

#OURMOHAWKVALLEY

MOHAWK VALLEY
EDGE

ANNUAL REPORT
2017

EDGE MISSION { Strengthen and Grow the Mohawk Valley Economy

AWARENESS / ASSESSMENT / EXECUTION / SUPPORT



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MOHAWK VALLEY EDGE

Economic Development Growth Enterprises Corporation provides a coordinated economic development program that can assist your business to locate, grow and prosper in Oneida County, in the center of New York State. EDGE is aligned with the six-county Mohawk Valley Regional Economic Development Council region.



#OURMOHAWKVALLEY

From our historic downtowns in Utica and Rome to our rural main street communities, the Mohawk Valley has seized initiative and we are making great strides in building a foundation that is reshaping a regional economy. The changes that are taking place cannot simply be measured by the number of direct jobs and investment, it is measured by renewed optimism that the region is positioned for economic revival. It is powered by innovation, and it is grounded in an unshakable foundation of grit and perseverance.

We continue to be committed to this same mission. Working in collaboration with our partners from across the region we are working to reclaim our historical heritage as a manufacturing center rich in productivity and innovation. We are working with our local municipalities to restore the vibrancy in our main streets and urban centers and we are growing the sustainability of our food systems, with investments in value-added agriculture and long-term agribusiness planning. Along with our education and workforce development partners we are working to build a workforce that is inclusive and is able to build a pipeline that can meet the needs of existing and future employers.

By key competitive benchmarks like labor costs, utilities, cost of real estate, and business climate, the region's advanced manufacturing economy has become not only more competitive, but has increased its ability to export its products throughout the world. The Mohawk Valley has always been a cradle of innovation and we continue to manufacture products and components that serve key industrial clusters from aerospace, to the wire and cable industry.

STEM jobs in the region are growing. The average wage of advanced manufacturing is 34% higher than the region's average private wage. Average private wage growth (2011-16) has outpaced NYS by a full percent and exports in advanced manufacturing have increased 26% per capita. With a 13% increase in advanced manufacturing wages since 2010, our strategy is working.

2017 saw the announcement by Danfoss that it would locate its advanced electronics packaging center at SUNY Polytechnic Institute's Quad C. Danfoss is hiring workers and beginning to tool the Quad C for its North American markets. Work continues on completing all key site infrastructure improvements to the Marcy Nanocenter which is well positioned to attract semiconductor and advanced electronics manufacturing in an industry that grew by 22% in 2017.

The Air Force Research Laboratory continues to be a hub of government sponsored research and development with more than \$1.2 billion in annual contracting authority. Its 2017 economic impact analysis shows that the lab generates a \$400 million economic impact on the regional economy. The lab's presence has also generated continued growth by homegrown defense contractors like AIS who have expanded their Rome headquarters and US cyber footprint. Oneida County's Griffiss International Airport is the pre-eminent test site in the United States for UAS testing and NASA has committed additional research dollars to continue the effort to integrate UAS technologies into the nation's commercial airspace.

Strategic investments in advanced manufacturing, advanced electronics, C4I technologies and UAS testing and development are integral to the region's focus on building a stronger innovation economy that will attract population and talent, infuse new investment in this region, and help restore the region's economy. Other key investments are also underway. Last year also saw Tractor Supply Company choose Herkimer County for its new northeast regional distribution center. Construction is well underway and we look forward to having Tractor Supply be part of our region's employer base.

To globally compete our region is reimagining the concept of great American cities - characterized by interesting places, strong companies, and sustainable design. Small, gritty, and green; our population centers are connected and accessible by rail, water, trail, and car. Central to our vision for a 21st Century workforce are the cities and villages in which they will live and work. From one corner of the region to the other, EDGE is working with municipalities to strengthen their core assets and attract new business. This past year Governor Cuomo announced that the City of Rome was a winner of the State's \$10 million Downtown Revitalization Initiative (DRI). Rome has embraced sustainable design, collaborative placemaking, and public-private partnerships to maximize the DRI investment to attract talent in high-growth industries, create international destinations, cultivate entrepreneurship, expand opportunities for all, and increase multi-model connectivity.

In Utica, focus has been made on the redevelopment of Harbor Point into a mixed-use development site with close proximity to the Adirondack Bank Center and U District, this site has unprecedented opportunity to connect two districts within the city. Coupled with the rise of the downtown innovation district anchored by the new MVHS healthcare campus, the City of Utica is poised for both vast physical and economic transformation.

Led by the Oneida Indian Nation's Turning Stone Resort and Convention Center, the region has seen a 26% increase in visitor spending since 2011. Coupled with the construction of several new hotels, and new investments in commercial amenities the region's economic revitalization is sparking a resurgence in visitor spending and creating venues that make the region more attractive to residents and millennials.

The region has a solid foundation on which it can build. It hasn't come easy, but it has arrived. *This is our Mohawk Valley.*



STEVEN J. DIMEO
EDGE President



EVE VAN DE WAL
Board Chair



DAVID MANZELMANN
Chair Elect

AWARENESS //

EDGE's economic development services exist along a continuum, this process is used to facilitate the successful execution of EDGE's mission – strengthen and grow the Mohawk Valley economy.

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

16

Ongoing
Business
Leads

290

Outreach to
Businesses

17

Trade Shows
& Industry
Events

51

Community
Presentations

There are locally concentrated industry clusters that have historically proven to fuel one another's growth and success in the Mohawk Valley. Such business networks lead to competitive advantages for existing companies and start-ups alike. EDGE has made a concentrated effort to seek out these clusters and provide an environment to foster their growth.

Advanced Manufacturing, Agribusiness, Cyber, Finance, Insurance, IT, Nanotechnology, Unmanned Aerial Systems.

EDGE GLOBAL MARKETING



Made possible by:

nationalgrid

ASSESSMENT //

Understanding the needs of businesses is the next step. Once those needs are identified EDGE can then utilize their economic development tool box to coordinate resources and customize incentives to execute the project.

START YOUR BUSINESS



- SBDC Business Plan Development
- Entrepreneurship Assistance
- Opportunities for Innovation

LOCATE YOUR BUSINESS



- Site Selection
- Downtown/Brownfield Redevelopment
- Marcy Nanocenter
- Griffiss Business & Technology Park
- Silver City Business Park
- Oneida County Business Park

GROW YOUR BUSINESS



- Loans for equipment & working capital
- Grants for capital projects
- Tax Incentives for predictability, sustainability

EXECUTION //

Once the appropriate resources have been identified, EDGE works with the customer on successful project completion.

ENTREPRENEURSHIP ASSISTANCE

Commercialization Academy

The AFRL Commercialization Academy is an entrepreneurial education program in partnership with the Griffiss Institute and EDGE. The startups are incubated by early-stage venture capital firm Wasabi Ventures, while embarking on an acceleration process to either build a sustainable startup, or enhance technology from an already existing startup. The program is designed to develop entrepreneurial leaders through the commercialization of federal intellectual property to facilitate the growth of Upstate New York's economy through tech startups, and potentially speed technology products back into the hands of the Department of Defense.

\$20,000 from program funders was up for grabs at both the Spring and Fall Demo Day, with teams pitching audience members and a panel of judges, to see which startup company and AFRL/RI technology-based products and services were most deserving of the money.

The 2017 AFRL Commercialization Academy Cohorts and Demo Day were made possible by the following generous supporters:



SPRING COHORT 2017



Judge's Vote // \$15,000 Winner Mentis

Mentis is a cybersecurity company focusing on preventing viruses and all forms of malware from infecting computer through internet browsing while at the same time protecting privacy.

"Winning Demo Day means that I can get to the next level, so this money will be used to help me further develop the product, and help me to mature the product, to the point where I can begin to sell the product. This gives me energy to keep going," said Brian Abbe, CEO of his win.

Audience Vote // \$5,000 Winner Audience Vote \$5,000 Winner: E-Health Now

E-Health Now wants to connect Chinese cancer patients with U.S. oncologists through virtual joint consultation and medical tourism, and have completed their pilot program.

"Honestly, I am honored," said Vinayak Kumar, Medical Lead, E-Health Now, "Honored that everyone believes in our idea as much as we do. So, this is just more inspiration to keep pushing forward to make this product a reality."



Judge's Vote // \$15,000 Winner

Good People Energy Technologies

Good People Energy's mission is to make energy saving technology easy, while being an example of responsible stewardship of energy, communities, and human potential. They have created the Phoenix Fan Controller, which provides 10-30% energy savings with improved quiet and comfort, and can be added to existing small fan HVAC systems (PTACs, fan coils, split systems, etc.) to extend their useful lives.

"We were very excited about the win," said Devin Morgan of Good People Energy, "It was a great validation that we are on the right path and it felt particularly good in front of a hometown Mohawk Valley crowd. The prize money will really help us with getting our local supply chain up and running. We hope we can have Herkimer Industries assembling units for us early next year."

Audience Vote // \$5,000 Winner

Let's Chat About It

Let's Chat About It is a wellness support platform and online community for those struggling with mental health and substance abuse. Let's Chat About It is a comprehensive online platform that builds a community to share, support, and gain confidence to combat substance abuse and to better their overall mental health.

"I feel honored to win the audience vote and am happy the audience felt that such a platform is in need," said Garrison Grant, founder of Let's Chat About It, "I met so many amazing people today and am excited for what the future brings. I want to thank the Commercialization Academy for such a great experience and helping to jumpstart our journey!"

PROGRAM OUTCOMES TO DATE

2017

Milestones: 42
 Dollars earned: \$105,000
 Dollars spent: \$47,209
 Licenses: 7

10 ACTIVE BUSINESSES FORMED

PROGRAM HISTORY

Milestones: 139
 Dollars raised: \$512,500
 Dollars earned: \$494,382
 Dollars spent: \$438,591
 Licenses: 27

23 ACTIVE BUSINESSES FORMED

LOCATE YOUR BUSINESS

DOWNTOWN REDEVELOPMENT

Vibrant downtowns are essential to retaining and attracting talent, corporate investment, and entrepreneurship. EDGE is helping to amplify local and county planning efforts by leveraging new relationships and resources for the revitalization of our urban centers.

UTICA

Downtown Utica is the largest, most diverse, and most densely populated metropolitan center in the Mohawk Valley region. Sparked by new investments in the region, the City's downtown neighborhoods are reimagining themselves as urban entertainment, recreation, sports, and entrepreneurial destinations. Upscale residential lofts, mixed-use development in former factory buildings, a proposed medical campus, and a growing cultural vibrancy are contributing to Downtown Utica's emergence as a true year-round downtown.

Mohawk Valley Health Systems Healthcare Campus

A new state-of-the-art medical campus will offer quality and compassionate care in a dignified, clean, modern and comforting environment while making it possible to attract the nation's top medical professionals and new primary care providers.

Harbor Point

Leveraging the history and tourism potential of the Barge Canal, the Utica Harbor is envisioned to be a vibrant mixed-use district that includes commercial, retail, restaurants, entertainment venues, and waterfront attractions. EDGE continues to facilitate critical partnerships between National Grid, O'Brien & Gere, and the NYS Canal Corporation - helping the city to secure nearly \$7 million in funding since 2013 to advance site development and pave the way for an anticipated \$40+ million in new investment.

“
The Harbor Point Redevelopment Project is a transformational project that will have a positive impact in our community for decades to come, said City of Utica Mayor Robert M. Palmieri. Through hard work and collaboration with many partners, we are excited to advance this project and look forward to working with talented developers to incorporate their vision and ideas with our Master Plan.
”



ROME

Collaboration with the City of Rome began more than 20 years ago with the creation of Griffiss Business and Technology Park. In recent years, this collaboration has turned into a partnership for area-wide planning, strategic site development, and business assistance. Building on the solid foundation established with the City's Brownfield Opportunity Areas, the City's relationship with EDGE has never been stronger – and the momentum has never been more real.

Woodhaven Redevelopment Masterplan

The ReThink Woodhaven redevelopment strategy, addressing more than 100 acres between Floyd Ave and Park Drive, represents a once-in-a-generation opportunity for the City. Demolition of the blighted structures was completed this past fall, which has opened the door to a host of redevelopment possibilities. The City has partnered

with EDGE and RIDC to help facilitate the master planning and environmental review process. During the past year, the planning team has facilitated an open conversation with community leaders, stakeholders, and developers. With master planning finally complete, this is going to be a big year for this neighborhood.

Brownfield Opportunity Area Support

EDGE is working with Rome to advance an aggressive brownfield redevelopment strategy – from cleaning up individual sites to the area-wide revitalization planning. With the support of National Grid and the EPA, 1333 East Dominick Street has been demolished, opening up a 2-acre redevelopment site in proximity to Revere Copper.

The City of Rome and MVEDGE recently teamed up to seek the final funding for the \$2+ million demolition and remediation of the former Rome Cable Complex 4 that will result in elimination of blight and decay from a struggling neighborhood, remediation of a known public health/safety hazard and will create a 40-acre mixed-use development site in downtown Rome.



Rome Waterfront Village Masterplan

As you enter the city across the Erie Boulevard Bridge, you catch a glimpse of the Erie Canal; and nearly a mile of waterfront development potential. Fifteen acres of under-developed waterfront property between the South James and Erie Boulevard Bridges offers opportunities for new housing, trails, retail, and public spaces. The City and EDGE have led an accelerated design, engineering, and environmental review effort over the past year to position the projects for construction as early as next year.

The time is now. The place is downtown Rome: the Mohawk Valley's next DRI community.



Izzo noted that naming Mohawk Valley EDGE President Steven J. DiMeo as her co-chair on the committee was another chance to improve the relationship between the city and the group that has been so focused on the Griffiss Business and Technology Park. 'We chose Steve and EDGE because they were working with the city. They have a good understanding about what we're trying to achieve. **Our working relationship with EDGE is very, very good. There are no projects where we aren't working hand-in-hand no matter where they are in the city.'**



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

Rome is on the very brink of structural, metaphysical change. \$10 million will change the game – not just for Rome, but for the entire region. The Rome DRI target area contains all the ingredients for success: Massive physical impact, millions in new investment, nationally-acclaimed

public spaces, sturdy partnerships, and the professional staff capacity to deliver projects. Success in Rome will augment and inspire continued transformation - already underway in Utica and Oneonta - as the western sentinel of the innovation economy.

EDGE staff was instrumental in the development of the 2017 DRI proposal and is committed to working with the City to advance the strategic projects identified in the plan. EDGE President Steve DiMeo Co-Chairs the Local Planning Committee, and EDGE staff is acting as a force-multiplier to help the City realize its vision.

STRATEGIC SITE DEVELOPMENT



We have a number of very promising opportunities for Marcy. One of the most important things we did is continue the infrastructure work on that site...**the industry is booming.** The industry is running out of capacity. I think that presents a good opportunity for Marcy. All the permits, all of the engineering, all that is required to bring a site like Marcy online is very time consuming. The fact that we have advanced the infrastructure and continue to ready the site is making a difference to the companies we're talking with. So, **I continue to remain optimistic about the prospects for Marcy, and related to the chip fab industry.**

-Howard Zemsky, President and CEO, Empire State Development



To be viable within the semiconductor industry, a company's time to market must be as short as possible. Sustained commitment from EDGE staff and funding from New York State, Oneida County and National Grid has allowed the Marcy site to become what it is today, a true pad-ready site. The Marcy Nanocenter sits on the cusp of success, continuing to prepare for an end user through advancing required infrastructure, meeting supply chain demands, and aggressive marketing - constantly bringing the Mohawk Valley closer and closer to landing an economic game changer that will benefit all of Upstate New York.

In just the past year the Marcy site has seen an exponential increase in lead activity. As the industry evolves, markets such as automotive and industrial electronics, the Internet of Things, and flash memory push the demand for semiconductor products further. Companies are expanding and seeking opportunities to increase capacity – invariably leading them to the Mohawk Valley. To capitalize on this industry growth cycle, EDGE has partnered with ATREG, a global firm that specializes in the sale of advanced technology manufacturing assets, to identify potential end-users for the site. Coupled with a global marketing focus with support from National Grid, EDGE is doubling down on its advanced electronics strategy to attract a semiconductor manufacturing facility to the Marcy Nanocenter site.

MARKETING

- ▶ 10 Semiconductor Trade Shows/Events:
 - 2 Northeast
 - 5 West Coast
 - 2 South West
 - 1 Europe
- ▶ 9 Leads
- ▶ 3 Site Visits
- ▶ 18 Direct Sales Calls
 - 12 West Coast
 - 2 South West
 - 4 Europe

This 25-year effort to develop the upstate region into a leading center of nanotechnology offers a dramatic example of how a single initiative can transform the competitive landscape. The result? SUNY Polytechnic Institute is attracting millions in foreign direct investment and talent from around the globe; and Marcy Nanocenter is now considered one of the top sites in the U.S. for semiconductor manufacturing.



Danfoss Silicon Power, a semiconductor company based in Schleswig, Germany, is the newest addition to the SUNY Polytechnic Institute campus. The company manufactures electric power modules for the automotive, general industrial and alternative energy areas.

In March, the company announced the new initiative to advance the production of silicon carbide (SiC) technology, with particular emphasis in chip packaging at SUNY Polytechnic's QUAD-C. Just over six months later, the company is welcoming the first employees, many of whom are local, including one SUNY Poly 2016 graduate.

The facility at QUAD-C is expected to create 300 jobs and will advance New York's leadership in next generation semiconductor research, development,

and commercial fabrication to meet the global demand for smaller, faster, and more efficient devices. "We're making great progress, including starting up construction and ordering equipment and hiring our first employees," general manager of the new facility, Mike Hennessey, added. "This is just the beginning of our exciting business journey that will expand the scope of the Nano Utica initiative from computer chip commercialization into power electronic applications for industrial products in many clean energy applications."

Danfoss Silicon Power formed a consortium with General Electric, to focus on next-generation semiconductor research, development, and commercial fabrication to meet the global demand for smaller, faster, and more efficient devices.

In 2016, EDGE undertook \$49.1 million in infrastructure programming to advance the site. **In 2017 an additional \$29.1 million was allocated for continued improvements.** This funding is part of a \$638 million New York State appropriation for the Nano Utica Initiative and a \$5.1 million Regional Economic Development Council award.

Site infrastructure improvement include:

- ▶ Natural Gas Main Extension Project
- ▶ National Grid Edic Substation Expansion
- ▶ Dual Circuit 115kV Transmission Line
- ▶ Marcy Nanocenter Customer Substation
- ▶ Sewer Extension and Upgrades
- ▶ Water Main Installation
- ▶ Completion of Ring Road and Installation of Duct Bank
- ▶ Site Preparation and Permitting

INDUSTRY GROWTH CYCLE

- ▶ Growing global market as world becomes more "connected"
- ▶ Diversification of industry as use of semiconductors proliferate in a wider range of applications
- ▶ A 2015 forecast by Semi predicts that the global semiconductor market will be \$655.6B in 2025 compared to \$342.7B in 2015 with CAGR of 6.7%.
- ▶ Semi officials at recent SEMICON Europa event are predicting that industry will reach \$1 trillion in semiconductor revenues by 2030

PARTNERS



Empire State Development



LOCHNER



BLACK & VEATCH

nationalgrid

ch2m



M+W GROUP

STRATEGIC SITE DEVELOPMENT



Griffiss Business and Technology Park

PARK IMPACTS

\$609M

capex since Griffiss Park was created in 1995, over \$9M in 2017 alone

\$3.4M

in taxes generated in 2017 annually from Griffiss Park

5,890+

employees from 26 counties

76+

businesses located at Griffiss Park

CAPITAL IMPROVEMENTS

In 2017, Griffiss Business and Technology Park saw an exponential increase in the amount of construction activity. From the substantial completion of State Route 825 to business expansions all over the park – Griffiss has solidified itself as an anchor to the Mohawk Valley economy.

Last year, New York State announced a \$8.9 million allocation for the completion of State Route 825, transforming the main artery of the Park from a narrow two-lane roadway with no pedestrian infrastructure into a four-lane divided highway with dedicated pedestrian walkways. The 15,000 motorists who travel the road daily are now experiencing less congestion and a better traffic flow, thanks to the addition of two new roundabouts and altered road alignment. Decorative concrete and landscaping add visual interest to the project and elevate the overall aesthetic of the Park. Griffiss Local Development Corporation (GLDC) was crucial to the completion of this project by investing time and dollars to not only complete the design documents prior to the State award but also by remaining steadfast advocates for the project's funding.

The improvements made to Park Center have also spurred private business growth. With the elimination of Building 240, GLDC was able to create a 25-acre development parcel with frontage on the new St. Rt. 825. Seizing this opportunity, Stewart's Shops became the first commercial tenant on the Building 240 site, opening their doors this past October. The flurry of activity clustered in this section of the Park has drawn attention to the potential development that the site holds. To capitalize on this, GLDC has started

construction of a bypass road through the 25-acre site that will create and formalize the development parcels for a variety of potential end uses.

From the entrance of the Park, to its farthest corners, businesses around Griffiss are seeing new growth. At Mohawk Glen, Rome Memorial Hospital and Slocum Dickson Medical Group have teamed up to open a new urgent care office. In the former Weapons Storage Area, Deployed Resources has purchased their facility and are planning an additional \$7 million expansion. The veteran-owned company specializes in temporary life support services, facilities and equipment for military, civilian and entertainment users – including those used by communities reeling from hurricanes Harvey and Irma.

Elsewhere in the Park, activity continues. Kris-Tech Wire who just days after opening their brand new facility at Griffiss announced they would need an additional expansion to accommodate new copper wire work. The \$1.8 million addition will allow the company to continue to grow, serving the commercial building, water and gas, solar, and explosives industries, among others.

Looking forward, GLDC is currently working with the Air Force on the transfer of Building 302. Located on Brooks Road, the future demolition of this building will create a much-needed development parcel, in close proximity to AIS, Park Center and the Air Force Research Lab.

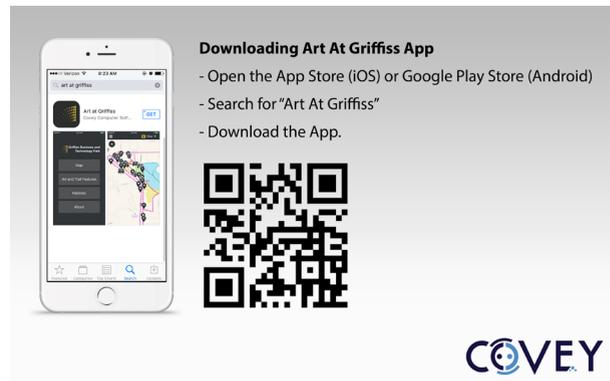
CONNECTIVITY

The completion of Route 825 through Griffiss Park is one of many improvements undertaken in the past few years to strengthen connectivity to the city of Rome. Multi-modal transportation is especially important to a growing thriving economy and the completion of the road and trail extension will be an added benefit to the employees at Griffiss who want better access to the city and residents of Rome who want to experience the Park's amenities.

The added sidewalks and bike paths will connect Griffiss International Sculpture Garden with the Mohawk River Trail and will create an unrivaled alternative transportation network around Rome. Aided by the Zagster Bike Share program, over 1,400 bike rentals occurred this past summer, with the majority coming from the Griffiss rental station. The program currently has over 1,000 members, and has seen an exponential increase in use since its 2016 start. Funding for the bike share was made possible through collaboration between Positively Rome, The Outdoor Foundation, Griffiss Park Landowners Association and The Community Foundation of Herkimer & Oneida Counties.

Long-term planning strategies for the Floyd Ave corridor are ongoing with the City of Rome, Mohawk Valley Community College and Griffiss Park. Leveraging the recent completion of MVCC's new Rome Campus, a \$1.5 million grant from Empire State Development for the demolition of Woodhaven, and the added investments at the Building 240 site – this corridor is seeing unprecedented development. EDGE, Rome Industrial Development Corporation, and the City have formed a planning team to master plan not only the Woodhaven Redevelopment Area, but create a comprehensive vision for this neighborhood.

The redevelopment of the City of Rome will take not only physical connections but lasting working relationships. The City of Rome, the Rome City School District, Rome Memorial Hospital, Mohawk Valley Community College, and Griffiss Business and Technology Park have come together to form a leadership group aimed at addressing community perceptions. This coalition held their inaugural event, Rooted in Rome, this past fall, drawing in hundreds of people to take a fresh look at the City's assets and learn why Rome is a great place to live, work, and thrive.



GRIFFISS PARK AMENITIES

Griffiss Park Landowners Association (GPLA) was created to guide the strategic investments made to beautify and diversify the amenities at the Park. In 2017, GPLA invested roughly \$40,000 in park-wide improvements.

The Griffiss International Sculpture Garden and Nature Trail added one additional piece titled "Insect Henge." The sculpture is a natural earthwork piece that merges art and ecology, created by Dutch artist JK "Koos" Buist. This piece was made possible by grant funding from the Rome Community Foundation, The Community Foundation of HOC, GLDC, Sculpture Space, and The Mondriaan Fund. The 23-piece Griffiss International Sculpture Garden has seen an incredible surge in interest after interactions with many community groups. This summer, GPLA in collaboration with Nomad Cinema, Positively Rome, the Rome Chamber of Commerce, hosted two outdoor movie nights. These events brought out more than 150 attendees, many of whom had never visited the Sculpture Garden before.

Feedback from community members who frequented the trail, pointed out the need for an interactive-real-time mechanism for users to navigate and learn about the Sculpture Garden. To further the technology focus of Griffiss Park, GPLA teamed up with Covey Computer Software of Utica, to create a dynamic mobile app. The app Art at Griffiss features an interactive GPS mapping system, that points out sculpture, trail, and habitat features as you move past them in real-time.

With expanded parking, the addition of restrooms, respite areas, and conservation initiatives, the Griffiss International Sculpture Garden and Nature Trail has become one of the most inclusive park systems in the City.

Looking to 2018, three new pieces of sculpture will be acquired, one located in each roundabout, as part of the final phase of the NYS DOT NY 825 road improvements. The sculpture will reflect a "timeline" through the history of Griffiss as a military installation and business park. Additionally, GPLA recently received an assessment grant from the National Parks Service (NPS) through the Rivers, Trails and Conservation Assistance program. Starting in 2018, NPS representatives will provide short-term technical and programming assistance on connectivity and conservation issues along the Mohawk River Trail.



That unique concentration has led to domination in the drone R&D airspace as the FAA Test Site with the most advanced capability for the integration of UAV and aviation traffic management. Global corporations are increasingly flocking to the Mohawk Valley to test leading-edge UAS technology and more than 1130 UAS flight operations have been conducted since 2014. Over \$17 million has been invested in Griffiss International Airport to solidify the Mohawk Valley as a top player in the North American UAS marketplace. In 2015, German drone manufacturer Microdrones set up shop in Rome, taking advantage of the STARTUP NY partnership with Mohawk Valley Community College. MVCC's leadership and agility allows them to adapt to meet the demands of the 21st Century economy, and is one of the few community colleges nationwide to now offer certificate programs in UAS technology.

This past fall, Governor Cuomo announced a groundbreaking deal between NASA and NUAIR to grow the drone industry between Central New York and the Mohawk Valley. The agreement formalizes a partnership in support of two elements of the State's Unmanned Aerial Systems strategy: the launch of the world's first 50-mile Unmanned Traffic Management Corridor and creation of NUSTAR, the most comprehensive UAS test facility in the nation. The development of the drone corridor is expected to unlock a trillion-dollar global industry and attract businesses development and new drone technology to the region.

Many of our home-grown technology companies have become global forces in cyber defense. AIS, founded in 2001, was once a small security company with a handful of federal contracts. Today because of remarkable talent and inventive leadership, AIS has grown to over 250 people with a footprint in six states and is expanding by the minute. Headquartered at Griffiss, AIS recently moved into the fourth wing of their facility at 153 Brooks Road, and added additional offices, meeting space, and a fitness center for their employees. Average salaries at AIS are more than double the average wage of the Mohawk Valley.

The strategy to continue the advancement of cyber and UAS technologies includes the build-out of sensor technology and UAS instrumentation; aggressive US and international marketing of the FAA test site; support of the Air Force Research Lab and regional tech companies; and the commercialization of AFRL patents for cyber/Internet of Things entrepreneurs.

TECHNOLOGY CLUSTER

“
By investing in this cutting-edge technology, we are creating a pathway to grow the upstate economy and create good-paying, quality jobs in the industries of the future.

- Gov. Andrew Cuomo

Together, cyber technologies and unmanned aerial systems (UAS) combine to form one of the most dynamic and globally-competitive regional industry clusters in Upstate New York. Orbiting the Air Force Research Laboratory C4I Directorate, and its \$355 million in economic impact, are global juggernauts like BAE Systems, Harris Corporation, and Lockheed Martin who compete and collaborate with local dynamos like AIS, Siege Technologies, ANDRO Computational Solutions, and Syracuse Research Corporation in one of the most powerful cyber research & development concentrations in the Northeast.



“

Together with our partners in Syracuse, our Griffiss Test Site is solidifying the Mohawk Valley and Central New York corridor as the undisputed leader in UAS development. With the support of Governor Cuomo and our agreement with NASA, **the potential for technological advancement and economic development is limitless.**

-Oneida County Executive Anthony J. Picente Jr.

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GROW YOUR BUSINESS

Mohawk Valley Regional Economic Development Council

EDGE has played an active leadership role for the Mohawk Valley Regional Economic Development Council (MVREDC). EDGE staff used their expertise to help craft the 2017 Action Plan, while also assisting 40 local companies and organizations in applying for grant benefits and by providing general outreach to hundreds of other businesses. The 2017 Action Plan was named "Top Performer" this past December, earning \$85.5 million for 101 region-wide projects.



IMPACTS SINCE 2011

7,000+
Proposed Jobs
Created/Retained

\$529.6 Million
CFA Awards

\$2.02 Billion
Investment

563
Projects

4:1
Leverage
in Private
Investment

STRATEGIES

Modernize American manufacturing

Unleash the power of innovation by fueling STEM industries

Restore vibrancy to our urban centers

Grow sustainable food systems

Unlock the true potential of our refugees, immigrants, and veteran populations

FUNDED BUSINESSES & URBAN PROJECTS

HERKIMER COUNTY:

Little Falls Hospital Primary Care Facility
Hollisters Business Expansion
RedCo Foods, Inc
JBF Stainless LLC
The Neighborhood Center Solarium

ONEIDA COUNTY:

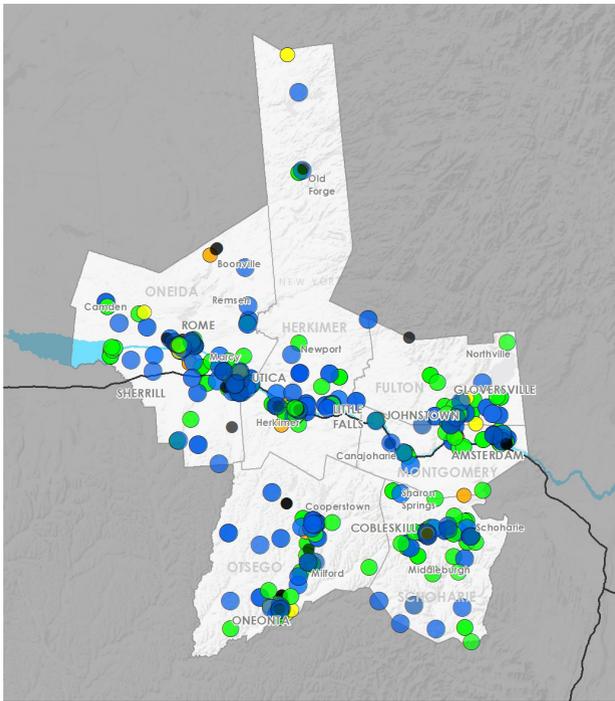
Downtown

1140 LLC Bleecker St 167 Genesee St LLC
First & Main LLC Kempf Building

Business

Adirondack Distilling Company
George's Farm Products
Rail Pro Industries
One World Welcome & Opportunity Center
OW Hubbel & Sons, Inc.
Griffiss Utilities Services Corp.
Masonic Medical Research Lab
Compassion Coalition
Pacemaker Steel & Piping
Utica College
MGS Manufacturing
Deployed Resources
Empire State CookChill
Reach Center Arts Incubator
MVCC
Munson-Williams-Proctor Arts Institute
Griffiss International Airport
Utica Zoo

*Other funded projects include infrastructure, not-for-profit and municipal projects.



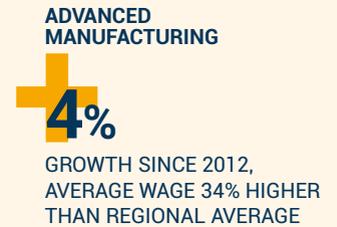
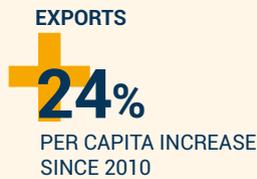
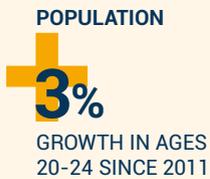
MVREDC Projects Rounds 1-6

Seven years ago, the Regional Economic Development Councils were tasked with orchestrating the reversal of forty years of economic, cultural, and physical decline. With the promise of a regional approach to economic development, the Mohawk Valley region accepted the challenge. It is remarkable how far we have come since 2011.

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

This year's Progress Report and Implementation Plan is Proof of Concept of the REDC model. Regional control of priorities – reinforced by targeted funding from New York State – is producing the desired result: a modern manufacturing base, vibrant communities, a culture of innovation, and renewed optimism across the region.

KEY REGIONAL INDICATORS



Conducting science and research is an expensive endeavor, and as federal funding has become more competitive, support from New York State is all the more important. We are very grateful to Governor Cuomo, the SIAT team, the members of the Mohawk Valley REDC and our local representatives for their support. **Thanks to them, we will be able to ensure that MMRL continues to be an international center for cardiac research based in the Mohawk Valley.**

- Dr. Maria Kontaridis, Director of Research MMRL



GROW YOUR BUSINESS

The Mohawk Valley can offer a variety of incentives aimed at helping businesses; both international companies looking to move, as well as locally owned small businesses looking to grow. By making available loans, grants, and tax credits, the Mohawk Valley supports its businesses by addressing their needs and promoting their development.

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

- EDGE Loan Programs
- Community Development Financial Institution
- Community Development Block Grants
- USDA Rural Development Grant Program
- NYS Consolidated Funding Application
- Export NY
- Coordination with partner organizations
- Tax Exemptions
- Real estate management

USDA RURAL DEVELOPMENT GRANTS

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

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

ONGOING USDA PROJECTS

In 2016, EDGE Staff collaborated with Waterville First, representatives from the Towns of Sangerfield and Marshall, the Village of Waterville, and specific private landowners to discuss opportunities to expand the agribusiness and Farm-to-Table industry concentration in and around Waterville. EDGE was awarded \$38,000 in RDBG funding to perform a limited-scope study to determine feasibility of attracting food processing companies to the area.

Dennis Group and Vertex Geospatial were engaged to perform analysis of the community's infrastructure capabilities and the study was completed in 2017. Several advantages and limitations were identified and LaMont Engineers has been engaged to estimate the costs to bridge the identified infrastructure gaps and Delta Engineering was engaged to perform Phase 1 Environmental Site Assessment.

The project team will work with stakeholders, municipal leadership, engineers, and USDA representatives to refine the community's vision and determine a logical path forward.



In 2017, Edge has worked with several companies to apply for USDA funds. Three projects were awarded and completed in the past year:

1 Clayville Ice Products, Inc. - \$68,000

One new ice bagging machine and a number of ice merchandising units will be purchased and leased back to Clayville Ice for use over a 10 year period. The new and updated equipment will afford the company long-term additional production and marketing capacity.



2 Joe's Jerky and Country Store - \$37,700

New production equipment as well as a delivery vehicle will allow Joe's Jerky long-term additional production capacity as well as wholesale product delivery capabilities. Leasing, rather than purchasing, equipment will provide Joe's Jerky with additional working capital to organically fund diversification and expansion.



3 Sherrill Manufacturing - \$85,000

Sherrill Manufacturing will be rebuilding a 700T forge press and purchasing used knife grinding machines that have been rebuilt and upgraded with modern CnC capabilities. Rebuilding and purchasing "like new" equipment are both cost effective ways for Sherrill Manufacturing to upgrade from 1970's technology and to fuel its significant production needs for its Liberty Tabletop line of US-made flatware.



COMMUNITY DEVELOPMENT FINANCING INSTITUTION

Utica Industrial Development Corporation was certified in 2016 by the US Treasury Dept. as a Community Development Financing Institution. This federal certification is provided to organizations that emphasize community and economic development in economically distressed communities. UIDC's status as a CDFI means that it will be placing increased focus on lending activity in the inner-city areas of Rome and Utica, as well as the villages of Herkimer, Mohawk, Yorkville, and New York Mills, to name a few. While UIDC loans have traditionally gone to industrial and professional commercial businesses, its CDFI status allows UIDC to now participate in mixed-use developments. Additionally, though UIDC's partnership with Accion East, UIDC can now facilitate assistance to retail and consumer service oriented businesses.

2017 Oneida County Industrial Development Agency Projects

- ▶ Nortek Powder Coating
- ▶ Alder Creek Beverages
- ▶ Square One Coatings
- ▶ New Hartford Lodging Group/Towne Place Suites
- ▶ AIS
- ▶ Heartford Luxury Apartments
- ▶ Owl Wire-Boonville
- ▶ Delta Luxury Apartments
- ▶ Lithia Real Estate/Carbone Motors

SUPPORT //

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

SHERRILL MANUFACTURING: FACTORY-TO-TABLE SUCCESS

For over a century, Sherrill, New York, affectionately nicknamed "The Silver City," was the headquarters of Oneida Limited, the world's largest flatware producer. However, increased competition from low-cost Asian manufacturers in the early 2000s led Oneida to transfer its manufacturing operations overseas in 2004, and it later closed its 125 year-old Sherrill factory. Gregory Owens and Matthew Roberts, both former Oneida employees, saw opportunity and purchased the factory. The day after Oneida ceased operations at the Sherrill plant in May 2005, the plant was reopened under the new company, Sherrill Manufacturing, Inc. (SMI). Owens is now the CEO of the company, and Roberts is the president. To help the company with the transition, EDGE assisted SMI with initial subordinate gap financing of \$250,000, helped SMI become Empire Zone certified, and the Oneida County Industrial Development Agency entered into a Payment in Lieu of Taxes agreement to help offset some of the fixed costs associated with the transition and retain jobs in the community.

For the next three years, with a reduced workforce, SMI continued to produce flatware for Oneida Ltd. In 2008, EDGE secured and administered a \$750,000 grant from the NYS Office of Community Renewal toward the acquisition of business assets from Oneida Limited. Suffering during the economic downturn of the mid-2000s, the company's sales fell more than 50 percent, and by 2010, when their contract with Oneida expired; SMI was facing a dire financial crisis.

The owners decided to file for reorganization under Chapter 11 bankruptcy protection in 2010, and temporarily ceased all production. After cutting their staff down to only six full-time employees, selling off their excess equipment and inventory, and selling the one million square foot plant and leasing back only a portion, SMI emerged from bankruptcy in 2013 with a reinvented business plan.

The company has found traction with a direct-sales internet business model, centered around the Liberty Tabletop brand, which is aimed at customers who are willing to pay a bit more for quality American-made products. This business model allows companies to sell products competitively by eliminating the typical markups found in retail. Sales on its Liberty Tabletop website were on track to reach \$2 million in 2017. The

company also sells about 500,000 utensils a year to the federal government, mainly for use in American military bases around the world.

In an effort to help preserve America's dwindling industrial infrastructure, Sherrill Manufacturing sources everything they can domestically. Its steel is melted in the United States and cut to size in Ohio, its polishing compounds come from Pittsburgh and Detroit, and its boxes are made by an 89-year-old, family-run paper company in Earlville, N.Y.

In 2017, SMI with the help of EDGE and a \$85,000 USDA Rural Business Development Grant, was able to undergo technology upgrades that will pay for themselves in added productivity and efficiency while the added production capacity will increase revenue and add to more employment as sales increase.

With an added federal government emphasis on "Made in America," 2018 looks to be a record year for both sales and production. SMI's top goals include getting its flatware into the White House; pushing forward with legislation to get flatware restored into the Berry Amendment (SPOONSS Act); and working to further the cause of promoting sound trade practices.

As the farm-to-table movement grows - at home and in the restaurant industry, people are taking the next logical step. They're shopping factory-to-table for their kitchens and dining rooms, and Liberty Tabletop has now become a go-to one-stop online shop for quality kitchen and tabletop products all made in the United States. Sherrill Manufacturing and its Liberty Tabletop brand are reinventing the way people around the country think about mealtime and how the utensil is just as important as the food itself.

“

EDGE held our hand and got us through the process, it was eye opening. We want the economy and our community to flourish and if EDGE hadn't brought us the opportunities it has in the past we wouldn't be the success we are today. When we had to file for bankruptcy in 2010, we were expecting the worst.

But instead we got patience and support from the EDGE staff to help us rebuild and reinvent ourselves.

- Matt Roberts, President

”



EAT LOCAL

The 6th annual Eat Local dinner was held this past fall at 171 Genesee Street, Utica. The dinner is a celebration of the farm and food ecosystem that exists in the region.

A sustainable food system is a collaborative network that integrates several components in order to enhance a community's environmental, economic and social well-being. It is built on principles that further the ecological, social and economic values of a community and region.

What that means for the Mohawk Valley is this: not only do we manufacture and process the food and drinks, we grow the grains, raise the cows, and make the vessels in which the food and drinks are made. What's more, we craft them with local talent and share them with the community – and the world.

Since the opening of the Erie Canal, Upstate New York has led the farm-to-table movement. From the first modern American cheese factory to the latest in Greek yogurt production, Mohawk Valley businesses continue to innovate – and export those products around the world.

The event featured a four-course food pairing dinner featuring Saranac beer and Villa Verona Wine, it was catered by Michael's Fine Food and Spirits from Waterville and sourced entirely local. Pat Salzer, Workplace Wellness Consultant at Excellus BlueCross BlueShield and healthy living advocate spoke to the audience of over 200 about striking the balance between great tasting food and nutrition.



Platinum Sponsors:

Bond Schoeneck & King, Community Bank, KeyBank, M&T Bank, National Grid, NBT Bank, and the Oneida Indian Nation

Gold Sponsors:

Adirondack Bank, Bank of Utica, Berkshire Bank, Carbone Auto Group, and First Source Federal Credit Union

Silver Sponsors:

Adjusters International, AIS, AmeriCU, BNY Mellon, Cathedral Corporation, ConMed, Excellus BlueCross BlueShield, Gilroy, Kernan and Gilroy, Hamilton College, March Associates, MVCC, Northland Communications, NYSTEC, and Saunders Kahler



LEADING EDGE AWARDS

Five Mohawk Valley companies who are on the Leading EDGE of innovation, growth and sustainability were honored this spring when the sixteenth annual Leading EDGE Awards were presented. The Leading EDGE Awards are designed to recognize companies which are located in the Mohawk Valley and helping expand the region's economy through investment and job growth. Mike Hennessey, General Manager of Danfoss Utica delivered the keynote presentation on the new DanFoss Quad C facility to the crowd of over 500.

2017 LEA Awardees

Adirondack Barrel Cooperage, located in Remsen, was established in 2014 and is the only cooperage in Central New York. Using innovative new technologies mixed old world craftsmanship, the company has been able to create a superior product and has been able to meet and exceed projections.

BNY Mellon, started by Alexander Hamilton in 1784, is one of the longest lasting financial institutions in the world. BNY Mellon joined the Mohawk Valley community 28 years ago and its regional presence has grown to four sites with a diverse workforce of 1,600. The Central New York Innovation Center opened in the fall of 2016 and is focused on improving BNY Mellon's performance through rapid transformation by adopting and adapting new technology and protocols to enhance competitiveness and reduce risk.

Mohawk Valley Community College, established in 1946 to help train and educate veterans returning from World War II, has evolved to become New York State's finest community college. Over the past few years the college has taken on new initiatives to meet community needs; including a 48 thousand square foot expansion to their Rome campus and the creation of the thINCubator.

Premier Aviation is one the largest privately held aircraft maintenance repair and overhaul centers in North America. The Rome facility has grown over the past few years with the addition of new contracts, a partnership with MVCC and an expanding paint line.

Utica Bread opened in 2015 with a dream of bringing great European bread to the city of Utica. The company has recently expanded production to meet growing demand from both their retail location and wholesale accounts across New York State.



Christopher Destito Award

At every Leading EDGE Awards we continue to remember, honor, and celebrate a founding EDGE Board member; Christopher Destito. He was a community champion who believed in the potential of the entire region. The Christopher Destito Award was created to honor an individual who possesses the same characteristics as Chris.

Nicholas O. Matt is this year's recipient of the Christopher Destito Award. Many of you know and have witnessed firsthand the drive, dedication and energy that Nick Matt devotes to his day-job as Chairman and CEO of Matt Brewing Company and any project he is involved in.

The Matt Brewery, now in its fourth generation of family leadership has become a leader in the craft brewing movement and has done so without sacrificing quality. Nick has led the company's growth strategy by increasing their contract brewing business, leading innovation with new products and processes, and creating a brewery that uses environmental and sustainable practices with the help of partners like National Grid. The brewery currently recycles 98.7 percent of all components used in its production and practices.

Many of Nick's contributions to the community go way beyond those innovations at the brewery. Nick was one of the founding board members of Mohawk Valley EDGE, and served as Board Chair for five years, one of the longest tenures in EDGE history. The redevelopment of the Mohawk Valley has always been a top priority for Nick; besides serving and guiding EDGE, Nick has been instrumental in the Mohawk Valley Regional Economic Development Council that has created thousands of jobs and pumped hundreds of millions of dollars into the regional economy.

The list of organizations and institutions he is involved with is a long one and includes the historic Boilermaker Road Race, St. Elizabeth Medical Center, a founding member of the Mohawk Valley Heart Institute, United Way of Utica and the Greater Utica Chamber of Commerce. Nick has also served as the chairman of the Board of the Brewers' Association, the trade association for America's small and independent brewers.

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

Sponsors of the Leading EDGE Awards

Platinum: O'Brien & Gere

Gold: Bank of Utica, Bond, Schoeneck & King, Community Bank, KeyBank, M&T Bank, National Grid, NBT Bank, Oneida Indian Nation

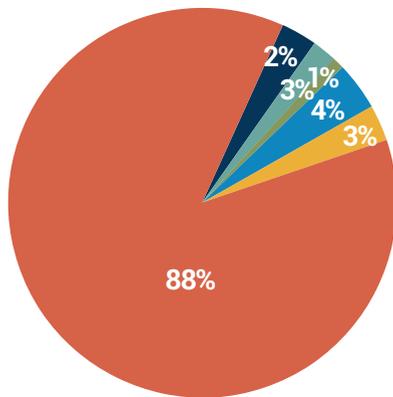
Silver: Cathedral Corporation, Carbone Auto Group, Hayner Hoyt Corporation, Indium Corporation, March Associates, NYSTEC, Plumley Engineering, The Fountainhead Group

Bronze: Adirondack Bank, Berkshire Bank, First Source Federal Credit Union, Simon Eisenbach Productions

Supporters: Workforce Investment Board

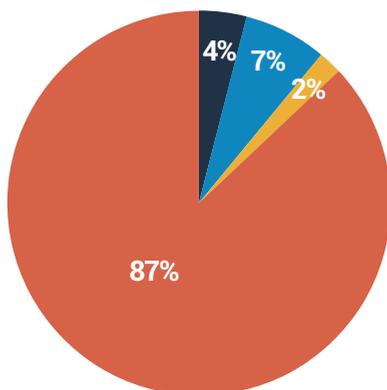
2016 CONSOLIDATED STATEMENTS

SUPPORT AND REVENUE



	DOLLARS	PERCENTAGE
Federal, State, and Local Government Grants	1,119,033	3
National Grid Support	664,000	2
Local Business Contributions	417,345	1
Lease Income	1,274,641	4
Interest Income	63,128	0
Administration Fee Agreements	924,423	3
New York State Grants & Other Support for Marcy Nano Center @ SUNY IT	31,639,138	88
Other Income	5,994	
	36,107,702	100

EXPENSES



	DOLLARS	PERCENTAGE
Business Development	1,359,771	4
Revolving Loan Program	135,352	0
Property Development Program	2,534,852	7
Management and Operations	803,723	2
Marcy Nanocenter	32,366,462	87
	37,200,161	100

SUPPORTERS

Adirondack Bank
Adjusters International
AmeriCU
Angelucci, Mark
Assured Information Security
Bank of America/Charitable Foundations
BNY Mellon
Bank of Utica
Basloe Levin & Cuccaro
Berkshire Bank
Bond, Schoeneck and King
C&S Engineers
Carbone Autogroup
Cathedral Corporation
C-Flex Bearing Co. Inc.
Community Bank
Community Foundation of Herkimer
and Oneida Counties
ConMed Corporation
D'Arcangelo & Co.
Empire Fiberglass Products
Excellus BlueCross BlueShield
First Source Federal Credit Union
Fountainhead Group
Gilroy Kernan & Gilroy, Inc.
GPO Federal Credit Union
Hamilton College
Hancock & Estabrook, LLC
Hayner Hoyt Corp.
Herkimer County Community College
Holland Farms
Hummel's Office Plus
Indium Corporation
Key Bank
M & T Bank
M3 Business Service Network, LLC
MacClark
March Associates
Matt Brewing Company
McCraith Beverage
McQuade and Bannigan
Mohawk Valley Handicapped Services (UCP)
Mohawk Valley Health Systems
Mohawk Valley Water Authority
MVCC
National Grid
NBT Bank
Nelson Financial
Northland Communications
NYSTEC
O'Brien & Gere
Onegroup Inc.
Oneida Indian Nation
Paige Group
Plumley Engineering
Professional Transmission & Converter
Revere Copper Products, Inc.
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Operations Manager

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nationalgrid

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



Collaborating with EDGE on workforce development.



Collaborating with EDGE on workforce and entrepreneur initiatives.



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



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



Collaborating with EDGE on project leads.



Partnering to advance the Marcy Nanocenter site.



Collaborating on regional economic development.

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BOCES Consortium of Continuing Education
Boilermaker Road Race
Boonville Chamber of Commerce
Camden Chamber of Commerce
Chamber Alliance of the Mohawk Valley
Center for Economic Growth
CenterState CEO
City of Rome
City of Utica
Clinton Chamber of Commerce
Cornell Cooperative Extension
NYS Department of Labor
Food Policy Advisory Council
Genesis Group
Greater Utica Chamber of Commerce
Griffiss Local Development Corporation
Griffiss Park Landowners Association
Griffiss Utility Services Corporation
Hamilton College
Herkimer County
Herkimer County Chamber of Commerce
Herkimer College

Herkimer County Empire Zone
Herkimer County Industrial Development Agency
Kuyahoor Valley Chamber of Commerce
Leadership Alliance for a Vital Community
Marcy Chamber of Commerce
Mohawk Valley Applied Technology Corporation
Mohawk Valley Community College
Mohawk Valley Economic Development District
Mohawk Valley Regional Economic Development Council
Mohawk Valley Resource Center for Refugees
Mohawk Valley Small Business Development Center
Mohawk Valley Water Authority
New Hartford Chamber of Commerce
New York Family Business Center
New York Power Authority
New York State Economic Development Coporation
Oneida County

Oneida County Industrial Development Agency
Oneida County Local Development Corporation
Resource Center for Independent Living
Rome Area Chamber of Commerce
Rome Community Brownfield Restoration Corporation
Rome Industrial Development Corporation
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