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.

EDGE MISSION

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WHY WE DO IT

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 cybersecurity, 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 (MVRDEC). 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 MVRDEC 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

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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.

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**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.

**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.

**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 EDGC 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.

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**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.

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**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, the 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.

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*Denotes Executive Committee Member
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.

### INVESTORS

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<tr>
<th>Adjusters International</th>
<th>AmeriCU</th>
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### CORPORATE PARTNERS

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<td>Mohawk Valley Health Systems</td>
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<td>Northland Communications</td>
<td>Onegroup Inc.</td>
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### CHAMPIONS

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<td>Mohawk Valley Water Authority</td>
<td>MVCC</td>
<td>Pathfinder Bank</td>
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<td>Plumley Engineering</td>
<td>Revere Copper Products, Inc.</td>
<td>Rome Sentinel Company</td>
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<td>Strategic Financial Services</td>
<td>SUNY Polytechnic Institute</td>
<td>Utica Industrial Development Corporation</td>
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<td>Utica National Insurance</td>
<td>Workforce Development Board</td>
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### SUPPORTERS

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<td>McQuade &amp; Bannigan, Inc</td>
<td>Strategic Development Specialists, LLC</td>
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### COMMUNITY PARTNERS

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<th>Baggs’s Square Association</th>
<th>BOCES Consortium of Continuing Education</th>
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<td>Boilermaker Road Race</td>
<td>Boonville Chamber of Commerce</td>
<td>Camden Chamber of Commerce</td>
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<td>Center for Economic Growth</td>
<td>Clinton Chamber of Commerce</td>
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<td>Cornell Cooperative Extension</td>
<td>Genesee Group</td>
<td>Griffiss Institute</td>
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<td>Greater Utica Chamber of Commerce</td>
<td>Griffiss Local Development Corporation</td>
<td>Griffiss Park Landowners Association</td>
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<td>Mohawk Valley Small Business Development Center</td>
<td>Mohawk Valley Economic Development District</td>
<td>Mohawk Valley Economic Development Corporation</td>
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<td>Mohawk Valley Resource Center for Refugees</td>
<td>Mohawk Valley Regional Economic Development Council</td>
<td>Oneida County Industrial Development Corporation</td>
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<td>Mohawk Valley Water Authority</td>
<td>New Hartford Chamber of Commerce</td>
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<td>New York Power Authority</td>
<td>New York State Economic Development Corporation</td>
<td>Resource Center for Independent Living</td>
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<td>Rome Community Brownfield Restoration Corporation</td>
<td>Rome Industrial Development Corporation</td>
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<td>Sculpture Space</td>
<td>Solid Waste Management Authority</td>
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<td>Utica College</td>
<td>SUNY Polytechnic Institute</td>
<td>TedX-Utica</td>
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<td>Trenton Chamber of Commerce</td>
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GLOBAL MARKETING

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 have resulted in direct contact with more than a dozen advanced electronics firms, several of which are considered 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 enable us to track usage, gauge performance, identify trends, and gain valuable insight into new prospects.

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!

Trade Shows & Industry Events

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2019 Site Selectors Guild Advisory Forum

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 (ULL), 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 CountyIDA, Bond, Schoeneck and King, NYSTEC, Oneida Indian Nation, DBB a part of Randoll, 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 has 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.

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

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)

www.mvedge.org
@mvedge
@mvedge
@MarcyNanocenter
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.

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.

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

<table>
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<tr>
<th>Quarter</th>
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<tbody>
<tr>
<td>Q1 2020</td>
<td>Fab construction started</td>
</tr>
<tr>
<td>Q2 2021</td>
<td>Fab construction completed/ready for equipment</td>
</tr>
<tr>
<td>Q2 2022</td>
<td>Fab production commences</td>
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<tr>
<td>Q3 2024</td>
<td>Fab fully operational</td>
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CREE NY FAB BY THE NUMBERS

<table>
<thead>
<tr>
<th>Category</th>
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<tr>
<td>Direct Jobs Created</td>
<td>614+ within 8 years</td>
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<tr>
<td>Fab Site Size</td>
<td>480,000 sq. ft. on 55 acres</td>
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<tr>
<td>Investment</td>
<td>$1.2 Billion</td>
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<tr>
<td>NYS Incentives</td>
<td>$501 Million</td>
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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
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 biogas digester. 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 – Technogenics, 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.

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
CITY OF UTICA

Enlivened 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 theWurz 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 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.

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.

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
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 52,110-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

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.

Sonny Bonacio’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, full-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.

BRIAN GUNDERSON Vice President at Booz Allen Hamilton

GRAFFISS 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

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
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 creation of 225 jobs as well as the purchase of equipment and machinery.

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.

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 2,000 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.

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
Griffiss Chairman and CEO

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’ 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 i40 innovation corridor that is reshaping New York’s Upstate economy.

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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.

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.

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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
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.

IMPACTS SINCE 2011

- 14,674+ Proposed Jobs Created/Retained
- $298 Million CFA Awards
- $1.96 Billion Investment
- 656 Projects
- 7:1 Leverage of Private Investment

STRATEGIES

- Preserve Our Assets
- Trailblaze New Ideas
- Continue to be Stewards of Place
- Ensure a Future with Prosperity & Opportunity For All

2019 FUNDED BUSINESSES & URBAN PROJECTS

HERKIMER COUNTY
- Eastern Garden
- Stone Mill
- Feldmeier Equipment
- Microenterprise Grant

ONEIDA COUNTY
- Woodland Farm Brewery
- Project Charger
- Metal Solutions
- Sovena USA
- United Technologies Corporation
- Thea Bowman Center
- Kelberman Center
- MA Police
- Silver City Lofts
- LFA 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

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.

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.
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.

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

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<tr>
<th>Project Name</th>
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<td>Delta Hardwood Flooring of Boonville</td>
<td>$66,650</td>
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<td>Square One Coating Systems of Whitestown</td>
<td>$50,000</td>
<td>for equipment purchases for expansion into new markets and efficiency upgrades.</td>
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<td>$35,000</td>
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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

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 $5,000 from the NYS Department of Housing and Community Renewal.

ONGOING USDA PROJECTS

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</table>

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 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 $5,000 from the NYS Department of Housing and Community Renewal.

ONGOING USDA PROJECTS

2018 Equipment Purchases

<table>
<thead>
<tr>
<th>Business Name</th>
<th>Grant Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baggs Square Partners</td>
<td>$35,000</td>
<td>into new markets and efficiency upgrades.</td>
</tr>
<tr>
<td>Kris-Tech Wire</td>
<td>$50,000</td>
<td>for inventory expansion for hardwood floor finishing line.</td>
</tr>
<tr>
<td>METS Parts Manufacturing of Trenton</td>
<td>$35,000</td>
<td>for milling machine and upgrade for increase capacity and efficiency</td>
</tr>
</tbody>
</table>

2017 Equipment Purchases

<table>
<thead>
<tr>
<th>Business Name</th>
<th>Grant Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matt Brewing Company</td>
<td>$50,000</td>
<td>for inventory expansion for hardwood floor finishing line.</td>
</tr>
<tr>
<td>Special Metals Corp.</td>
<td>$50,000</td>
<td>for inventory expansion for hardwood floor finishing line.</td>
</tr>
<tr>
<td>Park Outdoor Advertising</td>
<td>$50,000</td>
<td>for inventory expansion for hardwood floor finishing line.</td>
</tr>
</tbody>
</table>
WHY BROWNFIELDS?
What is a Brownfield? It is a property whose expansion, redevelopment, or reuse may be complicated by the presence (or potential hazard) 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 re-purpose 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 roof, structure, electrical systems, 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 Technologies, 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 overarching 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 tax-incentive 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.”
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 sponsors:

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

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 Augment- ed 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 three other Demo Day participants entered into the year-long IDEA NY business accelerator program in April 2019.

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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.

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.

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 funding and $500,000 in prize funding money. This is a subsidy of $500,000 per startup.

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.

“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.
world's leading, independent custom power module manu-

Poly. Founded in Denmark in 1933, Danfoss is one of the

ernor Andrew M. Cuomo announced that Danfoss Silicon

vanced electronics ecosystem in the region. In 2017, Gov-
unger Andrew M. Cuomo announced that Danfoss Silicon

nyCREATES) delivered the keynote address.

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
teneth annual Leading EDGE Awards were

presented. The Leading EDGE Awards are designed to
recognize companies which are located in the Mo-

hawk 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 creating) delivered the keynote address.

2019 LEA AwarDEES

Danfoss Silicon Power, for their contribution to the ad-
vanced electronics ecosystem in the region. In 2017, Gov-

ner 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 manu-

facturers. Danfoss has hired 30 new advanced manufactur-
ing 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.

Doubltree 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. Doubltree 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 SS 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, NYSTECH,
Plumley Engineering, and The Fountainhead Group
Bronze: Adirondack Bank, Berkshire Bank, First Source
Federal Credit Union, Simon Eisenbach Productions, and
the Workforce Development Board.
# 2018 CONSOLIDATED STATEMENTS

## SUPPORT AND REVENUE

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

## EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>DOLLARS</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Development</td>
<td>1,015,400</td>
<td>10</td>
</tr>
<tr>
<td>Revolving Loan Program</td>
<td>32,659</td>
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</tr>
<tr>
<td>Property Development Program</td>
<td>593,366</td>
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</tr>
<tr>
<td>Management and Operations</td>
<td>794,540</td>
<td>8</td>
</tr>
<tr>
<td>Marcy Nanocenter</td>
<td>7,546,677</td>
<td>76</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>9,982,641</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

## STAFF

### EDGE
- **STEVE DIMEO**
  - President
  - [Image](image1)
- **SHAWNA PAPALE**
  - Chief Administrative Officer
  - [Image](image2)
- **MAUREEN CARNEY**
  - Chief Financial Officer
  - [Image](image3)
- **WILLIAM VANSHIFFLIN**
  - Senior Vice President Strategic Initiatives
  - [Image](image4)
- **PETER ZAWKO**
  - Vice President Economic Development
  - [Image](image5)
- **MARK KAUCHER**
  - Vice President Economic Development
  - [Image](image6)
- **JENNIFER WATERS**
  - Vice President Business Development and Communications
  - [Image](image7)
- **CHRISTIAN MERCURIO**
  - Vice President Planning and Development
  - [Image](image8)
- **TIM FITZGERALD**
  - Associate Vice President Economic Development
  - [Image](image9)
- **NICHOLAS BRUNO**
  - Associate Vice President Business Development
  - [Image](image10)
- **LAURA COHEN**
  - Project Manager
  - [Image](image11)
- **DAVID CICCONE**
  - Accountant
  - [Image](image12)
- **SOKUNTHIDETH CHEA**
  - Accountant
  - [Image](image13)
- **DEBRA LAUGHINGHOUSE**
  - Administrative Assistant
  - [Image](image14)

### GLDC
- **FRANK SANZONE**
  - [Image](image15)
- **BARRY SOULIA**
  - [Image](image16)
- **PAUL BRODFUEHRER**
  - [Image](image17)
- **ELIZABETH WASHBURN**
  - [Image](image18)
- **DEAN RUNION**
  - [Image](image19)
- **LEWIS BROOD**
  - [Image](image20)
- **NICHOLAS BRUNO**
  - [Image](image21)
- **SOKUNTHIDETH CHEA**
  - [Image](image22)
- **PETER HNELOSUB**
  - [Image](image23)
- **JORDAN SWALGIN**
  - [Image](image24)