



ANNUAL REPORT

2019 - 2020

EDGE MISSION { Strengthen and Grow the Mohawk Valley Economy

WHO WE ARE

Mohawk Valley EDGE (Economic Development Growth Enterprises Corporation) is a private, not-for-profit, regional economic development organization. Created by a unique collaboration between public and private sector leaders as part of a long-range regional strategy, EDGE remains focused on strengthening existing businesses, attracting new industries and talent to the region, and building a vibrant environment for companies and their employees.

WHAT WE DO

As the lead Economic Development Organization for Oneida County, our team manages investor funding to leverage millions in local, state, federal, and private resources to incentivize and finance business expansion, strategic site development, regional marketing initiatives, downtown revitalization, and business attraction. In addition to leveraging a myriad resources, EDGE works closely with the Mohawk Valley Regional Economic Development Council on strategic planning and implementation of key regional and state priorities.

WHY WE DO IT

- Construct a favorable operating environment in which businesses will continue to locate, grow, and create a range of new job opportunities
- Capitalize on unique regional strengths to build an economically-diverse, opportunity-rich, globally-competitive industrial ecosystem
- Cultivate a sustainable, profitable setting for new investments in business, industry, and community.

STRATEGIES



Business Attraction



Business Retention and Expansion



Entrepreneurship Support



With \$2.2 billion of investment taking place in Oneida County the future of our region is now. As the lead economic development organization for the county, Mohawk Valley EDGE has played a key role in the major successes we experienced in 2019 and has been an essential partner in all that has led us to this point. The unwavering commitment and determination to find a tenant for the Marcy Nanosite paid off big time last year as Cree Inc. announced it would be bringing **614 jobs and \$3.4 billion in economic impact** to our area with its Mohawk Valley Fab. This transformational project along with other huge investments in Oneida County such as the Briggs & Stratton plant in Sherrill and the Orgill Distribution Center, Open Innovation Campus and SkyDome at the Griffiss Business and TechnologyPark in Rome, are propelling us to loftier heights than we've ever seen. With county-sponsored projects like the Nexus Center ready to come online this year in the U-District, new investment projects from the Oneida Indian Nation and development in Harbor Point kicking into high gear, we certainly have a bright future ahead.

ANTHONY J. PICENTE JR.
ONEIDA COUNTY EXECUTIVE

Many years ago, our communities came together to conceive a comprehensive vision for the future.

We at EDGE formed an alliance with our partners to disrupt the status quo and to rewrite the narrative on the Mohawk Valley. That story is just beginning, there is currently over \$2.232 Billion of investment that has been announced or is underway. Over the past 10-years wages have grown by 18%, regional GDP by 21%, regional exports by 34%, and our population in ages 20 – 34 by 3%.

We are working with our partners in Oneida County, Herkimer County, the Cities of Rome, Utica, Sherrill, and our historic towns and villages to strengthen American manufacturing, revitalize our urban core, create global tourism destinations, build resilient infrastructure, help families overcome barriers to employment, and pursue the advanced industries of the future.

Cree's state-of-the-art silicon carbide wafer fabrication facility at Marcy Nanocenter, the development of the Air Force Research Lab's Open Innovation Campus, Griffiss International Airport's indoor drone testing facility - SkyDome, Orgill's new distribution center and many other projects from our core

businesses are reshaping the our region's economic landscape and fueling a brighter regional economy. Our region is the point of the spear as the nation explores new frontiers in cyber security, unmanned systems, and advanced electronics. Commercial drones and unmanned deliveries will be made possible through the work done at the UAS Test Site at Griffiss; and an integral part of the electric vehicle industry depends on the power electronics that will be produced here in the Mohawk Valley by Cree.

Downtowns and waterfronts across the archipelago of small cities and villages in the Mohawk Valley are virtually unrecognizable as compared to a decade ago. The momentum is building in Rome both in their Brownfield Opportunity Area with the demolition of the Rome Cable complex and the Downtown Revitalization Initiative district; combined with a concentrated effort to connect the city to Griffiss Park along the Floyd Ave corridor with anchor projects such as the new YMCA and Air City Lofts, the City is poised to attract even more investment.

In Utica, business and community leaders are reimagining downtown as a year-round destination for entertainment, recreation, sports, and urban living. Utica is unquestionably in the throes of an unprecedented economic transformation, fueled by the groundbreaking of the new MVHS campus, the Nexus Center, and their recent Downtown Revitalization Initiative win.

We are focused on the growth of our regional strategies and existing businesses by continuing our leadership role for the Mohawk Valley Regional Economic Development Council (MVREDC). Our staff used their expertise to help craft the 2019 Progress Report, while also assisting over 30 local companies in applying for grant benefits, and provided general outreach to hundreds of other businesses. This past December the MVREDC netted over \$82 million for projects in the region and was named a "Top Performer" for the fifth year in a row, a feat no other region in NYS has accomplished.

We are on the cusp of a new era of sustained prosperity in the Mohawk Valley, because of your commitment to the economic vitality of the region by supporting us and our mission, we can say with pride - it's our time to shine.

STEVE DIMEO
EDGE President

DAVE MANZELMANN
Chair

ROCCO ARCURI
Chair Elect

BOARDS

EDGE

I had the honor and pleasure of serving as the EDGE Board chair for the past two years. I was lucky to be able to witness a historic year in EDGE's history with the decision of Cree to locate at Marcy Nanocenter. I commend the many years of hard work done by the EDGE staff and EDGE's attorney Saunders Kahler to bring that project and many other projects around the region to fruition. Economic development is truly a team effort and I am proud to be a part of it.



Dave Manzelmann*
BOARD CHAIR

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| BOARD CHAIR ELECT:
Rocco Arcuri* | Laura Casamento
Joseph M. Cirillo, Esq | Greg Harden
Daria Helmer | Chris Papayanakos
Michael J. Parsons* |
| VICE CHAIR:
Geno DeCondo* | H. Thomas Clark
Richard Creedon | Michael Hennessey
Justin Hummel* | Mark A. Pfisterer
John Piseck |
| TREASURER:
Patrick Becher* | Ronald Cuccaro*
Wes Cupp | David Kavney
Maria I. Kontaridis | John F. Romano
Michele Salisbury |
| Brian Anderson
Peter T. Baildon | Alicia Dicks
Ronald J. Edwards | Brian R. Loughlin
David Lundquist* | John H. Snyder
Richard Tantillo |
| Russ Brewer
John F. Buffa* | Mike Frame
Marianne Gaige | Nicholas Matt*
Nicholas L. Mayhew | Eve Van de Wal*
Stephen Waters |
| Sondra Butcher
Tim Butcher | Lawrence T. Gilroy
Charles Green | James P. McCarthy
Cathleen McColgin | Sabrina Webster*
Randall J. VanWagoner |
| Enessa Carbone | Raymond Halbritter | Ryan J. O'Shaughnessy | |

GRIFFISS LOCAL DEVELOPMENT CORPORATION

Griffiss Business Park continues to see historic growth under the leadership of the Griffiss Local Development Corporation Board and the EDGE staff. Over 25 years ago a strategic plan was formulated for the Park and the success we are seeing today is because we have stayed true to that plan and implemented our shared vision. Griffiss Park is a bright spot in the upstate economy and I look forward to seeing it shine even brighter.



Elis Delia*
BOARD CHAIR

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| BOARD VICE CHAIR:
Kevin Martin* | James Cusack
Deborah Grogan* | John J. Mazzaferro
Chad Lawrence | David Russell
Frank Vetrone* |
| Franca Armstrong | Michael J. Manuele | Eric Pietrowski | Erin E. Weiman* |

GRIFFISS PARK LANDOWNERS ASSOCIATION

I enjoy serving on the board as we help allocate the CAM charges that are paid by the property owners. It has been nice to be part of the growth of the sculpture garden and the technology park itself. We on the board try to manage the CAM budget in both a reasonable and visionary way.



Dr. John Costello
BOARD CHAIR

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| BOARD VICE CHAIR:
Robert Angelicola | Mark Pfisterer
Dean Shlotzhauer | Nina Wallace
Frank Sanzone |
| Steven DiMeo | | |

ONEIDA COUNTY INDUSTRIAL DEVELOPMENT AGENCY

I have been honored for many years to have been a member and Chair of the Oneida OCIDA. Since its creation in the 1960's, OCIDA's members have assisted corporations with locating, expanding and initiating their business model in partnership with the EDGE, the County's economic development arm, New York State, the County of Oneida, and the many municipalities and school districts in Oneida County. All have been receptive to new and creative economic strategies that have helped propel projects forward like Cree, Inc., the Orgill Distribution Center and others. OCIDA has also worked with our sister Oneida County Local Development Corporation in the planned relocation of Mohawk Valley Health System and expansion of facilities at Utica College. I have been honored to work with the other six volunteer members of OCIDA in our independent review of all project applications.



David C. Grow
BOARD CHAIR

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| VICE CHAIR:
Michael Fitzgerald | Ferris Betrus
Kirk Hinman | Mary Faith Messenger
Eugene F. Quadraro | Stephen Zogby |
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ROME INDUSTRIAL DEVELOPMENT CORPORATION

2019 was an exciting year for economic development with many positive results and growth opportunities. Guided by our outstanding volunteer Board of Directors, RIDC was involved in and contributed to multiple projects in our community. Continuing to partner with EDGE, the City of Rome and Rome Chamber of Commerce is important to maintain momentum to realize the long sought improvements to our economy. I am honored to serve as President of the Rome Industrial Development Corporation.



Ron Edwards*
BOARD CHAIR

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| VICE PRESIDENT:
Dave Bovi* | SECRETARY:
Carol Manuele* | Frank Carzo
Alex Felice | William Guglielmo
William Nicholson |
| TREASURER:
Dennis Surace* | Tim Birnie | Lori Frieden | Steve Waters |

UTICA INDUSTRIAL DEVELOPMENT CORPORATION

The last year has brought great economic news to the Mohawk Valley. It has been an honor to act as the Chair of the Utica Industrial Development Corporation during this time. The Board Members of the UIDC bring overwhelming expertise and experience that are a tremendous resource for our community. Working in conjunction with the staff of EDGE has been a true pleasure. The cooperation between all of these individuals is a true credit to our community and is clear evidence of the reasons for the success we are having. I want to thank everyone for their hard work and for the opportunity to lead this group.



John Snyder*
BOARD CHAIR

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| VICE PRESIDENT:
Mary Ann
Hallak- Serwatka* | L. Michael Fitzgerald
Robert Raffle
William Kline
Michael Parsons
Tom Bashant | John Livingston*
Brian Loughlin
Edward Paparella
James Stewart | Thomas Nelson*
Gary Scalzo*
Philip Williams
Sam Berardino, III |
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ROME COMMUNITY BROWNFIELDS RESTORATION CORPORATION

Following the collapse of some of Rome's largest manufacturing facilities and the closure of Griffiss Air Force Base, Chris Destito had a vision to bring back good jobs and restore prosperity to the people of his community. This vision - aided by his unique ability to bring people together - was largely responsible for the creation of public-private partnerships that you see today throughout downtown Rome, Griffiss Park, and Oneida County. RCBRC is one of those enduring partnerships. It was an honor and a pleasure to serve alongside Chris; and I am proud to say that - fifteen years, more than a dozen community partners, and nearly \$20 million later - RCBRC has remained true to this vision.



Robert Angelicola
BOARD CHAIR

- BOARD VICE CHAIR:**
Frank Carzo

*Denotes Executive Committee Member

INVESTORS

Our investors share a commitment to creating and promoting vibrant communities.

Whether you live here, work here, or do both, you have a vested interest in seeing the Mohawk Valley region thrive. Attracting new businesses and helping existing businesses expand will lead to more jobs in our communities, a broadened tax base and services that enhance the quality of life of all our residents. Your dollars are an investment in the business health of our region. We are excited to be part of a movement that will help build a more vibrant economy and a better way of life in the Mohawk Valley.

STRATEGIC INVESTORS



DEVELOPMENT INVESTORS



INVESTORS

Adjusters International	Carbone Autogroup	Gilroy Kernan & Gilroy, Inc.
AmeriCU	Danfoss	O'Brien & Gere
Assured Information Security	Exyte	Saunders Kahler, L.L.P.
BNY Mellon	Fountainhead Group	

CORPORATE PARTNERS

Excellus BlueCross BlueShield	Masonic Medical Research Institute	Northland Communications
Hamilton College	Matt Brewing Company	Onegroup Inc.
March Associates	Mohawk Valley Health Systems	Utica College

CHAMPIONS

Beebe Construction	McCraith Beverage	Strategic Financial Services
Bergmann	Mohawk Valley Handicapped Services	SUNY Polytechnic Institute
GPO Federal Credit Union	Mohawk Valley Water Authority	Utica Industrial Development Corporation
Hayner Hoyt	MVCC	Utica National Insurance
Herkimer College	Pathfinder Bank	Workforce Development Board
Hummel's Office Plus	Plumley Engineering	
Indium Corporation	Revere Copper Products, Inc.	
LCS Janitorial Service & Supply, Inc.	Rome Sentinel Company	

SUPPORTERS

Empire Fiberglass Products	Ritter and Paratore Contracting, Inc.	Stropp Appraisal
Holland Farms	Strategic Development Specialists, LLC	
McQuade & Bannigan, Inc		

COMMUNITY PARTNERS



AIM	Herkimer College	Oneida County Local Development Corporation
Bagg's Square Association	Herkimer County Industrial Development Agency	Resource Center for Independent Living
BOCES Consortium of Continuing Education	Kuyahoorra Valley Chamber of Commerce	Rome Area Chamber of Commerce
Boilermaker Road Race	Leadership Alliance for a Vital Community	Rome Community Brownfield Restoration Corporation
Boonville Chamber of Commerce	Marcy Chamber of Commerce	Rome Industrial Development Corporation
Camden Chamber of Commerce	Mohawk Valley Community College	Sculpture Space
Chamber Alliance of the Mohawk Valley	Mohawk Valley Economic Development District	Solid Waste Management Authority
Center for Economic Growth	Mohawk Valley Regional Economic Development Council	SUNY Polytechnic Institute
Clinton Chamber of Commerce	Mohawk Valley Resource Center for Refugees	TedX-Utica
Cornell Cooperative Extension	Mohawk Valley Small Business Development Center	Trenton Chamber of Commerce
NYS Department of Labor	Mohawk Valley Water Authority	United Way of the Valley and Greater Utica Area
Food Policy Advisory Council	New Hartford Chamber of Commerce	Utica College
Genesis Group	New York Power Authority	Utica Office of Urban and Economic Development
Greater Utica Chamber of Commerce	New York State Economic Development Corporation	Utica Industrial Development Corporation
Griffiss Institute	Oneida County Industrial Development Agency	Utica Industrial Development Agency
Griffiss Local Development Corporation		
Griffiss Park Landowners Association		
Griffiss Utility Services Corporation		
Hamilton College		
Herkimer County		
Herkimer County Chamber of Commerce		

29 Trade Shows & Industry Events

In 2019, EDGE attended and represented the region at six semiconductor trade shows and industry events across the globe. With foundational support from National Grid, EDGE has doubled down on the advanced electronics strategy – the strategy which, ultimately, attracted Cree, to our region. Continued development of the Marcy Nanocenter remains central to our vision to transform the economic landscape.

The semiconductor industry is currently in expansion mode, creating a major opportunity to increase North American industry presence by attracting new companies and reshoring existing operations. Interest in the site has grown exponentially after the Cree announcement this past September. To capitalize on this 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 Marcy site. Our global marketing efforts has resulted in direct contact with more than a dozen advanced electronics firms; several of which are considering expansion options for the remaining acreage in Marcy.

EDGE continues to adapt our marketing strategy for maximum international exposure. The mvedge.org site continues to be our primary marketing tool; with proven international reach, recording clicks from all corners of the globe. The website provides information on demographics, workforce, real estate, location intelligence, incentives, partners, and community. Metrics provided by Google Analytics enables us to track usage, gauge performance, identify trends, and gain valuable insight into new prospects.

Made possible by **nationalgrid**
Semiconductor marketing partnership with **ATREG**



2019 Site Selectors Guild Advisory Forum

IN 2019 WWW.MVEDGE.ORG:

10,384 Sessions
8,521 New Users

TOP COUNTRIES
USA, Argentina, France, India, Canada

TOP STATES
New York, Oregon, Virginia, Kansas, California

www.mvedge.org

@mvedge

@mvedge

@MarcyNanocenter

In addition to continually updating the website, EDGE has placed a priority on growing its social media platforms. With active accounts on Facebook, LinkedIn and Twitter, EDGE can always connect with interested partners!

SITE SELECTORS GUILD ADVISORY FORUM



Mohawk Valley EDGE, for the second consecutive year, hosted three Site Selectors for a fall Site Selectors Guild Advisory Forum. EDGE and our partners host these forums, primarily, to showcase our region's unique assets to the global site selection industry; although the three-day event proves much more valuable than only that. Economic Development professionals, planners, elected officials, non-profits, and leaders from a wide range of regional industries had multiple opportunities to build intimate relationships, present projects & sites, and gather critical insight about our communities, our region, and the economic landscape.

The Site Selectors Guild is the leading association of the world's foremost professional site selection consultants; with guild members representing various business and industry clients across the globe – many of them Fortune 500 companies – assisting them with, essentially, making the decision regarding where to locate their next headquarters, warehouse, or regional manufacturing plant.

Part of our multi-faceted strategy is built around forming relationships with the Site Selection community – enabling EDGE to showcase the Mohawk Valley's sites and amenities to growing companies across the globe. Joining EDGE from the Site Selectors Guild were Gary Yates (JLL), Phil Schneider (Schneider Strategy Consulting), and Monty Turner (Colliers International). The three day event culminated with a panel discussion sponsored by The Community Foundation and National Grid. This event offered a unique opportunity to hear from three of the nation's top site selectors as they shared professional impressions and advice regarding regional assets, industry clusters, workforce, housing, infrastructure, and general operating environment in Herkimer & Oneida counties.

This event was made possible with the generous support of our sponsors, including: National Grid, the Herkimer County IDA, Bond, Schoeneck and King, NYSTEC, Oneida Indian Nation, OBG a part of Ramboll, Workforce Development Board, Carbone Auto, Adirondack Bank, Community Bank, Bank of Utica, Berkshire Bank, First Source Federal Credit Union, Keybank, M&T Bank, and NBT Bank.

ENGAGE > ABSORB > ADAPT



Direct feedback from these forums have reinforced our need to sustain a more robust, shovel-ready site portfolio. In direct response, EDGE and the Herkimer County Industrial Development Agency – with key support from National Grid – teamed up with VIP Structures to select and advance multiple sites to a more “pad-ready” status to attract strategic industries. Phase I of the 3-site study is now complete, and has provided critical location intelligence and conceptual programming on sites in Oneida and Herkimer Counties. By proactively addressing gaps in location intelligence and responding to the most frequently requested information by the site selection industry, we've proven our region's ability to learn, adapt, and meet the increasingly rigorous demands of an ever-changing global landscape.



SITES TO BE EVALUATED

- Schuyler Business Park, Frankfort (188 + acres)
- Griffiss Business and Technology Park
- Enterprise Way, Rome (28+ acres)
- Oneida County Business Park
- Judd Road Site, Oriskany (60± acres)

STRATEGIC SITE DEVELOPMENT

Cree to build the world's first and largest, state of the art, automotive-qualified, silicon carbide wafer fab at Marcy Nanocenter.

Governor Andrew M. Cuomo announced this past September a major public-private partnership between the State of New York and Cree, Inc., the global leader in silicon carbide technology, to invest \$1.0 billion over six years to construct and equip a new, state-of-the-art, highly-automated world's-first, 200mm silicon carbide wafer fabrication facility. This investment also includes a \$30 million research and development commitment by Cree, with plans to create over 600 full-time highly-skilled technician and engineering positions at the Marcy Nanocenter on the SUNY Polytechnic Institute campus. Cree will ground lease approximately 55 acres of the Marcy Nanocenter site to support 600,000 square feet of production and support space. The site also includes expansion space that would enable the company to double its wafer fabrication capacity with a future expansion. The balance of the Marcy Nanocenter site includes available acreage to support additional semiconductor growth that would support another 1.0 million square feet of cleanroom space by other semiconductor companies.

New York State will provide \$500 million in performance-based, capital grants from Empire State Development (ESD) to reimburse a portion of Cree's costs of fitting out the new facility and acquiring and installing machinery and equipment, and another \$1 million in Excelsior Jobs Program (EJP) tax credits.

EDGE will sublease the parcel to Cree under a 49-year lease. Construction of the fab will be led by Cree who has chosen Exyte as their Engineering Procurement Construction Management contractor.

In 2010, EDGE was designated as the lead developer for the Marcy Nanocenter site for securing permitting, planning, engineering, infrastructure investment and global marketing. In 2016, EDGE's role was significantly expanded when it took the lead in completing the balance site infrastructure improvements necessary to reduce time to market requirements and elevate the site's global competitiveness.



Thanks to ESD, National Grid, the Town of Marcy, the Oneida County Industrial Development Agency, and Oneida County – over \$110 million has been invested to make the site truly shovel ready. This time-to-market advantage was one of the major selling features to Cree.

As part of the project Cree is leasing the former Power Electronics Manufacturing Cleanroom (PEMC) at the SUNY Poly's Albany site, which includes use of the 200 mm tool set previously installed for GE's Silicon Carbide Pilot line. Cree has re-commissioned the tool set and is producing test wafers to qualify their processes. Cree is producing 150 mm test wafers and expects to qualify the tool set for 200 mm production. The PEMC tool set will be conveyed to Cree and relocated to the Marcy Nanocenter site once the Mohawk Valley Fab is built.

Silicon carbide technology is expected to be a high growth market and is at the core of helping to power high-growth markets, such as the move to electric vehicles (EVs) and the rollout of ultrafast 5G networks. Silicon carbide-based power electronic devices offer significant efficiency, reliability and performance. For applications like EVs, this enables greater system efficiencies that result in electric cars with longer range and faster charging, while reducing cost, lowering weight and conserving space.



"This partnership is vital to strengthening the research and scientific assets that New York State needs today to attract the high-tech industries and jobs of tomorrow. This is a crucial step in cultivating the advanced manufacturing infrastructure of New York State, growing the upstate economy and transforming the future of the Mohawk Valley."

ANDREW CUOMO
NEW YORK GOVERNOR

The addition of Cree to the Marcy Nanocenter is a result of the PEMC, a public-private partnership along the upstate corridor to continue the development of smaller, faster and more efficient silicon carbide materials vital to the continued growth of the semiconductor industry. By 2024, the new facility in Marcy will increase the company's silicon carbide wafer fabrication capacity by over 30x, allowing for a wide range of semiconductor solutions that will enable the dramatic technology shifts underway within the automotive and electric vehicle, communications infrastructure and industrial markets.

The entrance of Cree into upstate New York will result in significant local and regional economic benefits, creating hundreds of new jobs, a Cree employee payroll that is expected to exceed \$46 million per year, and an estimated \$3.4 billion dollars in Mohawk Valley regional economic impact. Cree has already made an impact on the community by volunteering their time at the Rescue Mission of Utica, worked with the Save of the Day Foundation at Johnson Park Center, donated to the SUNY Poly First Robotics League teams, and have become major sponsors of the Boilermaker Road Race.

The project builds upon the growing semiconductor industry that has been a pillar of upstate economic development stemming from IBM, GLOBALFOUNDRIES, Applied Materials, Tokyo Electron, Danfoss, and others. A 2018 report by Georgetown University estimated that more than 60,000 total direct, indirect, induced, and construction jobs upstate are attributable to nanotechnology, driven in large part by the semiconductor industry.

The semiconductor industry is a major economic contributor both nationally and within New York State. A recent U.S. Semiconductor Industry Association analysis estimated that each direct semiconductor industry job enables 4.89 jobs in other sectors of the economy, with the U.S. semiconductor industry accounting for roughly a quarter of a million direct U.S. jobs and over a million additional indirect jobs.

"This public-private partnership will not only bring hundreds of jobs and investment to New York, but it will also strengthen Cree's position overall, including in North Carolina, and ensure our standing as the global leader in silicon carbide technology. We want to thank Governor Andrew Cuomo and Empire State Development for providing Cree with this opportunity and welcoming us to New York. This state-of-the-art, auto motive-qualified wafer fabrication facility builds on our 30-year heritage of commercializing disruptive technologies that help our customers deliver next-generation applications. We look forward to connecting our North Carolina and New York innovation hubs to driving the accelerated adoption of silicon carbide."

GREGG LOWE
Cree CEO

FAB CONSTRUCTION SCHEDULE

- Q1 2020** Fab construction started
- Q2 2021** Fab construction completed/ready for equipment
- Q2 2022** Fab production commences
- Q3 2024** Fab fully operational

CREE NY FAB BY THE NUMBERS

- DIRECT JOBS CREATED** 614+ within 8 years
- FAB SITE SIZE** 480,000 sq. ft. on 55 acres
- INVESTMENT** \$1.2 Billion
- NYS INCENTIVES** \$501 Million

PARTNERS

- ATREG
- Black and Veatch
- Empire State Development
- Exyte
- Jacobs Engineering Group
- Lochner
- NYCREATES
- National Grid
- NY Loves Nano
- Oneida County

- Oneida County Industrial Development Agency
- SUNY Polytechnic Institute
- Town of Marcy

BUILDING VIBRANT COMMUNITIES

Vibrant Main Streets, walkable communities, and great public spaces are all key to attracting world class talent and supporting continued business expansion. It's no surprise, then, that manufacturing expansion and mixed-use development has kept community planning boards busy these last twelve months; resulting in an historic increase in building footprints, capital investment, and revitalization of historically blighted neighborhoods.

More than 500 market rate and affordable housing units are planned or under construction in our population centers, and nearly two million square feet of vacant and blighted structures are well-underway to being repurposed, rehabilitated, or demolished.

EDGE has stepped up our technical and financial assistance to an array of downtown and mixed use projects, including historic preservation, adaptive reuse, brownfield revitalization, mixed-use development, and comprehensive planning initiatives in Oneida County's population centers.

CITY OF ROME

The positive impacts of City of Rome and MVEDGE's unique partnership can be seen and felt beyond the boundaries of Griffiss Park. In recent years, this collaboration has become a regional model for area-wide planning, strategic site development, and business attraction. Building on the solid foundation established with the City's Brownfield Opportunity Areas, the City's relationship with EDGE has never been stronger – and the momentum continues to build.

ENVIRONMENTAL JUSTICE AND SMART GROWTH

Among the most comprehensive and geographically impactful projects is the City of Rome's proposed Net-Zero biodigester. With Chobani as the driving economic force, the City will expand their anaerobic digestion capabilities to handle high-strength dairy waste and organic waste produced by restaurants and households. EDGE facilitated the growing relationship between NYSERDA and the City of Rome, leading to a successful REDC award. As a result, the project will reduce vehicle miles traveled by dairy haulers, produce 100% renewable energy from organic waste, reduce operational costs to the taxpayer, improve water quality of effluent flowing into the Canal, and reduce the amount of waste entering the regional landfill.

DOWNTOWN REVITALIZATION INITIATIVE (DRI)

The \$10 million Downtown Revitalization Initiative (DRI) is the catalyst for downtown's transformation into a vibrant, walkable, mixed-use environment – with a special emphasis on the arts. MVEDGE, RIDC, and RCBRC are working with the City to advance downtown and brownfield revitalization in the DRI strategic investment area.

Under the 2019 partnership, site development continues at the former Rome Cable site to pave the way for Cold Point's new manufacturing plant, the REACH Center's arts incubation hub project is taking shape, and the Capitol Theatre has finalized their design and financing strategy. Taken in context with the demolition of the parking garage, Copper City Lofts, the new Centro station, and the dynamic public spaces – this is proof that partnerships work.

The City of Rome's Business Assistance Fund, one of the Downtown Revitalization Initiative (DRI) priority projects, awarded funding to seven businesses in Round 1 and will be opening its second round of applications in 2020. The Business Assistance Fund provides funding to strengthen and make necessary improvements for Downtown businesses and buildings within the DRI target area. The fund has been developed to provide resources to stimulate investment and economic development through projects that align with the greater DRI vision. One of the first round awardees – Technergenics, a startup company that began in Griffiss' shared workspace, Suites at 584, has started construction of their new facility on the corner of West Liberty Street and North Washington Street. They are a cybersecurity company that will create the beginnings of a technology corridor between downtown and Griffiss Business and Technology Park.



The Liberty George Parking Garage sits on a strategically and highly visible 2+ acre site in the downtown core of the City. The City completed a structural analysis of the garage that concluded that the structure is unfit for reuse. It was demolished and replaced by a landscaped surface parking lot and open space until a developer can be secured.



The City is also implementing a wayfinding system to move residents and visitors through the downtown core in an active and engaging way. A variety of signs will be created based on a unified design and place-making strategy that outlines standards for signage based on location, type, and intended user. Once implemented, the Downtown and Waterfront Wayfinding Strategy (created through the Downtown BOA) will improve navigation, improve overall aesthetics of the streetscape, and create dynamic and vibrant downtown and waterfront districts. Griffiss Business and Technology Park will implement similar wayfinding signage throughout the park for a seamless user experience.

FLOYD AVE CORRIDOR

Investments continue along the Floyd Ave corridor – strengthening the connection between the community and Griffiss Park. Air City - Griffiss Park's mixed-use district – exemplifies this connection, and will offer loft apartments, lifestyle retail, entrepreneurial space, and professional offices at the interface of Griffiss Parkway and Floyd Ave. Construction of this first-of-its-kind development is underway; with opening scheduled later this year. Air City is envisioned as the much-needed lifestyle anchor for the top-flight talent at Griffiss Park.



“Development along the Floyd Ave corridor is important to create a seamless transition from Griffiss Park to the City. This past year we have seen tremendous growth at Griffiss and we look forward to the completion of many projects along the corridor in the coming year.”

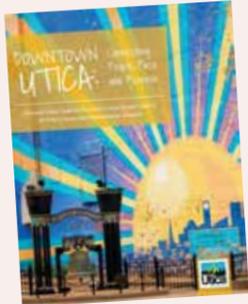
ELIS DELIA
Griffiss Local Development Corporation Chair

BUILDING VIBRANT COMMUNITIES

CITY OF UTICA

Energized assets, transformed public spaces, authentic architecture, and celebrated diversity. Downtown Utica is a place that unites the community, attracts new residents and visitors, stimulates economic investment and promotes quality of life. Using a people-centric creative placemaking approach, the City of Utica is focusing on connecting: People, Place and Purpose.

DOWNTOWN REVITALIZATION INITIATIVE (DRI)



Utica's revitalization strategy will infuse Downtown with character, creativity, and energy that attracts and welcomes diverse people, boosts sociability, and promotes movement and exploration by:

- + Enhancing walkability, bikeability and vibrancy
- + Leveraging the power of key Downtown anchors
- + Promoting inclusiveness and equity
- + Sustainably redesigning the physical and social environment
- + Fostering arts and culture
- + Stimulating economic development

UTICA HARBOR POINT

Since the inception of the UHPLDC, MVEDGE has been a key member and ally. In 2019, the Utica Harbor Point LDC: began the reconstruction of the harbor's bulkhead walls, completed design documents for the Wurz Ave extension, relocated the historic "1917 Building" onto a new foundation, began to acquire necessary properties to complete site assembly of harbor development area, and saw the inception of the Home2 Suites project – among other strides made with NYS Canals. With expected completion of these projects in 2020; Harbor Point is finally on its way to becoming the regional destination envisioned by the community more than a decade ago.

MVHS DOWNTOWN HOSPITAL

A new state-of-the-art medical center will offer quality care in a dignified, modern environment while striving to attract the nation's top medical professionals and new primary care providers. EDGE is in a supporting role on both the business and infrastructure side; providing technical assistance to affected businesses and coordinating the bond financing for the new hospital through the Oneida County Local Development Corporation.

CITY OF SHERRILL

In the City of Sherrill, where once stood nearly 1,000,000 square feet of vacant and blighted factory space now stands a thriving industrial center in Oneida County's third and westernmost city: the Silver City Industrial Park in Sherrill. A public-private partnership between the City of Sherrill, MVEDGE, the OCIDA, Briggs & Stratton, and ONX3 LLC has generated more than \$13,000,000 in new investment in the City of Sherrill, and the adaptive reuse of nearly 700,000 square feet of once-shuttered Oneida Limited factory.

To support the expansion of Silver City Industrial Park, MVEDGE is working with the City and owner to enhance the local ecosystem in order to attract and retain talent. Silver City Lofts will rehabilitate 100+ year old offices into a mixed-use development on the campus of the Industrial Park. The apartments and lifestyle commercial space will retain the historic character and industrial flavor; and custom-designed to support the growing workforce at Briggs and Stratton, Upstate Stone, and Sherrill Manufacturing.



“ Ferris Industries joined the Briggs & Stratton family in 2004 and since then has grown exponentially; as has the Company's commercial business in total. This new facility in Sherrill will allow for that growth to continue long into the future, and we're so grateful for the support we've received from the State of New York, Oneida County and the City of Sherrill throughout the process.

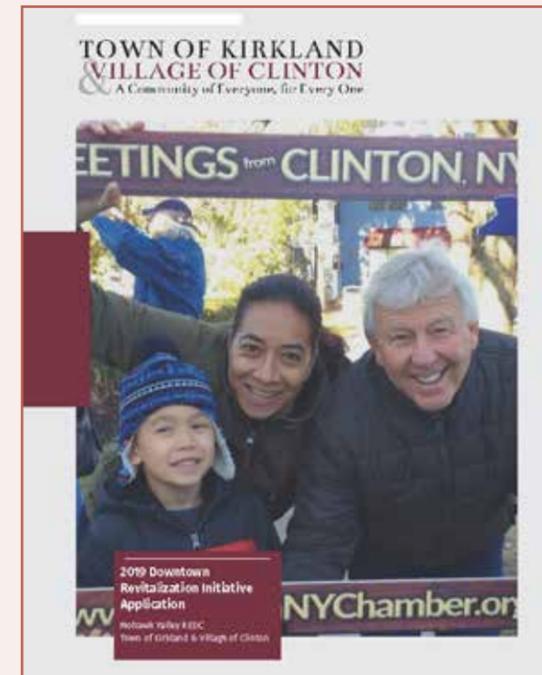
TODD TESKE
Chairman, President and CEO of Briggs & Stratton Corporation

VILLAGES

While there is a necessary focus on urban revitalization in the larger population centers across the state, it is important that we continue to advance smart growth and sustainable development in the smaller population centers – particularly, rural villages in Oneida and Herkimer counties.

PARTNERSHIPS

Having recently completed a successful 3-site location intelligence study, sponsored by National Grid, EDGE and the Herkimer County Industrial Development Agency (HCIDA) continue to explore new ways to collaborate. The team is once again partnering to perform a two-county strategic planning and feasibility initiative on two rural strategic sites sponsored by Empire State Development and the MV Regional Economic Development Council. This year, the project team seeks to maximize the development potential of the former Ethan Allen Furniture site and the former Duofold Underwear factory - each of them iconic manufacturing behemoths in their respective Villages. Both sites require site analysis, preliminary engineering, and conceptual design alternatives to bring them to build-ready status.



CLINTON

The Village of Clinton lies within the Town of Kirkland and the two municipalities share many historic characteristics and attributes. In 2019, both municipalities submitted a joint Downtown Revitalization Initiative application which was assisted by EDGE. The DRI boundary encompasses areas that lie within the Village and the Town. This unprecedented partnership between the Village and Town has sparked renewed community engagement and a belief that their assets are best when they can be accessed and enjoyed by all populations. While the application was not successful, the DRI plan and projects are being implemented by both municipalities.

STRATEGIC SITE DEVELOPMENT

GRIFFISS BUSINESS AND TECHNOLOGY PARK

PARK IMPACTS

\$700.6M

Capex since Griffiss Park was created in 1995, over \$74.8 M in 2019 alone

\$3.7M

in taxes generated in 2019 annually from Griffiss Park

5,886

employees from 20+ counties

72

employers located at Griffiss Park

“

Companies like NYSTEC choose the Mohawk Valley because of the region's enormous competitive advantages: Griffiss Business and Technology Park helps anchor a burgeoning local tech sector which draws top companies and talent, encouraging cutting edge firms to build and grow their businesses in this vibrant area of New York State.

ERIC GERTLER

Empire State Development President & CEO

NEW YORK'S TECHNOLOGY HEADQUARTERS

In the fall of 2018 the ground was broken at 99 Otis Street for NYSTEC's new corporate headquarters at Griffiss Business and Technology Park. Nearly one year later, NYSTEC executives, partners in government, and community members gathered to formally cut the ribbon and open the \$11 million facility. The 32,110-square-foot building includes 16,779 square feet of space leased to NYSTEC, with the balance of the building programmed for other technology companies.

The company, which expects to double its Rome-based employment over the next three years, had outgrown its current corporate headquarters. NYSTEC employs more than 185 data scientists, network engineers, cybersecurity experts, business transformation consultants, and internal service specialists across New York State. In addition, NYSTEC collaborates with a diverse cross-section of small-businesses and entrepreneurs – working with nearly 70 technology companies across the state.

NYSTEC's new corporate headquarters is located at the southwest corner of Hangar Road at the Otis Street intersection, next to the Air Force Research Laboratory (AFRL). NYSTEC's second floor suite is designed to accommodate the modern, transient employee with various types of work zones and collaboration spaces. The suite is also furnished with PoE (power over ethernet) lighting and window shade control, which is the first of its kind in central New York.

Booz Allen Hamilton, a Fortune 500 firm that employs more than 25,000 people worldwide, recently announced its intention to grow its footprint in the Mohawk Valley. Booz Allen is a global technology and management consulting firm with expertise in analytics, digital solutions, engineering and cybersecurity. The company has existing operations in the City of Rome that support the aerospace

market with a strong emphasis on cyber technologies, testing and evaluation, and system and software engineering. The company expects to add 60 new jobs to its Rome-based employment of 158 over the next several years. The project is estimated to cost approximately \$1.6 million.

Empire State Development provided a \$1.1 million grant to GLDC and \$300,000 to Booz-Allen to support this job-creating project along with Military Base Redevelopment Funds secured by our state and local representatives for Griffiss. Primary financing was provided by M&T Bank.

“

We're proud of the workforce we've built in Rome, and Mohawk Valley offers a diverse talent pool that we are eager to tap. We look forward to further drawing on the region's highly skilled residents as we expand our capacity to serve clients with innovative, transformational technology solutions to meet their mission-critical needs.

BRIAN GUNDERSON

Vice President at Booz Allen Hamilton



“

Our vision for the Griffiss B240 Site is a proven strategy for revitalizing an under utilized parcel. What all of our projects share in common is an unceasing commitment to quality development that contributes to its surroundings while grounding itself in sound financial planning that ensures thorough upkeep and long-term stability. We have retained ownership of 100% of the projects that we have developed and as a team, we pride ourselves to be a full-service developer, from construction to property management and each project is meticulously undertaken with the end user in mind. Creating a community of market rate apartments and lifestyle amenities will provide Griffiss companies much needed support for recruitment efforts, and keep current employees in Rome, creating sales tax revenue for the City and keeping critical dollars with the local economy.”

SONNY BONACIO

President of Bonacio Construction

AIR CITY LOFTS

Last year, Griffiss Local Development Corporation (GLDC) and Bonacio Construction announced the construction of a new mixed use apartment community, the first of its kind at Griffiss Park. The 4.3 acre development will include two four-story mixed-use buildings with ground floor commercial space and 84 units of upper level market rate apartments. The estimated cost of the project is \$21 million.

In response to regional tech companies' call for more diverse housing and modern amenities to attract and retain the nation's top talent, the City of Rome and GLDC issued a Request for Expression of Interest (RFEI) for mixed-use, infill development – including sites from Griffiss to downtown. The City and GLDC worked collaboratively to present a spectrum of development opportunities which would attract developer interest that is aligned with the community's vision - to support the prospects of high-wage job growth in the City.

Bonacio Construction's RFEI response was the perfect answer to the community's lofty vision, and Air City soon took flight.

Construction on Air City Lofts will be complete this Fall – and proves to be a game-changer for the City. Think of it as Rome's own Armory Square. Modern, market-rate, fully-wired loft apartment with balconies above lifestyle retail, eating & drinking establishments, and professional offices all in a high-rise, high-density, pedestrian-friendly neighborhood. Taken in context with the new Griffiss Parkway, Mohawk River Trail, and Griffiss Park Landowners Association's continued investment in the Sculpture Park - this is smart growth at its coolest.

Empire State Development assisted with the project with \$1.25 million CFA award to GLDC to support this mixed use development.



GRIFFISS IS GROWING OPEN HOUSE

Driving through Griffiss Business and Technology Park today, is much different than it was in 1995. To showcase many of the unique assets located at the Business Park, GLDC, the City of Rome, the Air Force Research Lab, NYSTEC, Oneida County and many Park tenants teamed up to offer the public an exclusive "Griffiss is Growing Open House" this past fall.



“

We are proud to showcase the outstanding business growth at the Griffiss Business and Technology Park. Incorporating the recently redeveloped Route 825 with a magnificent trail system and sculpture garden, the Park is a hub of activity anchored by the Air Force Research Laboratory (AFRL). The Griffiss Showcase provides an opportunity for the community to interact with Rome Lab personnel and other Park tenants for a firsthand look at all the exciting technology and new business growth taking place at the area's premier Business and Technology Park. Once a former Air Force Base, the Park is now a thriving mix of light manufacturing, technology related businesses, healthcare, education, warehousing and distribution. The community should be very proud of the redevelopment of the former Air Force Base and we hope many citizens will take this opportunity to explore the Park.

JACQUELINE M. IZZO

Mayor of Rome

ORGILL

Governor Andrew M. Cuomo announced in June that Orgill, Inc., the world's largest independent hardware distributor, will build its first Northeastern U.S. distribution center in Rome. The new, 780,000 square-foot facility, located at Griffiss Park, will be the company's first in New York State, bringing 225 new jobs to the region. The company plans to invest nearly \$70 million to construct and equip the facility, which will serve Orgill's customers throughout the Northeast.

“There were many positive things that led us to select Rome as the home for our newest distribution center, including the excellent workforce in the area and the assistance and cooperation of local officials. We look forward to being a good corporate citizen of Rome, Oneida County and the State of New York.”

RON BEAL
Orgill Chairman and CEO

Orgill serves more than 6,000 retail hardware stores, home centers, professional lumber dealers and farm stores throughout the United States and Canada, and more than 50 countries around the world. Site development is currently underway with expected completion in 2021.

To encourage Orgill's investment in the Mohawk Valley, Empire State Development has offered up to \$3.5 million in performance-based Excelsior Jobs Program tax credits, which are tied directly to the creation of 225 jobs as well as the purchase of equipment and machinery.



GRIFFISS: NOT YOUR AVERAGE BUSINESS PARK

Griffiss Park Landowners Association (GPLA) was created to guide the strategic investments made to beautify and enhance the Park – more specifically, to invest in pedestrian infrastructure and amenities to meet the demands of an increasingly diverse and talented workforce. In 2019, a 5-year Open Space Management Plan was drafted to guide these efforts and ensure continued investment.

In 2019, GPLA invested roughly \$20,000 in park-wide improvements ranging from tree planting to sculpture; in addition to the sustained investment in maintenance of the common areas and open spaces. Shade trees were planted along the Nature Trail and connections were completed to the Mohawk River Trail. The Vietnam Veterans Memorial was dedicated this past Memorial Day – including a contemplative pocket park and a plaque to honor and serve as a lasting memorial to honor the Romans who were killed in Vietnam. Phase 2 of the Memorial is currently in the design phase. And building on the successful outdoor movie series, more than 150 attendees viewed “Moana” over the summer in partnership with Nomad Cinema and the YMCA.

The number of food trucks at the Park has increased dramatically over the past few years, prompting GPLA and GLDC to install new picnic tables and shade umbrellas to encourage patronage of this popular park amenity. Capital projects for 2020 include a complete overhaul of the Park's wayfinding signage, as well as a partnership between GLDC, Oneida County, and GPLA to complete roughly 2,000 linear feet of new multi-purpose trail and sidewalk to connect the new innovation campus to Air City.



“With our new Open Innovation Campus we have set up an environment that will allow us to bring together the best and brightest minds in the world to work on some very difficult and exciting technical challenge problems. We want to use this new infrastructure to grow a Quantum Information Science and Artificial Intelligence hub for the Air Force, our partners and the region. This collaborative environment and business construct is one of tools we have decided to pursue that I think will aid our researchers in developing future transformational strategic capabilities for the nation's defense.”

COL. TIMOTHY J. LAWRENCE
Director of the AFRL Information Directorate

A GLOBAL TECHNOLOGY CENTER

The Open Innovation Campus, a \$12 million research center at Griffiss International Airport was announced in 2019. This partnership with the Air Force Research Laboratory Information Directorate, Oneida County, the Griffiss Institute and SUNY Polytechnic Institute will connect global technology leaders from the likes of Google, IBM and QCWare to collaborate and solve intricate Air Force computing challenges. It will link researchers from government, industry and academia to share top minds, ideas and facilities – virtually and in person– and expand upon the \$2 billion annual federal investment in Rome Lab.

The campus's collaborators will look to use Quantum Information Processing to analyze and improve such things as computer hardware and software, data protection, cybersecurity and artificial intelligence. Relatively few places on the planet are host to such advanced capabilities; and Griffiss is among them.

The campus will be housed in Building 100 at the Griffiss International Airport. The 40,000 square-foot, three-floor facility will be renovated to include two quantum labs and two neuromorphic/electronic labs, event space and training and classrooms. Oneida County is contributing \$5.6 million toward the project, and Empire State Development and the New York State Department of Transportation Aviation Bureau are providing \$1.4 million and \$1.5 million respectively. Additional funding will also come from Griffiss Institute, SUNY, and multiple public and private research partners.

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

The AFRL comprises the nucleus of our Cyber cluster. With 1,200+ employees and on-site contractors, the lab has built an ecosystem with some of the top computer scientists and engineers and technology companies. The C4I Information Directorate has a \$467 million economic impact, with average wages exceeding 2.5x the regional average. The Air Force Research Lab also supports another 1,380 indirect jobs. The vast pool of talent, financial resources, and culture of innovation has spawned dozens of cyber startups, inspired the commercialization of government

patents, and attracted global defense corporations to Griffiss. Since the Park's opening, roughly 20 cyber businesses employing more than 900 people have been attracted to the Griffiss innovation hotbed.

The UAS Test Site at Griffiss, one of only seven in the United States, has completed over 2,600 UAS test flights, using small, medium and large UAS. The test site's reach includes five states and in two Class D airspace locations. In 2019 the initiative realized one of its most audacious goals, the completion of New York's 50-mile beyond visual line of sight (BVLOS) corridor between Syracuse and Rome – making it the first and most advanced drone testing corridor in the nation. Companies will now be able to test both UAS platforms and UTM technologies in real world settings, generating data that will inform the industry and advance commercialization of drones – including agriculture and forest management, transportation and logistics, media and film development, utilities & infrastructure, and public safety.

The announcement came on the heels of another significant advancement, authorization for “true” BVLOS flights within the first segment of the corridor, an eight-by-four-mile strip of airspace between the Test Site in Rome and the State Preparedness Training Center in Oriskany, New York. This authorization is evidence of the capabilities that have been established along the corridor – proving the ability to safely fly unmanned aircraft BVLOS. The strategic selection of this airspace opens the door for future advancements of the corridor and the continued cooperation between NUAIR, the Test Site and New York State agencies.

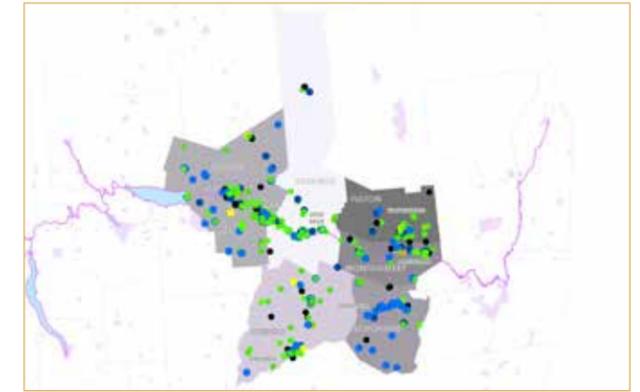


GROW YOUR BUSINESS

Mohawk Valley Regional Economic Development Council

EDGE is focused on the growth of our regional strategies and existing businesses by continuing our leadership role for the Mohawk Valley Regional Economic Development Council (MVREDC). Our staff used their expertise to help craft the 2019 Progress Report, while also assisting over 30 local companies like Woodland Brewery, MA Polce Consulting, Metal Solutions, and Sherrill Manufacturing in applying for grant benefits and provided general outreach to hundreds of other businesses.

This past December the MVREDC was named a “Top Performer” for the fifth year in a row, the only region in the State to accomplish this. In 2019 the MVREDC netted over \$82 million for projects in the region.



MVREDC Projects Rounds 1-8

Nine 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.

Gone are the days of job loss, quiet main streets, and community apathy. Decades of disinvestment in the Mohawk Valley culminated in the Great Recession. But from this lowest of places, we’ve come roaring back. The Mohawk Valley is now home to bleeding-edge technology, diverse housing, collaborative work environments, recreational adventures, and cool places. We owe this, in large part, to the Governor Cuomo’s creation of the Regional Economic Development Councils.

With the rust shaken off, malaise has given way to unbound community pride. We see this pride on West Dominick Street in Rome, which is undergoing transformation through the Downtown Revitalization Initiative. We see it at the Mohawk Gateway Overlook, which has helped connect people and neighborhoods in Amsterdam, and serve as a beautiful community gathering and public space. We see it in the sea of Comets jerseys in the stands at the Adirondack Bank Center on any given hockey night.

The MVREDC’s focus on creating vibrant communities and on advancing strategic industries has paid dividends. We’ve seen growth in employment, wages, and output in each of these industries. From this foundation, we can look forward to continued economic growth.

IMPACTS SINCE 2011	STRATEGIES	2019 FUNDED BUSINESSES & URBAN PROJECTS
<p>14,674+ Proposed Jobs Created/Retained</p> <p>\$298 Million CFA Awards</p> <p>\$1.96 Billion Investment</p> <p>656 Projects</p> <p>7:1 Leverage of Private Investment</p>	<p>Preserve Our Assets</p> <p>Trailblaze New Ideas</p> <p>Continue to be Stewards of Place</p> <p>Ensure a Future with Prosperity & Opportunity For All</p>	<p>HERKIMER COUNTY</p> <p>Eastern Garden Stone Mill Feldmeier Equipment Microenterprise Grant</p> <p>ONEIDA COUNTY</p> <p>Woodland Farm Brewery Project Charger Metal Solutions Sovena USA United Technologies Corporation Thea Bowman Center Kelberman Center MA Polce Silver City Lofts UFA Impact Center Mohawk Valley Resource Center for Refugees Masonic Medical Research Institute Hotel Street Munson Williams Proctor Arts Institute Mohawk Valley Garden Microenterprise Grant Program</p>

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

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 SINCE 2010



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 individuals 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 Grants (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. EDGE then provides this equipment to the business through a capital lease, which helps the business preserve cash flow that would otherwise pay for interest on an amortized loan.

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



2019 PROJECT Village of Boonville

\$28,400 Boonville Industrial District Implementation Strategy

Mohawk Valley EDGE has partnered with Delta Boonville, LLC to secure a Rural Business Development Grant (RDBG) from the USDA. Additionally, the Delta project is part of a two-site Strategic Planning & Feasibility Study sponsored by Empire State Development and the MV Regional Economic Development Council. In order to encourage new development in Oneida County, MVEDGE will work to advance site intelligence and site planning to continue the transformation of the former Ethan Allen Plant and adjacent land in Boonville, NY into a modern, infrastructure-rich manufacturing district to attract new business, help existing businesses to expand, encourage entrepreneurship, and create high-quality jobs.

ONGOING USDA PROJECTS

2018 Equipment Purchases

Jones Family Farm / \$77,150
Allow for double production in first year, 10x the following year

Paris Compression Molding / \$71,738
Increased efficiency, ability to enter new higher margin markets

2017 Equipment Purchases

Clayville Ice Products / \$68,000
Sales increased, production increase, customer increase

Sherrill Manufacturing / \$85,000
Equipment modernized, increased production, new lines debuted

Joe's Jerky and Country Store / \$37,700
Distribution network increase, facility renovated, increased production already needed

2019 Program Income Grants in Partnership with Oneida County

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

- 1 Delta Hardwood Flooring of Boonville**
\$66,650 for inventory expansion for hardwood floor finishing line.
- 2 Square One Coating Systems of Whitestown**
\$50,000 for equipment purchases for expansion into new markets and efficiency upgrades.
- 3 Metal Parts Manufacturing of Trenton**
\$35,000 for milling machine and upgrade for increase capacity and efficiency

“Oneida County continues to leverage strategic investments that help our local businesses grow and thrive. We are pleased to have facilitated the awarding of this funding along with our partners at Mohawk Valley EDGE and I am pleased to see that it has resulted in a positive economic impact on our community.”

ANTHONY J. PICENTE JR.
Oneida County Executive

COMMUNITY DEVELOPMENT FINANCING INSTITUTION

2019 saw strong growth for UIDC as a Community Development Financing Institution (CDFI). Last year, UIDC began a partnership with Accion East, another CDFI nonprofit lender based in New York City that primarily lends to small businesses and startups in the retail and service sectors. This partnership has given UIDC the ability to refer small businesses in the Mohawk Valley to a new financing option which was previously unavailable – an alternative to bank financing which many startups with small capital needs require. In this first year of partnership, UIDC spent a lot of time laying a groundwork and getting local stakeholders and businesses familiar with Accion as a resource. By the end of 2019, UIDC had referred 18 local businesses to Accion for financing or technical assistance. Accion visited the community in September, and EDGE coordinated meetings with staff and entrepreneurs from The Center, thINCubator, Mohawk Valley Latino Association, and Women's Business Center.

2019 ONEIDA COUNTY INDUSTRIAL DEVELOPMENT AGENCY CLOSED PROJECTS

- | | | |
|-----------------------|--------------------------|---------------------------|
| Hales Bus Garage | HJ Brandeles Corp. | B240 LLC (Air City Lofts) |
| Kris-Tech Wire | Park Outdoor Advertising | Special Metals Corp. |
| Baggs Square Partners | MGS Manufacturing | Matt Brewing Company |

630
retained jobs

82
new jobs

\$51
million investment



PARTNERSHIPS THAT MOVE PROJECTS FORWARD

WHY BROWNFIELDS?

What is a Brownfield? It is a property whose expansion, redevelopment, or reuse may be complicated by the presence (or potential presence) of hazardous substance, pollutant, or contaminants. Frequently, they are former industrial properties where operations may have resulted in environmental impairment.

Why redevelop Brownfields? Redevelopment of these sites result in new public spaces, new job opportunities, new urban real estate, and, ultimately, the reversal of decades of environmental injustice. The removal of the blight, alone, is addition by subtraction; but the benefits run much deeper. Adaptive reuse of vacant, contaminated, and underutilized properties requires greater up-front investment, but also carries the most sustainable value proposition for the region – especially since these sites are in our population centers, along our waterfronts, and have proximity to abundant infrastructure and workforce.

CONFRONTING THE LEGACY OF OUR INDUSTRIAL PAST

Most rustbelt cities and villages can point to a declining or closed industrial site. Returning these sites to productive use produces myriad social, environmental, financial, and aesthetic benefits for our communities.

Local governments, pressed for cash, often struggle to realize the potential for revitalization of these sites and neighborhoods. A lack of funding typically results in a decades-long downward spiral – a vicious cycle of decline in which the affected neighborhoods are hopelessly trapped. Such was the case with the former Rome Cable Complex in downtown Rome.

The closing and subsequent bankruptcy of the Rome Cable Corporation in 2003 not only left the City of Rome without

one of its historically largest employers, but also with a massive environmental liability. Right off the bat, Rome Cable presented a full spectrum of difficult issues; such as extensive environmental investigation, infrastructure relocation, remediation, adaptive reuse, demolition, and site clearance. Here was a true test of EDGE's ability to coordinate an interdisciplinary task force of local, regional, and statewide partners to tackle complex problems.

In order to best address the daunting physical, institutional, and socioeconomic issues surrounding the site, the public and private-sector leaders in the community rallied to form a new private, not-for-profit corporation: Rome Community Brownfield Restoration Corporation, or RCBRC.

WORKING TOWARD A COMMON GOAL

RCBRC's first and most urgent endeavor was to repurpose portions of the Rome Cable facility to retain 60+ skilled wire manufacturing jobs. RCBRC and the Oneida County Industrial Development Agency (OCIDA) worked with the DEC and Owl Wire to address environmental concerns, while also undertaking extensive structural improvements, including repairs to the several roofs, façade, electrical system, flooring, and security systems. Along with Worthington Industries, Owl Wire's operation contributes to the highest-value industry cluster in the Mohawk Valley (Primary Metals), combining for nearly 200 manufacturing, technical, and engineering jobs in that neighborhood. PAR Technology, acquiring the former Rome Cable Offices, continues to conduct research, development, and government consulting operations, and has thrived in that location.

OCIDA and RCBRC, in partnership with the NYS DEC, National Grid, and the City of Rome, performed extensive environmental investigation and remediation activities on more than 50 acres of sites and buildings. A major break came in 2008, when the project team was awarded \$2.5 Million from Empire State Development to advance the remediation and demolition of 160,000+ square feet of structures. The remaining structures, however, continued to have a blighting influence in the neighborhood – contributing to vandalism and disinvestment in South Rome.

Throughout the Brownfield Opportunity Area (BOA) planning process, Kimberly Rogers, the 3rd Ward Councilor, has

been resolute, vocal, and proactive as a founding member of the BOA Steering Committee. At meetings every month – like clockwork for nearly a decade – just around the corner from the site, the project has always been part of the conversation with her constituents. Taking this to heart, EDGE, RCBRC, the City of Rome, OCIDA, and DEC staff set their minds to a final solution. National Grid and Rome Industrial Development Corporation gave the project the spark it needed at precisely the right time, committing a combined \$450,000 to support RCBRC's vision.

Recognizing this overwhelming community support and financial commitments, the NYS DEC designated Complex 4 as a Class II Superfund site, dedicating nearly \$13 million to bring this project across the finish line. Remedial action swiftly began in 2019 and will wrap up soon – thus breaking the cycle, reversing the spiral, and forever changing the landscape for the better.

But that is not the end of the story. The City was recently awarded a \$1 million Regional Economic Development Council (REDC) grant to assist with site development activities and inspire new industrial development. Concurrently, the community's taxing jurisdictions united to approve a Pilot Increment Financing (PIF) district for the former complex, which is an innovative way to allocate PILOT payments toward site development. With all parties sharing in the groove, the PIF is a powerful incentive for revitalization.

CATALYZING NEW INVESTMENT

“All of a sudden Cold Point becomes important as a catalyst project for that whole area, for development in the future. This has been on everybody's mind for the last 17 years. We've made a real concerted effort in the last few years.”

JACQUELINE M. IZZO
Mayor of Rome



Concerted is an understatement. Cold Point Corporation, a Rome-grown company that manufactures water-sourced heat pumps and cooling units, announced in 2018 that they have selected the Complex 3 site to construct their new 50,000 SF clean manufacturing facility. In perfect harmony with the BOA vision for a diverse, mixed-use downtown district, Cold Point will play a major role in the City's Downtown Revitalization Initiative. In addition to bringing new life to a vacant property, the company plans to bring more than 50 jobs to the downtown area.

As Cold Point ramps up construction and the Complex 4 remediation finally winds down, there will still be nearly 15 developable acres, in addition to 35 acres of forest and wetland habitat at the very epicenter of the Erie Boulevard Brownfield Opportunity Area.

In little more than a decade, Rome Community Brownfield Restoration Corporation would have inspired a full complement of technical and financial resources brought to the table by Mohawk Valley EDGE, the City of Rome, Rome Industrial Development Corporation, Oneida County Industrial Development Agency, New York State DEC, Empire State Development, Mohawk Valley REDC, NYS Department of State, Owl Wire & Cable, Cold Point Corporation, National Grid, USDA, and the Center for Creative Land Recycling.

No longer in the cruel shadow of industrial decay, hope is restored; and the rebuilding of this South Rome neighborhood will play a leading role in downtown Rome's renaissance. According to Mayor Izzo, “There's a real lack of industrial space throughout the county. So we're hoping that on this remediated brownfield site, we can continue to create a small, sustainable business campus – and build this one with the neighborhood in mind.”



Rome Cable Complex 4, 2015 view from intersection of South Jay and Henry Street



After demolition of Complex 4, 2020 view from intersection of South Jay and Henry Street



Committed to the future of rural communities.



IWG Owl Wire and Cable



ENTREPRENEURSHIP

IDEA NY

The success of the Commercialization Academy program at the Griffiss Institute gave rise to the Mohawk Valley's IDEA NY business accelerator program, announced by Governor Cuomo in 2018. By assisting entrepreneurs with commercializing patents from the Air Force Research Lab (AFRL) in Rome, IDEA NY has helped create more than 38 start-up companies, while providing them more than \$550,000 in seed funding. To accelerate this combination of creative people, ideas, and capital, the Mohawk Valley Regional Economic Development Council awarded the Griffiss Institute a \$2 million Upstate Revitalization Initiative grant to launch the IDEA NY business accelerator program.



The 2019 AFRL Commercialization Academy Cohorts and Demo Day were made possible by the following generous supporters:



In 2019 we saw the last of the performance metrics achieved for the original Commercialization Academy. Total program results:



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

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

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



In 2019, we saw the first 2 cohorts of the IDEA NY program:

SPRING 2019 COHORT

10 teams admitted to Commercialization Academy curriculum. This cohort consisted of 1 UAS/drone startups, 3 data analytics startups, 1 cyber startup, and 5 information systems startups.

6 teams advanced to IDEA NY Demo Day.

Go Figure, a data analytics company is the only solution that lets you measure, estimate, and create a proposal, all onsite using just your iPad was named IDEA NY winner and awarded \$200,000.

SkyTubeLive, a site for live streaming drone videos was named IDEA NY runner-up and awarded \$100,000.

These two top performers, and three other Demo Day participants entered into the year-long IDEA NY business accelerator program in April 2019.

“We have two things that we need to start funding,” said Justin Call, CEO of Go Figure, “Our product development is slow because we can’t hire enough developers, because we don’t have enough money. This is going to change that. So, we are going to be able to rapidly accelerate our product development and our data business at the same time. The other thing we are doing is investing in marketing.”



“ This is huge. It will allow us to do all kinds of stuff that we’ve thought about for years, and now we finally have the resources to do those things, so this is really going to make a massive difference for us. It’s just amazing!
BRIAN BARRIS
SkyTubeLive

FALL 2019 COHORT

8 teams admitted to Commercialization Academy curriculum. This cohort consisted of 3 UAS/drone startups, 4 data analytics startups, and 1 cyber startup.

6 teams advanced to IDEA NY Demo Day.

United Aircraft Technologies modernizes the way aircraft wire maintenance is done through Augmented Reality and Artificial Intelligence was named IDEA NY winner and awarded \$200,000.

PreVision, a global leader of real-time aerial 3D imaging technology was named IDEA NY runner-up and awarded \$100,000.

These two top performers, and four other Demo Day participants entered into the year-long IDEA NY business accelerator program in November 2019.

“It’s completely amazing! We are so excited and over the moon, because this money is the last push we needed to complete our certification,” said Evaguel Rhysing, founder and CEO of United Aircraft Technologies (UAT), “We are at the spot where we are getting ready to push this product out there and the timing is essential, so these funds will get us ahead and get us ready to commercialize.”

The judges’ panel evaluated each startup based on such factors as: the ability of the business to affect the Mohawk Valley’s startup ecosystem and high-tech economy, the culture of innovation that has been created within the startup due to incorporating AFRL technology, the sustainability of the solution beyond the initial startup period and go-to market strategy.

The startups were incubated by Liddy Enterprises, while embarking on an acceleration process to either build a sustainable startup, or enhance technology from an already existing startup, with Department of Defense intellectual property from the Information Directorate.

“ We’re actually going to get to go after our markets even more aggressively now, and that’s great. We have some customers we need to do demonstrations for, maybe some custom demos, and now we get to actually build out those demos quicker. We’re in a high-touch industry, we spend a lot of time with customers to win their confidence and their trust, before they buy, and this will let us do that faster.

GREG WALKER
Co-founder and President of PreVision

“From the technical view, giving back to the warfighter is the most important thing for me,” added Daryian Rhysing, founder, CTO and Executive Chairman of UAT, and a United States Army Veteran.



LEADING EDGE AWARDS

Four Mohawk Valley companies and two individuals who are on the Leading EDGE of innovation, economic growth, and leadership were honored this spring when the seventeenth annual Leading EDGE Awards were presented. The Leading EDGE Awards are designed to recognize companies which are located in the Mohawk Valley and helping expand the region's economy through investment and job growth. Dr. Douglas Grose of the newly established NY Center for Research, Economic Advancement, Technology, Engineering and Science (NY CREATES) delivered the keynote address.



2019 LEA AWARDEES

Danfoss Silicon Power, for their contribution to the advanced electronics ecosystem in the region. In 2017, Governor Andrew M. Cuomo announced that Danfoss Silicon Power would be the anchor tenant in at the Quad C at SUNY Poly. Founded in Denmark in 1933, Danfoss is one of the world's leading, independent custom power module manufacturers. Danfoss has hired 30 new advanced manufacturing employees, installed more than \$30 Million in tools, and installed three production lines, with one line being fully operational and producing power modules for Danfoss customers.

Doubletree by Hilton and Visions Hotels, for their rehab of the historic Hotel Utica and their part in the revitalization of downtown Utica. This Utica Landmark since 1912 has been fully renovated with today's amenities while preserving its vintage charm by Visions Hotels. Doubletree by Hilton Hotel Utica is a member of Historic Hotels of America® the official program of the National Trust for Historic Preservation for recognizing and celebrating the finest historic hotels across America.

IDEA NY, for their contribution to the entrepreneurial ecosystem in the region as the flagship program for high-tech business growth through commercialization of AFRL's patent portfolio. The Innovation & Development Entrepreneurial Accelerator, known as "IDEA NY Mohawk Valley," is a business accelerator competition and 12-month program that will incentivize promising entrepreneurs to create and grow viable commercial businesses in the Mohawk Valley region. This accelerator program, administered by the Griffiss Institute, is made possible by a \$2 million Upstate Revitalization Initiative grant from New York State Governor Andrew M. Cuomo and is part of the Commercialization Academy that has been sponsored by the Air Force Research Laboratory.



Square One Coating Systems, for their steady growth in the Oneida County Business Park and creation of an apprenticeship model to cultivate workforce development and training. Square One Coating Systems, LLC is a job shop metal finisher based in the Oneida County Business Park that performs various coatings for a variety of manufacturers in the New York and Northeast areas. Square One currently has over 100 customers including Remington Arms, Bartell, Riverhawk, Square Stamping, and Bitzer Scroll.

The company was founded in 2013 by Lloyd Ploof, who has a degree in chemistry and over 38 years in the plating industry. Since its inception with only 3 employees, Square One has grown and currently has 21 employees.

Tractor Supply Company, for locating its northeast distribution center in Herkimer County at the 5S Business Park. In March 2019, Tractor Supply Company formally opened the doors of its new distribution center in Frankfort, N.Y. The Tractor Supply Company Frankfort Distribution Center is almost a million square-feet in size and currently services over 140 Tractor Supply stores, with the potential to service over 200 stores in the Northeast region within its first year of operation.

The Frankfort Distribution Center will serve as an essential component to Tractor Supply's northeastern expansion strategy as the Company adds approximately 80 stores this year. The facility has already created over 330 local jobs, with plans to create more than 350 full-time jobs in the first five years.

The Westwood Utica, for their contribution to the revitalization of downtown Utica with their mixed-use market rate housing project and needed amenities. The Westwood or the former Rite Aid Building at 167 Genesee Street, is ideally situated in the heart of Downtown Utica. Tenants enjoy the convenience of downtown living with the added benefit of Street Corner Market, a full service grocery store and Jimmy Johns Sandwich Shop on the first floor of the building.

Enessa Carbone and Christine Martin tackled the renovations to the building at 167 Genesee St. with the help of Empire State Development and National Grid to create 22 apartment units in addition to the first-floor retail space. The apartments have been renovated with young profes-

Christopher Destito Award

Lawrence T. Gilroy III, was honored with the Christopher Destito Leading EDGE Award. This award is given to someone who has had a lifelong commitment to the betterment of the Mohawk Valley. Larry has not only aided in the revitalization of our local economy, but has been a steadfast supporter and leader in the revitalization of the entire Mohawk Valley with his position as the co-chair of the Mohawk Valley Regional Economic Development Council.

"Larry was one of the founding board members of Mohawk Valley EDGE, along with my father, and he has served leadership roles on the Boilermaker Road Race and the Utica College Board of Trustees.

But what I think is so remarkable about him is the effect he has on the people around him. Larry is able to inspire excellence in those he interacts with by using his easygoing demeanor combined with his vast knowledge and out of the box thinking. Add to that all that he does for this region, and that is why I am proud to honor Larry Gilroy with the Christopher P. Destito award." – Christopher Destito Jr.



2019 Sponsors of the Leading EDGE Awards

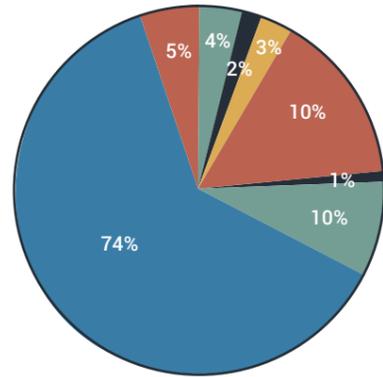
This event and much of the work EDGE does would not be possible without the help of our financial supporters and partners.

Gold: Bank of Utica, Bond, Schoeneck & King, Community Bank, Exyte, KeyBank, M&T Bank, National Grid, NBT Bank, OBG part of Ramboll, and the Oneida Indian Nation

Silver: Bergmann, Cathedral Corporation, Carbone Auto Group, The Community Foundation of Herkimer and Oneida Counties, Indium Corporation, March Associates, NYSTEC, Plumley Engineering, and The Fountainhead Group

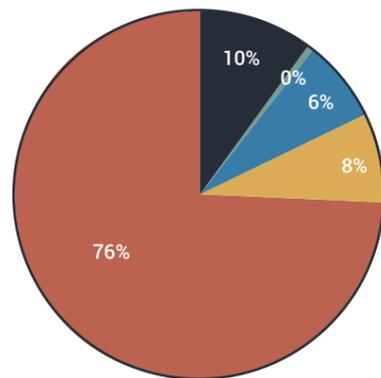
Bronze: Adirondack Bank, Berkshire Bank, First Source Federal Credit Union, Simon Eisenbach Productions, and the Workforce Development Board.

SUPPORT AND REVENUE



	DOLLARS	PERCENTAGE
Federal, State, and Local Government Grants	450,568	5
National Grid Support	186,876	2
Local Business Contributions	343,070	3
Lease Income	431,749	4
Interest Income	39,811	0
Administration Fee Agreements	1,009,880	10
NYS Grants & Other Support to Marcy Nanocenter	7,350,021	74
Other Income	103,148	1
Total	9,915,123	100

EXPENSES



	DOLLARS	PERCENTAGE
Business Development	1,015,400	10
Revolving Loan Program	32,659	0
Property Development Program	593,366	6
Management and Operations	794,540	8
Marcy Nanocenter	7,546,677	76
Total	9,982,641	100

EDGE



STEVE DIMEO
President



SHAWNA PAPALE
Chief Administrative Officer



MAUREEN CARNEY
Chief Financial Officer



WILLIAM VANSHUFFLIN
Senior Vice President Strategic Initiatives



PETER ZAWKO
Vice President Economic Development



MARK KAUCHER
Vice President Economic Development



JENNIFER WATERS
Vice President Business Development and Communications



CHRISTIAN MERCURIO
Vice President Planning and Development



TIM FITZGERALD
Associate Vice President Economic Development



NICHOLAS BRUNO
Associate Vice President Business Development



LAURA COHEN
Project Manager



DAVID CICCONE
Accountant



SOKUNTHIDETH CHEA
Accountant



DEBRA LAUGHINGHOUSE
Administrative Assistant

GLDC



FRANK SANZONE



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PAUL BRODFUEHRER



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