THE MOHAWK VALLEY

It’s working. You can see it in the rejuvenated storefronts on main streets, on the busy loading docks of our businesses, and in the renewed enthusiasm and pride of people who live here. Over the past ten years the Mohawk Valley has seen 3% growth in millennials, 12% growth in gross metro product, 34% growth in global exports, and 13% growth in annual wages. Our key regional indicators are all trending positively, from growth in our priority industry sectors to an increase in high school graduation rates. The path we chose so many years ago has led us to a very different place than that from which we embarked: a better, brighter, and stronger Mohawk Valley. This is a place that – from wherever we hailed or however we got here – we are proud to call home.

We at EDGE are working with our partners in Oneida County, Herkimer County, City of Rome, City of Utica, City of Sherrill, and many of our historic towns and villages to move the region forward by focusing on a unified vision and strategy.

We are working to modernize our manufacturing base, the core of our regional identity. We are unleashing the power of innovation by focusing investments in STEM industries to engineer the technology of the future. We are working with our local municipalities to create new downtowns, main streets, and to build sustainable neighborhoods. We are bringing locally produced farm products to your table, and tables across the country. Along with our partners in workforce development, we are working to unlock the potential of our entire population to make sure nobody is left behind.

We are dedicated to the growth of our six-county regional strategy as well, by continuing our leadership role for the Mohawk Valley Regional Economic Development Council (MVREDC). Our staff used their expertise to help craft the 2018 Progress Report, which was named a Top Performer for the 4th year in a row, netting the region $85.4 million for 77 projects. Staff also assisted over 30 local companies in applying for grant benefits and provided general outreach to hundreds of other businesses.

It used to be said that “the last one out of the Mohawk Valley should turn off the lights.” But because of the commitment of so many of our partners to the economic vitality of the region by supporting us and our mission, we can say with pride - the lights are on in the Mohawk Valley, welcome home.

STEVEN J. DIMEO
EDGE President

DAVID MANZELMANN
Chair
AWARENESS //
EDGE’s economic development services exist along a continuum. This process is used to facilitate the successful execution of EDGE’s mission – strengthen and grow the Mohawk Valley economy.

The first step is identifying potential opportunities for economic growth. With a focus on internal and external customer engagement, EDGE is constantly monitoring the economic landscape.

ASSESSMENT //
Understanding the needs of businesses is the next step. Once those needs are identified, EDGE can then coordinate resources and customize incentives to execute a project.

START YOUR BUSINESS
- SBDC Business Plan Development
- Entrepreneurship Assistance
- Opportunities for Innovation
- IDEA NY
- AFRL Commercialization Academy
- Coordinate with Workforce Development Resources

LOCATE YOUR BUSINESS
- Site Selection
- Downtown/Brownfield Redevelopment
- Marcy Nanocenter
- Griffiss Business & Technology Park
- Silver City Business Park
- Oneida County Business Park
- Industry Associations
- Trade Shows and Global Marketing

GROW YOUR BUSINESS
- Loans for Equipment & Working Capital
- Grants for Capital Projects
- Tax Incentives for Job Growth
- Economic Development Workshops
- Custom Financing Incentives
EXECUTION //
Once the appropriate resources have been identified, EDGE works with the customer on successful project completion.

ENTREPRENEURSHIP ASSISTANCE
Commercialization Academy
The AFRL Commercialization Academy is an entrepreneurial education program in partnership with the Griffiss Institute and EDGE. The startups are incubated by early-stage venture capital firm Wasabi Ventures, while embarking on an acceleration process to either build a sustainable startup, or enhance technology from an already existing startup.

The program is designed to develop entrepreneurial leaders through the commercialization of federal intellectual property and to facilitate the growth of Upstate New York’s economy through tech startups, and potentially speed technology products back into the hands of the Department of Defense.

Investors, entrepreneurs, tech enthusiasts, and the local business community, came to watch five innovative, tech startups take the stage as part of the Spring 2018 Demo Day to pitch to judges, and an audience of nearly 100, on how they have been, or plan to, disrupt the market with Air Force Research Laboratory Information Directorate technologies as a pivotal part of their business model. $20,000 from program funders was up for grabs as teams took the stage for three and a half minutes each, pitching audience members and a panel of judges, to see which startup company and AFRL/RI technology-part of their business model. $20,000 from program funders was up for grabs as teams took the stage for three and a half minutes each, pitching audience members and a panel of judges, to see which startup company and AFRL/RI technology-based products and services were most deserving of the money.

2018 Commercialization Academy Supporters

IDEA NY
This accelerator program is made possible by a $2 million Upstate Revitalization Initiative grant from New York State Governor Andrew M. Cuomo.

IDEA NY will focus on the Cyber Security, Data Analytics, Information Systems and UAS industries, and builds on the successful Air Force Research Laboratory Commercialization Academy – a national leader for facilitating the transfer of military technologies into the commercial marketplace.

Startup teams will enter a Commercialization Academy cohort, and then compete at Demo Day for $300,000 in prize seed funding, with $200,000 going to the overall winner and $100,000 going to the second-place runner-up. The remaining teams will be awarded up to $8,000 in “consolation” prize money for reimbursement expenses.

The teams will then participate in the year-long IDEA NY accelerator program, in which technical assistance will be provided by the Griffiss Institute, the Griffiss Institute Business Incubator, a Certified NYS Business Incubator, and Mohawk Valley EDGE.

PROGRAM OUTCOMES TO DATE

2018
Milestones: 16
Dollars earned: $44,000
Dollars spent: $38,917
Licenses: 4 in progress

ACTIVE BUSINESSES FORMED
4

PROGRAM HISTORY

Milestones: 168
Dollars earned: $549,003
Dollars spent: $543,919
Licenses: 27 plus 4 in progress

ACTIVE BUSINESSES FORMED
27
DOWNTOWN REDEVELOPMENT //

If we have learned anything from the recent major company expansions in the US, it is that place really matters. Taking lessons from successful communities across the country, our approach to economic development continues to evolve. Connectivity, architecture, pedestrian infrastructure, and housing are factoring more heavily into project development – especially in our cities.

CITY OF UTICA

Business and community leaders are reimagining downtown as a year-round destination for entertainment, recreation, sports, and urban living. Utica is unquestionably in the throes of an unprecedented economic transformation.

Utica Harbor Point The Utica Harbor Point LDC secured more than $11 million to date through the Regional Economic Development Council to execute one of Utica’s most ambitious public-private partnerships. In close collaboration with the NYS Canal Corporation, City officials, and community leaders, funding for bulkhead reconstruction and public infrastructure is in place and designs are complete. The team at OBG have advanced the engineering and design to construction documents – with the projects ready for implementation in 2019.

Mixed Use Personifying this transformation are Enessa Carbone and Christine Martin. Passionate, driven, and creative, these business women are doubling down on Genesee Street; investing over $4 million to renovate two vacant historic buildings into new loft apartments and retail. From inception, EDGE has helped to secure over $400 thousand in incentives. Through an enormous floor-to-ceiling window in one of these stylish industrial lofts, you can literally see the transformation of Genesee Street in real time.

MVHS Downtown Hospital A new state-of-the-art medical center will offer quality care in a dignified, modern environment while striving to attract the nation’s top medical professionals and new primary care providers. EDGE is in a supporting role on both the business and infrastructure side, providing technical assistance to affected businesses and coordinating the financing for the new City-County parking garage.

CITY OF SHERRILL

Where once stood nearly 1,000,000 square feet of vacant and blighted factory space now stands a thriving industrial center in Oneida County’s third and westernmost city: Silver City Industrial Park in Sherrill. A public-private partnership between the City of Sherrill, EDGE, OCIDA, and ONX3 LLC has generated more than $13,000,000 in new investment in the City of Sherrill, and the adaptive reuse of nearly 800,000 square feet of industrial fabric formerly occupied by Oneida Limited.

2018 marked a major milestone for ONX3 CEO Robert Trafford’s vision for vibrant, mixed-use campus. Major upgrades to the park for Briggs & Stratton, Sherrill Manufacturing, and Upstate Stone, and other tenants paved the way for more than 400 new jobs, with more to come in 2019. EDGE worked with the City, County, State to secure nearly $5 Million in incentives to restart the economic engine in Silver City. Looking ahead to 2020, there is potential for another 100,000 SF of new flex-industrial and mixed use space – meeting current and anticipated demand for manufacturing, residential, and commercial space in Oneida County.

CITY OF ROME

EDGE’s Collaboration with the City of Rome has grown stronger over the past 20 years with the development of Griffiss Business and Technology Park. In recent years, this collaboration has turned into a partnership for area-wide planning, strategic site development, and business assistance. Building on the solid foundation established with the City’s Brownfield Opportunity Areas, the City’s relationship with EDGE has never been stronger – and the momentum continues to build.

DEVELOPER REQUEST FOR EXPRESSION OF INTEREST (RFEI)

Tech companies – such as Assured Information Security, Alion Technologies, and the Air Force Research Laboratories – are competitively recruiting the world’s top cyber talent and have cited a market gap in modern housing options for the workforce of the future. To support their efforts the City and Griffiss Local Development Corporation (GLDC), recently issued an RFEI for the redevelopment of Woodhaven, Griffiss, and downtown Rome. The RFEI presents a spectrum of development opportunities to attract new upper-story, market-rate loft apartments with ground floor professional, commercial, and lifestyle retail space.

DOWNTOWN REVITALIZATION INITIATIVE (DRI)
The City is taking a leadership role in creating a sustainable, inclusive, and intelligent community. The DRI team envisions a re-energized urban nucleus through laser-focused investments. The plan seeks to inspire innovation, facilitate residential repatriation, promote arts-based business, encourage alternative transportation, celebrate diversity, and create amazing places.

The City’s plan focuses on building sustainable and diverse housing options, develops a high quality public realm, creates an environment for economic opportunity, celebrates diversity, leverages historic resources, and establishes downtown as an arts-based destination. Projects are already underway, and EDGE and RIDC have partnered with the City to facilitate projects and initiatives that move downtown forward.

BROWNFIELDS

One of these bold initiatives is the Coldpoint PILOT Increment Financing (PfF) District-where Rome Industrial Development Corporation spearheaded a creative allocation agreement between the City, County, and Rome City School District to finance site and infrastructure improvements to the former Rome Cable Complex. The first major project in the district involves the Cold Point Corporation, a Rome-grown company that will construct a new 50,000 SF clean machining facility on the former Complex 3 site.

The $900,000 incentive through the DRI is a critical piece of the financing, paving the way for brownfield reuse and the prospect of 45 employees new to the downtown area.

This is the first of a series of BOA projects envisioned by the City. The overwhelming support and commitment of the NYS DEC has empowered the City to leverage the Big Ditch PIF, the DRI, and public-private partnerships in an aggressive campaign to eliminate blight and create new, lasting value in downtown Rome.

“This Administration is continuing its commitment to spread economic development from north to south, east to west. Together with Mohawk Valley EDGE, we have been able to implement a city wide strategy encompassing industrial, mixed use and infrastructure development as well as green infrastructure, trail development and adaptive reuse of historic structures in our urban core. - Mayor Jackie Izzo”

Former Rome Cable Complex Maker Park Concept
STRATEGIC SITE DEVELOPMENT

We need to identify potential opportunities and to position this community to take advantage of those opportunities — whether it was in nanotechnology, in cybersecurity, in drone research.

-Senator Joseph Griffio

Significant progress has been made on development of SUNY Poly's Utica campus as a hub for advanced electronics manufacturing and in marketing the site to a global industry. This commitment is part of a statewide investment strategy that is developing an i-90 Innovation Corridor centered on Upstate's rich heritage of being a center for innovation, strong skilled workforce, and the presence of world-class public and private academic institutions.

This development strategy builds on other key regional and statewide technology assets including: a robust C4i and Cyber ecosystem due to the presence of AFRL's Information Directorate, key defense industry and technology employers, and the UAS test site at Griffiss. In addition, New York's continued investment at SUNY Poly's world-class nanotechnology research hub — with nearly $20 billion in public and private investment — has established vibrant research partnerships in photonics and semiconductors. Governor Cuomo’s recent announcements on SUNY Poly partnerships with Applied Materials on the Materials Engineering Technology Center (META), and IBM on the development of the Artificial Intelligence Hardware Center reinforce New York's commitment to maintain a leading global research hub.

PARTNERS

GLOBAL MARKETING

To capitalize on this industry growth cycle, EDGE has partnered with ATREX, a global firm that specializes in the sale of advanced technology manufacturing assets, to identify potential end-users for the site. Coupled with a global marketing effort with support from National Grid, EDGE is doubling down on its advanced electronics strategy to attract a semiconductor and advanced electronics manufacturing investment to the Marcy Nanocenter site. In 2018, EDGE attended and had representation present at six semiconductor trade shows and industry events, and has had direct contact with more than a dozen advanced electronics firms, several of which are considering expansion options with SUNY Poly's Marcy site as a prime consideration.

A golden age of semiconductors has emerged with major growth opportunities underway in autonomous technologies, the Internet of things (IoT), 5G, Artificial Intelligence, Quantum Computing and other technologies. These innovations are consuming more silicon and other materials and thus squeezing excess fab capacity, resulting in the need for new capacity. Marcy is well positioned to be one of the prime development ready Greenfield sites situated within an enabled region with a robust ecosystem that can support anticipated economic development opportunities that will emerge.

INFRASTRUCTURE, ENGINEERING AND PERMITTING INVESTMENT:

EDGE has overseen the design and construction of key infrastructure improvements that are part of the $78.2 million earmarked for Marcy Nanocenter. The following improvements were completed in 2018:

• Construction of 3.5 mile, 12” steel gas main by National Grid that serves the site
• Extension of a 24” sanitary sewer along the Ring Road that connects to the town sewer, and ultimately connects with the County’s new 42” interceptor between Marcy and Utica
• Construction of a second redundant 24” water main from two MVWA transmission mains off of Linda Drive in the Town off Marcy to the Ring Road, with a new 24” water main that connects with two MVWA transmission mains near Muleaney Road and runs south along Edic Road to the Marcy site
• Completion of clearing and grubbing of the balance of the proposed development area within the perimeter of the Ring Road to support construction of three 300 mm wafer fabrication facilities and support facilities and additional storm drainage improvements
• Completion of the baseline report and first year reporting requirements on the on-site and off-site mitigation improvements that are part of the Section 404 Wetlands Permit
• Expansion of National Grid’s Edic Substation to support delivery of power to Marcy Nanocenter

In addition construction is underway to complete the following improvements expected to be completed by the end of the second quarter in 2019:

• Construction of a dual circuit 115 kV Transmission Line that runs from Edic Substation and will tie into the customer substation at Marcy Nanocenter
• Purchase of two, 80/106.7/133MVA power transformers and four (4) 34.5kV switchgear line-ups, along with circuit breakers, steel, substation equipment and disconnect switches, and a control building for the initial build-out of the customer substation

The balance of the planned infrastructure building includes the following improvements and permitting:

• Final rough grading and paving of the Ring Road, road crossing and customer substation access road, complete with street lighting – which will be completed by the end of third quarter 2019
• Completion of clearing and grubbing of the balance of the proposed development area within the perimeter of the Ring Road to support construction of three 300 mm wafer fabrication facilities and support facilities and additional storm drainage improvements
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SUNY Poly’s Utica campus is strategically positioned to leverage this regional and statewide technology base with development of the 434-acre “development ready” Marcy Nanocenter site for semiconductor and advanced electronic manufacturing and Danfoss Silicon Power’s Advanced Electronics Packaging facility. Danfoss has commenced production of its first power module lines, with plans to ramp four additional production lines to support customized power modules for automotive, solar, wind and industrial applications.

New York State has earmarked $638 million for infrastructure improvements and development of advanced manufacturing facilities at Marcy Nanocenter, with $50 million expended in tooling for the Danfoss packaging facility at the Utica campus.

EDGE is the designated developer for the Marcy Nanocenter site and is partnering with ESD and SUNY Poly on a global marketing effort to attract semiconductor and advanced electronics manufacturing at this globally competitive site.

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STRATEGIC SITE DEVELOPMENT // Griffiss Business and Technology Park

PARK IMPACTS

$625.5M

Capex since Griffiss Park was created in 1995, over $16.3M in 2018 alone

$3.3M

in taxes generated in 2017 annually from Griffiss Park

5,823

employees from 20 counties

77

employers located at Griffiss Park

CAPITAL IMPROVEMENTS

2018 saw completion of the last mile of the NYS Route 825 Parkway project. Companies continue to invest and the Griffiss Park Landowners Association installed new Park sculptures that add to the park’s vibrancy and status as the premier regional employment center in a sixty miles radius of Upstate New York.

This past year ground was broken on a new $9.2 million 31,410-square-foot technology building, located at the southwest corner of Hangar Road and Otis Street, adjacent to the Air Force Research Laboratory (AFRL). This new building is developed by 99 Otis Street, LLC, a joint venture between NYSTEC and the Griffiss Local Development Corporation who teamed together to finance, develop, and own the new technology building.

NYSTEC’s corporate headquarters will occupy the second floor; the first floor space will support future technology growth. At the end of 2018, plans were underway to build this space out for an unnamed technology company needing space to support its growth. Local firms were used to support the design and construction of the NYSTEC building with MARCH Associates as the project architect and National Building Restoration Corporation (NBRC) is the project’s General Contractor.

NYSTEC expects to double its Rome-based employment over the next three years, and has outgrown its current space. Statewide, NYSTEC employs more than 170 data scientists, network engineers, cybersecurity experts, business transformation consultants, and internal service specialists. In addition, NYSTEC regularly teamed together to finance, develop, and own the new technology building.

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NYSTEC was born and grew up in Rome, New York, and we are proud to be a part of the Rome community. We believe in working toward the betterment of society through donation of time and talent, whether it’s economic participation, volunteer work, mentoring, or taking on leadership roles to improve life in our personal and professional communities where NYSTEC employees live and work. Rome is home to our company headquarters, and we are thrilled to partner with GLDC to construct this smart building that will host an open, state-of-the-art collaboration space for the greater Rome business community. – Michael Walsh, President & CEO of NYSTEC.

Elsewhere in the Park, activity continues. Kris-Tech Wire completed an additional office addition, their 4th expansion since locating at Griffiss and Alion Science and Technology completed a 20,000 square-foot retrofit on 775 Daedalian Drive which will add an additional 15 FTE’s to their existing 55 employees.

The nearly $9 million New York State Route 825 has been completed by the NYS Department of Transportation and vehicles are moving swiftly through the two new completed round-abouts. The former Griffiss Communications Building ("Building 302"), was transferred to GLDC and plans are to demolish this building as part of the build-out of this portion of Griffiss for technology-related development. With building stock at Griffiss nearly all leased or sold, Griffiss Local Development Corporation is focused on increasing the inventory of technology buildings to support space needs for firms that are located near AFRL and to take advantage of opportunities as the UAS test site grows.

99 Otis Street Construction of NYSTEC Headquarters supplements its core employees with diverse and small-business suppliers, working with nearly 70 NYS technology companies.

Empire State Development assisted with the project, with a $11 million CFA award and additional state grants were secured from the Military Base Redevelopment appropriation in the NYS budget. M&T Bank has provided the primary financing for the project and is financing the leasehold improvements for the first floor tenant space.

This is a great example of a company which started locally and has grown steadily through the years while not abandoning its roots and this investment is another step forward in the continued growth of NYSTEC and the company’s long-term commitment to Rome and Oneida County. – Elisa DeLa Chairman of GLDC.

The Griffiss Park Trail was successfully extended to the Mohawk River Trail at Chestnut Street. The extension is one of a number of amenities that GPLA capitalized this year, including an award-winning woven word sculpture along the Chestnut Street fence; and numerous deciduous and evergreen plantings. A Zagster bike share station was added to the Griffiss Nature Trail along Ellsworth Road. The station has six new bikes, one of which is a tandem trike for differently-abled riders. A long-term planting plan began for the trail. This year, two shade alleys were planted, with more to follow in the coming years.

The Vietnam Veterans Memorial is being built at the Griffiss International Sculpture Garden on a site donated by the Griffiss Local Development Corp next to “Alley Oop.” The memorial will have a permanent plaque in honor of the 12 Romans who were killed in Vietnam and construction is planned to be finished by Memorial Day 2019.

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TECHNOLOGY CLUSTER

AFRL Rome is quickly approaching $2 billion in annual funding to support C4I and cybersecurity initiatives for the Air Force, and Department of Defense. The UAS test site at Griffiss is the only test site in the nation that has instrumentation and has been an attractive test bed for research in the integration of UAS technologies in the commercial airspace. Griffiss is uniquely positioned to leverage the strategic investments that New York State is making at SUNY Poly in photonics, data analytics, artificial intelligence, quantum computing, and advanced electronics. Griffiss along with SUNY Poly’s Marcy campus form a critical part of the I-90 innovation corridor that is reshaping New York’s Upstate economy.

The Air Force Research Laboratory comprises the nucleus of our Cyber cluster. With 1,182 employees and on-site contractors, AFRL has built an ecosystem with some of the top computer scientists and engineers and technology companies. The C4I Information Directorate has a $412 million economic impact, with average wages of $120,000 for AFRL employees. The Air Force Research Lab also supports another 1,335 indirect jobs. The vast pool of talent, financial resources, and culture of innovation has spawned dozens of cyber startups, inspired the commercialization of government patents, and attracted global defense corporations to Griffiss Technology Park. Since the Park’s opening, roughly 20 cyber businesses employing more than 900 people have been attracted to the Griffiss innovation hotspot.

Adding to the tech ecosystem, Oneida County is also working to advance the design of Sky Dome, a one-of-a-kind, year-round indoor instrumented UAS experimentation environment that will support the development of technologies for UAS to operate safely and securely in the National Air Space. The indoor facility will support collaborative efforts between the Air Force Research Laboratory’s Information Directorate and the NY UAS Test Site, leveraging the region’s high tech commercial and academic ecosystem. The development and use of the Sky Dome will be a collaborative effort of federal, state, and local government, industry and academic stakeholders. Local cyber companies like Assured Information Security and AX Enterprize are leading the collaborative effort as part of the largest indoor, instrumented UAV experimentation in the Nation.

Headquartered at Griffiss International Airport, in Rome, New York is one of just seven FAA-designated UAS test sites in the United States leading research and deployment technologies that establish the case for safe UAS operations in the National Aerospace System.

The NUAIR Alliance is also pioneering a $30 million, 50-mile UAS flight traffic management corridor between Rome and Syracuse, which will allow for testing of Beyond Visual Line Of Sight (BVLOS) concepts and technologies, opening up the drone market for drone operators, pilots and engineers, and creating growth opportunities for commercial drone industry software and hardware companies with UAS applications that range from agriculture to construction.

Then in 2013, we took a chance on a true game changer. We got in on the ground floor of a new industry. One that would create an economic engine for many years to come. We seized that opportunity and became one of only seven FAA UAS test sites in the entire country. This was a bold initiative and has placed us at the forefront of an industry that will touch all aspects of our everyday life.

We have invested in the technology. We entered into a partnership with NASA. We purchased $4 million in range instrumentation, making us the only test site in the country with that technology allowing us to establish the first unmanned traffic corridor. To date, more than 50 companies have conducted UAS testing at Griffiss. This includes companies such as NAVMAR, Microdrones, Aurora Flight Sciences, Drone Delivery Canada and Lockheed Martin. When they come, they bring researchers, scientists, pilots and more for weeks at a time. We have hosted industry-leading conventions and symposiums allowing us to present Griffiss and our region to the world. Its economic impact ripples throughout the county.

~2019 Oneida County Executive Anthony Picente’s State of the County Address
Eight years ago, the Regional Economic Development Councils were tasked with orchestrating the reversal of forty years of economic, cultural, and physical decline. With the promise of a regional approach to economic development, the Mohawk Valley region accepted the challenge. It is remarkable how far we have come since 2011.

Each year’s plan builds upon the last, remaining true to our mission to leverage our unique assets to compete – and win – in the global marketplace. From Utica to Oneonta, the momentum is undeniable.

The real story is in our successes. The fact is, REDC process has netted our region greater than $615 Million in CFA awards since 2011 that have taken root, contributing to:

### Key Regional Indicators Since 2010
- **Population Growth**: 3%
- **Exports Growth**: 34%
- **Private Wages Growth**: 13%
- **Advanced Manufacturing Growth**: 6%

Regional control of priorities – reinforced by targeted funding from New York State – is producing the desired result: a modern manufacturing base, vibrant communities, a culture of innovation, and renewed optimism across the region.

### 2019 Funded Businesses & Urban Projects

<table>
<thead>
<tr>
<th>County</th>
<th>Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Herkimer County</td>
<td>Manheim Business Park, Turbo Machined Products, Human Technologies Corp</td>
</tr>
<tr>
<td>Oneida County</td>
<td>Utica Steam Cotton Factory, Munson Williams Proctor Arts Institute, One World Pathways, Utica Children’s Museum</td>
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### Strategies

- **Modernize American manufacturing**
- **Unleash the power of innovation by fueling STEM industries**
- **Restore vibrancy to our urban centers**
- **Grow sustainable food systems**
- **Unlock the true potential of our refugees, immigrants, and veteran populations**

### Impacts Since 2011
- **9,259** Proposed Jobs Created/Retained
- **$615 Million** CFA Awards
- **$4.3 Billion** Investment
- **640** Projects
- **7:1** Leverage in Private Investment

The EDGE team’s efforts have been instrumental in securing these gains. The EDGE staff’s expertise has been crucial in crafting the 2018 Progress Report, which was named a Top Performer for the 4th year in a row, netting the region $85.4 million for 77 projects. Staff also assisted over 30 local companies in applying for grant assistance and connected dozens of others to new opportunities during the CFA season.
The Mohawk Valley can offer a variety of incentives aimed at helping businesses; both international companies looking to move, as well as locally owned small businesses looking to grow. By making available loans, grants, and tax credits, the Mohawk Valley supports its businesses by addressing their needs and promoting their development.

Our staff has direct access and in-depth understanding of incentives and loans, and we work closely with the state of New York to package incentive proposals targeted to the needs of individual businesses.

**USDA RURAL DEVELOPMENT GRANTS**

EDGE has been working with several local businesses and municipalities to apply for and access USDA Rural Development Business Grant (RDBG) Program funds as a way to incentivize investments that will allow each business to grow. These investments are primarily equipment purchases that will expand production capacity and improve process efficiencies. The RBDG Program incentivizes these investments in that EDGE receives the grant funding and uses funds to purchase equipment identified by each business. EDGE then provides this equipment to the business through a capital lease, which helps the business preserve cash flow that would otherwise pay for interest on an amortized loan.

While each business included in these applications will be benefited by cost savings and preserved cash flow, EDGE will also significantly benefit through the accumulation of funds that will become a new loan reserve. With EDGE acting as grant applicant, any funds granted will go directly to EDGE. Through lease repayments by each business, EDGE will retain grant funds that will be designated as a new loan fund for rural business development projects. These funds will never have to be repaid to USDA. As such, this program gives EDGE the opportunity to significantly enhance its lending capabilities throughout Oneida and Herkimer counties.

We are excited about the funding procured by Mohawk Valley EDGE through the USDA and Community Renewal allowing Paris Compression Molding the opportunity to take massive growth steps in a period of one year,” said Paris Compression Mouldings, LLC President, Nicholas Pryputniewicz. “This opportunity has provided us with the resources that would have taken a number of years to accumulate; it is the fast track to growth that we have been looking for.

**COMMUNITY DEVELOPMENT FINANCIAL INSTITUTION**

2018 saw strong growth for UIDC as a Community Development Financial Institution (CDFI). This year, UIDC began a partnership with Accion East, another CDFI nonprofit lender based in New York City that primarily lends to small businesses and startups in the retail and service sectors. This partnership has given UIDC the ability to refer small businesses in the Mohawk Valley to a new financing option which was previously unavailable – an alternative to bank financing which many startups with small capital needs require. In this first year of partnership, UIDC spent a lot of time laying a groundwork and getting local stakeholders and businesses familiar with Accion as a resource. Two visits from Accion representatives allowed local banks, technical assistance providers, and small businesses to learn about the services and products available through Accion. By the end of 2018, UIDC had referred seven local businesses to Accion for financing or technical assistance. Of these seven, two referrals have resulted in a loan being completed.

**ONGOING USDA PROJECTS**

**2018 Equipment Purchases**

- **Jones Family Farm** - $77,150 / Allow for double production in first year, 10x the following year
- **Paris Compression Molding** - $71,738 / Increased efficiency, ability to enter new higher margin markets
- **Clayville Ice Products** - $68,000 / Sales increased, production increase, customer increase
- **Sherrill Manufacturing** - $85,000 / Equipment modernized, increased production, new lines debuted
- **Joe’s Jerky and Country Store** - $37,700 / Distribution network increase, facility renovated, increased production already needed

**2018 Program Income Grants In Partnership with Oneida County**

Goal: help startup and existing companies provide new jobs opportunities, keep existing jobs and, ultimately, broaden the tax base of Oneida County, New York. This Program will also incorporate a technical assistance and training component with grant dollars from the NYS Department of Housing and Community Renewal.

**ONX3 (Briggs & Stratton)** - $35,000 / Equipment purchase, facility upgrades, distribution upgrades
- **Audioptix** - $35,000 / Equipment purchase for modernization as the creative production hub of CNY
- **Adirondack Barrel Cooperage** - $35,000 / Equipment for capacity expansion and product customization
- **Paris Compression Molding** - $35,000 / Equipment purchase for diversification, ability to enter into high-end specialty markets
- **Joe’s Jerky** - $50,000 / Equipment purchase, facility upgrades, distribution upgrades
- **Vicks Lithograph**
- **Matt Brewing**
- **Riverhawk Company** - $90,000 / Milling equipment purchase, increase productivity by 30%, reduce set-up times by 25%
- **Griffiss Eye Care Center**
- **Delta Apartments**
- **Heartford Luxury**
- **Gutchess Vernon**
- **Alien Science & Tech**
- **Lewiston at Clinton St**
- **99 Otis St/NYSTEC**
- **McCrailth Beverages**
- **91 JOB**
- **2 JOBS**
- **1 JOB**
- **1 JOB**
- **1 JOB**
- **1 JOB**

**2018 ONEIDA COUNTY INDUSTRIAL DEVELOPMENT AGENCY PROJECTS**

<table>
<thead>
<tr>
<th>RETAINED JOBS</th>
<th>NEW JOBS</th>
<th>INVESTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,186</td>
<td>93</td>
<td>$97.5 MILLION</td>
</tr>
</tbody>
</table>

**JONES FAMILY FARM**

- **Production in first year, 10x the following year**
- **Allow for double production**
- **$77,150**

**PARIS COMPRESSION MOLDING**

- **Increased efficiency**
- **$71,738**
- **Ability to enter new higher margin markets**

**CLAYVILLE ICE PRODUCTS**

- **Sales increased**
- **$68,000**
- **Production increased**
- **Customer increase**

**SHERRILL MANUFACTURING**

- **Equipment modernized**
- **$85,000**
- **Increased production**
- **New lines debuted**

**JOE’S JERKY AND COUNTRY STORE**

- **Distribution network increase**
- **$37,700**
- **Facility renovated**
- **Increased production already needed**
Mohawk Valley EDGE hosted three Site Selectors this past fall for a Site Selectors Guild Advisory Forum to showcase the best our region has to offer prospective new business growth.

Site Selectors represent various business and industry clients across the globe and assist those clients in their new location siting decisions. EDGE has created a business development strategy around forming relationships with this segment of the corporate growth community. This relationship allows EDGE to showcase the Mohawk Valley’s sites and amenities to companies who are expanding and growing across the globe. Joining EDGE from the Site Selectors Guild were Dennis Donovan from Wadley, Donovan, Gutshaw Consulting, Larry Moretti from LFM Corporate Locations Solutions, and John Sisson from The Next Move Group.

The Site Selectors Guild is the only association of the world’s foremost professional site selection consultants. Guild members provide location strategy to corporations across the globe and for every industry, sector, and function.

An Advisory Forum provides a unique opportunity for the Mohawk Valley to bring in a group of professional site selection consultants. Guild members provide location strategy to corporations across the globe and for every industry, sector, and function.

An Advisory Forum provides a unique opportunity for the Mohawk Valley to bring in a group of professional site selection consultants. Guild members provide location strategy to corporations across the globe and for every industry, sector, and function.

**FEEDBACK**
- Implement shell building program
- Become more engaged in workforce development
- Create “deal closing fund”
- Continue to develop shovel ready sites
- Expand marketing program and develop regional brand
- Continue building downtown amenities

**Platinum Sponsors:**
- National Grid, Oneida Indian Nation

**Gold Sponsors:**
- Bond, Schoeneck and King, Carbone Auto, NYSTEC

**Silver Sponsors:**
- Adirondack Bank, Bank of Utica, Berkshire Bank, Community Bank, First Source Federal Credit Union, Herkimer County IDA, KeyBank, M&T Bank, NBT Bank, and the Workforce Development Board

“The three day event culminated with a “Coffee and Conversation” panel discussion in partnership with The Community Foundation. This event offered a unique opportunity to hear from three of the nation’s top site selectors as they shared their impressions of Oneida and Herkimer counties’ strengths and opportunities as a destination for corporate relocation and expansion projects. They also discussed the latest trends driving site selection and local business expansion, such as talent availability and workforce development. A presentation by the Mohawk Valley Resource Center for Refugees and PTECH programs kicked the event off, showcasing two great existing workforce development programs in the region.”

**SUPPORT //**
EDGE’s job does not end with the ribbon cutting. Staff continuously works with businesses to assist when and where needed.

**MATT BREWING COMPANY**
This past year Matt Brewing has been undertaking a project to modernize their brewhouse and expand the capacity of the brewery. Concert goers will notice changes to the Summer Concert Series court yard, where a permanent stage has been erected, which will allow for larger event capacity and new glass windows for a glimpse into the brewhouse.

The expansion of the brewery was supported by the Oneida County Industrial Development Agency and included a new 480-barrel brew kettle and a 480-barrel malt cooker, which will add flexibility of the brewery to do shorter production runs.

On a vacant parcel across from the Brewery on Edward Street, they will construct a new fermenting and aging cellar which will have 16 vertical fermenting and aging tanks. The fermenting and aging cellar will be connected to the current brewery by a pipe bridge over Edward Street and will add an additional 350K barrels of capacity.

The Brewery is often at capacity with both its beer production, specialty concerts and event. In 2019 patrons will be able to toast to a solution to both.
LEADING EDGE AWARDS

Four Mohawk Valley companies and two individuals who are on the Leading EDGE of innovation, economic growth, and leadership were honored in the Spring of 2018 when the seventeenth annual Leading EDGE Awards were presented. The Leading EDGE Awards are designed to recognize companies which are located in the Mohawk Valley and helping expand the region’s economy through investment and job growth. Four-time Olympian and hometown hero Erin Hamlin delivered the keynote address to the crowd of over 500.

2018 LEA Awardees

Assured Information Security, for their steady growth of the cybersecurity ecosystem in the region and their evolution from a Department of Defense cyber research company to a multi-discipline technology juggernaut. AIS’ first Leading EDGE Award was in 2006, but much like the technologies that they focus on, the AIS of 2006 is much different than the AIS of 2018. Located in Rome at Griffiss Business and Technology Park, AIS was established in 2001 and has grown to over 300 employees, 150 of those located at their Rome headquarters. AIS provides government and commercial customers with a diverse selection of cyber and information security offerings that include engineering, research, development, assessment services and products. From testing drones to searching for holes in secure software in military vehicles, medical services and products. From testing drones to searching for holes in secure software in military vehicles, medical services and products.

Francis J. Behlmer, for his leadership of BNY Mellon and to recognize his role as a staunch advocate for the growth of the Mohawk Valley. For the past 30 years BNY Mellon in the Mohawk Valley has had a steadfast leader in Frank Behlmer. He has transitioned the company to evolve along with the banking industry and is always one-or two- steps ahead in adapting new programs and technologies to that set this location apart from others.

Howard D. Mettelman, for his leadership of Oneida-Herkimer-Madison BOCES and his role in the expansion of programs to meet the needs of an evolving economy. Howard Mettelman has committed more than 45 years of his life to children and their education in the Mohawk Valley. Howard has served as the Oneida Herkimer Madison BOCES district superintendent since April 2004, following more than five years as the Oriskany Central School District’s superintendent. His service to children, the BOCES’ 12 component school districts and their communities has made him a role model for administrators and educators across New York State.

Masonic Medical Research Institute, for their multi-million dollar renovation project to update and modernize their facility, their commitment to unravel the mechanisms underpinning the cause of cardiac disease, and the growth of their research and scientific faculty. The Masonic Medical Research Institute is a globally renowned biomedical research institute founded by the Grand Lodge of Free and Accepted Masons in New York State in 1958. Last June, the institute kicked off a multi-million dollar renovation and modernization project for the second and third floor scientific lab space and announced their new Director of Research Dr. Maria Kontaridis, from Harvard Medical School. Her vision for the Institute will position them as one of the premier cardiac research centers in the country and around the world.

Mohawk Valley Resource Center for Refugees, for their multi-million building acquisition and renovation in the heart of downtown Utica, and their investment in the “One World Welcome and Opportunity Center,” to expand their services to provide workforce and vocational training to our region’s refugees, immigrants, and limited English proficient individuals. The Mohawk Valley Resource Center for Refugees is a not-for-profit corporation that has been the main service provider for refugees and immigrants in Central New York for over 35 years. The Center has assisted over 16,000 refugees from 36 different countries in starting new lives in the region. This past year they embarked on a capital project to purchase and renovate their 201 Bleecker Street location. Coupled with the establishment of the One World Welcome and Opportunity Center, the Refugee Center will not only expand their services to provide workforce and vocational training to the Mohawk Valley’s entire six-county region, but will also create shared work space for partner organizations to create a “one-stop shop” for individuals to access services.

Sherrill Manufacturing, for reinventing their business model and fortifying their place as the only remaining flatware manufacturer in the United States. Sherrill Manufacturing is the second company that has received a Leading EDGE Award previously. Their first award was in 2008. Ten years later, the company which operates under the brand name Liberty Tabletop, has emerged from a dire financial crisis and completely reinvented themselves and the brand name Liberty Tabletop, has emerged from a dire financial crisis and completely reinvented themselves and their business plan. They are the only flatware maker that manufactures its products in the US. It has been a long and winding road for the company, but they have found the formula that works. They have been featured on the Today Show, History Channel’s Modern Marvels, Discovery Channel’s How it’s Made, ABC World News and featured in the New York Times.

Christopher Destito Award

Harold “Tom” Clark, Jr., was honored with the Christopher Destito Leading EDGE Award. This award is given to someone who has had a lifelong commitment to the betterment of the Mohawk Valley. Tom the current chairman of Adirondack Bank and the president of Mac-Clark Restaurants Inc., as well as one of the community’s most notable philanthropists. He also has played an active role in the redevelopment of downtown Utica with his investments in the Adirondack Bank Building and Clark City Center, and has had involvement with the United Way, Utica College, Utica Rescue Mission, the Community Foundation, and is a founding board member of Mohawk Valley EDGE.

“When I think of my father, and who he was as a person, not just in his professional life, but also his personal life, Tom Clark fits that same mold. Tom, like my father, was a fierce proponent of this region. Always willing to step in and get the job done. His generosity needs no explanation; you can simply walk around the Utica College campus and see for yourself. Many of Tom’s contributions to the community go way beyond in investments in downtown Utica and Utica College, Tom was one of the founding board members of Mohawk Valley EDGE, along with my father, he has served leadership roles on the Hayes National Bank, United Cerebral Palsy, the Salvation Army, and the Community Foundation of Herkimer and Oneida Counties.

But what I think is so remarkable about him is how humble he is. He shy’s away from any gratitude that you might offer, as if he doesn’t think it’s necessary, and that’s just how people should act. That humbleness, combined with all that he does for this region is why I am proud to honor Tom Clark with the Christopher P. Destito award.” – Christopher Destito Jr.

2018 Sponsors of the Leading EDGE Awards

This event and much of the work EDGE does would not be possible without the help of our financial supporters and partners.

Platinum: O’Brien & Gere
Gold: Bank of Utica, Bond, Schoeneck & King, Community Bank, KeyBank, M&T Bank, National Grid, NBT Bank, Oneida Indian Nation
Silver: Cathedral Corporation, Carbone Auto Group, Indium Corporation, March Associates, NYSTEC, Plumley Engineering, The Fountainhead Group
Bronze: Adirondack Bank, Berkshire Bank, First Source Federal Credit Union, Simon Eisenbach Productions
2017 CONSOLIDATED STATEMENTS

SUPPORT AND REVENUE

<table>
<thead>
<tr>
<th>DOLLARS</th>
<th>PERCENTAGE</th>
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<tbody>
<tr>
<td>Federal, State, and Local Government Grants</td>
<td>576,123</td>
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<tr>
<td>National Grid Support</td>
<td>229,173</td>
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<tr>
<td>Local Business Contributions</td>
<td>353,473</td>
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<td>Lease Income</td>
<td>1,432,938</td>
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<td>Interest Income</td>
<td>50,254</td>
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<tr>
<td>Administration Fee Agreements</td>
<td>933,943</td>
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<tr>
<td>New York State Grants &amp; Other Support for Marcy Nano Center @ SUNY IT</td>
<td>28,729,258</td>
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<tr>
<td>Other Income</td>
<td>263,545</td>
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<td><strong>Total</strong></td>
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EXPENSES

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<td>Business Development</td>
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<tr>
<td>Revolving Loan Program</td>
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<td>Property Development Program</td>
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<tr>
<td>Management and Operations</td>
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<tr>
<td>Marcy Nanocenter</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>34,404,625</strong></td>
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SUPPORTERS

Adirondack Bank
Adjusters International
AmeriCU
Assured Information Security
Bank of America/Charitable Foundations
Barton & Loguidice
BNY Mellon
Bank of Utica
Basloe Levin & Cuccaro
Berkshire Bank
Bond, Schoeneck and King
C2C Construction Solutions LLC
Carbone Autogroup
Cathedral Corporation
Community Bank
Community Foundation of Herkimer and Oneida Counties
Computer Connection of CNY
ComMed Corporation
Empire Fiberglass Products
Excellus BlueCross BlueShield
First Source Federal Credit Union
Fountainhead Group
Gilroy Kernan & Gilroy, Inc.
GPO Federal Credit Union
Hamilton College
Hancock & Estabrook, LLC
Hayner Hoyt Corp.
Herkimer County Community College
Holland Farers
Hummel’s Office Plus
Indium Corporation
Key Bank
Leatherstocking Abstract & Title Corp
M & T Bank
MacClark
March Associates
Matt Brewing Company
McCrath Beverage
McQuade and Bannigan
Mohawk Valley Handicapped Services (UCP)
Mohawk Valley Health Systems
Mohawk Valley Water Authority
MVCC
National Grid
NBT Bank
Northland Communications
NYSTEC
O’Brien & Gere
Onegroup Inc.
Oneida Indian Nation
Paige Group
Pathfinder Bank
Plumley Engineering
Revere Copper Products, Inc.
Ritter and Paratore Contracting, Inc.
Rome Memorial Hospital
Rome Sentinel Company
RSS Asset Holdings
Saunders Kahler, L.L.P.
Scalzo, Zogby & Wittig
Strategic Financial Services
SUNY Polytechnic Institute
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UIDC
Utica National Insurance
Vicks Lithograph
Workforce Development Board
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VICE CHAIR: Gino DeCondo
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Joseph M. Critillo
H. Thomas Clark
Richard Creedon
Ronald A. Duccaro
Wes Cupp
Alicia Ditch
Ronald J. Edwards
Mike Frame
Marianne Gaige
Lawrence T. Gilroy
Charles Green
Raymond Halbritter
Gregory Harden
Daria Helmer
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Nicholas L. Mayhew
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Scott Perra
Mark A. Pfisterer
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Sabrina Webster

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Rome Community Brownfield Restoration Corporation
Rome Industrial Development Corporation
Sculpture Space
Solid Waste Management Authority

Ogdensburg Brownfield Development Agency

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Deborah Grogan
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Kirk Hinman
Frank Vetrone
Erin E. Weiman

MAJOR PARTNER: nationalgrid

National Grid supports a variety of Mohawk Valley EDGE initiatives. National Grid Strategic Marketing Grants provide dollars to drive projects, including Marcy Nanocenter at SUNY Polytechnic Institute, as well as direct marketing and sales calls for renewable energy development. As a vital partner to all EDGE’s efforts, National Grid has been a steadfast supporter and trusted advisor.

Collaborating with EDGE on workforce development.

Collaborating with EDGE on workforce and entrepreneur initiatives.

Collaborating with Centerstate CEO to advance the FAA designated test site at Griffiss.

Collaborating with EDGE to promote the Marcy Nanocenter at SUNY Polytechnic Institute.

Collaborating with EDGE on project leads.

Partnering to advance the Marcy Nanocenter site.

Collaborating on regional economic development.