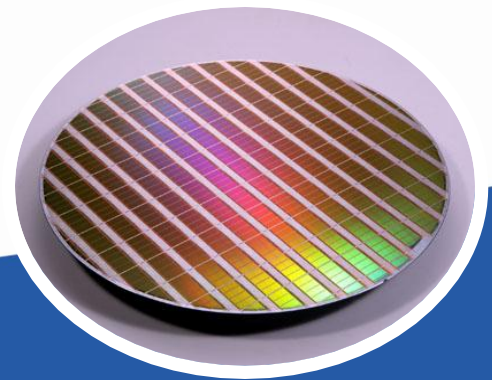


Mohawk Valley Regional Economic Development Council

Strategic Plan
November 2011



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MVREDC

The Mohawk Valley Regional Economic Development Council

November 14, 2011

Kenneth Adams
President & CEO
Empire State Development Corporation
633 3rd Avenue, 37th Fl.
New York, N.Y. 10017

Dear Kenneth,

On behalf of the members of the Mohawk Valley Regional Economic Development Council (MVREDC), the many stakeholders who have participated in its preparation, and the people of the Mohawk Valley, we are pleased to present the MVREDC Strategic Plan.

Acting on Governor Andrew M. Cuomo's vision and working with our Chair, Lt. Governor Robert J. Duffy, the Council has drawn on the region's remarkable history of innovation and economic accomplishment to chart a course for renewal and redevelopment in the 21st century. The process has brought our six counties together in ways that demonstrate the essence of the Governor's vision: that economic development can best be guided by the collective wisdom of those with essential grassroots knowledge of the challenges and opportunities each region faces. This document reflects a unity of purpose in the voices of its many and diverse stakeholders – voices that emerge in the plan's narrative, its vision, its strategies and in its proposed actions.

For two hundred years, the people of the Mohawk Valley have realized profound achievement and overcome periodic adversity in a region that takes pride in its will to work, historical significance, and unparalleled natural beauty. The MVREDC Strategic Plan describes a transformative vision, one that will guide our region as the Mohawk Valley once again plays a pivotal role in New York's economic success.

Sincerely,



Bjong Wolf Yeigh
President
SUNYIT



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

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Mohawk Valley Regional Economic Development Council Representatives

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Ex-Officio Representatives

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Dayton King- *Mayor, City of Gloversville*

Anthony Picente- *County Executive, Oneida County*

Thomas Quackenbush- *Chairman, Montgomery County Board of Supervisors*

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Executive Summary



Section 1

**Mohawk Valley
Regional Economic Development Council**

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The Mohawk Valley Regional Economic Development Council (MVREDC) Strategic Plan is a clarion call to build a vibrant new economic future for our Region's citizens. The process for developing this Plan served as a catalyst for bringing a common focus to the Mohawk Valley Region. With this plan, the futures of our communities are no longer segmented but rather inherently tied together in visible and meaningful ways. The thoughtful and collaborative work that this plan represents leverages public and private investments toward strategic initiatives that will renew and transform this Region and this State.

The key to the Mohawk Valley's ability to be a critical contributor to the state economy is not any single economic focus, but rather our diversity. Indeed, it is this diversity and our historic entrepreneurial spirit that helped shape our state and our nation. It also enabled our six counties to survive some extreme challenges and emerge today united with numerous opportunities for growth. Our Strategic Plan builds on this diversity, charting a new course for growth that will be sustainable and increase the resilience of the region and the state for future generations. This Plan is guided by core principles expressed in our vision and speaks to:

- **Building a diverse, integrated and dynamic economy** that leverages technology and innovation,
- **Driving efficiency, collaboration and inclusiveness for business and local government** throughout the region,
- **Becoming regionally networked and globally connected** if the region is to be a vibrant part of the new economy,
- **Cultivating, attracting and empowering skilled workers**, to support the development of a knowledge based economy,
- **Fostering an entrepreneurial spirit and renewal of our communities**, that turns ideas into businesses and reclaim the region's urban landscape,
- **Preserving and building upon our abundant natural, cultural and geographical resources**, and
- **Securing a rewarding quality of life for all.**

Located in the geographic center of New York State, the Mohawk Valley has played a pivotal role in the founding of a nation, and in the historical development of Upstate's industrial economy.

Throughout the country's history, the Mohawk Valley served as a key transportation corridor that connected the eastern seaboard with the nation's western expanse. The Mohawk River contributed to the development of the region's early settlements, but transportation improvements along the river corridor firmly established the Mohawk Valley's geographic and economic importance. Key among those improvements was the construction of the Erie Canal, which linked the region with the Great Lakes to the west and to the Atlantic seaboard via the Hudson River and New York City.

Development of the east-west railroad corridor expanded the region's capacity to move people and products to and from cities. It was the construction of new highways and the development of the I-90 corridor, which parallels the Mohawk River, that cemented the Mohawk Valley's role as a center of innovation, commerce, industry, and culture.

The Mohawk Valley's transportation corridor enabled the rise of great factories that wove textiles and made carpets, shaped metal, and forged new alloys that would advance the region's - and the nation's - aerospace industry. The jobs that followed the region's industrialization led to an influx of immigrants who helped build the cities and communities found in the Mohawk Valley today. Surrounded by the farms that met

the demands of the rising population, the Mohawk Valley remains a place of scenic beauty, rich in history and cultural attractions.

World War II reinvigorated the region's declining industrial base in the wake of the Great Depression. During the War, Mohawk Valley factories produced much of the material and products that enabled the nation to supply the war effort in the European and Pacific Theaters.

After the war, the region again reinvented itself through the development of Griffiss Air Force Base in Rome. The Post World War II era also saw the rise of higher education institutions, initially with the development of Utica College and Mohawk Valley Community College, and later with the State's development of SUNY schools in Oneonta, Cobleskill and Marcy. Together the creation of these institutions, coupled later with the development of Community Colleges in Herkimer and Fulton-Montgomery, laid the foundation for the emergence of higher education becoming a critical part of the region's economy and an integral part of developing a skilled work force.

The Cold War era also sparked a still emerging aerospace and defense industry cluster. These critical pillars defined the Mohawk Valley economy through the end of the Cold War and largely remain critical parts of the region's economy today.

Advancements in telecommunications, computers and information technology were followed by the creation of back office centers for banking, finance and insurance –extending the region's reach beyond New York State's borders. An emerging technology base has been established with the creation of a Cyber technology corridor centered around the Air Force Research Laboratory in Rome.

For most of our history, the Mohawk Valley helped to shape great events. However, as the nation's economy and global political events unfolded, these transformational forces redefined the Mohawk Valley. Rising domestic and international competition unleashed a decline in manufacturing that left many vacant factories scattered along the Mohawk River corridor; some of those empty buildings still stand, as a grim reminder of the region's past industrial glory.

Even one of the region's largest economic engines failed to escape the grips of sweeping national and global events. The end of the Cold War resulted in the realignment of Griffiss Air Force Base, with the loss of nearly 6,000 civilian and military jobs, followed closely by the closure of Lockheed Martin's Utica facility. The region's cities were hollowed out as population declined, and major parts of the region's commercial base migrated to the suburbs. The steep job loss of the 1990's led to a dramatic decline in population, particularly among the region's most educated and skilled workers.

Yet the Mohawk Valley has stubbornly survived these changes. The region's resiliency and economic diversity -- coupled with the arrival of new immigrant populations has reversed the population decline that began in the 1970's and has been abated, as reflected in the most current population statistics from the 2010 census. Since that time, key strategic investments have helped to diversify the Region's economy including:

- The Oneida Indian Nation – who stood with the American colonists at the Battle of Oriskany – is now the region's largest employer, with nearly 5,000 jobs at Turning Stone Casino and Resort. Turning Stone is the cornerstone of a flourishing \$1.34 billion tourism economy in the Mohawk Valley.
- The transformation of the former Griffiss Air Force Base into Griffiss Business and Technology Park is, with its nearly 6,000 jobs, a testimonial to the region's ability to rebound from devastating base closure rounds in 1993 and 1995. The region's determination reversed the shifting of jobs in the 2005 BRAC and instead increased federal government jobs at the Business Park.

- With more than 18,000 employees, the healthcare sector is one of the region's largest employers. The largest of these employers are the Bassett Healthcare Network (located in Otsego, Schoharie and Herkimer Counties), and the Mohawk Valley Network and Rome Memorial Hospital (located in Oneida County).
- Remington Arms, a legacy employer, founded in the Mohawk Valley in 1816, is the region's largest manufacturing employer with over 1,200 jobs. Remington has become one of the largest firearms manufacturing centers producing firearms under the Remington name, along with the consolidation of other firearm brands that are making the Ilion facility a premier manufacturing center.
- The Air Force Research Laboratory has helped attract and develop a cluster of national and homegrown technology companies. It has established critical technology partnerships with post-secondary educational institutions that form a critical industrial-research-academic ecosystem with a \$285 million economic impact and represent a critical part of the region's shift to an innovation economy.
- A rapidly growing Greek-style yogurt manufacturer, Fage USA Dairy Industry, Inc., in Johnstown has invested more \$180 million at its Fulton County facility, has become one of the largest purchasers of New York-produced milk. Fage and Agro-Farms in Chenango County underscores opportunities for other food processing manufacturing firms to consider investing in the Mohawk Valley Region given the region's proximity to larger population centers and surrounding farms.

The diversity of the region's economic base has helped it to endure decades of wrenching structural change in local, state and global economies. Nevertheless, it is time for the region to reclaim its place as Upstate New York's center of innovation, commerce, industry and culture. Situated at the heart of New York State and bordering four other Upstate regions, transformation of the Mohawk Valley will certainly lift economies throughout Upstate New York.

The ability of this State to regain its competitive edge in an ever-growing global economy starts with the resurgence of the Upstate economy. One critical lesson from the current recession is recognition that this State must diversify its overall economy, which for too long has been overly dependent on Wall Street.

The State's success in gaining a larger share of research and development (R&D) investments largely in semiconductors and related technologies will only yield catalytic economic gains if the state's investment in R&D is translated into the growth of advanced manufacturing jobs within New York State.

The Mohawk Valley is the nexus that forms a close coupling of R&D with advanced manufacturing opportunities and generates spillover economic benefits that will transform a broad stretch of the I-90 and I-88 corridor linking the Capital District with the Mohawk Valley and Central New York regions and help the Upstate region recapture its economic potential.

Just as the State's center of commerce and industry started with the first shovelful of earth for construction of the Erie Canal, the pivot point for the transformation of the Upstate economy begins here in the Mohawk Valley.

Through our Strategic Plan, we will implement the following strategies to achieve our vision:

- **Enhance Regional Concentrations** to stimulate regional growth from within, and to add to that growth by attracting new technologies and industries to the Mohawk Valley Region.
- **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;

- **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;
- **Increase the region's spatial efficiency** by working to ensure the organization of the region's physical assets reduces and minimizes costs for businesses, inhabitants and their governments, while contributing to energy efficiency and sustainability. An important thrust will be to create strategic sites that support key regional concentrations. We will also look for ways to improve the Region's transportation and infrastructure systems through the expansion of broadband connectivity to underserved and unserved communities; the promotion of Brownfield redevelopment and where feasible the adaptive reuse of vacant facilities; the reclamation of the region's waterfront assets for community and economic development; and investment in downtowns and Main Street corridors; and
- **Strengthen government and civic effectiveness** by promoting and acting to create leaner and more efficient government; by ensuring that civic institutions nurture a business climate that will promote entrepreneurship; incorporating the ideas of the Region's enabled workforce; and by working to attract private capital and business activity.

To achieve these aims, the Mohawk Valley Regional Economic Development Council has identified thirteen priority projects that would generate **\$484,822,320** in total investment with the initial 2012 down payment consisting of **\$40,000,000** in priority project funding as well as **\$23,497,500** in other state funding. These Priority projects include:

- **Business Investment** projects to at least nine businesses, which would retain **2,315** jobs and create between **1,380** to **2,065** jobs. For one of these projects, approximately **1,000** to **1,200** new jobs would be split between the Mohawk Valley and Central New York regions and be a significant investment in strengthening a vital regional industry sector;
- Capitalize the **Mohawk Valley Regional Revolving Loan Fund** to support the needs of smaller businesses within the Mohawk Valley Region. This fund would be capitalized with **\$7.5** million in state funds over five-year period and leverage **\$38.5** million in other funds (priority project funding of \$1 million and another \$1.3 million in requested state funding through the CFA process in 2012). The MMVRRLF would support the creation and retention of **750** jobs and help strengthen the region's small businesses that form a critical part of the economic foundation in the region. The fund would also revolve, which means that more and more investment in smaller business enterprises could be assisted through this gap-financing program.
- Create the **Mohawk Valley Microenterprise Grant Fund**, which is designed to stimulate small business and entrepreneurial small business start ups to help capture the needs of younger businesses and turn good ideas into early seed capital businesses. This proposed fund would be capitalized at **\$2.5** million with \$200,000 being capitalized as a priority project and the balance to be funded through the 2012 CFA



Assured Information Technology- Rome, NY

process. The Microenterprise Fund would seed **100** young and early stage businesses and leverage at least **\$2.5** million in other funds. The Microenterprise fund would be designed to create/retain **250** jobs.

- **Launch the Region's Transformational Initiative with Construction of the SUNYIT-CNSE Computer Chip Integration and Commercialization Center**, which is an integral part of the region's economic transformation and is part of a cross-university partnership between SUNYIT and the College of Nanoscale Science and Engineering. This **200,000**-square foot facility would support commercialization of R&D initiatives in semiconductor and nanoelectronics activity taking place at CNSE. The CCIC will also provide academic and laboratory space that support the close link between learning, workforce development and entrepreneurial activity that can infuse new business activity. The total estimated cost of the project is **\$92.9** million and **450** jobs will be associated with this initiative resulting from the Global 450 Consortia announced in September that is a partnership between New York and the top five global semiconductor companies. This strategic initiative includes **\$10.4** million in priority project funding and a requested **\$4.6** million through the CFA process.

- **Support Key Workforce Alignment and Education Investments**, which includes as priority projects, funds to support the expansion and creation of initiatives that will help generate trained workers for key employment concentrations in the aircraft maintenance, repair and overhaul sector and the healthcare sector. Included as a priority project, is an initiative with the Milford School District that will focus on adult education, entrepreneurship and Science Technology Engineering and Math (STEM) activities. Priority projects include:

- **Mohawk Valley Community College** Airframe and Power Plant Program located at Griffiss International Airport
- **Herkimer County Community College** – Growing Healthcare Initiative
- **Hartwick College's** Meeting Healthcare Needs in Upstate New York Program
- **Milford School District Cooperative Rural Education Initiative**

The total cost for these workforce and educational initiatives is estimated at **\$3.1** million and would require investments of **\$900,000** in priority project funding with an additional \$100,000 in CFA funding. These programs help expand the number of FAA licensed A&P mechanics, and build the pipeline of trained healthcare workers and nursing education graduates. Priority project funding for the Milford School District will assist in building STEM programs that are lacking in Otsego County.

- **Build the Region's Innovation Enabling Infrastructure** by investing in priority project funding to support capacity building for boosting the region's need for Venture Capital and leveraging the region's colleges to support entrepreneurship initiatives. Priority project funding of **\$150,000** would be targeted for exploring the creation of **Mohawk Valley Ventures**, a Seed Capital-Venture Capital Fund that would be capitalized with state and private funds in 2013. The MVREDC will also earmark funds to set up a **Mohawk Valley Regional Sandbox Program** that would be targeted at the various colleges located in



Hartwick College- Oneonta, NY

the region. The MVREDC would work with key stakeholders to position both of these initiatives as key projects over the next five years, with 2012 being used to organize the development of both initiatives.

- **Reinvest in the Region by Increasing Spatial Efficiencies**, which invests **\$113.5** million over five years, with **\$8.5** million consisting of initial priority project funding and **\$10.5** million in 2012 CFA requests. Funds would be targeted for:
 - **Upgrades to the County Interceptor for the Marcy Nanocenter Project** that is the main sewer trunk line north of the Mohawk River, and linking the Marcy Nanocenter site with the County Sewage Treatment Plant in Utica. The upgrade to approximately 9,400 lineal feet of sewer main is a strategic investment, needed to assist Oneida County in complying with a sewer consent order, and supports economic development priorities with the development of the Marcy Nanocenter at SUNYIT site and CCIC initiative on the main campus. This investment will support the development of two semiconductor plants on the Marcy site, ancillary development, the CCIC, and other induced growth that would occur within the Oneida County Sewer District. Upgrading the main trunk line also supports a larger initiative that addresses Combined Sewer Overflow (CSO) and Sanitary Sewer Overflow(SSO) issues within the Part County Sewer District. Total project employment that would be created with this investment is **3,450** jobs, not taking into account indirect economic job creation from the industry's supply chain that would occur within the Central New York and Mohawk Valley region. The total cost to upgrade the County interceptor is estimated at **\$8.5** million, with a priority project request of **\$4** million and **\$1** million in CFA funding.
 - **Create the Mohawk Valley Brownfield Opportunity Development Fund** that is a major regional initiative to help implement the Brownfield Opportunity Area plans that would affect eleven BOA districts within the Mohawk Valley consisting of nearly 8,000 acres. A key thrust of the MVREDC Strategic Plan is to help the region reclaim and re-program former industrial sites. This **\$75** million effort is included in the Region's five-year strategy and would be launched with **\$2** million in priority project funds and **\$6** million in CFA funding for 2012. The MVREDC would work with local communities to complete BOA strategies, undertake engineering and remedial clean up activities, and begin implementation of BOA strategies that are linked with viable reuse strategies. The MVREDC believes that the reclamation of the region's former industrial core area is integral with overall development plans to transform the regional economy.
 - **Establish the Mohawk Valley Waterfront Development Opportunity Fund**, which complements the Brownfield Opportunity Development Fund with a focus on developing the region's key waterfront assets along the Mohawk River and Erie Canal corridor. The Mohawk Valley is blessed with significant waterfront assets in Amsterdam, Utica, Rome and other communities located along the Mohawk River-canal corridor. This fund is proposed to be capitalized with **\$30** million over a five-year period, with **\$2.5** million earmarked as priority projects and another \$3.5 million slotted with CFA funds. This would help seed the effort with key projects identified that



Amsterdam, NY

can jump-start the initiative and lay the foundation for attracting private sector development interest in maximizing the development potential of the region's waterfront assets.

In developing this Five-year Strategic Plan, the MVREDC has outlined a total investment strategy estimated to cost **\$899,983,320** of which **\$382,480,000** in total state investment is sought over five years. The Implementation Agenda includes other regional projects that are slotted into the five-year program. The MVREDC recognizes that the Implementation Agenda will be revised over time to reflect changes in regional priorities.

MVREDC Priority Projects				
Strategy	Strategic Investment Tracks	Total Investment	MVREDC Priority Projects ¹	Other State Funding Request ²
1	Enhance Regional Concentrations			
	Business Investment Projects	\$236,696,000	\$18,850,000	\$4,497,500
	MVREDC Regional Revolving Loan Fund and Microenterprise Grant Program	\$ 38,500,000	\$ 1,200,000	\$3,800,000
2	Workforce Alignment & Education			
	SUNYIT-CNSE Computer Chip Commercialization Center /SUNYIT CAT	\$92,900,000	\$10,400,000	\$4,600,000
	MVCC A&P Program	\$ 1,000,000	\$ 200,000	
	HCCC- Growing Healthcare Initiative	\$ 625,000	\$ 325,000	\$ 100,000
	Hartwick College- Meeting Healthcare Needs Upstate New York	\$ 1,026,320	\$ 250,000	
	Milford School District – CORE Initiative	\$ 425,000	\$ 125,000	
3	Innovation Enabling Infrastructure			
	Mohawk Valley Ventures	\$ 50,000	\$ 50,000	
	Mohawk Valley Regional Sandbox	\$ 100,000	\$ 100,000	
4	Increasing Spatial Efficiencies			
4 (a)	Marcy Nanocenter-Upgrade County Interceptor	\$ 8,500,000	\$ 4,000,000	\$ 1,000,000
4 (c)	Mohawk Valley Brownfield Opportunity Development Fund	\$75,000,000	\$ 2,000,000	\$ 6,000,000
4 (e)	Mohawk Valley Waterfront Development Opportunity Fund	\$30,000,000	\$ 2,500,000	\$ 3,500,000
	Total	\$484,822,320	\$40,000,000	\$23,497,500

1. MVREDC Priority Projects may be found on page 82
Other State Funding Requests include the Consolidated Funding Application Funding and Economic Transformation Program Funding

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Regional Assessment of Existing Conditions and Economic Opportunities



Section 2

**Mohawk Valley
Regional Economic Development Council**

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Mohawk Valley Regional Snapshot



Strategically located in the Northeast, the Mohawk Valley is a region of small communities with a strong history of manufacturing. Fulton, Herkimer, Montgomery, Oneida, Otsego and Schoharie Counties comprise a belt of opportunity along the Erie Canal corridor and the Mohawk River watershed, with easy access to major commercial centers such as Boston, New York, Philadelphia, Toronto, Ottawa and Montreal.

The region is a major tourism destination year-round, from camping and snowmobiling in the Adirondacks to the north, Turning Stone Resort to the west, Cooperstown's National Baseball Hall of Fame and other museums to the south, and Howe Caverns to the east. Throughout the region, heritage tourism attracts visitors to historic sites in multiple communities.

The significant competitive forces and manufacturing decline that swept Upstate New York and the Northeast in recent decades did not spare the Mohawk Valley.

However, manufacturing companies remain among the region's largest employers. Other locally concentrated core economic sectors include cybersecurity, information technology, finance, advanced manufacturing and all the components of health care, from basic research to advanced care networks.

Throughout its history, the Mohawk Valley has been a center for technological innovations. Remington Arms, started in 1816, remains a robust operation at its production facilities in Ilion, NY. Amsterdam, because of its location on the Erie Canal and rail lines emerged as a national leader in carpet manufacturing, textiles, and the manufacturing of pearl buttons. The depression started the downturn in these industries and eventually these industries because of lower costs migrated to the south.



Remington Arms- Ilion, NY

The technology for turning molten metals into the super alloys used in cutting-edge for the modern aerospace applications were developed by Utica Drop Forge and Tool Company (known today as Special Metals Corporation).

Oneonta also played an important role in the formation of IBM when the Bundy Electric Manufacturing Company and its International Time Recorder joined with George W. Fairchild's International Time Recording Company, which was to be the forerunner to what became IBM.

Compact Disc technology and radar systems were developed at Rome Air Development Center (now the Air Force Research Laboratory), and advances in the development of computer technology, including the intelligent terminal have roots in the Mohawk Valley. Sperry Univac, Mohawk Data Science, Cogar Corporation and ICL formed the basis of the Mohawk Valley's computer industry, which thrived into the 1970's before it began its decline due to technological changes and other factors.

The Region has been at the forefront of many of the technological advances that spurred its economy. In a new economic era the Mohawk Valley will continue to revolutionize, innovate and take advantage of its natural and physical assets with an eye toward restoring their communities.

The Mohawk Valley Regional Proximity



The Region's Most Significant Employment Sectors

Ranked by Employment:

1. Healthcare and Social Assistance (40,062)
2. Educational Services (23,122)
3. Travel & Tourism (10,500)
4. Financial Services (8,200)
5. Distribution & Logistics (8,000)
6. Office & Producer Services (5,100)
7. Industrial Machinery & Services (4,400)

Ranked by total wages (in millions of \$):

1. Healthcare and Social Assistance (\$1,568)
2. Educational Services (\$899.6)
3. Financial Services (\$384.7)
4. Distribution (\$312.6)
5. Travel & Tourism (\$233.1)
6. Front Office & Producer Services (\$231.9)
7. Industrial Machinery & Services (\$188.4)

Ranked by annual average wages:

1. Information Technology Services (\$51,000)
2. Financial Services (\$47,100)
3. Front Office & Producer Services (\$45,900)
4. Materials Processing (\$44,500)
5. Transportation Equipment (\$43,500)
6. Healthcare and Social Assistance (\$39,152)
7. Educational Services (\$38,908)

(Source: NYS Dept. of Labor)

Commutation Patterns- Mohawk Valley Region

County	Total Out-Commutation	Total In-Commutation	Difference
Fulton	9,066	4,818	-4,349
Herkimer	13,295	4,150	-9,145
Montgomery	10,380	7,329	-3,051
Oneida	11,621	19,792	+8,171
Otsego	6,880	6,493	-387
Schoharie	5,551	2,704	-2,847

Mohawk Valley Regional Demographic Statistics

County	Fulton	Herkimer	Montgomery	Oneida	Otsego	Schoharie	Mohawk Valley	NY	US
Total Population	55,531	64,159	50,219	234,878	62,259	32,749	500,155	19,378,102	308,745,538
Median Age	41.8	41.3	41.2	40.3	39.9	40.9	40.9	37.7	36.5
Total # Households	22,551	25,513	19,857	92,544	25,271	12,349	198,085	7,137,013	112,386,298
Total School Enrollment	12,000	15,000	11,000	57,000	18,000	8,400	121,400	5,106,607	79,877,998
Median Home Cost	\$91,300	\$64,519	\$91,900	\$97,000	\$123,900	\$133,400	\$100,337	\$300,600	\$185,400
Median Income	\$39,467	\$40,523	\$39,541	\$45,663	\$41,157	\$48,640	\$42,499	\$54,554	\$52,175

*2010 US Census & 2005-2009 American Community Survey

Regional demographics and impact on economic development:

Regional population, median household incomes, educational attainment and migratory trends show a region that is struggling to reverse course and transform its economy. This poses threats to the region's ability to build a workforce that is properly aligned with key regional industrial clusters, or to sustain opportunities to generate new economic development in the new economy and replace the current workforce that is nearing retirement age. Regional demographic trends also reflect a sluggish entrepreneurial environment.

- The MV Region's population is essentially static. From 2000 to 2010, six-county region had third slowest rate of growth of NYS's 10 regions.
- Urban centers continue to lose population or remain static, adding to challenges of optimizing existing infrastructure, building stock and the ability to re-deploy and reuse former Brownfield sites to achieve spatial efficiencies.
- The MV Regional poverty rate is 14.4%, which is higher than New York State (13.8%) and the US (13.5%).
- Median household incomes for the MV Region are \$44,366, lower than national median household incomes (\$51,425) and New York State median household income of (\$55,233).
- In-migration and out-migration trends show the region struggles to attract new residents to replenish population losses caused by deaths and lower birth rates. This includes large numbers of young adults who leave the region to seek education and jobs elsewhere, as well as students who come to the region to attend college but leave upon graduation.
- Just 19.7% of Mohawk Valley adults have a four-year college degree. This lags considerably behind the State (31.8%) and the nation (27.5%).
- The percentage of MV adults with graduate degrees is 8.0% vs. 13.6% for the state and 10.1% for US.
- With meaningful sub-regional differences, the overall regional unemployment rates tend to mirror the state averages and tend to be lower than US average. However, these statistics illustrate that the region neither greatly underperforms nor outperforms the national economy in downturns or periods of economic expansion.



Regional Strengths and Weaknesses

As part of the initial framework and vision setting necessary to draft the strategic plan, the MVREDC performed the following SWOT analysis, which includes many of the region's strengths, weaknesses, opportunities, and threats. Though some of the items outlined in the analysis have guided the drafting of the complete plan, many of them simply speak to larger themes or problems that exist on a national level, issues which are not unique to the Mohawk Valley. The SWOT analysis exists to guide discussion, and is not intended to be an expression of regional priorities or strategies.

Strengths	Weaknesses
• Diverse economic base • Defining industries and strong employment clusters include, finance, insurance, agriculture, tourism, healthcare and education, with capability for growth • Well positioned for high-tech development with region's information technology/cybersecurity and defense industrial clusters, and proximity to CNSE/Global Foundries/SEMATECH/IBM and proposed Marcy Nanocenter at SUNYIT effort • Major year-round tourism destinations, including the Adirondacks, Cooperstown, Howe Caverns, Turning Stone Casino and Resort, and many historic/heritage sites • Art and cultural amenities • Quality of life, affordability (cost of living, housing and labor), scenic beauty, and distinctive architecture of many buildings that adds to region's charm • Region's agricultural base provides for opportunities to attract new farming populations to maintain and invest in existing farms, opportunities in agri-business, agri-tourism, clean-tech and renewable energy initiatives (e.g., bio-mass), and attract additional dairy and food processing production facilities, which need to be close to locally grown food supplies • Abundant water supply for drinking, recreation, and industry • Transportation infrastructure and proximity to major urban markets and population centers through state and federal highway systems • Strategic geographic location in center of NYS • Key regional business parks and development sites • Number of institutions of higher education (community colleges, SUNY schools, and private colleges) within region that provide basis for building a 21st century workforce • Adaptability of colleges to support workforce development efforts (e.g., MVCC A&P Program, Utica College Insurance Program, IT/cybersecurity training, semiconductor manufacturing training programs, and tailored training for specific businesses) • Quality of K-12 education in region • Availability of skilled workforce	• State regulatory and business climate, overall state and local taxation, and high energy costs have accelerated rates of disinvestment by businesses and contribute to the out-migration of population • Antiquated and fragmented system of local governmental structures that are not well suited for a 21st century economy • Aging sewer and water infrastructure systems. • Lack of infrastructure funding to maintain key roads and bridges, or complete pivotal road improvement projects throughout Mohawk Valley Region • Aging population and shrinking workforce in key age cohorts, and projected demographic trends (e.g., lower median incomes, educational attainment, poverty, and lower educational attainment than NYS averages) challenge the region's ability to ensure that it will have a world-class 21st century workforce • Region's physical deterioration with vacant industrial/commercial buildings, aging housing stock, Brownfield sites, and structures that require extensive subsidies to adapt for viable reuses, or funding to demolish to reclaim the land for development • Aging housing stock and neighborhood deterioration in cities and older towns and villages • Downtowns and central business districts lack vibrancy and economic activity • Lack of reliable passenger train service or affordable air travel to and from major urban markets • Declining local tax bases and diminished state and regional resource capacity for investing in transportation, infrastructure, and funding for community/economic development • Inadequate incentive programs from NYS to support key economic development attraction strategies for businesses with high CapEx requirements (e.g., semiconductor, clean-tech, pharmaceuticals and bio) • IT infrastructure needs to be improved in rural and underserved areas, particularly lack of broadband access • Not enough winter tourism activities • Lack of Regional pride

Regional Opportunities and Threats

Opportunities	Threats
• Use institutions of higher education to support regional strategies for R&D; workforce development that supports economic development; entrepreneurship; and other initiatives that formalize partnerships with communities and economic development organizations • Leverage greater economic development opportunities from the Air Force Research Laboratory to build an innovation economy around IT and cybersecurity • NYS investment in semiconductor and nanotechnology, and potential to expand investment into the Mohawk Valley with the development of the Marcy Nanocenter at SUNYIT and the SUNYIT Center for Advanced Technology and Quad-C Initiative, and recently announced Global 450 Consortia • Investment in advanced and emerging energy technologies such as clean tech • Position region to attract additional growth from Finance, Insurance and Banking Back Office operations to take advantage of the region's productive and affordable labor force • Further expand the region's agricultural sector including dairy and food processing, coop marketing and distribution facilities • Identify additional opportunities to spur economic growth within health care including support services and look at ways to strengthen this sector of the region's economy • Expand the region's transportation infrastructure and distribution network • Development of Griffiss International Airport offers opportunities to attract additional development in aircraft maintenance, aircraft services, training, air cargo, and General Aviation • Strengthen and expand economic development in rural communities through new opportunities in farming, agri-business development opportunities, food processing, and renewable energy investment (bio-mass, cellulosic ethanol, and forestry products) • Build on area's tourism industry, including a greater emphasis on winter activities, heritage tourism and integration of tourism with product development • Potential for new energy production investments that do not diminish the region's environment or its quality of life	• Defense Department budget cuts and potential consolidation threats that could impact Air Force Research Laboratory operations at Griffiss Business and Technology Park, which would have negative economic consequences across the boundaries of several Regional Economic Development Councils in Upstate NY • Lack of funding to support required investment to upgrade aging infrastructure systems, maintain roads and bridges, and complete required regional transportation improvements that are essential for long-term economic development • Lack of changes to system of local governance that perpetuate the status quo and hinders the region's ability to forge regional consensus, to streamline government by eliminating overlapping and fragmented governmental structures, and to achieve regional funding solutions to advance long-term regional economic development strategies • The healthcare sector is facing competitive pressures with healthcare reform and difficulty in physician recruitment; the region also faces pressures to maintain quality health care • Existing catalogue of economic development programs and tax incentives not adequate to attract transformative economic development projects with large capital expenditures requirements • Continued sprawl that undermines the efficient use of existing infrastructure and exacerbates urban "disinvestment" • Environmental consequences of alternative energy options (eg. hydrofracking, wind, biomass, solar or other forms of energy)

Assessing the Region: Key Drivers and Critical Issues

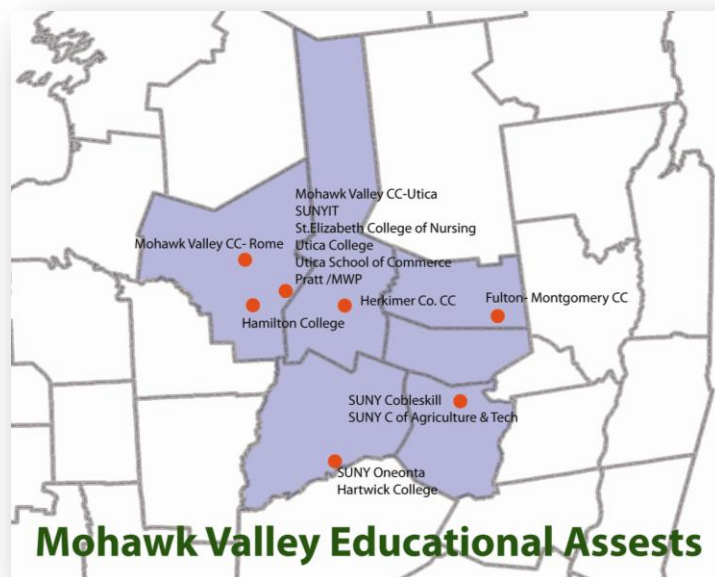
Key Drivers

Healthcare and Medical Services:

- Health and medical services account for more than 20% of the non-farm labor force.
- According to the Healthcare Association of New York, hospitals and health systems alone constitute the second-largest employer in the Mohawk Valley and generate \$2.1 billion in economic activity.

Education and Academic Institutions (public and private):

- Educational institutions, from primary and secondary schools to colleges and universities are major drivers of the regional economy. They play a critical role in developing a reliable and qualified workforce pipeline, serve as a primary resource for workforce training and research, and are significant as employers across all six-counties. The student population, especially at the college level, also has substantial impact on local economies and our potential for future growth.
- Approximately 23,122 Mohawk Valley inhabitants are employed in educational services, including both private and public sectors, according to the NYS Department of Labor.
- Six SUNY campuses are within the region, which employ nearly 3,500 individuals, and which have enrollments over 25,000.
- In addition, several thousand more students are enrolled at one of the region's six private-sector colleges: Hamilton College, Hartwick College, Pratt/MWP, St. Elizabeth School of Nursing, Utica College and Utica School of Commerce.



Agriculture and Food Processing:

- Agriculture occupies more than 760,000 acres across the region (22 percent of the region's land area).
- Dairy farming is dominant, with expanding opportunities in yogurt products (more than 500 new jobs were created last year); specialty cheeses also important.
- Vegetable farming is also an important driver, as well as agri-tourism, especially within Schoharie County; fresh market vegetable sales is an emerging trend – grown locally, sold directly to the consumer, rather than through processors.
- In 2010, Food Manufacturing though the ninth-largest regional employer, increased employment 25%.
- The forest and paper products industry offers the potential to support clean tech initiatives through bio-mass and renewable energy production

Water Resource Assets:

- The Region's water assets are a defining characteristic of the region from a quality of life perspective and also a tourism and recreation destination
- Significant resources include the Mohawk River/ Erie Canal, numerous Adirondack lakes and streams, Great Sacandaga Lake, Lake Delta and Hinckley Reservoir, and Otsego Lake
- Waterfront development initiatives and opportunities – Montgomery, Oneida, and Herkimer Counties play an important role in New York State's efforts to revitalize the canal corridor

Tourism Assets:

- Tourism economy is strong throughout the region and accounts for over \$1.34 billion in annual visitor spending
- Tourism industry is a key source of job creation and small business development
- Key drivers include the Baseball Hall of Fame, Turning Stone Casino and Resort, Howe Caverns and Fort Stanwix National Monument
- Four seasons of nature recreation including the Adirondacks, State Canal System, established snowmobiling trails and State Park network
- Tourism economy particularly strong in Oneida County with Turning Stone Casino and Resort and key regional events (e.g., Utica Boilermaker 15K Roadrace)



Semiconductor/Nanotechnology/Cybersecurity/Clean Technology:

- Although not Top 5 in regional employment, the high technology cluster pays the highest annual wages.
- Government and private sector have made important investments in building sites, cybersecurity, and alternate fuel and battery technologies
- Establishing effective partnerships with universities is a key driver in generating economic activity
- Linkages to universities, nanotech investments in the Capital Region (greater than \$8 billion investment) and presence of Air Force Research Laboratory at Griffiss (\$285 million regional economic impact) are fueling growth in this sector and help anchor opportunities to transform regional economy.
- Global 450 Consortia announcement drives closer linkage with SUNYIT and securing a mega-fab at Marcy Nanocenter site



Cybersecurity at the Air Force Research Laboratory- Rome, NY

Regional Business & Industrial Parks:

- Investment in the development and expansion of business and industrial parks, positions region to capture investment from key regional employers and from businesses that are aligned to the key regional employment clusters
- Oneida County: Griffiss Business & Technology Park, Marcy Nanocenter at SUNYIT, Oneida County Business Park, New Hartford Business Park and Utica Business Park
- Herkimer County 5S North/South Business Parks, Schuyler Business Parks, Manheim Business Park
- Fulton County: Montgomery-Johnstown Regional Business Park, Tryon Redevelopment (proposed Tryon Technology Park and Incubator Center
- Montgomery County: Florida Industrial Park, Glen Canal View Business Parks
- Otsego County: Pony Farm Industrial Park and River Corp Industrial Park

Small Business:

- Small businesses have contributed greatly to help diversify our region's economy. As a source of job creation, small businesses will continue to be a critical factor in ensuring a sustainable and resilient economy in the future
- Small businesses are a key component of downtown development and strengthening of the region's urban cores



Delta Hardwoods- Lee Center, NY

Transportation:

- The Mohawk Valley's air, road, water and rail transportation assets play a significant role in the region's and the state's ability to capture distribution dependent industries
- Transportation investments and strategies aimed at helping businesses move product to market more quickly and efficiently will directly benefit the small business sector and support New York's interest in increasing the purchase of local products within the state
- Development of Griffiss International Airport offers opportunities to attract additional aviation development in aircraft maintenance, aircraft services, training, air cargo and general aviation



Utica, NY

Critical Issues

Downtowns and central business districts lack vibrancy and economic activity:

The region is characterized by several cities and villages that are economically distressed, and in need of revitalization. Because of the exodus of industry, suburbanization, and other issues downtowns suffer from vacant commercial structures and tracts of abandoned or underutilized industrial lands. Planning and redevelopment of these areas, which are accessible to the typical array of urban infrastructure, and returning abandoned lands to productive use is a critical issue within the region that is applicable to numerous communities.

If this issue is not addressed the consequences will hinder business attraction efforts; affect our ability to attract young people for the regions workforce; cause threats to human health and the environment; and lead to more urban sprawl.

IT infrastructure:

The lack of fiber optics in many Mohawk Valley Region communities has resulted in a lack of business and industrial growth in these areas. Mohawk Valley residents, schools and businesses must have access to affordable high-speed information technology and communications infrastructure to survive and prosper in today's economy. Lack of high-speed Internet services diminishes business attraction efforts. Specific attention should be given to un-served and under-served areas of the Region.

Defense Department cuts or Potential BRAC Round:

Lack of a budget deal brokered by the Super Committee in Congress may have disastrous consequences for the remaining federal defense functions at Griffiss and elsewhere in New York. If sequestering should occur due to a lack of a budget deal, funding cuts by the U.S. Department of Defense pose a threat to the Air Force Research Lab in Rome, NY and other remaining defense installations and functions in New York. Not only would these cuts affect direct employment at the Lab, but also at a multitude of private sector employers and the private and public colleges and universities that are located across Upstate New York. In addition, the ultimate outcome of budget deliberations could result in legislation that proposes a BRAC closure round in 2015 or 2017.

Aging population and the 21st century workforce:

The percentage of region's population over the age of 61 in the U.S. is 16.2%, in New York State 16.7% and in the Mohawk Valley 19.9%. The Mohawk Valley has a successful network of colleges and universities, but a large number of graduates are not seeking careers opportunities in the region. This has had, and will continue to have, a negative effect on existing businesses that need new workers to replace those in the workforce as the latter reach retirement age. The region is also impacted by insufficient workforce readiness skills in some sectors. It also affects our ability to attract new businesses to the region, especially companies in the semiconductor, nanotechnology and clean- tech industries.

Aging Utilities Infrastructure:

While communities throughout the region are served by infrastructure typical of an urban setting, a large percentage of the public water systems, sewage systems and roads were constructed decades ago, some dating back to the early 1900's. Retaining businesses and attracting new business relies on the existence of modern, reliable infrastructure. The 2008 clean water and sewer infrastructure needs survey identified more than \$600 million in project costs for the Mohawk Valley to bring infrastructure systems into compliance with federal and state compliance.

Substandard and Insufficient Housing Stock:

There is a high percentage of substandard, blighted housing as well as a need for more diverse housing options (seniors, young professionals, etc.). The region needs to consider development of housing options that will satisfy housing needs for young professionals and active retirees (e.g., loft style housing, townhouses and condominiums, middle income apartments).

Need for Government Modernization:

The current array of overlapping municipal jurisdictions and governmental fragmentation is misaligned for a 21st century economy. NYS has nearly 1.42 units of government for every 10,000 residents, compared with a national average of 0.42 units of government for every 10,000 residents. This contributes to governmental inefficiency, overregulation, and an unattractive value proposition for businesses.

Alignment of New York State Incentives to Support Economic Development for Opportunities with Large Capital Expenditure Requirements:

Existing NYS incentive programs are ill suited to compete for mega-scale economic development projects and initiatives that have large capital expenditure requirements. This is particularly true in the semiconductor, nanotechnology, clean tech and biosciences. NYS needs to tailor refundable tax credit programs to improve NY's competitiveness in these areas.

Alignment of education and training resources with industry needs:

The lack of an efficient and dynamic model for connecting Research & Development with education, healthcare and other industries results in missed opportunities to address workforce needs, to implement advanced business processes, and to accelerate student preparation for the science and technology fields or for skilled labor opportunities. This must include education from the K-12 levels as well as in post-secondary education.

Many regional businesses have expressed concerns about the growing skill gaps among young people not headed for college, who lack basic math and reading comprehensive skills. Other concerns, include the financial pressures placed on school districts to deal with the influx of refugee populations and the language barriers that exist. The Utica School District has a school age population where more than 40 languages are spoken and how that places more financial stress on the school district.

During the public participation process, some of the input received raised concerns about the ability of the school districts to address the need to create a skilled workforce in the face of budget cuts and tax cap. Complaints about teacher layoffs, reduced investment in technology infrastructure, and increased classroom sizes where there is a decline in individualized instruction may have the opposite results and make it harder for New York to meet higher workforce proficiency requirements for business and industry.

Transportation Infrastructure:

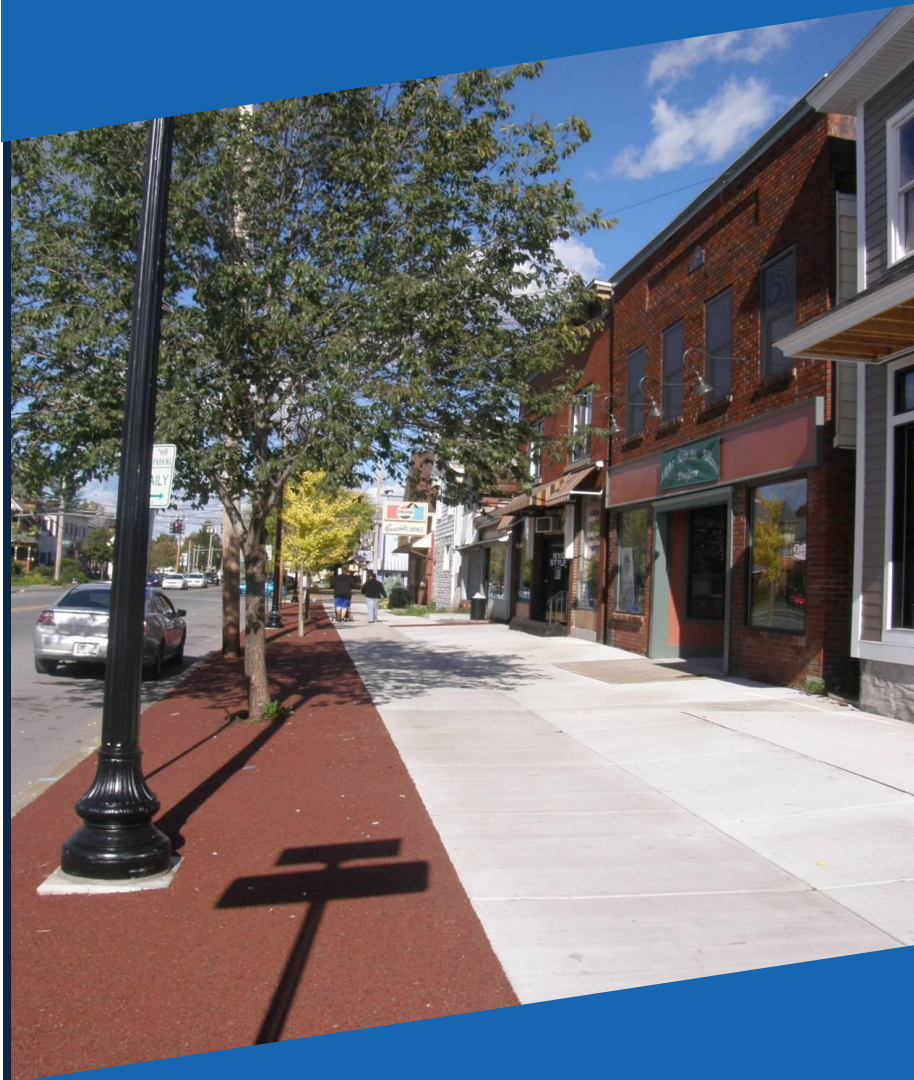
The region's transportation infrastructure is built around highways and Interstates to support the automobile. The Region and Upstate generally needs improved air service that is more competitively priced to support movement of people, goods and services. Upstate also needs improved rail service to move people to and from Upstate to larger urban population centers to revitalize Upstate's economy.

Small Business Development and Entrepreneurship:

Academic entrepreneurship and the level of technology transfer do not match the region's research and development assets. This issue will require a shift in academic culture in order to add another dimension to the region's higher education system. The traditional support system of business is misaligned with the emerging regional concentrations.

Economic Development Vision

Section 3



**Mohawk Valley
Regional Economic Development Council**

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Regional Vision Statement

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.

The application of key phrases in the vision:

Vibrant future – a vibrant future is an active opening phrase that symbolizes movement toward a preferred state of being.

Diverse, integrated, and dynamic economy – diversity can be a strength. Integration represents the need to have complementary synergies across regional economic drivers.

These two elements create dynamism and limit regional exposure to boom and bust cycles and develop a sense of economic resiliency.

Capitalizes on technology and innovation – new ideas could be old ideas somewhere else, but technology in all its forms and innovation represent the building blocks for enduring growth in every sector and part of the region.

Drives efficiency, collaboration, and inclusiveness – these three guiding principles should not only apply to business but also local government throughout the region and are inherently tied together (and will require technology and innovation) – in sum, the whole is greater than the sum of the parts.

Regionally networked and globally connected – these are absolutes for true regional success in the new economy.

Cultivate, attract, and empower skilled workers – a regional economy is only as strong as the level of skilled workforce present and the ability to attract and retain workers is essential to a vision of merit.

Foster an entrepreneurial spirit and the renewal of our communities – entrepreneurship conveys a sense of creativity and continuous change that can align with and influence that important sense of community renewal.

Preserves and builds upon our abundant natural, cultural, and geographical resources – emphasizing the importance of building a new economy from what is already here. These resources are unique to the region and represent the most valuable attributes.

Secure a rewarding and affordable quality of life for all – this is the end for all other means.

Public Participation Plan

True to New York State's new economic development mission, the MVREDC's public participation process has been community-driven, comprehensive, and holistic. Great care was taken to study the plans and priorities that had previously been developed by each member county. All meetings were facilitated in a manner that allowed unique needs to emerge and common interests to be recognized. Community input from all sources has been faithfully recorded and many significant themes have been identified. The process has been both aspirational and inspirational, demonstrating the creativity and resilience of people who have experienced difficult times and yet are whole-heartedly willing to embrace this initiative.

Goals:

- Execute a public participation program to engage stakeholders in all six counties.
- Establish awareness of the mission, process and goals of the MVREDC.
- Communicate the work of the MVREDC and its workgroups including information on the resources used and rationale for its recommendations.
- Gather information on how proposed strategies meet local needs and interests.
- Communicate how the strategic plan leverages community assets and capabilities.
- Provide easy access to information, mechanisms for public feedback, opportunities for community dialogue and document public participation and input.

Guiding Principles:

- Respect for the extensive work that each member county has previously invested in planning and economic development.
- Recognition of both the similarities and distinctive characteristics of member counties.
- Sensitivity to the relatively short timeframe in which public input must be gathered.
- Commitment to providing the public with a clear context for discussion.
- Understanding that the process must allow for two-way communication and dialogue.



Information, Outreach and Engagement:

The three major components of the program involved public information, outreach and stakeholder engagement. Web and social media postings, emails, and news media announcements were valuable vehicles for disseminating project information. The MVREDC used existing contact lists and continually expanded distribution by aggressive networking. Outreach efforts focused on presentations to a wide variety of business and civic organizations and virtually all Council members assisted. This created the opportunity for two-way communication and allowed for many questions about the process to be addressed.

The greatest emphasis has been on public involvement, truly engaging stakeholders in a manner that allowed for direct participation in the shaping of our strategic plan. In this manner, we have achieved a broader, more inclusive process that we are committed to sustaining throughout implementation of the strategic plan. In order to ensure the most efficient use of time, productive dialogue, and specific, detailed feedback, each workgroup of the Council began with small group strategy sessions to develop draft documents for public review. This provided meeting participants with enough context and details to spur discussion, identify gaps, correct any misinformation, and add new insights. Highlights of our public involvement activities included:

Seven Community Workshops/Public Forums — Three workshops were held at the beginning of the planning process and four as the MVREDC neared the November submission deadline. Each of the six counties hosted a meeting. The format allowed for presentation of draft documents followed by work sessions in which participants engaged in small group discussions and then reported back with suggestions and observations. Community participants contributed to the vision statement, SWOT, regional drivers, critical issues, regional strategies, and draft strategic plan. Input from each meeting was captured and reports published on the MVREDC website. Areas of significant consensus or concern were shared with Council Workgroup Chairs.

Fourteen Focus Groups — The focus groups allowed for in-depth discussion about economic development priorities and issues specific to certain industries and interest areas. These were facilitated discussions among representatives of each segment. In addition, the MVREDC created several affinity groups, allowing for a follow-up group discussion in which common interests and the potential for collaboration were identified. For example, representatives of education, high technology, and healthcare met concurrently and as a common group. Focus group segments included: Agriculture; Food Production; Natural Resources; Education; Healthcare; Technology; Tourism; Small Business; Economic Development/Planning; Workforce Development; Real Estate; and two CEO/Business Leaders round table discussion with individuals representing major employers in the manufacturing, construction, media, finance and insurance sectors. Input from each meeting was captured and reported to the Council Workgroup chairs.



Thirty-Five Presentations to Business and Civic Groups- Council Members played an important role in providing progress reports on the strategic planning process with their local communities and constituents. A minimum of 35 meetings were held, helping keep resident and business up to date and yielding additional valuable insights for development of the strategic plan.

Weekly Participant/Community Dialogue — Each community meeting generated a great deal of follow-up communication. On a weekly basis, members of the Public Participation Workgroup, other Council members, and ESD staff fielded inquiries via emails and phone calls.

Ongoing Public Participation — The MVREDC views its strategic plan as a living document — viable in its approach to accelerating the transformation of the region, and realistic in its flexibility to achieve a shared vision in the most efficient and effective method over time. Public participation will continue to be essential. Public participation will continue with the implementation of the plan and as it evolves to meet new opportunities and needs.

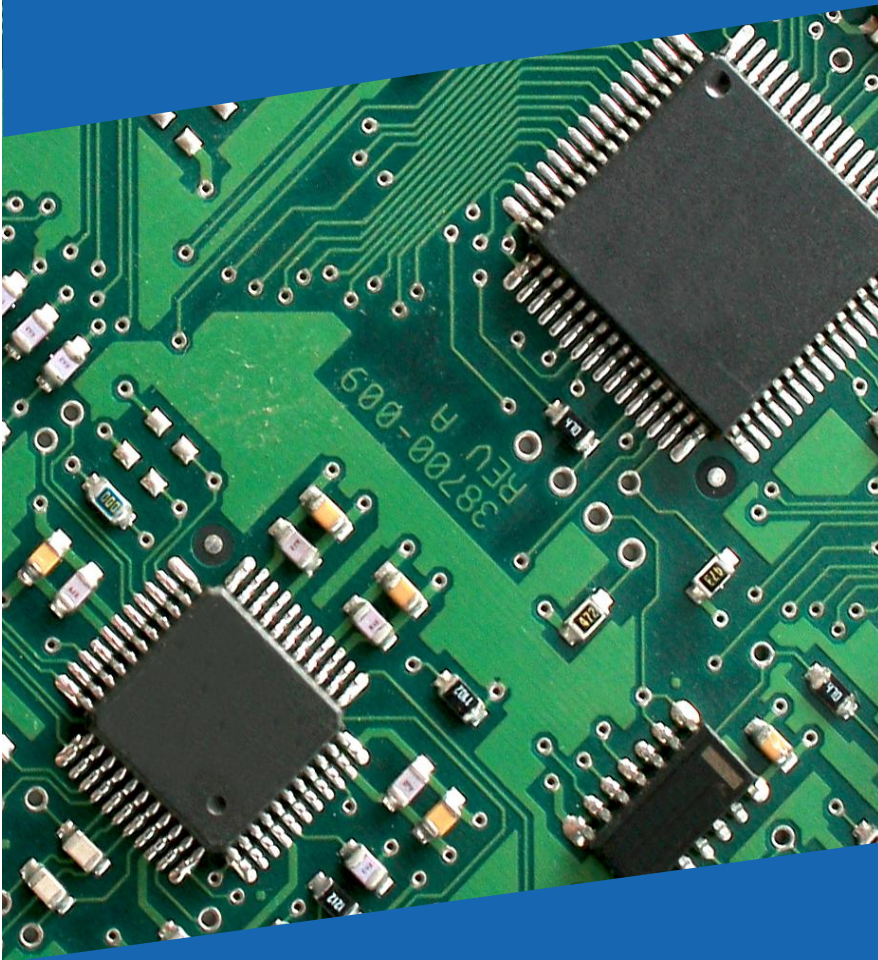
Elements of the ongoing Public Participation Plan will include:

- Continued coordination of all meetings through the NYS ESD and MVREDC Co-Chairs. This includes press coverage and any significant media events such as press conferences or public forums.
- Appointment of volunteer Public Information Officers who are Council members and serve on the Public Participation Workgroup. These individuals will take the lead in keeping the Public Participation plan on schedule and for ensuring that all activities flow through Council leadership and the ESD for proper authorization and guidance.
- Council activities and actions published on MVREDC website
- Community information sessions at least four times a year
- Council reports issued via media and other networks on a regular basis
- Monthly Council meetings open to public
- Periodic surveys regarding strategic plan elements
- Speakers bureau: availability of ESD and Council members to speak at business and civic events



The MVREDC is committed to an ongoing process that is inclusive, transparent, and encourages robust dialogue across our six county region and among our fellow New York State Regional Economic Development Councils.

Economic Development Strategy and Components



Section 4

**Mohawk Valley
Regional Economic Development Council**

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Strategy 1

Enhance Regional Concentrations

Leverage business, industry and employment concentrations with high growth potential. Key targeted Regional concentrations include:

- Agriculture & Food Processing
- Financial Services, Insurance, Real Estate (FIRE)
- Travel & Tourism
- Healthcare & Medical Services
- Cybersecurity/Information Technology
- Semiconductors & Nanotechnology,
- Clean Technology
- Industrial Machinery & Services
- Materials Processing
- Transportation Equipment
- Distribution



Fage USA Dairy Industry- Johnstown, NY

Key Components

- a. Focus business attraction-recruitment efforts on businesses with high growth potential
- b. 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
- c. Ensure that the region maintains a focused business outreach and retention effort to assist and stabilize existing employers
- d. 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 or emerging businesses that can become a regional concentration
- e. Leverage key R&D institutions such as the Air Force Research Laboratory and Masonic Research Laboratory for spin off economic development activities
- f. Promote a business climate that fosters innovation and entrepreneurial growth in regionally competitive strengths
- g. Optimize key business and industry clusters to catalyze economic growth
- h. Identify convergence opportunities among regional concentrations
- i. Improve linkage among region's tourism assets to increase region's brand name identity and foster more development opportunities

Goals and Measuring Success

- a. Attract new, or facilitate expansion of existing employers within the key sections to foster sectoral growth
- b. Develop two new and expand two existing university and college based -economic development partnerships to strengthen regional concentrations and foster opportunities to create new or emerging businesses that can become a regional concentration
- c. Leverage key R&D institutions such as the Air Force Research Laboratory and Masonic Research Laboratory and spin off at least two new economic development initiatives

Strategy 2

Workforce Alignment and Education

Increase the supply of skilled workers to:

- Meet employer demands
- Expand the demand for skilled workers by cultivating appropriate types of business activities
- Expand job pools
- Improve the quality of education/training systems
 - K-12 and lifelong learning
 - internships
 - job shadowing
 - STEM (Science, Technology, Engineering and Math) Programs
 - apprenticeships
 - non-degree work certificated programs as part of long term career paths



First LEGO League at SUNYIT

Key Components

- a. Attract and retain young talent and skilled workers
- b. Expand workforce development and training programs that are aligned with regional concentrations, and employers demand for labor
- c. Improve the region's overall educational attainment
- d. Foster investment in 2+2 Career and Technical Education Programs and Statewide Career Education Internship Programs

Goals and Measuring Success

- a. Strengthen workforce development and training programs that are aligned with regional concentrations, and employers demand for labor
- b. Improve the region's overall educational attainment (high school graduation rates, two/four year enrollment and graduation rates)
- c. Increase the number of Career and Technical Education internships
- d. Develop focused communications (similar to Otsego Job Zone and mvEDGEucators promotional pieces) to raise awareness of region's young population on career opportunities with companies located within MV Region

Strategy 3

Innovation Enabling Infrastructure

Encourage development of:

- New products, services, and technologies
- New approaches to organizing work
- New business models to stimulate new business investment
- Culture of entrepreneurialism



Air Force Research Laboratory- Rome, NY

Key Components

- a. Strengthen regional R&D capacity, technology transfer and commercialization efforts through education, facilities, networking and funding
- b. Use colleges and universities as growth engines
- c. Capitalize on key R&D institutions to create and attract businesses
- d. Catalyze commercialization of knowledge through existing and new research-industry linkages
- e. Provide better access to capital/funding for small business development (small business lending, Micro-enterprise or Jump Start Programs)
- f. Improve the region's entrepreneurship and build entrepreneurial networks

Goals and Measuring Success

- a. Catalyze commercialization of knowledge through research-industry linkages to create at least two new economic development initiatives.
- b. Increase small business lending through Micro-enterprise or Jump Start Programs by 25% over the regional average from the past five years
- c. Create an infrastructure to launch at least 25 new businesses per year throughout the region.

Strategy 4

Increase Spatial Efficiency

Increase region's efficiency and productivity by:

- Minimizing transportation costs
- Maximizing collaboration benefits (shared inputs and knowledge spillovers)
- Leveraging physical and natural assets
- Promoting sustainability
- Maintaining infrastructure assets
- Unique historic character



Key Components

- Make key investments that improve critical infrastructure assets and promote sustainability
- Improve the region's broadband connectivity
- Promote use of the region's natural resources in an environmentally sound manner
- Optimize the character of rural areas and region's available agricultural lands
- leverage unique historic character and assets within the region including canal corridor and waterfront development initiatives to promote its tourism potential
- Promote investment in regional cores, municipal centers, central business districts and Main street districts to foster community development and community revitalization
- Promote Brownfield development, and reuse and rationalization of vacant building stock
- Assist communities with land use planning, zoning, public improvements, and other strategic investments to safeguard the region from future floods and storm damage

Goals and Measuring Success

- Make at least six critical infrastructure asset improvements to support MVREDC priorities
- Expand broadband connectivity throughout the six-county region
- Develop uniform criteria and priorities for central business districts and Main street redevelopment
- Complete Brownfield Opportunity Area planning processes and identify top ten regional Brownfield redevelopment priorities

Strategy 5

Strengthen Government and Civic Effectiveness

Modernize the region's system of governance and civic institutions to:

- Create a business climate that will promote entrepreneurship
- Attract private investment capital
- Nurture the expansion and attraction of new business activity



Arkell Museum- Canajoharie, NY

Key Components

- Modernize governmental structures and systems and civic institutions through government consolidation/shared services, modernization of systems and governmental services through use of technology
- Promote revenue sharing and tax base sharing arrangements to achieve overarching economic development objectives
- Develop partnerships that build broader institutional service capacity
- Identify the tax value proposition (value for taxes paid by businesses) to optimize the region's governmental structures
- Focus government investments that will optimize the region's economic vitality
- Partner with regional media outlets to develop communication channels to help champion the region's assets, strengths, and potential for success

Goals and Measuring Success

- Develop and implement two pilot projects that strengthen governmental and civic effectiveness in the region
- Develop and implement two pilot projects that model revenue sharing and tax base sharing arrangements to achieve overarching economic development objectives
- Identify the tax value proposition (value for taxes paid by businesses) to optimize the region's governmental structures and reduce overlapping governments and services

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Regional Implementation Agenda



Section 5

**Mohawk Valley
Regional Economic Development Council**

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MVREDC Five-Year Implementation Agenda

The Five-year Implementation for the Mohawk Valley Regional Economic Development Council includes more than **43** projects and several initiatives that cut across the Mohawk Valley Region and target key aspects of the Plan's overall strategies. At least two of these projects are major inter-regional initiatives, with broader transformative benefits across multiple regions of Upstate New York.

The implementation of the five-year strategic plan would invest **\$382,480,000** in State funds and attract **\$899,983,320** in total investment for the six-county Mohawk Valley Region. The Plan includes projects and initiatives that will enable the Mohawk Valley Region to fulfill the key underpinnings incorporated in guiding its regional vision.

This Five-year Implementation Agenda seeks state investment from the following:

Funding Source	Description	Total Funding Request
<i>2012 Regional Economic Development Funds</i>	MVREDC Priority Projects (Page 82)	\$ 40,000,000
<i>2012 Economic Transformation Area Program¹</i>	Economic Transformation Area Program Funds – Prison Closure Funds that would be used to support business investment and key infrastructure investments in eligible subsets of the Mohawk Valley region (Page 50,55,58,60)	\$ 14,000,000
<i>2012 Consolidated Funding Program²</i>	Regionally Significant Projects (Page 90)	\$176,505,000
<i>2013-2016 Mohawk Valley Regional Economic Development Council Strategies³</i>	Funding requests for years 2-5 of the MVREDC Strategic Plan	\$151,975,000
Total:		\$382,480,000
1. 2012 Economic Transformation Area Program funds include \$6,632,500 for MVREDC Priority Projects and \$7,367,500 for Other Regionally Significant Projects. 2. 2012 CFA Program funds include \$16,865,000 for MVREDC Priority Projects. 3. Includes funding that MVREDC would seek in 2013-2016 from NYS to support Priority Project and Other Regionally Significant Projects.		

Implementation Strategies

Strategy 1: Enhance Regional Concentrations

The Mohawk Valley REDC has targeted the following projects for Business Investment. These businesses would infuse **\$236,696,000** in total investment, retain approximately **2,315** jobs and create an additional **1,380 to 2,065** jobs. Most of these investments strengthen key regional concentrations such as in financial services/back office; food processing and agriculture; aerospace; cybersecurity and defense electronics; tourism; and distribution.

All but one of these Business Investment projects has a presence within the region, and the proposed investments would:

- Create jobs and further propel key regional drivers identified in the Strategic Plan;
- Mitigate “flight risk” concerns for two of the proposed business investment projects;
- Recruit one new business that currently is not native to the Mohawk Valley or New York State;
- Foster an inter-regional expansion project that encompasses two Regional Council districts –the Mohawk Valley and Central New York regions - with the projected increase of 1,000 to 1,200 jobs spread over both regions.
- Provide spillover benefits and convergence opportunities that support other regional priorities – tourism and agriculture -- by three of the proposed business expansion initiatives.

The Priority Business Investment Projects for 2012:

- **Fage USA Dairy Industry, Inc.** plans to invest \$100 million to expand its Fulton County Greek style Yogurt facility to meet growing demand (does not include investment required to upgrade municipal wastewater treatment capacity). This company will retain 160 jobs and create an additional 150 jobs, with average salaries of \$46,666 per year. The project also strengthens the New York dairy industry as approximately 70 percent of all milk purchases will come from New York sources. ***The project is located within an eligible Economic Transformation Area.***
- **Project Saturn** is a local aerospace firm that is considering a \$35.0 million upgrade in plant and equipment at its Oneida County facility. The company has 125 employees and plans to create 35 full-time jobs. This company is a potential flight risk company, as the decision to approve the capital investment will be made by senior management located outside New York State. Saturn is part of a much larger company that has the capacity to absorb all or parts of the local operation at an aerospace



facility it owns in another state. Relocation might mitigate corporate concerns about energy costs, taxes and regulatory burdens when comparing New York with the alternate out of state location. Coupled with making the project a regional priority, the project also requires approval of a **Recharge New York** application request as energy costs are a key impediment to this project moving forward. Securing a favorable decision by corporate decision makers will strengthen the competitive posture of this business unit and retain a key manufacturer that is a crucial component of the Mohawk Valley Region's aerospace sector.

- **Project Top Hat** has a significant presence in both the Mohawk Valley and Central New York regions. The company is considering shifting jobs from higher cost urban areas to highly regarded high-performing operations in Oneida and Onondaga Counties. The company has approximately 1,650 employees at its back office centers in Oneida and Onondaga Counties. The company is considering shifting approximately 1,000 to 1,200 jobs to both of its Upstate operations as both operations are being targeted as potential growth center locations. The planned expansion would require alignment of the region's community colleges and local four-year colleges to support the company's expansion.

The decision to consider shifting jobs to the Mohawk Valley and Central New York regions is based on the company's recognition that neither the Utica-Rome nor Syracuse MSA regions can absorb all of the potential job growth alone. However, both regions combined can handle a sizeable increase in employment over a four to five-year time horizon. ***The project is located within an eligible Economic Transformation Area.***

- **Project Made in the USA** is a business attraction lead for Montgomery County. The business entity is looking to establish a manufacturing facility within Montgomery County that would assemble footwear with a "Made in USA" label.

The business would start with 50 jobs. By the end of the third year of operation, it is anticipated that as many as 500 workers will be added. For phase I, the company would acquire and renovate a vacant building to set up its production lines and training center. For Phase II the company would build a new footwear assembly plant with up to four production lines in the Florida Business Park. The project would infuse a \$25 million investment into Montgomery County and provide badly needed manufacturing jobs. ***The project is located within an eligible Economic Transformation Area.***

- **Project Oz** is a proposed expansion project by a defense contractor with a significant presence in Oneida County. The company is looking to expand operations by leasing a "nose dock" at the Griffiss International Airport that would be renovated for use as a service center for maintaining sensitive military electronics and hardware that is deployed worldwide. The Griffiss International Airport location would allow units to be shipped by air to and from overseas locations. The project would also expand airport activity at this former Strategic Air Command Air Force installation.

The co-location of the service center at an airport is one of the prime reasons for the company's consideration of locating at Griffiss since this location would have logistical advantages over the company's current out-of-state location. The project would support retention of 75 jobs and creation of 30 engineering and technical positions. ***The project is located within an eligible Economic Transformation Area.***

- **Brewery Ommegang** would enable the expansion of a craft brewery in Otsego County with the retention of 60 jobs and creation of 20 to 25 new jobs. The project would also enhance regional tourism opportunities and have the potential to re-purpose area farms by seeking local sources for hops. The project would require approximately \$11 million in investment for facility improvements and brewing equipment.



Brewery Ommegang- Cooperstown, NY

- **Project Cardinal** enables a homegrown cybersecurity company at Griffiss Business and Technology Park (Oneida County) to continue its growth. The company has grown from 81 employees in early 2010 to nearly 120 employees today. It plans to add 20 highly paid engineering and technical jobs and expand operations by expanding its technology space by nearly 23 percent. The company maintains its corporate headquarters at Griffiss, and its customers include the Air Force Research Laboratory, the Department of Defense (DoD) and intelligence agencies, other military services and the law enforcement community. The company also has operations in other states where customers are located.

The project is an integral part of the Upstate New York high technology ecosystem, which includes the Air Force Research Laboratory and a sizeable industry base in defense, information technology and cybersecurity related business activities. This sector is closely aligned with a number of public and private New York State colleges and universities for engineering talent and R&D relationships. RIT, Clarkson University, the University at Binghamton, Cornell, SUNYIT, Utica College and Syracuse are some of the institutions in Upstate New York that form the pipeline that benefits this company and the ecosystem while making New York State a center of excellence in Information Technology and Cybersecurity technologies. The continued growth of Project Cardinal is helping to expand this important regional concentration across the broader Upstate Region. ***The project is located within an eligible Economic Transformation Area.***

- **Cobleskill Brewing Company** is considering an expansion of operations by developing the former Guilford Mills facility in Schoharie County for its craft brewing operation. The potential expansion would create 50 to 80 new jobs, support regional tourism opportunities, and create potential ties with the

region's agricultural sector for locally grown hops. ***The project is located within an eligible Economic Transformation Area.***

- **Project Snax** is a wholesale food service distributor that would invest \$18 million to construct a 126,000 – square foot wholesale food distribution center in Montgomery County. The project would retain 125 jobs, considered “at risk” as the company is exploring the relocation of its operations outside the Mohawk Valley region and potentially outside of New York State. The expansion project will create an additional 25 jobs and reinforces the importance of making key investments to expand the array of shovel ready sites along the I-90 corridor. ***The project is located within an eligible Economic Transformation Area.***

Other business investment opportunities will evolve and warrant consideration after this plan is submitted. Some of these potential business investments may have submitted CFA requests and could be accommodated through the priority project funding, assuming priority project funding is available.

Other business investment opportunities may emerge between CFA cycles. As these businesses finalize plans to expand or locate new businesses within the Mohawk Valley Region over the next twelve months, the MVREDC will want to have the opportunity to incorporate their initiatives as potential Priority Projects. Some of these potential Business Investment projects may also be located within eligible Economic Transformation Areas and should have the ability to qualify for incentives offered through that program.

In addition to the potential Business Investment projects outlined above, the Mohawk Valley REDC will also focus attention on targeting small business investments throughout the six-county region by creating the **Mohawk Valley Regional Revolving Loan Fund** and the **Mohawk Valley Microenterprise Grant Program**. Both programs will be targeted to address financing requirements for smaller businesses that are the seed-corn of the region's economic future, and to nurture the development of small businesses and local entrepreneurial activities that will provide a solid foundation for the Mohawk Valley's economic revitalization. Representatives from Schoharie County have also requested that a special program to assist small businesses ravaged by this summer's post tropical storm flooding also receive consideration.

Priority Projects:

- **Mohawk Valley Regional Revolving Loan Fund (MVRRLF)** is proposed to be capitalized at **\$7.5** million over a five-year period. The MVRRLF is expected to leverage another \$31 million and will target loans to **50** businesses in the six-county region to support the creation and retention of an estimated **750** jobs. Investment by New York State to help capitalize the Regional Loan Fund is an appropriate fit as the region is in the best position to quickly identify and support small business investment opportunities. This would be a more efficient way for the State to support smaller business investments than requiring these entities to work through conventional state programs that often take more time to access, may not be tailored to their needs, and are often too small to garner state support.

- **Mohawk Valley Microenterprise Grant Program (MVMP)** is proposed to be capitalized at **\$2.5** million in 2012. The Microenterprise Program would attract at least \$2.5 M in other funds and would support small seed grants (approximately \$25,000) to business start-ups and eligible smaller businesses for their financing needs. The project is expected to support the creation and/or retention of **250** jobs while seeding entrepreneurial activities that can help the Mohawk Valley achieve and sustain organic economic growth. This Microenterprise Grant initiative would also establish a mechanism to incentivize business start-ups and smaller business investments that ordinarily would not receive support from existing programs at the State level.



Aqua Vita Farms is an indoor aquaponic farm growing seafood and produce for wholesale distribution- Sherrill, NY

Other Regionally Significant Projects:

- **Schoharie County Small Business Disaster Fund** has been proposed to provide quick support to smaller businesses that are a vital part of the fabric in Schoharie County but have been ravaged by the recent, and unprecedented, flooding. Schoharie County has proposed that a fund be established to provide rapid response assistance that would help mitigate the lost business activity caused by flooding damage. This fund would help impacted businesses recover from the loss of income and other costs associated with the flooding. Given the severity of the flooding and the need for immediate help, the Mohawk Valley REDC supports this request and recommends that such assistance be provided prior to funding approvals on this strategy. If such approval is not granted then the MVREDC requests that a Consolidated Funding Application for a Schoharie County Small Business Disaster Fund be approved to address this need and to assist smaller businesses with approximately **20** jobs.

Strategy 1 – Enhance Regional Concentrations- Implementation Recommendation:

The projects identified above are estimated to invest **\$275,396,000** and would require **\$44,547,500** as part of the five year funding investment strategy. The composition of funding sources required to implement this strategy is shown in the table below:

Strategy 1 Project	Total Investment	Requested NYS Investment				
		MVREDC Priority Project Investment	Economic Transformation Program Investment	CFA Request	Project Funding 2013-2016	Combined State Funding Request
Priority Projects						
Business Investments	\$236,696,000	\$ 18,850,000	\$ 3,632,500	\$ 865,000	\$11,000,000	\$34,347,500
Regional RLF/Microenterprise Grant Fund	\$ 38,500,000	\$ 1,200,000		\$3,800,000	\$ 5,000,000	\$10,000,000
Regionally Significant Projects						
Schoharie County Small Business Disaster Fund	\$ 200,000			\$ 200,000		\$ 200,000
Total	\$275,396,000	\$ 20,050,000	\$ 3,632,500	\$4,865,000	\$16,000,000	\$44,547,500

Recommended 2012 NYS Action: The MVREDC recommends approval of \$20,050,000 in REDC Priority Project funding to support the implementation recommendation for Strategy 1. In addition, the MVREDC recommends that an additional \$3,632,500 in Economic Transformation Program funds be set aside for the business investment projects that are located within eligible areas impacted by the prison closures, and that the CFA requests associated with Strategy 1 as referenced above are approved.

Total 2012 NYS Investment: MVREDC Priority Projects \$20,050,000; Economic Transformation Program Investments: \$3,632,500; and CFA Project Requests: \$4,865,000

Strategy 2 – Workforce Alignment and Education

The Mohawk Valley's Regional Economic Development Strategy has identified key strategic investments to leverage the capability of the region's colleges to serve as a driver for regionally based economic development initiatives that will:

- Strengthen existing regional industry concentrations in health care, and airframe & power plant mechanics;
- Support the transformation of the region's economy by establishing key cross-university partnerships to link the growing technology hub in semiconductors, nanoelectronics and emerging related technologies now flourishing in the Capital District with opportunities to attract advanced manufacturing jobs and a supplier network in the Mohawk Valley region;
- Support new industry and workforce development needs in bioinformatics and expand the region's supply of college graduate with degrees in science and technology; and
- Expand greater economic and occupational growth opportunities through the Career Opportunities in Rural Education (CORE) Initiative sponsored by the Milford School District in Otsego County that will develop three strategic educational initiatives in entrepreneurship, STEM programs in local school districts, and Medical and Health occupational areas.



MVCC A&P School- Rome, NY

This strategy identifies **\$107,976,320** in investments to enable the cross university partnership between SUNYIT-CNSE, region's community colleges, its public and private four-year colleges, and the Milford School District in Otsego County to strengthen key regional drivers and economic development initiatives that will help to transform the region's economy.

Of this total, the Mohawk Valley REDC Strategy requires an investment of **\$22,300,000** as match to enable these initiatives to be implemented. These investments will create **450** jobs with the potential for a transformational initiative at the Marcy Nanocenter site that is being positioned for attracting advanced manufacturing uses including the construction of semiconductor facilities that would be coupled with the R&D activities taking place at CNSE as part of the Global 450 Consortia.

They will also provide education and workforce training initiatives that will directly benefit the region's concentrations in healthcare and aircraft maintenance.

Priority Projects:

- The development of the **Computer Chip Commercialization and Integration Center** is a cross-university partnership between SUNY Institute of Technology (SUNYIT) and the College of Nanoscale Science and Engineering (CNSE) in Albany. This initiative will result in the construction of a 200,000-square foot facility co-located on the SUNYIT campus and consisting of:



Computer Chip Commercialization and Integration Center at SUNYIT

- A 120,000-square foot technology building with 30,000-square feet of classroom clean room commercialization-instructional space, laboratories and technology facilities will be leased to semiconductor and related firms integral to the Global 450 Consortia (G450C) initiative that is being developed at CNSE. This is an alliance between CNSE, and semiconductor leaders IBM, Intel, TSMC, Samsung and Global Foundries.

- A co-located 80,000-square foot, building link and Center for Advanced Technology that will provide classrooms, meeting rooms, and laboratories for side-by-side education and training. This facility will also include R&D space to grow the region's semiconductor and advanced manufacturing workforce and to assist in the growth of a technology hub that requires the close coupling of R&D and advanced manufacturing.
 - The creation of **450** new jobs and developing a high technology workforce in semiconductors, nanoelectronics and other emerging related technologies that will serve as a magnet to attract a mega fab on the 428-acre Marcy Nanocenter at SUNYIT site. This fundamentally transformational event would add **1,500** new semiconductor jobs at the site with the construction of a single semiconductor plant, and another **4,500 to 7,500** indirect jobs across the Mohawk Valley and Central New York region
 - The Computer Chip Commercialization and Integration Center is seeking **\$15.0** million to complete the financing on the \$92.9 million project. Of this total, **\$10.4** million is being sought using priority project funding, and the remaining amount, **\$4.6** million, through the CFA.
- The **Mohawk Valley Community College A&P Program** was established to increase the supply of licensed Airframe and Power Plant mechanics. This Program was designed to meet the growing demand for A&P mechanics by existing and hopefully future aviation companies operating at or looking to locate at Griffiss International Airport and serves other aviation interests in New York State.

Current maintenance repair and overhaul firms at Griffiss include Premier Aviation Overhaul Center, Inc. and MidAir USA. Combined, the companies employ over **200** people and both are looking to expand operations over the next five years. They will need licensed A&P mechanics to meet projected demand.

- The college seeks **\$1** million to purchase equipment that will support the school's FAA certified curriculum and to fund expanded training and course offerings in avionics, composites, and aircraft painting
- The MVCC program is a 1,900-hour, three-semester program that when completed, prepares graduates for the exam to receive certification as a licensed A&P mechanic. The MVCC program can be linked with BOCES to allow high school students to bridge and earn up to 400 hours of coursework against the 1,900 hour program
- The MVCC program is expected to graduate **250-375** A&P mechanics at The Griffiss International Airport based on potential enrollment over the next five years
- **Hartwick College's initiative for Meeting Healthcare Workforce Needs in Upstate New York** is designed to improve the quality of the nursing education system. It will do so by creating specialized health care training initiatives that aligns education with the workforce needs of a regional concentration of health care employers using hybrid, on-campus and web based courses offered by Hartwick College. The proposal is designed to meet the needs of a geographically dispersed population of students and in-service nurses at multiple clinical sites in Otsego County and other geographically aligned counties.
 - One of the key employers to benefit from this initiative is Basset's Health Center, which is the largest employer in Otsego County and which operates medical facilities in Herkimer, Montgomery and Schoharie counties in the Mohawk Valley Region
 - The total investment is **\$1,026,320** of which **\$250,000** is sought as a priority project request
- The **Herkimer County Community College Growing Healthcare Initiative** will build a pipeline of entry-level health care workers through the creation of a series of stackable non-credit bearing coursework leading to degrees in Health Services Management, Quality Assurance Healthcare, Health Services, and Community Residences Aides using a mixed delivery of on-line and on-site programs offered through Herkimer County Community College.
 - The program is designed to meet the needs of area local not for profit care giving agencies and will issue certificates and degrees to **75** students over a five-year period
 - Total funding required for setting up the program and to complete refurbishment of two science labs is **\$625,000**. The college is seeking **\$425,000** in funding to launch the program

- The **Milford School District – Career Opportunities in Rural Education (CORE)** will establish a community-centered physical and virtual network of adult education courses and career advancement resources through interactive collaborations between local and regional businesses, institutions of higher learning, civic organizations and communities to enhance and to promote a culture of continuous learning. This initiative will focus on strategic educational areas in Otsego County.
 - Establish **FastTrac-Take Charge of Your Business**, an entrepreneurial development curriculum that will support the needs of rural small businesses
 - Develop a **“Project Lead the Way” curriculum** for the Milford school district to build a growing Science Technology Engineering and Math (STEM) awareness and strengthen educational opportunities to encourage students to pursue science and technology programs and career paths in these areas
 - Build regional awareness among educators and parents of local job opportunities and help interest students in various career paths through the creation of engaging videos that highlight area businesses and job opportunities. The Job Zone videos produced thus far can serve as a template for expansion of this program
 - The CORE Initiative will cost **\$425,000** and the school district has filed a CFA for **\$125,000**

Other Regionally Significant Projects:

- The **Medical Masonic Research Laboratory (MMRL)** and **SUNYIT** are pursuing a collaborative project to enable MMRL Research to maintain its R&D capability and leadership in Next Generation Sequencing Technology for Genetic Screening/Exome Sequencing. The symbiosis of this partnership with SUNYIT will also lead to the development of the SUNYIT Bioinformatics Institute.
 - This convergence opportunity between MMRL and SUNYIT will create **40** jobs at both locations and permit access by MMRL to the Bioinformatics team at SUNYIT for the evaluation of the MMRL’s genetic sequencing data. The project will also attract faculty for the SUNYIT Bioinformatics Program.
 - CFA applications were filed by each entity totaling **\$5.0 million**.
- Renovation of **Utica College’s Gordon Science Center** will expand the number of local science and technology graduates to build the region’s supply of enabled workers to meet the current and future needs of employers seeking a workforce with strong science and technology skills.

The total project is estimated at **\$15.0 million**. A funding gap of **\$7.0** million remains and the college is filing a Consolidated Funding Application request for **\$500,000**.

Strategy 2 – Workforce Alignment and Education- Implementation Recommendation:

The projects identified above invest **\$107,976,320** and require **\$22,300,000** in state investment over a five-year period. The composition of funding to implement this strategy is shown in the table below:

Strategy 2 Project	Total Investment	Requested NYS Investment				
		MVREDC Priority Project Investment	Economic Transformation Program Investment	CFA Request	Project Funding 2013-2016	Combined State Funding Requests
Priority Projects						
Computer Chip Commercialization & Integration Center/ Center for Advanced Technology SUNYIT- CNSE	\$92,900,000	\$ 10,400,000		\$ 4,600,000		\$15,000,000
MVCC A&P Program	\$ 1,000,000	\$ 200,000			\$ 800,000	\$ 1,000,000
HCCC Growing Healthcare Initiative	\$ 625,000	\$ 325,000		\$ 100,000		\$ 425,000
Hartwick College- Meeting Healthcare Needs in Upstate NY	\$1,026,320	\$ 250,000				\$ 250,000
Milford School District CORE Initiative	\$ 425,000	\$ 125,000				\$ 125,000
Regionally Significant Projects						
MMRL &SUNYIT Bioinformatics	\$ 5,000,000			\$ 5,000,000		\$ 5,000,000
Utica College Gordon Science Center Renovation	\$ 7,000,000			\$ 500,000		\$ 500,000
Total	\$107,976,320	\$ 11,300,000		\$10,200,000	\$ 800,000	\$22,300,000

Recommended 2012 NYS Action: The MVREDC recommends approval \$11,300,000 in REDC Priority Project funding to support the implementation recommendation for Strategy 2. In addition, the MVREDC recommends that the CFA requests associated with Strategy 2 as referenced above be approved.

Total 2012 NYS Investment: MVREDC Priority Projects \$11,300,000; and CFA Project Requests: \$10,200,000

Strategy 3 – Innovation Enabling Infrastructure

One of the key weaknesses in the Mohawk Valley Region is a lack of infrastructure needed to boost the region's entrepreneurship to allow more economic development opportunities from within to be realized. The MVREDC Strategy 3 identifies three key initiatives that will assist the stimulation of greater entrepreneurial activity. These are complementary with many of the initiatives and programs identified in Strategies 1 and 2, particularly the Regional Revolving Loan Fund and Microenterprise Grant Programs, and the SUNYIT-CNSE collaboration on development of the Computer Chip Commercialization and Integration Center and Center for Advanced Technology.

Priority Projects:

- Create **Mohawk Valley Ventures Fund** an Angel Fund/Venture Capital Program that can seed the formation of new high technology ventures that can be grown here in the Mohawk Valley region,
- Create a **Regional Sandbox Program** to promote entrepreneurship, build mentoring relationships, and create an entrepreneurial culture in colleges that fuels the birth and growth of locally based business enterprises.

Other Regionally Significant Projects:

- Expand the **Griffiss Institute Business Accelerator** to augment the investment of technology and infrastructure that will support small business development and technology transfer opportunities through applications in information technology and cybersecurity. This investment will build upon a planned cooperative research development agreement between the Air Force Research Laboratory and IBM's Watson Laboratory in cloud computing that is located within the Business Accelerator at Griffiss Business and Technology Park. Letters of support from IBM and AFRL have been provided with the CFA request.



Griffiss Institute- Rome, NY

Strategy 3 – Innovation Enabling Infrastructure- Implementation Recommendations

Three initiatives are proposed to help improve the region’s ability to build local entrepreneurship capacity. Strategy 3 initiatives are estimated to cost **\$4,445,000**, with an anticipated investment of **\$2,042,500** in state funding requested. These strategies include:

- To create **Mohawk Valley Ventures Fund** the MVREDC would convene a core group of key stakeholders to explore the structure, organization, administration, marketing, and technology focus of a potential fund that would be developed and become operational in 2013. This evaluation would be conducted in 2012, and the goal would be to capitalize a fund with state grant funds, private contributions, and investor equity. Among the options to be considered would be an alliance with Upstate Venture Connect and the leveraging of partnerships with key regional academic institutions.
 - The initial capitalization required to launch **Mohawk Valley Ventures** is expected to cost **\$3,550,000**, with **\$50,000** to be dedicated for the start-up activities/feasibility activities. The balance to be slotted in the 2013-2016 timeframe as a match against private funds built into the **Mohawk Valley Ventures program**.
- A **Mohawk Valley Sandbox Program** would be created to nurture students with a talent for innovation and creativity. The students would be mentored by volunteers from industry and academia who would encourage students to experiment with entrepreneurial techniques as part of their coursework. A Start-up fund of **\$100,000** is earmarked to help speed the development of this program.
- The **Cybersecurity Business Accelerator Expansion at the Griffiss Institute** will provide key technology and infrastructure upgrades that will allow the Business Accelerator to increase its offerings for advanced education to sustain the growth of the regions enabled workforce in engineering and computer science. The Business Accelerator will boost its offerings of STEM programs to build more interest in science and technology programs in the region’s area high schools, and forge stronger R&D alliances with AFRL, IBM Watson on future Internet capabilities including advanced computing, cloud computing, data handling, assured cyber operations and other advances in information technology.
- The GI is seeking to add NYSERNET ISP services that can provide up to a 100GBIT capability to take advantage of the existing NYSERNET drop at the facility. This connection ties the GI with all the major university centers and provides a platform for evaluating advanced internet concepts.
- The total investment required to expand the capability of the GI Business Accelerator to support education, STEM programs, R&D, commercialization and technology transfer activities is **\$795,000** of which **\$392,500** is being sought through the REDC strategy. ***The Griffiss Institute Business Accelerator is situated within an eligible Economic Transformation Area.***

Strategy 3 – Innovation Enabling Infrastructure- Implementation Recommendations

Strategy 3 Project	Total Investment	Requested NYS Investment				
		REDC Priority Project Investment	Economic Transformation Program Investment	CFA Request	Project Funding 2013-2016	Combined State Funding Request
Priority Projects						
Angel Network/Venture Capital Fund	\$3,550,000	\$ 50,000			\$1,500,000	\$1,550,000
The Mohawk Valley Entrepreneurship Center	\$ 100,000	\$ 100,000				\$ 100,000
Regionally Significant Projects						
GI Cybersecurity Business Accelerator Expansion	\$ 795,000			\$392,500		\$ 392,500
Total	\$4,445,000	\$ 150,000		\$392,500	\$1,500,000	\$2,042,500

Recommended 2012 NYS Action: The MVREDC recommends approval \$150,000 in REDC Priority Project funding to support the implementation recommendation for Strategy 3. In addition, the MVREDC recommends that the CFA requests associated with Strategy 3 as referenced above be approved.

Total 2012 NYS Investment: MVREDC Priority Projects \$150,000; and CFA Project Requests: \$392,500

Strategy 4 – Increasing Spatial Efficiencies

The Mohawk Valley REDC has developed specific strategies and sub-strategies that target investments to increase spatial efficiencies and to position the region to attract new private investment, to support job creation efforts, to upgrade aging infrastructure systems, to improve system capacities, and to optimize the use of key physical assets.

The projects identified under Strategy 4 focuses on the following needs and priorities:

- **(a)Business Parks/Industrial Park Investments:** Projects that will improve, expand, and develop regional business parks and industrial parks that support key business attraction and expansion projects, while supporting regional drivers to help transform the region’s economy.
- **(b)Transportation and Infrastructure Investments:** These projects address many of the critical infrastructure needs in the region due to aging and failing water and sewer systems; confounding federal and state mandates; the need for broadband access improvements in underserved and unserved areas; and various transportation improvements that are integral to achieving long-term economic development throughout the Mohawk Valley Region.
- **(c)Brownfields, Site Clearance and Building Rehabilitation Investments:** Targets existing Brownfield sites in need funding to complete Environmental Remediation Projects (ERP) activities and site development improvements before the sites can be returned to productive reuse. As a regional transformational recommendation, the MVREDC proposes the creation of the **Mohawk Valley Brownfield Opportunity Area Fund**. This proposal would support planning and implementation strategies for the **11** Brownfield Opportunity Areas that exist across the Mohawk Valley Region by creating a multi-year program for environmental remediation, site assembly, site clearance, site improvement activities, and adaptive reuse opportunities for buildings.
- **(d)Downtown Development and Main Street Investments:** Includes projects that will invest in downtown arts, culture and entertainment venues, and in the development of a comprehensive **Regional Main Street Improvements Program** that would be an initiative for the entire Mohawk Valley.
- **(e)Waterfront Development, Canal and Recreation Investments:** Identifies the importance of completing the Canalway Trails corridor from Amsterdam to Rome as a regionally significant tourism and recreational attraction. It is also an initiative that unifies the region and promotes major tourism and recreational opportunities, including the reclamation of the region’s most famous waterfront property for transformational economic development uses. The MVREDC strategy also recommends creation of the **Mohawk Valley Waterfront Development Opportunity Fund**, a multi-year program to support waterfront development activities in key parts of the region, including Amsterdam’s Waterfront Heritage Way, the Rome Harbor Waterfront Village Initiative, and Utica’s Harbor Point.

Strategy 4 – Increasing Spatial Efficiencies

Strategy 4 Project	Total Investment	Requested NYS Investment				
		REDC Priority Project Investment	Economic Transformation Program Investment	CFA Request	Project Funding 2013-2016	Combined State Funding Request
(a)Business Park & Industrial Park Investments	\$ 87,966,000	\$4,000,000	\$ 4,267,500	\$ 29,342,500	\$ 5,175,000	\$42,785,000
(b)Transportation & Infrastructure Investments	\$264,800,000		\$ 3,100,000	\$114,100,000	\$12,000,000	\$129,200,000
(c)Brownfields, Site Clearance, Building Rehabilitation Investments	\$ 78,600,000	\$2,000,000	\$ 3,000,000	\$ 6,600,000	\$67,000,000	\$ 78,600,000
(d)Downtown Development & Main Street Investments	\$ 25,300,000			\$ 7,505,000		\$7,505,000
(e)Waterfront Development & Recreation Investments	\$ 55,500,000	\$ 2,500,000		\$ 3,500,000	\$49,500,000	\$55,500,00
Total	\$512,166,000	\$8,500,000	\$10,367,500	\$161,047,500	\$133,675,000	\$313,590,000

Strategy 4 – (a) Business Park & Industrial Park Investments:

This strategy includes 13 different projects and initiatives that would be targeted in 10 Business Parks and Industrial Parks that cover five counties in the Mohawk Valley Region. Among the key projects incorporated in the strategy are:

- **Marcy Nanocenter at SUNYIT Project: Total REDC Requested Investment \$10 million**

This project is transformational and regionally significant. The Marcy Nanocenter project is tied to the State's investment in building a global technology hub that centered on the semiconductor and nanoelectronic industries, as well as clean tech initiatives involving LED and photovoltaic R&D and advanced manufacturing opportunities. The most recent announcement of the Global 450 Consortia is based on the premise that R&D will lead to manufacturing. The Technology Hub model developed by CNSE shows seven key sites targeted for investment, but only two, Marcy Nanocenter and Luther Forest Technology Campus, for advanced manufacturing opportunities.

Construction of the bypass road and installation of the sewer and water extension are underway at the Marcy site. The remaining improvements are required to position the site for consideration by a mega fab and for related development opportunities in light of Governor Cuomo's recent announcement on the G450C initiative, as well as the development of the Computer Chip Commercialization and Integration Center that will be located on the nearby SUNYIT campus.

- **Key projects necessary to support development of the Marcy Nanocenter initiative includes:**

- Upgrade of the Oneida County Interceptor (replace 9,350 linear feet of force main to increase pipe sections that have varying sizes ranging from 24" and 30" main to 36"). The upgrade in size for the main trunk line will enable the site to handle 6.64 million gallons day (MGD) in wastewater discharges, (this includes the additional development on the SUNYIT campus relative to the development of the Computer Chip Commercialization and Integration Center). ***Estimated Cost: \$8.5 million; Regional Priority Project request of \$4.0 million and \$1.0 million in CFA request.***
- Construct 8,800 LF of two-lane, heavy-duty industrial access road including bikeway, storm water swales, bioswales, and complete on-site and off-site wetlands mitigation. Project improvements would create a utility corridor and lighting to provide a loop access/service roadway, relocation of a 115 kV electrical transmission line, site grading and site improvements and acquisition of a 55-acre site from the adjacent property owner to support the physical improvements required for the project. These improvements will subdivide the site to support three mega-fabs consisting of more than 1.05 million square feet of advanced manufacturing space and 600,000 square feet of ancillary facilities supportive of the project. ***Estimated Cost: \$12.7 million; CFA request of \$5 million***

- **Griffiss Business and Technology Park Project: Total MVREDC Requested Investment \$11.85 million.**
 - The former Griffiss Air Force Base has been transformed into a regional business and technology park that hosts nearly 6,000 employees, drawn from 20 counties in Upstate New York. Since 1995, the Park has attracted over \$440 million in public and private investment. Griffiss Business and Technology Park now boasts 70 public - and private- sector employers. The Griffiss International Airport and a strong vibrant cluster of technology firms surrounding the Air Force Research Laboratory have been cornerstone achievements in the Park's development.

Three key initiatives essential to the Park's continued transformation and critical to protecting remaining federal activities (AFRL, the NYANG Eastern Air Defense Sector, and Defense Finance Accounting Services) include:

- **Construction of the remaining 1.1 miles of State Route 825 at Griffiss Business & Technology Park.** The project encompasses 2.6 miles of Route 825 that run north-south through Griffiss and connects with State Routes 49 and Routes 46. The project is fully designed and ready for bid. Lack of funding has delayed completion of this project. ***Estimated Cost: \$10.9 million with Right-of-Way (ROW) contribution; CFA request of \$8.4 million.***
- **13 Megawatt Biomass Combined Heat Power Project.** The project will be developed through the Griffiss Utility Services Corporation (GUSC) and will use biomass materials to create synthetic gas to fuel the combined heat plant. In turn the facility will generate steam heat and electricity for Griffiss Park customers. The project will reduce overall energy costs for Park customers (approximately 10 percent to 20 percent annualized savings), meets renewable energy goals mandated by EPACT (Section 203 and EO 13423) for the Department of Defense, and creates economic opportunities for the region's forestry industry, which would be the principal wood supplier to the Biomass facility. ***Estimated Cost: \$17.6 million; CFA request of \$2 million.***
- **Griffiss Building Demolition Program.** The demolition of two buildings that are economically and functionally obsolete will support long-term capital improvements that would create prime development sites required to support development needs at the former Air Force installation. ***Estimated Cost: \$2.9 million; CFA request \$450,000, with \$1.0 million slated for phase II (2013-2016)***

- **Florida Business Park: Total MVREDC Requested Investment \$200,000**
 - **130 acre Business Park expansion.** The project includes property acquisition as well as road and infrastructure improvements to support build-out of 130 acres for regional economic development. The Park is strategically situated along the I-90 New York State Thruway corridor. It is an outstanding location for supply chain companies, and facilitates the transformational initiatives at Marcy Nanocenter at SUNYIT and Global Foundries/CNSE activities in the Capital District. The Park has built out 500 acres and 2.1 million-square feet of building fabric with developments by Target (Distribution Center), Hero/Beechnut, and Hill & Markes. ***Estimated Cost \$4 million; CFA request \$200,000. Economic Transformation Area Program***

- **Glen Canal View Business Park: Total MVREDC Requested Investment \$750,000**
 - **Phase II Expansion:** The project involves Phase II expansion, which entails 220 acres of expansion to support prime business activity along I-90 corridor. Phase II requires construction of 1,600-linear feet of industrial access road, as well as water and sewer extensions to provide a shovel-ready site available for projected economic development activities. ***Estimated Cost: \$1million; CFA request \$750,000.Economic Transformation Area Program***

- **Tryon Technology Park and Incubator Center: Total MVREDC Requested Investment \$4.0 million**
 - **Phase I - Tryon Reuse Plan:** Closure of the 517-acre state detention facility creates an opportunity to consider how best to use this attractive state owned facility so that it augments the region’s longer term economic development needs. The site qualifies for financial support under the ***Economic Transformation Area Program***.

Phase I would include the completion of a reuse plan, complete with conceptual engineering, and EIS/SEQRA assessments to enable state and local stakeholders the opportunity to consider development options for the site.

Key is a decision on how to convey the property from state ownership so that an implementation strategy can proceed. It is recommended that the state model a redevelopment strategy similar to what was used during the Clinton Administration for fast-track reuse of former military installations, providing no-cost conveyances to support locally developed and supported reuse strategies. MVREDC recommends that the property be conveyed to the Fulton County Industrial Development Agency. ***Estimated Cost: \$4 million; Phase I Funding of \$425,000 through the Economic Transformation Program; and Implementation Funds through the Economic Transformation Program of \$3.75 million.***

- **Joint Initiative Fulton and Montgomery Counties (Regional Industrial Park): Total REDC Requested Investment \$2.5 million**

- Fulton and Montgomery County are weighing a joint initiative to allow the annexation of lands from the town of Mohawk, Montgomery County into the city of Johnstown, in Fulton County. The project would support a 200-acre expansion of the Johnstown Industrial Park and enable water service and sewage treatment to be provided by Johnstown. Those infrastructure services are infeasible through the town of Mohawk or Montgomery County. In anticipation of the project proceeding, the property has been optioned by the Fulton County Economic Development Corporation.

A key approval required for the project to proceed includes accepting an agreement on a tax-base sharing agreement between the counties and affected local governments. Both Counties agree of the tax base sharing concept but approvals remain to be obtained through the local governments impacted by the project. The notion of a tax base sharing agreement is a recommendation in Strategy 5 of this document and represents the type of collaborative efforts and creative approaches necessary for the transformation of the region's economy. The MVREDC recommends that the project be approved for funding through the Economic Transformation Area Program and under the CFA process contingent on the affected municipalities reaching agreement on a tax base-sharing plan. ***Estimated Cost: \$2.5 million; Phase I Funding of \$1.25 million through the Economic Transformation Area Program; and \$1.25 million through a CFA.***

- **Town of Florida State Route 5S Access Road and Infrastructure Improvements: Total MVREDC Requested Investment \$250,000**

- **Access Road/Infrastructure Investments – Project Snax:** Project will construct a 1,500-linear foot road that provides access to State Route 5S and will extend water and sewer services for the proposed construction of a 125,000-square foot facility by Project Snax. The project will create a 30 + acre site across from the Florida Business Park. Project Snax will invest \$18 million in the project, which will create 25 new jobs and retain 125 jobs. **The project is located in an Economic Transformation Area. Estimated Cost: \$820,000; Economic Transformation Area Program request of \$250,000.**

- **East Herkimer Wastewater Treatment Plant Upgrade/Sewer Extension Project: Total MVREDC Requested Investment: \$2 million**

- **Combined town and village of Herkimer Economic Facilities Project:** The project consists of two components (a.) upgrade of village's wastewater treatment plant, and (b.) extension of a sanitary sewer line. The project would enable sewer service to be extended to an existing 46-acre commercially zoned campus with 430,000-square feet of buildings that were originally developed for MDS and could be used to support a modern campus for green technology development. ***Estimated Cost: \$4 million; CFA request of \$2 million.***

- **Pony Farm Industrial Park Secondary Access Road Project: *Estimated REDC Requested Investment \$600,000***
 - **Secondary Access Road Project:** The project would support construction of a secondary access road to serve the Pony Farm Industrial Park in Oneonta, a 70-acre industrial park with 34 + acres available to support business attraction and expansion projects. The Pony Farm is one of the potential site options under consideration by a regionally based employer weighing relocation options. An improved secondary access road would be required to support that project. ***Estimated cost: \$600,000; MVREDC recommends project as a future CFA activity or Regional Priority Project in 2013-2016 should site be selected or if another regionally significant economic development project materializes.***
- **Oneida County Industrial Business Park: *Estimated MVREDC Requested investment. \$10.635 million***
 - **Oneida County Business Park Infrastructure/Site Improvements & Judd Road Reconstruction:** Business Park is a regionally significant location that is home to key regional employers in multiple sectors, including financial and insurance services, and manufacturing. Anchor tenants include BNY Mellon, MetLife, Bonide, Daimler Bus Industries NA, Fiber Instrument Sales, and the Park hosts the Homeland Security Preparedness Center. Significant investments are underway by MetLife and Bonide, both of whom are adding jobs. The Park hosts approximately 2,800 employees, but the OCBP requires long overdue infrastructure improvements and repairs to secure its existing employment base and to attract new growth.

A reuse plan was completed in 2009, identifying short- and long - term improvements to position this site as a regional growth center that capitalizes on its proximity to Route 840, the NYS Thruway, and its major developments at Griffiss Business & Technology Park and the incipient technology developments at the Marcy Nanocenter at SUNYIT sites.



Oneida County Business Park

Proposed improvements would include reconstruction of 5.28 miles of Judd and Halsey roads from State Route 233 to the I-90/NYS Thruway overpass. Reconstruction of Judd Road would enable it to be conveyed as a state road and would dramatically improve access to the Business Park. The total estimated cost for this improvement is \$7.1 million. Oneida County has submitted a CFA application for this project.

Other improvements would include collector road upgrades; construction of a roundabout at the intersection of Airport Road and Judd and Halsey Roads; stormwater, sewer, and water pressure improvements, street lighting, wayfinding/signage, and engineering. Total estimated costs for these improvements are \$3.535 million of which it is proposed that \$1.767 million would be funded using a PILOT Increment Financing plan with support from local taxing jurisdictions. A CFA application was submitted for these improvements.

Oneida County Business Park is located in an eligible Economic Transformation Area. Estimated Cost: \$18.44 million. ***MVREDC Requested Investment of \$1.7375 million from the Economic transformation Program; and \$8.8675 through the CFA process.***

Recommended 2012 NYS Action: The MVREDC recommends approval of \$4,000,000 in REDC Priority Project funding to support the implementation recommendation for Strategy 4(a). In addition, the MVREDC recommends that \$4,267,500 be funded for qualifying projects under the Economic Transformation Program and that the CFA requests associated with Strategy 4 be approved for \$29,342,500.

Total 2012 NYS Investment: REDC Priority Projects; \$4,000,000 (Marcy Nanocenter County Interceptor); Economic Transformation Projects: \$4,267,500 (Florida Business Park, Glen Canal View Business Park, Tryon Redevelopment Phase I, Regional Business Park, and State Route 5S Access Road/Infrastructure Improvements, Oneida County Business Park); and CFA Project Requests: \$29,342,000 (Marcy Nanocenter County Interceptor and Ring Road Construction, Griffiss State Route 825/GUSC Biomass CHP/ Griffiss Demolition Projects, Glen Canal View, Regional Business Park, and Oneida County Business Park Judd and Halsey Road and Park Improvements)

Strategy 4 – (b.) Transportation and Infrastructure Investments

There are several critical transportation and infrastructure needs in the Mohawk Valley. Major investments are needed to upgrade aging water and sewer systems and comply with tougher federal and state mandates that will force significant increases in water and sewer rates with fewer and fewer rate payers to pay for these upgrades. Throughout the public outreach sessions, the MVREDC heard from many attendees who asked that priority be given to improving the region's broadband access, which is necessary to fulfill one of the key thrusts in its Regional Vision of being regionally networked and globally connected.

Although not a prime focus articulated in the MVREDC's strategy, New York State is quickly falling behind in its investment in existing road infrastructure, which is a critical consideration in supporting the needs of businesses, let alone positioning the region to be part of a vibrant modern 21st century economy.

A quick review of State highway projects shows that many of the projects that appear on the *Transportation Improvement Program* are in fact not programmed due to lack of funding. There are road projects that are currently programmed but could be in danger of being stretched out over a longer timeframe. As the MVREDC moves ahead to develop proposals, we can assume that certain key investments are being made in the transportation system, including the New York State Department of Transportation's (NYSDOT) North-South Arterial project in the city of Utica, and the Route 5 and 30 project in the city of Amsterdam.

Other investments that are not currently funded, but would further improve connectivity and spatial efficiency, include: The conversion of Route 49/365 to Interstate I-790, which will create an interstate loop between Thruway exits 31 and 33; new EZ-Pass exits between the Thruway and the Utica-Rome Expressway near the Marcy NanoCenter, and improved State Route 840 including access between 840 and the Thruway; completion of State Route 825 in Griffiss Technology Park, and infrastructure improvements near the Schuyler and Frankfort Business Parks. The array of NYSDOT projects that are part of the Transportation Improvements Program are summarized in the Appendix E, with an estimated cost of over \$600 million.

The funding available for the Regional Economic Development Councils and the funds earmarked through the Consolidated Funding Application process are insufficient to support the key road and transportation improvements faced by this region and others. The Public Policy recommendations include a Transportation or Infrastructure Bond Act be pursued to help target key road and transportation improvements that are critical to New York's economy and to the economic development priorities outlined in this and other regional plans.

Within the region, some of the key infrastructure and broad band access projects that were considered and viewed as being critical to the region's long term economic development include the following:

- **Sewer Improvements Oneida County Sewer District (CSO and SSO Mitigation)/City of Utica Sewer Separation Projects – Long Term Control Plan: Total REDC Requested Investment \$46.0 million**
 - **Oneida County District Wide Sewer Improvements and Local Communities SSO Mitigation:** The proposed improvements would include construction of split flow and facility improvements at the Sewage Treatment plant to address Utica CSO treatment requirements, and improvements to overall plant capacity. The project would also include construction of a parallel Sauquoit Creek Pump

Station (SCPS) force main and other SCPS upgrades to address SSO issues under a NYSDEC Consent Order.

Project improvements would also reduce excess CSO overflows that consume available treatment plant capacity, which affects potential development north of the Mohawk River including the Marcy Nanocenter at SUNYIT initiative. **Estimated Cost: \$92.0 million; CFA Request \$46 million.**

- **Communities Tributary to Oneida County Sewer SSO Mitigation:**

The NYSDEC Sewer Consent Order requires work to reduce excessive overflows to the SCPS, which causes SSO's during wet weather conditions. Project will fund sewer rehabilitation projects to reduce excessive Inflow/Infiltration flows. **Estimated Cost: \$75.0 million; CFA Request \$37.5 million.**

- **City of Utica Sewer Separation Projects – Long Term Control Plan:**

Sewer improvements that are programmed under the Utica Long Term Control Plan will reduce or slow the amount of stormwater entering the sewer system during rain events and introduce treatment at some of the overflow outfalls. City has commenced work on some of the sewer separation projects. Funding is requested to complete the following projects:

- Sewer Separation project A8.1 (CSO No. 127): Project requires major modification to a 169-acre project area in the City's Cornhill Area and would convert a 66" relief sewer into a storm sewer, separate other existing sewers to reduce wet weather flows, and reduces CSO discharges to Ballou Creek and the Mohawk River. **Estimated Cost: \$11.3 million; CFA Request \$4.3 million.**
- Remote Treatment Unit Projects C1 and C2: Project installs remote treatment units at CSO 127B and CSO 142 to treat remaining overflow volume. **Estimated Cost: \$5.3 million; CFA Request \$2.65 million.**

- **District Wide Sewer Improvements – City of Amsterdam: REDC Requested Investment: \$10.45 million**

- **District Wide Sewer Improvements:** Amsterdam is faced with a NYSDEC Consent Order to provide adequate sewer plant capacity, separate storm and sanitary sewers, provide emergency power supply to sewer pump stations, and reduce dumping of raw sewage (reduce CSOs) into the Mohawk River. City has complete Inflow/Infiltration study and is pursuing funding to help support storm and sanitary sewer separation work, replace defective sanitary sewer lines, install storm sewers in areas lacking separate storm sewers to reduce ground water contamination and CSO events, and reduce untreated sewage being discharged into the Mohawk River. **Estimated Costs: \$20.9 million; CFA Request \$10.45 million.**

- **District Wide Water Improvements – City of Amsterdam: REDC Requested Investment: \$11.30 million**
 - **District Wide Water Improvements:** City of Amsterdam is faced with challenges to the basic reliability of its 120-year old water distribution system, complying with current federal regulations, and ensuring that adequate fire flows are available for fire protection. A challenge to the system's reliability hinders economic development and prevents expansion of the system underneath the NYS Thruway near Exit 27, which denies the city access to valuable lands for economic development. **Estimated Cost: \$22.6 million; CFA Request: \$11.30 million.**

- **Otsego County – Broadband Access: MVREDC Requested Investment deferred to 2013-2016**
 - **Broadband Access Plan:** Otsego County developed a County Open Access Model Business Plan in 2008 that would construct a fiber loop to connect anchor institutions and create competition among internet providers. **Estimated Cost: \$7.0 million. Project would be a future CFA request and could be a Priority Project if other funds can be obtained to match the required investment.**

- **Ion/Midtel Broadband Project Schoharie County: MVREDC Requested Investment deferred to 2013-2016**
 - **Broadband Access Plan:** Schoharie County is looking to enhance connectivity in the Cobleskill and Richmondville area along the Route 7 corridor. **Estimate Cost: \$5.0 million. Project would be a future CFA request and could be a future Priority Project if other funds can be obtained to match the required investment.**

- **Mohawk Valley Fiber Option Broadband Project – Northland Communications Oneida and Herkimer Counties: REDC Requested Investment \$700,000**
 - **Northland Communication Mohawk Valley Fiber Option Broadband Project:** The ION network consists of over 2,200 miles of fiber throughout NY, with approximately 1,300 miles being constructed with federal stimulus funds. Ion network has minimal offerings in the Mohawk Valley without a partner to provide the last mile network. Northland proposes to install 52 miles of fiber in Oneida and Herkimer Counties to improve broadband access and improve/extend service to the various business and industrial parks situated in Oneida and Herkimer Counties. The regional development sites that would benefit, includes: Griffiss B&TP, Marcy Nanocenter, Utica Business Park, New Hartford Business Park, Schuyler Business Park, West



Northland Communications

Frankfort Industrial Park, 5S North/South Business Parks and Oneida County Business Park.
Estimated Cost: \$1.4 million; CFA Request \$700,000.

- **Route 7 Corridor Water and Sewer Improvements – Schoharie County; REDC Requested Investment: \$4.1 million**
 - **Route 7 Corridor Improvements:** Schoharie County is seeking funding to extend water and sewer service along a five mile stretch of Route 7 to support projected commercial and economic development in this corridor and to boost the tourism potential of nearby Howe Caverns. Route 7 corridor is located within the Economic Transformation Program area parameters. **Estimated Cost: \$7.8 million; Economic Transformation Program: \$2.05 million; and CFA Request of \$2.05 million.**

Recommended 2012 NYS Action: The MVREDC recommends approval of \$3,100,000 in Economic Transformation Program Funding to support the implementation recommendation for Strategy 4(b). In addition, the MVREDC recommends that the CFA requests associated with Strategy 4(b) be approved for \$114,100,000 to support the various transportation and infrastructure improvements necessary to implement this strategy.

Oneida county Sewer Improvements: \$83,500,000; Utica LTCP: \$7,150,000; Amsterdam District Wide Sewer/Water Improvements: \$21,750,000; Mohawk Valley Fiber Optic Access Plan Oneida-Herkimer County: \$700,000; Route 7 Corridor Plan Infrastructure Improvements \$4,100,000 (\$3,100,000 through Economic Transformation Program and \$1,000,000 in CFA funding).

Strategy 4 – (c) Brownfields, Site Clearance and Building Rehabilitation Investments

One of the common threads throughout the Mohawk Valley Region is the number of old vacant or underutilized mills and factory structures, most of which have environmental legacies, all of which portray a picture of the Mohawk Valley as a once prosperous and vibrant manufacturing center. This reinforces the view of a region that is part of the Upstate Rust Belt and detracts from the region's potential that exists to build a new economic future.

The ERP Program and the RESTORE Programs do not have funds to continue progress in redeveloping former industrial sites in the Upstate region that are difficult to develop but for the ability to write down a portion of the overall development costs.

The Mohawk Valley Brownfield Opportunity Area Fund will enable the Mohawk Valley to undertake a comprehensive program through a single funding source and enable the region to undertake a major overhaul of its urban core and infuse new development opportunities that will create jobs, expand tax base and lessen demands on suburban sprawl.

A key factor in the economic transformation that is taking place elsewhere in New York is the recognition that significant investments are required to redevelop and transform properties that were part of the region's economic past and help them become a vital part of the region's economic future. To achieve this objective, the MVREDC recommends that two fundamental strategies be undertaken. This includes:

- **Mohawk Valley Brownfield Opportunity Area Fund (BOA): MVREDC Requested Investment: \$75.0 million (phased with \$3.0 million from Economic Transformation Program and \$3.0 million in CFA requests for 2012, and \$67.0 million in funding for 2013-2016)**
 - Many of the communities within the Mohawk Valley Region have developed BOA's and have commenced the challenge of planning for the reuse of these once vibrant industrial uses. To help rid the region of its Rust Belt image the Regional Economic Development Council is looking to create a Regional BOA Fund that will go toward implementation activities associated with BOA areas and other Brownfield/superfund sites.
 - The Regional fund would primarily be targeted for the following BOA areas:
 - **City of Amsterdam, Northern/Eastern Neighborhoods:**
 - The BOA includes an approximately 50-acre area characterized by five potential Brownfield sites that are located within the City's northern and eastern neighborhoods.
 - The primary community revitalization objective to be achieved by this project includes the return of empty or dilapidated mill structures back to productive use generating new employment opportunities and tax revenues. **Eligible Economic Transformation Area**

- **City of Amsterdam, Downtown Via Ponte:**

- BOA includes approximately 381-acre area characterized with 28 Brownfields and vacant sites that are located in the City's downtown.
- The primary community revitalization objectives to be achieved include: strengthening the downtown's commercial core and tax base with new residential, commercial, and office uses; identifying rail transportation options and establishing a definitive pedestrian and vehicular connection between the Southside neighborhoods, the waterfront and downtown. This site is also related to development activities referenced in 9.1 and 9.9 of this Regional Strategy for Amsterdam's Waterfront Heritage Area.
- The heart of Amsterdam straddles the Mohawk River, and has suffered economic and physical decline over the past fifty years. The Waterfront Heritage Area is a designated BOA and funding through this regional fund coupled with recommendations for a specially targeted regional fund for waterfront development and canal corridor improvements is integral to plans to revive this once vibrant commercial and industrial corridor. **Eligible Economic Transformation Area**



Amsterdam, NY

- **City of Amsterdam: South Side of Mohawk River/Redevelopment of Chalmers Building:**

- BOA includes approximately a 30-acre site area characterized with 15 Brownfield sites that are located on the south side of the Mohawk River. The City has identified that the redevelopment of the Chalmers Building site, and other improvements will have a positive economic effect on the South Side Neighborhood and Commercial District. The city has secured \$3.3 M from ESD and NYSDEC to undertake comprehensive environmental remediation and demolition of the Chalmer's site as a precursor to attracting new reuse opportunities. **Eligible Economic Transformation Area**

- **City of Amsterdam: Mohasco Site Redevelopment:**

- City is seeking to revise current ESD RESTORE grant to allow demolition of the Esquire Building, which would eliminate a serious and growing hazard as the six-story building is in danger of collapsing, and presents a severe threat to surrounding neighborhoods. The City also needs to explore remediation of the Power House for reuse or demolition through a feasibility study. Completion of demolition will create a 22 acre site that would support redevelopment activities.
- City is seeking ESD approval to reallocate the RESTORE grant for demolition of the Esquire Building and additional funding for a feasibility study on the Power House. **Eligible Economic Transformation Area**

- **City of Johnstown:**

- BOA encompasses an approximately 4,000-acre area characterized with more than 24 potential Brownfield sites. The City's objectives are to redevelop Brownfields for residential, commercial, and light industrial uses and tourist attractions. **Eligible Economic Transformation Area**

- **City of Oneonta, D&H Rail Yard:**
 - This BOA includes a 460-acre area characterized with several potential Brownfield sites located by the former Delaware and Hudson (D&H) rail yard, the surrounding residential neighborhoods, and the City's downtown business district. The primary community revitalization objectives to be achieved include: utilizing the City's wealth of natural, cultural, and transportation resources; promoting commercial and/or industrial development on underutilized commercial and industrial properties; and improving the quality of life for City residents that live near the former rail yard.
 - The primary issue is the reuse of the former D&H rail yard and the degree to which this area can be redeveloped in a manner that allows connections to the surrounding neighborhoods and Downtown Business District. Anticipated community benefits include increased commercial and employment opportunities for City residents and visitors and the elimination of perceived or real environmental contamination.

- **City of Rome, South Rome:**
 - BOA includes a 50-acre area characterized with close to 48 potential Brownfield sites along a corridor defined by Erie Blvd, Route 69, Wood Creek and Martin Street.
 - The primary community revitalization objectives are: achieving appropriate community redevelopment to improve neighborhoods; and improving quality of life and the environment. Anticipated community benefits resulting from this project include removal of hazardous and unhealthy conditions, removal of barriers to economic development, and improvement of neighborhoods. **Eligible Economic Transformation Area**

- **City of Rome, Downtown Rome:**
 - Consists of a 513 acre area characterized by 364 potential Brownfield and vacant sites. These sites are located within the City center, near the Erie Canal and Mohawk River, and the East Rome industrial park. **Eligible Economic Transformation Area**
 - The primary revitalization objective is to clean-up and redevelop strategic Brownfield and vacant sites for a variety of residential, commercial, office and recreational uses.
 - BOA includes linkages with City's Waterfront Development Plans referenced in 9.8 of this Regional strategy. The Implementation Strategy will include: land use implementation techniques including: revised zoning and urban design guidelines; marketing of strategic sites to attract developer interest; developing a local management structure to ensure plan implementation; and compliance with the New York State Environmental Quality Review requirements.

- **City of Utica, Erie Canal Industrial Corridor:**
 - The City of Utica BOA includes a 1,580-acre area characterized with over 50 potential Brownfield sites located along the old Erie Canal.
 - The Pre-Nomination will assess and plan for the reuse of Brownfield sites in areas of historic significance and the Utica BOA redevelopment scenarios are related to plans for Harbor Point, which is referenced in 9.5 of this Regional strategy.

- **Village of Frankfort, Main Street and Mohawk River:**
 - The Village and Town of Frankfort BOA cover a 470-acre area located along Main Street and the Mohawk River characterized by several Brownfield and vacant sites.
 - The primary objective to be achieved is to establish a common vision to return dormant sites back to productive use with businesses and recreational uses that best serve the two municipalities.
 - **Funding Strategy: *Estimated Cost: \$75.0 million over a five year period. REDC Requested Investment: \$3.0 million in Economic Transformation Program for those BOA's that fall within an eligible Economic Transformation Area; \$3.0 million in CFA funds; and \$67.0 million to be phased in 2013-2016.***

- **Rome Cable Brownfields Remediation Project and Demolition of Building 4 Complex: REDC Requested Investment: \$3.6 million**
 - **The Rome Cable Brownfield** project has been underway for nearly seven years. Site is controlled by the Rome Brownfield Restoration Corporation (RBRC) and most of the key remediation and site development activities have been undertaken. What remains is largely the balance of the remediation activities associated with the Building 4 complex and the demolition of Building 4 to create an additional 40 acre urban in-fill development site that will be combined with the other parcels cleared to create a 50 acre in-fill urban site that can support the City's future economic development needs. ***Estimated Cost: \$3.6 million; and REDC Requested Investment of \$3.6 million in CFA Funds.***

Recommended 2012 NYS Action: The MVREDC recommends approval of the Mohawk Valley Brownfield Opportunity Fund with a five year commitment of \$75.0 million. Funds would be available as follows for 2012 and the period of 2013-2016:

- **2012 Priority Project Funding: \$2,000,000**
- **2012 Economic Transformation Area Program: \$3,000,000**
- **2012 Consolidated Funding Application: \$3,000,000**
- **2013-2016: CFA/Regional Priority Projects: \$67,000,000**

In addition, the MVREDC recommends approval of the CFA request of \$3.6 million to complete the Rome Cable ERP/Building 4 demolition project.

Strategy 4 – (d) Downtown Development and Main Street Improvement Corridor Investments

From Amsterdam to Rome, historic downtowns and Main Street Corridors are part of the region's charm. A successful regional strategy needs to pursue new approaches that will infuse life and vitality into the smaller urban centers and make them vital parts of the region's economic renewal.

Key parts of this push to revitalize these urban centers are included in a number of strategies outlined in many parts of this regional plan. They include waterfront development and BOA initiatives, recommendation for completion of the Canalway Trails System that will unify one end of the region with the other - from Rome to Amsterdam.

In addition, this regional strategy should focus investments on key civic facilities and in creating downtown options so that urban centers have nighttime activity and are centers that promote work-play and living activities to maximize the physical assets and amenities that exist in urban centers.

This strategy enhances connectivity along Main Street corridors and provides gateway improvements to spark new life in the region's Main Street and downtown corridors. These include:

- **Regional Downtown – Main Street Corridor Improvements Program: *REDC Requested Investments: \$2.25 million***
 - The Regional Downtown-Main Street Corridor Improvements Program would create a fund for Main Street corridor improvements throughout the region. The funds would go for key gateway improvement projects with a requirement that each participating community provide a 50% match. Funds would be used for streetscape, façade improvements and signage, and public improvements that enhance the livability and vitality of these urban and Main Street corridors. ***Estimated Cost: \$4.5 million; REDC Requested Investment of \$2.25 million in CFA funding.***
- **Foothills Performing Arts Center, Oneonta: *REDC Requested Investment: \$1.155 million***
 - The Foothills Performing Arts Center is an inclusive cultural community resource that enhances and assists others in the presentation of the arts and entertainment. The centerpiece of Foothills is a 750 seat theatre, which provides a venue for local, regional and national entertainment and performance. Foothills has undertaken a \$9.0 million investment, which has included private fundraising/contributions and DASNY funds. The remaining investment for the project would provide acoustical treatment for the theater, stage lighting and curtains, stage rigging and sound system, kitchen improvements, and paving and landscaping. ***Estimated Cost: \$1.155 million; REDC Requested Investment of \$1.155 million in CFA funding.***
- **Utica Auditorium Facility improvements: *REDC Requested Investment: \$2.1 million***
 - **The Utica Auditorium** is Oneida County's major recreational facility that supports athletic, entertainment, community and cultural events. It attracts spectators from the Mohawk Valley, Northern



Foothills Performing Arts Center

New York and Central New York. The facility on average draws 129,000 spectators to over 180 event annually.

- This project builds upon the facility’s existing success by upgrading the surrounding area to further increase its attractiveness and generate more sales tax revenue for the region. The fifty-year old building needs to have its façade replaced based on structural studies undertaken by the Auditorium Authority. Work being completed by NYSDOT along NYS Route 5S has created an opportunity to enhance the Auditorium’s presence and marketability. Elements of the Auditorium master plan are also reflected in the City Master Plan and Brownfield Opportunity Area studies.
 - The Auditorium was recently recognized as an ASCE National Historic Civil Engineering Landmark, one of only 200 structures in the US to receive this distinction.
 - Refurbishment of the Auditorium and pedestrian connectivity improvements enhance Utica’s success in sparking the revitalization of the “brewery district” along Varick Street and will enhance additional unique urban redevelopment initiatives in Baggs Square and Oriskany Blvd areas.
 - **Estimated Cost: \$4.2 million, REDC Requested Investment of \$2.1 million in CFA funding.**

▪ **Rome Capitol Theatre-Historic Preservation Master Plan: REDC Requested Investment: \$2.0 million**

- Rome’s Capitol Theatre currently attracts audiences from around the region to a unique mix of arts programs, including organ events that draw from the Albany area. The theatre is owned by a not for profit corporation. The 1,788 seat Theatre was built in 1928.
- Currently, the Rome Capitol Theatre has over 100 performances per year, including:
 - Live theatrical performances – Summerstage, big bands, and dance programs, Classic silent and talking films – including the August Capitolfest Film Festival, and community events.
 - Proposal is to renovate the historic theatre, acquire adjoining buildings (adding an additional 25,000 ± SF to the 45,500 SF theatre), and enclose with interior finishes the adjacent alley which separates the theatre from the buildings targeted for purchase (adds 4,000 ± SF of enclosed space).
 - Project will occur in three phases
 - **Phase I** – Acquisition of two adjacent buildings 228 and 236 West Dominick St. **Estimated Cost: \$350,000**
 - **Phase II** – Adaptive reuse of the 228 and 236 West Dominick St. buildings and the enclosure and interior finishing of the adjacent alley that separates the theatre from the buildings slated for purchase. **Estimated Cost: \$4.2 M**
 - **Phase III** – will include renovation of the existing theatre complex, including safety and accessibility upgrades, general systems upgrades, refurbished seats, and upgrades to the theatre’s historic finishes and furnishings. **Estimated Cost: \$6.05 M**
 - **Estimated Cost: \$10.6 million; REDC Requested Investment of \$2.0 million in CFA funding.**

Recommended NYS Action: The MVREDC recommends approval of the Regional Downtown-Main Street Corridor Initiative with funding of \$2.25 million in CFA Funding for 2012.

In addition, the MVREDC recommends approval of the CFA requests for each of the civic facility renovation/restoration projects:

- **Foothills Performing Arts Center: CFA request of \$1,155,000**
- **Utica Auditorium: CFA request of \$2,100,000**
- **Rome Capitol Theatre: CFA request of \$2,000,000**

Strategy 4 – (e) Waterfront Development and Recreational Improvements

There are several improvements that unify the region and offer opportunities to reinvent the communities along the Mohawk River. Among the cross regional investments that contribute to the renewal of many of the communities along this corridor includes the completion of the Erie Canalway Trails Initiative, which would construct 27 miles of canalway trails from Rome to Amsterdam. This investment would also complete a major gap in the statewide Canalway Trail from Buffalo to Albany. Complementing the investment in completing the Erie Canalway Trails improvement and supporting the revitalization along the Mohawk River corridor are investments supporting the redevelopment of waterfronts and canal areas throughout the Mohawk Valley region including waterfront developments in Utica, Rome, Amsterdam and Herkimer County.

The infusion of funding to maximize the redevelopment of the waterfront corridors along the Mohawk River and Erie Canal helps establish a new identity for the region and complements several of the proposed investments that are targeted to building an innovation economy. Development is essential to making the communities along the Mohawk River more inviting and attractive as places in which people will choose to live and supportive commercial and recreational uses will make these waterfront areas attractive gathering points that will infuse interest and life in the communities. It is recommended that the following two key regional initiatives be pursued to take advantage of the economic and recreational opportunities that are available by focusing on these assets.

- **Erie Canal Canalway Trail, Mohawk Valley Region: *REDC Requested Investment: \$25.5 million in State funding.***
 - The Erie Canal Canalway Trail recognizes that the communities along the Erie Canal have a unique historical resource, transportation asset and tourism attraction that requires investment to fulfill its potential for tourism. The project would involve complete construction of 27 miles of canalway trails with development of the Utica-Little Falls trail (20 miles); and Amsterdam to Rotterdam Jct. (7 miles) to create a vital piece of the overall NYS Canal way Trail System. The project has synergy with the Great Mighty Waters concepts that has been proposed by Congressman Tonko and others.
Estimated Cost: \$25.5 million; Recommended that this be funded as a State project through NYSDOT or that other financing measures be considered (e.g., fractional increase in statewide bed tax, or proceeds from gaming receipts to support key investments to boost state's tourism attractions).
- **Mohawk Valley Waterfront Development Opportunity Fund: *MVREDC Requested Investment \$30.0 million over five years***
 - **The Mohawk Valley Waterfront Development Opportunity Fund** would enable the communities along the Mohawk River Corridor to undertake significant improvements that enable them to implement BOA strategies and the waterfront access plans that have been developed. The primary waterfront development initiatives that would be pursued include:
 - **Utica Harbor Point – Multi-Use Recreational Facilities & Green Space** would create a tourism/recreational destination at Harbor Point (on the west side of Utica's Erie Canal Harbor) and provide reuse for waterfront development area that is part of environmental clean-up by National Grid (Grid is under a Voluntary Clean-up program).
 - **Harborway on the Erie - Canalfront living, working and playing** compliments the planned "private" construction of mixed residential and commercial development on the banks of the Erie Canal by improving the infrastructure and amenities related to the planned development. The City of Rome portion of the project would include streets, creation of a

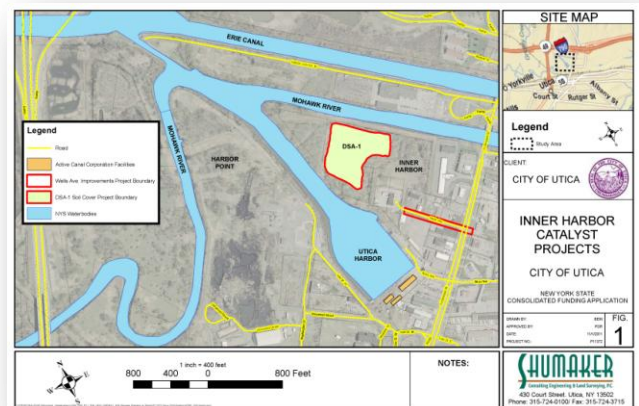
seawall, enhancements to water and sewage systems necessary to support proposed and future development, parking, waterfront marine facilities, and an amphitheater.

- Amsterdam's Waterfront Heritage Area is in the heart of the City of Amsterdam and straddles the north and south banks of the Mohawk River, and has suffered economic and physical decline over the past fifty years. This regional strategy proposes to re-purpose this waterfront area for waterfront recreation, parks, cultural tourism, commercial and residential development, and Main Street Revitalization. The State Canal Trail runs through the south shore of the Waterfront Heritage Area and linkages to and amenities in support of the Canalway will be enhanced.
- ***Estimated Cost: In excess of \$100 million; REDC Requested Investment \$30 million in CFA funding over five years to help foster a phased implementation plan for these development opportunities.***

Recommended 2012 NYS Action: the MVREDC recommends approval of the following investments:

- **NYS Funding for the Erie Canal Canalway Trail that runs from Rome to Amsterdam, Estimated Cost of \$25.5 million (funding may likely be required outside the REDC process)**
- **2012 Priority Project funding of \$2.5 million and \$3.5 million in CFA funding**
- **2013-2016 Mohawk Valley Waterfront Development Opportunity Fund with \$24.0 million to be funded through the CFA process over the next five years**

In addition to projects, which directly provide employment opportunities, the region's economic revitalization is also dependent on improving the quality of life within neighborhoods and communities. Key elements of improving quality of life, which attracts community re-investment and promote economic revitalization, include maintaining and developing affordable housing, rehabilitation of deteriorated housing within older urban communities, and public improvement projects, such as streetscapes and recreational facilities. The provision of a sound housing stock and affordable housing opportunities are important to economic revitalization. The MVREDC notes there are several CFA applications that would address part of the region's housing needs. The MVREDC also believes that the region needs to explore opportunities to attract housing initiatives that will cater to the needs of younger professionals and provide the proper mix of housing that will complement the aspects of this plan that has transformational components. Loft housing, housing along waterfronts, and development of townhouses, condominiums and middle-income rental housing should be part of the region's overall development agenda.



Strategy 5 – Strengthen Government and Civic Effectiveness

The region's ability to re-invent itself also requires that emphasis be placed on modernizing the region's system of governance and civic institutions to create a business climate that will:

- Foster an environment that promotes entrepreneurship
- Be conducive to attracting private capital that nurtures the expansion of existing businesses and the attraction of new businesses

Strategies to be considered include:

- Opportunities for regionalization of governments, consolidation of services across jurisdictional boundaries, cross-sectoral partnerships, and modernization of governmental systems and services through the use of technology.
- Identify opportunities for revenue sharing and tax base sharing arrangements to achieve overarching economic development objectives that change the culture of government from being focused on consumption to being focused on where government investments will achieve longer term economic development objectives.
- Partner with regional media outlets to develop communication channels to help champion the region's assets, strengths, and potential for success.

The focus for the MVREDC will be to pursue an agenda that includes the following:

- **Mandate Relief:** Local governments throughout Upstate require major mandate relief, which takes on greater importance given the imposition of a tax cap that will only further squeeze local government budgets. A tax cap without major mandate relief is a recipe for major upheaval in local government finances and may push some communities into financial chaos.
- **Tax Base Sharing Arrangements/Local Government Funding for Economic Development:** The framework for Regional Economic Development offers an opportunity for New York State to align resources regionally so that there are more broadly based and comprehensively focused investments that will produce transformational gains for regions. The same can and should be said for governments at the local level. The concept of tax base sharing arrangements, PILOT Increment Financing, or a set-aside out of the local share of sales tax for economic development initiatives should be considered regionally or on a county by county basis. The Schenectady Metroplex model of utilizing a portion of the county share of sales tax receipts as a dedicated revenue stream for economic development is an example of best practices that should be looked at as a way to support an investment strategy that is not predominately reliant on state and federal funds.
- **Cross Sectoral Partnerships:** While the REDC is not empowered to institute changes in the operations and structure of government, it can be a catalyst for convening key stakeholders from economic development, tourism chambers of commerce, charitable foundations, workforce development, major education and healthcare institutions, and local government to identify areas of common interest, potential areas for collaboration, and focus discussion on regional topics in such areas as:

- Marketing and business attraction initiatives
 - Tourism promotion
 - Workforce Development efforts
 - Issues impacting the region's community and economic development (e.g. healthcare services and physician recruitment, enabling the region's colleges to play a greater catalytic role in community and economic development)
 - Regional advocacy in Albany to secure resources that will support major cross regional needs (infrastructure funding, transportation enhancements, regulatory relief, and state legislation that will support opportunities for local governments to consolidate or regionalize services)
- **Best Practices Survey:** The region needs to seek out examples of best practices among local governments on consolidation and regionalization, shared services, joint governmental initiatives and determine whether they can be replicated elsewhere to achieve the overarching objective that will promote governmental efficiency and modernization. The MVREDC and its peers from the other regions should also meet to develop a broader agenda of options that can be the focus of government modernization. Such recommendations and initiatives should be presented to the SAGE Commission, New York Association of Counties, New York Council of Mayors, and the Association of Towns and Villages. The focus should be on how to pursue governmental modernization and efficiency measures that will achieve mandate relief and force government to assess tax value propositions and how that affects businesses and economic development.
 - **Regional Public Relations and Communications Plan:** The MVREDC should look at how it can better build regional identity and regional consensus. At a minimum, the MVREDC should link web sites, newsletters, and various communications plans to develop a Mohawk Valley Regional Economic Development Communications Plan that will champion the region's assets and development initiatives, and focus attention on issues of common interest and concern. Beyond the development of this regional strategy, the MVREDC should partner with the region's media outlets and be a voice that communicates its goals, objectives and the regional priorities that will transform the Mohawk Valley's economy.



Utica Parks Conservancy

Mohawk Valley Regional Economic Development Council Summary of Funding by Strategy

Total investment by Strategy of Priority Projects and Regionally Significant Projects

		Requested NYS Investment				
Strategy	Total Investment	REDC Priority Project Investment	Economic Transformation Program Investment	CFA Request	Project Funding 2013-2016	Combined State Funding Request
1	\$275,396,000	\$20,050,000	\$ 3,632,500	\$ 4,865,000	\$ 16,000,000	\$ 44,547,500
2	\$107,976,320	\$11,300,000		\$ 10,200,000	\$ 800,000	\$ 22,300,000
3	\$ 4,445,000	\$ 150,000		\$ 392,500	\$ 1,500,000	\$ 2,042,500
4	\$512,166,000	\$ 8,500,000	\$10,367,500	\$161,047,500	\$133,075,000	\$313,590,000
5	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$899,983,320	\$40,000,000	\$14,000,000	\$176,505,000	\$151,975,000	\$382,480,000



Ioxus- Oneonta, NY

Priority Projects Regional Implementation Agenda and Matrix



Section 6



**Mohawk Valley
Regional Economic Development Council**

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MVREDC Priority Projects (Full write-up in Appendix C)

Strategy	Strategy Investment Tracks	Requested NYS Investment			
		Total Investment	MVREDC Priority Project Request	Economic Transformation Program Funding	CFA Funding Application
1	Enhance Regional Concentrations				
	Business Investments	\$236,696,000	\$18,850,000	\$3,632,500	\$ 865,000
	MVREDC Regional Revolving Loan Fund/Microenterprise Grant Program	\$ 38,500,000	\$ 1,200,000		\$3,800,000
2	Workforce Alignment & Education				
	Computer Chip Commercialization Integration Center & Center for Advanced Technology/ SUNYIT-CNSE	\$ 92,900,000	\$ 10,400,000		\$4,600,000
	MVCC A&P Program	\$ 1,000,000	\$ 200,000		
	Herkimer County Community College – Growing Healthcare Initiative	\$ 625,000	\$ 325,000		\$ 100,000
	Hartwick College – Meeting Healthcare Needs Upstate NY	\$ 1,026,320	\$ 250,000		
	Milford School District – CORE Initiative	\$ 425,000	\$ 125,000		
3	Innovation Enabling Infrastructure				
	Mohawk Valley Ventures	\$ 50,000	\$ 50,000		
	Mohawk Valley Regional Sandbox Initiative	\$ 100,000	\$ 100,000		
4	Increasing Spatial Efficiencies				
4 (a)	Marcy Nanocenter – Upgrade County Interceptor	\$ 8,500,000	\$ 4,000,000		\$1,000,000
4(c)	Mohawk Valley Brownfield Opportunity Development Fund	\$75,000,000	\$ 2,000,000	\$3,000,000	\$3,000,000
4(e)	Mohawk Valley Waterfront Development Opportunity Fund	\$30,000,000	\$ 2,500,000		\$3,500,000
	Total	\$484,822,320	\$40,000,000	\$ 6,632,500	\$16,865,000

Priority Project Implementation Matrix

Strategy	Priority Project Name/Job Impact	County	Timing	Total Investment (\$000)	Years 2012-2016				
1	Enhance Regional Concentrations – Business Attractions & Business Expansion Investments				1	2	3	4	5
	Fage USA Dairy, Inc Job Retention: 160 Job Creation: 150	Fulton	- Construction of building & Installation of M&E: 2012-2013 (September 2013) - Pretreatment Facility: 2012-2013 (requires permitting approvals through NYSDEC)	\$100,130	✓	✓			
	Project Saturn Job Retention: 125 Job Creation: 35	Oneida	- Company is seeking parent company approval, which is expected sometime in 1st Qtr. 2012. - Approval is contingent on approval of a power allocation through Recharge NY and a competitive incentives package. - Total investment is expected to be completed and in place by 2nd Qtr. Of 2013	\$ 35,000	✓	✓			
	Project Made in the USA Job Creation: Phase I 50 Phase II: 500	Montgomery	- Phase I investment (\$2.7 M) involves purchase/renovation and equipping of existing building for assembly of Made in USA footwear. - Phase II investment (\$22.32 M) would be construction of new facility at Florida Business Park. - Company is completing site selection decision	\$25,200	✓	✓	✓	✓	
	Project Top Hat Job Retention: 1,600 Job Creation: 1,000 to 1,200 (split between two facilities)	Oneida and Onondaga	- Potential relocation of 1,000 – 1,200 jobs split between Oneida and Onondaga Counties as part of realignment of Accounting/Client Support functions to high performing growth centers in MV and CNY regions. - Company evaluation is centered on a 2012-2013 decision based on internal financial discussions - Company is reviewing costs to complete move. - Job increases to be completed over four year timeframe	\$TBD	✓	✓	✓	✓	

Strategy	Priority Project Name/Job Impact	County	Timing	Total Investment (\$000)	Years 2012-2016				
					1	2	3	4	5
	Project Oz Job Retention: 75 Job Creation: 30	Oneida	- Finalize ground lease with Oneida County - 2nd Qtr. 2012 - Finalize lease proposal for Griffiss Nose Dock with Project Oz – 2nd Qtr. 2012 - Design building improvements - (approx. 2 months) July 2012 - Bidding/Bid Award - August 2012 - Construction September 2012 – April 2013 - Tenant fitout – May – June 2013 - Proposed Occupancy June 2013	\$ 3,460	✓	✓			
	Ommegang Brewery Job Retention: 60 Job Creation: 20 - 25	Otsego	Project involves ongoing capital investments over four year period (2012-2015) to expand brewery operation	\$11,000	✓	✓	✓	✓	✓
	Project Snax Job Retention: 125 Job Creation: 25	Montgomery	- Company has optioned site for \$18M expansion - Planning & engineering underway - Coordination by local economic development officials and NYSDOT on road access to/from State HWY 5S - Construction to begin 4th Qtr. 2011 - Road and utility extensions (\$820K) April 2012 - Project Completion September 2013	\$18,820	✓	✓			
	Project Cardinal Job Retention: 120 Job Creation: 20	Oneida	- Company has rights to expansion space in new facility for fast growing Cybersecurity engineering company - Company is working with GLDC subsidiary on programming document for planned expansion - Sublease approval extension anticipated in April 2012 - Programming document for space layouts and MEP requirements June 2012 - Pricing and bid award August 2012 - Construction November 2012 - Occupancy 1st Qtr. 2013	\$ 1,151	✓	✓			

Strategy	Priority Project Name/Job Impact	County	Timing	Total Investment (\$000)	Years 2012-2016				
					1	2	3	4	5
	Cobleskill Brewing Company Job Creation: 50 to 80	Schoharie	- Project involves reuse of former Guilford Mills building in Cobleskill for a craft brewery - Project developers are formalizing timeframe for project and working on potential financing	\$ 5,000	✓	✓	✓	✓	✓
1	Enhance Regional Concentrations – Small Business Investments				1	2	3	4	5
	Mohawk Valley Regional Revolving Loan Fund Job Retention/Creation 750	MV Region	- Capitalize over five-years \$7.5 M RLF for MV Region to provide 50 loans to qualified small business recipients - Target approval and closure of 10 loans/year	\$7,500	✓	✓	✓	✓	✓
	Mohawk Valley Microenterprise Grant Fund Job Retention/Creation 250	MV Region	- Capitalize over two years a \$2.5 M Microenterprise Grant Program to spur small business investments and start-ups within MV Region - Target approval of 100 Microenterprise grants for qualified small businesses - Approve and close on 20 microenterprise grants each year for five years	\$2,500	✓	✓	✓	✓	✓
2	Workforce Alignment and Education				1	2	3	4	5
	SUNYIT-CNSE Computer Chip Commercialization Center/SUNYIT CAT Job Creation: 450	Oneida	- Project Developer selection November 2011 - Project Financing March 2012 - Project Leasing March 2012 - CAT Construction April 2012 - Design Documents/SEQRA for CCIC May 2012 - CCIC Construction June 2012 - Project Completion August 2013	\$92,900	✓	✓	✓		
	MVCC A&P Program Projected A&P Grads: 250-375 over five yrs.	Oneida	- Equipment purchases required to enhance MVCC's A&P Program - Equipment purchases 2012-2016	\$ 1,000	✓	✓	✓	✓	✓

Strategy	Priority Project Name/Job Impact	County	Timing	Total Investment (\$000)	Years 2012-2016				
					1	2	3	4	5
	HCCCC- Growing Healthcare Professional Program Project Certificates & Degrees: 75 over five years	Herkimer	- Program to be in place for 2012-2013 academic year - Secure \$300 K in capstone funding for completion of science lab renovations - Complete coursework development – 50% complete - Apply to SUNY & State Ed for Certificate Approval - Finalize agreements with non-profit healthcare agencies for on-site employer funded training - Market Programs in healthcare career path & hire instructional staff		✓	✓	✓	✓	✓
	Hartwick College Meeting Healthcare Needs in Upstate NY Degrees issued: 90 over five years	Otsego	- Purchase of simulation equipment, faculty training, Spring 2012 - Curriculum development using distance education, Summer 2012 - Faculty training, Fall 2012 - Enrollment of students, implementation of distance education, and use of simulation equipment, Spring 2012 - Enrollment of students, implementation of distance education, and use of simulation equipment	\$1,026.32	✓	✓	✓	✓	✓
	Milford School District – CORE	Otsego	- Roll out CORE Initiate; Fall 2011 - Create 6 Job Zone videos, CORE Marketing, Promotion, Outreach, Participant Signups, Fall 2011 - Curriculum/Services Developed in Content Areas, CORE Website Preparation/Updates, April 2012 - Open CORE Initiative Institute and offer courses Summer 2012 - Project Lead the Way into one 9-12 grade school system, Fall 2012	\$ 425	✓	✓	✓	✓	✓
3	Innovation Enabling Infrastructure				1	2	3	4	5
	Mohawk Valley Ventures	Mohawk Valley Region	Complete assessment for Mohawk Valley Ventures Fund with potential stakeholders	\$3,050	✓	✓	✓	✓	✓

Strategy	Priority Project Name/Job Impact	County	Timing	Total Investment (\$000)	Years 2012-2016				
					1	2	3	4	5
	Mohawk Valley Sandbox Program	Mohawk Valley Region	For 2012 – 2013 Set up MV Sandbox Program in at least two counties to assist in entrepreneurial initiatives	\$ 100	✓	✓	✓	✓	✓
4	Increasing Spatial Efficiencies				1	2	3	4	5
4(a)	Marcy Nanocenter – County Interceptor Upgrade Potential Job Creation: 1,500 & 4,500-6,000 indirect jobs	Oneida	- Design Engineering Contract awarded, November 2011 - Complete project design & permitting June 2012 - Project Bidding July 2012 - Project Award August 2012 - Construction September 2012-December 2013	\$8,500	✓	✓	✓		
4(c)	Mohawk Valley Brownfield Opportunity Development Fund	Mohawk Valley Region	- Program is part of a \$75 million five-year program for approximately 11 BOA sites in region 2012 funds will be for completion of BOA strategies and Engineering Plans for 2-4 BOA projects that will be selected by MVREDC 2012 funds to the extent available will be used to undertake at least one and hopefully two projects that involve environmental remediation, and/or RESTORE type activities (e.g., demolition, building renovation, and site improvements) with completion by 4th Qtr. 2013. 2013-2016 activities will be phased based on resources awarded - Goal will be to implement and complete 12-15 BOA projects over five-year period - Brownfield Opportunity Development Fund will also require preparation of Reuse Plans and marketing of sites for prospective end-use activities	\$75,000	✓	✓	✓	✓	✓
4(e)	Mohawk Valley Waterfront Development Opportunity Fund	Mohawk Valley Region	- Program is part of \$30 M regional program to redevelopment waterfront properties within region. - Program activities would include completion of development plans and implementation strategies 2012 funds will assist with planning, engineering plans for three to five waterfront development projects within region 2012 funds will be used for other implementation activities including site acquisition, easements, BOA development activities	\$30,000	✓	✓	✓	✓	✓
	Total:			\$484,822.32					

Regionally Significant Projects



Section 7

**Mohawk Valley
Regional Economic Development Council**

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	Regionally Significant Projects (Full Description in Appendix C)			
Strategy	Strategy Investment Tracks	2012 CFA Application	2012 Economic Transformation	2013-2016
1	Enhance Regional Concentrations			
PP	Business Investments	\$ 865,000	\$ 3,632,500	\$11,000,000
PP	MVREDC RLF/Microenterprise Program	\$ 3,800,000		\$ 5,000,000
	Schoharie County Small Business Disaster Fund	\$ 200,000		
2	Workforce Alignment & Education			
PP	SUNYIT-CNSE- Computer Chip Integration Commercialization Center/CAT	\$ 4,600,000		
	MMRL & SUNYIT Bioinformatics Institute	\$ 5,000,000		
PP	MVCC A&P Program			\$ 800,000
PP	HCCC – Growing Healthcare Initiative	\$ 100,000		
	Utica College Gordon Science Renovation Project	\$ 500,000		
3	Innovation Enabling Infrastructure			
	Cybersecurity Business Accelerator – Griffiss Institute	\$ 392,500		
PP	Mohawk Valley Regional Sandbox Program			
PP	Mohawk Valley Ventures			\$1,500,000
4	Increasing Spatial Efficiencies			
4 (a) PP	Marcy NanoCenter – Upgrade County Interceptor	\$ 1,000,000		
4 (a)	Marcy Nanocenter – Ring Road Project	\$ 5,000,000		
4 (a)	Griffiss Business & Technology Park – State Route 825 Project	\$ 8,400,000		
4 (a)	GUSC Renewable Energy Project – Griffiss Business & Technology Park	\$ 2,000,000		
4 (a)	Griffiss Demolition Program	\$ 450,000		\$1,000,000
4 (a)	Florida Business Park		\$ 200,000	
4 (a)	Glen Canal View Business Park	\$ 375,000	\$ 375,000	
4 (a)	Tryon Technology Park and Incubator Center		\$ 425,000	\$3,575,000
4 (a)	Regional Business Park – Montgomery & Fulton Counties	\$1,250,000	\$ 1,250,000	
4 (a)	State Route 5S Access Road & Infrastructure Improvements – Project Snax Project		\$ 250,000	
4 (a)	East Herkimer Wastewater Treatment Plant Upgrade/Sewer Extension former MDS Site	\$ 2,000,000		
	Subtotal	\$35,932,500	\$ 6,132,500	\$22,875,000

	Regionally Significant Projects			
Strategy	Strategy Investment Tracks	2012 CFA Funding Application	2012 Economic Transformation	2013-2016
4 (a)	Pony Farm Industrial Park			\$ 600,000
4 (a)	Oneida County Business Park	\$ 8,867,500	\$1,767,500	
4	Increasing Spatial Efficiencies			
4 (b)	Sewer Improvements Oneida County Sewer District/Split Flow & Sewage Treatment Plant	\$ 46,000,000		
4 (b)	Sewer Improvements-Communities Tributary to Oneida County SSO Mitigation	\$ 37,500,000		
4 (b)	City of Utica Sewer Separation Projects – Long Term Control Plan	\$ 7,150,000		
4 (b)	Amsterdam District Wide Sewer Improvements (CSO Mitigation)	\$ 10,450,000		
4 (b)	Amsterdam District Wide Water Improvements	\$ 11,300,000		
4	Increasing Spatial Efficiencies			
4 (b)	Otsego County Broadband Access			\$ 7,000,000
4 (b)	Schoharie County Broadband Access			\$ 5,000,000
4 (b)	Mohawk Valley Broadband Access – Northland Communications Project (Oneida & Herkimer County)	\$ 700,000		
4 (b)	Route 7 Water/Sewer Extension – Cobleskill	\$ 1,000,000	\$ 3,100,000	
4	Increasing Spatial Efficiencies			
4 (C) PP	Mohawk Valley Brownfield Opportunity Area Fund	\$ 3,000,000	\$ 3,000,000	\$ 67,000,000
4 (c)	Rome Cable Brownfields – Remediation/Demolition Bldg. 4 Complex	\$ 3,600,000		
	Subtotal:	\$129,567,500	\$ 7,867,500	\$ 79,600,000

	Regionally Significant Projects			
Strategy	Strategy Investment Tracks	2012 CFA Funding Application	2012 Economic Transformation	2013-2016
4	Increasing Spatial Efficiencies			
4 (d)	Mohawk Valley Main Street Initiative	\$ 2,250,000		
4 (d)	Foothills Performing Arts Center	\$ 1,155,000		
4 (d)	Utica Auditorium	\$ 2,100,000		
4 (d)	Rome Capitol Theatre	\$ 2,000,000		
4	Increasing Spatial Efficiencies			
4 (e)	Canalway Trails Improvements (Rome-Amsterdam)			\$ 25,500,000
4 (e) PP	Mohawk Valley Waterfront Development Opportunity Fund	\$ 3,500,000		\$ 24,000,000
	Subtotal:	\$ 11,005,000	\$ 0	\$ 49,500,000
	Total:	\$176,505,000	\$ 14,000,000	\$151,975,000

PP= Priority Projects. The 2012 CFA request for Priority Projects is \$16,865,000; and the 2012 request from the Economic Transformation Area Program is \$6,632,500.

For Other Regionally Significant Projects, the 2012 CFA request is \$159,640,000; and the 2012 request from the Economic Transformation Area Project is \$7,367,500.

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Performance Measures



Section 8



**Mohawk Valley
Regional Economic Development Council**

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Performance Measures

The MVREDC performance measurement matrix is a combination of both qualitative and quantitative metrics, which will be tracked and analyzed over the life of the strategic plan as a means of understanding the plan's impact and relative success over time, as well as providing the regional council with the tools and information necessary to adjust the plan for future circumstances and outcomes.

1. **Qualitative Metrics** –Traditionally scored externally or by a larger body (in this case the MVREDC or the public if they so choose). Qualitative metrics are scored annually and are a subjective means of “taking a strategic temperature”. Qualitative metrics provide the MVREDC with customer satisfaction data and with the plan's relative, perceived success over time.
 - a. **Strategic Need Analysis** – Each strategy is ranked on a scale of 1-5 (5 being the greatest need, 1 being the smallest need) and for the Current period being measured, the Immediate Future (Years 2-5), and Long-Term (5 Years+). The scores are tallied, and presumably the score will reflect a relative level of importance for each strategy at the time of measurement.

Example:

Enhance Regional Concentrations receives a current need score of 5, an immediate need score of 5, and a long-term need score of 5, giving it the highest strategic need score possible (15). The best score that the remaining four could receive is 12 (4+4+4), after that 9 (3+3+3)...etc.
 - b. **Vision Effectiveness** – Each strategy is ranked on a scale of 1 to 5, but this time we are measuring the relative effectiveness that each strategy has at meeting the key components of the vision statement
2. **Quantitative Metrics** – Quantitative metrics are used to measure objectively the projected goals and outcomes outlined in the plan's economic development strategies. Additionally, the matrix includes more traditional economic development metrics (like job creation), but does so utilizing unique MVREDC strategy qualifiers (i.e. – new jobs created in Downtown/Main Streets). This tool will provide the regional council with fact-based data that will reflect the core economic impacts of the strategy over time.

Qualitative Metrics

Strategy	Strategic Need Analysis			
	Current (Rank 5-1)	Immediate Future (Rank 5-1)	Long-Term (Rank 5-1)	Strategic Need Score (Total)
Enhance Regional Concentrations				
Workforce Alignment and Education				
Innovation Enabling Infrastructure				
Increase Spatial Efficiency				
Strengthen Government and Civic Effectiveness				

Strategy	Vision Effectiveness Metrics					
	Economic Diversification (Rank 5-1)	Efficiency, Collaboration, and Inclusiveness (Rank 5-1)	Cultivate, Attract, and Empower Skilled Workers (Rank 5-1)	Preserve and Grow Existing Resources (Rank 5-1)	Rewarding Quality of Life for All (Rank 5-1)	Vision Effectiveness Score (Total)
Enhance Regional Concentrations						
Workforce Alignment and Education						
Innovation Enabling Infrastructure						
Increase Spatial Efficiency						
Strengthen Government and Civic Effectiveness						

Quantitative Metrics- Capital Investment

Strategy	Capital Investment					
	Capital Investment – NYS (\$)	Capital Investment – MV (\$)	Capital Investment Brownfield – NYS (\$)	Capital Investment Brownfield – MV (\$)	Capital Investment Main Streets – NYS (\$)	Capital Investment Main Streets – MV (\$)
Enhance Regional Concentrations						
Workforce Alignment and Education						
Innovation Enabling Infrastructure						
Increase Spatial Efficiency						
Strengthen Government and Civic Effectiveness						

Strategy	Capital Investment					
	Capital Investment Tourism – NYS (\$)	Capital Investment Tourism – MV (\$)	Capital Investment in Firms <10 Employees – NYS (\$)	Capital Investment in Firms <10 Employees – MV (\$)	Capital Investment Critical Infrastructure – NYS (\$)	Capital Investment Critical Infrastructure – MV (\$)
Enhance Regional Concentrations						
Workforce Alignment and Education						
Innovation Enabling Infrastructure						
Increase Spatial Efficiency						
Strengthen Government and Civic Effectiveness						

Quantitative Metrics- Workforce

Strategy	Workforce			
	Workforce Training Investment – NYS (\$)	Workforce Training Investment – MV (\$)	Workforce Training Investment - Displaced/Low-Mod (\$)	Workforce Training Investment - Regional Concentrations (\$)
Enhance Regional Concentrations				
Workforce Alignment and Education				
Innovation Enabling Infrastructure				
Increase Spatial Efficiency				
Strengthen Government and Civic Effectiveness				

Quantitative Metrics- Job and Business Creation/Retention

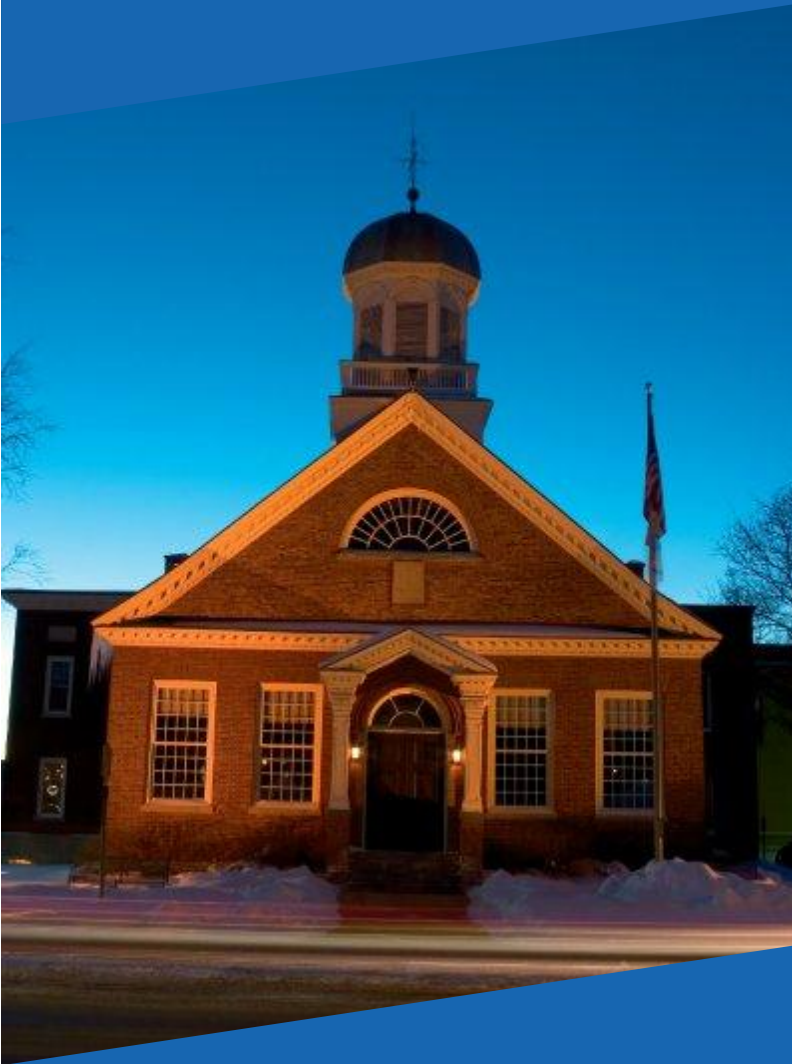
Strategy	Job and Business Creation/Retention				
	Job Creation (# Jobs)	Job Retention (# Jobs)	Job Creation in Regional Concentrations (# Jobs)	Job Retention in Regional Concentrations (# Jobs)	Job Creation in Firms with <10 Employees (# Jobs)
Enhance Regional Concentrations					
Workforce Alignment and Education					
Innovation Enabling Infrastructure					
Increase Spatial Efficiency					
Strengthen Government and Civic Effectiveness					

Strategy	Job and Business Creation/Retention			
	Percentage Reduction of Vacancy - Main Streets (%)	New Business Launches (# New Businesses)	New Business Launches - Main Streets (# New Businesses)	New Business Launches - Regional Concentrations (# New Businesses)
Enhance Regional Concentrations				
Workforce Alignment and Education				
Innovation Enabling Infrastructure				
Increase Spatial Efficiency				
Strengthen Government and Civic Effectiveness				

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Policy Recommendations

Section 9



**Mohawk Valley
Regional Economic Development Council**

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The MVREDC Strategic Plan lays out a five-year framework for guiding the Mohawk Valley Region's economic renewal. Besides the proposed investments that are essential to promote transformational changes, there is also a need to examine public policy at all levels of government to strike a proper balance between taxation, administrative regulation, and other government actions that directly influence decision-makers by businesses, particularly when it comes to deciding where and how much they want to invest. The policy and recommendations outlined below will strengthen the ability of the Mohawk Valley to realize the positive impacts that it believes are possible with the implementation agenda outlined in this Strategic Plan.

1. Tax and Regulatory Impact on Businesses and Regional Concentrations: Throughout the public participation process, public comments referenced the State's unfriendly business climate. The current tax and regulatory climate in all public information sessions is generally viewed as a major disincentive, which makes it more difficult to attract private investment and encourage businesses to expand or locate in New York. The current environment also places existing businesses at "flight risk" as more and more of them consider other states as alternatives to New York.

Despite the positive achievements realized by the Governor and the Legislature in the past legislative session, New York still has the dubious distinction of having the highest rate of taxation in the nation when looking at combined state-local taxes. This not only causes businesses to look elsewhere when making investment decisions, it also makes it difficult for businesses to attract and retain talent given the tax disadvantage of living in New York vs. other states.

Compounding the problem, the State is not competitive when factoring energy costs, worker compensation costs, and other costs that when added together weaken the State's competitive posture. On balance, the combined regulatory and tax implications of being in New York diminish the many otherwise advantages that make New York an attractive and compelling location. The net effect is that the trade-offs for many businesses do not justify the business value proposition of choosing New York over a non-New York state option.

1. Taxation and Regulatory Impacts on the Insurance Industry: One industry sector that suffers from the overreaches of the State's taxation and regulatory policies is the Insurance Industry. The insurance industry is a major employer in the Mohawk Valley. There are fifteen insurance back office operations located within the Mohawk Valley, with over 4,400 employees and paying average wages of \$51,101 per year (NYS Department of Labor).

Over-regulation and ever-increasing fees and assessments are sapping this industry's competitiveness and its overall profitability, which reduces its potential for more growth in New York. It takes 42 to 50 percent longer for insurance companies in New York to secure NYS Department of Insurance approval of rate changes than it does in other states. These delays create greater business risks that make it more difficult for the industry to function in this State.

The Department has the authority to levy fees and assessments on insurers to defray the operating expenses of the Department. This is in addition to the \$4.1 billion in NYS taxes paid each year by this industry. Instead of levying fees and assessments for the limited purpose of defraying its legitimate operating expenses, the Department of Insurance, is instead imposing fees and assessments on the industry for the broader purpose of generating additional revenue to fill State budget gaps.

The insurance industry is but one regionally significant employer that must confront these issues. However, there are other industry sectors where similar issues exist. All of these industry sectors should be reviewed by New York State to see how taxes and fees, government regulations, and other factors affect their ability to grow.

- **Conduct a Sector-by-Sector Analysis of Industry Clusters to Assess the Impact of Regulatory, and Tax Policies and Identify Recommendations to Catalyze Growth:** Given the impact on the insurance industry, MVREDC recommends a sector-by-sector review be undertaken to assess how State regulations and taxes affect key industry sectors that are viewed as regional economic drivers. From this sector-by-sector review, the State should develop recommendations to remove regulatory barriers, make tax policy changes, bridge regional workforce skills, and better address the needs of industry. In addition, this review can be the basis for realigning the State's education policies, and consider other issues that affect the ability to catalyze growth and support the regional drivers identified by the MVREDC and other Regional Councils.

One industry sector that could benefit from such a review is the Biosciences sector. New York is home to the fourth largest Bioscience cluster in the United States (Milken) and it affects many of the Regional Council areas including the Mohawk Valley. ConMed, which is a medical device manufacturer whose corporate headquarters are located in Utica, is part of this concentration. The manner in which the State treats the Bioscience cluster has a direct bearing on ConMed's ability to maintain jobs here versus making its investments in other domestic and international locations.

2. **Extent of State Agencies Oversight in the Absence of Clear Statutory or Regulatory Authority:** There are numerous instances where State Agencies have attempted to impose regulatory oversight where there is no clear statutory or regulatory basis in place to support their ability to apply such additional regulatory oversight. One example involves the NYS Department of Labor (DOL). The NYS Department of Labor is making an attempt to impose state prevailing wage rates on not-for-profit corporations and local development corporations who act as developers of specific economic development projects, even though the projects in question do not constitute "public work" projects, as such term has traditionally been interpreted by the courts. The DOL claims that there is no distinction between a not-for-profit corporation or local development corporation on the one hand, and a public benefit corporation on the other. Rather, DOL has taken the view that you do not need to be a public benefit corporation but only do things similar to what a public benefit corporation might do in order to be classified as a public benefit corporation.

Further, DOL is broadening the interpretation of what constitutes a "public works" project, even when the project in question is for construction of a commercial building leased to private businesses, with such project having no direct financial support from other direct relationship with a unit of government. DOL's position is not supported by existing state statute, but that has not stopped it from attempting to extend the application of prevailing wage rates to include construction projects that have never been subject to prevailing wage rates in the past.

Not-for-profit corporations and local development corporations have had a long-established role in promoting economic development and undertaking key projects that are essential to creating jobs and improving their local economies. DOL's action creates a significant impediment as the cost to invest in Upstate is being increased. Until this changes, private capital will continue to seek locations where the cost of entry is not overpriced.

Economic Development entities in Rome, the Rochester region and elsewhere in the State have recently received DOL advisory opinions that their projects are subject to prevailing wage rates and those entities have been forced to pursue legal remedies to reverse DOL's decision.

3. Protecting New York's Military Installations from Budget Cuts and Potential BRAC Round: The federal budget deficit will force cuts in funding for all Federal agencies. The Department of Defense (DoD) is facing huge cuts over the next ten years totaling \$450 billion. Further budget cuts could be imposed by another \$400 to \$450 billion if the "Congressional Super Committee" is unable to reach agreement on a long-term budget plan that achieves at least \$1.23 trillion in savings through a combination of budget cuts, closing of tax loopholes, or revenue increases.

New York's military installations could be adversely affected if the cuts exceed what is currently approved under law. There is mounting speculation that a future BRAC (Base Realignment and Closure Commission) round could be established to reduce more military base infrastructure in either 2015 or 2017. The remaining military assets in New York could be affected by a BRAC round or larger budget cuts.

The remaining Mohawk Valley missions (located primarily at Griffiss) includes: The Air Force Research Laboratory (AFRL) with 1,300 civilian, military and private contractors co-located within AFRL facilities; the Defense Finance Accounting Services (DFAS) with nearly 1,200 employees; and the New York Air National Guard Eastern Air Defense Sector (EADS) with approximately 400 employees. The Mohawk Valley Region has already been forced to absorb the loss of Air Force missions as a result of the 1993 and 1995 BRAC rounds. It would be devastating to the Region, and all that has been accomplished since the 1993 and 1995 BRAC rounds, if there were a further loss or reduction in the remaining federal activities located at Griffiss, either through a BRAC round or drastic budget cuts.

MVREDC recommends that New York establish a coalition of key stakeholders from State government and local communities and that State funds be appropriated to help defend these Federal departments and/or agencies and be in a position to strengthen their missions so that they are less susceptible to future budget cuts or a potential BRAC. The primary focus should be to:

- Assess each local federal installation's strengths and weaknesses;
- Study the selection criteria and rationale used during the 2005 BRAC round to make closure and/or realignment decisions;
- Focus on protecting local Federal installations from encroachment issues, identify opportunities to expand their respective missions, and support surge capacity; and
- Set up base visits by senior DoD officials, and the military services and the local congressional delegations to advocate and identify opportunities to strengthen and protect the remaining Federal missions.

State funds should be made available to retain lobbyists and consultants to develop a coherent State strategy to protect the remaining Federal missions. Funds should be set aside to support specific projects that will enhance these Federal missions, reduce military base operating expenses and support capital projects that will help strengthen the presence of key military and other Federal assets.

4. Establish Funding for the Base Redevelopment Program:

In the past, New York has set aside funds to assist in the reuse of former military installations at Plattsburgh, Griffiss, Watervliet and Seneca. By all accounts, this investment has paid major dividends as these former installations have been transformed into valuable regional economic development assets that are creating jobs, generating taxes and fulfilling other community needs.

There are nearly 6,000 jobs at Griffiss. Griffiss has replaced the civilian job loss from the 1993 BRAC round, has attracted more than \$440 million in public and private investment since 1995, and has proven to be a regional economic driver in the Mohawk Valley and greater Upstate region as employees who work at Griffiss come from 20 Upstate counties.

Former military installations are unique in that they were formerly “self-contained cities” and require far more long-term capital programming to support long-term reuse plan activities. Capital needs include, demolition of obsolete buildings, funding to renovate buildings to make them leasable, the need to rationalize and upgrade existing infrastructure systems so that they can be absorbed into the larger municipal setting, extend utilities to support development as part of larger master plan recommendations, and construct special purposes facilities for economic growth. In the case of Griffiss and the Army’s facilities at Watervliet there could be additional opportunities to consider projects that may strengthen and enhance remaining federal assets located within the Park.

The current CFA process may not treat the capital needs of former military installations appropriately, as many of these capital needs are to support projects that may take longer to realize economic benefits. MVREDC recommends that a fund be created that would enable capital needs at these former military installations to be funded. This dedicated fund could be made available on a competitive basis. This fund could be incorporated into the CFA process and could be used to support ongoing capital improvement programs for these former military installations.

5. Redevelopment of Tryon: The closure of Tryon may provide an opportunity to transform this former State asset into a regional business park serving the Fulton – Montgomery County area. The process used to redevelop this 517-acre site should in many respects, be similar to the process that BRAC communities faced with respect to the closure of military bases. Under BRAC, a clear process that was put in place to support the development of a community reuse plan that would be guided by National Environmental Policy Act, implement all necessary environmental remediation activities, and establish procedures for property disposal pursuant to clear legislative authority to transfer such property to local reuse authorities for specific approved economic development uses. MVREDC recommends that New York State consider a similar approach so that Tryon and other like facilities that have been closed can be appropriately redeveloped.

The MVREDC supports the planned redevelopment of Tryon Technology Park and Incubator Center and believes that action be taken so that property can be transferred under a “no cost” economic development conveyance to the Fulton County Industrial Development Agency so that it can be effectively redeveloped. State legislation may be necessary to make that happen as the current options for transferring surplus State lands are cumbersome and lack certainty.

6. Rebuilding Transportation and Infrastructure Systems: The MVREDC recognizes that the Mohawk Valley Region and other regions around the State have major infrastructure needs that are going unmet and, in all likelihood, may not be satisfied by the funding available to the Regional Councils for Priority Projects or

through the Consolidated Funding Application Process. Throughout New York State, the investment needed to maintain roads and bridges, upgrade aging and failing infrastructure systems, improve broadband connectivity, provide the wherewithal necessary to maintain our rail systems, leverage the tourism potential of the Erie Canal corridor and improve airports is languishing. To help address this looming infrastructure deficit, MVREDC recommends:

- **Secure approval of a State Infrastructure Bond Act:** New York should consider securing approval of a State Infrastructure Bond Act to address major unmet infrastructure needs throughout the State. An Infrastructure Bond Act would help generate funding to complete improvements to road, bridge, and other multi-modal transportation projects that are not being built due to the lack of funding. The Infrastructure Bond Act should also be made available to help upgrade wastewater treatment plants, and address failing water and sewer systems, and increasingly stringent federal and state regulatory requirements. Investments in these infrastructure needs would also provide a necessary economic stimulus to the state's construction industry that will create temporary construction jobs and produce longer-term economic benefits that support major components of the Regional Strategic Plan offered by the MVREDC.

- **Create a Broadband Access Program to Improve Connectivity:** The existing gaps in broadband need to be addressed if the Mohawk Valley Region is to be "regionally networked and globally connected" as expressed in its vision statement. One suggestion is that a Broadband Access Program be created to allow units of local government or eligible not-for-profit entities to borrow funds to extend broadband service, mainly in unserved and underserved areas. The Broadband Access Program could be modeled after the former Industrial Access Program (IAP) with a grant – interest-free loan provision. The IAP Program has a 60 percent grant- 40 percent loan provision, with the loan to be repaid over five years. The Broadband Access Program could use the same ratio with a payback provision of up to fifteen years.

7. **Align CFA Resources to Meet REDC Strategies so that CFA funding is fungible:** The CFA process is a good start in improving the application process for communities, businesses and not-for-profit applicants. However, one of the shortcomings of the CFA process that should be addressed going forward is the need to align dollars to fit the type of projects identified in regional strategies.

As currently designed, the dollars available through the CFA process dictate the type of projects likely to be funded. This will likely create a mismatch on how CFA project requests line up with available resources. More than likely, the biggest mismatch will be that there are more requests for road and infrastructure improvements than these are dollars available to support such requests. This may also include CFA requests for funding to support Brownfield and RESTORE type projects, which may exceed the resources available under the current array of funds available under the CFA process. Other project requests may not exceed the allocation of funds for programs included under the CFA umbrella. Going forward, the goal should be to allocate the dollars and then let the priorities determine the sub-allocation of available funds. The Strategic Plans will provide a solid snap shot of how regions see their needs. Moving forward, it is hoped that the CFA process can be funded so that these needs can be met.

8. Improvements to the CFA Process: MVREDC recommends that Empire State Development convene a group from the Regional Councils and CFA applicants to gain local input on the CFA application process and what changes should be made to improve the CFA process for future applicants. The CFA is a good first step, but there are changes that can be made to improve the on-line application process.

9. Funding Tourism Development Projects and Tourism Infrastructure

Investments: Tourism is a major and growing component of the New York State economy. Based on the most recent Tourism Economics Report for 2010, spending by visitors was \$49.8 billion and supported 674,000 jobs. New York State Tourism generated \$6.5 billion in State and local taxes.

Within the Mohawk Valley Region, visitor spending was \$1.34 billion, supported 22,636 jobs, and generated \$164 million in various State and local taxes. To gain more traction from this industry, New York should consider making investments that will help catalyze additional growth. These investments should include tailoring incentive programs to support tourism development initiatives inasmuch as tourism-related projects do not generally fare well under most existing economic development programs.

A dedicated account for tourism initiatives could be established that would be funded by a fractional increase in the bed tax, or by gaming receipts. The funds would be dedicated to and allotted for, tourism promotional advertising, statewide tourism way finding, tourism incentives funding for projects, and investment in regionally significant recreational and tourism projects.

Two key State investments that would help increase tourism development and economic activity in the Mohawk Valley are:

- Extension of water and sewer lines along NYS Route 7 in Cobleskill to help establish a commercial corridor that can grow in tandem with Howe Cavern's planned growth; and
- Construction of Canalway Trails from Rome to Amsterdam as part of the proposed MVREDC Strategy that would utilize waterfront assets along the Mohawk and Erie Canal corridor for tourism, recreation, commercial and residential development and complements the Mighty Rivers proposal outlined by Congressman Paul Tonko .



Howe Caverns- Howe Caves, NY

10. Funding for Brownfield-RESTORE Activities: Among the pressing needs in Upstate is the need to remediate Brownfield sites and the need to have a RESTORE-type program available. The combination of RESTORE-type funding would complement the Brownfield Clean-up Program to support renovation of vacant buildings so that they can be adapted for reuse, or enable the buildings to be demolished and site improvements made so that the reclaimed property can be reused.

Throughout Upstate, Brownfield development and the adaptive reuse of buildings requires a significant write-down in the costs of these properties so they can be redeveloped. The Mohawk Valley Strategic Plan recommends the funding of the **Mohawk Valley Brownfield Development Opportunity Fund** over the next five years to provide funding for Brownfield restoration projects and RESTORE-type activities using a single funding source to support regional needs and to enable Brownfield Opportunity Area (BOA) strategies to be implemented. The MVREDC Strategic Plan identified eleven BOA sites located within the Mohawk Valley region that would be the focus of the proposed Mohawk Valley Brownfield Development Opportunity Fund and would allow BOA plans to be implemented.

11. State Incentives for Transformational Economic Development Initiatives: The current array of State programs and resources are adequate to support many regional and local economic development purposes. However, the State's economic toolbox is inadequate to support large scale, transformational projects. The State's attempt to convince GE to locate its thin film solar manufacturing plant in New York State would have required special legislation that would have scaled upwards the refundable tax credits that exist under the Excelsior Jobs Program in order to offset the large capital expenditures required by this project. MVREDC recommends that this approach be looked at more closely to make sure that the State is in a competitive position to target mega-scale high technology initiatives that have large capital expenditures and sizeable job impacts.

New York has had considerable success in making investments and getting solid return from its investments in the semiconductor industry that is taking place at CNSE in Albany, Global Foundries and IBM. The investments made on these projects have been tailored as part of negotiated deals and required political consensus from the legislative leadership and the Governor. Generally, these types of projects have been part of an overarching budget agreement.

To realize future successes from the semiconductor, nanoelectronics, clean technology, and other high technology sectors such as Biosciences, the State should develop an overarching incentives structure that can respond quickly to targets of opportunity and fit within the framework of the State's long-term financial picture. MVREDC recommends that, as part of this framework, the State look to enhance the Excelsior Jobs Program. An enhancement of the Excelsior Jobs Program will fill a major piece of the incentives base that would reimburse companies that are making large-scale investments in targeted high technology industries that have large capital expenditure requirements, create large numbers of skilled jobs, and have the potential to develop indirect benefits.

The enhanced Excelsior Jobs Refundable Credits coupled with other State incentives should range from 20 percent to 25 percent of the net present value (NPV) of the cost of the project investment over a ten-year term.

The key features should be enhancements in the refundable investment tax credit, wage tax credit, R&D tax credit, and refunds of Property Taxes/PILOT payments. The program should consider an added feature to reimburse a portion of energy costs to achieve a benchmark "all in" number on energy that makes New York on par with other competitive regions in the United States or elsewhere in the world. Other features to consider would be for construction of specialized technology facilities through a state public benefit corporation or local development corporation with these facilities leased directly to the company on a discounted basis (some write-down of costs to provide an incentive). The asset would be retained by the public benefit corporation and be available for other prospects in the event the facility should become vacant.

12. Industrial Development Agencies: MVREDC believes that the sunset legislation that ended the IDAs' ability to issue civic facility bonds was ill conceived and detrimental to economic development. The IDAs' civic facility bonding authority enabled many qualified-not-for-profit entities, including colleges, hospital and other healthcare facilities to secure tax-exempt bonding authority for projects that created jobs, provided valuable services that the communities needed and helped stimulate construction activity.

The IDA's civic facility bonding authority also provided the cheapest form of financing available to these entities. The Legislature allowed the civic facility bonding authority to lapse because of pressure to impose prevailing wage rates on all tax-exempt bond projects that would be used to support these types of projects.

This would have raised costs for not-for-profit borrowers, and, in the case of healthcare providers would have resulted in costs being passed through to consumers in the form of higher healthcare costs.

The MVREDC believes that this civic facility bonding authority should be restored so that Industrial Development Agencies can support key projects that will complement many of the regional economic drivers identified in this Strategic Plan.

Further, the MVREDC affirms its view that Industrial Development Agencies play a critical role in regional economic development whether it is through the issuance of financing, approving tax incentives or spearheading economic development activities, as is the case in many communities where IDA's are in fact the primary leading entity for economic development. Independent studies have shown that IDA's are an effective conduit for job creation and job retention activities.

13. Education: The Mohawk Valley Region and all regions in the State face challenges to educational achievement and attainment, as well as the development of the skills necessary for the workforce of the 21st-Century. Retaining existing businesses and attracting new companies to the Mohawk Valley Region is centered on a sustainable workforce that has the talent and skills to achieve success. These work and life skills are developed through the primary and secondary educational system and further fostered by the attainment of associate, bachelor and graduate degrees. The current K-12 system is not successfully delivering the necessary results, as evidenced by unacceptable graduation rates ranging in the 75% level across the Mohawk Valley Region. The State Education Department currently calls for a goal of a 90 % high school graduation rate. Students are being delivered into the community without the necessary skills to contribute and succeed. This lack of achievement creates a greater challenge to employers who recruit outside of the Mohawk Valley Region who are skeptical of locating and raising children in underachieving school systems.

New York State must provide the necessary leadership and resources to allow local school systems to amend their current educational programming to allow for successful systemic change. The State must offer incentives and authority to local districts for creative and successful solutions to educating students in the K-12 system that will achieve sustainable life and workforce skills. The Mohawk Valley Regional business community cannot be sustained or grow into the 21st century without employees that are trained, skilled and functionally able to adapt to the ever-changing work environment.

Conclusion



Section 10



**Mohawk Valley
Regional Economic Development Council**

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Historically, the power of place was the principal economic development driver in the Mohawk Valley Region. This Strategic Plan will build a new economy, where virtual connections are established. These new links will bind concentrations of innovation by cultivating ideas into new business ventures by utilizing higher education and existing R&D institutions as engines of economic growth. This new economy will strengthen both the regional network, as well as the region's global presence and positioning.

In addition to the creation of a new, information driven economy, this Plan also proposes the reclamation of the region's historical and industrial heritage, through the redevelopment of its Brownfields, downtowns, Main Street corridors, and waterfronts.

It is the intent of this plan that its contents will not just interest the citizens who are most familiar with the region's strengths and weaknesses, but that it may also stimulate the youth of our region to reach forward to the highest level of excellence in the future.



Oriskany National Monument



Clinton, NY

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Appendices A-D



Appendix

**Mohawk Valley
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MVREDC Project Priority Criteria Funding Tracks:

1. Business Investments
2. Entrepreneurship & Small Business Investments
3. Transportation & Infrastructure Improvements
4. Downtown/Main Street Development & Brownfield Investments
5. Business Park and Industrial Park Investments
6. Workforce Development Investments
7. Cultural & Tourism Investments
8. Housing & Community Development Investments

The Mohawk Valley REDC priority project criteria will give priority to projects aligned along the following funding tracks:

Business Investments – Supports capital expenditures that facilitate an employer’s ability to create new jobs in NYS or retain jobs that are otherwise in jeopardy; also facilitates the attraction of new business investments that are part of key regional clusters (regional economic drivers), or statewide/cross-regional attraction efforts that would have a transformational economic impact.

Entrepreneurship & Small Business Investments - Supports creation of local and regional strategies that promote micro-enterprise, entrepreneurship and assist small businesses by accelerating the rate of new business formation and local business expansion activities.

Transportation & Infrastructure Investments – Supports strategies that seek funding for transportation and infrastructure investments that are critical to attract new businesses that are part of a statewide, cross-regional partnership attraction efforts; supports expansion projects by existing businesses; complies with regulatory requirements; or enhances critical regional assets.

Downtown Development, Main Street & Brownfield Investments – This has 2 sub-tracks:

Downtown Development and Main Street Investments would prioritize projects where funding is required for rehabilitation or new construction, site assemblage and site clearance activities for projects that are part of a downtown development or Main Street improvement program. Key activities would be earmarked for projects and activities that promote the expansion of cultural and tourism projects adaptive reuse of vacant or underutilized buildings, expansion of parking facilities and parking lots, streetscape/Main Street improvements or projects that are directly related to the creation or retention of jobs within downtowns.

Brownfield Investments would prioritize funding and tax credits to undertake environmental investigations, clean-up activities, and building demolition to enable communities to reclaim properties that are an integral part of a regional or local redevelopment activity.

Business Park and Industrial Park Investments – Supports projects that create, expand or re-purpose existing Business Parks and Industrial Parks. Key funding priorities would include construction/reconstruction of access roads, expansion and upgrades to infrastructure systems, provide utility relocations, assist in site assemblage, and implementation of wetland mitigation activities, site planning, permitting and EIS/SEQRA reviews.

Workforce Development & Education Investments – Supports regional and local strategies that will expand the supply of appropriately skilled workers to meet employer demands, and increased demand required for skilled workers by cultivating appropriate firms/jobs. Priority projects would also include consideration of strategies that target training and education for disadvantaged, dislocated, underemployed and incumbent worker training.

Cultural and Tourism Investments – Supports direct capital expenditures related to projects that would develop or assist in the expansion of cultural and tourism projects.

Housing & Community Development Investments – would support projects that would undertake housing projects in urban and rural communities, initiatives that would reduce travel for work, and other community development investments that are part of local or regional plans.

MVREDC Priority Project Scoring Criteria

	Criterion	Weight	Business Investments	Entrepreneurship & Small Business Investments	Transportation & Infrastructure Investments	Downtown Main Street & Brownfield Investments	Business Park & Industrial Park Investments	Work force & Education Investments	Cultural & Tourism Investments	Housing & Community Development Investments
			100	100	100	100	100	100	100	100
1	Project is Consistent with MV REDC Strategy – Leverage Points	10%	10	10	10	10	10	10	10	10
2	Located in Distressed Census Tract ¹ or Economic Transformation Area	3%	3	3	3	3	3	3	3	3
3	Leverages Public/Private/Not for Profit Funds	7%	7	7	7	7	7	7	7	7
4	ROI and Economic Impact ²	5%	5	5	5	5	5	5	5	5
5	Targets disadvantaged, dislocated or underemployed population	3%	3	3	3	3	3	3	3	3
6	Creates Specialized Training Initiatives and or targets employment opportunities to 2 Yr community college or 4 Yr./Graduate School population	3%	3	3	3	3	3	3	3	3
7	Has support from municipality where project is located and has support from other public, private, not-for profit corporation stakeholders	3%	3	3	3	3	3	3	3	3
8	Project has Transformational Impact	7%	7	7	7	7	7	7	7	7
9	Project is part of a statewide or cross-regional strategy/partnerships	5%	5	5	5	5	5	5	5	5

	Criterion	Weight	Business Investments	Entrepreneurship & Small Business Investments	Transportation & Infrastructure Investments	Downtown Main Street & Brownfield Investments	Business Park & Industrial Park Investments	Work Force & Education Investments	Cultural & Tourism Investments	Housing & Community Development Investments
10	Project embraces government efficiency & modernization objectives	4%	4	4	4	4	4	4	4	4
11	Project supports federal-state regulatory requirements, or provides a revenue stream to support larger public investments (e.g., user fees for water/sewer improvements, ground lease for airport, university public – private investments, PILOT Increment Financing)	7%	7	7	7	7	7	7	7	7
12	Project supports sustainable development policies (LEED certification, smart growth, renewable energy initiatives), is part of a Brownfield Project, Reuses a vacant building or maximizes uses of publicly owned or formerly owned governmental properties for economic development	5%	5	5	5	5	5	5	5	5
13	Project will create/retain jobs	10%	10	10	10	10	10	10	10	10
14	Project's average wage for job creation/retention is 150% or greater of HUD Low-Mod Income Limits (2011) ³	3%	3	3	3	3	3	3	3	3
15	Project Readiness	7%	7	7	7	7	7	7	7	7

16	Project will target Minority or Women Owned Business Enterprise participation	3%	3	3	3	3	3	3	3	3
17	Project has established Metrics for evaluating performance	10%	10	10	10	10	10	10	10	10
18	MV REDC Discretion	5%	5	5	5	5	5	5	5	5
	Total Points:	100%	100	100	100	100	100	100	100	100

MVREDC Priority Project Scoring Criteria System

	Criterion	Pts.	0 Points	2 points	3 Points	4 Points	5 Points	6 Points	7 Points	10 Points
1	Project is Consistent with MV REDC Strategy	10	No=0 Project is not consistent with MV REDC Strategy			Yes=4 Project is consistent with MV REDC Strategy and meets at least one regional strategy objective			Yes=7 Project is consistent with MV REDC Strategy and meets at least two regional strategy objectives	Yes=10 Project is consistent with MV REDC Strategy and meets at least three regional strategy objectives
2	Located in a Distressed Census Tract ¹ or project qualifies under Economic Transformation Program(s)	3	No=0		Yes=3					
3	Leverages Public/Private/Not-for profit Corporation funds	7	No=0 Project does not leverage other funds			Yes=4 Project has at least a 1:1 Leverage Ratio			Yes=7 Project has at least a 2.5:1 Leverage Ratio	
4	ROI and Economic Impact ²	5	No= 0 Project does not have discernable ROI or economic impact		Yes=3 Project has 100% ROI/economic impact within 5 years		Yes=5 Project has greater than 100% ROI or Economic Impact with 5 Years			
5	Targets disadvantaged, dislocated, or underemployed population	3	No=0		Yes=3					
6	Creates specialized training initiatives and/or targets employment opportunities to 2 Yr. Community Colleges or 4 Yr./Graduate School population	3	No=0		Yes=3					
7	Has support of municipality where project is located and has support from other public, private, not-for profit corporation stakeholders	3	No=0		Yes=3					

	Criterion	Pts.	0 Points	2 Points	3 Points	4 Points	5 Points	6 Points	7 Points	10 Points
8	Project has Transformational Impact	7	No=0 Project does not have transformational Impact with no tax base sharing or minimum of \$100 M CapEx requirements & at least 300 jobs to be created			Yes=4 Project has tax base sharing/PILOT Increment Financing agreements or \$100 M CapEx requirement & at least 300 jobs to be created			Yes = 7 Project has tax base sharing/PILOT Increment Financing agreements and least \$100 M CapEx requirement & at least 300 jobs to be created	
9	Project is part of a statewide or cross-regional strategy/partnerships	5	No=0				Yes=5			
10	Project embraces government efficiency and modernization	4	No=0			Yes=4				
11	Project supports federal-state regulatory requirements, or provides a revenue stream to support larger public investments (e.g., user fees for water/sewer improvements, ground lease income for airport, university public-private investments, PILOT Increment Financing)	7	No=0			Yes=4 if project address federal-state regulatory requirement or project generates revenue stream to support larger public investments			Yes=7 if project addresses federal-state regulatory requirement and project generates revenue stream to support larger public investments	
12	Project supports sustainable development policies (e.g., LEED certification, smart growth, renewable energy initiatives), is part of a Brownfield project, reuses a vacant building or maximizes use of publicly owned or formerly owned government properties for economic development	5	No=0		Yes=3 Project meets at least one of following (i.) supports sustainable development policy, (ii.) Is part of Brownfield, (iii.) reuse of vacant building, (iv.) maximizes use of publicly owned or formerly owned government properties for economic development			Yes=5 Project meets two more of the following: (i.) supports sustainable development policy, (ii.) Is part of Brownfield, (iii.) reuse of vacant building, (iv.) maximizes use of publicly owned or formerly owned government properties for economic development		

	Criterion	Pts.	0 Points	2 Points	3 Points	4 Points	5 Points	6 Points	7 Points	10 Points
13	Project will create/retain jobs	10	No=0	Yes=2 Project creates/retains 5 jobs or 10% job increase		Yes=4 Project Creates/Retains 20 Jobs or 25% job increase		Yes=6 Project creates/retains 50 jobs Or 50% job increase		
14	High Economic Impact Job Creation					Yes=4 Project has high economic impact job creation				
15	Project's average wage for job creation/retention is 150% or greater for HUD Low – Mod Income Limits	3	No=0		Yes=3					
16	Project Readiness and Implementation	7	No=0			Yes=4 Project does not have permits and approvals but implementation can be achieved within 18 Mths. Project has valid Business Plan or Market Study.			Yes=7 Project has permits and approvals, or is under design, and can be achieved within 198 months. Project has valid Business Plan or Market Study	
17	Project will target minority or women owned business enterprise participation	3	No=0		Yes=3					
18	Project has established metrics for evaluation performance	10	No=0				Yes=5 Project has quantifiable metrics		Yes=10 Project has quantifiable Metrics and is part of a larger development initiative	
19	MV REDC Discretion	5	No=0				Yes=5 MV REDC provides discretion to boost consideration for Priority Projects			
	Total	100								
1. A Distressed census tract meets the eligibility criteria under the New Markets Tax Credit Program, or would encompass projects that qualify under the NYS Economic Transformation Program(s) 2. RO I and Economic Impact Assessment – TBD 3. 2011 HUD Low-Mod Income @ 150% for each of counties in MV Region: Fulton: \$29,475 Otsego & Montgomery: \$30,150 Oneida & Herkimer: \$30,450 Schoharie: \$40,425										

Appendix—B. Consolidated Funding Application Endorsement Standards

Criteria	Pts.	MVREDC Metrics Scoring Criteria	Scoring System		
			Yes	No	Total Points
Regional Economic Vision (5%)	1	Advances the regional economic development vision			
		Is the proposed project consistent with the regional economic development vision?	Yes=1	No=0	
Process (10%)	2	Has significant community and stakeholder support			
		Does the project have demonstrated support from the municipality where project is located, key public, private or not for profit corporation stakeholders?	Yes=1	No=0	
		Is the project part of a municipal or other plan, and/or was a market study or feasibility study completed?	Yes=1	No=0	
Strategies (35%)	7	Identified in and/or advances a strategy that is part of the Strategic Plan (Scoring will range from 0 to 7 Points)			
		Is the project specifically identified in, or does it advance a strategy that is part of the region's strategic plan?			
		Does the project enhance regional concentrations – Industries, Occupations and Functions?			
		Does the project deploy or as part of its objective create opportunities to deploy high human capital aligned with job pools, and/or attract talent to the region?			
		Is the project transformative and/or does the project develop innovation-enabling infrastructure and serve as a catalyst to improve the region's business climate?			
		Does the project create effective public & civic culture & institutions, and/or increase spatial efficiency?			
		Does the project support the attraction of new businesses to the region, encourage home grown business start-ups and spin offs, facilitate the expansion or retention of existing businesses that will create/retain jobs?			
		Does the project meet a local or regional community development objective that will be beneficial to local or regional revitalization plans (i.e., supports housing and neighborhood revitalization efforts, creates a public improvement that is part of a larger development strategy, promotes adaptive reuse of vacant buildings, reclaims underutilized or vacant lands for development or puts Brownfields back into productive use)?			
Implementation (15%)	3	Project is of significant importance to advancing the implementation agenda			
		Is the project specifically identified in the implementation agenda?	Yes=1	No=0	
		Can the project be implemented within 18 months and permits or other approvals required would not delay project's implementation?	Yes=1	No=0	
		Has applicant successfully completed other projects and show successful track record?	Yes=1	No=0	
Leverage Resources (15%)	3	Leverages other public, private and non-profit funding sources			
		Will the project leverage funds from other private/public sources?	Yes=2	No=0	
		Will the project establish partnerships needed to implement an economic development initiative?	Yes=1	No=0	
Performance Measures (20%)	4	If funded, results can be monitored and evaluated against the Regional Council's performance measures			
		Does the project have quantifiable metrics (i.e., jobs created/retained, economic impact evaluation, net tax gain to municipality, increase in infrastructure capacity, energy savings, environmental benefits, number of people trained, acres of land Brownfield/Greenfield sites created, or new/renovated buildings developed), or other measures that can be evaluated?	Yes=2	No=0	
		Do those metrics align with the strategy?	Yes=2	No=0	

Strategies (Definition):

- **Enhance Regional Concentrations: Industries, Occupations & Functions:** Strategies that provide co-location opportunities (Business Parks); strengthen institutional and network infrastructure; cluster specific training, R&D, infrastructure, financing; attraction of complementary firms to support regional clusters; and cluster-specific innovation/entrepreneurship opportunities.
- **Develop High Human Capital Aligned with Job Pools:** Strategies that increase demand side focus of workforce development; create links to occupational concentrations in regional industrial clusters; establish career pathways to foster economic mobility through apprenticeships and specialized training initiatives; engage in strategic production, attraction, retention of workers and firms.
- **Develop Innovation-Enabling Infrastructure:** Strategies that strengthen regional R&D capacity, foster entrepreneurship, support cluster development – particularly in high-human capital occupational concentrations and regional industrial clusters, and catalyzes commercialization of knowledge through research-industry linkages.
- **Increase Spatial Efficiency:** Strategies that focus development in infrastructure rich areas, reduces urban sprawl, reuses existing facilities and lands, and fosters smart growth policies on land use/zoning and infrastructure development.
- **Create Effective Public & Civic Culture & Institutions:** Strategies would include consolidation/shared services, revenue sharing (tax base sharing, PILOT Increment Financing arrangements, user fees), civic and private sector (program specific) engagement, creation of special purpose entities to undertake development initiatives

Appendix—C. Priority Projects and Regionally Significant Projects

The following is a summary of information collected by the MVREDC that was used in identifying the priority projects for the MVREDC Strategic Plan. This summary also helped in identifying other regionally significant projects for consideration through the CFA and/or Economic Transformation Area Program in 2012, or slotted into the 2013 – 2016 timeframe. Because of the diverse array of projects reviewed, and the limited window for pulling these together, some of these projects may be missing some detail or need further development before they can be fully recommended for funding. The MVREDC will update this portfolio of projects as additional information becomes available.

It is also possible that, as the Strategic Plan evolves, other projects will materialize that warrant a higher priority. The MVREDC will continue to monitor and review all potential projects and funding requests that materialize over time and make appropriate adjustments as necessary to ensure that the Strategic Plan is properly aligned.

Mohawk Valley Priority Projects Necessary to Achieve the Region's Strategic Vision

Projects to Implement Strategy 1: Enhance Regional Concentrations – Leverage business, industry and employment concentrations with high growth potential.

Priority Project: *Fage USA Dairy Industry, Inc., Fulton County*

Regional significance: This project adds good-paying jobs in a high-unemployment region by a company that has seen significant growth of its Greek yogurt products; purchases of milk from NY milk suppliers will help hard-pressed dairy farmers region-wide increase sales.

Description:

- Company commenced operations in Fulton County in 2008
- Fage produces authentic Greek yogurt products, which have increased from 12,000 tons of yogurt production in 2008 to an estimated 52,000 tons for 2011
- Major milk suppliers include Agri Mark Cooperative, Queensboro Farm Products, and Holland Patent Cooperative
- Before this proposed expansion, Fage has invested \$180 M in its Fulton County plant
- Project will add 135,000 SF of production space, a 60% increase in plant size
- Total CapEx is \$100.13 M for plant, equipment and added pretreatment plant capacity

Impact:

- Expansion retains 160 jobs and adds 150 new jobs over four years
- Project generates construction jobs as part of its expansion
- Total current payroll is \$10.0 M, and will increase by \$7.0M (\$17.0 M in total)
- Average salary for new hires are estimated at \$46,667/year
- Project supports key regional concentration in agriculture and food processing sectors
- Expansion will double milk purchases (65 M gallons to 130 M gallons) of which approximately 90 million gallons will come from NY sources
- Waste from plant is piped to wastewater treatment plant and is used to generate electricity to operate treatment plant.
 - Fage waste generates 80% to 100% of electricity needed to operate wastewater treatment plant.
- **Project supports key components of Strategy 1**

Resources:

- **Project is in an Economic Transformation Area**

Timing:

- Construction of building & Installation of M&E: 2012-2013 (September 2013)
- Pretreatment Facility: 2012-2013 (requires permitting approvals through NYSDEC)

Potential Benchmarks:

- Company Investment
- Job Creation/Retention
- Increase in local milk production that is sourced to Fage

Priority Project: *Project Saturn Expansion, Oneida County*

Regional significance: A key aerospace manufacturer is considering a major capital investment that will preserve high-paying, high-skills jobs held by residents of multiple counties and add new jobs.

Background:

- Local aerospace employer that began local operations in mid 1960's is seeking parent company approval on \$20.0 M in new investment in equipment with construction of additional space to support growing demand for product by aerospace industry.
- Company will also invest another \$15.0 M over ten years in additional capital purchases for local operation to support this investment
- Local operation is in competition with another operating site that is located outside NYS

Impact:

- Company is key part of region's aerospace sector with a high skill high wage base.
- Project retains 125 full-time jobs with fully burdened salary of \$77K/employee (\$9.675 M)
- New investment will create 35 jobs as a result of the expansion, with an additional \$2.695 M in wages and benefits
- Commitment to invest in Oneida County is a signal of corporate's commitment to maintain and invest in the Oneida County operation vs. replicating investments elsewhere, which could place local operation at risk
- **Project supports key components of Strategy 1**

Resources:

- NYS incentives package to support project as alternative options are outside NYS and where the state tax, regulatory burden and cost of power is less.
- Local economic development incentives including IDA tax incentives
- Potential components of the NYS Incentives package should include:
 - Recharge NY Power Allocation
 - Excelsior Jobs Program
 - Capital Grants
 - Job Training

Timing:

- Company is seeking parent company approval, with a decision expected sometime in 1st Qtr. 2012.
- Approval is contingent on approval of a power allocation through Recharge NY and a competitive incentives package.
- Total investment is expected to be completed and in place by 2nd Qtr. Of 2013
- New jobs to be added over five years based on increases in production output.

Potential Benchmarks:

- Total company investment
- Job Creation/Retention and total payroll
- Company production volume and financial performance
- Local supplier purchases – dollar value within region and NYS

Priority Project: *Project Made in the USA, Montgomery County*

Regional significance: Region is attempting to attract an international company that will assemble footwear that would carry the Made in USA label. Project will benefit the region's large population of unskilled and middle skill positions; the project will help diversify the economic base of the eastern region and is under consideration due to proximity to major metropolitan markets

Background:

- Project Sneaker is considering locating manufacturing facility in Montgomery County.
 - Company is considering a purchase of an existing vacant plant to commence operations with plans to build new in the next several years as demand grows and additional production lines for shoe assembly are required
- Total investment: \$25.8 million
- Project will be developed in two phases:
 - Phase I: Company will invest \$2.7 M to purchase, renovate and equip a building for its planned assembly operation and training center
 - Project will create 50 jobs with average wages of \$14/hr.
 - This facility will support 1.5 production lines with established footwear companies.
 - Phase II will involve construction of a new facility, M&E purchases, FF&E, miscellaneous equipment and opening inventory at Florida Business Park
 - Total Phase II project costs are estimated at \$22.32 million
 - Proposed site is a magnet site in Foreign Trade Zone #121
 - Phase II will likely increase employment to a projected 500 jobs
 - Phase II will establish four production lines
 - Total construction jobs estimated at 100

Impact:

- The project will create a significant number of jobs:
 - 500 jobs by end of third year
 - Payroll impact (wages only): \$14.56 M by the end of the third year of operation.
- A vacant facility in the town of Amsterdam is filled and the company makes a significant investment for a new expanded production facility.
- Project provides employment for unskilled and middle skilled workers.
- **Project supports key components of Strategy 1**

Resources:

- Project is in an Economic Transformation Area

Timing:

- Company is completing its internal due diligence.

Potential Benchmarks:

- Company Investment
- Job Creation/Retention
- Company production volume and financial performance
- Number of workers who receive training assistance

Priority Project: *Project Top Hat, Oneida County and Onondaga County*

Regional significance: The key financial services cluster will grow, providing approximately 1,000 jobs for its back office operations in the Utica-Rome and Syracuse MSA. This inter-regional project will benefit several counties in the Mohawk Valley and Central New York regions. Project will provide employment opportunities for workers in transition and a college-employer pipeline involving all regional 2-year and 4-year colleges has been developed to support requirements for growing the company's Upstate back office operations.

Background:

- Key finance industry employer is considering investments that would move operations from high cost urban areas to operating locations in Oneida County and Onondaga County.
- Existing operations have solid performance track records and have lower overall operating cost structures that makes them growth centers for this employer as it rationalizes its global back office functions
- Facilities in both locations currently have approximately 1,600 employees and the company with assistance from the regional economic development groups representing both areas has analyzed the Utica-Rome and Syracuse MSA regions to determine the ability to support additional growth.
- CapEx/Project Investment, job training, tax incentives, and facility requirements have not been determined as of yet and are being developed

Impact:

- Potential job increase is estimated at 1,000 $\pm$ over a five year period depending on the type of functions that may be relocated
- Project strengthens regional concentration in finance and insurance back office sectors for Mohawk Valley and Central New York regions
- Project has cross-regional economic benefits as company believes both regions combined provide population and workforce to support this expansion
- Company is interested in tapping into pipeline of college graduates from two year and four year colleges located in Upstate NY – particularly students with business, finance and accounting backgrounds
- **Project supports key components of Strategy 1**

Resources:

- Oneida County location is within Economic Transformation area.

Timing:

- Decision is expected in 2012-2013 timeframe.

Potential Benchmarks:

- Company investment
- Job Increase & Payroll increase
- Increase in real property taxes/PILOT if project involves expansion of facility
- Evaluation of pipeline for hires through NYS colleges and alignment of college curricula to meet employer's workforce requirements

Priority Project: Project Oz, Oneida County

Regional significance: With new high-paying jobs and an enhanced link to the regional and statewide need to enhance defense-related operations, this project protects a key cluster and enhances the use and viability of Griffiss International Airport

Background:

- Regional defense contractor is looking at potential expansion of operations at Griffiss International Airport
- Company would consolidate manufacturing operations from a non-NYS site and locate operations at Griffiss International Airport
- Project supports convergence of regional concentrations as it would enhance viability of Griffiss International Airport and complements NYS efforts to enhance remaining Upstate NYS military assets (Fort Drum, AFRL, EADS, 174th and other NY Guard/Reserve installations)
- Company would manufacture and service military equipment that is deployed overseas and believes ability to have serviced equipment flown to and from Griffiss International Airport would be cost effective and attractive to the defense contractor's customer base.
- The project would be located in a nose dock that is part of the airport but the building requires significant improvements to support this defense contractor's requirements
 - Nose dock is 28,200 SF and would be demised into office, storage and manufacturing space
 - Total cost to renovate the nose dock is \$3.46 M.
 - Project requires write-down of building improvement costs to make nose dock economically feasible
- Nose dock would enable military aircraft (C-5, C-17, C-130 to taxi to facility load and transport units overseas)
- County does not have MAP designation in place to secure FAA funding to support renovation of nose dock facility
- County would enter into ground lease with Griffiss Local Development Corporation (GLDC), who would need to finance building improvements and enter into sublease with Defense Contractor

Impact:

- Project supports the retention of 75 jobs and the creation of 30 new jobs to be created over the next four years
 - Company employment is heavily concentrated with engineers and highly skilled technical talent.
 - Average salary is in the \$70,000 + range
- Project is boost for region's construction sector with renovation of nose dock
- Project would require access to renovated nose dock by summer 2013
- Supports Regional Concentration and provides convergence opportunity that would increase activity at Griffiss International Airport
- Establishment of a manufacturing/service center at Griffiss provides efficiencies in company's global logistics to maintain and provide highly classified military equipment as part of foreign military sales

Resources:

- Project seeks \$1.73 M grant to offset renovation costs for former Air Force nose dock to retrofit it for office, manufacturing and distribution/service center
- Project is located within an Economic Transformation Area and qualifies to receive funding through Airport/Multi-modal funding.

Timing:

- Finalize ground lease with Oneida County - 2nd Qtr. 2012

- Finalize lease with Project Oz for Griffiss Nose Dock 2nd Qtr. 2012
- Design building improvements - (approx. 2 months) July 2012
- Bidding/Bid Award - August 2012
- Construction September 2012 – April 2013
- Tenant fitout – May 2013
- Tenant commences operations – June 2013

Potential Benchmarks:

- Assess Company Investment
- Assess Job Creation/Retention Compliance
- Assess additional aviation traffic at Griffiss including: take-offs/landings, and fuel sales growth at Griffiss International Airport.
- Identify other supplier and like type operations that could support this defense contractor operation

Priority Project: *Brewery Ommegang, Otsego County*

Regional significance: Tourism, the region's top economic sector, is enhanced by this project and continues niche increase in regional craft breweries in the Mohawk Valley region. This project has outstanding supply chain potential to increase the numbers of regional farms in Upstate that return to hop growing – once a mainstay -- as a profitable crop.

Background:

- Ommegang has made past investments totaling \$2.8 M to date.
- Investment for 2011-2015 is estimated at \$11 M
- Project creates approximately 25 to 30 new jobs and retains 60 jobs
- Craft brewery in historic Cooperstown is considering \$1 M + expansion to its craft brewery by investing in brewing, bottling, and packaging upgrades.
- Project also requires investment in on-site wastewater treatment facility.
- Ommegang produces approximately 43,000 barrels of beer per year.

Impact:

- Project adds to tourism niche in Cooperstown area and helps foster small craft brewing cluster (see potential proposal for similar proposal in Cobleskill) that can be part of region's economy and provide ties to region's tourism base
- Proposed project complements other regional tourism proposals that can help build region as tourism destination area.
- Project prevents potential flight risk as company has heavy concentration of sales on west coast and alternative would be to replicate production facilities on west coast to reduce logistical hurdles
- **Project supports key components of Strategy 1**

Resources:

- 2012 Investment, is expected to total: \$2,676,250 for wastewater plant, production facilities, packaging and wholesale capacity, bottle infeed/depalitizer, centrifuge finishing and lauter tun.
- Funding Request: \$1.0 M

Timing:

Ongoing investment expected.

Potential Benchmarks:

- Company Investment
- Job Creation/Job Retention
- Tourism Impact: Change in Visitor Spending, Sales Tax Increase in Otsego County

Priority Project: *Project Snax Expansion, Montgomery County*

Regional significance: The Mohawk Valley is ideally positioned to grow its wholesale distribution sector. This expansion addresses a regional need, protects jobs and enhances space for future development.

Background:

- Company proposes to build a 126,000 SF facility on a 40 + acre site with room to grow
- Planned site is across from the Florida Business Park with access to be provided onto STHWY 5S
- Total investment for the project is \$18.0 M, excluding construction of an access road that would connect onto STHWY 5S and installation of water and sewer service for the site
 - The construction of the access road and infrastructure improvements are part of a second Priority Project request under 6.5.1 of this Implementation Strategy

Impact:

- Project supports retention of 125 jobs
- Project will create 25 new jobs
- New jobs will increase total payroll by \$1.164 M or average of \$46,552/job
- New job total will require five additional truck drivers at \$15.75/hour or \$32,760/year; and balance (20) will consist of sales employees at approximately \$50,000/year
- Commitment to do the project in Montgomery County averts potential flight risk as company was considering potential options that could have relocated operation out of state
- **Project supports key components of Strategy 1**

Resources:

- Total Project Cost: \$18.0 M
- Company has met with ESD and has been directed to file a CFA
- Project funding request is for \$1.8 M

Timing:

- Site optioned by company, which will be purchased if other contingencies are met.
- Planning and engineering underway
- Coordination by local economic development officials and NYSDOT on road access to/from STHWY 5S
- Construction to begin 4th Qtr. 2011
- Road and infrastructure improvements April 2012
- Project completion - September 2013

Potential Benchmarks:

- Assess Company investment
- Assess job creation/retention compliance

Priority Project: *Project Cardinal Expansion, Oneida County*

Regional significance: The region's cyber sector is one of its growing regional concentrations and is of statewide importance in building an innovation economy. Growing high-paying jobs helps foster further private sector cyber expansion and development of cyber pathways at the region's and state's public and private colleges. Project also leverages presence of AFRL Rome Research Site and strengthens critical mass of skilled engineers and computer scientists that enhances AFRL's competitive posture and nurtures a robust high technology ecosystem in New York

Background:

- Growing Cybersecurity R&D Company is planning 2nd expansion at Griffiss Business & Technology Park
- Company is major customer to AFRL, DoD, Intelligence Agencies and law enforcement community
- Company headquarters are at Griffiss but company has established operations at Dayton, Ohio, Baltimore Maryland, Washington DC, and is considering expansions in other locations where key customers are located
- Company is in process of moving into a portion of a new 46,305 SF facility that it leases from a subsidiary corporation of Griffiss Local Development Corporation
 - Project Cardinal leases 35,718 SF of space and the balance of the building (10,587 SF) is roughed out space
 - The cost to build the shell, complete site improvements and build out 35,718 SF of finished office space and SCIF space was \$10.585 M
 - With expansion into new facility at Griffiss, Project Cardinal has met previous job creation and job retention targets:
 - Create 39 new jobs and
 - Retain 81 existing jobs
 - Total payroll estimated at \$9.12 M or \$76,000 per employee (wages)
- Company has approached GLDC about fit out of vacant unfinished wing of new building (10,587 SF) with anticipated requirement of having access to completed space by 4th quarter of 2012 or 1st Qtr. 2013

Impact:

- Project is continuation of efforts to leverage the presence of AFRL to strengthen region's capability in cybersecurity and information technologies; and project helps build an ecosystem that enhances AFRL's military value
- Project strengthens a key regional concentration in information technology and cybersecurity.
- Company has strong ties with NYS colleges and universities to attract engineering talent
- Additional creation of 20 jobs with total salary base of \$1.52 M in addition to current salary base of \$9.12 M
- Project also provides opportunities for company to co-locate synergistic smaller tech companies that cannot afford facilities and infrastructure available in new facility and who would benefit by being co-located into the new facility
- **Project supports key components of Strategy 1**

Resources:

- Total cost to finish out the remaining space is estimated at \$1.146 M
- Total Funding Request is \$300,000 to write-down costs and support a fast growing cybersecurity company
- Balance of financing for project is in place
- Project is located within Economic Transformation Area
- construction period is estimated at 4 months + 1 month for bidding

Timing:

- Finalize sublease with Project Cardinal for remainder of space – April 2012
- Bidding/Bid award based on final floor layout and specifications with Project Cardinal – June 2012
- Commence Construction – August 2012

Potential Benchmarks:

- Assess Company investment
- Assess job creation/retention compliance

Priority Project: *Regional Revolving Loan Fund & Microenterprise Grant Program, Mohawk Valley Region (Fulton, Herkimer, Montgomery, Oneida, Otsego and Schoharie Counties)*

Regional significance: Funding for a Regional Revolving Loan Fund and Microenterprise Grant initiative is a critical piece in boosting the region's entrepreneurship potential and assists small businesses throughout the Mohawk Valley region to transform the future and grow new companies and create/retain jobs.

Background:

- Regional Revolving Loan Fund (RLF) and Regional Microenterprise Grant Program is proposed to address gap financing for smaller businesses throughout the six-county region and provide micro-grants to support new business startups and early stage companies with financing needs.
- Regional RLF and Microenterprise Grant Program provides a collaborative approach to economic development needs within six-county area and would be a more efficient and timely method for supporting new and existing businesses with small business loans and microenterprise grants than under existing state funding programs and adhering to lengthy state review/approval processes which are better equipped to deal with larger projects
- Regional RLF is proposed to be capitalized with \$7.5 M in funding that will be capitalized over a three year time period (\$2.5 M/year)

Impact:

- The Mohawk Valley RLF will:
 - Leverage \$26 M in private and other financing for eligible small businesses
 - Support creation/retention of 750 jobs
 - Provide 40 to 50 loans to eligible businesses within the six-county Mohawk Valley Region
- Microenterprise Grant Program will target 100 microenterprise grants in six-county MV Region and will:
 - Leverage \$2.5 M in private and other financing committed to each Microenterprise grantee
 - Support creation/retention of 250 jobs
- RLF and Microenterprise Grant Program will target M/WBE enterprises and projects located in distressed census tracts and the Economic Transformation Area.
 - Goal will be to target 20% of RLF and Microenterprise Grant Program to M/WBE businesses
 - Provide 35% of RLF and Microenterprise Grants to businesses located in a distressed census tract (defined under New Market Tax Credit Program) or to firms/businesses located in or locating in an Economic Transformation Area
- RLF and Microenterprise Programs will complement MVREDC strategies/key components that focus on business accelerators, entrepreneurship initiatives and efforts to establish Angel Network/Seed Capital Funds to attract and grow new businesses that can take root within the six county regions.
- **Project supports key components of Strategy 1**

Resources:

- ***MV Region RLF: Sources of Funding***
 - NYS Funding for Mohawk Valley RLF: \$ 7.500 M
 - Other Not for Profit Loan Funds: \$ 1.500 M
 - Lending Institutions: \$ 21.15 M
 - Borrower's Equity: \$ 3.5 M
 - Total: \$ 28.930 M
- ***MV Regional Microenterprise Grant Program:***
 - NYS Funding: \$2.500 M
 - Microenterprise Recipient Equity: \$0.500 M
 - Other Funding: \$2.000 M
 - Total: \$5.000 M

Timing:

- RLF and Microenterprise Grant Programs to commence in 2012

Potential Benchmarks:

- Company Investment
- Job Creation/Retention performance
- Success in meeting W/MBE, and other public policy goals to induce small business development in distressed areas
- Company production financial performance

Regionally Significant Project: *Schoharie County Small Business Disaster Fund, Schoharie County*

Regional Significance: The limits of existing assistance impedes the ability of small employers to bounce back after disasters. Schoharie County, devastated by summer flooding, will pilot an aggressive approach to protect existing employers and retain jobs and provide gap funding where other disaster relief funds are not available to help smaller businesses recover.

Background:

- Schoharie County is looking to establish a Small Business Grant Program that would be targeted to eligible businesses in Schoharie County that were impacted by the recent flooding events this past summer.
- Funds would be available to assist businesses through small grants to help with loss of business, replacement of damaged goods, clean-up activities, building repairs, and working capital needs
- Project would be targeted to towns heaviest impacted by flooding and would be tailored to fill void where other disaster relief aid is not available.

Impact:

- Project is expected to retain small businesses in Schoharie County that were severely impacted by recent flooding.
- Project will target retention of 20 jobs
- **Project supports key components of Strategy 1**

Resources:

- Total Project Cost: \$200,000
- Funding Request: \$200,000
- Depending on location, project may qualify under Economic Transformation Area

Timing:

- Project to be implemented over next six months

Potential Benchmarks:

- How many businesses received assistance
- What was retention rate for businesses receiving funding over 12, 24, and 36 months
- What was total employment at time grants approved and what was employment 12, 24 and 36 months thereafter.

Priority Project: *Cobleskill Brewing Company Project – Former Guilford Mills, Schoharie County*

Regional significance: In addition to a creative use for an abandoned site that generates jobs in a rural region, this project has outstanding supply chain potential to increase the numbers of regional farms in Upstate that return to hop growing – once a mainstay -- as a profitable crop. Project also builds on region’s growing craft brewing cluster with Ommegang, and the region’s largest brewery in Utica.

Background:

- Project will result in the reuse of the former Guilford Mills facility in Cobleskill as a craft brewery for Cobleskill Brewing Company

Impact:

- Project will result in 50 to 80 jobs
- Craft brewery complements tourism activities in Schoharie with Howe Caverns and Cooperstown in Otsego County
- Proposed project is a creative use for this former mill building

Resources :

- Total Project Cost: TBD
- Funding Request: TBD
- Project is located in Economic Transformation Area

Timing:

- Developers are in process of formalizing program for project.

Potential Benchmarks:

- Assess Company investment
- Assess job creation/retention compliance

Projects to implement Strategy 2: Workforce Alignment and Education—Increase the supply of skilled workers to meet employer demands, expand the demand for skilled workers by cultivating appropriate types of business activities, expand job pools and improve the quality of education/training systems (K-12 and lifelong learning, internships, job shadowing, STEM Programs, apprenticeships, non-degree work certificated programs as part of long term career paths).

Priority Project: *SUNYIT-CNSE Center for Computer Chip Integration & Commercialization and Center for Advanced Technology Projects, Oneida County*

Regional significance: Development of the SUNY Institute of Technology campus in Marcy as a regional center for advanced technology creates the opportunity for multi-county educational, commercial and employment opportunities that can transform the region.

Background:

- Project involves construction of 120,000 SF facility, complete with 30,000 SF of class 100 clean room space, labs, offices, building link and 71,000 SF Center for Advanced Technology (CAT) as part of cross-university partnership with the College of Nanoscale Science and Engineering (CNSE)
- Project is linked with \$4.4 B phase I Global 450 Consortium (G450C) announcement that will involve strategic partnership between NYS-CNSE and leading semiconductor companies to carry out:
 - R&D and prototyping for the 22nm and 14nm nanochip architectures to achieve technological and manufacturing breakthroughs in ultra-high performance nanochips while minimizing power consumption and maximizing energy efficiency
 - Transition from 300 mm to 450 mm wafer size technology to ensure cost-effective production cost/nanochip
 - Nanoscale fabrication requires closer coupling of R&D and advanced manufacturing, which strengthens likelihood of attracting a semiconductor company at the Marcy Nanocenter at SUNYIT site
- Project Developer-Fort Schuyler Management Corporation (2 member not for profit corporation which includes SUNYIT College Foundation & Research Foundation of the State University of New York) and a Private Developer

Impact:

- Project will create 450 jobs primarily at the SUNYIT –CNSE Center for CCIC facility and 400 construction jobs
- New job increase will come from semiconductor companies, tooling manufacturers, and suppliers involved in G450C
- Payroll Impact \$38.25 M (direct)
- Supports Phase II Initiative to secure at least one 450 Mega Fab at the 428 acre Marcy Nanocenter at SUNYIT site as there is a strong desire to couple R&D and manufacturing
- Attracting a semiconductor manufacturer would result in an \$8 B to \$10 B investment for a single fab and create:
 - 1,500 direct jobs;
 - 4,500 to 6,000 indirect jobs largely concentrated within the CNY and MV Regions

○ A semiconductor manufacturing and supply chain cluster along the I-90 and I-87 corridors • Project supports key components of Strategy 2 Resources: • Total Project Cost: \$92.90 M (CCIC and CAT) • Total Financing Commitment: \$50.0 M (State, Private, Other Funding) • Total Project Funding Request: \$15 M Timing: • FSMC to select project developer for CCIC and CAT – November 2011 • Finalize financing for project – March 2012 • Secure Pre-lease Commitments – March 2012 • Developer to work with FSMC, CNSE and tenants on design of CCIC and developer to complete plans and specs and required permitting (SEQRA, Site Plan Approval, other permitting) – May 2012 • Construction of CAT to commence April 2012 • Construction of CCIC to commence June 2012 • Anticipated Completion Date - August 2013 Potential Benchmarks: • Assess Company/Developer/Beneficiary Company Investment in Project • Job Creation/Job Retention • Does SUNYIT-CNSE CCIC lead to additional development at Marcy Nanocenter at SUNYIT site
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Priority Project: *MVCC Airframe & Power Plant Program*

Regional Significance: Development of a skilled workforce is required to meet projected growth at Griffiss International Airport for aircraft maintenance and other aviation services, and further enhance Griffiss' importance as a regional business and job hub. Existing students come from across the region and are highly employable once they secure an A&P license.

Background:

- Expansion of facilities, purchase of equipment and investment in instructors to support MVCC A&P program to facilitate FAA certified A&P mechanics to support development of growing aviation cluster at Griffiss International Airport
- MVCC A&P Program offers 1,900 hour, 3-semester FAA certified program that qualifies graduates to sit for the A&P exam to obtain an A&P license
- MVCC program can support a maximum size class of 25 students per semester, or 75 students during the course of a three-semester program.
 - Over five-years, the program can accommodate 375 students to fill a growing need within the industry for A&P mechanics
- MVCC A&P Program and BOCES have developed a bridge program to enable high school students to take up 400 hours toward the 1,900 hour program
- Additional investment in the school is required for:
 - Additional Classrooms & 10,000 SF (30' height) shop space for composites, sheet metal, and avionics training.
 - Purchase of \$1.0 M + in additional tooling and equipment
 - Investment in instruction for composites training and aircraft painting

Impact:

- Project is training students for career occupations in aircraft maintenance and repair fields and to help complement aviation development opportunities at Griffiss with MRO firms such as Premier Aviation and MidAir, both of whom require additional licensed A&P mechanics to provide pipeline for their long term growth and to assist in attracting similar aviation businesses.
- MVCC program is located at Griffiss International Airport and is a critical element in the long term development of the airport. School has also been a supplier to aerospace clusters in North Country, CNY and Southern Tier Regions.

Project supports key components of Strategy 2

Resources:

- Funding is sought to support purchase of equipment to improve program offerings for avionics, composites and painting instruction.
 - Project Cost: \$1.0 M
 - Funding Request: \$1.0 M (phased over five years)

Timing:

- Implementation in 2012 – 2016 as equipment can be sourced and purchased

Potential Benchmarks:

- MVCC Enrollment and Graduates from Program
- BOCES Bridge Program Placements into Program and subsequent enrollment into MVCC Program
- Job Placements within Mohawk Valley and other Upstate NY Regions for NY's aerospace cluster
- Job growth at Griffiss for MRO Operations (Premier, MidAir and other aviation businesses)

Priority Project: *Milford Central School – CORE Initiative*

Regional Significance / Background: The Career Opportunities in Rural Education (CORE) Initiative will establish a community-centered physical and virtual network of adult education courses and career advancement through interactive partnerships developed between local and regional businesses, institutions of higher learning, civic organizations, and communities collaborating together to enhance and promote a culture of continuous learning--a personal and economic imperative in the ever-changing global economic arena. This will translate into greater economic and occupational growth opportunities for the citizens of rural New York State.

Impact:

- CORE has identified three strategic educational areas, which align with business and economic growth opportunities. CORE's focus will be on Entrepreneurship, STEM (Science, Technology, Engineering, and Math), and Medical & Health occupational areas. Advisory boards (5-6 persons) will be established for each discipline comprising leaders in each respective field who will lend their expertise, perspective, advice and mentoring to CORE curriculum development, direction, implementation and sustainability.
- CORE Initiative plans to utilize **FastTrac -Take Charge of Your Business**, an entrepreneurial development curriculum sponsored by the Kauffman Foundation, as a basis for the entrepreneurial content. Also, CORE will be partnering with SUNY Delhi for the design and delivery of additional curriculum specifically written to address the needs of Rural and Small Businesses.
- CORE Initiative will work with the local school district to identify and place into service **Project Lead The Way** Curriculum. PLTW directly fulfills the goals for growing STEM awareness and educational opportunities.
- Create engaging videos highlighting area businesses and job opportunities for HS, and college graduates – with a focus on growth jobs and skills needed to obtain those jobs.
- Increase higher levels of training and education to fill existing jobs and to align the skill sets of potential employees with the needs of local businesses. CORE Initiative will recruit workforce applicants and through counseling and assessment tools guide each recruit through the training and education needed to service the articulated needs of business and fill job openings.
- Provide coordination of services to provide connections between the needs of local and regional businesses and the potential workforce applicant pool to fulfill those needs The coordination services will allow Education providers to respond to the changing needs of today's employers.
- Increase accessibility to higher levels of job training and education, both degree and certification levels for all age levels within the population demographic.
- Increase basic "work readiness" and job preparedness skills.
- Increase utilization of the regional fiber backbone initiative to strengthen the capacity of the Appalachian community.

Timing:

- Fall 2011: Hire Program Manager and roll out CORE Initiate; Create 6 Job Zone videos, CORE Marketing, Promotion, Outreach, Participant Signups
- Spring 2012: Curriculum/Services Developed in Content Areas, CORE Website Preparation/Updates
- Summer 2012: Open CORE Initiative Institute and offer courses
- Fall 2012: Implement Project Lead the Way into 1 9-12 grade school system.

Resources:

Total Project Funding: \$450,000

\$157,000 Matching / in-kind funds and Services from Milford Central School

\$149,000 ARC Grant Funding

\$25,000 Private investment

Funding Request: \$125,000

Potential Benchmarks:

- Number of Job Zone Videos created for area businesses
- Number and Dollar value of Demand side (Business Investment)
- Number of Students enrolled in CORE
- Number of adults/students served
- Number of completers who gained or retained employment or engaged in advanced education/training
- One-year post-program education achievement (HS grad or equiv; College entrance)
- Number of participants achieving target proficiency
- Number of Students enrolled in PLTW
- Number of graduates pursuing additional educational training in STEM
- Number of Students able to find full-time employment in a STEM related field.

Priority Project: *Hartwick College – Meeting Healthcare Workforce Needs in Upstate New York*

Regional Significance / Background: Hartwick College will be acquiring distance education technology, simulation equipment, and an electronic health records system, in order to increase efficiency and improve its ability to educate nurses on campus and off site. Through this project, individuals living in an economically-depressed region will obtain workforce training in a growth field. By targeting residents of the immediate region, the program will retain well-educated nurses in local health care agencies.

Impact:

- Hartwick College is proposing to improve the quality of the nurse education system, create a specialized training initiative, and align education with the workforce needs of a regional concentration of health care employers. Hospitals are a significant industry in the Mohawk Valley and the second-largest employer. With over 18,000 jobs, health care represents an extensive employer base with opportunities for growth.
- Hartwick's goal is to graduate more baccalaureate-prepared nurses to fill positions in local healthcare. Nurses are the most difficult health care professional positions to recruit and retain. The region's aging population, shrinking workforce of nurses, lower educational attainment, and difficulty in recruiting health care professionals to the Mohawk Valley, places additional pressure on the health care sector to maintain quality.
- The project will increase the supply of skilled workers in a core economic sector and growth field and will result in more effective recruitment and retention of nurses within medically-underserved communities in Upstate New York. It will provide an educational opportunity to an underemployed population. The average wage for nurses in the region is \$52,000, substantially higher than the per capita income in Otsego County.
- The project will enable the delivery of instruction through hybrid on-campus/web-based courses to meet the needs of a geographically-disbursed population of students and in-service nurses at multiple clinical sites.
- By purchasing simulation equipment and distance learning technology, this project increases the efficiency of nurse education by providing hands-on experience in low frequency clinical scenarios, giving pre-service and in-service nurses valuable experience without requiring them to travel to highly-specialized clinical sites such as newborn intensive care units.
- This project addresses the nurse faculty shortage through the use of simulation equipment and distance education technology. Lectures can be recorded and accessed by students any time/anywhere.
- This project represents a collaboration between Bassett Healthcare Network, regional healthcare agencies such as hospice and SUNY system community colleges.
 - **Supports key components of Strategy 2**

Resources:

Total Project Cost: \$1,026,230
Funding Request: \$ 250,000

Hartwick received seed grants from the New York State Health Foundation and the Appalachian Regional Commission for the start-up phase of its 18-month Accelerated Nurse Education Program, which enrolled its first class in 2010 and will graduate the first cohort in January 2012. The College is seeking funding from other sources, including private foundations, to support technology acquisition,

faculty development and scholarships for students.

Timing: Spring 2012	Purchase of simulation equipment, faculty training
Summer 2012	Curriculum development using distance education, faculty training
Fall 2012	Enrollment of students, implementation of distance education, and use of simulation equipment
Spring 2012	Enrollment of students, implementation of distance education, and use of simulation equipment

Potential Benchmarks:

Hartwick College's nursing program has a long and distinguished record of educating nurses. Most of Hartwick's 1,300 nursing alumni remain in New York State and 65% work within the Bassett Healthcare Network in Upstate New York. The Nursing Program is accredited by the Commission on Collegiate Nursing Education and the accelerated program was approved by the NYS Department of Education. The College will track and assess the following performance indicators:

- Number of applicants to the program
 - Number of students enrolled in nursing programs
 - Number of courses offered via distance education
 - Number of courses/workshops/in-service sessions using simulation equipment and distance education technology
 - Retention of students in nursing programs
 - Number of graduates of nursing programs
 - Placement of graduates in regional health care agencies
 - Retention of graduates in regional health care agencies
-

Priority Project: *HCCC-Growing Healthcare Professional Program*

Regional significance: This project fills a major void in Herkimer County and adjoining counties by establishing post-secondary training at Herkimer County Community College to meet rapid growth in health care careers in Herkimer & Otsego Counties. The project will serve as a pilot for regional efforts to grow a continuum of post-secondary offerings to meet health care needs across the region.

Background:

- A series of stackable non-credit bearing coursework leading to degrees in Health Services Management (AAS), Quality Assurance in Healthcare + (Certificate), Health Services (AAS), Community Residence Aid + (Certificate).
- Program is designed for mixed delivery on-line, on-site at HCCC, and at the workplace.

Impact:

- Program is in response to request from local not for profit care giving agencies to enhance existing programs and allow for the creation of customized certificates.
- Training and coursework is designed to lead future and present health-industry employees through an educational pyramid to obtain certification for high-end professional health service careers.
- Program would support training and coursework for 30 entry level employees and 40 employees for higher skill-level health professional positions
- **Project supports key components of Strategy 2**

Resources:

- Total Project Cost: \$625,000 (\$300,000 for updating college's lab facilities)
- Total Project Request: \$500,000

Timing:

- Anticipate program being on line by 2012-2013 academic year
- Raise capstone \$300,000 for completion of the \$2.6 M science renovation (science lab renovations)
- Complete coursework development – 50% already developed
- Apply to SUNY and State Ed for certificate approval
- Finalize agreements with non-profits for on-site employer funded training
- Market programs in the health care career path
- Hire faculty, advise, enroll, register students, and deliver instruction

Potential Benchmarks:

- Number of individuals securing certificates and degrees:
 - Within four years 60 (15/year)
 - Health care professionals will complete at least one level of certification or degree in the pyramid
- Number or percentage of individuals who secure employment with area care giving agencies:
 - 50% of entry level enrollees will complete at least one level of completion or certificate programs

Regionally Significant Project: *Medical Masonic Research Laboratory (MMRL) and SUNYIT Initiative, Oneida County*

Regional significance: With the region's expertise in technology and the Masonic Medical Research Lab's world-class standing as a leader in basic research, this collaborative venture develops the region's ability to grow in the high-potential field of bioinformatics and provides a convergence opportunity between MMRL and SUNYIT.

Background:

- MMRL-SUNYIT Bioinformatics Initiative includes two funding components:
 - MMRL – Next Generation Sequencing Technology for Genetic Screening/Exome Sequencing will enable MMRL to purchase new state of the art next generation sequencing technology for whole-exome sequencing as a clinical tool in the evaluation of patients with undiagnosed genetic illnesses. Without investment in new technology and hiring of additional personnel needed to operate and maintain the equipment will diminish MMRL's leadership role in this endeavor
 - Development of the SUNYIT Bioinformatics Institute Laboratory at SUNYIT will address one of the key challenges presented by Next Generation sequencing.
- Next Generation sequencing produces volumes of data in the form of variations in the genetic code. The statistical analysis of the large quantity of data generated from these sequencing approaches is a challenge that demands attention of a Bioinformatics team.
- SUNYIT is slated to create an Informatics Program as part of its core curriculum and will use its computer science, mathematics/analytics and biology faculty to develop analytical algorithms within large-scale computational environments that will complement MMRL's effort.

Impact:

- Collaboration between SUNYIT and MMRL will benefit both institutions:
 - It would permit access by MMRL to the Bioinformatics team at SUNYIT for evaluation of the genetic sequencing data generated and help attract a higher level of faculty to SUNYIT's Bioinformatics Program
- Project will create 40 jobs
- Attract talented research faculty to increase SUNYIT's capacity to support emerging high tech research initiatives
- Increase opportunities for students to remain in the region
- Enhance opportunities for MMRL to leverage this investment with federal, industry and grant support
- **Project supports key components of Strategy 2**

Resources:

- Project Cost MMRL: \$2.5 M
 - Next Generation Sequencing Platform – Equipment:
 - \$1,583,000
 - Personnel (Salaries/Benefits-3 years):
 - \$917,000
- Project Cost: SUNYIT Bioinformatics Institute Laboratory: \$2.5 M
 - Bioinformatics Institute Laboratory: (equipment & materials):
 - \$105,000

- Personnel (Salaries/Benefits – 3 years):
 - \$2,395,000
- **Funding Request: \$5.0 M**

Timing:

- Project timeline to be determined

POTENTIAL BENCHMARKS:

- Assess Company Investment and Job Creation/Retention Compliance
- Determine MMRL's and SUNYIT's success to attract other federal, industry and other grant support as a result of this investment
- Determine SUNYIT's success in attracting new research talent and enrollment in its Informatics Program
- SUNYIT Bioinformatics Institute will have capacity to offer analytics support to other bio-related ventures by December 2014

Regionally Significant Project: *Utica College Modernization of Gordon Science Center*

Regional Significance: Renovating Utica College's existing science center not only provides cutting-edge laboratory experiences for the emerging workforce of the region, positioning the region to attract more employers who require science and technology graduates, it practices smart growth by using existing infrastructure.

Background:

- Multi-phase capital project to modernize the Utica College Gordon Science Center to transform it into a leading-edge center for science education and research
- Project will include full-scale redesign and renovation of science research laboratories, teaching laboratories, classrooms, support rooms, faculty offices, auditorium and lecture hall
- Project is designed to provide a world-class environment for teaching and research for students and faculty, greatly improving educational and employment opportunities for the next generation of scientists and researchers

Impact:

- Project will ensure that Utica College continues as an economic driver for the regional economy by filling the critical need for a well-trained workforce of health and science professionals in the Mohawk Valley and CNY regions
- As a renovation project, which keeps to its original footprint, the project promotes 'smart growth' and maximizes the use of all dollars committed.
- **Project supports key components of Strategy 2**

Resources:

- Total Project Cost: \$15.0 M
- Funding Gap: \$7.0 M
- Project Request: \$500,000
- Balance of funding will be secured as part of phasing strategy for project with funding coming from foundation grants and fundraising
- Project should be set-up as a challenge grant to ensure that college attracts other investment (suggested disbursement ratio for funding should be 4:1, \$4.00 of non NYS funds for every \$1.00 in Regional Priority Project Funds/CFA funds)

Timing:

- Project is a multi-year effort as project phases will proceed as funds are secured.

Potential Benchmarks:

- Higher level of awareness of project need among stakeholders resulting in *more dollars raised to support science programs and related research*
- *More tuition revenue* through greater numbers of students choosing to enroll in Utica College science, health, and other educational programs, with higher retention rate of those students
- Greater capacity for high-level research *as measured by invitations to submit research papers, published findings, successful research grants, and greater numbers of students engaged in science research*
- Professional Workforce:

- Undergraduates engaged in fieldwork and internships at local healthcare facilities gaining clinical experience in their field *as measured by degree completion*
- Well-educated graduates entering the workforce in the healthcare professions of occupational therapy, physical therapy, therapeutic recreation, nursing, gerontology/health studies, or prepared for advanced training in medicine, dentistry, optometry, science research, and other fields *as measured by professionals who become credentialed/certified in their chosen fields and who go on to practice in the region*
- Utica College Viability:
- Addition of new and stronger science and related programs will meet community demand for a well-educated professional workforce.
- Building upon an already strong record as a major employer in the community, this project will result in, and *can be measured by*:
 - *The growth of educational programs and supporting infrastructure*
 - *New employment opportunities*
 - *Long-term and stable regional economic growth.*

Projects to implement Strategy 3: Innovation Enabling Infrastructure – encourage development of new products, services, technologies, new approaches to organizing work and new business models to stimulate new business investment and culture of entrepreneurialism.

Priority Project : *Mohawk Valley Ventures*

Regional significance: Business start-ups require investment. This project would assess how the region could implement a fund to be used as seed money to jump-start activities as part of a comprehensive effort to keep the region's high-growth entrepreneurs.

Background:

- Initiate development of partnership between area colleges, Community Foundations, Private Investors, banks, and Economic Development Community organizations partnership with Upstate Venture Connect to foster creation of entrepreneurial activities working with area colleges and universities to become a growth engine to create new business ventures to fuel the region's economic renewal.
- Target \$3.0 M in multi-year capitalization of Angel Network/Venture Capital Program with 50% from NYS and 50% from private/other funding partners
- Initiate discussion with Upstate Venture Connect to launch program for MV Region and formalize operational plan

Impact:

- Developing an Angel Network/Seed Capital fund (Mohawk Valley Ventures) coupled with other support activities addresses a Brookings Institute finding that references region's below average rate of entrepreneurship and the need to develop a higher rate of entrepreneurial activity to help the region seed new business start ups.
- **Project supports key components of Strategy 3**

Resources:

Phase I: Program Evaluation/Organizational Development Structure

- Project Cost: \$50,000
- Project Request: \$50,000

Phase II: Capitalize Seed Capital/Venture Capital Fund

- Project Cost: \$3,000,000
- Funding Request: \$1,500,000

Timing:

- Over 2012-2013 the following action items will be assessed:
 - Evaluate potential structure with Upstate Venture Connect or another vehicle
 - Secure commitments from participants on organizational structure, college participation, administration and fundraising for Mohawk Valley Seed Capital/Venture Fund as match
- Establish Angel Network/Seed Capital Fund for building the region's entrepreneurship efforts
- Market Program
- Provide Mentoring and support services

- Monitor performance

Potential Benchmarks:

- Deal flow – the number of proposals received and number approved for funding
- Total amount of Seed Capital/Venture funds committed

Number of projects that take root in Mohawk Valley, annual sales, and jobs created over 5 year period

Priority Project: *Regional Entrepreneurship Sandbox Program, Mohawk Valley Region (Fulton, Herkimer, Montgomery, Oneida, Otsego, and Schoharie Counties)*

Regional significance: The Sandbox program puts entrepreneurs in the community, connects them with mentors, and helps them move forward to develop an aggressive, creative start-up culture that can revive communities where the startup activity is located as the region keeps young, creative minds and develops new businesses.

Background:

- Investigate opportunity for creating a regional entrepreneurship sandbox program to stimulate entrepreneurship opportunities from the idea stage to new ventures for the region.
- Program should be developed as part of a consortium among the region's public and private universities, colleges, and community colleges with participation and mentorship from area businesses and potential angel/venture capital funds.
- Key catalytic drivers could be AFRL, Griffiss Institute, SUNYIT CAT & SUNYIT-CNSE CCIC, Utica College Economic Crime Institute, the region's community colleges (HCCC, MVCC, Fulton-Montgomery CC), Hamilton College, SUNY Oneonta, Hartwick, and SUNY Cobleskill
- Program could be linked to Micro-Enterprise Grant Program that is a recommended priority under Business Attraction & Expansion Initiatives (see 3.0)

Impact:

- Program is designed to boost region's rate of entrepreneurship and capture greater share of region's creative ideas that percolate within the region's academic institutions.
- Could be a source of new business ventures
- Learning laboratory that teaches students how to develop business plans and set up a business.
- **Project supports key components of Strategy 3**

Resources:

- Project Cost: \$100,000
- Funding Request: \$100,000

Timing:

- Initiate development of Sandbox programs at colleges within MV Region for 2012 and 2013

Potential Benchmarks

- Set up at least one Sandbox program in each of the six counties by end of 2013
- Attract 90 students to participate in the Sandbox program/year
- Set up a MV Regional Sandbox competition among the six counties and award one or more cash prizes for best business plans submitted

Regionally Significant Project: *Griffiss Institute Cybersecurity Business Accelerator Expansion*

Regional significance: Through local public private partnerships the Mohawk Valley area has laid the IT technology foundations, plans, future business partners and research interests to being major internet consortia in the region and State.

Background:

- Griffiss Institute (GI) is a not for profit corporation (members are MV EDGE and GLDC)
- GI's mission focuses on training, education, and supporting growth of cybersecurity industry in Mohawk Valley and Central NY region.
- GI facility includes 22,600 SF of training, meeting and business accelerator space that is part of a 66,600 SF Technology Complex at Griffiss Business & Technology Park
- GI has generates approximately \$1.0 M in revenues from its collective activities
- GI has a Partnership Intermediary Agreement (PIA) with the Air Force Research Laboratory and hosts the AFRL Cloud Computing Center within GI Facilities, oversees AFRL Summer Intern Program, STEM Programs with area school districts, Summer Faculty Training, and Technology Transfer activities
- Business Accelerator tenants include: CUBRC, Everis, Quanterion, Cyber Defense Institute, and the AFRL Cloud Computer Center.
- GI Expansion would include:
 - Purchase of technology upgrades (Computers & Video Conferencing capability) to support Clarkson University PhD Program to meet region's advanced degree granting programs in Computer Science/Engineering & Electrical Engineering to meeting demand for growing engineering population at Griffiss and within Mohawk Valley/CNY regions
 - Develop a conceptual A/E Study on the expansion of facilities to include construction of 16,000 square feet building link to provide additional classroom, training, meeting rooms and business accelerator space to support small cybersecurity and IT companies to foster more entrepreneurial initiatives (Est. Cost: \$4.0 M)

Impact:

- Measurable milestone will be a facility that supports 1gbps of internet 2 connectivity and can peer to Brookhaven as well as AFRL's sponsored University of Illinois Cloud Computing COE and Albany's peering point for the Tech Corridor.
- The research network will also provide a means for integrating New York State I 90 academic IT corridors with AFRL research goals. We further anticipate applying for NSF grant money to be a node on the Cirrus project for operational funding beyond the local usage.
- The research tie offered through the partnerships facilitated through the GI with the AFRL, academia, business, contractors and others is key to ensure the assured security for applications which require rapid decision making i.e. DoD, financial markets, and health networks. Outcome it to provide assured rapid response with large and diverse data sets requiring immediate decisions and responses.
- GI education and training programs fill an important need within the region and in particular to grow a engineering workforce located at Griffiss.

- GI facility has also overseen STEM programs with area school districts, provided faculty training, internships for area tech companies, Air Force internship initiatives, and is a gathering spot for regional technology companies
- **Project supports key components of Strategy 3**

Resources:

- Phase I: Prepare conceptual engineering /programming report on building addition, site layout, space configurations, project budget
 - Project Cost: \$50,000
 - Total Funding Request: \$25,000
- Phase II: Secure financing for project – 2013-2015 timeframe depending on findings in the feasibility study
- Technology Investments (computers and video conferencing equipment)
 - Project Cost: \$75,000
 - Funding Request: \$37,500
- **Project Cost: \$795,000**
 - In order to accomplish this goal a network upgrade is needed to provide wideband research capabilities (\$510,000) as well as additional meet-me facility equipment (\$100,000), membership to gain I2 access (\$15,000) and technical program management support to develop the integrated technical focus (\$45,000).
- **Funding Request: \$ 392,500**

Timing:

- Purchase equipment necessary to upgrade learning laboratories and on-line PhD program with Clarkson University – 2nd Qtr. 2012
- Complete engineering study and programming document on building expansion program – 3rd Qtr 2012
- Develop Financing Plan for Building Expansion – 4th Qtr. 2012
- Expand Business Accelerator – 2013-2015 timeframe

Potential Benchmarks:

- Quantify annual number of courses and training programs offered at GI Business Accelerator and number of participants in these programs
- Quantify annual enrollees in Clarkson Ph.D programs and other college programs offered through/at GI Business Accelerator
- Quantity annual number of students that are participating in the GI Accelerator STEM programs for K-12 education
- Formalize Cooperative Research and Development Agreement between AFRL and IBM

Identify and land two additional cybersecurity companies for GI Business Accelerator over the next 24 months

Projects to Implement Strategy 4: Increase Spatial Efficiency – Increase region’s efficiency and productivity by minimizing transportation costs, maximizing agglomeration benefits (shared inputs and knowledge spillovers), avoiding segregation and concentration of poverty, leveraging physical and natural assets, promoting sustainability, maintaining infrastructure assets and unique historic character

(a) Business Parks & Industrial Park Investments

Priority Project: *Marcy Nanocenter at SUNYIT Upgrade County Interceptor*

Regional significance: The regional vision of 1,500 to 5,500 high-paying jobs at the Marcy NanoCenter at SUNYIT site requires a commitment to be ready with infrastructure that meets industry needs. This project is necessary so that the NanoCenter concept can move forward and the region can develop a high-technology transformational future.

Background:

- ***Marcy Nanocenter at SUNYIT Upgrade County Interceptor:***
 - Replace 9,350 feet of 24" and 30" sewer collector pipe with new 36" diameter pipe, from the Marcy NanoCenter site at Edic and River Roads, Marcy, NY to the Oneida County Sewage Treatment Plant on Leland Ave, Utica, NY
 - The existing interceptor is undersized for development of SUNYIT and MNC at SUNYIT site for semiconductor development and impacts development of SUNYIT-CNSE CCIC project and only has available pipe capacity to handle approximately 500,000 MGD
 - Interceptor upgrade will increase sewage capacity in the system by 6.64 MGD, and eliminate potential sources of infiltration and inflow
 - The increased capacity paves the way for development of a semiconductor manufacturing facility at Marcy Nanocenter and SUNYIT and supports key ancillary developments including the SUNYIT-CNSE CCIC project
 - Currently, a new 24" sewer has been installed along Edic Road in Marcy to extend sewers to the MNC site
 - Upgrade of County Interceptor is integral to development of the Marcy Nanocenter & SUNYIT-CNSE CCIC projects
 - Project is required in order to convey anticipated sewage effluent from the Marcy Nanocenter site and SUNYIT CAT/SUNYIT –CNSE CCIC, which, together when fully developed will support creation of 5,500 jobs at MNC site and within region
- Along with a number of I&I and CSO remediation elsewhere in Oneida County, this project ranks in the top 10 of Oneida County priorities for improvements to its public sewer system
- Upgrade of County Interceptor and development of MNC and SUNYIT-CSNE CCIC projects support large scale customers that would help support other mandated improvements to regional sewer system to reduce CSO’s and SSO impacts
- Financial modeling for Oneida County Sewer District identified \$89.64 M in required improvements (including upgrade to County Interceptor):
 - Construction of Split Flow & Improvements at Sewage Treatment Plant
 - Construct parallel SCPS Force Main & other SCPS upgrades
- Upgrade to County Interceptor reduces required sewer rate increase by approximately 20% with development of a single semiconductor manufacturing facility where the end user’s daily sewer consumption of 2.5 mgd as opposed to a scenario where there is no net increase in sewer usage

Impact:

- Upgrade of County Interceptor and development of MNC site creates revenue flow needed to undertake other system wide improvements and mitigates a significant share of the sticker shock on future sewer rates
- The recently announced G450C at SUNY Albany's CNSE is fostering larger investments at SUNYIT; especially the CAT/CCIC which includes 30,000 SF of class 100 clean room and 120,000 SF of R&D space, along with approximately 450 jobs associated with this development
- G450C initiative also positions Marcy Nanocenter site as prime location for next leading edge semiconductor manufacturing development project.
- **Project supports key components of Strategy 4**

Resources:

- **Upgrade to County Interceptor:**
 - Total Project Cost: \$8.5 M
 - Total Project Request: \$5.0 M

Timing:**Upgrade County Interceptor**

- RFP issued to Engineering firms for engineering design services & Permitting – selection anticipated by 10/31/11
- Design – Permitting to be completed by 2nd Qtr 2012
- Bidding – Summer 2012
- Construction – 12-18 months, completion expected by December 2013

Potential Benchmarks:

- Added pipe capacity to accommodate 6.64 + mgd of wastewater discharge from MNC at SUNYIT and SUNYIT-CNSE CCIC Project
- Actual development activity committed to at MNC at SUNYIT site (acreage under ground lease, new building square footage built or under development, tax/PILOT revenues generated, job creation, payroll, indirect jobs, and temporary construction jobs)

Regionally Significant Project: *Marcy NanoCenter Ring Road, Site Development & Power Line Relocation Project*

Regional significance: As with the project above, this is a vital step to prepare available land for use as a game-changing, regional job-creating project. Developing the site has the potential to create 5,500 direct jobs and 13,500 overall jobs – jobs that will employ residents across the region

Background:

- **MNC at SUNYIT Ring Road, Site Development/Wetlands Mitigation, Power Line Relocation Project:**
 - Construct approximately 8,800 lineal feet of two lane, heavy duty industrial access road, including bikeway, storm water swales, bioswales, on-site and off-site wetlands mitigation, utility corridor and lighting to provide a loop access/service roadway to the Marcy Nanocenter at SUNYIT.
 - Included in the scope of work is relocation of a 115kV electrical transmission line (Porter Terminal #6), grading and site improvements, and acquisition of 55 acres of additional land from adjacent property owner
- The project is required to gain site access to the 428 ± acre Marcy Nanocenter at SUNYIT site and to provide access and egress for construction and employment activities as well as to clear the site for development.
- Project includes \$1.1 M for wetlands mitigation work with most of the wetlands mitigation work (permit proffered) occurring on NYSDEC lands at the Oriskany Wildlife Management Area, which is a sensitive environmental area that is being used to protect the Mohawk River Corridor and where majority of mitigation work will occur
- Remaining wetlands protected by Declaration of Covenants and Restrictions through SUNY and enforcement by NYSDEC.

Impact:

- Ring road allows demising of site into multiple development sites, with largest parcel established to support development of three semiconductor manufacturing facilities (350,000 SF per fab or 1.05 M SF for three semiconductor plants)
- Balance of parcel could support 600,000 SF + of ancillary space for suppliers, technology and R&D uses
- Full build-out of site would support creation of approximately 5,500 direct jobs and the indirect benefit would support another 13,500 jobs that are realized in Mohawk Valley and Central New York region
- MNC at SUNYIT development helps address region's population losses and is a catalyst for stimulating reinvestment in the region's urban core and creating demand for some of the region's attractive building fabric that is vacant or underutilized (e.g., adaptive reuse for downtown office buildings, mill building, and key vacant facilities in region)

Project supports key components of Strategy 4

Resources:

- Total Project Cost: \$12.7 M
- Total Project Request: \$5.0 M

Timing:

- **Ring Road, Site Development/Wetlands Mitigation & Power Relocation Project**
 - RFP drafted for Engineering Services – Porter Terminal #6 Relocation
 - Agreement – National Grid (NG) and Mohawk Valley EDGE for Porter Terminal #6 – REVISED DRAFT sent to NG
 - Commence Engineering Design & Permitting for Ring Road, Site Development & Power Line Reconstruction
 - Undertake approved wetlands mitigation work that is part of proffered permit May 2012-April 2013
 - Bid project for all work to occur July –September 2012 timeframe
 - Construction October 2012 – December 2013

Potential Benchmarks:

- Actual development activity committed to at MNC at SUNYIT site:
 - Acreage under ground lease or sold
 - New building square footage built or under development,
 - Tax/PILOT revenues generated,
 - job creation and total payroll,
 - indirect jobs, and temporary construction jobs

Regionally Significant Project: *Griffiss Business & Technology Park – Completion of Route 825*

Regional significance: Griffiss Park is a regional employment center with nearly 6,000 jobs. Existing roadways are not compatible with growth, and require improvement to ensure safety of workers and ease of access.

Background:

Route 825 Connector Project

- Construction of remaining 1.1 miles of Route 825 at Griffiss Business & Technology Park (consists of 2.6 miles that connects Route 49 & Route 46)
- Project is limited access 4 lane highway with two roundabouts at Brooks and Hangar Roads.
- Project incorporates multi-purpose trail and would provide public access to fishing/recreation to Mohawk River at Chestnut St. bridge.
- Project complements development activity within road corridor that includes New AIS Corporate Headquarters, AmeriCU, Oneida Financial Services, Nunn's, and prime development property along NYS Route 825 corridor
- Unfinished section of Route 825 is two lane road with no curbs, multiple driveway entrances and poor drainage
- Intersection at Route 825 – Floyd Avenue/Brooks Road is signaled intersection that is congested and does not handle traffic flow during peak hour traffic
- Intersection also has high accident counts
- Relieves traffic congestion and traffic accidents at intersection of Brooks Road and Route 825.

Impact:

- Significant private development has occurred along this section of Route 825. This project will enhance and expand development activity along this corridor. Completion of NYS Route 825 will help position Griffiss for further growth
- Griffiss Business & Technology Park is a regional employment center for the Mohawk Valley and Central New York regions, with nearly 6,000 jobs and over \$440 M in public and private investment since 1995 when Griffiss was officially realigned
- Major investment from cybersecurity companies, aviation, manufacturing, office and commercial development, and distribution activity has occurred since Griffiss was realigned
- **Project supports key components of Strategy 4**

Resources:

- Project Costs: \$8.8 M
- Project request: \$8.4 M

Timing:

- 100% Engineering Design Documents & Permitting Completed
- Project Bid: 1st Qtr. 2012
- Construction: April 2012 – March 2013

Potential Benchmarks:

- Increased traffic counts on NYS Route 825 as indicator of additional development activity within Griffiss Park
- Additional development along Route 825 corridor
- Additional Job Creation and Payroll increase at Griffiss Business and Technology Park

Regionally Significant Project: *Griffiss Utility Services Corporation (GUSC) – Renewable Energy Project, Oneida County*

Regional significance: This major Renewable Energy project meets growing energy needs at Griffiss Park, and – through biomass purchases – has significant ripple effects on the forest products sector of northern New York.

Background:

- **GUSC Renewable Energy Project**
- Project is for 13 mW Biomass Combined Heat Power project that will enable Griffiss Utility Services Corporation to use biomass materials to create synthetic gas which will fuel Combined Heat Plant to provide steam heat for Griffiss Park customers, including the United States Air Force, NYANG and Department of Defense. Project will also generate electricity.
- GUSC is a not for profit corporation created to operate former Air Force Combined Heat Plant, and electrical distribution system.
 - GUSC manages nearly 100% of the energy needs for Griffiss Park occupants

Impact:

- Project adds diversity to feed stock to support energy needs at Griffiss, and achieve Renewable energy goals mandated by EPACT Section 203 and EO13423
 - By 2013, DoD is required to consume 7.5% of all electricity from renewable sources
 - Project helps reduce high O&M costs for remaining federal agency tenant and fulfill EPACT goals required by the Department of Defense for all military installations
- Provides rate stability on energy costs, and realizes energy savings projected at 10% to 20% for Griffiss Park customers, which strengthens Griffiss Park as a location for attracting regional economic development activity.
- Project supports 70 employers within Griffiss Park, with nearly 6,000 employees and approximately \$300 M payroll.
- Project helps strengthen remaining military and federal employment at Griffiss, which represents approximately 2,400 jobs at Griffiss.
- AFRL economic impact is nearly \$285 M based on 2010 economic impact evaluation and making investments that helps lessen the lab's and other federal tenants operating cost structure is a critical objective for GLDC and NYS.
- Project helps re-purpose declining forestry products industry in North Country with loss of paper and furniture making.
 - North Country Forestry industry would be major supplier to GUSC for Renewable Energy Project
- **Project supports key components of Strategy 4**

Resources:

- Project Costs: \$17.6 M
- Project Request: \$2.0 M

Timing:

GUSC Renewable Energy Project:

- Design and Permitting completed.
- Bank Financing Commitment Secured – but funding shortfall remains
- Construction to commence by end of 2011 with completion expected by 2nd quarter 2013

Potential Benchmarks:

- Actual energy savings resulting from GUSC energy project and percentage of energy produced from renewable sources
- Increase in business activity at Griffiss Park (new/renovated building square footage added),
- New jobs added and annual payroll increase

Regionally Significant Project: *Griffiss Demolition Program*

Regional significance: Because Griffiss Park is home to unique regional economic drivers in cybersecurity and aerospace, sites on the park have excellent development potential. However, outdated, non-compliant structures from Griffiss' days as an Air Force base need to be demolished to allow new employers to build and continue the transformation of Griffiss into a center of innovation and commerce.

Background:

- **Griffiss Demolition Program:**
- Griffiss Local Development Corporation (GLDC) has overseen transformation of the former Griffiss Air Force Base into a vibrant mixed-use business and technology park that has over 6,000 employees through a mix of private and public employers, and has attracted over \$440 M in public and private investment since 1995 (date Griffiss was realigned)
- Griffiss was a Superfund site, but nearly 2,200 acres of the 3,600 acre site have been delisted from the federal and state register of inactive hazardous waste sites in 2009
- To date, GLDC has demolished in excess of 2.0 M SF of former Air Force buildings this has helped :
 - Improve the Park's appearance and attractiveness to private developers
 - Reduced costly O&M obligations
 - Helped foster the creation of key development sites that created prime development parcels and new development activity (approximately 1.4 M SF of new building fabric has been added as a result of the demolition program, with an additional 300 + acres of prime Greenfield Development Sites available for new construction
- Two of the remaining buildings, with approximately 180,000 ± SF that need to be demolished include:
 - Building 302 former Air Force Base Communications Building
 - Building 240 former AFRL facility that was vacated with addition and rationalization of AFRL facilities in 2004

Impact:

- GLDC is looking to ***phase the demolition*** of both facilities to eliminate significant blighting influences that detract from the Park's attractiveness and create prime development sites as part of the long term build out of Griffiss:
 - Demolition of Building 302 will remove blighting influence that detracts from construction of new AIS Corporate Headquarters and creates a corner development site with approximately 4 acres.
 - Estimated Cost to abate and demolish B302: \$900,000
 - Demolition of Building 240 will create 20 ± acre development site along NYS Route 825 corridor and with the construction of the last 1.1 miles of Route 825, this site would become a prime commercial development site.
 - Estimated Cost to abate and demolish B240: \$2.0 M
- **Project supports key components of Strategy 4**

Resources:

- Total Project Costs: \$2.9 M
- Total Project Funding Request: \$1.45 M
- Phase I: \$450,000
- Phase II: \$1.0 M

Timing:

Griffiss Demolition Program:

- **Building 302:** conveyance approved to GLDC from USAF
 - Estimated Project Cost \$900,000
 - Conveyance part of special legislation approved in 2004
 - Part of property swap that has been approved – awaiting issuance of deed
 - Engineering for Abatement and Demolition Contract underway
 - Bid Documents and Bidding February-March 2012
 - Bid Award April 2012
 - Demolition-- anticipated completion by October 2012
- **Building 240:** conveyance authorized by special legislation
 - Estimated Project Budget \$2.0 M
 - Finalize property swap with USAF to complete conveyance agreement - 3rd Qtr. 2012
 - Issue Engineering RFP for Abatement and Demolition Contract – 3rd Qtr. 2013
 - Review/Select Engineering Team - November 2013
 - Bid Documents and Bidding -February 2014
 - Bid Award March 2014
 - Demolition – anticipated completion by December 2014

Potential Benchmarks:

- Additional acreage created as a result of demolition projects
- Additional Job Creation and Payroll increase at Griffiss

Regionally Significant Project: *Oneida County Business Park Business Park Road, & Infrastructure Improvements, Signage/Wayfinding, and Pedestrian Trails/Streetscape Improvements Reconstruction of Judd Road, starting at intersection of Judd Rd and NYS Route 233 to the north approach over I-90 on Judd Road (total of 5.28 miles)*

Regional significance: As home to key employers in multiple sectors, including financial services and manufacturing which total about 2,800 jobs, the park needs long-overdue infrastructure repairs to both preserve existing jobs and create the potential for new growth in a park adjacent to the state Homeland Security Center.

Background:

- The Oneida County Business Park was founded in 1964 in the Town of Whitestown to capture industry related to the then adjacent Oneida County Airport.
- Among the key employers located at the OCBP: BNY Mellon, MetLife, Utica First, Damiller Bus, FIS, Bonide, Utica First, UFCW, Seifert Graphics, CBI, Sumax, Midstate Communications, and the Homeland Security Preparedness Center.
- Total employment at the Business Park is approximately 2,800 +
- With relocation of the County Airport to Griffiss - and the subsequent leasing of portions of the excess airport property to the New York State Department of Homeland Security, the park is now at a crossroads – and in need of a new identity to re-purpose the Industrial Park and create a long term development plan for reuse of available land parcels for economic development.
- In 2009, MV EDGE (with support from Oneida County and National Grid) completed a reuse plan for the Oneida County Business Park.
 - As part of the larger effort to rebrand, revitalize and develop the Oneida County Business Park, investment is needed in two critical areas:
 - An upgrade of the existing infrastructure, including roads, construction of a roundabout at intersection of Airport Road and Halsey/Judd Road, lighting and sidewalks, streetscape, and wayfinding improvements;
 - Reconstruction of Judd Road from Route 233 to the Overpass near the NYS Thruway so that it can be dedicated to NYS as part of Route 840
- The plan proposes three stages of investment:
 - In the near term, the most important component is addressing the business support needs of existing tenants.
 - The next step will then be to focus on attracting new businesses to build out key parcels made available with relocation of former Airport to Griffiss and begin to expand existing infrastructure to support additional development.
 - Full development of the park will be actionable only when the foundation is built in the first two phases.

Impact:

- The redevelopment plan is grounded in an extensive economic analysis of the Mohawk Valley. Improvements to the Park and targeted industries based on both their core competitiveness and regional economic development priorities. The plan focuses on improvements in furtherance of the expansion of the following industries:
 - Finance, Insurance & Back Office
 - Distribution and Warehousing
 - Research and Development

- Light Industrial/Manufacturing (Metals)
- Homeland Security Preparedness Center
- Phase I project improvements:
 - OCBP Collector Road Improvements,
 - Roundabout at intersection of Airport Road & Judd/Halsey Roads, Stormwater, Sewer, Lighting, Wayfinding/Signage, Engineering & Other development costs and
 - Reconstruction of Judd Road corridor from Route 233 to the north approach over I-90 on Judd Road (5.28 miles) to enable road to meet NYSDOT standards for designation as Route 840
- Capital investment will support existing businesses at OCBP, several of whom are making positive investment decisions that are creating new jobs (MetLife and Bonide)
- **Project supports key components of Strategy 4**

Resources:

- Project Costs: \$18.446 M
- Project Funding Request: \$10.635 M
- Local share of project would be accomplished through PILOT Increment Financing Proposal with County and Town allocating a portion of PILOT Revenues from Master PILOT to service bonds issued through Oneida County LDC on behalf of MV EDGE for the project.
 - NYS funds would offset 50% of OCBP upgrades to collector roads and infrastructure improvements and reconstruction of Judd Road so that it can be dedicated to NYSDOT as part of Route 840.

Timing:

- Finalize PILOT Allocation Agreement with Oneida County and Town of Whitestown
- Issue RFP for Engineering Design Services
- Bid Documents & Bidding: July 2012 – August 2012
- Construction September 2012 – December 2013

Potential Benchmarks:

- Additional Employment at OCBP,
- Total payroll added,
- Additional development/building square footage created,
- Quantify improvements made and what that means in additional infrastructure capacity to support existing and future growth
- Net increase in property taxes/PILOT fees

Regionally Significant Project: *Florida Business Park – Expansion, Montgomery County*

Regional significance: Through the development of the Global Foundries project to the east of the region, and the projected growth of technology jobs at SUNYIT in Oneida County, The I-90 corridor will become an outstanding location for supply chain companies who will want to tap both markets. Through this project and those similar listed below, the region will provide potential businesses a variety of sites to attract new regional investment that can lead to job creation.

Background:

- Expansion of the Florida Park includes acquisition of property, road and infrastructure improvements to support build-out of an additional 130 acres for regional economic development.
- Florida Business Park consists of 500 acres that has largely been built out, with most recent development being Hill and Markes 125,000 SF expansion.
- Key businesses located in the Park include: 1.4 M + SF Target Distribution Center, 580,000 SF Hero/Beech-Nut facilities and Hill & Markes are nearing completion of a new 125,000 SF building.
- Site is a Magnet Site in Foreign Trade Zone #121.

Impact:

- Florida Business Park is strategically located to maximize its proximity to I-90 and potential growth resulting from semiconductor developments at CNSE, Luther Forest, and Marcy Nanocenter at SUNYIT sites.
- Site is also potential development Site for Project Sneaker lead
- **Project supports key components of Strategy 4**

Resources:

- Project Costs: \$4.0 M
- Funding Request: \$200,000
- Balance of funding in place with commitments from County, IDA and National Grid
- Project is located within Economic Transformation Area

Timing:

- Business Park will be developed in 2012-2013 timeframe assuming funding is made available.

Potential Benchmarks:

- Job creation,
- Added payroll,
- Additional developable acreage,
- New building square footage added

Regionally Significant Project: *Glen Canal View Business Park Expansion, Montgomery County*

Regional significance: Through the development of the Global Foundries project to the east of the region, and the projected growth of technology jobs at SUNYIT in Oneida County, The I-90 corridor will become an outstanding location for supply chain companies who will want to tap both markets. Through this project and those similar listed with this, the region will provide potential businesses a variety of sites to attract new regional investment that can lead to job creation.

Background:

- Glen Canal View Business Park is a 300 + acre planned Business park
- Phase I consisted of 84 acres that have been developed.
- Phase II includes a 220 acre expansion, which requires construction of 1,600 LF of industrial access road, water and sewer extensions to have shovel ready sites available to support economic development opportunities.

Impact:

- Glen Canal is an attractive site for continued growth by the Distribution Industry, and could be an attractive option to help solidify emerging Semiconductor-Nanotechnology development opportunities, particularly with the expansion of:
 - the supply network that has developed with the Global Foundries project in Malta,
 - CNSE and the G450C initiative recently announced by Governor Cuomo, and
- Glen View Canal is an attractive development site within the I-90 Corridor that connects the Captiol District with the Utica-Rome area (development of the Marcy Nanocenter at SUNYIT and the SUNYIT-CNSE CCIC initiatives in Marcy, NY)

Resources:

- Total Project Cost: \$1.0 M
- Total Project Funding Request: \$750,000

Timing:

- **2012-2013**

Potential Benchmarks:

- Job creation,
- Added payroll,
- Additional developable acreage,
- New building square footage added
- Net increase in Property Taxes/PILOT Fees

Regionally Significant Project : *Development Plan – Former Tryon Campus, Fulton County*

Regional significance: The closure of a detention facility creates an opportunity for the region to determine how best to use this attractive location so that it augments the existing mix of development projects and options to implement a longer-range vision of the region's future.

Background:

- 517 acre former NYS owned Tryon campus is proposed to be developed as a Regional Business Park in Fulton County
- Project is located within Economic Transformation Center with the closure of Tryon Campus
- Project involves property acquisition, site planning, conceptual engineering studies, SEQRA/EIS and infrastructure development funding

Impact:

- Availability of property affords region opportunity to program long term economic reuse plan to position Fulton County for new development opportunities
- **Project supports key components of Strategy 4**

Resources:

- Project Cost: \$4.0 M
- Funding Request: \$4.0 M
- Project is located within an Economic Transformation Area

Timing:

- Site is currently owned by NYS and in order to proceed the applicant must secure necessary approvals for acquiring this property
- In addition, the property requires a master plan, EIS and must satisfy a SEQRA review and other permitting requirements before physical improvements can be made.

Potential Benchmarks

- The project plan implemented with conveyance of the site from NYS and funds secured to build roads and install infrastructure improvements
- Job creation
- Added payroll
- Additional developable acreage
- New building square footage added

Regionally Significant Project: *Regional Industrial Park, Joint Development Opportunity between Fulton and Montgomery Counties*

Regional significance: Through the development of the Global Foundries project to the east of the region, and the projected growth of technology jobs at SUNYIT in Oneida County, The I-90 corridor will become an outstanding location for supply chain companies who will want to tap both markets. Through this project and those similarly listed above, the region will provide potential businesses a variety of sites to attract new regional investment that can lead to job creation.

This project also involves a joint collaborative effort, between the town of Mohawk in Montgomery County, the Fulton County Economic Development Corporation, and Johnstown in Fulton County to annex property into Fulton County, tax base sharing agreements, and use of the Gloversville-Johnstown water and sewage treatment systems to service this site.

Background:

- Project involves annexation of property from the town of Mohawk in Montgomery County to the City of Johnstown in Fulton County to expand the Johnstown Industrial Park.
- Expansion of Industrial Park would add another 200 acres to region's inventory
- Project would also require extension of municipal infrastructure and roads from the City of Johnstown Industrial Park and use of water and sewer infrastructure from Gloversville-Johnstown to extend services to this potential development site
- Project is contingent on negotiation of a tax base sharing arrangement to support annexation and enable project to proceed
- Project includes property acquisition (under option with Fulton County EDC), site planning, conceptual engineering and SEQRA/EIS reviews, determination of ownership, and revenue sharing agreements

Impact:

- Project would enable both counties to take advantage of development opportunities that are looking for proximal access to I-90 corridor and potential development opportunities resulting from major development activities associated with CNSE, Global Foundries, and Marcy Nanocenter at SUNYIT as well as other development opportunities that emerge along this growth corridor.
- **Project supports key components of Strategy 4**

Resources:

- Project Cost: \$2.5
- Funding Request: \$2.5 M
- Project is in an Economic Transformation Area

Timing:

- Project timetable hinges on negotiation of tax base sharing arrangements between impacted municipalities and to allow annexation to proceed

Potential Benchmarks:

- Finalization of tax base sharing and annexation agreements
- Acquisition of property and extension of access road and infrastructure improvements
- Job creation,
- Added payroll,
- Additional developable acreage,
- New building square footage added

Regionally Significant Project: *Pony Farm Industrial Park- Access Road, Otsego County*

Regional significance: The southern edge of the Mohawk Valley region offers outstanding access through the I-88 corridor. This project seeks to improve available space in Oneonta to make it more attractive to development, helping to achieve the regional goal of broad-based growth in all counties.

Background:

- Pony Farm Industrial park consists of 70 + acres in Oneonta with about 34 acres available for development
- Park is strategically situated near I-88
- Park has several smaller regional employers with about 150 employees
- Companies located in the park include: Apple Converting, TS Pink, Siemen's, BK Coffee, Time Warner, and Silver Dollar Optical
- Industrial Park requires upgrade of a secondary access road to encourage and facilitate regional business attraction efforts.
 - Site is currently under active consideration as a prime site by a prospective manufacturing firm.

Impact:

- Pony Farm is Oneonta's key planned Industrial Park
- **Project supports key components of Strategy 4**
- Project is under consideration for a prime manufacturing company who is exploring site options in Southern Tier including the City of Oneonta

Resources:

- Project Cost: \$600,000
- Funding Request: \$600,000

Timing:

- Project timetable would be triggered by attracting an additional park tenant

Potential Benchmarks:

- Job creation,
- Added payroll,
- Additional developable acreage,
- New building square footage added

Regionally Significant Project: *East Herkimer – former MDS Site Sewer Extension & Sewer Plant Upgrade, Herkimer County*

Regional significance: The vision for this project is to develop a Green Technology Campus that would offer employers a unique location that would focus on growing green jobs throughout the region.

Background:

- Combined town and village of Herkimer Economic Facilities project consists of two component parts:
 - Upgrade of the Village's wastewater treatment plant
 - Extension of a sanitary sewer line to an existing 46 acre commercially zoned campus, with 430,000 SF of buildings that could be developed into a modern green technology campus.
- Project reflects collaboration by the town and village to expand wastewater treatment capacity and to extend sewer to enhance development potential at former MDS campus in East Herkimer

Wastewater Treatment Plant Improvements:

- Village's wastewater treatment plant was built in late 1960's and is in serious disrepair and requires substantial upgrades to comply with NYSDEC and Federal Standards.
- Total Cost: \$2.0 M (USDA loan pending)

East Herkimer Sewer Line Extension:

- Upgrade to wastewater treatment would allow tie in and extension of a sanitary sewer line for a 46 acre commercially zoned campus with a 430,000 SF campus that was originally developed for MDS (former manufacturing and corporate facilities for a mainframe computer manufacturer) and is now used for warehousing, distribution, and manufacturing.
 - Sewer extension would enable this campus to be marketed for clean tech and green technology economic development uses.

Impact:

- East Herkimer Sewer district would include a 5,600 LF 8" sanitary sewer line connecting the Village of Herkimer's sanitary sewer system to the site.
- Proposed extension would also serve local BOCES campus
- East Herkimer has no sanitary sewer system, except for individual septic systems.
 - Improvements will increase the capacity of the plan to 1.7MGD, which would serve a population center with 10,000 residents and a new high tech business park.
 - Project is under contract with start date of November 2011

Project supports key components of Strategy 4

Resources:

- Total Cost: \$4.0
- Project Request: \$2.0 M

Timing:

- Construction of wastewater treatment plant upgrades – November 2011
- Design & Permitting 5,600 LF sanitary sewer extension to Green Technology Campus – 1st Qtr. 2013
- Bidding & Award: 3rd Qtr. 2012
- Construction of Sanitary Sewer extension – 3rd Qtr. 2013

Potential Benchmarks:

- Sale/Lease of Green Technology Campus –used for non-warehousing/distribution uses
- Number of new jobs located at Green Technology Campus
- Additional Property Taxes/PILOT Revenues/Water and Sewer Fees

Regionally Significant Project: *Town of Florida STHWY 5S Access Road & Infrastructure Improvements Project Snax, Montgomery County*

Regional significance: Transportation infrastructure is critical to developing the future of the region's distribution sector, which touches all parts of the region, and maximizing the potential of communities in the I-90 corridor to grow along with the development of technology clusters in the Capital District and western Mohawk Valley.

Background:

- Project Snax expansion involves an \$18 M investment with retention of 125 jobs and creation of 25 new jobs on 30+ acre site across from Florida Business Park near STHWY 5S.
- Project requires construction of a 1,500 LF access road with water and sewer main to support project.
- Estimated Cost: \$820,000

Impact:

- Construction of access road and infrastructure improvements are required to support Project Snax's \$18.0 M investment
- Project supports creation of 25 new jobs and retention of 125 jobs

Resources:

- Total Cost: \$18.82 M (infrastructure & Project Snax Investment)
- Funding Request: \$250,000

Timing:

- Site optioned by company, with purchase subject to satisfaction of development contingencies
- Planning and engineering commenced
- Coordination by local economic development officials and NYSDOT on road access to/from STHWY 5S
- Construction to begin 4th Qtr. 2011
- Road and infrastructure improvements April 2012
- Project completion September 2013

Potential Benchmarks:

- Assess Company investment
- Assess job creation/retention compliance

Projects to Implement Strategy 4: Increase Spatial Efficiency – Increase region’s efficiency and productivity by minimizing transportation costs, maximizing agglomeration benefits (shared inputs and knowledge spillovers), avoiding segregation and concentration of poverty, leveraging physical and natural assets, promoting sustainability, maintaining infrastructure assets and unique historic character

(b) Transportation & Infrastructure Improvements

Regionally Significant Project: *Sewer Improvements Oneida County Sewer District (SSO Mitigation), Oneida County*

Regional significance: Aging sewer systems throughout the Mohawk Valley are in need of major, multi-million-dollar projects that neither taxpayers nor ratepayers can afford, but that are essential to allow for economic expansion while meeting environmental guidelines. Investment in these systems is a first step to attract more employers and residents, which will then increase the tax and sewer rate base.

Background:

- **Sewer Improvements – Oneida County , District Wide Sewer Improvements & Local Communities (SSO Mitigation)**
 - Construct Split Flow & facility Improvements at Sewage Treatment Plant to address Utica CSO treatment requirements and improvements to overall plant capacity.
 - Construct parallel Sauquoit Creek Pump Station (SCPS) force main & other SCPS upgrades to address SSO issues under NYSDEC Consent Order

Impact:

- Upgrades to the Sewage Treatment Plant are a key project element essential to satisfying the NYSDEC Consent Order by increasing capacity to treat SSO flows.
- The excess Utica CSO flows consume available treatment plant capacity, which impact MNC at SUNYIT site development and growth opportunities elsewhere in Part County Sewer District.
- The Split Flow project mitigates CSO issues and provides head room at Sewage Treatment Plant during wet weather conditions and is an integral part of the development plans at the Marcy Nanocenter at SUNYIT site and CCIC projects
- **Project supports key components of Strategy 4**

Resources:

- Project Costs: \$92.0 M
- Total Project Funding Request: \$46.0 M (over five years)

Timing:

- SSO and CSO control projects will be phased in accordance with Utica’s CSO permit and County’s Consent Order to be completed by 2021.
- Over the next 18 months the following needs to be commenced:
 - Parallel force main - design/permitting
 - Water pollution control plant upgrades – design/permitting
 - Collection system improvements/rehabilitation – design and construction
 - City of Utica Projects A8.1, C1, and C2 design/permitting
 - District wide, Rain Leader Disconnection Public Education and Outreach

Potential Benchmarks:

- The County SSO mitigation program is in accordance with USEPA policy, which requires SSO elimination.
- Project achieves reductions in excessive inflow/infiltration flows upon completion of the sewer rehabilitation projects within the tributary communities and construction of the upgrades to the Sauquoit Creek Pumping Station along with construction of the second force main will make significant progress toward that requirement at the Sauquoit Creek Pumping Station.
- In addition, construction of upgrades to the Water Pollution Control Facility combined with construction of a new headworks facility with CSO treatment capabilities will increase both wet and dry weather treatment capacity.
- Collectively, this work will benefit the region by addressing sewer system deficiencies that are typical of aged infrastructure in the North East. By undertaking this sewer system work, the region will benefit economically through the removal of regulatory barriers to development

Regionally Significant Project: Sewer Improvements – Communities Tributary to Oneida County Sewer (SSO Mitigation), Oneida County

Regional significance: Aging sewer systems throughout the Mohawk Valley are in need of major, multi-million-dollar projects that neither taxpayers nor ratepayers can afford, but that are essential to allow for economic expansion while meeting environmental guidelines. Investment in these systems is a first step to attract more employers and resident, which will then increase the tax and sewer rate base.

Background:

- NYSDEC Consent Order requires work to reduce excessive flows to the SCPS – which causes SSO's during wet weather conditions.

Impact:

- Sewer Rehabilitation projects to reduce excessive inflow/infiltration
- Private Property I/I reduction programs/projects
- **Project supports key components of Strategy 4**

Resources:

- Total Project Costs: \$75 M
- Project Funding Request: \$37.5M (over five years)

Timing:

- SSO and CSO control projects will be phased in accordance with Utica's CSO permit and County's Consent Order to be completed by 2021.
- Over the next 18 months the following needs to be commenced:
- Parallel force main - design/permitting
- Water pollution control plant upgrades – design/permitting
- Collection system improvements/rehabilitation – design and construction
- City of Utica Projects A8.1, C1, and C2 design/permitting
- District wide, Rain Leader Disconnection Public Education and Outreach

Potential Benchmarks:

- The County SSO mitigation program is in accordance with USEPA policy, which requires SSO elimination.
- The reduction in excessive inflow/infiltration flows upon completion of the sewer rehabilitation projects within the tributary communities and construction of the upgrades to the Sauquoit Creek Pumping Station along with construction of the second force main will make significant progress toward that requirement at the Sauquoit Creek Pumping Station.
- In addition, construction of upgrades to the Water Pollution Control Facility combined with construction of a new headworks facility with CSO treatment capabilities will increase both wet and dry weather treatment capacity.
- Collectively, this work will benefit the region by addressing sewer system deficiencies that are typical of aged infrastructure in the North East.
- By undertaking this sewer system work, the region will benefit economically through the removal of regulatory barriers to development

Regionally Significant Project: *Sewer Separation Projects – Long Term Control Plan, City of Utica*

Regional significance: Aging sewer systems throughout the Mohawk Valley are in need of major, multi-million-dollar projects that neither taxpayers nor ratepayers can afford, but that are essential to allow for economic expansion while meeting environmental guidelines. Investment in these systems is a first step to attract more employers and residents, which will then increase the tax and sewer rate base.

Background:

- **Sewer Improvements – City of Utica (CSO Control)**
 - Utica LTCP will include projects to reduce or slow the amount of stormwater entering sewer system during rain events and introduce treatment at some of the overflow outfalls.
 - City has several sewer separation projects as part of LTCP
 - Total Project Cost: \$29.0 M (not including split flow, GIGP projects, and projects planned at State-owned facilities)
- **Sewer Separation Projects A1-A4**
 - Projects currently underway with CWRF funding
 - Total Project Cost: \$12.4 M
- **Sewer Separation Project A8.1 (CSO No. 127)**
 - Project requires major modifications to a 169 acre project area in the City's Cornhill Area.
 - This section of the city is serviced by a system of smaller diameter combined sewers, which feed into two larger trunk sewers (Upper Gulf Sewer and a parallel 66" inch relief sewer that was installed in 1936 to address wet weather capacity issues).
 - Project would convert 66" relief sewer into a storm sewer, separate other existing sewers to reduce wet weather flows into the sanitary system. Project reduces CSO discharges to Ballou Creek and the Mohawk River.
- **Remote Treatment Unit Projects C1 and C2**
 - Project requires installation of Remote Treatment units at CSO 127B and CSO 142 to treat remaining overflow volume after major separation projects are complete.
- **Stormwater Management Projects at State-Owned Facilities**
 - The LTCP identified to significant stormwater inflow volumes entering the Utica Combined Sewer System at State-Owned Facilities. The following projects need to be negotiated with NYSDOT and NYSOMH:
 - Separation/Green infrastructure at Mohawk Valley Psych Center Campus
 - Separation/Detention Route 5S in East Utica
- **Programs and Special Projects**
 - CMOM implementation

Impact:

- Collectively, this work will benefit the region by addressing sewer system deficiencies that are typical of aged infrastructure in the North East.

- By undertaking this sewer system work, the region will benefit economically through the removal of regulatory barriers to development
- **Project supports key components of Strategy 4**

Resources:

- **Sewer Separation Project A8.1 (CSO No. 127).**
 - Total Project Cost: \$11.3 M
 - Funding Request: \$4.5 M
- **Remote Treatment Unit Projects C1 and C2**
 - Total Project Cost: \$5.3 M
 - Funding Request \$2.65 M

Timing:

- SSO and CSO control projects will be phased in accordance with Utica's CSO permit and County's Consent Order to be completed by 2021.
- Over the next 18 months the following needs to be commenced:
- Parallel force main - design/permitting
- Water pollution control plant upgrades – design/permitting
- Collection system improvements/rehabilitation – design and construction
- City of Utica Projects A8.1, C1, and C2 design/permitting
- District wide, Rain Leader Disconnection Public Education and Outreach

Potential Benchmarks

- Utica CSO Control Program follows the presumptive approach under USEPA LTCP Guidelines ,which requires 85 % capture of wet weather volume for treatment during a typical rainfall year.
- The CSO Control program for Utica when completed will result 90% capture.
- The resulting reduction in CSO flows is estimated to be 330 million gallons over a typical year.

Regionally Significant Project: *District Wide Sewer Improvements, City of Amsterdam*

Regional Significance: Aging sewer systems throughout the Mohawk Valley are in need of major, multi-million-dollar projects that neither taxpayers nor ratepayers can afford, but that are essential to allow for economic expansion while meeting environmental guidelines. Investment in these systems is a first step to attract more employers and residents, which will then increase the tax and sewer rate base. Amsterdam is faced with a **DEC Consent Order** to provide adequate sewer plant capacity, separate storm and sanitary sewers, provide emergency power supply to sewer pump stations, and reduce dumping of raw sewage into the Mohawk River (CSO events).

Background:

- **At present, NYSDEC is prohibiting new sewer hook-ups to the City of Amsterdam system until this problem is further addressed, a devastating impact for not only economic development but all forms of development in the City**
- City has been working on this project for over ten years, and to date **has completed over \$4.1 million in sewer system upgrades** with funding from DEC, ESDC, HUD CDBG, City Bonding and others sources and has completed upgrades to the sewer treatment plant, installed emergency generators at pump stations, and undertaken several storm and sanitary separation projects at numerous locations around the City.

Impact:

- An updated I & I (Infiltration and Inflow) Study completed in October 2010 details process for compliance with DEC consent order and nature of City-wide sewer system improvements including:
 - storm and sanitary sewer separation work,
 - replacement of defective sanitary lines,
 - Installation of storm lines in areas lacking separate storm sewers, etc to reduce ground water contamination and CSO events, particularly discharges of untreated sewage into the Mohawk River.
- This work will be undertaken in four phases as funding is obtained.
- Completion of project will enable City to extend sewer connections to nearby town of Florida and Amsterdam that will support economic development projects

Resources:

- Total Project Cost: \$25 Million
- Funding Obtained to Date: \$ 4.1 Million
- Total Funding Request: \$20.9 Million

Timing:

- Sewer Plant Upgrades: Completed in 2010
- Storm Sewer Separation Phase 1: Completed in 2008
- Emergency Generator Install: Completed 2010
- Storm Sewer Separation Phase II: Projected for 2012 (Funding applied for through Office of Community Renewal but not yet awarded)
- Storm Sewer Separation Phase III: Projected for 2013
- Storm Sewer Separation Phase IV: Projected for 2014

Potential Benchmarks:

- Completion of each component of the project
- Reduction in the volume of CSO's
- Compliance with terms of Consent Order
- Ability to allow new sewer hooks to system and permit development in the City of Amsterdam and the surrounding sewer districts in the adjacent Towns of Florida and Amsterdam

Regionally Significant Project: ***Water Improvements – City of Amsterdam District*** ***Wide Water System Improvements***

Regional Significance: The aging and brittle water lines throughout the City of Amsterdam are breaking on a regular (sometimes almost daily) basis, resulting in the City Public Works Department allocating a major percentage of its time to emergency repairs of water lines, a huge drain on City and Departmental Resources.

Background:

- **The City is currently upgrading the City Water Treatment Plant with \$11.4 million in Federal stimulus money** to meet new Federal mandates for water quality, has addressed numerous system deficiencies on the City's South Side with HUD CDBG funds, and is in the process of **addressing deficiencies in the Market Hill Area with \$600,000 in HUD CDBG funds.**
- Studies performed by the City's Engineering consultants working in concert with the Public Works Department have identified a wide range of improvements required for basic system reliability and support future economic development activities. One of these activities includes the running of water and sewer lines under the NYS Thruway to enable the development of lands immediately adjacent to Thruway exit 27. This work will be undertaken in phases as funding is obtained.

Impact:

- Improvements to the City's Water system are required to **comply with current Federal standards, and provide adequate flow in all areas of the City for basic fire protection.** Due to severe deficiencies in the City's 120 year old water distribution system, the Amsterdam Fire Department has not been able to effectively fight several fires, due to inoperative fire hydrants, severely corroded water lines, many of which operate at less than 10% of original capacity, and numerous isolation and pressure reducing valves throughout the system that no longer function properly.

Resources:

- Total Project Cost: \$35 Million
- Funding Obtained to Date: \$12.4 Million
- Total Funding Request: \$22.6 Million

Timing:

- Water Plant Upgrades: Complete by 12/11
- South Side System Improvements: Completed on 9/11
- Market Hill System Improvements: Completed by 9/12
- East End System Improvements: Projected for 2013
- Church Street Hill Improvements: Projected for 2014
- Glen Wild Water Source Improvements: Projected 2013 through 2017
- Water Service under NYS Thruway: Projected for 2014

Potential Benchmarks:

- Completion of Each Component of the Project
- Water Quality in Compliance with New Federal Standards
- Creation of Large Tracts of Developable Acreage Adjacent to Thruway exist 27
- Adequate Flows to Fight Fires Throughout the City
- Reduction in Water Line Breaks and Emergency Repair Calls

Regionally Significant Project: *Broadband Expansion, Otsego County*

Regional significance: Just as the Erie and Chenango canals transformed the rural Mohawk Valley in the 19th century, Broadband Network expansion is a critical investment that makes unserved and underserved regions competitive to attract employers and serve residential communities.

Background:

- Broadband Expansion (construct fiber loop to connect anchor institutions and create competition among internet providers)
- Proposal based on Otsego County Open Access Model Business Plan – 2008

Impact:

- Project provides broadband connectivity
- **Project supports key components of Strategy 4**

Resources:

- Total Project Cost: \$7.0 M
- Total Funding Request: \$7.0 M

Timing:

- TBD

Potential Benchmarks:

- TBD

Regionally Significant Project: *Mohawk Valley Fiber Optic Broadband Project-Northland Communications, Oneida and Herkimer Counties*

Regional significance: This project not only gives the region a better, faster Information Superhighway, it brings a strong commitment to private sector investment that is important to the long-term future of the region.

Background:

- Northland Communications, a leading provider of business focused telecommunications services for more than 100 years, proposes to design, build and maintain a fiber optic network spanning from Herkimer to Vernon.
- This network will have a core focus of providing solid and robust telecommunications services.
- Focus includes internet and private network bandwidth to local businesses that may require options for higher broadband solutions.
- Building on Northland's existing network, this newly designed route will provide connectivity options to the communities between Herkimer and Vernon as well as provide access to many business and technology parks.
- Through a partnership with the Independent Optical Network (ION), Northland has the ability to extend connectivity throughout the state, nation and globally, as required.
 - The ION network consists of over 2,200 miles of fiber throughout New York; with another 1,300 miles being constructed as part of a federal broadband stimulus grant.
 - Although the ION network is vast in size, it has minimal offerings for the Mohawk Valley (MV) without a partner such as Northland to provide the ***"last mile" network***.
- With this network in place Northland will have the ability to provide services such as:
 - High speed internet with connections up to 10 gigabits per second
 - Multi Protocol Label switching (MPLS)
 - Private data network connections across town/county/state and globally
 - Local dial tone and long distance services
 - Cloud services
 - 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 proposal will provide the community with a technologically advanced network.
- In combination with Northland's existing network and this newly proposed network, Northland will have the ability to provide high speed fiber based solutions to the following business parks:
 - Griffiss Business and Technology Park
 - Marcy Nanocenter at SUNYIT
 - Utica Business Park
 - New Hartford Business Park
 - Schuyler Business Park
 - West Frankfort Industrial Park
 - 5S North/South Business Parks
 - Oneida County Business Park
 - This network will consist of both buried and aerial cable construction.
 - The aerial construction will utilize the existing pole lines owned by National Grid, Verizon, or municipal power organizations.
 - As a Certified Local Exchange Carrier, Northland is able to attach to the existing pole lines.

Impact:

- The proposed route will be approximately 52 miles in length
- **Project supports key components of Strategy 4**

Resources

- Project cost: \$1.4 million to design and implement.
- These costs consist of utilities make ready work, engineering, materials, labor and electronics that will “light” the fiber.
- Funding Request: \$700,000 or 50% of the total project cost.
- Due to the regulatory nature of the project, and the need to work with other utility companies, many of the initial steps within the project will rely on other organizations such as Verizon or National Grid.

Timing

- The following is the expected timeframe for the project:

	<u>Time Required</u>	<u>Time From Start</u>
Secure funding (Day 1)		
Final engineering	30 days	30 days
Application to utility companies	15 days	45 days
Physically walk route with utility companies and determine amount of make ready work required	90 days	135 days
Utility companies completes make ready work	75 days	210 days
Network construction (Northland)	180 days	390 days

- Based on the amount of make ready work that is required for the project, Northland will be able to start some construction sooner than the 210 day mark; thus resulting in this project safely being completed **prior** to the 390 day mark.
- In parallel with the construction of the network, a separate line crew will be installing fiber and turning up new service into businesses. As a result, users may have access to the higher speed offerings within the first 6-8 months of this project.

Potential Benchmarks:

- This project lends itself well to being measured by Potential Benchmarks/metrics. It is based on providing fiber from Herkimer to Vernon and providing access to multiple business parks; therefore it can be measured by distance (feet) of fiber installed and locations that have available service.
 - This project is based on 275,000 +/- feet of fiber.
 - As standard with Northland’s network implementations, Northland will be tracking its progress with the installation of strand and fiber, number of splice points completed and number of buildings installed with fiber.
 - In addition to the construction metrics, comparisons of our customer base can be supplied to show the success of the project.
 - Northland will be able to illustrate that, on average, the users of this fiber network will subscribe to three times the bandwidth than users we serve outside of our fiber network.
 - This will be accomplished because the bandwidth will be much more affordable and scalable than our traditional methods of delivery

Regionally Significant Project: Ion/Midtel Broadband Project, Schoharie County

Regional Significance: Just as the Erie and Chenango canals transformed the rural Mohawk Valley in the 19th century, Broadband Network expansion is a critical investment that makes rural regions competitive to attract employers.

Background:

- Enhance broadband connectivity in the Cobleskill and Richmondville area along the Route 7 corridor

Impact:

- **Project supports key components of Strategy 4**

Resources:

- Total Project Cost: \$5.0 M
- Funding Request: \$5.0 M

Timing

TBD

Potential Benchmarks:

TBD

Regionally Significant Project: *Water and Sewer Extensions – Route 7 Corridor, Schoharie County*

Regional significance: The tourism and development potential of the Route 7 corridor in Schoharie County is limited by the availability of water and sewer service. This project will create the climate for a proposed expansion at How Caverns that will create more jobs and more tourism revenue, and also allow for the creation of spinoff businesses and development that cannot locate within this development corridor due to lack of critical infrastructure.

Background:

- Extend Water & Sewer along a five mile stretch of NYS Route 7 to Howe Caverns in order to attract additional development along this corridor and to boost the tourism trade in Schoharie County

Impact:

- Project will create 350 jobs & retain 125 jobs
- **Project supports key components of Strategy 4**

Resources

- Total Project Cost: \$7.8 M
- Funding Request: \$4.1 M

Timing:

TBD

Potential Benchmarks:

TBD

Projects to Implement Strategy 4: Increase Spatial Efficiency – Increase region’s efficiency and productivity by minimizing transportation costs, maximizing agglomeration benefits (shared inputs and knowledge spillovers), avoiding segregation and concentration of poverty, leveraging physical and natural assets, promoting sustainability, maintaining infrastructure assets and unique historic character

(C) Brownfields, Site Clearance and Building Rehabilitation Investments

Priority Project: *Regional Brownfields, Site Clearance and Building Rehabilitation Program, Mohawk Valley Region (Fulton, Herkimer, Montgomery, Oneida, Otsego and Schoharie County)*

Regional significance: The region’s industrial legacy has littered the region with sites that have environmental legacies, require remediation and remaining industrial and mill era buildings that either need to be demolished or require significant investment to adapt them for alternative economic development uses. Many of the communities within the Mohawk Valley Region have developed Brownfield Opportunity Areas and have commenced planning for the reuse of these once vibrant industrial sites. To help rid the region of its Rust Belt image the Regional Economic Development Council is looking to create a Regional BOA Fund that will go toward implementation activities associated with BOA areas and other Brownfield/superfund sites within the Mohawk Valley Region. Key parcels in all counties have Brownfields issues that delay development and prohibit their use. Creating a fund to clean up sites and move forward allows the region to control its own destiny, take job-creating projects off the drawing board, and implement them.

Background:

- Proposed Regional Fund would enable Mohawk Valley Region to proceed with implementation of Brownfield strategies, site clearance, site improvements and infrastructure upgrades, adaptive reuse of buildings and sites to revitalize urban core areas and former industrial era sites that the litter regional landscape, perpetuating the region’s Rust Belt image.
- Regional Fund would enable underutilized lands to be redeployed into productive economic and community development uses.
- These strategies are included in many of the BOA’s that are being developed by communities in the Mohawk Valley Region but funds are lacking to implement these plans, particularly with the lack of available funds under the ERP and RESTORE Programs
- The Regional fund would primarily be targeted for the following BOA areas:
 - **City of Amsterdam, Northern/Eastern Neighborhoods:**
Includes approximately 50-acre area characterized by five potential Brownfield sites that are located within the City’s northern and eastern neighborhoods.
The primary community revitalization objective to be achieved by this project includes the return of empty or dilapidated mill structures back to productive use generating new employment opportunities and tax revenues.
 - **City of Amsterdam, Downtown Via Ponte:**
BOA includes approximately 381-acre area characterized with 28 Brownfields and vacant sites that are located in the City’s downtown.

The primary community revitalization objectives to be achieved include: strengthening the downtown’s commercial core and tax base with new residential, commercial, and office uses; identifying rail transportation options; establishing a definitive pedestrian and vehicular connection

between the southside neighborhoods and the waterfront and downtown. This site is also related to development activities referenced in 9.1 and 9.9 of this Regional Strategy for Amsterdam's Waterfront Heritage Area.

The heart of Amsterdam straddles the Mohawk River, and has suffered economic and physical decline over the past fifty years. The Waterfront Heritage Area is a designated BOA and funding through this regional fund coupled with recommendations for a specially targeted regional fund for waterfront development and canal corridor improvements is integral to plans to revive this once vibrant commercial and industrial corridor.

- **City of Amsterdam: South Side of Mohawk River/Redevelopment of Chalmers Building:**
BOA includes approximately 30-acre site area characterized with 15 Brownfield sites that are located on the south side of the Mohawk River. The City has identified that the redevelopment of the Chalmers Building site, and other improvements will have a positive economic effect on the South Side Neighborhood and Commercial District. The city has secured \$3.3 M from ESD and NYSDEC to undertake comprehensive environmental remediation and demolition of the Chalmer's site as a precursor to attracting new reuse opportunities.
- **City of Amsterdam: Mohasco Site Redevelopment:**
City is seeking to revise current ESD RESTORE grant to allow demolition of the Esquire Building, which would eliminate a serious and growing hazard as the six-story building is in danger of collapsing presenting a severe threat to surrounding neighborhoods. The City also needs to explore remediation of the Power House for reuse or demolition needs to be explored through a feasibility study. Completion of demolition will create a 22-acre site that would support redevelopment activities.
- **City of Johnstown:**
Encompasses approximately 4,000-acre area characterized with more than 24 potential Brownfield sites.

The City's objectives are to redevelop Brownfields for residential, commercial, and light industrial uses and tourist attractions.

- **City of Oneonta, D&H Rail Yard:**
Includes 460- acre area characterized with several potential Brownfields sites located by the former Delaware and Hudson (D&H) rail yard, the surrounding residential neighborhoods, and the City's downtown business district.

The primary community revitalization objectives to be achieved include: utilizing the City's wealth of natural, cultural, and transportation resources; promoting commercial and/or industrial development on underutilized commercial and industrial properties; and improving the quality of life for City residents that live near the former rail yards.

The primary issue is the reuse of the former D&H rail yard and the degree to which this area can be redeveloped in a manner that allows connections to the surrounding neighborhoods and Downtown Business District.

Anticipated community benefits include increased commercial and employment opportunities for City residents and visitors and the elimination of perceived or real environmental contamination.

- **City of Rome, South Rome:**

BOA includes a 50-acre area characterized with close to 48 potential Brownfield sites along a corridor defined by Erie Blvd, Route 69, Wood Creek and Martin Street.

The primary community revitalization objectives are: achieving appropriate community redevelopment to improve neighborhoods; and improving quality of life and the environment. Anticipated community benefits resulting from this project include removal of hazardous and unhealthy conditions, removal of barriers to economic development, and improvement of neighborhoods.

- **City of Rome, Downtown Rome:**

Consists of 513-acre area characterized by 364 potential Brownfield and vacant sites.

These sites are located within the City center, near the Erie Canal and Mohawk River, and the East Rome industrial park.

The primary revitalization objective is to clean-up and redevelop strategic Brownfield and vacant sites for a variety of residential, commercial, office and recreational uses.

BOA includes linkages with City's Waterfront Development Plans referenced in 9.8 of this Regional strategy.

The Implementation Strategy will include: land use implementation techniques including: revised zoning and urban design guidelines; marketing of strategic sites to attract developer interest; developing a local management structure to ensure plan implementation; and compliance with the New York State Environmental Quality Review requirements.

- **City of Utica, Erie Canal Industrial Corridor:**

The City of Utica BOA includes a 1,580-acre area characterized with over 50 potential Brownfield sites located along the old Erie Canal.

The Pre-Nomination will assess and plan for the reuse of Brownfield sites in areas of historic significance and the Utica BOA redevelopment scenarios are related to plans for Harbor Point, which is referenced in 9.5 of this Regional strategy.

- **Village of Frankfort, Main Street and Mohawk River:**

The Village and Town of Frankfort BOA cover a 470-acre area located along Main Street and the Mohawk River characterized by several Brownfield and vacant sites.

The primary objective to be achieved is to establish a common vision to return dormant sites back to productive use with business and recreational uses that best serve the two municipalities.

Impact:

This regional initiative will earmark \$75 M over five years for projects in the six-county area that would:

- Complete planning, environmental investigations and remediation activities,
- Demolish buildings and undertake site development activities and infrastructure improvements that are functionally obsolete and reclaim the sites to support approved community and economic development initiatives;
- Provide funds to renovate key buildings and make required site improvements to bring buildings in

compliance with state and local building codes and adapt buildings for reuse by writing down a portion of the development costs in the various communities within this six-county area

- Restore buildings of architectural and historic significance to preserve region's historic heritage
- **Project supports key components of Strategy 4**

Resources:

- Project Cost: \$75.0 M
- Funding Request: \$2.0 M Priority Project, \$6.0M CFA for 2012
- Multi-year effort of \$67 M over 2013-2016 timeframe needed to support region's need to eliminate obsolete and dilapidated factory buildings to create new economic development and recreational development opportunities

Timing:

- Proposal is part of a multi-year effort

Potential Benchmarks:

- Number of completed Environmental Investigation and Remediation projects
- Number of acres that have received no further action sign offs
- Total square footage of buildings demolished and acres of land made available
- Total square footage of building space renovate
- Square footage for new construction/building renovation for office, warehousing, mixed use, retail, residential, or other development activity
- Number of acres of open space, recreational space, parking or other land uses created from project
- Absorption factors – percentage leased/sold Total units of housing created,
- Total jobs created
- Change in taxes from new development vs. taxes/PILOT revenues generated prior to project occurring.

Regionally Significant Project: Rome Cable Brownfields Remediation Project & Demolition of Building Complex 4

Regional significance: This Rome (Oneida County) project has the potential to develop a unique, large urban site for re-use.

Background:

- Part of Brownfield Opportunity Area in City of Rome
- Site is under control of Rome Brownfield Restoration Corporation (RBRC) and project has been part of the Brownfields ERP Program.
- Remediation and demolition is only partly completed as ERP and RESTORE Programs are not available to complete project.
- ERP activities remaining to be completed include:
- Remediation of Building 4 Complex and
- Demolition of building4 complex, which is a safety hazard to the public and has no effective reuse potential.

Impact:

- Demolition will create an additional 40 acres that can be added to the 10 acres created under the prior ERP/RESTORE program to provide an urban in-fill development site in the City of Rome
- **Project supports key components of Strategy 4**

Resources:

- Project Cost: \$3.6 M
 - Project Budget:
 - Environmental Remediation \$1.300M
 - Demolition of Building 4 Complex \$1.500 M
 - Engineering & Testing (10%): \$0.280 M
 - Contingency (14%) \$0.392 M
 - Interim Interest: \$0.128 M
- Total: \$3.600 M

Timing:

- If funded, project could be implemented in 2012-2013 timeframe

Potential Benchmarks:

- New square footage of buildings built on former Rome Cable site
- Total new investment resulting from new construction on Brownfield site
- Total jobs and payroll
- Total real property taxes and/or PILOT fees realized

Projects to Implement Strategy 4: Increase Spatial Efficiency – Increase region’s efficiency and productivity by minimizing transportation costs, maximizing agglomeration benefits (shared inputs and knowledge spillovers), avoiding segregation and concentration of poverty, leveraging physical and natural assets, promoting sustainability, maintaining infrastructure assets and unique historic character

(d) Downtown Development & Main Street Improvement Corridors

Regionally Significant Project: *Regional Downtown/Main Street Revitalization Program, Mohawk Valley Region*

Regional significance: From Amsterdam to Utica, historic downtowns are part of the region’s character. This project would help gateway communities’ repair and renovate key parts of multiple communities to enhance the welcoming character and appeal of the communities to visitors, increase civic pride and make downtown development a consideration for job growth.

Background:

- Establish a Regional Downtown/Regional Main Street Revitalization Program for Key core areas within MV Region to restore key building facades within urban corridors, and implement other key entryway improvements that will improve appearance and enhance viability of urban corridor areas.
- Project is designed to assist communities with improving appearance of core areas, promoting reuse of vacant and underutilized properties within urban corridors, fund streetscape, lighting and other corridor enhancements.

Impact:

- Regional Downtown/Main Street Revitalization Program will foster a unified regional focus on urban core and Main Street improvements within the six-county Mohawk Valley region and target improvements to restore the vibrancy of these areas.
- **Project supports key components of Strategy 4**

Resources:

- Program should be a multi-year effort with 2.25 M appropriated over 5 years with a required investment of \$750,000 or 25% match from the participating communities within the six-county area

Timing:

- Project would be funded over five year term (2012-2016)

Potential Benchmarks:

- Complete at least six downtown/Main Street projects
- Quantify total investment generated as a result of the initiative
- Quantify new businesses attracted or expanding within Main Street Corridor as a result of program investment
- Quantify change in sales taxes generated from downtown properties

Regionally Significant Project: Foothills Performing Arts Center, Oneonta

Regional significance: Complete existing public and private investments in this first-class facility is a regional priority because it adds to the texture of arts tourism offerings in the prime Otsego County region with its I-88 access.

Background:

- Complete the development of a state-of-the-art performing arts venue in downtown Oneonta
- Oneonta is a premier arts destination and growing downtown.
- To date, the State and local contributions have totaled over \$9M.
- Funds to be used for acoustical treatment for theater, stage lighting and curtains, stage rigging and sound system, kitchen, paving and landscaping

Impact:

- Project supports downtown redevelopment initiatives and is an integral part of the region's commitment to arts, culture, entertainment and tourism venues
- Oneonta is the center for regional economy.
 - 75% of county sales tax generated from retail activity in Oneonta
 - Project is integral to supporting County growth in hospitality industry within Otsego and surrounding environs
- **Project supports key components of Strategy 4**

Resources:

- Project Costs: \$6.0 M
- Project Funding Request: \$1.155 M

Timing:

TBD

Potential Benchmarks:

TBD

Regionally Significant Project: *Utica Auditorium, Oneida County*

Regional significance: Athletic and cultural events at Utica’s auditorium attract spectators from the Mohawk Valley, Northern New York and Central New York. This project builds upon the facility’s existing success by upgrading the surrounding area to further increase its attractiveness and help it generate even more sales tax revenue for the region.

Background:

- Upgrade Auditorium Façade, Expand Parking, and Provide Safety Improvements to this important Community Asset that averages 129,000 attendees and utilizes 180 event days annually
- Conceptual Plan Adopted by Mohawk Valley Memorial Auditorium Authority.
- The Upper Mohawk Valley Memorial Auditorium Authority has commissioned a planning study, which has resulted in a phased improvement project approach, which will spur new event opportunities and keep the facility as a vital community asset for years to come.
- The 50-year-old structure needs to replace the building’s façade based on structural study.
- The availability of adjacent lands along Whitesboro Street and work being completed by NYSDOT along Oriskany Street, in support of the North-South Arterial, has created an opportunity to revitalize the Gateway area to enhance the Auditoriums presence and marketability.
- Elements of the Auditorium master plan are also reflected in the City Master Plan and Brownfield Opportunity Area studies.
- Project includes the following phases for upgrades to this downtown entertainment facility:
 - **Phase 1 – Building façade, Seating, and Energy Improvements**
 - Redevelop, Aud building façade and re locate main point of entry.
 - Provide low safety wall along Oriskany Blvd.
 - Energy savings (lighting) improvements .
 - Replace telescopic seating.
 - Project Costs: \$3.2 M
 - Total Project Funding Request: \$1.6. M
 - **Phase 2 – Main Office, Lobby, and Office Improvements**
 - Relocate offices to ground floor addition over UC locker room.
 - Remove existing canopies .
 - Provide expanded overhead space frame to shelter crowds.
 - Add “Hall of Honor” plaza and memorials.
 - Project Costs: \$1.0 M
 - Total Project Funding Request: \$0.5 M
 - **Phase 3 – Parking Lot Expansion.**
 - Partner with City of Utica and Insight House to clear and develop vacant, City-owned lands north of Whitesboro Street.
 - Purchase and demolish Cosmopolitan Center.
 - Provide shared parking for Insight House.
 - Provide parking for 500 cars to be shared with future business enterprise as recruited by the City.
 - **Phase 4 – Site and Access Improvements**
 - Upgrade pedestrian environment:
 - Safe crossings of Whitesboro Street.
 - Convert Charles Street to service and pedestrian traffic only.
 - Develop vehicular intersection/entry off Oriskany Blvd at Cornelia/Auditorium Drive (by NYSDOT)

- Provide drop off and circulation lanes.
- Re-orient and improve parking in existing Aud lot.
- Upgrade Auditorium Drive with drop-off and through lanes.
- Provide pedestrian “complete street” along Whitesboro Street and Rayhill Trail.
 - Link to Varick Street entertainment area.
 - Link to anticipated Oriskany Blvd. restaurant row (See City Master Plan)

Impact:

- Site was recently recognized as an ASCE National Historic Civil Engineering Landmark, one of only 200 structures in the US to receive distinction.
- The “Aud” draws over 120,000 spectators a year and host concerts, circus, Globetrotters, graduations, Utica College Hockey, Section III Hockey Championship, concerts, and numerous local events and vendor attractions
- Refurbishment of the Auditorium and pedestrian connectivity improvements enhance Utica’s success in sparking the revitalization of the “brewery district” along Varick Street and will enhance additional unique urban redevelopment initiatives in Baggs Square and Oriskany Blvd areas
- **Project supports key components of Strategy 4**

Resources:

- Aud Authority has some bonding capacity but cannot absorb the full scope of improvements required
- Project will undertake Phase I project improvements and is looking for 50% of the phase I cost funded as a Regional Priority Project or through the CFA process
 - **Project Costs: \$3.2 M**
 - **Funding Request: \$1.6. M**

Timing:

- The next 18 months will address the following projects; Lighting project, Façade replacement project, new Telescopic Seating, and initial design and programming for New office/Lobby

Potential Benchmarks:

- Did Auditorium complete phases of improvements identified above?
- Identify other downtown development projects that are undertaken as a result of this investment (e.g., Varick St. Brewery District, Oriskany Blvd revitalization, Baggs Square)

Regionally Significant Project: *Rome Capitol Theatre- Historic Preservation Master Plan, Oneida County*

Regional significance: Rome's Capitol Theatre currently attracts audiences from around the region to a unique mix of arts programs, including organ events that draw from the Albany area. This project enhances the facility, allowing it to increase its offerings and add to not only the region's quality of life, but also the more than \$1 billion in tourism revenue currently generated in Oneida County.

Background:

- Rome Capitol Theatre is owned by Capitol Civic Center, Inc., a 501 (C) (3) corporation.
- The Theatre was built in 1928 and has the following unique features:
 - 1,788 seats
 - Carbon arc and variable speed projection
 - Giant 20 X 40 feet movie screen
 - Silent movies with live theater organ accompaniment (1928, original installation organ)
 - Full size stage
 - Full orchestra pit
- Theatre closed in 1974, and Capitol Civic Theatre Inc. purchased Capitol Theatre in 1985 to be run as a not for profit movie and presenting house.
- Currently, theatre has over 100 performances per year, including:
 - Live theatrical performances – Summerstage, big bands, and dance programs, Classic silent and talking films – including the August Capitolfest Film Festival, and community events
 - Proposal is to renovate the historic theatre, acquire adjoining buildings (adding an additional 25,000 ± SF to the 45,500 SF theatre), and enclose with interior finishes the adjacent alley which separates the theatre from the buildings targeted for purchase (adds 4,000 ± SF of enclosed space).
- Project will be developed in three phases:
 - **Phase I** – Acquisition of two adjacent buildings 228 and 236 West Dominick St.
 - **Estimated Cost: \$350,000**
 - **Phase II** – Adaptive reuse of the 228 and 236 West Dominick St. buildings and the enclosure and interior finishing of the adjacent alley that separates the theatre from the buildings slated for purchase.
- Enclosed alley will become the arcade, providing space for undercover green markets and street bazaars and will expand space for the Green Court Café.
 - The 236 West Dominick Street building will be converted into a box office, a black box for highly versatile performing arts space, and support space for the theatre and community with storage, display and gallery space.
 - The 228 West Dominick Street building will house two 100 seat digital cinemas for independent films and foreign films, and space for dressing rooms and stage support.
 - **Estimated Cost: \$4.2 M**
- Phase III – will include renovation of the existing theatre complex, including life safety and accessibility upgrades, general systems upgrades, refurbished seats, and upgrades to the theatre's historic finishes and furnishings.
 - **Estimated Cost: \$6.05 M**

Impact:

- Project restores historic theatre and enhances its ability to accommodate other regional and local events that will enable it to achieve stronger financial viability

- State investment leverages considerable funds that will be secured through fundraising, New Market Tax Credits, and foundation grants

Resources:

- Project Cost: All Phases: \$10.600 M
- Project Funding Request (Multi yr.) \$ 2.000 M
- 2012: \$910,000 (purchase of adjacent buildings, Architectural/planning, tax credit counsel, and fund raising)
- 2013: \$1.10 M (construction and facility improvements)
 - Non NYS investment would include: \$8.6 M from following sources:
 - \$5.00 M Capitol Campaign
 - \$2.30 M Historic and New Market Tax Credit
 - \$0.50 M ArtPlace Grant
 - \$0.30 M Community Capital Assistance Grant
 - \$0.50 M Kresge Grant

Timing:

- Program/Site analysis, conceptual architectural plans, fundraising feasibility study – Completed
- Artplace letter of intent -- Completed
- Business Plan development -- December 2011
- Capital campaign: 4th quarter 2011 through 2013
- Engage project architect – 4th quarter 2011
- Acquire adjacent buildings/complete building stabilization – 4th quarter 2011
- Master plan development – 1st quarter 2012
- Submit ArtPlace Grant – 1st quarter 2012
- Finalize tax credits – 2nd quarter 2012
- Schematic design development – 2nd quarter 2012
- Construction documents – 3rd quarter 2012
- Construction bids – 3rd quarter 2012
- Submit Kresge Grant – 3rd quarter 2012
- Begin Major Construction – 4th quarter 2012

Potential Benchmarks

- Leverage ratio (Total investment/NYS investment)
- Annual attendance
- Number of annual performances/events
- Impact on Sales Tax Receipts – City of Rome
- Development along West Dominick Street in downtown Rome (Square footage of building renovated or built as an enhancement to the restoration of this project)

Projects to Implement Strategy 4: Increase Spatial Efficiency – Increase region’s efficiency and productivity by minimizing transportation costs, maximizing agglomeration benefits (shared inputs and knowledge spillovers), avoiding segregation and concentration of poverty, leveraging physical and natural assets, promoting sustainability, maintaining infrastructure assets and unique historic character

(e) Waterfront Development & Recreational Improvements

Part of Priority Project: *Utica Harbor Point Waterfront Multi-Use Multi-Recreational Facilities and Canal Waterfront Access Plan, Oneida County*

Regional significance: Utica’s Harbor Point located just off I-90 within the city offers development potential for recreational and commercial uses. This project will move forward to implement plans that will increase development and create jobs.

Background:

- **Utica Harbor Point – Multi-Use Recreational Facilities and Green Space**
 - Utica Harbor Point Project would create tourism/recreational destination at Harbor Point (on the west side of Utica’s Erie Canal Harbor) and provide reuse for waterfront development area that is part of environmental clean-up by National Grid (Grid is under Voluntary Cleanup program).
 - The Utica Master Plan adopted by the Utica Common Council calls for the development of “public (or mixed public and commercial) uses at Harbor Point and Inner Harbor.”
 - The Local Waterfront Access Plan prepared by the City-states that Harbor Point “will generally be defined by its natural features, with active recreational activities as well as and interpretation opportunities.
 - New and enhanced connections will be made to the Utica Marsh from Harbor Point.
 - The southern portion of Harbor Point (near the National Grid Remediation Technology building) is suitable for the construction of recreational facilities. Discussed include: softball fields, combination soccer/baseball fields and an outdoor amphitheater.
 - Potentially relocating of Donovan Stadium/Greenman Estates as part of development of multi-use, multi recreational facilities at Harbor Point will spark redevelopment of the former Utica Gas & Electric site and waterfront area. Site consists of approximately 140 acres
 - Project would enable two class "A" development Sites in Utica to be re-marketed as prime commercial development sites.
- Phase I of project should include a study of suitable recreational concepts, planning, and preliminary design for overall development program:
 - Project Cost: \$500,000
 - Project Funding Request: \$250,000
- **Utica Inner Harbor – Mixed Public and Private Development**
 - Utica Inner Harbor Project would provide boaters access to the Inner Harbor (on the east side of

Utica's Erie Canal Harbor) and provide public infrastructure to spur private investments. Commercial development is anticipated to provide overnight accommodations, dining, and entertainment.

- NYS Canal Corporation to transfer 20 acres at the Inner Harbor to a new LDC created by state legislation, and requires relocation of maintenance facility by LDC. Alternatives are being investigated with the NYS Canal Corporation to leave the maintenance facilities on site situated on a smaller footprint in order to advance a "working harbor" concept promoted under the LWAP.
- The LWAP states that the redevelopment of the Inner Harbor will "take on a stronger urban form and perhaps with aesthetically pleasing architectural details reflective of the area's industrial past." The LWAP recommends integration of the working waterfront areas of the NYS Canal Corporation with new commercial/light industrial uses. A working harbor is an attraction that would heighten the level of activity and interest in the area. In addition, as a partner at the harbor with the Canal Corporation, the City would be in better position to request certain improvements (dredging, lock updates, etc) than it would be otherwise.
- The City envisions that the Inner Harbor Project would be completed in phases as part of a partnership with Canal Corporation and other agencies.
- Goals of waterfront access plan is improve physical & visual access to Erie Canal/Mohawk River; enhance waterfront's vehicular and pedestrian circulation and parking; improve connectivity to recreational amenities; and create new trail links
 - Project Cost: 2.5 M
 - Initial plan for the harbor is estimated at \$300,000
 - Development of shovel ready sites for plan identified potential is estimated at \$1 million.
 - Development of a marketing plan to capture investment dollar and entrepreneurship is estimated at \$500,000
 - Development of the 'working harbor' at the Inner Harbor is estimated at \$700,000 million
 - Project Funding Request: \$1.25 M
- **Utica Waterfront Access Plan**
 - Complementing the Harbor Point/Inner Harbor Development initiatives is the implementation of a development Plan to improve public access and circulation along the Mohawk River and Erie Canal.
 - Goals of waterfront access plan is improve physical & visual access to Erie Canal/Mohawk River; enhance waterfront's vehicular and pedestrian circulation and parking; improve connectivity to recreational amenities; and create new trail links. Potential short term projects include:
 - Connection of the Canalway Trail through Utica to the east to connect with the neighboring municipality. The Canalway Trail portion for the City has design documents completed and were originally part of the larger statewide Canalway Trail development.
 - Wayfinding/signage plan for the entire area that helps to promote, direct and identify the area to visitors and residents.
 - Creating linkages to existing trailways and green areas (Utica Marsh, Canalway trail, etc.) and incorporating future development of new trails, public, green and community space.
 - Creating water access linkages through non-motorized boat parks (canoe/kayak park) is critical.
 - Development of comfort/emergency station for those using the water and land trails to allow

access to be more convenient.

- Evolutionary next steps lead to the LWRP, an independent but critical study to further develop the future waterfront.
 - Project Cost: 1.0 M
 - An LWRP is estimated at \$200,000
 - A signage/wayfinding plan is estimated at \$100,000
 - Closing gaps in the Canalway trail is estimated at \$500,000
 - Development of non-motorized boat facilities and comfort stations is estimated at \$200,000
 - Project Funding Request: 0.5 M
- Longer term projects include those identified at Harbor Point and the Inner Harbor and a bridge to connect Culver Avenue in East Utica to Sewage Plant Road/Leland Ave.
 - **Project supports key components of Strategy 4**

Resources:

- Project Cost: 10.0 M
- Project Funding Request: 10.0M
- Phase I of project should include funding to initiate engineering and planning for overall development program
 - Project Cost: \$500,000
 - Funding Request: \$500,000

Timing:

TBD

Potential Benchmarks:

TBD

Part of Priority Project: *Rome Southtown Harbor Waterfront Village and Seawall Construction Erie Canal Canalway Project, Oneida County*

Regional significance: Land along the Erie Canal in Rome has the potential to be developed, helping to provide housing alternatives not requiring more sprawling developments. Increasing housing options in the Rome area would increase its attractiveness to employers considering Griffiss Park as a potential location.

Background:

- Harborway on the Erie - Canalfront living, working and playing
- To compliment the planned "private" construction of mixed residential and commercial development on the banks of the Erie Canal by improving the infrastructure and amenities related to the planned development. The City portion of the project would include streets, creation of a seawall, enhancements to water and sewage systems necessary to support proposed and future development, parking, waterfront marine facilities, and an amphitheater. The City and the developer are gearing up for public meetings to introduce the project to the public - for their input and support.
- A local developer is proposing a new "community" taking advantage of one of the key regional assets, the Erie Canal, and providing in-demand alternative, upscale housing options to attract talented workers to live, work and play in Rome, New York.
 - Phase I of the developer's plan would include the construction of waterfront-adjacent mixed residential and commercial structures consisting of approximately 200 residential units and 10,000 to 30,000 square feet of mixed commercial property, consisting of both retail and office space.
 - Phase I would also include improvements to the local infrastructure and development of the waterfront area and public parks to support the Harborway development.

Impact:

- Mixed-Use Housing & commercial development along Erie Canal in Downtown Rome
- Conceptual design and cost estimates complete.
- Architectural analysis underway.
- Private developer has secured options for land for development

Resources:

- Project Cost: \$47 M
 - Project Funding Request: \$16 M
 - Construction of seawall along the Erie Canal to support the NYS DOT Canalway Trail project in 2012 and the SouthTown Harbor Waterfront Village Concept as a regional destination for housing, tourism, and canal commerce.
 - Canalway Trail is currently in final stages of design by NYS DOT/Canal Corp subcontractors (Lochner).
 - Project Cost: \$1.8M
- Project Funding Request: \$1.8M

Timing:

Post Submission Process

Project Design Development Mixed Use	9-Sep-11	1-Jul-12
Develop Planned Development District	1-Dec-11	15-Feb-12
Public Input Sessions	19-Sep-11	15-Feb-12
Archetectural/Engineering	1-Dec-11	1-Apr-12

Design Development

Construction Documents	5-Apr-12	15-Jun-12
Project Bidding	15-Jun-12	1-Jul-12
Project Construction Mixed Use	1-Aug-12	1-Jul-14
Site Work	1-Aug-12	1-Dec-13
Construct Building "B"	1-Aug-12	15-Oct-13
Construct Building "A"	1-May-13	1-Jul-14
Project Development Harborway Infrastructure Improvements	19-Sep-11	1-June-12
Design Concept Development	19-Sep-11	31-Oct-11
Design Development	19-Sep-11	1-Mar-12
Construction Documents	1-Mar-12	1-May-12
Project Bidding	15-May-12	1-Jun-12
Project Construction Infrastructure Improvements		
Sea Wall Construction	15-Jun-12	15-Dec-12
Sidewalks	15-Aug-12	15-Apr-13
Roadways	15-Jun-12	1-Jul-15
Amphitheater and Park Improvements	15-Oct-12	15-Jun-13
Potential Benchmarks:		
• Upon completion, it is anticipated that Harborway on the Erie would include over 1,300 units and would incorporate the latest technology to create an environmentally stable and economically sustainable community along the Erie Canal waterfront. • Harborway on the Erie will be a model development for other regional communities along the Erie Canal and other New York State waterways, attracting and retaining a strong regional workforce to support the Mohawk Valley's strategic plan for economic development.		

Part of Priority Project: *Amsterdam Waterfront Heritage Area*

Regional Significance: The heart of the City of Amsterdam straddles the north and south banks of the Mohawk River, and has suffered economic and physical decline over the past fifty years. This regional strategy proposes to re-purpose this waterfront area for waterfront recreation, parks, cultural tourism, commercial and residential development, and Main Street Revitalization. The State Canal Trail runs through the south shore of the Waterfront Heritage Area and linkages to and amenities in support of the Canalway will be enhanced.

Background:

- Amsterdam was one of the first cities to establish a Local Waterfront Revitalization plan to effect and enhance a variety of waterfront redevelopment activities:
 - Riverlink Park
 - BOA
 - Pedestrian Bridge over the Mohawk River – to link north and south shores of the Mohawk and unite land of the Waterfront Heritage Area
 - Bridge Street Reconstruction
 - Redevelopment of Chalmer’s Site
 - Multi-cultural Center-Redevelopment of Lower Bridge St.(east side)
 - Riverwalk
 - Commercial and Residential Redevelopment along Bridge Street (south shore) and East Main St. (north shore)
 - Multi-modal Transportation Center
- Portions of the LWRP have been completed or are underway.

Impact:

- Project will reclaim major part of City’s waterfront and be a catalyst for the city’s revitalization

Resources:

- Total Project Cost: \$100 M
- Total Funding Secured to Date: \$29.7 M
- Funding Requests:
 - Phase I- Short Term: \$2.6 M (Chalmers Site, Bridge and Main St. Revitalization, River Walk improvements)
 - Phase II- Long Term: \$24.5 M (Multi-Modal Transportation Center, Bridge and Main St. Revitalization, Final Phase for Bridge St. Reconstruction, Multicultural Center, Phase III Riverlink Park, and Riverwalk.

Timing:

- BOA Phase III:
 - South Step One Complete – December 2011
 - North Side Step One Complete – October 2012
 - Completed by October 2014
- Pedestrian Bridge:
 - Preliminary Conceptual Design – Completed
 - Construction Design and Approvals – June 2012
 - Construction Start – October 2012
 - Construction Completed – August 2014

- Bridge St. Reconstruction:
 - First Phase Project Completion – November 2011
 - Final Phase Completion – September 2014
- Chalmers Site:
 - Env. Remediation and Demolition Completed – December 2011
 - Site Redevelopment Planning – January 2012 through June 2012
 - Developer Selection – December 2012
 - Site Redevelopment – January 2013-January 2015
- Cultural Center:
 - Site assembly & Preparation: October 2012-August 2014
 - Feasibility Study Completed: August 2014
 - Secure Funding: June 2015
 - Construction: October 2015-August 2017
- River Walk:
 - Phase I Funding: June 2012
 - Phase I Design: June 2012-March 2013
 - Phase I Construction: March 2013-August 2013
 - Phase II Funding: June 2014
 - Phase II Design: June 2014-March 2015
 - Phase II Construction: March 2015-August 2015
- Main & Bridge St. Revitalization:
 - Ongoing process: October 2010-December 2018
- Multi-Modal Transportation Center:
 - Feasibility Study: Completed by August 2012
 - Coordination Activities: August 2012-August 2014
 - Secure Funding: Completed by August 2015
 - Design, Bidding, & Permits: January 2016
 - Construction: March 2016-December 2017

Potential Benchmarks:

- Completion of each of the individual components
- Financing obtained (public and private)
- Number and type of amenities /public projects completed
- Number and type of buildings renovated under the Bridge St. and Main St. component
- Number of new businesses and expanded businesses within the Waterfront Heritage Area
- Number and type of jobs created by component activities, both construction and permanent
- Increases in traffic in project area (boat and tourism traffic)

Regionally Significant Project: *Erie Canal Canalwide Trail , Mohawk Valley Region*

Regional significance: Communities along the Erie Canal have a unique historical resource, transportation asset and tourism attraction that requires investment to fulfill its potential for tourism. This project will connect communities and enhance canal-related projects that individual communities may not be able to support.

Background:

- Complete construction of 27 miles of canalway trails with development of the Utica-Little Falls trail (20 miles); and Amsterdam to Rotterdam Jct (7 miles) to create a vital piece of the overall NYS Canalway Trail System.
- Project includes construction of trailhead establishment, ROW acquisition, wetlands and rail crossings, signage, site furnishing
- Project has synergy with the Great Mighty Waters concepts that are proposed

Impact:

- Project creates a vital tourism and recreational asset that establishes connectivity within the region and complements a wide range of local tourist and recreational assets
- Project helps in branding region's tourism efforts and can be linked with other trail improvements and canal development projects in region
- Investment also completes a major gap in the statewide Canalwide Trail from Buffalo to Albany
- **Project supports key components of Strategy 4**

Resources:

- Total Project Cost: \$25.5 M
- Funding Request: \$25.5 M

Timing:

- Project anticipates that the 27-mile canalwide trail could be completed over a phased period estimated at five-years.

Potential Benchmarks:

- How many miles of trailway completed within five years?
- Identify other canal corridor or urban development projects that developed in conjunction with this investment (e.g., Utica Harbor Point, Little Falls, Amsterdam, and Rome Canal initiatives)
- Quantify amount of investment realized from other related initiatives
- Quantify increases in visitor spending with development of Canalway Trails

Appendix—D. NYSDOT Transportation Projects

DOT Long-Range Regional Transportation Projects

County	Name of Project	Estimated Cost	Schedule	CFA Application
Fulton	Route 30A Corridor	\$15M	Not programmed in five year cap program	
Fulton	Johnstown Industrial park	\$3M	Not programmed in five year cap program	CFA
Herkimer	Schuyler Business Park	\$5M	Not programmed in five year cap program	
Herkimer	Frankfort business Park (Pumpkin Patch)	\$6M	Not programmed in five year cap program	
Herkimer	Route 5S: Frankfort to Route 28	\$40M	Not programmed in five year cap program	
Herkimer	Route 5S: Route 28 to Route 167	\$40M	Not programmed in five year cap program	
Montgomery	Town of Florida Business Park	\$1M	Not programmed in five year cap program	CFA
Montgomery	Route 5 City of Amsterdam	\$42M	Not programmed in five year cap program	
Montgomery	Village of Fonda Bypass	\$30M	Not programmed in five year cap program	
Oneida	Utica-Rome Expressway High Speed EZ Pass	\$6M	Not programmed in five year cap program	
Oneida	Utica Gateway @NYS Thruway and North Genesee Street	\$10M	Not programmed in five year cap program	
Oneida	North-South Arterial	\$63M	1st Contract December 2012- 2nd Contract June 2013- 3rd Contract Jan 2016	
Oneida	Sunset Ave- Burrstone Ave Interchange	\$25M	Not programmed in five year cap program	
Oneida	Route 5, 8, 12 & 840 Interchange	\$10M	October 2017	
Oneida	Campion Road & Old Campion Road	\$7M	Not programmed in five year cap program	
Oneida	NYS Route 12 South	\$30M	Not programmed in five year cap program	

Oneida	New Hartford Business Park	\$6M- Diamond Interchange; \$2M Utility Relocation	TBD	
Oneida	Route 840 Access to NYS Thruway	\$30M	Not programmed in five year cap program	
Oneida	Route 840 Extension to Rome	\$50M	Not programmed in five year cap program	CFA
Oneida	Griffiss Business and Technology Park	\$8M	Not programmed in five year cap program	CFA
Oneida	Fort Stanwix- Rome Gateway	\$5M	Not programmed in five year cap program	
Oneida	Routes 49 & 365 Conversion to Route 790	\$5M- Convert to NYS Rt. 790; \$150-200M Convert to Interstate standards	Not programmed in five year cap program	
Oneida	Oriskany Blvd: Broadway to Broad St/ Combined Sewer Separation	\$7M	Not programmed in five year cap program	
Oneida	Thruway Interchange at Turning Stone	\$6M	Not programmed in five year cap program	
Oneida	Local Roads over Erie Canal	\$3M	Not programmed in five year cap program	
Oneida	Route 294, Ava Landfill Access	\$7M	Not programmed in five year cap program	
Oneida	NYS Preparedness Center & Oneida County Business Park	\$10M	Not programmed in five year cap program	
Otsego	Rt. 166 over Cherry Valley and Shellrock Creeks	\$2.3M	Feb-12	
Otsego	Rt. 80 Otsego Lake Slope Stabilization	\$300,000	Nov-13	
Otsego	I-88, Otego to Oneonta Pavement Repair & Bridge Maintenance	\$23.3M	Dec-12	
Otsego	Rt. 80 Culvert Project, Otsego County	\$1.0M	Aug-14	
Otsego	7 over CP Railroad, Town of Worcester	\$3.65M	Apr-15	
Otsego	Rt. 7 Main Street Village of Otego Resurfacing	\$1.32M	Jun-15	
Otsego	Large Culvert Project, Otsego County	\$3.5M	Jun-15	
Otsego	Rt. 28 over Herkimer Creek	\$1.25M	Apr-16	
Otsego	Rt. 205 over Small Brook	\$710,000	Apr-18	
Schoharie	Rt. 7/30A/Zicha Road Intersection Improvements	\$1.06M	Apr-13	
		Total: \$608.39 M		

Mohawk Valley Regional Economic Development Council

