



PART THREE

# CHALLENGES COMPETITION PROPOSAL

We envision an ecosystem in which thriving communities support, and are supported by, strategic industries. Economic growth demands an empowered, diverse workforce; and in turn, people require fundamental supports to fully participate. Childcare, transportation, educational, cultural, and language barriers are denying people's right to participate in the economy and lead more fulfilling and meaningful lives. Industry and community are interdependent; one cannot thrive without the other. The culture must reflect this. This prospectus is how we disrupt the paradigm and break down those barriers.

# PROPOSAL VISION

“ If we do not make poverty, neglect, inequality, and the need for opportunity a fundamental priority, all other investments will only favor the fortunate and will not address the systemic types of problems that hold back progress and the building of a healthy, sustainable, and resilient economy.”

– Dr. Nancy Pattarini, MVREDC Council Member

Coming correct. We’ve all seen the data. We’ve seen what works, and what doesn’t. We’ve dug down to the roots. Driven by comprehensive engagement across six counties, nine colleges and BOCES, 22 non-profit partners, and more than a dozen workgroup sessions, we present a proven, tactical approach to effect structural change in workforce development.

Spoiler alert: it’s all about our people.

**LOW WORKFORCE PARTICIPATION RATE:**  
HAS NOT YET RECOVERED TO PRE-PANDEMIC RATES

**57.5%** vs. **56.8%**  
PRE-PANDEMIC TODAY

**MISSING CAREER READINESS:**

**STRONGER K-12 PIPELINE  
MUST BE DEVELOPED** TO  
PREPARE GRADUATES FOR  
LIFE AFTER HIGH SCHOOL



**LIMITED WRAPAROUND SERVICES:**

**CHILD & ELDER CARE  
TRANSPORTATION**

**ESL** (ENGLISH AS A 2ND LANGUAGE)

& OTHER SERVICES ARE  
LIMITING THE ABILITY  
OF RESIDENTS TO  
PARTICIPATE IN  
THE WORKFORCE

Our \$10 million proposal will fund catalyst projects that scale successful programs across the region to:

- Ignite workforce participation and broaden the talent pool to include rural populations, individuals with disabilities, immigrants, and refugees.
- Facilitate wraparound services like childcare, transportation, and ESL by improving accessibility, affordability in schools, non-profit centers, and at the workplace.
- Redefine career readiness in schools by strengthening the bond between K-12 education and industry and exposing more students to a wider spectrum of career paths in Agribusiness, Tourism, and STEM.

Fundamentally, we aim to change the culture by empowering individuals through culturally relevant, community-sustaining approaches to meet the demands of our growing Tourism, Agribusiness, and STEM-intensive industries while lifting families out of poverty.



Frances, a single mother at 18, faced numerous challenges since age 16. Despite working in a low-wage retail job to make ends meet, she was determined to secure a better future for herself and her child.

She enrolled in the MVCC certified nursing assistant Fast Track program. On the third day, transportation failed her, requiring a nine-mile walk to MVCC's Rome campus, causing her to arrive three hours late. Despite this setback, the Fast Track program instructors recognized her dedication and potential, allowing her to excel.

Frances completed the challenging CNA program, passed her certification exam, and now works in the healthcare field, offering care and compassion. Her journey continues with MVCC's support as she advances in her healthcare career.

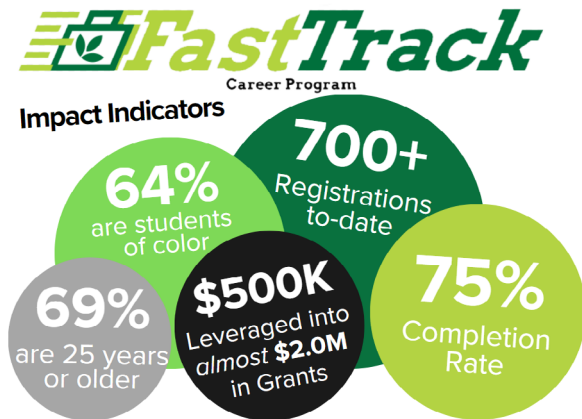
# WORKFORCE IMPLEMENTATION STRATEGY

**A three-year, \$10 million plan to increase workforce participation**, open doors to an increasingly diverse working-age population, and engage students at a younger age. We focus on fundamental barriers to employment, soft skills, empowerment, and dignity. These programs are tailored to meet people where they are while addressing structural inequities in our workforce pipeline. We selected these projects based on  **proven track records**,  **ability to scale**,  **leveraged resources**,  **strong partnerships** and  **regionally focused**.

## MVCC FAST TRACK: RAPID RE-TRAINING FOR CAREER READINESS

MVCC’s Fast Track program offers free, short-term training to students. It is an efficient mechanism to propel participants toward living-wage careers within 14 weeks or less.

MVCC understands a primary barrier to employment is the opportunity cost and time commitment of pursuing higher education. This program is acclaimed for its well-designed structure, offering individuals multiple opportunities for credentialing in diverse career paths such as advanced manufacturing, education, and information technology. With 700 graduates since November 2022, this successful model can be replicated across the region.



## SUNY COBLESKILL IRV: EXPANDING AGRIBUSINESS MICRO-CREDENTIALING

The Institute for Rural Vitality (IRV) will amplify their farm, food business, and entrepreneur micro-credential program in key industry areas to reach more individuals. The Institute has provided support services to 620 farms and food businesses since 2018.

The micro-credential program meets individuals where they are by compressing course schedules and making credentialing affordable, accessible, and fast. The program will credential 200 new individuals at no cost, affordable, accessible and fast. The program will credential 240 new individuals at no cost.



## THE CENTER: NEW AMERICAN CAREER BUILDER

The Center will serve and support new Americans entering the workforce through linguistically and culturally appropriate wraparound services to complement MVCC’s Fast Track program.

This program will assist with translation, childcare support, housing assistance, individual case management, citizenship screenings, job placement and career advancement. The Center will guide 100 refugees and new Americans through MVCC’s Fast Track program.



# WORKFORCE IMPLEMENTATION STRATEGY

MVREDC proposes funding and support for **catalyst projects that intuitively consider the whole person and their unique needs**. The projects share a proven track record, strong partnerships, leveraged resources, scalability across the region, and strategic alignment across multiple priority sectors. **We will address workforce planning for everyone:** K-12, traditional learners, English as second-language learners, unemployed, underemployed, and adult learners.

## SUNY POLYTECHNIC INSTITUTE: SILICON CARBIDE CHIP PROCESSING AND PACKAGING TRAINING LAB

SUNY Polytech is launching a new Processing to Packaging Center to serve as an epicenter for semiconductor research, education and training, with a goal to increase graduates across advanced manufacturing disciplines by 10 percent in the next four years. With a recent state investment of \$18.5 million, the Center will be a one stop shop for semiconductor manufacturing. Partners include: Wolfspeed, Danfoss, Menlo Micro, Indium, Micron, Marquardt Switches, Fulton Montgomery Community College, Mohawk Valley Community College, Onondaga Community College.

## EXPERTISE PROJECT: MANUFACTURING COMES TO RURAL SCHOOL DISTRICTS

Fulton County Center for Regional Growth (FCCRG) will expand their Expertise Project, a two-pronged approach where students visit manufacturing companies to conduct interviews with staff and take video of the factory floor using 360-degree cameras. The interviews are edited by the students and shared through VR headsets with other students in rural districts.

Students create connections to local employers and better understand what opportunities await them in their own backyard. The program expansion will reach 2,000 students.

## HILLSIDE WORK SCHOLARSHIP CONNECTION: WRAPAROUND SERVICES FOR AT-RISK YOUTH

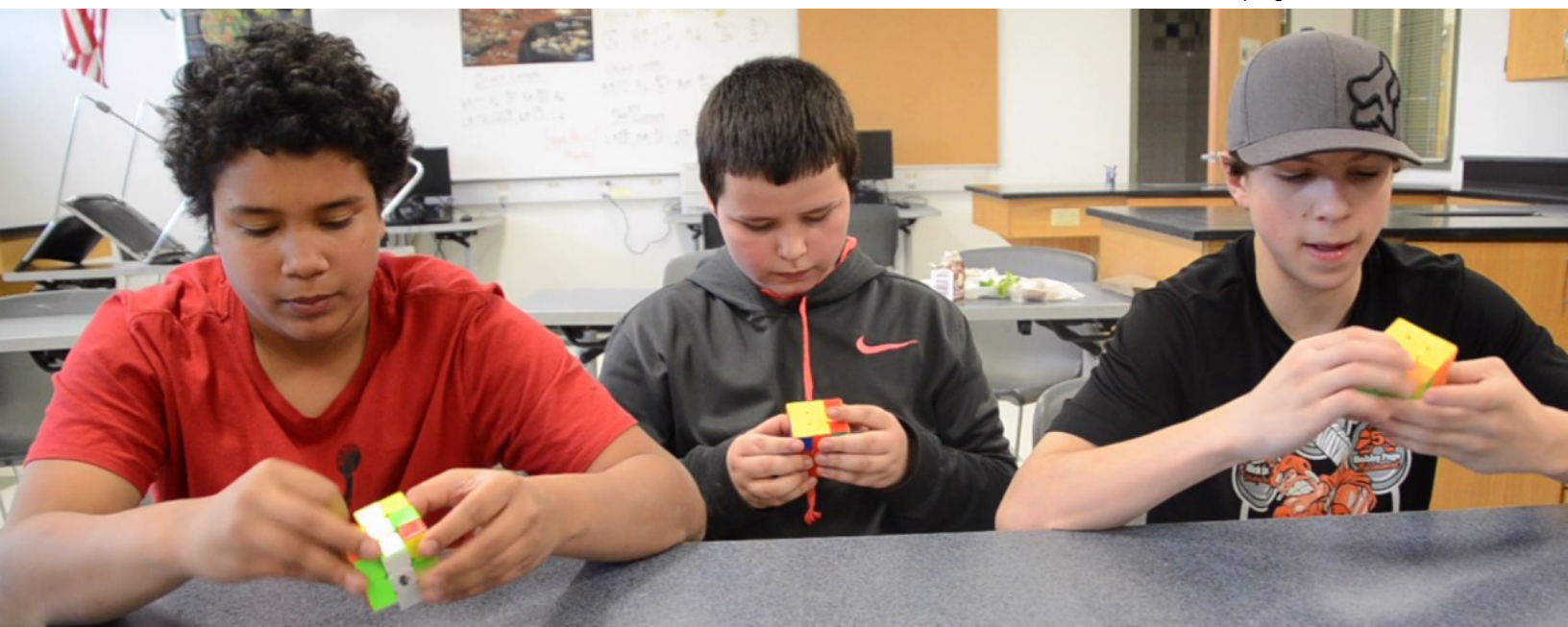
Hillside Work Scholarship Connection is a nationally-recognized youth development program for high school students that are at risk of failing or dropping out. Highly trained youth advocates provide mentoring, tutoring, after-school enrichment activities, employment training, job placement, and post-secondary preparation.

## RURAL TRANSPORTATION GRANT: EXPANDING PUBLIC TRANSPORTATION

Transportation repeatedly ranks in the top three barriers to workforce entry. MVEDD will sponsor an application to the U.S. DOT to conduct a thorough transportation study of the region. MVEDD will leverage award funds to identify solutions to transportation barriers and workforce participation.

This study will address a major gap in public infrastructure and will facilitate workforce opportunities in long neglected rural communities. This study will impact over 100,000 individuals.

*Students at summer STEM program at the Griffiss Institute*



# WORKFORCE IMPLEMENTATION STRATEGY

Inequality is pervasive in our region. **Creating communities where everyone can access opportunity and prosper will ultimately benefit the regional economy.** Focusing on equity and inclusion in workforce development is the only way to meaningfully affect low participation, disinvestment, and widespread ennui.

## RURAL HEALTHCARE GRANT: ADDRESSING HEALTHCARE IN RURAL COMMUNITIES

The Workforce Development Board (WDB) is focused on training the next generation of rural healthcare workers. Regional healthcare providers are facing a critical shortage of employees, compromising the quality of care for rural citizens. The WDB will offer a variety of programs including CNAs, LPNs, and RNs in coordination with community colleges, universities, EDOs, BOCES, and healthcare training providers to train 250 new healthcare professionals.

## MOHAWK VALLEY HOME RUN: WITHOUT HOUSING THERE IS NO WORKFORCE

A pot of strategic funding will be administered by MVREDC that is modeled after the Mid-Hudson Momentum Fund, an initiative that invests in mixed-use housing and infrastructure projects to meet housing demands. The application and award process will be similar to ESD Capital grants and the FAST NY program with an emphasis on using targeted investments to steer the regional housing crisis toward recovery.

## CHILDCARE STRATEGIC FUND: ELIMINATING CHILDCARE BARRIERS

To address limited childcare options, a general childcare strategic fund will be developed to provide catalyst investments to childcare organizations and programs to expand childcare services throughout the region. The childcare strategic fund will target projects that provide extended childcare service hours, increase wages to retain childcare workers, decrease childcare deserts, and provide wraparound services in addition to childcare. The intention is to eliminate barriers to workforce participation.

## PROPEL: DEGREE PROGRAMS FOR HIGH SCHOOL STUDENTS

Madison-Oneida BOCES and MVCC will expand the PROPEL program which allows junior and seniors in high school to take college classes and work toward micro-credentials or associate degrees. The program offers four career-focused programs to eligible students: Childhood Education, Cybersecurity & Computer Science, Engineering, and Remotely Piloted Aircraft Systems. The expansion will reach 90 students over two years.

## PROJECT SEARCH AND TRANSITIONS: JOB OPPORTUNITIES FOR DIFFERENTLY-ABLED PEOPLE

Lexington Arc has a proven track record in serving people with disabilities in the region. In partnership with area colleges, Lexington launched two successful programs: (1) Transitions (FMCC and SUNY Cobleskill) is an evidence-based curriculum that prepares teens and young adults with autism and learning differences for college, careers, and life and (2) Project Search (Herkimer CC and SUNY Cobleskill) is a program that had 10K participants nation-wide over the past 5 years with a 92% completion rate and 75% job placement rate. Lexington Arc and its 2 education partners, with the assistance of Project Search USA, plan to upscale the program to 7 other higher education institutions and also to other industry partners.

## THE BASSETT CHILDREN'S DAY CARE CENTER

The Bassett Childcare project provides a unique opportunity to expand childcare access to attract and retain employees who provide critical healthcare services, while also providing a fair wage, training, and support for the daycare workforce themselves. This integrated model will provide much needed childcare resources for employees by removing a significant barrier for inclusion in the labor force. The project will provide 68 much needed day care infant, toddler, and pre-school slots for children of working families, while directly creating 25 jobs in Otsego County. Onsite child day care can be an effective solution to the extraordinary challenges of workforce retention and recruitment, while removing barriers for inclusion in the labor



Rendering of the Bassett Children's Day Care Center

# CATALYST PROJECTS

We are proposing 12 catalyst projects totaling \$10+ million to scale established programs and leverage key partnerships across the region.

CATALYST PROJECT	GRANT AMOUNT	% TPC	LEVERAGE	TPC
<b>FAST TRACK CAREER PROGRAM EXPANSION</b>	\$1,200,000	30%	\$1.88M ESD OSWD GRANT (SECURED) \$398,000 OPWDD (SECURED) \$375,000 SUNY TRANSFORMATION FUND (SECURED) \$150,000 MVCC (SECURED)	\$4,003,000
<b>SILICON CARBIDE CHIP PROCESSING AND PACKAGING TRAINING LAB</b>	\$3,500,000	15%	\$18.0M GOVERNOR'S OFFICE APPROPRIATION (SECURED) \$1.85M WOLFSPEED (SECURED)	\$23,350,000
<b>SUNY COBLESKILL IRV - MICROCREDENTIAL ACCELERATOR EXPANSION</b>	\$2,700,000	48%	\$1.52M SUNY COBLESKILL (SECURED) \$784,900 ESD PROGRAMS AND INCENTIVES (SECURED) \$477,042 DONORS (SECURED) \$100,000 SUNY CHANCELLOR (SECURED)	\$5,580,184
<b>HILLSIDE WORK SCHOLARSHIP CONNECTION</b>	\$1,900,000	17%	\$9.6M UTICA CITY SCHOOL DISTRICT (SECURED)	\$11,500,000
<b>CHILDCARE STRATEGIC FUNDING</b>	\$1,000,000	66%	\$500,000 UPSTATE REVITALIZATION INITIATIVE FUNDS (SECURED)	\$1,500,000
<b>NEW AMERICAN CAREER BUILDER</b>	\$402,000	30%	\$624,000 DRI ROUND IV (SECURED) \$250,000 ONEIDA COUNTY ARPA FUNDS (SECURED) \$50,000 THE CENTER STAFF SUPPORT (SECURED) \$25,000 JRM FUND (ANTICIPATED) \$13,000 STATE FARM FOUNDATION (ANTICIPATED)	\$1,364,000
<b>PROPEL</b>	\$626,000	37%	\$946,000 OHM BOCES (SECURED) \$100,000 MVCC (SECURED)	\$1,672,000
<b>THRIVING COMMUNITIES GRANT FOR RURAL TRANSPORTATION</b>	\$1,000,000	16%	\$4.0M US DOT THRIVING COMMUNITIES NATIONAL CAPACITY BUILDER PROGRAM (ANTICIPATED) \$1.0M NORTHERN BORDER REGIONAL COMMISSION GRANT (SECURED) \$173,033 USDA RURAL PLACEMAKING INNOVATION CHALLENGE (SECURED) \$100,350 BROWNFIELD OPPORTUNITY AREA GRANT (SECURED) \$50,000 USDA ENGINEERING STUDY (SECURED)	\$6,323,383
<b>RURAL HEALTHCARE WORKER TRAINING</b>	\$700,000	66%	\$350,000 US DOL RURAL HEALTHCARE GRANT (SECURED)	\$1,050,000
<b>EXPERTISE PROJECT</b>	\$600,000	100%	TBD	\$600,000
<b>PROJECT SEARCH AND TRANSITIONS</b>	\$500,000	40%	TBD LEXINGTON ARC STAFFING AND DONATIONS (COMMITTED) TBD FULTON-MONTGOMERY COMMUNITY COLLEGE (COMMITTED) TBD SUNY COBLESKILL (COMMITTED) TBD HERKIMER COMMUNITY COLLEGE (COMMITTED) TBD PROJECT SEARCH USA (COMMITTED)	\$1,250,000
<b>MOHAWK VALLEY HOME RUN</b>	\$2,500,000	50%	EFC, ESD, DEC, HCR (ANTICIPATED)	\$5,000,000
<b>TOTAL</b>	<b>\$16,628,000</b>	<b>32%</b>	<b>\$43,316,325 TOTAL LEVERAGE (NOT INCLUDING TBD AMOUNTS)</b>	<b>\$63,192,567</b>

# WORKFORCE IMPLEMENTATION STRATEGY

## PIPELINE PROJECTS:

MVREDC will support pipeline projects that reinforce our catalyst project strategy. These pipeline projects will address barriers to workforce development for individuals, families, businesses, and prospective talent. The pipeline will tackle broader regional issues critical to meeting material needs like affordable housing, broadband access, after school programs, and childcare services.

- WHAT'S UPSTATE
- MVCC WHOLE FAMILY EDUCATION PILOT
- REGIONAL HOUSING STRATEGY
- DIGITAL EQUITY BROADBAND COALITION
- INNOVARE
- CREATIVE CONNECTIONS

## WHAT'S UPSTATE: ATTRACTING TALENT WITH DIGITAL MARKETING

What's Upstate is a talent attraction platform for anyone looking to relocate to the Mohawk Valley to pursue their career. It's a critical tool that contributes to the region's growth in strategic industries. The platform offers a concierge service that can tailor make a profile of community life for anyone interested in relocating.

Below: Five Kids Bakehouse in Otsego County.



## MVCC WHOLE FAMILY EDUCATION PILOT: EDUCATING ENTIRE FAMILIES SIMULTANEOUSLY

The Whole Family Education pilot program will provide upskilling opportunities to adults and academic enrichment activities for children, at the same time. Each evening begins with a family dinner, followed by adult workforce training programs for parents/caregivers, and academic tutoring for children.

This comprehensive approach will broaden educational opportunities for entire families and reinforcing the human social network. The program will reach 20 families in its first year.

## REGIONAL HOUSING STRATEGY: ATTAINABLE HOUSING FOR ALL INCOME LEVELS

MVREDC will compile all recent housing market studies to identify key findings and develop a strategy to increase affordable, mid-market, and market-rate housing supply to meet the demands of the region's existing and future workforce.

Lack of supply and diversity in our regional housing stock is a severely limiting factor to attracting new talent. This initiative will assist small communities with little-to-no capacity to modernize zoning and incentivize smart growth housing projects.

## DIGITAL EQUITY BROADBAND COALITION: EXTENDING BROADBAND INFRASTRUCTURE

MVREDC will establish a coalition of regional partners to focus on extending affordable, reliable, redundant, high-speed broadband access to every Mohawk Valley resident.

A 2021 State Comptroller's report found over 18,000 people in the Mohawk Valley lacked reliable, high-speed internet. We will significantly advance New York State's CONNECT ALL initiative and endeavor to create an equitable broadband network region-wide.

## INNOVARE: STEM FOR UNDERSERVED STUDENTS

Griffiss Institute and Innovare Advancement Center will offer a STEM summer camp to students K-12 to provide hands-on experience in science, math, and engineering.

Elementary-aged students will engage with leading-edge technologies that could lead to career pathways in hacking, advanced engineering, and quantum physics.

## CREATIVE CONNECTIONS: ADDRESSING YOUTH SUBSTANCE ABUSE

Creative Connections Clubhouse provides a safe, nurturing, and sober environment to children ages 12-21 who have or are at risk of developing addiction by offering afterschool programming, daily meals, and counseling.

Staff and peer-led programs focus on building and maintaining relationships, developing life skills, and creating an equitable community. This program will expand access for an additional 30 children.

# OPPORTUNITY

Let's get real. Our participation rate has remained relatively flat – at less than 60% – since 2011. This means that, for nearly a generation, far too many of our neighbors have lived on the edge of poverty – limiting their access to education, training, health care, and social mobility. But even if they can overcome this and enter the workforce, their contributions are restricted and their potential not fully realized. Others may not enter the workforce at all. With more than 40% of our working-aged people willing but unable to participate – for whatever reason – we've got to do better. The structural change that we seek in workforce development requires that we create a new culture of human potential, meet individual needs on the most fundamental levels, and dismantle systemic barriers to participation in the economy.

## MEETING PEOPLE “WHERE THEY'RE AT”

Record-low unemployment has exposed long-under-served populations and revealed untapped potential in terms of human energy and talent. Education is not the limiting factor; as almost 58% of job openings require no more than a high school diploma or GED. Rather, it is a combination of socioeconomic, physical, cultural, discriminatory, or other barriers to entry. Viewing it through this lens, there are 100,000+ individuals – mothers, fathers, young adults, and young at heart – who desire to work but haven't figured out how.

**With \$10 million in Challenge funding, we intend to meet the Challenge Competition criteria by extending existing, innovative, and actionable programs that have proven success, reach underserved individuals, are easily scaled across the region, have strong partnerships, and leverage additional resources.**

- Scaling the MVCC Fast Track program to tailor training and meet people where they are throughout our six county region.
- Boosting the SUNY Cobleskill Institute for Rural Vitality, with more than 60 micro-credential programs across all industries.
- Funding The Center to expand industry partnerships and provide ESL and cultural supports for new Americans.
- Expanding the Expertise Project to expose K-12 students to careers in STEM and advanced manufacturing.
- Gap-funding childcare projects from capacity building to capital investments to bring care closer to neighborhoods and employers.
- Leveraging resources for differently-abled individuals to share their unique talents with the world.
- Cost-sharing successful STEM programs in schools and camps to strengthen the bond between youth and advanced industries.
- Doubling down on a national model to train rural health care workers to close the healthcare gap in our region.

## WHO ARE OUR PEOPLE ON THE SIDELINES?



Total Population	INDIVIDUALS FACING BARRIERS 484,645	% POVERTY IN MOHAWK VALLEY 14.2%	% POVERTY IN NEW YORK STATE 14.3%
HS Diploma or Less	139,196	18.9%	20.8%
Language Other Than English at Home	43,968	23.0%	18.3%
Disabled (18-64)	36,872	33.0%	29.9%
Foreign Born	25,750	19.6%	15.6%
Single Parent	21,701	39.7%	33.9%
Veteran	28,236	08.0%	08.7%



# OPPORTUNITY

## CLOSING THE GAPS

Our strategic industries – Agribusiness & Food Systems, Advanced Industries, and Tourism – are projected to create more than 8,000 job openings in the next decade. Certainly, we'll attract new talent from the outside to fill some of the highest-level positions. But the majority of advertised positions can be obtained by a massive talent pool right here in our own neighborhoods.

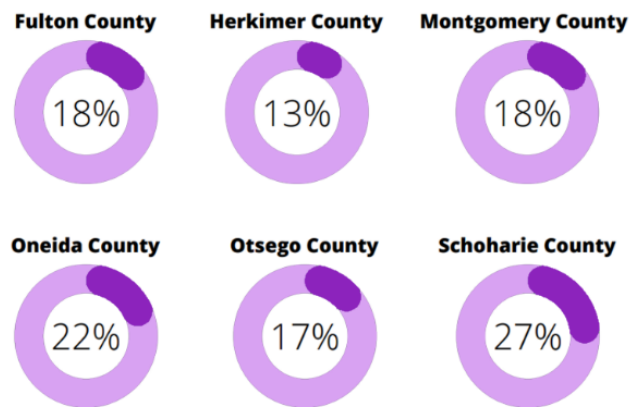
## FILLING JOBS IN OUR STRATEGIC INDUSTRIES

For real though. The overwhelming majority (74%) of our region's current working-aged population do not have bachelor's degrees. Well, neither did Steve Jobs or Albert Einstein. We can work with that.

- Slightly more than 50% of the projected STEM & Advanced Industry Jobs being created require Associate Degrees, Technical Certificates, Microcredentials, or GED's.
- More than 60% of careers in agribusiness, food processing, and craft beverage production require an associate's degree or less.
- Greater than 75% of tourism openings can be filled with GED, certificate, and associate degree graduates.

## THE EXISTING SUPPLY OF CHILDCARE COVERS

**LESS THAN 20%**  
OF CHILDREN AGE 0-9  
IN THE MOHAWK VALLEY



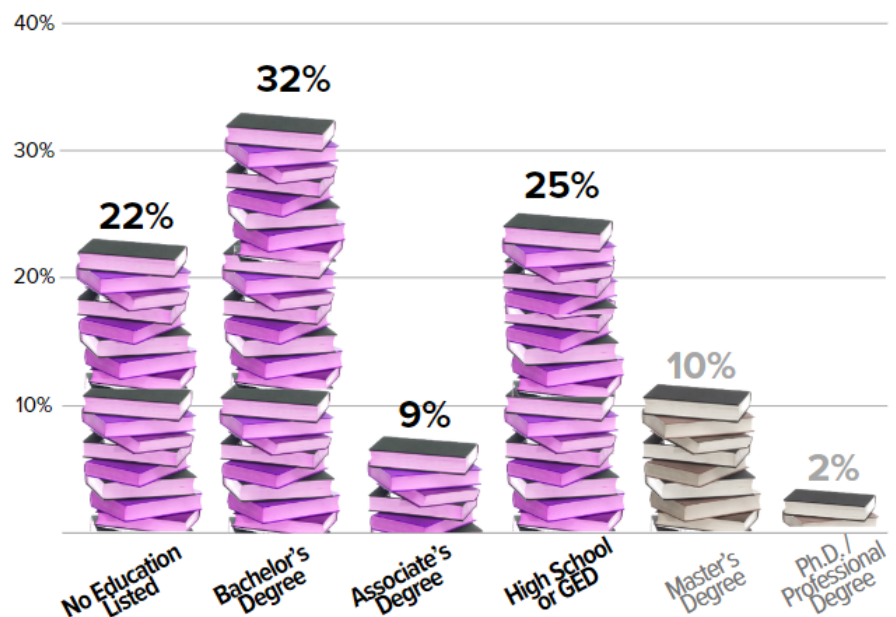
## EDUCATIONAL REQUIREMENTS for PRIORITY INDUSTRY JOBS

### STEM-INTENSIVE INDUSTRIES AND ADVANCED MANUFACTURING

AGRIBUSINESS

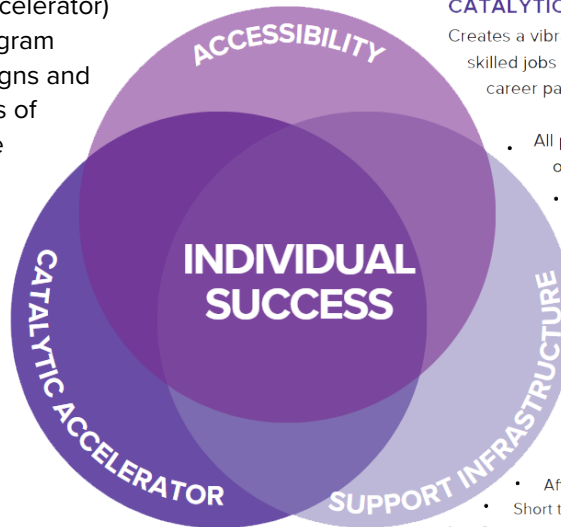
TOURISM

AVERAGED ACROSS INDUSTRIES\*



# PRINCIPLES

The **FIRST PRINCIPLE** (catalytic accelerator) shifts workforce development program design away from prescribed designs and offerings to attending to the needs of individuals who aspire to enter the labor force. The Mohawk Valley REDC workforce development plan focuses directly on individuals' basic needs through creating flexible times and delivery formats and providing wraparound services that remove attendance and attainment barriers.



## CATALYTIC ACCELERATOR

Creates a vibrant ecosystem approach for individuals & leads to skilled jobs with clear advancement opportunities in extended career pathway.

- All projects are designed to get people off the sidelines or out of a dead-end unskilled job into a skilled job.
- A catalyst to keep going for further economic mobility
- Has an impact on the greater ecosystems of the community

## SUPPORT INFRASTRUCTURE

Coalition of provider and community supports, customized to the needs of the industry and its workforce.

## ACCESSIBILITY

Designed to incorporate the user-experience, not what is designed to meet the needs of the program.

- Affordable (free) relevant training and education
- Short term, convenient, stackable & continuous learning
- Customized to meet the user capacity

## CATALYTIC ACCELERATOR

Creates a vibrant ecosystem approach for industry. Leads to a productive, skilled workforce with clear advancement opportunities within the organization. Opportunities are co-designed with providers to create entry and advanced skilled workforce.

- A catalyst to keep going for further economic mobility
- Has an impact on the greater ecosystems of the community

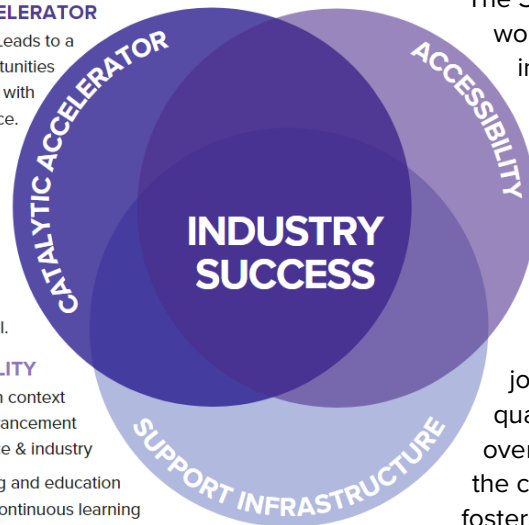
## SUPPORT INFRASTRUCTURE

Wraparound, holistic supports, customized to meet the needs of the individual.

## ACCESSIBILITY

Designed to incorporate the user-experience within context of the industry partner creating opportunities for advancement that benefits both workforce & industry

- Affordable (free) relevant training and education
- Short term, convenient, stackable & continuous learning
- Customized to meet the user capacity



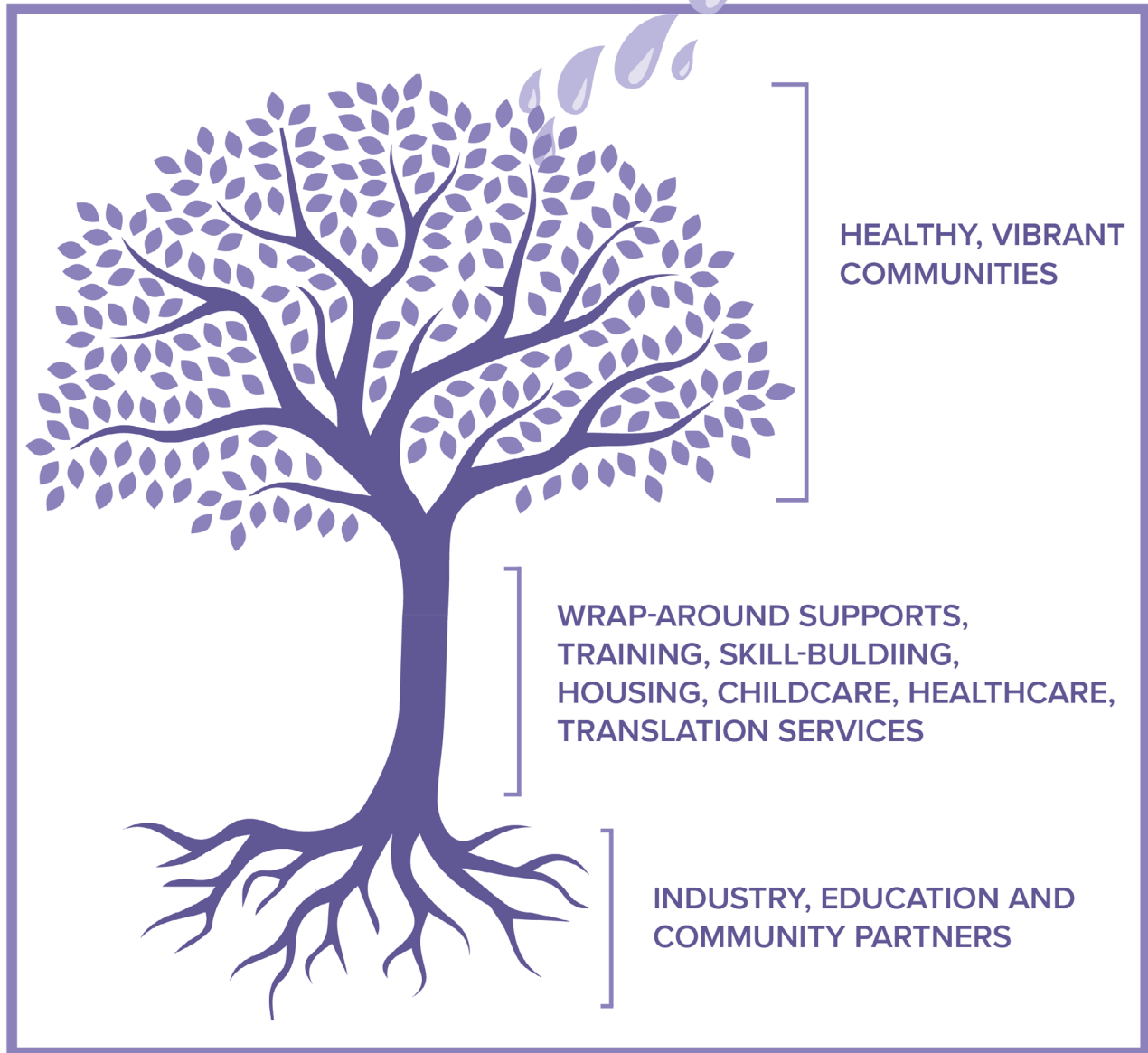
The **SECOND PRINCIPLE** recognizes workforce development as a key feature in a vibrant community ecosystem.

The main point is a strong workforce has a ripple effect that significantly influences the overall well-being of the community. More members of the community have increased access to either gain employable skills or upskill, leading to more employment opportunities. Having job stability leads to enhanced quality of life and contributes to the overall sustainability and vibrancy of the community. This vibrancy, in turn, fosters the growth and stability of social, political, and educational infrastructures.

The Catalytic Accelerator Model for individual and industry success both feeds and feeds on the ecosystem multiplier concept – which is premised upon building a sustainable system focused on the interplay between humans, industries, communities, organizations, and social and economic health. Underpinning the ecosystem approach, the network will include educators, industry experts, community leaders, service providers, and government agencies, working together to provide meaningful career paths through a well-articulated plan that builds on local assets. Following this logic, our catalyst projects are both individual and community centric; creating opportunities for meaningful employment will have an impact on the greater community good. Thus, feeding a multiplier effect that will induce a positive impact on neighborhoods, industry, and education.



YOU HAVE INVESTED IN THE MOHAWK VALLEY REGION AND WE HAVE DELIVERED. BY CONTINUING TO REINVEST, YOU WILL **STRENGTHEN THE ROOTS** AND WE WILL CONTINUE TO **BEAR FRUITS** FOR YEARS TO COME.



**TARGETED**



**SCALABLE**



**PROVEN TRACK RECORD**

**PARTNERS:** USDA, MEAT PROCESSORS, DAIRY PROCESSORS, YOUTHBUILD, RURAL HEALTHCARE, GUN VIOLENCE PREVENTION, PATHWAYS HOME, PROJECT EXCITE, RADAR, FCCRG, EXPERTISE PROJECT, FMCC, MVCC, FMS WORKFORCE DEVELOPMENT BOARD, NYATEP, FULTON MONTGOMERY CHAMBER OF COMMERCE, FULTON COUNTY SCHOOL DISTRICTS, UTICA CITY SCHOOL DISTRICT, ON-POINT FOR COLLEGE, SUNY POLYTECHNIC, COMMUNITY FOUNDATION OF HERKIMER AND ONEIDA COUNTIES, JUNIOR FRONTIERS OF MOHAWK VALLEY, MOHAWK VALLEY COMMUNITY COLLEGE, MOHAWK VALLEY EDGE, KINNEY DRUGSTORE, CAROLS CORPORATION, GREATER UTICA CHAMBER OF COMMERCE, M&T BANK, MOHAWK VALLEY LATINO ASSOCIATION INC., SUNY COBLESKILL, SUNY ALBANY, BASSETT HEALTH CARE, MOHAWK VALLEY HEALTH SYSTEM, ROME HEALTH, MVEDD, MVREDC, KANATSIOHAREKE, INC (MOHAWK TRIBAL NON-PROFIT), LIVING ADK, TOWN OF RICHFIELD, VILLAGE OF NELLISTON, VILLAGE OF CANAJOHARIE, IROQUOIS HEALTH NETWORK, CDTA, MONTGOMERY COUNTY SMALL BUSINESS DEVELOPMENT CENTER, MONTGOMERY COUNTY IDA, HERKIMER COUNTY CHAMBER OF COMMERCE, GREATER UTICA CHAMBER OF COMMERCE, SCHOHARIE COUNTY IDA, THE CENTER (FORMERLY THE MOHAWK VALLEY RESOURCE CENTER FOR REFUGEES), SCHOHARIE ECONOMIC ENTERPRISE CORP (SEEC), SCHOHARIE COUNTY COMMUNITY ACTION PROGRAM (SCCAP), SCHOHARIE COUNTY, SCHOHARIE COUNTY RURAL PRESERVATION CORPORATION, CITY OF AMSTERDAM, CITY OF LITTLE FALLS, ONC BOCES, UTICA/ONEIDA COUNTY CHAPTER OF THE NAACP, THE LEVITT PUBLIC AFFAIRS CENTER AT HAMILTON COLLEGE, HERKIMER-HAMILTON-OTSEGO-FULTON BOCES, CONNECTED COMMUNITY SCHOOLS, MOHAWK VALLEY DIAPER BANK/HEALTH FOUNDATION OF CENTRAL AND WESTERN NY, CORNELL COOPERATIVE EXTENSION, CATHOLIC CHARITIES, HERKIMER COLLEGE, UPSTATE CARING PARTNERS, HERKIMER HEALTHNET, THE NEIGHBORHOOD CENTER, SENATOR SCHUMER, CHOBANI, NEW BEGINNINGS ACADEMY, INC., MOHAWK VALLEY ECONOMIC DEVELOPMENT DISTRICT, MONTGOMERY COUNTY BUSINESS DEVELOPMENT CENTER, SUNY COBLESKILL EARLY CHILDHOOD STUDIES, NYS OFFICE OF CHILD AND FAMILY SERVICES, COBLESKILL-RICHMONDVILLE CENTRAL SCHOOL DISTRICT

## PHOTO CREDITS

- Cover, Greenhouses. Photo Source: SUNY Cobleskill
- Cover, Worthington Industries Manufacturing Day Student Workshop. Photo Source: Worthington Industries
- Cover, Kayakers. Photo Source: New York Almanack
- p. 4, Wynn Hospital Ribbon Cutting. Photo Source: Mohawk Valley EDGE
- p. 6, Ioxus, Incorporated ultracapacitor manufacturing facility. Photo Source: Otsego Now
- p. 7, Brewery Ommegang live music. Photo Source: Brewery Ommegang
- p. 8, Schuyler Business Park. Photo Source: Herkimer County IDA
- p. 9, Mountain biker on Wheelerville Trail in Fulton County. Photo Source: Wheelerville Trails
- p. 9, Kayak-a-thon on the Erie Canal in Montgomery County. Photo Source: New York Almanack
- p. 10, Riverlink Park on the Erie Canal in Amsterdam. Photo Source: City of Amsterdam
- p.15, Governor Hochul at Doubleday Field ribbon-cutting ceremony. Photo Source: Governor Kathy Hochul
- p.16, Employee at Indium Corporation. Photo Source: Indium Corporation
- p. 17, Wayward Lane Brewing winning craft brewing award. Photo Source: Schoharie Economic Enterprise Corporation
- p. 18, NY Forward Awards. Photo Source: NY Regional Economic Development Councils
- p. 18, STEM summer camp at Griffiss Institute. Photo Source: Griffiss Institute
- p. 18, Glove City Lofts in Downtown Gloversville (rendering). Photo Source: Fulton County Center for Regional Growth
- p. 19, Kearney presentation of Glove City Lofts project in Gloversville. Photo Source: The Daily Gazette
- p. 20, Duofold Site in Ilion (existing conditions and site plan). Photo Source: Herkimer County IDA
- p. 21, Midtown Utica Community Center event. Photo Source: Midtown Utica Community Center
- p. 21, Herkimer County Children's Center (rendering). Photo Source: Herkimer County IDA
- p. 21, Nan Zar. Photo Source: Midtown Utica Community Center
- P. 22, Beer & Hen. Photo Source: Wayward Lane Brewing Company
- P. 24, Semikron Danfoss in Marcy. Photo Source: Mohawk Valley EDGE
- p. 25, Wolfsped Mohawk Valley Fab. Photo Source: Mohawk Valley EDGE
- p. 26, Manufacturing Day. Photo Source: MVCC Advanced Institute for Manufacturing (AIM)
- p. 27, Map semiconductor corridor commute times. Photo Source: Mohawk Valley EDGE
- p. 28, Johnstown Commerce Park FAST NY site. Photo Source: Fulton County Center for Regional Growth
- p. 28, Griffiss Triangle FAST NY site. Photo Source: Oneida County
- p. 28, Oneonta Rail Yards Site FAST NY site. Photo Source: Otsego NOW
- p. 28, Highbridge FAST NY site (rendering). Photo Source: Schoharie Economic Enterprise Corporation
- p. 29, Electrical components. Photo Source: Ioxus, Inc.
- p. 29, Kris-Tech Wire. Photo Source: Mohawk Valley EDGE
- p. 30, Program Manager. Photo Source: AIS, Inc.
- p. 32, Euphrates Cheese production facility in Johnstown. Photo Source: Mohawk Valley EDGE
- p. 33, Institute for Rural Vitality. Photo Source: SUNY Cobleskill
- p. 34, Cattle. Photo Source: Center for Agricultural Development and Entrepreneurship (CADE)
- p. 35, E29 Labs Founders & Site Rendering. Photo Source: Montgomery Business Development Center
- p. 36, Ribbon cutting inside the Nexus Center, Utica. Photo Source: Utica University Nexus Center
- p. 37, Young child rocking the Herkimer Diamond Mines. Photo Source: Mohawk Valley EDGE
- p. 38, NEXUS Center in downtown Utica. Photo Source: Oneida County
- p. 38, Doubleday Field ribbon-cutting ceremony. Photo Source: Mike Groll/ Office of Governor Kathy Hochul
- p. 39, Ommegang Taphouse. Photo Source: Brewery Ommegang.
- p. 40, Family @ Fort Stanwix National Monument. Photo Source: Fort Stanwix National Monument
- p. 40, Snowmobile enthusiasts. Photo Source: Herkimer County IDA
- p. 40, Cooperstown baseball tournament. Photo Source: Cooperstown
- p. 41, Turning Stone Resort Expansion (rendering). Photo Source: Oneida Indian Nation
- p. 42, Chuctanunda Creek Trail (rendering). Photo Source: Montgomery Business Development Center
- p. 43, Copper Village (rendering). Photo Source: Human Technologies
- p. 43, SFM Skatepark Project (rendering). Photo Source: sfmskateparkproject.com
- p. 44, Public Meeting @ Erie Canal Navigation Center. Photo Source: Larry Rocco Photography
- p. 45, Workgroup Meeting. Photo Source: Mohawk Valley EDGE
- p. 45, Mohawk Valley Regional Economic Development Summit. Photo Source: Mohawk Valley EDGE
- p. 50, Grissom Solar near Johnstown. Photo Source: RTO Insider, LLC
- p. 52, Women in Manufacturing Program at MVCC. Photo Source: MACNY
- p. 53, Cares Initiative. Photo Source: MVEDGE
- p. 54, Highbridge Site Visit with Schoharie County & SEEC. Photo Source: Schoharie Economic Enterprise Corporation
- p. 54, Regional EDO Summit @ Oneida County Offices. Photo Source: Mohawk Valley EDGE
- p. 54, The Economy. Photo Source: Bored Panda
- p. 54, Manufacturing Day. Photo Source: Worthington Industries
- p. 55, 2nd Annual Brownfields Developer Summit. Photo Source: Mohawk Valley Economic Development District
- p. 56, Kids in Hardhats. Photo Source: Mohawk Valley EDGE



**Mohawk Valley  
Regional Economic  
Development Council**