Arts Center	\$50,000	\$152,000	12/31/2014	0
New York State Historical Association Romanticism and the American Landscape	\$100,000	\$200,000	-	-
St. Mary's Hospital	\$307,000	\$17,740,000	6/30/2015	20



Cardinal Griffiss Phase II



Harden Furniture



National Baseball Hall of Fame

Project Implementation- Strategy 2

Project on Track

Project Delayed

Project did accept award

Round 1- 2011 Projects

Project Name	CFA Award Amount	Total Project	Completion Date	Jobs Existing/ Created/ Retained
MVCC- Unemployed Worker Training	\$50,000	\$50,000	12/1/2012	-
QUAD C at SUNYIT	\$15,000,000	\$50,970,551	9/30/2014	300
Otsego Northern Catskills BOCES- Unemployed Worker Training	\$50,000	\$50,000	6/30/2012	-
Milford CSD CORE Initiative	\$125,000	\$450,000	10/31/2013	-
SUNYIT Cyber Shield	\$274,000	\$7,500,000	-	-

Round 2- 2012 Projects

Project Name	CFA Award Amount	Total Project	Completion Date	Jobs Existing/ Created/ Retained
Living Learning Center Capital-Valley Health Services	\$1,775,000	\$12,500,000	12/1/2014	27
Valley Health Services, Inc. - Unemployed Worker Training	\$54,750	\$54,750	5/30/2014	-
Madison-Oneida BOCES - Unemployed Worker Training	\$17,200	\$17,200	-	-
Mohawk Valley Community College - Unemployed Worker Training	\$99,000	\$99,000	-	-
CGAM Laboratory- SUNYIT	\$250,000	\$10,500,000	-	-
Utica College Forensics Center	\$250,000	\$1,250,000	-	-



Milford CSD CORE



MVCC Workforce Training

Project Implementation- Strategy 3

Round 1- 2011 Projects

Project Name	CFA Award Amount	Total Project	Completion Date	Jobs Existing/ Created/ Retained
Northland Networks Capital	\$703,500	\$1,480,000	10/1/2013	-
Griffiss Institute Fiber Network	\$397,500	\$838,800	10/1/2013	-
Oneonta Microenterprise Assistance Program	\$200,000	\$335,000	12/9/2013	12
Schoharie County Microenterprise Assistance Program	\$200,000	\$200,000	12/9/2013	10

Round 2- 2012 Projects

Project Name	CFA Award Amount	Total Project	Completion Date	Jobs Existing/ Created/ Retained
Adirondack Park Recreation Web Portal	\$108,000	\$175,000	-	-
HCIDA Revolving Loan Fund	\$50,000	\$74,000	3/31/2015	0
Organ Bioengineering Program	\$300,000	\$827,000	2/1/2018	42
PAR Government Systems	\$50,000	\$885,000	3/30/2016	205
Village of Frankfort's Small Business Assistance	\$50,000	\$62,500	12/31/2014	0



Northland Broadband



Otsego Co. Microenterprise Program

Project Implementation- Strategy 4

Project on Track

Project Delayed

Project did accept award

Round 1- 2011 Projects

Project Name	CFA Award Amount	Total Project	Completion Date
Tryon Business Park	\$2,000,000	\$3,140,000	12/31/2015
Frankfort Marina Expansion	\$113,812	\$151,750	12/31/2013
Schoharie Crossing Signs	\$20,000	\$40,000	-
Mohawk River Walk	\$25,000	\$50,000	12/21/2013
Amsterdam Storm Sewer Separation Phase 2	\$600,000	\$612,000	12/9/2013
Marcy Nanocenter Ring Road	\$5,000,000	\$12,100,000	12/31/2014
Rome Navigation Center	\$393,060	\$786,120	4/30/2015
GUSC Energy Capital	\$1,500,000	\$18,000,000	11/30/2013
Little Italy Colonnade Red, White, & Green Infrastructure- Rome	\$459,000	\$553,177	11/2/2013
Utica Waterfront Revitalization	\$200,000	\$400,000	-
Canalway Trail- Rome	\$50,000	\$310,000	4/30/2015
Utica Inner Harbor Catalyst	\$250,000	\$6,000,000	4/30/2015
Harborway on the Erie Canal	\$783,550	\$48,092,046	4/30/2014
Village of Remsen Storm Water	\$600,000	\$600,000	12/9/2013
Marcy Interceptor Sewer Upgrade	\$5,000,000	\$8,500,000	12/1/2014
Town of Cobleskill Water & Sewer	\$4,100,000	\$7,800,000	12/31/2014
Urban Green Infrastructure- Utica	\$1,030,000	\$1,144,444	10/31/2013



GUSC Co-Gen

Round 2- 2012 Projects

Project Name	CFA Award Amount	Total Project	Completion Date
South Main Street Improvement Project- Northville	\$75,000	\$100,000	-
Gloversville-Johnstown WWTF Capital	\$1,000,000	\$7,225,000	3/31/2014
Planning for Mohawk Valley Main Street Program	\$300,000	\$600,000	-
Center City Redevelopment Program- Little Falls	\$245,000	\$321,667	-
Kayak/Canoe Launch along Erie Canal/Mohawk River	\$22,500	\$45,000	-
Design and Construct Village Gateway Enhancements- Mohawk	\$75,000	\$150,000	-
Bellinger Brook Culvert Rehabilitation- Herkimer	\$225,000	\$260,340	-
East Herkimer Sewer	\$500,000	\$2,450,750	12/31/2014
Storm Sewer Separation Phase III- Amsterdam	\$600,000	\$603,000	-
Downtown Revitalization - Building Reuse Amsterdam	\$200,000	\$400,000	-
Amsterdam IDA Capital	\$225,000	\$595,000	3/31/2014
Construction of Old Military Road Trail Phase 2- Fort Plain	\$40,000	\$80,000	-
Oriskany Falls Community Center Building Stabilization Project	\$69,160	\$138,320	-
Waterville Downtown Revitalization Program	\$250,000	\$514,000	-
Little Italy Main Street Revitalization Program- Rome	\$250,000	\$535,000	-
Town of Forestport Wastewater Engineering Study	\$30,000	\$37,500	12/31/2013
City of Rome Bellamy Harbor Terminal	\$150,000	\$300,000	-
Verona Sewer System	\$500,000	\$6,334,600	12/31/2014
Utica Memorial Auditorium Facade	\$250,000	\$2,000,000	5/30/2014
Utica Street Scape	\$250,000	\$8,000,000	6/30/2016
Rome Capitol Theatre	\$250,000	\$10,452,650	12/31/2016
Utica City Center Sewer Improvements	\$400,000	\$1,600,000	6/30/2016
Cleaner Greener Communities Phase I: Sustainability Planning	\$1,000,000	\$1,000,000	3/31/2012
Green Streetscape & Water Quality Improvements- Cooperstown	\$636,854	\$636,854	9/1/2014
Village of Cooperstown Wastewater Upgrade Engineering Study	\$30,000	\$37,500	12/31/2013
Jefferson Village Green RARP	\$70,625	\$108,092	-
Jefferson Village Green New York Main Street	\$172,500	\$380,698	-
Cobleskill Agricultural Society Fairgrounds Capital	\$25,000	\$59,400	12/31/2014
Canajoharie Wastewater Treatment Plant	\$600,000	\$2,631,000	-
Town of German Flatts Park	\$150,000	\$300,000	-
Rome RCBRC Capital	\$200,000	\$2,800,000	1/31/2015

Project Implementation- Strategy 5

Round 2- 2012 Projects

Project on Track

Project Delayed

Project did accept award

Project Name	CFA Award Amount	Total Project	Completion Date
Central New York Agri-Tourism Marketing Project	\$270,000	\$597,000	-
Sculpture Space	\$100,000	\$200,000	-



2012 Community Development Block Grant

\$8,000,000 Award

Awardee	Project Description	County	Award Amount
Fulton County	Fulton County Microenterprise Grant Program	Fulton	\$200,000.00
Johnstown & Gloversville	Gloversville-Johnstown Wastewater Treatment Plant Improvements	Fulton	\$750,000.00
Village of Fultonville	Villages of Fultonville and Fonda Wastewater Treatment Plant Improvements	Herkimer	\$600,000.00
County of Herkimer	Assistance to Northern Safety, Inc.	Herkimer	\$310,000.00
County of Herkimer	Herkimer Co. Housing Rehabilitation/Manufactured Home Replacement Program	Herkimer	\$600,000.00
County of Herkimer	Assistance to Burrows Paper Corporation	Herkimer	\$121,000.00
County of Herkimer	Assistance to Hummel's Office Equipment	Herkimer	\$55,000.00
Village of Dolgeville	Assistance to Gehring Tricot Corporation	Herkimer	\$60,000.00
City of Amsterdam	Assistance to start-up of Mohawk Architectural Aluminum Products	Montgomery	\$665,000.00
City of Amsterdam	Assistance to Vida-Blend, Inc.	Montgomery	\$26,000.00
Village of St. Johnsville	Assistance to Gehring Tricot Corporation	Montgomery	\$60,000.00
Oneida County	Assistance to Marcy Nanocenter at SUNYIT	Oneida	\$675,000.00
Oneida County	Oneida County Housing Rehabilitation/Manufactured Home Replacement	Oneida	\$600,000.00
Oneida County	Oneida County Microenterprise Grant Program	Oneida	\$200,000.00
Oneida County	Assistance with Villa Verona Vineyard	Oneida	\$100,000.00
City of Oneonta	City of Oneonta Housing Acquisition and Rehab	Otsego	\$400,000.00
City of Oneonta	Wilber Park Pool House Renovations	Otsego	\$241,000.00
City of Oneonta	Catella Well House Improvements	Otsego	\$242,300.00
City of Oneonta	Assistance in the expansion of Latte Lounge.	Otsego	\$41,000.00
Otsego County	Assistance to Ioxus, Inc.	Otsego	\$206,000.00
Otsego County	Otsego County Mobile Homes Rehabilitation	Otsego	\$334,583.00
Otsego County	Otsego County Microenterprise Assistance	Otsego	\$200,000.00
Otsego County	Assistance to Custom Electronics, Inc.	Otsego	\$105,000.00
Otsego County	Assistance to Brooks' Bottling Company.	Otsego	\$100,000.00
Town of Cobleskill	Assistance to Three Johns/The Bulls Head Inn.	Schoharie	\$100,000.00
Town of Cobleskill	Route 7 Water and Wasterwater Project	Schoharie	\$500,000.00
Schoharie County	Schoharie County Housing Rehabilitation	Schoharie	\$525,000.00
Schoharie County	Assistance to MyMobie	Schoharie	\$25,000.00
Schoharie County	Assistance to New England Calendar, Inc.	Schoharie	\$25,000.00
Schoharie County	Assistance to Kymar Distillery	Schoharie	\$80,000.00

Priority Projects- Strategy 1

HARC Business Park Development

CFA# 30267

Herkimer County

As part of the 120,000 square foot, Herkimer Area Resource Center (HARC) Business Park Development Project, purchase and install a energy-efficient heating, air conditioning, and ventilation (HVAC) system at 420 East German Street, Herkimer, New York. A modern HVAC system will reduce energy costs and, as a result, lessen expenses of commercial and industrial enterprises seeking business space in Herkimer County. This application seeks funding for the purchase and installation of 300 energy-efficient windows, an essential HVAC project element, at 420 East German Street. Suitable heating and air conditioning is a condition for expansion of an existing HARC Herkimer Industries contract with Tidy Tots Diapers, Inc., a women-owned enterprise headquartered in Rensselaer, New York, for manufacture of the major components of environmentally-friendly diapers. Contract expansion, scheduled for 2014.

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

Total Project
Cost:
\$1,460,000

Total Recommended
Funding:
\$264,706

5-Year Jobs Created/Retained: 23



Deer Run at River Ridge

CFA# 31633

Montgomery County

Phase 1 - 120 bed assisted living program and 4 3-unit senior housing complex to be built next to existing skilled nursing facility. The assisted living building is a 3 story building and the senior housing will be 1 floor houses. Land is already purchased. Buildings would afford all the required modern amenities.

Action: Optimize key business and industry clusters to catalyze economic growth

Total Project
Cost:
\$20,754,000

Total Recommended
Funding:
\$1,575,000

5-Year Jobs Created/Retained: 70-80

Mohawk Lifts

CFA# 30535

Montgomery County

Mohawk Lifts needs a larger & more streamlined factory to fabricate lifts, meet market demand & return non NY outsourced manufacturing jobs to the Mohawk Valley. Proposed new location is 1 mile from current factory meaning no job losses due to relocation. Mohawk lifts present factory is an obsolete, & inefficient 1910 factory that limits growth, sales, employment, volume & type of garage lifts Mohawk can fabricate. Expected outcome is growth in the lifts offered, ability to establish new resellers, national account buyers, & supplying current customers with models Mohawk currently can't produce in current factory, while growing NYS manufacturing jobs & securing Mohawk's future in NYS because a potential buyer would immediately need to move Mohawk Lifts to a larger facility.

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

Total Project
Cost:
\$3,100,000

Total Recommended
Funding:
\$180,000

5-Year Jobs Created/Retained: 9

Erie Canal RV Resort & Campground

CFA# 32088

Montgomery County

Mohawk Valley Tourism & Waterfront Development Project (Erie Canal RV Resort & Campground) will be creating a tourism and waterfront project that is conveniently bordering the Mohawk River, along the Old Erie Canal & near the NYS Canalway Trail. The campground will have 125 sites consisting of riverfront, cabins, deluxe pull-through & back in types as well as tent sites. Amenities will consist of family style bathhouses, laundry facilities, riverfront area for biking, fishing, boating & walking. In addition, the park will have two large playground areas, outdoor field games & state-of-the-art 4000 sq. ft. horseshoe shaped swimming pool, hot tub & splash park. The main building will house an exciting eatery named Old Lock 33 (after our very own original Erie Canal lock). This 8000 sq. ft. building will also include hands-on educational exhibits for tourists to learn about the history & culture of this area, as well as an area for indoor games.

Action: Improve linkage among region's tourism assets to increase region's brand name identity

Total Project
Cost:
\$1,500,000

Total Recommended
Funding:
\$200,000

5-Year Jobs Created/Retained: 20



Erie Canal Distillers

CFA# 32026

Montgomery County

Erie Canal Distillers will be manufacturing distilled spirits for bottling and sale to liquor stores and bars. They expect job creation as the project takes off, also help the local community through flood revitalization by opening a business in an area of town previously flooded.

Action: Optimize key business and industry clusters to catalyze economic growth

Total Project
Cost:
\$184,700

Total Recommended
Funding:
\$10,000

5-Year Jobs Created/Retained: 15

Giant Solutions

CFA# 31860

Montgomery County

GIANTS Solutions, located on Prospect Street in the City of Amsterdam, is forced again to upgrade and expand both their testing capabilities and training. Specifically, in a few months some of their existing customers will require that Passive Inter-modulation (PIM) testing be conducted on every project. This will require the purchase of PIM testers for several frequency bands and the associated training. Additionally they need to expand and upgrade our network test equipment which allows them to test the carriers 2G, 3G, and 4G voice and data networks. This test equipment is a requirement of doing the work they do for each of the major wireless service providers (Verizon Wireless, Sprint, AT&T, T-Mobile, etc.).

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

Total Project
Cost:
\$158,225

Total Recommended
Funding:
\$40,000

5-Year Jobs Created/Retained: 2

Priority Projects- Strategy 1

QUAD C

CFA# 20823

Oneida County

Guided by Gov. Cuomo’s vision to catalyze job creation in Upstate NY, FSMC requests resources to establish the Center for 21st Century Workforce Education & Innovation (C-21). Located within the QUAD C at SUNYIT, C-21 establishes an integrated high-tech learning facility for workforce training/retraining targeting careers in: advanced nanoelectronics packaging & assembly; construction trades for nanoelectronics/nanofabrication; & maintenance for high-tech manufacturing. FSMC addresses challenges to attract & grow a nanotechnology industry cluster by: 1. constructing state-of-the-art facilities, 2. supporting the Marcy NanoCenter (shovel ready site at SUNYIT), 3. collaborating with CNSE to attract industry partners to MV. C-21 will address the absence of a high-tech experiential learning center for the more than 10,000 MV students from K-12 and beyond. C-21 supports the fit-up of adaptive cleanroom, advanced labs, SMART auditorium & collaborative academic & corporate space. C-21 will create/enable 250 jobs through the delivery of workforce training/certificate & experiential learning to students/workers associated with the attraction of new and existing industry partners.

Action: Foster the creation of new, and expansion of existing, university and college based -economic development partnerships

Total Project
Cost:
\$125,000,000

Total Recommended
Funding:
\$3,100,000

5-Year Jobs Created/Retained: 350

Cyro Pure Corp.

CFA# 31071

Oneida County

Cyro Pure Corp. will be refurbishing a 7450 sq ft 50 year old cinder block building located in Marcy NY, to house a state of the art orbital welding/clean room manufacturing facility. This facility will be used to design, build, test, distribute, sell and install gas/chemical/cryogenic delivery equipment, related support equipment as well as supply critical gases/chemicals/cryogenics to support the Nanotechnology, Semiconductor, Solar Superconducting, MEMS, Medical, LED, R&D, University, industrial and construction markets.

Action: Optimize key business and industry clusters to catalyze economic growth

Total Project
Cost:
\$750,000

Total Recommended
Funding:
\$100,000

5-Year Jobs Created/Retained: 12



Rome Strip Steel

CFA# 32244

Oneida County

Replacement of eight anneal furnace bases for our steel mill located in Rome, NY. The new units will replace older bases that are at risk of failure. Use of the anneal furnaces is an integral part of our manufacturing process for many items. If one or more furnaces failed, we would not be able to meet the delivery timelines specified by our customers, resulting in the potential loss of key sales accounts and reductions in employment levels. In addition to preventing the significant production interruption that would result from the failure of one or more furnaces, we will benefit from manufacturing efficiencies from installing the new units.

Action: Optimize key business and industry clusters to catalyze economic growth

Total Project
Cost:
\$1,400,000

Total Recommended
Funding:
\$150,000

5-Year Jobs Created/Retained: -



Matt Brewing Company

CFA# 32652

Oneida County

Our brewery is approaching its capacity of 400,000 barrels and we will need additional capacity to continue to grow. This project will add approximately 150,000 barrels of capacity. To accomplish this we will buy new fermenting and aging tanks and install them in a new building next to the brew house on Varick Street.



Action: Optimize key business and industry clusters to catalyze economic growth

Total Project
Cost:
\$1,600,000

Total Recommended
Funding:
\$250,000

5-Year Jobs Created/Retained: 119

3-B Timber

CFA# 29295

Oneida County

3B Timber Company proposed expansion Located at 8745 Industrial Drive in Boonville's Industrial park 3B Timber Company Inc., has manufactured and processed various products including untreated utility poles, mulch, shavings, and firewood since 1987. The majority of raw material is purchased from New York State and harvested from New York State forests. The proposed expansion would concentrate in the production of dried and bagged shavings that would be retailed in pet stores and sold to farms for animal bedding. At this time 3B Timber does produce a limited amount of green shavings. All shavings are produced from green or somewhat air dried Red pine material and is sold in bulk to either Equine or dairy farms in the New York State. The expansion would include shaving equipment, a shavings dryer, bagging equipment, and other supporting machinery and material handling equipment.



Action: Optimize key business and industry clusters to catalyze economic growth

Total Project
Cost:
\$1,300,000

Total Recommended
Funding:
\$100,000

5-Year Jobs Created/Retained: 6

Adirondack Barrel Cooperage

CFA# 29562

Oneida County

Adirondack Barrel Cooperage will build high quality American white oak barrels for craft distilleries, craft breweries and premium wineries with a concentration on craft distilleries at start up. Based on the results of a survey conducted with craft distilleries in New York State and surrounding northeast states, Adirondack Barrel Cooperage will produce 5, 10, 15, 30, and 53 gallon barrels. Distillers' responses indicate production will be split 75% 30 gallon barrels, 20% 53 gallon barrels and 5% for other sizes. Adirondack Barrel Cooperage will provide barrel repair and reconditioning services for craft distilleries, craft breweries, and premium wineries. Barrel repair and reconditioning is expected to comprise approximately 3% of revenue. Since there are no cooperages in New York State or the northeastern United States, barrel delivery/shipping is a costly part of doing business for New York distilleries, breweries, and wineries.

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

Total Project
Cost:
\$605,800

Total Recommended
Funding:
\$120,000

5-Year Jobs Created/Retained: 4



Priority Projects- Strategy 1

MedCare Administrators

CFA# 31966

Oneida County

Purchase, repair, renovation and build-out, for change of use to professional office space, of former Volkswagen Dealership, 9372 River Road, Marcy, NY. Facility has been vacant for approximately 3 years. The project includes: environmental assessment, replacement of roof, structural repairs, environmental remediation, landscaping, update HVAC, update electrical, update plumbing, parking lot repairs, build-out to convert to professional office space, and installation of workstations. The project will allow MCA to grow, create new jobs and retain existing jobs in the Mohawk Valley, and expand services into other states moving those job functions to NYS. MCA will have an efficient state-of-the-art office facility which will allow better allocation of resources, the ability to take on new work and space to accommodate significant future expansion.



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

Total Project
Cost:
\$1,300,000

Total Recommended
Funding:
\$200,000

5-Year Jobs Created/Retained: 10

Utica Coffee Roasting Company

CFA# 27424

Oneida County

The Utica Coffee Roasting (UCR) project will involve the set-up and expansion of a coffee roasting, manufacturing warehousing, and coffee packaging line. Line will be set up inside a local food distribution facility that is also the designated distributor of this coffee brand. This project brings together a New York State food distributor and a coffee roaster. Project leverages relationships, adds jobs, and makes both companies more competitive in Upstate New York food manufacturing and distribution. The project utilizes an older manufacturing facility within an economically distressed area.



Action: Optimize key business and industry growth clusters to catalyze economic growth

Total Project
Cost:
\$1,503,000

Total Recommended
Funding:
\$150,000

5-Year Jobs Created/Retained: 10

Westmoreland Ambulatory Surgical Center

CFA# 30441

Oneida County

The Company plans to acquire approximately five acres of land in Westmoreland, New York and construct a free-standing, multi-specialty ambulatory surgery center for orthopedics, plastic and pain procedures. Development of the Facility will create ~20 construction jobs and 20 permanent jobs in a rural, economically distressed area. The land is located in an underdeveloped site at Exit 32 on the New York State Thruway. To address the deficiencies in the infrastructure at the exit, the project will require a significant investment in road improvements and traffic control devices. The ASC Facility will be leased to Westmoreland ASC, LLC, a joint venture of Oneida Health Systems, Inc. and doctors in various specialties. The 20 permanent jobs with an average wage excess of \$57,000 will be created by the tenant.

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

Total Project
Cost:
\$5,246,756

Total Recommended
Funding:
\$400,000

5-Year Jobs Created/Retained: 20

Schoharie County

The Corbin Hill Food Project (CHFP) is requesting funding from agencies participating in the New York State CFA process to build a HUB to serve the growing needs of the customers of our innovative community supported agriculture program. This funding will be used to provide CHFP with its own permanent facility for the aggregation of locally grown produce. The CHFP food HUB located in Schoharie County and serving the South Bronx and Harlem, currently aggregates its fresh produce from 19 upstate producers in three counties, delivering produce “just-in-time” from our packing operation. This produce is then distributed to 700 Shareholders and 10 institutions in the Bronx and Harlem at 17 sites. CHFP’s rapid growth over the past three years, from 200 to 700 Shareholders and from 4 farmers to 19, will be limited unless we are able to build a new facility and move out of borrowed space at one of our partner farms. CHFP serves a population in the Bronx and Harlem, that, until now, has been unable to access fresh, locally produced fruits and vegetables. 70% of our customers are deemed “at-risk”. With this funding, we can grow to 5000 customers served by 75 farms, linking Upstate to Downstate.

Action: Optimize key business and industry clusters to catalyze economic growth

Total Project Cost:
\$1,756,215

Total Recommended Funding:
\$180,000

5-Year Jobs Created/Retained: 10



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Priority Projects- Strategy 2

Hartwick College Center for Craft Food & Beverage

CFA# 27585

Otsego County

Hartwick College will link its biotechnology courses and its economics and business programs with growth industries by creating New York State's first Center for Craft Food and Beverage to provide education, testing, and business planning to the agribusiness, beer, wine, and spirits sectors. The Center will be located in Oneonta, NY. Growth in the craft food and beverage industries has created new jobs that are difficult to fill because few degree or certificate programs focus on fields like food science and programs in brewing science are concentrated in the mid-West and West. Industry growth will also require the availability of testing and business strategy and support services. Through the Center for Craft Food and Beverage, the College will develop education programs that meet specific workforce needs. Market forces and a well-established agricultural system provide favorable conditions for the expansion of the craft food and beverage industries in New York State. Small scale and start-up businesses need research and development as well as product testing and marketing support. The Center for Craft Food and Beverage will provide those services while saving small businesses money and spurring innovation. This project addresses the Governor's goal of leveraging the resources of higher education for economic development and supports his interest in promoting beer, wine, and spirits production, as well as tourism, by developing an infrastructure of support for this industry.

Action: Foster the creation of new, and expansion of existing, university and college based -economic development partnerships

Total Project Cost:	Total Recommended Funding:
\$300,000	\$60,000
5-Year Jobs Created/Retained: 3	



Mohawk Valley Community College UAS Training

Oneida County

Building upon MVCC's existing investment in a unique Airframe and Powerplant program operating in Rome's Griffiss Park, the unique expertise of the Air Force Research Lab at Griffiss Park and the development of the Northeast UAS Airspace Integration Research Alliance (NUAIR), a regional alliance of private industry, academic institutions and military assets and operations, working together to establish a Federal Aviation Administration-designated test site for unmanned aircraft systems (UAS) in New York, MVCC seeks to develop a UAS training curriculum, which would be the only one of its kind in New York State and help spur the growth of a UAS sector based in and around Oneida County.

Action: Expand regional industry internships, job shadowing programs, and apprenticeship – certificate programs to build closer networks between employers and students

Total Project Cost:	Total Recommended Funding:
\$2,500,000	\$500,000
5-Year Jobs Created/Retained: 20	

Priority Projects- Strategy 3

Northland Communications Fiber Phase 2

CFA# 30045

Oneida County

Northland Communications proposes to expand on our existing fiber network into the business communities of Herkimer, Ilion and Mohawk. This expansion will bring fiber directly to the businesses that require higher quality or capacity than the aging copper infrastructure can handle. The Oneida leg of this project will connect Northland's Oneida network with their Mohawk Valley network in an effort to provide multi-site businesses across the regional connect their offices together securely. The current infrastructure throughout the Mohawk Valley is not fiber rich; therefore many of these services are not available in high capacity applications. Northland's network will consist of aerial cable construction. The aerial construction will utilize the existing pole lines owned by National Grid, Verizon, or municipal power organizations.

Action: Promote a business climate that fosters innovation and entrepreneurial growth in regional competitive strengths

Total Project
Cost:
\$365,000

Total Recommended
Funding:
\$73,000

5-Year Jobs Created/Retained: -

GUSC PV Array

CFA# 32271

Oneida County

The Griffiss Utility Service Corporation (GUSC) seeks to develop a 200 kW solar photovoltaic (PV) system on site at the United States Air Force Research Lab locate in Rome. The project will bring renewable, reliable, and stable energy sources that diversify the AFRL energy portfolio and assist the site in meeting Federal clean energy, energy intensity and GHG emission reduction mandates. Doing so will put this important local employer in a leadership position on such matters relative to other Air Force missions and the project is consistent with the stated desires of the Air Force. The project also offers an opportunity to further strengthen the public/private partnership that has already been established between the Federal mission at Griffiss Business and Technology Park (GBTP) and GUSC.

Action: Strengthen regional R&D capacity through educations, facilities and funding

Total Project
Cost:
\$1,010,000

Total Recommended
Funding:
\$150,000

5-Year Jobs Created/Retained: 10 Const.



Rome Cable PV

CFA# 31159

Oneida County

On-site PV arrays are an ideal candidate for brownfield redevelopment due in part to its flexible installment options and to the New York State incentives available for PV system purchase and installation. The decision to install a PV system of course depends on a variety of factors, including the power requirements at a particular site, the current electricity rates of the proposed end user, as well as site specific economic considerations. The project would provide Rome Strip Steel (the anticipated end user) with price certainty for the next twenty years, and would further the redevelopment of a key, urban brownfield within the City of Rome's Brownfield Opportunity Area. Requested funds would provide groSolar, the proposed PV developer, with less up front site preparation costs (costs that are normally borne by the site owner), which would directly contribute to Rome Strip Steel's bottom line pricing over the next twenty years. Without the requested funds, the value proposition to Rome Strip Steel may not be enough to make the move to renewable energy.

Action: Strengthen regional R&D capacity through educations, facilities and funding

Total Project
Cost:
\$5,800,000

Total Recommended
Funding:
\$150,000

5-Year Jobs Created/Retained: 20 Const.



Griffiss Institute Expansion

CFA# 31542

Oneida County

The GI's primary function is the commercialization of intellectual property developed at the USAF Information Directorate at Griffiss. At the same time, the GI also focuses on trusted computing, academic partnerships, and high performance computing, while also providing opportunities for start-up enterprises via its existing incubator. The original building (approximately 22,000 square feet), a former Air Force flight training center, was renovated in 2003 to include a computer training center, a large lecture hall, and related support facilities. Growing interest in the GI, as well as continued growth in the cyber sector at Griffiss, created a need for a 24,000 square foot addition in 2009. The second phase of development is a LEED certified space, and has since become BAE Systems Rome headquarters. Given continued market pressures, as well as a limited amount of available space at Griffiss, GLDC has initiated the design and development of an additional 20,000 square foot expansion. It will also provide the GI with the ability to support research and development activities linking the Mohawk Valley with major research centers globally.

Action: Strengthen regional R&D capacity through education, facilities, and funding

Total Project
Cost:
\$5,900,000

Total Recommended
Funding:
\$1,100,000

5-Year Jobs Created/Retained: 35 Const.



MVCC Community Entrepreneurship Sandbox

CFA# 30373

Oneida County

Building upon MVCC's existing investment in a Student Sandbox in Downtown Utica, this Regional Community Sandbox will nurture students with a talent for innovation and creativity. Students would be mentored by volunteers from industry and academia who would encourage them to experiment with entrepreneurial techniques as part of their coursework. To tap into the unique cultural crosscurrents of the Utica area, outreach efforts would also target the refugee community – whose members bring to this country tremendous ideas – and use this project to help them vault the language barrier. MVCC is committed to the development of Entrepreneurship in the region. The College hosts the YEA! Entrepreneurship Program for high school students, has developed degree and certificate programs related to Entrepreneurship, and is working with other college partners to grow and develop the Sandbox concept.

Action: Improve the region's entrepreneurship

Total Project
Cost:
\$280,000

Total Recommended
Funding:
\$56,000

5-Year Jobs Created/Retained: 20



Masonic Medical Research Lab Next Gen Genetic Sequencing

Oneida County

CFA# 30669

This project will be completed in the Molecular Genetics Wing which was constructed with the assistance of a Federal earmark in the amount of \$800,000 in 2004. The technology for performing genetic screening has advanced impressively over the past decade. In order to remain competitive, we must transition to whole exome and whole genome sequencing using next generation techniques. Whole genome sequencing determines the DNA sequence of an organism's entire genome. The Ion Torrent Proton is capable of high throughput and high accuracy DNA screening. The Ion Proton™ System coupled with Ion AmpliSeq™ technology makes exome sequencing accessible to research laboratories large and small. The recently introduced Ion Chef™ System automates the process making sequencing more efficient and cost-effective. The transition to Next Generation Screening is estimated to cost \$440,000. With its implementation, we project that we will be able to retain 8 professional positions reflecting \$690,000 in personnel. The economic impact on our region is estimated at \$35,000,000.

Action: Strengthen regional R&D capacity through education, facilities, and funding

Total Project
Cost:
\$2,194,000

Total Recommended
Funding:
\$400,000

5-Year Jobs Created/Retained: 8

Priority Projects- Strategy 4

Hampton Inn & Suites

CFA# 32273

Montgomery County

Hampton Inn plans to retro fit the existing 125 room hotel at 10 market street Amsterdam, NY into a Hampton Inn hotel with and indoor pool and waterslide. There is a need for a first class hotel in Amsterdam. This hotel will spur the re vitalization of the downtown area, attracting tourists and new small businesses to downtown. It will also create up to 25 new jobs.

Action: Redevelopment of urban centers and main streets

Total Project
Cost:
\$5,800,000

Total Recommended
Funding:
\$900,000

5-Year Jobs Created/Retained: 25

Oneida County Interceptor Phase 2

CFA# 28106

Oneida County

This project is Phase 2 of the Oneida County Interceptor Sewer Upgrade Project. In order to address the need for critically redundant service and improved sewer capacity, a second crossing is proposed to be constructed adjacent to the existing crossing at the Erie Canal. This new crossing is vital for both sustaining critical infrastructure needs and supporting regional economic development and growth. Upgrades are currently underway to improve the physical condition and to increase the overall flow capacity of the North Utica Interceptor Sewer at an estimated cost of \$11.5 million. This project will benefit communities north of the Erie Canal while providing necessary capacity to convey the projected sanitary flows from the Marcy Nanocenter site. Additionally, upgrades to the county interceptor will reduce required sewer rate increases by approximately 20% with the development of a single semiconductor manufacturing facility.

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

Total Project
Cost:
\$3,500,000

Total Recommended
Funding:
\$700,000

5-Year Jobs Created/Retained: 25 Const.

Marcy Nanocenter at SUNYIT Development

CFA# 28409

Oneida County

Project is part of a planned announcement that will have CNSE be end user for Marcy site. CNSE will develop site for expansion of its G450 Consortium at NanoFabX , with Marcy being developed for a 450mm enabled semiconductor campus that will be used to attract additional semiconductor manufacturing investment. Planned improvements include clearing, grubbing, grading and earthwork activities, wetland mitigation, storm drainage, interior access roads, and site development activities to support construction at Marcy Nanocenter for 300/450 mm scale semiconductor manufacturing plants. This project is part of a much larger state investment strategy and that a higher percentage of NYS funds are required to bring the project to fruition. EDGE and its partners have secured \$46,000,000 to date for sewer, water, and road improvements including the upgrade to Oneida County Interceptor sewer that runs from Marcy to Utica and would handle wastewater discharges north of the Mohawk River including the Marcy Nanocenter site and the Quad C facility, permitting, zoning, land acquisition, power line relocation, and marketing.

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

Total Project
Cost:
\$1,500,000,000

Total Recommended
Funding:
\$3,250,000

5-Year Jobs Created/Retained: 1000

Utica Auditorium Upgrade

CFA# 32511

Oneida County

The Utica Memorial Auditorium is undergoing much needed improvements after over 50 years of service. Improvements completed from 2011 through 2013 including new lighting, new telescopic seating, new audio/video systems, and complete renovation of lower level locker rooms and facilities. The next phase of improvements (Phase 2) include facade replacement, canopy replacement, major mechanical and electrical upgrades, lower concourse roof replacement, 300-car parking lot, and the construction of an addition on the north side of the property to house up to eight suites.



Action: Redevelopment of urban centers and main streets

Total Project Cost:
\$7,000,000

Total Recommended Funding:
\$734,294

5-Year Jobs Created/Retained: 8

Union Station REA Wing Phase 2

CFA# 28060

Oneida County

Oneida County will undertake improvements to the Railway Express Agency (REA) Wing at Union Station, located in Utica, that will include exterior work in the Phase I area as well as further development of the public market into the two story portion of the REA Wing located to the east. The goal of this project is to provide suitable indoor space for a three season public market and to stabilize the aging structure of the REA Wing. The final result is intended to provide flexible accommodations for the vendors and a unique venue for shoppers in the historic former Railway Express Agency baggage handling facility.



Action: Redevelopment of urban centers and main streets

Total Project Cost:
\$1,023,900

Total Recommended Funding:
\$200,000

5-Year Jobs Created/Retained: -

Utica CSO Control Project A8

CFA# 32032

Oneida County

The work will require major modifications to the existing sewer system in the 169-acre project area. At present, this area is serviced by a system of smaller diameter combined sewers which feed into two larger trunk sewers; the Upper Gulf Sewer and a parallel 66-inch Relief Sewer that was installed upstream of CSO 127 in 1936 to address wet weather capacity issues. The intention of the proposed project will be to convert the 66-inch Relief Sewer into a storm sewer, the separation of other existing sewers to reduce wet-weather flows into the sanitary sewer and work toward the future elimination of CSO 127. This project along with addition of remote treatment technologies will eliminate 27 million gallons of combined sewer overflows in a typical year at Ballou Creek. Completion of this project is consistent with activities to address CSOs under the parameters of the Long Term Control Plan and the City of Utica SPDES Permit for CSOs.

Action: Redevelopment of urban centers and main streets

Total Project Cost:
\$11,660,000

Total Recommended Funding:
\$1,300,000

5-Year Jobs Created/Retained: -



Utica Harbor Point

CFA# 32339

Oneida County

The Utica Harbor is a historical landmark along the Erie Canal that is waiting to be recognized and utilized as a destination attraction. The project will build on the Utica Harbor Master Plan, funded under a 2011 CFA, and consist of the following elements: (1) State Environmental Quality Review Act (SEQRA) review including preparation of a Generic Environmental Impact Statement (GEIS). (2) Phase 1A and 1B Cultural Resource Investigations. (3) Improvements at Wells and Wurz Avenues to promote connectivity from North Genesee Street. (4) The closure of Dredge Spoils Area #1 (DSA-1) (5) Site assemblage/property acquisition (6) Engineering and planning efforts including a Phase II Environmental Site Assessment (ESA), floodplain hydrologic study, bulkhead repair/replacement preliminary evaluation, and planning or programming studies for the potential recreation uses of Harbor Point (west side of harbor) including the "Parthenon" building.



Action: Leverage the region's waterfront and canal corridor assets

Total Project
Cost:
\$36,000,000

Total Recommended
Funding:
\$5,000,000

5-Year Jobs Created/Retained: 70

Utica Landmark Project

CFA# 30628

Oneida County

The Utica Landmark Building Project is a 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. The first floor will house a foodservice outlet, along with multiple commercial tenant spaces. The second and third floors will include twenty-five loft style urban apartment homes. The roof will provide greenspace for the tenants and a public rooftop bar and lounge. Our plans include an enclosed parking structure at the rear of the building for premium tenant parking and we are purchasing an adjacent parking lot from a private seller resulting in 101 spots. Phase I will include the demolition of interior walls and subdivisions and the restoration and strengthening of the exterior façade.



Action: Redevelopment of urban centers and main streets

Total Project
Cost:
\$2,000,000

Total Recommended
Funding:
\$400,000

5-Year Jobs Created/Retained: 25

Oneonta Southside Water Project

CFA# 32625

Otsego County

The Town of Oneonta, Otsego County, New York proposes to construct a municipal water supply and distribution system in the Southside area of the Town. The new water infrastructure will include: • Construction of two new water supply wells with 30hp pumps. • Construction of a 20'x24' well control building to house treatment facilities and controls • Construction of a 500,000 gallon, 50' diameter, 35' high, finished water storage tank. • Installation of approximately 37,000 LF of 8" and 10" distribution piping. The distribution piping will be in the rights-of-way of NYS Rte. 23, Southside Drive, Glen Drive and Bevins Drive. The new wells and control building will be in Fortin Park. The new tank will be on the hill to the south, the exact location has not been determined. The Town intends to create the Southside Sewer District which will serve 120 properties and consolidate 27 existing public water supply systems.

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

Total Project
Cost:
\$8,808,000

Total Recommended
Funding:
\$500,000

5-Year Jobs Created/Retained: -

Matthew Dann Oneonta

CFA# 32241

Otsego County

These Main Street properties are located in the heart of downtown in the City of Oneonta. Efforts to restore these buildings are supported by the Oneonta Downtown Revitalization Program. The development of these currently vacant buildings for mixed-use can facilitate a number of positive changes for this area such as, greater housing variety and density, strengthened sense of community, a well-connected transit system, and enhanced public health. This project involves the restoration of two Main street buildings to be renovated to include a total of four (4) commercial units and twenty-three (23) residential units. The buildings will be redeveloped and returned to their original pre-eminent commercial and residential status re-establishing these vacant buildings as vibrant, active contributors to the downtown. In addition, these buildings are located in the Oneonta Downtown Commercial Historic District.



Action: Redevelopment of urban centers and main streets

Total Project
Cost:
\$2,160,000

Total Recommended
Funding:
\$432,000

5-Year Jobs Created/Retained: 1

Cobleskill Water Supply Improvements

CFA# 31924

Schoharie County

The project will consist of the design and construction of improvements to the Cobleskill Water Supply structures. The proposed improvements include upgrading and reconstruction of existing dam spillway structures and dredging of water supply reservoirs. These upgrades will ensure sufficient water is provided to all users connected to the Cobleskill Water System. The current water supply reservoirs are in need of improvements in order to ensure they can supply the Cobleskill Water System with sufficient quality water. The primary issue with the existing Smith and Dow reservoir is the siltation of the basin bottoms due to recent flooding events. This deposition of sediment material has two major negative effects on the water system. First, the sediment build up in the reservoir causes reduced capacity for water storage. Additionally this causes an excessive amount of weed growth within the reservoirs. Second, the increased silt deposits in the water make treatment of the water more difficult with additional particle removal necessary at the Water Treatment Facility. This additional treatment process slows and reduces the treatment capacity. Additional improvements include the reconstruction of spillway structures which have been cited for their structural instability and deficient design capacities.

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

Total Project
Cost:
\$1,500,000

Total Recommended
Funding:
\$300,000

5-Year Jobs Created/Retained: 5 Const.



Mohawk Valley Community Improvement Fund

MV Region

Mohawk Valley Community Improvement Fund is proposed as a capital grant fund to support sustainable implementation projects throughout the region, focusing on investments in Brownfields, Main Streets, Waterfronts and Business Parks. The purpose of the fund is to deploy the necessary infrastructure to cultivate new opportunity and investment in targeted opportunity areas, urban centers, and business parks. Project selection for Community Investment funds will build upon the model developed by the County Liaison Committee, whereby local officials communicate the infrastructure needs, growth opportunities, and critical site development components that are required to attract and assist small businesses, industrial development, and new construction in strategic target areas. Project funding will be competitively awarded by the Council in May 2014, with the following parameters: 1) Maximum Grant Amount of \$400,000; 2) All projects will require a demonstrated 50% match/leverage; 3) Projects should be implementation-ready (design & construction documents); 4) Projects should advance an MVREDC Strategy; 5) Projects should align with MV Sustainability Plan goals. The fund will also support eligible agribusiness projects that invest in cooperative facilities, food manufacturing & processing, and transportation infrastructure that result in new construction, expansion, and job creation in urban centers and business parks.

Action: Promote investment in regional cores, municipal centers, central business districts and Main street corridors

Total Recommended
\$1,775,000



Additional Strategic Projects

CFA-related State Agency Funding Applications

Project Name	Additional Fund- ing Sources	County	Amount Requested	Total Project Cost
HCR - New York Main Street (NYMS) (Strategy 4)				
Oneonta Downtown Revitalization Program	-	Otsego	\$200,000	\$439,500
City of Johnstown- Main Street 2013	-	Fulton	\$200,000	\$265,000
Downtown Utica Main Street Improvements	-	Oneida	\$200,000	\$2,000,000
Village of Camden Facade Program	-	Oneida	\$200,000	\$200,000
Old Forge Main Street	-	Herkimer	\$200,000	\$412,000
New York State Business Incubator and Innovation Hot Spot Support Program (Strategy 3)				
Project MV Incubator	-	Oneida	\$375,000	\$1,125,000
Local Waterfront Revitalization Program (Strategy 4)				
City of Amsterdam- East End Streetscape	-	Montgomery	\$50,000	\$100,000
City of Oneonta- Susquehanna Greenway Project	-	Otsego	\$130,000	\$586,000
Arts, Culture & Heritage Project Grant (Strategy 1)				
Winslow Homer The Nature and Rhythm of Llife	-	Otsego	\$100,000	\$282,724
Rome Art and Community Center- Creative Arts Academy	-	Oneida	\$28,500	\$86,550
The Farmers Museum- Cooperstown Heritage Festivals	-	Otsego	\$72,182	\$144,541
ESD - Strategic Planning and Feasibility Studies (Strategy 4)				
Middleburgh Comprehensive Plan	-	Schoharie	\$40,000	\$40,000
Focus for the Future Main Street Oneonta	-	Otsego	\$75,000	\$150,000
Digital Film Projector Conversion Program (Strategy 1)				
Rome Capitol Theatre Expansion and Restoration Project	-	Oneida	\$100,000	\$291,165
ESD Technical Assistance and Training Grants – Opportunity Agenda Projects (Strategy 2)				
Mohawk Valley STEM Opportunities	-	Oneida	\$100,000	\$100,000
NY Folklore Society- Newcomer Microenterprise	-	Oneida	\$66,800	\$103,750
NYSID- CREATE	-	Oneida	\$84,500	\$141,660
NYLT Education Expansion	-	Oneida	\$100,000	\$164,456
Market NY (Strategy 1)				
New York State Sportswriters and Coaches Organization for Girls Sports	-	Herkimer	\$25,000	\$25,000
Matt Brewing Company- Beer Garden	-	Oneida	\$90,000	\$395,000
Utica Zoo Accreditation Readiness Project	-	Oneida	\$198,600	\$993,000
Munson Williams- The Golden Age of European Painting	-	Oneida	\$120,000	\$387,097
Cycle Adirondacks	-	ALL/Multi	\$211,750	\$970,500
Erie Canalway Trail Shuttle Pilot	-	ALL/Multi	\$80,000	\$100,000
Doubleday Field Marketing	-	Otsego	\$67,500	\$75,000
Market Golf	-	ALL/Multi	\$150,000	\$150,000
CNY Arts Economic Development 2013	Arts, Culture & Heritage	Multi-Region	\$200,000	\$318,000
Empire State Development Grant Funds (Strategy 1)				
21st Century STEM Workforce Education	-	ALL	\$2,021,892	\$10,131,353
Empire State Forest Products Association- PTL NY	ESD Technical	Multi-Region	\$85,000	\$125,000
Full Circle Packing- Herkimer Beef	-	Herkimer	\$1,223,854	\$18,024,838
National Baseball Hall Of Fame- Mobile App	Market NY	Otsego	\$390,000	\$650,000
Rome Terminal	-	Oneida	\$1,100,000	\$5,500,000
Chris's Collision Expansion	-	Herkimer	\$50,000	\$135,000
Rome Site Development	-	Oneida	\$300,000	\$750,000
City of Rome- Brownfields to Brightfields	-	Oneida	\$210,000	\$5,900,000
Rock Ledge Campground	Market NY	Oneida	\$52,000	\$250,000

Additional Strategic Projects Continued

CFA-related State Agency Funding Applications

Project Name	Additional Funding Sources	County	Amount Requested	Total Project Cost
Existing Employee Training Program (Strategy 2)				
The Harva Company- ISO	-	Schoharie	\$74,095	\$74,095
Unemployed Worker Training (Strategy 2)				
MVCC- Fast Lane to Technology	-	Oneida	\$100,000	\$155,465
HCR - New York Main Street Technical Assistance (NYMS-TA) (Strategy 4)				
Village of Oriskany Falls- Downtown Technical Assistance Project		Oneida	\$16,625	\$17,500
Village of St. Johnsville- Main Street Pathway to the Future		Montgomery	\$20,000	\$210,000
HCR - Rural Area Revitalization Projects (RARP) (Strategy 4)				
Mohawk Valley Small Community Improvement Fund- MVEED	Local Gov. Efficiency, ESD, Local Waterfront	ALL	\$2,650,000	\$2,650,000
Mohawk Main Street Business Assistance Program	ESD	Herkimer	\$700,000	\$700,000
Frankfort Main Street Program Business Improvement Project	ESD	Herkimer	\$300,000	\$300,000
HCR - Community Development Block Grant (CDBG) - Public Infrastructure (Strategy 4)				
City of Amsterdam- Sewer System Improvements	-	Montgomery	\$600,000	\$796,400
Village of Ilion East St Sanitary Sewer Improvements	-	Herkimer	\$600,000	\$660,000
Village of Herkimer Smartmeter Efficiency Program	-	Herkimer	\$391,150	\$391,150
Village of Canajoharie Water System Improvements	-	Montgomery	\$600,000	\$617,000
HCR - Community Development Block Grant (CDBG) - Public Facilities (Strategy 4)				
Village of Fultonville- Flood Mitigation	-	Montgomery	\$400,000	\$450,000
College Access Challenge Grant (Strategy 2)				
WIB- College Access Project	-	Oneida	\$50,000	\$50,000
Park Acquisition, Development and Planning (Strategy 4)				
Village of Schoharie- Waterfront Rec. Assets Planning	Local Waterfront	Schoharie	\$61,750	\$123,500
Val Bialas Sports Center Improvements	-	Oneida	\$307,950	\$410,601
Forever Generations Nick Iorio Park Project	-	Schoharie	\$217,650	\$435,300
Town of Broadalbin Park Development	HCR - Main Street	Fulton	\$500,000	\$1,166,350
Historic Property Acquisition, Development and Planning (Strategy 4)				
Tabernacle Baptist Church Masonry Restoration	-	Oneida	\$373,590	\$498,120
Munson Williams Proctor Arts Institute- Repair Johnson Building Granite Slabs	-	Oneida	\$285,000	\$380,000
Arts and Tourism at the Core of Downtown Fort Plain	-	Montgomery	\$485,000	\$600,000
Village of Cooperstown- Fairy Spring Park Revitalization	-	Otsego	\$97,500	\$130,000
Fulton County Jail Courthouse Renovation Project	-	Fulton	\$187,500	\$250,000
Restoration Repair Exterior Facade Historic 1834 Jail		Herkimer	\$163,000	\$200,000
Engineering Planning Grant Program - DEC (Strategy 4)				
Town of Kirkland- Rt.12B Sewer Capacity Expansion	-	Oneida	\$30,000	\$36,000
Utica Municipal Facilities Stormwater Control Plan	-	Oneida	\$40,000	\$50,000
Village of Vernon- WWTP Evaluation	-	Oneida	\$20,000	\$25,000
Village of Barneveld- Wastewater Facility and Collection Study	-	Oneida	\$30,000	\$37,500
Green Innovation Grant Program - EFC (Strategy 4)				
City of Rome- Capitol Steps	-	Oneida	\$275,000	\$305,000
Villa Verona Vineyard	-	Oneida	\$291,600	\$291,600

Project Name	Additional Funding Sources	County	Amount Requested	Total Project Cost
Local Government Efficiency Program- DOS (Strategy 5)				
Milford Central Sschool CORE Biomed	-	Otsego	\$40,000	\$147,315
Otsego County Infrastructure Asset Database	-	Otsego	\$36,000	\$40,000
SNAP Opportunities (Strategy 2)				
Oneida County Opportunities	-	Oneida	\$300,000	\$600,000
Women's Employment Resource Center- Professional Pathways Job Training Placement	-	Oneida	\$19,500	\$39,268
Community Services Block Grant (Strategy 2)				
MV Resource Center for Refugees- Regional Office for New Americans Employment Diversity Project	-	Oneida	\$100,000	\$625,000
WIB- Bridge Program	-	Herkimer, Oneida	\$100,000	\$128,800
MVCAA Training	-	Oneida	\$100,000	\$131,678
Cleaner, Greener Communities Phase II (Strategy 4)				
City of Rome- ReTooling Rome for Smart Growth	-	Oneida	\$75,000	\$100,000
City of Utica NY Green Biomass Fired District Energy System	-	Oneida	\$315,000	\$4,680,000
New York State AmeriCorps Program (Strategy 2)				
WIB- AmeriCorps	-	Herkimer, Oneida	\$129,740	\$180,940
Milford CORE Americorps	-	Otsego	\$40,000	\$147,315
NYS Canalway Grant Program (Strategy 4)				
Mohawk Valley Villages St Johnsville Marina	Local Waterfront	Montgomery	\$276,750	\$553,500
Sylvan Beach Bathhouse	Market NY, Local Waterfront	Oneida	\$1,295,000	\$1,906,000
Cleaner Greener Communities Phase II: Category 3 (Strategy 4)				
City of Rome- Project Archaea	-	Oneida	\$3,750,000	\$4,500,000
Munson Williams Proctor Arts Institute- Repair Johnson Building Granite Slabs	-	Oneida	\$5,000,000	\$29,800,000
Talgo Enterprises- Hotel St.	-	Oneida	\$1,792,166	\$2,389,555
Recreation Trails Program (Strategy 4)				
Proctor Park Trail Improvements	-	Oneida	\$200,000	\$270,000



Mohawk Valley Refugee Center



Part Three: Opportunity Agenda



Opportunity Agenda

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

The MVREDC is dedicated to ensuring that all of the Region’s residents have the opportunity to acquire a level of education essential to meaningfully contributing in, and benefiting from, participation in the region’s diverse economy.

Education has the power to renew communities and to lift individuals and families from poverty into life-sustaining jobs. Our proposed Opportunity Agenda will focus on supporting improved outcomes for the Mohawk Valley’s residents along the entire education pipeline, including: increasing high school and college graduation rates for low-income, minority and first-generation college students; and promoting the career advancement and economic security of low-income individuals and families.

The Mohawk Valley Opportunity Agenda will continue to leverage the regional collaboration standard based on a shared set of specific goals. The Agenda will draw from the wealth of information and research generated by New York State and by the region’s public agencies, foundations, civic institutions, think tanks and community-based organizations. It is envisioned that long-term partnerships will be formed to advance the Opportunity Agenda and will drive systemic change that will positively affect all Mohawk Valley residents.

Priority Initiatives

- Supporting the construction of a strong, fundamental educational foundation aimed at families living in poverty to improve student success and reduce early and long-term achievement gaps
- Keeping students and families on track for high school completion and graduation by reducing summer learning loss, increasing high school graduation rates, increasing student and parent participation in the educational process
- Increasing post-secondary attainment to drive greater wealth creation across the region, state by creating more opportunities for all employers and employees, helping “to secure a rewarding affordable quality of life
- Supporting supplemental education leading to permanent employment through an increase of on-the-job internships and training, and job shadowing programs that lead to permanent employment
- The Mohawk Valley REDC encourages potential applicants to apply for Consolidated Funding Application support for programs that promote graduation and supportive education leading to permanent employment, such as on-the-job internships, and job shadowing programs



Young Scholars Liberty Partnerships Program

STEM Scholars will provide 75 young people of Utica – the most diverse and highest-poverty community in the Mohawk Valley Region – with a high-quality summer program to give them project-based, hands-on STEM experiences with cutting edge technology at Utica College. The project will introduce youth to local professionals in the region’s growing STEM sectors, and will provide intensive career awareness, guidance and college planning activities to assist students in developing a career roadmap and help parents see the potential in growing technology fields.

Following this summer experience, the project will continue disseminating updates on technology opportunities and career advice. Students selected for this competitive program will be rewarded for their work with summer stipends – something not available to most young teenagers. Project work will follow the standards set by the President’s Council of Advisors on Science and Technology: “Students need exciting experiences ... beyond the curriculum, and beyond the classroom. These experiences should reveal to them the satisfaction of solving a problem, discovering a pattern or phenomenon on one’s own, becoming insatiably curious about a puzzling question, or designing and creating an invention. Students should be able to see themselves in the role of a scientist, technologist, engineer, or mathematician, which often requires an association with role models.”

Young Scholars has just completed its 20th year serving over 900 students of promise in the City of Utica, and currently serves 351 students in grades 7-12. Its record shows: 93% graduation rate for the 14 classes that have graduated; Proctor High School graduation rate for same years (1999-2012) was 85%. Additionally, 86% of YSLPP graduates earned Regents or Advanced Regents diploma, compared to 59% of Proctor graduates overall (1999-2012). Since 2005, 97% of YSLPP graduates have enrolled in college. 54% of Young Scholars are female, 46% are male, and 87% are from minority or refugee populations. The Utica City School District is 35% minority youth.



People Living in Poverty Increased & Overall Population Decreased

75,443 *People with incomes below the federal poverty level, 2011*

498,738 *Total population, 2012*

1 in 7 Live in Poverty

23% *Children Under 18 Live in Poverty in the Mohawk Valley*

Source: US Census Bureau, 2011

The major components of the Young Scholars Liberty Partnership Program:

- Academic support, tutoring & special review sessions
- Counseling provided by social workers and staff
- Summer Program on the Utica College Campus
- Community service
- Enrichment activities and career exploration
- Mentor program involving community members
- Parent involvement and parent education program

Mohawk Valley

ESD Excelsior Tax Credits

Project	Recommended Funding Amount	Total Project
Cryo-Pure Corp. (Amonute)	\$50,000	\$750,000
Matt Brewing Company Beer Garden	\$100,000	\$395,000
Erie Canal Distillers	\$3,500	\$184,700
Total	\$153,500	\$1,329,700

Innovation Hot Spot and Incubator

Project MV Incubator at Griffiss Institute	\$375,000	\$1,125,000
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Regional Opportunity Agenda

Mohawk Valley STEM Opportunities Young Scholars LPP Program	\$100,000	\$100,000
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Utica Memorial Auditorium



Photo: Kriston Chen

Corbin Hill Farm

2013 Regionally Significant Project Pipeline

Project	Recommended Funding Amount	Total Project
NYS Sportswriters & Coaches Org. for Girls Sports	\$25,000	\$25,000
Matt Brewing Company Beer Garden	\$90,000	\$395,000
Oneida County Sewer District Anaerobic Digester Installation	\$5,000,000	\$29,800,000
Village of Schoharie- Waterfront Recreational Assets Planning	\$61,750	\$123,500
Westmoreland Ambulatory Surgical Center	\$386,612	\$1,933,064
Villa Verona Vineyard	\$291,600	\$291,600
Utica Zoo Accreditation Readiness Project	\$198,600	\$993,000
Empire State Forest Products- PTL NY	\$85,000	\$125,000
Village of Ilion East St Sanitary Sewer Improvements	\$600,000	\$660,000
Milford CSD- MCS CORE Biomed	\$40,000	\$147,315
Village of Herkimer 2013 Smartmeter Efficiency Program	\$391,150	\$391,150
Village of Canajoharie Water System Improvements	\$600,000	\$617,000
Tabernacle Baptist Church Masonry Restoration	\$373,590	\$498,120
Womens Employment Resource Center- Professional Pathways Job Training Placement	\$19,500	\$39,268
Munson Williams Proctor Arts Institute- Johnson Building Granite Slabs	\$285,000	\$380,000
Talgo Enterprises- Hotel St	\$1,792,166	\$2,389,555
Val Bialas Sports Center Improvements	\$307,950	\$410,601
Full Circle Packing Herkimer Beef Project	\$1,223,854	\$18,024,838
City of Utica NY Green Biomass Fired District Energy System	\$315,000	\$4,680,000
National Baseball Hall of Fame- Mobile Application	\$390,000	\$650,000
NYSHA- Winslow Homer The Nature and Rhythm of Life	\$100,000	\$282,724
Munson Williams Proctor Arts Institute- The Golden Age of European Painting	\$120,000	\$387,097
NY Folklore Society- Newcomer Micro-enterprise	\$66,800	\$103,750
Rome Capitol Theatre Expansion and Restoration Project	\$100,000	\$291,165
Mohawk Valley Villages St Johnsville Marina	\$276,750	\$553,500
NYSID- CREATE	\$84,500	\$141,660
Total	\$13,224,822	\$64,333,907

Project Pipeline

2013 NYS Other Competitive Funding Priority Project Recommendations

Project	Recommended Funding Amount	Total Project
Mohawk Valley Resource Center for Refugees- Employment Diversity Project	\$100,000	\$625,000
City of Rome Capitol Steps	\$275,000	\$305,000
Town of Middleburgh Comprehensive Plan	\$40,000	\$40,000
ReTooling Rome for Smart Growth	\$75,000	\$100,000
Project Archaea- City of Rome	\$3,750,000	\$4,500,000
Project MV Incubator (Incubator/Hot Spot)	\$375,000	\$1,125,000
The Harva Company- ISO	\$74,095	\$74,095
City of Amsterdam Sewer System Improvements Phase 4	\$600,000	\$796,400
Oneonta Downtown Revitalization Program	\$200,000	\$439,500
Focus for the Future Main Street Oneonta	\$75,000	\$150,000
City of Johnstown- Main Street 2013	\$200,000	\$265,000
Village of Fultonville- Flood Mitigation	\$400,000	\$450,000
21st Century STEM Workforce Education	\$2,021,892	\$10,131,353
Downtown Utica Main Street Improvements	\$200,000	\$2,000,000
Mohawk Valley STEM Opportunities (Opp Agenda)	\$100,000	\$100,000
WIB-College Access Project	\$50,000	\$50,000
WIB-Americorps	\$129,740	\$180,940
Village of Camden Facade Program	\$200,000	\$200,000
Oneida County Workforce Development Opportunities	\$300,000	\$600,000
WIB- Bridge Program	\$100,000	\$128,800
Total	\$9,265,727	\$22,261,088

Criteria for Recommended Funding of Priority Projects

- County Liaison Committee scored submitted Priority Projects utilizing standard scoring criteria
- Projects were generally recommended for funding at 20% of total project cost

2013 Competitive Capital Funds (ESD) Priority Project Recommendations

Project	Recommended Funding Amount	Total Project
Computer Chip Commercialization Center "QUAD C"	\$3,100,000	\$125,000,000
Cryo Pure Corp.	\$100,000	\$750,000
Marcy Nanocenter Development	\$3,250,000	\$1,500,000,000
Marcy Sewer Interceptor Phase 2	\$700,000	\$3,500,000
Utica Auditorium Upgrade Project	\$734,294	\$7,000,000
Mohawk Valley Community Investment Fund	\$1,775,000	-
GUSC PV Array @ USAFRL-Rome	\$150,000	\$1,010,000
Rome Strip Steel Anneal Furnace Base Upgrade	\$150,000	\$1,400,000
Union Station REA Phase 2	\$200,000	\$1,023,900
Utica CSO Control Project A8	\$1,300,000	\$11,660,000
Utica Harbor Point	\$5,000,000	\$36,000,000
The Utica Landmark Project (HSBC Bldg)	\$400,000	\$2,000,000
Adirondack Barrel Cooperage	\$120,000	\$605,800
Center for Craft Food and Beverage at Hartwick College	\$60,000	\$300,000
MVCC Community Entrepreneurship Sandbox	\$56,000	\$280,000
Corbin Hill CSA	\$180,000	\$1,756,215
Dear Run at River Ridge	\$1,575,000	\$20,754,000
Griffiss Institute Expansion	\$1,100,000	\$5,900,000
Hampton Inn and Suites Amsterdam	\$900,000	\$5,800,000
HARC Business Park Development	\$264,706	\$1,460,000
Matt Brewery Capacity Expansion	\$250,000	\$1,600,000
Matthew Dann Oneonta	\$432,000	\$2,160,000
MV Tourism & Waterfront Development Project	\$200,000	\$1,500,000
Northland Fiber Phase 2	\$73,000	\$365,000
Next Generation Genetic Sequencing-Masonic Medical Research Center	\$400,000	\$2,194,000
3B Timber- Shavings Project	\$100,000	\$1,300,000
Erie Canal Distillers	\$10,000	\$184,700
GIANT Solutions	\$40,000	\$158,225
MedCare Administrators	\$200,000	\$1,300,000
Mohawk Lifts	\$180,000	\$3,100,000
Oneonta Southside Water Project	\$500,000	\$8,808,000
Rome Cable PV	\$150,000	\$5,800,000
UAS Training	\$500,000	\$2,500,000
Utica Coffee Roasting	\$150,000	\$1,503,000
Water Supply improvements Project Cobleskill	\$300,000	\$1,500,000
Westmoreland Ambulatory Surgical Center	\$400,000	\$5,246,756
Total	\$25,000,000	\$265,419,596





Appendix



Priority Projects- Strategy 1

Detailed Budgets

HARC Business Park Upgrades

CFA# 30267

Applicant: Herkimer County Chapter. NYSARC, Inc.
Herkimer, Herkimer County

5-Year Jobs Created/Retained: 23

Strategic Alignment: GROW- Funding of this project will produce almost immediate results in terms of new jobs created. This business investment project makes 23 new jobs possible through expansion of an existing HARC Herkimer Industries contract. Upon funding award and subsequent project completion, Herkimer Industries will receive the Tidy Tots Diapers contract extension, and retain the existing contract, only if the proper environment can be provided. Without energy-efficient heating and air conditioning at the HARC Business Park, 23 new jobs and 7 existing jobs will be lost. Additionally, long-range HARC Business Park occupancy would be greatly-enhanced by this project. With modern heating and air conditioning, the 60,000 square feet of business park space that remains unoccupied would be substantially more attractive to businesses seeking space, thus allowing for the creation of more jobs in the Mohawk Valley.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 264,706
Total Public Funds	\$264,706
Private Sources of Funds	
Owner Equity	\$1,201,500
Other Private	\$46,000
Total Sources	\$1,247,500

Total Project Cost:	Total Recommended Funding:
\$1,460,000	\$264,706

Use of Funds	
1) Equipment & Machinery	\$1,200,000
2) Construction/Renovation	\$264,706
3) Equipment & Machinery	\$46,000
4) Planning	\$1,500
Total Uses	\$1,521,206

Deer Run at River Ridge

CFA# 31633

Applicant: Dear Run at River Ridge LLC
Amsterdam, Montgomery County

5-Year Jobs Created/Retained: 70-80

Strategic Alignment: GROW- The Montgomery County Department of Social Services has expressed the need for additional assisted living beds in the county and fully supports the applicant. The Healthcare sector has been identified by the MVREDC as a key employment cluster, and the estimated 60-70 full time jobs resulting at the facility from this project will further strengthen this cluster's importance within the region's economy.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$2,075,400
Total Public Funds	\$2,075,000
Private Sources of Funds	
Private	\$18,678,600
Total Sources	\$18,678,600

Total Project Cost:	Total Recommended Funding:
\$20,754,000	\$1,575,000

Use of Funds	
1) New Construction	\$16,804,000
2) FF&E	\$1,300,000
3) Demolition & Remediation	\$2,600,000
4) Construction/Renovation	\$2,075,400
5) Soft Costs	\$650,000
6) Planning & Feasibility Studies	\$700,000
Total Uses	\$24 , 129,400

Mohawk Lifts

CFA# 30535

Applicant: Mohawk Resources Ltd.
Amsterdam, Montgomery County

5-Year Jobs Created/Retained: 9

Strategic Alignment: GROW- This business investment project, involving factory expansion of a metals and machinery manufacturer, protects current manufacturing jobs in Amsterdam, adds additional manufacturing jobs, brings currently outsourced jobs back to New York State and the Mohawk Valley region, and provides the company future opportunities for continued expansion. Metals and machinery manufacturing has been identified as a key employment cluster within the Mohawk Valley region, and this project will maintain the sector's continued importance to the regional economy. Investment to bring more manufacturing jobs "in-house" will total \$3.8 million.

Total Project Cost:	Total Recommended Funding:
\$3,100,000	\$180,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 620,000
Total Public Funds	\$620,000
Private Sources of Funds	
Owner Equity	\$320,000
Loans	\$2,160,000
Total Sources	\$2,480,000

Use of Funds	
1) Property Acquisition	\$505,000
2) Property Acquisition	\$75,000
3) Construction/Renovation	\$350,000
4) Architectural/Engineering	\$50,000
5) Construction/Renovation	\$750,000
6) Equipment & Machinery	\$710,000
7) Equipment & Machinery	\$270,000
8) FF&E	\$75,000
9) Planning	\$70,000
10) Equipment & Machinery	\$170,000
11) FF&E	\$75,000
Total Uses	\$3,100,000

MV Tourism & Waterfront Development

CFA# 32088

Applicant: Erie Canal RV Resort & Campground
St. Johnsville, Montgomery County

5-Year Jobs Created/Retained: 20

Strategic Alignment: GROW- Included in the Western Montgomery County LWRP area, this project will develop 23 acres of Mohawk River waterfront. This business investment will create 20 new jobs within the region's tourism sector, which has been identified as a significant economic engine within the Mohawk Valley. The park that will be built has the potential to significantly increase local foot traffic, creating a ripple effect among local businesses. The projected economic impact of the project on the economy of Montgomery County is expected to attract and empower new retail entrepreneurs, thus renewing communities and greatly enhancing the quality of life for residents.

Total Project Cost:	Total Recommended Funding:
\$1,500,000	\$200,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 300,000
Total Public Funds	\$300,000
Private Sources of Funds	
Private	\$1,200,000

Use of Funds	
1) Construction/Renovation	\$197,400
2) Shipping/Installation	\$102,600
Total Uses	\$300,000

Erie Canal Distillers

CFA# 32026

Erie Canal Distillers
Fort Plain, Montgomery County

5-Year Jobs Created/Retained: 15

Strategic Alignment: GROW- Agribusiness is a rapidly growing industry cluster in the Mohawk Valley region. Micro-breweries, wineries, and distilleries are sprouting up in all six counties. The MVREDC has targeted this sector as an opportunity for growth. This project is evidence of such growth, and will further the region's goal of making agribusiness and craft distilling a significant source and jobs and tourism revenue.

Total Project Cost:	Total Recommended Funding:
\$184,700	\$10,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 10,000
NYS Tax Credits	\$3,500
Other State Funds- DOL	\$2,500
Other Public Funds- EIP	\$4,000
Total Public Funds	\$20,000
Private Sources of Funds	
Private	\$184,700
Total Sources	\$184,700

Use of Funds	
1) Planning	\$5,500
2) Rent/Utilities	\$28,200
3) FF&E	\$3,500
4) Salaries & Wages	\$2,500
5) Construction/Renovation	\$52,282
6) Equipment & Machinery	\$14,000
7) Equipment & Machinery	\$82,520
8) FF&E	\$16,198
Total Uses	\$204,700

Giant Solutions

CFA# 31860

Applicant: Amsterdam IDA
Amsterdam, Montgomery County

5-Year Jobs Created/Retained: 2

Strategic Alignment: GROW- This project aligns well with the MVREDC's key strategy of enhancing regional concentrations through key business investments. Specifically, the project aligns itself with leveraging business, industry and employment concentrations with high growth potential, as GIANT Solutions lies within the sector of Semiconductors & Nanotechnology, and Clean Technology. With the development of Tech Valley in Upstate New York, this business expansion will allow GIANT Solutions to position itself well and better serve and compete within the region's high-tech industry.

Total Project Cost:	Total Recommended Funding:
\$158,225	\$40,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 50,000
NS CDBG- Small Business Assistance	\$50,000
Total Public Funds	\$100,000
Private Sources of Funds	
Owner Equity	\$108,225
Total Sources	\$108,225

Use of Funds	
1) Equipment & Machinery	\$108,225
2) Equipment & Machinery	\$50,000
3) Equipment & Machinery	\$50,000
Total Uses	\$208,225

QUAD C

CFA# 20823

Applicant: Fort Schuyler Management Corporation
Utica, Oneida County

5-Year Jobs Created/Retained: 100

Strategic Alignment: This project aligns itself well with both Strategy 1 – GROW – and Strategy 2 – BUILD – of the MVREDC strategic plan. The QUAD-C Technology Center at SUNYIT was first identified as a transformational priority project in 2011 by the MVREDC. The QUAD-C leverages a multi-faceted commercial and academic partnership approach that has proven successful at SUNY's CNSE in Albany. The project advances Strategy 1 by as a facility that will create high-tech jobs, and attract businesses and investment from all over the world to conduct research and manufacturing activities. Additionally, it will serve as a complimentary facility that will support the advancement of the neighboring Marcy NanoCenter. QUAD-C will also advance Strategy 2 by offering tremendous, one-of-a-kind opportunities in career development and training to the Mohawk Valley workforce.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 20,000,000
Total Public Funds	\$20,000,000
Private Sources of Funds	
Other Private	\$105,000,000
Total Sources	\$105,000,000

Total Project Cost:	Total Recommended Funding:
\$74,000,000	\$3,100,000

Use of Funds	
1) Construction/Renovation	\$20,000,000
2) Construction/Renovation	\$95,000,000
3) FF&E	\$10,000,000
Total Uses	\$125,000,000

Amonute

CFA# 31071

Applicant: Cyro Pure Corp.
Marcy, Oneida County

5-Year Jobs Created/Retained: 14

Strategic Alignment: GROW - This project will help enhance a key regional concentration – nanotechnology and semiconductors – with high growth potential, as this business investment supports the growth at the QUAD-C facility and Marcy NanoCenter site. The project will invest in renovating an existing building into a state-of-the-art UHP manufacturing/distribution facility creating full-time engineering and manufacturing jobs at the facility. The growth of this company will also benefit other local businesses, as it intends to outsource machining and sheet metal needs to local shops (another key regional cluster). Working with SUNYIT, NY universities, medical research facilities and Air Force Research Labs in Rome, this company also intends to develop products and services to forward innovation and job growth in the region.

Total Project Cost:	Total Recommended Funding:
\$750,000	\$100,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 150,000
NYS Tax Credits	\$50,000
Total Public Funds	\$200,000
Private Sources of Funds	
Owner Equity	\$115,000
Loans	\$250,000
Total Sources	\$365,000

Use of Funds	
1) Property Acquisition	\$250,000
2) Construction/Renovation	\$100,000
3) Construction/Renovation	\$85,000
4) Equipment & Machinery	\$150,000
5) Site Preparation	\$15,000
6) FF&E	\$50,000
7) Equipment & Machinery	\$100,000
Total Uses	\$750,000

Rome Strip Steel

CFA# 32244

Applicant: Rome Strip Steel Company Inc.
Rome, Oneida County

Strategic Alignment: GROW- Rome Strip Steel remains a key component of the metals manufacturing segment of the Mohawk Valley regional economy. This cluster has been identified as a key employment concentration, and the MVREDC emphasizes the need to keep employers within key employment concentrations competitive and viable. This project will allow the company to retain stable, well-compensated manufacturing jobs. The Company makes significant contributions towards the quality of life in this region, and this large investment is necessary to help solidify its manufacturing presence in New York as the only remaining cold rolled strip steel producer in the state.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 280,000
Total Public Funds	\$280,000
Private Sources of Funds	
Owner Equity	\$820,000
Loans	\$300,000
Total Sources	\$1,120,000

Total Project
Cost:
\$1,400,000

Total Recommended
Funding:
\$150,000

Use of Funds	
1) Equipment & Machinery	\$1,040,000
2) Equipment & Machinery	\$80,000
3) Equipment & Machinery	\$30,000
Total Uses	\$1,150,000

Matt Brewing Company

CFA# 32652

Applicant: Matt Brewing Co. Inc.
Utica, Oneida County

5-Year Jobs Created/Retained: 119

Strategic Alignment: GROW- The MVREDC's strategic plan identifies Food Processing and Agriculture as a key regional employment concentration. Within this food processing cluster, the Mohawk Valley has witnessed significant growth in craft brewing, distilling, and winemaking. The F.X. Matt Brewing Company in Utica is a key component of this growing industry. The Matt Brewery has consistently shown an ability and a desire to grow its business, and this project allow for further growth, while also creating jobs for the region.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 250,000
NYS Tax Credits	\$100,000
Total Public Funds	\$350,000
Private Sources of Funds	
Owner Equity	\$250,000
Loans	\$1,000,000
Total Sources	\$1,250,000

Total Project
Cost:
\$1,600,000

Total Recommended
Funding:
\$250,000

Use of Funds	
1) Construction/Renovation	\$100,000
2) Equipment & Machinery	\$1,000,000
3) Construction/Renovation	\$100,000
4) Equipment & Machinery	\$100,000
5) Equipment & Machinery	\$250,000
6) Construction/Renovation	\$50,000
Total Uses	\$1,600,000

3-B Timber

CFA# 29295

Applicant: 3B Timber Co. Inc.
Boonville, Oneida County

5-Year Jobs Created/Retained: 12

Strategic Alignment: GROW- Rome Strip Steel remains a key component of the metals manufacturing segment of the Mohawk Valley regional economy. This cluster has been identified as a key employment concentration, and the MVREDC emphasizes the need to keep employers within key employment concentrations competitive and viable. This project will allow the company to retain stable, well-compensated manufacturing jobs. The Company makes significant contributions towards the quality of life in this region, and this large investment is necessary to help solidify its manufacturing presence in New York as the only remaining cold rolled strip steel producer in the state.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 280,000
Total Public Funds	\$280,000
Private Sources of Funds	
Owner Equity	\$820,000
Loans	\$300,000
Total Sources	\$1,120,000

Total Project Cost:	Total Recommended Funding:
\$1,300,000	\$100,000

Use of Funds	
1) Equipment & Machinery	\$1,040,000
2) Equipment & Machinery	\$80,000
3) Equipment & Machinery	\$30,000
Total Uses	\$1,150,000

Adirondack Barrel Cooperage

CFA# 29562

Applicant: Adirondack Barrel Cooperage
Barneveld, Oneida County

5-Year Jobs Created/Retained: 4

Strategic Alignment: GROW- This project supports the MVREDC's Strategy 1, which is to enhance regional concentrations by creating four jobs at a business that will serve as a complementary firm to the growing agribusiness sector in the Mohawk Valley. As the craft brewing, distilling, and winemaking niche continues to grow in New York State and throughout the northeast, this business investment will serve as a complementary firm providing a product that currently is not produced in New York State nor any other states in the northeast U.S. Adirondack Barrel Cooperage will be an economic investment in sustaining New York's wine and craft distilling industries.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 132,000
Total Public Funds	\$132,000
Private Sources of Funds	
Owner Equity	\$520,800
Total Sources	\$520,800

Total Project Cost:	Total Recommended Funding:
\$605,800	\$120,000

Use of Funds	
1) Equipment & Machinery	\$132,000
2) Construction/Renovation	\$75,800
3) Equipment & Machinery	\$303,554
4) Soft Costs	\$141,446
Total Uses	\$652,800

MedCare Administrators

CFA# 31966

Applicant: MedCare Administrators LLC
Marcy, Oneida County

5-Year Jobs Created/Retained: 10

Strategic Alignment: GROW- This project serves as an important business investment to support both the healthcare and insurance/back-office clusters within the Mohawk Valley. It strengthens regional Healthcare & Medical Services (\$2.1 billion economic activity for the Mohawk Valley), and Insurance Back Office sectors, key targeted concentrations for the Mohawk Valley. As a business that performs medical billing, medical consulting services, and insurance enrollment, Medcare Administrators is a complementary firm that contributes to the efficiency and productivity of the region's healthcare and insurance clusters. Medcare Administrators has outgrown its current facility, and an expansion will help the company address concerns relating to quality and service levels, retention of existing jobs, and job expansion. The project also adheres to smart growth principles elicited in Strategy 4 – REVIVE – as it will fill a vacant, deteriorating facility located in highly visible business corridor and address remediation of environmental issues.

Total Project Cost:	Total Recommended Funding:
\$1,300,000	\$200,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 325,000
Total Public Funds	\$325,000
Private Sources of Funds	
Owner Equity	\$130,000
Loans	\$845,000
Total Sources	\$975,000

Use of Funds	
1) Property Acquisition	\$123,250
2) Property Acquisition	\$49,300
3) Property Acquisition	\$320,450
4) Construction/Renovation	\$170,000
5) Construction/Renovation	\$442,000
6) Construction/Renovation	\$68,000
7) FF&E	\$12,700
8) FF&E	\$31,750
9) FF&E	\$82,550
Total Uses	\$1,300,000

Utica Coffee Roasting Company

CFA# 27424

Applicant: Utica Coffee Roasting Company
Utica, Oneida County

5-Year Jobs Created/Retained: 10

Strategic Alignment: GROW- This project brings together a New York State food distributor and a New York State coffee roaster; two businesses which lie within regional business concentrations. The new location of the Utica Coffee Roasting Company's packing facility will be in a building that currently houses a food distribution company. Bringing together a food processing company with a distribution company will create new business opportunities for both parties, and will leverage relationships, adds jobs, and makes both companies more competitive in Upstate New York food manufacturing and distribution.

Total Project Cost:	Total Recommended Funding:
\$1,503,000	\$150,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 178,000
Other State Funds- EIP	\$122,600
Total Public Funds	\$300,600
Private Sources of Funds	
Private	\$1,203,000
Total Sources	\$1,203,000

Use of Funds	
1) Equipment & Machinery	\$493,000
2) Contractual Services	\$72,000
3) Salaries & Wages	\$215,000
4) Scoping & Pre-development	\$15,000
5) Rent/Lease	\$120,000
6) Construction/Renovation	\$120,000
7) Other	\$90,000
8) Design	\$20,000
9) FF&E	\$25,000
10) Marketing, Outreach & Advertising	\$50,000
11) Supplies/Materials	\$283,000
Total Uses	\$1,503,000

Westmoreland Ambulatory Surgical Center

CFA# 30441

Applicant: Westmoreland Development Company of NY LLC
Westmoreland, Oneida County

5-Year Jobs Created/Retained: 20

Strategic Alignment: GROW- This project supports Strategy 1 of the MVREDC strategic plan, as it will enhance the regional healthcare cluster, which has become one of the most significant clusters in the Mohawk Valley. The community of Westmoreland will experience an infusion of sustained economic investment that complements the health care presence in the region while filling the void of convenient surgical center for the local community, all while utilizing the existing natural and geographic resources. The project will create 20 permanent jobs with an average wage of over \$57,000. Healthcare & Medical Services are a key targeted regional concentration for the Mohawk Valley Region.

Total Project Cost:	Total Recommended Funding:
\$5,246,756	\$400,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 700,000
Total Public Funds	\$700,000
Private Sources of Funds	
Private	\$4,546,756
Total Sources	\$4,546,756

Use of Funds	
1) Construction/Renovation	\$700,000
2) Construction/Renovation	\$4,019,384
3) Land Acquisition	\$215,000
4) Soft Costs	\$312,372
Total Uses	\$5,246,756

Corbin Hill CSA

CFA# 29182

Applicant: Corbin Hill Road Farm
Carlisle, Schoharie County

5-Year Jobs Created/Retained: 10

Strategic Alignment: GROW- The MVREDC strategic plan lists agriculture and food processing as defining industries and strong growth clusters in the Mohawk Valley region. This project, which will help the Corbin Hill Food Project serve the growing needs of its customers, will be used to provide the applicant with its own permanent facility for the aggregation of locally grown produce. Currently, many farmers that contract with CHFP have limited access to the markets served by CHFP due to transportation, logistics and aggregation deficiencies. This facility will allow them to sell to these critically important markets. The CHFP food HUB serves the South Bronx and Harlem, delivering produce that, until now, has not been accessible. Therefore this project also helps strengthen a relationship between Mohawk Valley agribusinesses and downstate consumers.

Total Project Cost:	Total Recommended Funding:
\$1,756,215	\$180,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 180,000
NYS CDBG- Small Business Assistance	\$100,000
NYS CDBG- Econ. Development	\$100,000
Total Public Funds	\$380,000
Private Sources of Funds	
Private Grant	\$100,000
Loans	\$515,849
Total Sources	\$655,149

Use of Funds	
1) Site Preparation	\$45,000
2) Architectural/Engineering	\$39,300
3) Architectural/Engineering	\$108,000
4) Equipment & Machinery	\$100,000
5) Construction/Renovation	\$100,000
6) Construction/Renovation	\$180,000
7) Construction/Renovation	\$153,000
8) Construction/Renovation	\$97,600
9) Construction/Renovation	\$89,600
10) Equipment & Machinery	\$22,649
Total Uses	\$935,149

Priority Projects- Strategy 2

Detailed Budgets

Hartwick College Center for Craft Food & Beverage

CFA# 27585

Applicant: Hartwick College
Oneonta, Otsego County

5-Year Jobs Created/Retained: 3

Strategic Alignment: BUILD- This project directly supports the achievement of two key components of the MVREDC's 2nd Strategy of workforce alignment and education. First, this new program at Hartwick College will aid in attracting and retaining young talent and skilled workers. Agribusiness is fastly growing in the Mohawk Valley region. In order to find employment in some agribusiness fields, or in order to gain access to certain food- and drink-related industries, individuals require special training and certification. Hartwick's biotechnology courses provide the type of education needed for jobs in fields like food science. The Center for Craft Food and Beverage will be the first of its kind in the state and it will offer testing services that businesses currently obtain at out-of-state laboratories, thus relocating those jobs to New York. As evidenced by the successful industry growth in Greek yogurt and craft beer manufacturing and sales, specialty food and beverage production is an important element of the upstate economy, and has also been identified as a significant employment concentration in the Mohawk Valley.

Furthermore, the Center will assist small businesses in training, research, testing and product development, as well as in marketing and business planning so that they can better meet demand and create jobs.

Total Project Cost:	Total Recommended Funding:
\$300,000	\$60,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 92,720
Total Public Funds	\$92,720
Private Sources of Funds	
Owner Equity	\$370,480
Total Sources	\$370,480

Use of Funds	
1) Construction/Renovation	\$104,000
2) Architectural/Engineering	\$12,480
3) Equipment & Machinery	\$240,000
4) Architectural/Engineering	\$3,120
5) Construction/Renovation	\$26,000
6) Equipment & Machinery	\$64,000
Total Uses	\$463,600

Mohawk Valley Community College UAS Training

CFA# 30379

Applicant: Mohawk Valley Community College
Utica, Oneida County

5-Year Jobs Created/Retained: 50

Strategic Alignment: BUILD- This project advances the Mohawk Valley region's strategic plan by align 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. Maintenance, Repair, and Operations/Overhaul firms (MROs), such as those at Griffiss, are likely major players in UAS maintenance and control. As UAS growth develops into what is projected to be a \$15 billion industry by 2025, existing MROS and new employers will need programs that can train personnel who understand UAVs and their systems. This project also helps advance Strategy 1 – GROW regional concentrations – by stimulating growth from within, and to add to that growth by attracting new technologies and industries to the Mohawk Valley region. Griffiss Business and Technology Park's unique combination of research, education and training, and high-end employers has the potential to make Griffiss a major part of this growth. Griffiss has a significant capability to support AFRL-UAS related R&D. MVCC, with strong links to ARFL through cybersecurity programming and MRO operators through its Airframe and Powerplant program, has the background and expertise to develop and implement training for UAS operations and maintenance.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 500,000
Total Public Funds	\$500,000

Total Project Cost:	Total Recommended Funding:
\$2,500,000	\$500,000

Use of Funds	
1) Equipment & Machinery	\$3250,000
2) Contractual Services	\$150,000
3) Planning	\$25,000
Total Uses	\$500,000

Priority Projects- Strategy 3

Detailed Budgets

Northland Communications Fiber Phase 2

CFA# 30045

Applicant: Northland Networks LTD
Mohawk, Herkimer, Ilion, Herkimer Co., Verona, Oneida Co.

Strategic Alignment: CREATE- This project, which will expand broadband availability to businesses and community institutions within the Mohawk Valley, is a priority for this region. As a result of establishing a high speed network (capable of speeds of 10 Gig), the ripple effect will mean economic growth, improved educational and healthcare facilities, and greater connectivity between residents, businesses, and entrepreneurs. Next generation broadband networks provide faster transfer of data, higher productivity and prosperity in addition to economic growth within a region. Studies have found positive influences on economic growth as a result of broadband expansions. These studies have illustrated an increase in employment as a result of broadband expansion. The direct areas that will be impacted by this project have a focus on areas that were recently impacted by the floods of 2013, and as businesses rebound from destruction and reinvest, this project shows a willingness to invest in the community alongside them.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 182,500
Total Public Funds	\$182,500
Private Sources of Funds	
Owner Equity	\$182,500
Total Sources	\$182,500

Total Project Cost:
\$365,000

Total Recommended Funding:
\$73,000

Use of Funds	
1) Architectural/Engineering	\$17,500
2) Architectural/Engineering	\$17,500
3) Construction/Renovation	\$150,000
4) Construction/Renovation	\$150,000
5) Site Preparation	\$15,000
6) Site Preparation	\$15,000
Total Uses	\$365,000

GUSC PV Array for AFRL

CFA# 32271

Applicant: Griffiss Utilities Services Corp.
Rome, Oneida County

5-Year Jobs Created/Retained: 10 Const.

Strategic Alignment: CREATE- This project is important to the viability of the Air Force Research Lab at the Griffiss Business and Technology Park (GBTP), which is recognized as a key R & D institution in the Mohawk Valley. This project will fulfill the needs of an important customer and can be an important piece of the ongoing strategy to ensure that the Federal Mission at GBTP remains strong. As noted in the MVEDRC Strategic Plan, a primary threat to the local economy is "Defense Department budget cuts and potential consolidation threats that could impact Air Force Research Laboratory operations at Griffiss Business and Technology Park." Griffiss Utility Services Corporation (GUSC) is dedicated to seeking innovative opportunities (such as this project) that are within its mission and which have demonstrable value to AFRL and other Federal missions located at GBTP. This alternative energy project will also advance the MVREDC's Strategy 4 REVIVE – by promoting the region's sustainability through renewable energy initiatives.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 197,960
Other State Funds- CGC	\$197,960
Other Public Funds- Federal	\$296,940
Total Public Funds	\$692,860
Private Sources of Funds	
Owner Equity	\$317,140
Total Sources	\$317,140

Total Project Cost:
\$1,010,000

Total Recommended Funding:
\$150,000

Use of Funds	
1) Construction/Renovation	\$125,240
2) Architectural/Engineering	\$15,150
3) Architectural/Engineering	\$15,150
4) Architectural/Engineering	\$20,200
5) Other	\$20,200
6) Equipment & Machinery	\$187,860
7) Equipment & Machinery	\$187,860
8) Construction/Renovation	\$93,930
9) Equipment & Machinery	\$250,480
10) Construction/Renovation	\$93,930
Total Uses	\$1,010,000

Rome Cable from Usable to Renewable

CFA# 31159

Applicant: Mohawk Valley EDGE
Rome, Oneida County

Strategic Alignment: GROW, CREATE & REVIVE- This project addresses the MVREDC Strategy 4 of increasing spatial efficiencies, as it promotes the region's sustainability through the deployment of renewable energy initiatives. Additionally, this project supports Strategy 1 – enhancing regional concentrations – by directly support the long term power price certainty of Rome Strip Steel. Given the ever-changing utility landscape in New York State, price certainty for Rome Strip Steel would help ensure the continued success and growth of the company for the next 20 years - in an industry cluster (metals manufacturing) that is a key target industry within the MVREDC strategy. it also advances Strategy 3 by strengthening regional R&D capacity through innovative new technologies.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 150,000
Other State Funds- CGC	\$300,000
Total Public Funds	\$450,000
Private Sources of Funds	
Owner Equity	\$180,000
Private Developer	\$5,240,000
Total Sources	\$5,420,000

Total Project
Cost:
\$5,800,000

Total Recommended
Funding:
\$150,000

Use of Funds	
1) Architectural/Engineering	\$150,000
2) Equipment & Machinery	\$3,500,000
3) Construction/Renovation	\$300,000
4) Other	\$180,000
5) Construction/Renovation	\$1,740,000
Total Uses	\$5,870,000

Griffiss Institute Expansion

CFA# 31542

Applicant: Griffiss Local Development Corp.
Rome, Oneida County

5-Year Jobs Created/Retained: 35 Const.

Strategic Alignment: CREATE- The Griffiss Institute serves as the premier business incubator in the Mohawk Valley, and is a significant research establishment that facilitates the advancement of technology and entrepreneurship in the Mohawk Valley. This expansion project will help this institution increase its capacity and facilitate even more entrepreneurship and commercialization of knowledge. Leveraging the high growth potential of our region's cyber industry was identified as a top priority in the MVREDC plan. The proposed project will have a positive impact on developing this industry concentration and will have significant regional impacts including stabilizing existing employers and promoting a business climate that fosters innovation and entrepreneurial growth. The project will also expand upon existing efforts in trusted computing involving both the USAF Information Directorate, as well as the future work at the Quad C at SUNYIT, including 3D interconnect technologies, which are integral to ongoing and future Department of Defense activities.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 1,200,000
Other Public Funds: Public Lending	\$400,000
Total Public Funds	\$4,300,000
Private Sources of Funds	
Owner Equity	\$1,600,000
Loans	\$2,700,000
Total Sources	\$4,300,000

Total Project
Cost:
\$5,900,000

Total Recommended
Funding:
\$1,100,000

Use of Funds	
1) Construction/Renovation	\$1,200,000
2) Construction/Renovation	\$1,600,000
3) Construction/Renovation	\$2,700,000
4) Construction/Renovation	\$400,000
Total Uses	\$5,900,000

MVCC Community Entrepreneurship Sandbox

CFA# 30373

Applicant: Mohawk Valley Community College Foundation
Utica, Oneida County

5-Year Jobs Created/Retained: 20

Strategic Alignment: CREATE- The concept brings to life a proposed 2011 Priority Project to set up a Regional Sandbox Program, and helps fulfill the MVREDC mission statement pledge to “foster an entrepreneurial spirit and the renewal of our communities.” This project also addresses the MVREDC strategic plan’s call to “align 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; and to enhance the region’s innovation enabling infrastructure by growing connections and nurturing ideas that will prompt new business activity and invigorate the region’s economy.” This project adds new activity to downtown Utica while creating jobs and businesses that can grow into the next generation of Mohawk Valley success stories. MVCC’s project affirms the goal that “entrepreneurship conveys a sense of creativity and continuous change that can align with and influence that important sense of community renewal.”

Total Project
Cost:
\$280,000

Total Recommended
Funding:
\$56,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 100,000
Other Public Funds: MVCC	\$180,000
Total Public Funds	\$280,000

Use of Funds	
1) Contractual Services	\$45,000
2) Contractual Services	\$10,000
3) Contractual Services	\$30,000
4) Contractual Services	\$15,000
Total Uses	\$100,000

Masonic Medical Research Lab Next Gen Genetic Sequencing

Applicant: Masonic Medical Research Lab
Utica, Oneida County

CFA# 30669

5-Year Jobs Created/Retained: 8

Strategic Alignment: CREATE- This project seeks to support the Mohawk Valley region’s high tech workforce. Investment will directly assist in achieving one of the key components of Strategy 3, to strengthen regional R & D capacity through facilities, education, and funding. New York State support for this project is consistent with the mission of the MVREDC in bringing to the region a technology that will foster global collaboration among biomedical scientists and physicians and attract, cultivate and empower a skilled workforce involved in state-of-the-art projects. Furthermore, this program has the potential to stimulate, enhance, and complement some of the efforts of the nanotechnology sector currently taking root in the Mohawk Valley.

Total Project
Cost:
\$2,194,000

Total Recommended
Funding:
\$400,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 440,000
Total Public Funds	\$440,000
Private Sources of Funds	
Owner Equity	\$219,400
Other Private	\$1,534,600
Total Sources	\$1,754,000

Use of Funds	
1) Equipment & Machinery	\$440,000
2) Contractual Services	\$1,304,000
3) Equipment & Machinery	\$230,600
4) Equipment & Machinery	\$219,400
Total Uses	\$2,194,000

Priority Projects- Strategy 4

Hampton Inn & Suites Amsterdam

CFA# 32273

Applicant: American Hotel & Hospitality Management LLC
Amsterdam, Montgomery County

5-Year Jobs Created/Retained: 25

Strategic Alignment: REVIVE- This project is an important downtown revitalization project for the city of Amsterdam, as it will take a large, currently unused building in the heart of the city, and bring new life to it. This project aligns the MVREDC's goal of infusing life and vitality into our urban centers and making them a vital part of the region's economic renewal. The rehabilitation of this building will maximize the current physical assets of Amsterdam, while also building a people-presence that is needed to invite more commercial ventures.

Total Project
Cost:
\$5,800,000

Total Recommended
Funding:
\$900,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 900,000
Total Public Funds	\$900,000
Private Sources of Funds	
Private	\$54,100,000
Total Sources	\$54,100,000

Use of Funds	
1) Construction/Renovation	\$900,000
2) Building Acquisition	\$1,100,000
3) Building Acquisition	\$22,500,000
4) New Construction	\$150,000
5) FF&E	\$1,300,000
6) Demolition & Remediation	\$200,000
7) Soft Costs	\$500,000
Total Uses	\$26,650,000

Oneida County Interceptor Phase 2

CFA# 28106

Applicant: Mohawk Valley EDGE
Utica, Oneida County

5-Year Jobs Created/Retained: 25 Const.

Strategic Alignment: REVIVE- The MVREDC's strategic plan entails target investments aimed at increasing spatial efficiencies within the region. This includes upgrading aging water and sewer systems, which is needed in order to comply with various mandates, and to accommodate further economic development. The existing sewer interceptor is undersized for anticipated development at SUNYIT and Marcy NanoCenter; presently, no redundant service exists in the event of failure. In order to address the need for critically redundant service and improved sewer capacity, a second crossing is proposed to be constructed adjacent to the existing crossing. This project will benefit communities north of the Barge Canal while providing the necessary capacity to convey the projected sanitary flows from the Marcy NanoCenter site. The project ranks in the top 10 of Oneida County's priorities for improvements to its public sewer system, as it will allow for transformational economic development at the Marcy NanoCenter site.

Total Project
Cost:
\$3,500,000

Total Recommended
Funding:
\$700,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 700,000
Other Public Funds: Local	\$2,800,000
Total Public Funds	\$3,500,000

Use of Funds	
1) Architectural/Engineering	\$500,000
2) Construction/Renovation	\$2,300,000
3) Construction/Renovation	\$700,000
Total Uses	\$3,500,000

CFA# 28409

Applicant: Mohawk Valley EDGE
 Marcy, Oneida County

5-Year Jobs Created/Retained: 1000

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

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 60,000,000
Other State Funds: CNSE Investment	\$1,500,000,000
Total Public Funds	\$1,560,000,000

Total Project Cost:	Total Recommended Funding:
\$1,500,000,000	\$3,250,000

Use of Funds	
1) Site Preparation	\$60,000,000
2) Construction/Renovation	\$1,500,000,000
Total Uses	\$1,560,000,000

CFA# 32511

Applicant: Upper Mohawk Valley Memorial Auditorium Authority
 Utica Oneida County

5-Year Jobs Created/Retained: 10-14

Strategic Alignment: REVIVE- The Utica Memorial Auditorium has been an important regional entertainment attraction for over 50 years. This facility serves as a key physical asset to the region and as an anchor to Utica's downtown. The Auditorium provides a regional venue for numerous commercial and community events and attracts over one hundred thousand visitors per year. Investing in this project will further help the Auditorium carry out the improvements necessary to remain a quality entertainment venue capable of hosting teams, performances, and crowds whose needs have evolved since the facility was built in 1959. This project promotes investment in one of the Mohawk Valley's regional cores, as more activity at the Auditorium will mean visitors staying in overnight lodging, purchasing items in retail stores and dining at the area's restaurants. The Auditorium helps to promote cultural tourism and enhance the overall quality of life in the Mohawk Valley, and this improvement project is a regional priority because of the facility's multiplier effect for the local service industry and catalyst effect for revitalizing downtown Utica.

Total Project Cost:	Total Recommended Funding:
\$7,000,000	\$734,294

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 2,300,000
Other State Funds	\$3,250,000
Other Public Funds: County	\$750,000
Total Public Funds	\$6,300,000
Private Sources of Funds	
Private: UMVMAA	\$700,000
Total Sources	\$700,000

Use of Funds	
1) Architectural/Engineering	\$200,000
2) Construction/Renovation	\$1,000,000
3) Construction/Renovation	\$2,100,000
4) Architectural/Engineering	\$50,000
5) Construction/Renovation	\$250,000
6) Construction/Renovation	\$700,000
7) Construction/Renovation	\$1,300,000
8) Equipment & Machinery	\$200,000
9) Construction/Renovation	\$350,000
10) Architectural/Engineering	\$200,000
11) Architectural/Engineering	\$150,000
12) Construction/Renovation	\$500,000
Total Uses	\$7,000,000

Union Station REA Wing Phase 2

CFA# 28060

Applicant: Oneida County
Utica. Oneida County

Strategic Alignment: REVIVE- The proposed Phase II work in the REA Wing at Union Station in Utica will stabilize and allow for the reuse of this historic structure on the National Register of Historic Places in the heart of the city's downtown. This almost 100 year old building is located in the Historic Baggs Square area of the City of Utica, which is in the midst of experiencing a rebirth with new bars, restaurants, and other businesses. In addition, this project is consistent with the MVREDC's Strategy 1, as it connects the general community and agricultural community through the Oneida County Public Market and enhances the key regional concentration of agriculture and agribusiness. Additionally, the Oneida County Public Market hosted in this location serves as part of the travel and tourism network for the Mohawk Valley.

Total Project
Cost:
\$1,023,900

Total Recommended
Funding:
\$200,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 200,000
Other State Funds: NYSPRHP	\$500,000
Other Public Funds: County	\$323,900
Total Public Funds	\$1,023,900

Use of Funds	
1) Construction/Renovation	\$500,000
2) Construction/Renovation	\$153,240
3) Construction/Renovation	\$200,000
4) Administration	\$170,660
Total Uses	\$1,023,900

Utica CSO Control Project A8

CFA# 32032

Applicant: City of Utica
Utica Oneida County

Strategic Alignment: REVIVE- This project is another investment that will increase the region's spatial efficiencies. State and federal mandates have necessitated water/sewer system improvements, which, if not completed by 2021, will result in a Consent Order, development moratoriums, and penalties that could impact gains made in economic growth in the region. This key investment will improve critical infrastructure assets and promote sustainability throughout Oneida County, as this sewer system services the City of Utica; the Towns of Deerfield, Marcy, Paris, New Hartford, Whitestown; the Villages of Clayville, Holland Patent, New Hartford, New York Mills, Whitesboro, and Yorkville; the Oneida County Business Park in Whitestown; as well as portions of the Towns of Frankfort and Schuylar in Herkimer County. Furthermore, this project is critical in enabling transformational economic development at the Marcy NanoCenter site. In order to avoid restrictions on new development, the City of Utica and surrounding communities must eliminate major sources of storm water inflow and infiltration.

Total Project
Cost:
\$11,660,000

Total Recommended
Funding:
\$1,300,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 2,300,000
Other State Funds: EFC Loan	\$4,360,000
Other Public Funds: DEC Grant	\$5,000,000
Total Public Funds	\$11,660,000

Use of Funds	
1) Architectural/Engineering	\$300,000
2) Construction/Renovation	\$2,000,000
3) Architectural/Engineering	\$300,000
4) Contractual Services	\$60,000
5) Construction/Renovation	\$4,000,000
6) Construction/Renovation	\$5,000,000
Total Uses	\$11,660,000

Utica Harbor Point

CFA# 32339

Applicant: City of Utica
Utica, Oneida County

5-Year Jobs Created/Retained: 60-80

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

Sources of Funds		Total Project Cost: \$36,000,000 Total Recommended Funding: \$5,000,000	Use of Funds	
Public Sources of Funds			1) Architectural/Engineering	\$500,000
Empire State Development Grant	\$ 5,000,000		2) Architectural/Engineering	\$500,000
Other State Funds: LWRP	\$500,000		3) Architectural/Engineering	\$100,000
Other Public Funds: City of Utica	\$500,000		4) Contractual Services	\$150,000
Total Public Funds	\$6,000,000		5) Property Acquisition	\$1,000,000
Private Sources of Funds			6) Construction/Renovation	\$3,750,000
Private: National Grid	\$30,000,000		7) Architectural/Engineering	\$7,500,000
Total Sources	\$30,000,000		8) Construction/Renovation	\$22,500,000
			Total Uses	\$36,000,000

Utica Landmark Project

CFA# 30628

Applicant: Primo Property LLC
Utica, Oneida County

5-Year Jobs Created/Retained: 25

Strategic Alignment: REVIVE- This project aligns well with the MVREDC's fourth strategy of its 2011 strategic plan, as it will save the vacant Utica Landmark 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.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 400,000
Total Public Funds	\$400,000
Private Sources of Funds	
Owner Equity	\$200,000
Loans	\$1,400,000
Total Sources	\$1,600,000

Total Project Cost:	Total Recommended Funding:
\$2,000,000	\$400,000

Use of Funds	
1) Construction/Renovation	\$1,040,000
2) Construction/Renovation	\$80,000
3) Construction/Renovation	\$30,000
Total Uses	\$1,150,000

Cobleskill Water Supply Improvements

CFA# 319224

Applicant: Village of Cobleskill
Cobleskill, Schoharie County

5-Year Jobs Created/Retained: 5 Const.

Strategic Alignment: REVIVE- The MVREDC's Strategy 4 suggests investments that improve key infrastructure assets. This water project, within the Cobleskill Water System, will coincide with this strategy, and will be a vital utility for the community. The Cobleskill Water System supplies water to the Village and Town of Cobleskill, Hamlet of Warnerville, and SUNY Cobleskill. The Village and Town of Cobleskill are vital economic centers for several surrounding communities, and these economies and their commercial districts provide the majority of tax revenue for Schoharie County. The ability to provide these commercial areas with quality water services is vital for growth in this community's economy.

Total Project
Cost:
\$1,500,000

Total Recommended
Funding:
\$300,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 500,000
Other State Funds	\$500,000
Other Public Funds: USDA Grants	\$500,000
Total Public Funds	\$1,500,000

Use of Funds	
1) Construction/Renovation	\$500,000
2) Architectural/Engineering	\$375,000
3) Construction/Renovation	\$125,000
4) Construction/Renovation	\$500,000
Total Uses	\$1,500,000

Oneonta Southside Water Project

CFA# 32625

Applicant: Town of Oneonta
Oneonta, Otsego County

Strategic Alignment: REVIVE- The MVREDC strategic plan calls for investments that improve key infrastructure assets. This project will coincide with this strategy by providing quality water for the residential and commercial properties along the Southside Corridor of Oneonta. The main priority for providing water to these properties is to serve the many commercial users along NYS Route 23, which has become an important business district in Otsego County. Inability to provide the necessary water to these businesses may not only affect the stability of existing businesses in this area but may also prevent the expansion and construction of new businesses to this area. There are several businesses interested in expanding to this section of Oneonta but are hesitant to do so without municipal water service. The construction of this project would help maintain the existing commercial businesses which are vital to the economy as well as promoting the expansion and attraction of new businesses.

Total Project
Cost:
\$8,808,000

Total Recommended
Funding:
\$500,000

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 500,000
Other NYS Funds	\$5,594,050
Other Public Funds: Federal	\$500,000
Other Public Funds	\$2,213,950
Total Public Funds	\$8,808,000

Use of Funds	
1) Architectural/Engineering	\$500,000
2) Construction/Renovation	\$1,000,000
3) Architectural/Engineering	\$150,000
4) Construction/Renovation	\$500,000
5) Construction/Renovation	\$4,444,050
6) Construction/Renovation	\$2,213,950
Total Uses	\$8,808,000

Matthew Dann Oneonta

CFA# 32241

Applicant: LCL Associates
Oneonta, Otsego County

5-Year Jobs Created/Retained: 1

Strategic Alignment: REVIVE- An integral component to the MVREDC strategic plan is to promote investment in municipal centers and Main Street corridors. Rehabilitating Main Street buildings in the City of Oneonta directly support the achievement of this strategy, and will enhance the quality of life for all residents in the City. The proposed rehabilitation and development of these Main Street buildings exemplify the idea of smart growth and community revitalization. The proposed project will aid in the creation of walkable neighborhoods, diverse options for affordable housing, and access to public transit, parks, Oneonta's urban center, and civic spaces. Additionally, the development of the commercial space on the main floors will create new jobs and opportunities of business development, provide economic support for the area, and will promote sustainability by strengthening the existing infrastructure and the community as a whole.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 432,000
Total Public Funds	\$432,000
Private Sources of Funds	
Private	\$1,728,000
Total Sources	\$1,728,000

Total Project Cost:	Total Recommended Funding:
\$2,160,000	\$432,000

Use of Funds	
1) Property Acquisition	\$900,000
2) Construction/Renovation	\$653,000
3) Construction/Renovation	\$432,000
4) Architectural/Engineering	\$175,000
Total Uses	\$2,160,000

Mohawk Valley Community Improvement Fund

Applicant: Mohawk Valley Regional Economic Development Council
All Six Counties

Strategic Alignment: Strategy Four – REVIVE – pays significant attention to investment on main streets, waterfront development, and transformation of brownfields. Spatial efficiency demands high-density, high-value development in our urban centers that follow a community's design standards. This fund, which will pair public and private sector investment, will aid in the development of these resources. Main street projects will allow for adaptive reuse of blighted structures, vacant lots, and streetscapes to revive our downtowns. Brownfield and business park projects will position these Mohawk Valley resources for growth in the new economy through the deployment of necessary infrastructure. Recognizing that waterfront property carries the greatest potential for high-value development, Community Investment Fund waterfront projects will similarly exploit this important natural resource into an asset that will reconnect our waterfronts to our urban centers and foster mixed use development. The fund will also support eligible agribusiness projects that invest in cooperative facilities, food manufacturing & processing, and transportation infrastructure that result in new construction, expansion, and job creation in urban centers and business parks – with a focus on advancing the upstate-downstate co-packing initiative.

Sources of Funds	
Public Sources of Funds	
Empire State Development Grant	\$ 1,775,000
Total Public Funds	\$1,775,000
Private Sources of Funds	
Private	TBD
Total Sources	TBD



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